

BUILDING A COMMITMENT TO SERVICE



GEORGIA

2023

BUDGET

Table of Contents

Message from the Mayor	2
Message from the CAO	3
What makes Georgina great	4
Vision, mission and values	6
Georgina's future Business Park	8
Strategic about the Town's future	10
Municipal Modernization and Online Self-serve	12
National Day for Truth and Reconciliation	13
MURC - Multi-use Recreation Complex	14
2023 Budget - Overview, operating and capital budgets, property tax levy	16
Municipal Services	20
Summary of capital projects	21
Summary of carry-forward projects	23
Summary of cancelled projects	25
Ten-year capital plan	26
Operating budget summary	28
Summary of operating initiatives	29
Summary of estimated reserve funds	30
Staff complement summary	31





It's an exciting time for the Town of Georgina. Our community continues to grow and change, and we have a number of major projects that will contribute to our future. Construction of the Multi-use Recreation Complex is well underway and the Panattoni Development Company broke ground on its newest business park at the northeast corner of Woodbine Avenue and Glenwoods Avenue.

We know inflation has taken a toll on our residents and businesses. Prices have gone up for everything and we understand how hard it is to manage those costs. The Town's budget also reflects a rise in costs and a responsible approach to managing those increases. It is never easy to raise taxes but we understand that hard decisions must be made to give us stability for the long term.

This budget is responsible. It provides for services today, puts processes in place for improving services, including more online options, continues to move our major capital projects forward and adds to our reserves to plan for the future.

A tremendous amount of time and hard work has gone into the 2023 budget to ensure we are focusing our resources to continue to build a strong community. I want to thank Council, Town staff and our residents for their contributions to our budget process. By continuing to work together, we can ensure a strong future for Georgina.

Mayor Margaret Quirk



“The Town is renewing our commitment to service excellence - providing services that meet the needs of our residents, while at the same time ensuring the Town’s financial stability.”

The Town of Georgina continues to identify opportunities to leverage technology, review processes, and find ways to improve our ability to provide excellent service and value to our residents and businesses.

We have advanced online service delivery with the introduction of new virtual offerings that provide a new and efficient experience for users. Leveraging technology has been essential to maintaining business continuity. With our dedicated team and focused approach, we will continue to build on our successes.

With important projects already underway and responsible future planning efforts always top-of-mind, it is important the Town continue our practice of responsible fiscal management. I am proud of the responsible and realistic budget that strikes a balance between improving our services, saving for tomorrow and supporting the infrastructure needed now and for the future.

I would like to acknowledge the residents who participated in the budget process this year by completing the survey. Thank you –we appreciate your contributions. I am also incredibly proud of staff and their hard work, and look forward to continuing to demonstrate our collective commitment to serving this community.

Ryan Cronsberry, CAO



What makes Georgina great

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.



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.

Population and demographics

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

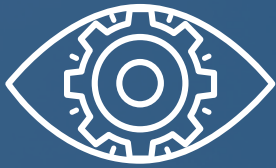
Economy

- The Town has designated 550 acres on the east side of Woodbine Avenue at the Highway 404 extension for the development of a business park. In 2021, Panattoni Development Company acquired 200 acres of zoned industrial land within the business park at the northeast corner of Woodbine Avenue and Glenwoods Avenue, which can be readied for immediate development. Construction on the site began in 2022.
- Georgina is dedicated to facilitating local economic growth and prosperity, and to ensuring that the infrastructure and development policies are in place to provide for a healthy community, which meets the social, economic and cultural needs of the residents and business owners.
- Georgina is home to 1,087 businesses.

Attractions

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

Vision, Mission and Values



Vision

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



Mission

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



Values

Respect, we care about each other.

Excellence, always go the extra mile.

Communication, we are active listeners.

Teamwork, achieving our goals together.



DISCOVERY LIBRARY BRANCH

Discover Library branch at the MURC



200-acre business park breaks ground in Georgina

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

The Town issued a building permit for the first building in October 2022 within the 404 Logistics Park, which is zoned to accommodate a variety of industrial and institutional business operations and small-scale commercial uses accessory to these uses. The approximately 370,000-square-foot building, which is the first of three buildings in the first of three phases, will be located along the Woodbine Avenue frontage and is expected to result in more than 200 new jobs. The build-out of all three phases has the potential to create more than 1,000 jobs.

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



Strategic about Georgina's future

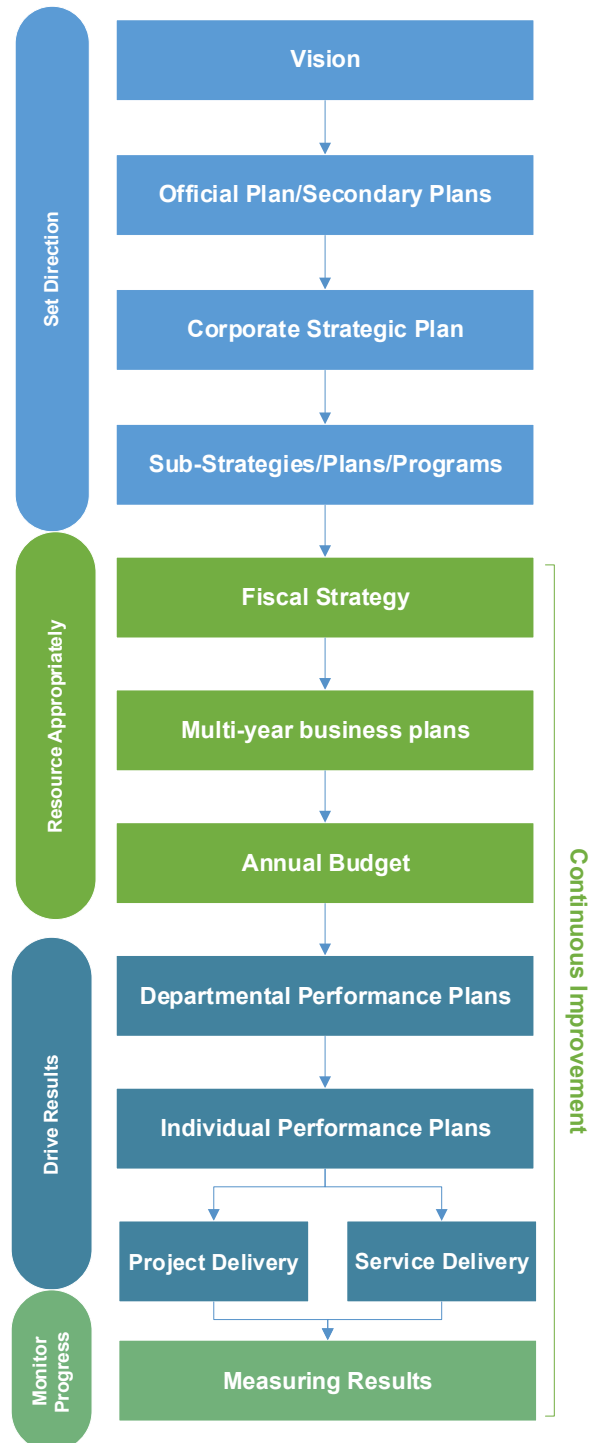
In 2019, Council endorsed the Town's 2019-2023 Strategic Plan as a vital component of the Service Excellence Framework.

The strategic plan maps out 39 specific actions within four priority areas:

1. **Grow our economy**
2. **Promote a high quality of life**
3. **Engage our community and build partnerships**
4. **Deliver exceptional service**

Even with the COVID-19 pandemic, the Town has made significant progress against the deliverables in this plan with 33 items completed. Six items will continue through 2023.

In 2023, the Town will look to endorse a new strategic plan in alignment with the new term of Council. Through this plan, and the larger Service Excellence Framework, Georgina will continue to build its competitiveness, ensure its communities remain healthy, actively engage partners and provide great service.





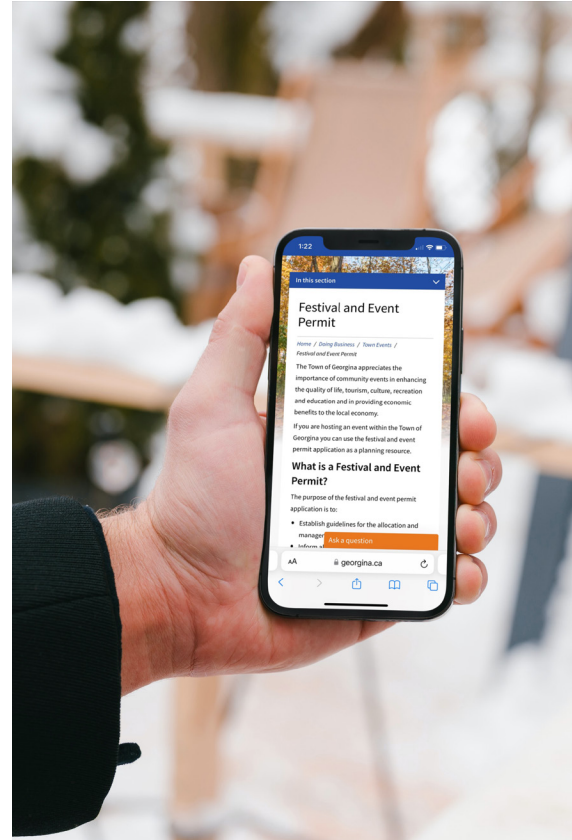
Municipal Modernization and Online Self-serve

In 2022, the Town continued to migrate services online to provide the most convenient service options for our clients, and to offer cost-effective service delivery to the taxpayer. In 2022, the following services were made available online:

- Residential parking passes
- Burn permits
- Pool permits
- Building permits
- Building package request automation
- Site alteration and entrance permits
- Festival and events permits
- Marriage licensing

In addition to these online processes, the Town also included an online chat feature, expanded online payment options to include the Stripe payment platform, expanded use of Recycle Coach to enable 'issue reporting' and made significant enhancements to our phone system to improve business continuity and overall service delivery.

In 2022, the Town received more than \$2M in grant funding in support of technology and continuous improvement efforts that have enhanced service delivery throughout the Town.





National Day for Truth and Reconciliation

In recognition of the National Day for Truth and Reconciliation, the Town of Georgina held a ceremonial flag raising in partnership with the Chippewas of Georgina Island in honour of National Day for Truth and Reconciliation on Sept 30, 2022. Flags were also raised at Ravenshoe Road and Woodbine, and at Dalton Road and Lake Drive. Members of Council, dignitaries and Town staff joined members of the Chippewas of Georgina Island First Nation for this special event.

A smudging ceremony was performed which involved the burning of one or more medicines gathered from the earth. A drummer also performed at the ceremonial event.

On Sept. 22, 2022, the Region of York, in partnership with the Town of Georgina and the Chippewas of Georgina Island First Nation, held the official unveiling of a second Every Child Matters Crosswalk in Georgina. It is located at Dalton Road and Black River Road. The event included an opening song, smudging ceremony, remarks and a ribbon cutting. Like the first crosswalk, this one helps to raise awareness of the victims and survivors of Canada's residential school system, while also helping to advance reconciliation through renewed relationships with Indigenous partners.



MURC Multi-use Recreation Complex

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

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

The recreation complex will be located on the 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.



The construction of the MURC will be primarily funded by development charges. There will be a need to fund the remaining capital portion from other sources as a result of Bill 23. There will be no tax levy increases related to the MURC operating costs. The anticipated annual net operating costs for the MURC will be approximately \$2 million. The entire amount will be funded through assessment growth, which is the new property taxes that will be collected from new development. As a result, there will be no tax levy increases relating to the MURC operating costs.

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

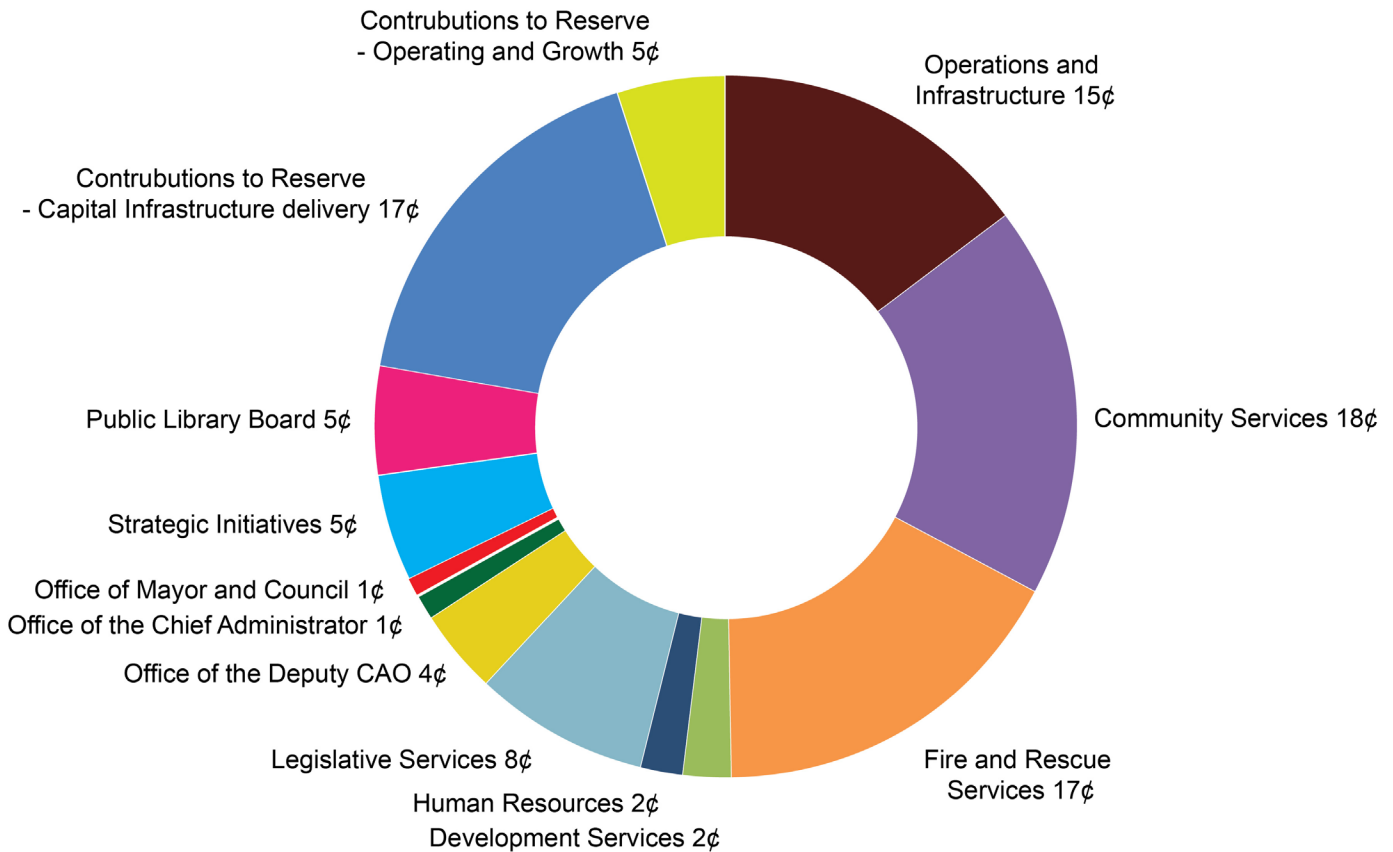


2023 Budget overview

The Town is committed to building strong and healthy communities, and ensuring that everyone benefits from a high quality of life.

Georgina's changing environment continues to present many budgetary and financial challenges into 2023. The Town's 2023 budget reflects a rise in costs and a responsible approach to managing those increases while focusing our resources to continue to build a strong community. The budget was constructed with a clear focus on improving service delivery, managing growth, and delivering services more effectively and efficiently.

How Your Tax Dollar is Spent



Operating and Capital Budgets

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

The Town of Georgina's 2023 Operating Budget, including contributions to reserves of \$12 million, is \$85 million. The 2023 Capital Budget is \$25 million, which includes the cash flow of \$9 million for the Multi-use Recreation Complex (MURC), for a total operating and capital budget of \$110 million.

The Town is carrying forward \$25 million in capital projects, which excludes carry forward cash flow of \$22 million for the MURC and \$14 million for the replacement Civic Centre.



Property tax levy

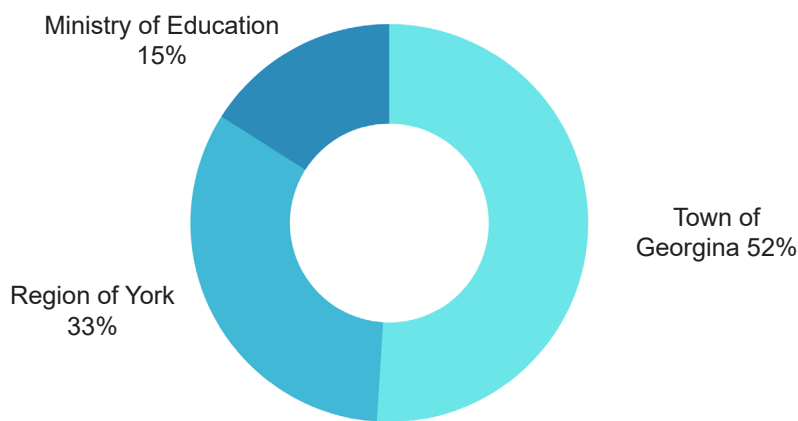
The tax levy for Georgina is \$51.3 million, which results in an increase of 4.89 per cent for operating, and an additional two per cent for capital reserves, for a total increase of 6.89 per cent.

The two per cent infrastructure levy contribution to capital reserves is essential in order to address the funding shortfalls identified in the Core Asset Management Plan and Building Condition Assessments. The annual contributions are used to deliver on the \$300 million 10-year capital plan, which includes the infrastructure investments necessary to continue to provide high-quality services to residents.

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:

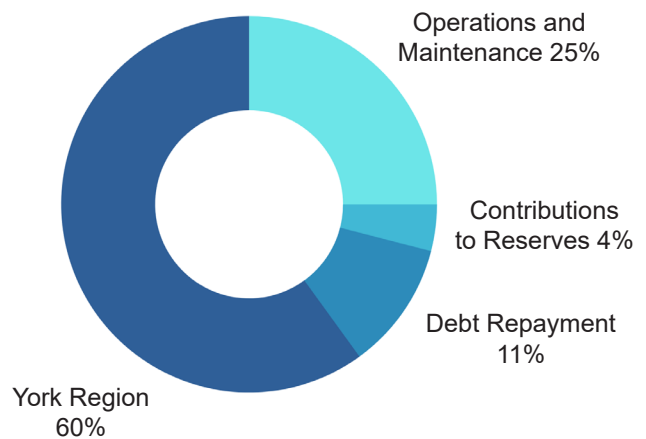
Where your residential tax dollars go



Water and wastewater rates

The Town of Georgina is responsible for the local distribution of water and collection of wastewater. York Region is responsible for the supply of water, and the treatment and disposal of wastewater. Georgina's water and wastewater budget includes its own costs, as well as those water and wastewater costs billed by the Region. The primary funding source for the operating budget is water and wastewater rates. The local water and wastewater rates have been established based on the anticipated water consumption and related wastewater discharge for 2023. An average single-family detached dwelling will see their water and wastewater bill increase by 5.84 per cent.

Where your water and wastewater dollars are spent



Water and wastewater rates



Looking to the future

Georgina's financial strategies continue to evolve in order to address the most recent economic instabilities and legislative changes. High inflation has had a significant impact on the Town's operating costs. In addition, infrastructure delivery costs have significantly increased and are expected to remain high in 2023 due to rising commodity and energy prices and labour shortages. The new changes related to development charges and parkland dedication with Bill 23 – More Homes Built Faster Act – are also expected to have significant changes on the Town's ability to deliver on its capital program. Despite the many budgetary and financial challenges, the Town maintains a strong fiscal foundation and has strong plans to ensure 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.



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



GEORGINA

2023 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, or Water/Wastewater Rates)
		\$	\$	\$	\$	\$	\$	\$
Operations & Infrastructure								
269	23-CI-OI-01	Streetlight Upgrades	150,000					
272	23-CI-OI-02	Minor Capital - Concrete	75,000					
275	23-CI-OI-03	Minor Capital - Culverts under 3m	250,000					
278	23-CI-OI-04	Pavement Management	4,000,000		4,000,000			
283	23-CI-OI-05	Rehabilitation of Bridges and Culverts over 3m	135,000					
286	23-CI-OI-06	EAB Tree Removal Program	2,500,000					
290	23-CI-OI-07	School Zone Safety Upgrades	75,000					
294	23-CI-OI-08	Streetscape Redevelopment Detailed Design High Street	400,000					
297	23-CI-OI-09	Major Ditch Reconstruction	200,000					
300	23-CI-OI-10	Fleet Mechanical Improvements	42,000					
304	23-CI-OI-11	Fleet Health and Safety Improvements	35,000					
307	23-CI-OI-12	Hedge Road Slope Construction	400,000	400,000				
310	23-CI-OI-13	Pavement Condition Assessment Program	75,000					
313	23-CI-OI-14	Fleet Replacement Program (VERS)	2,439,000					
		10,776,000	6,376,000	400,000	4,000,000	-	-	-
Community Services								
	C-2021-0204*	MURC (2023 Cash Flow) (17-REC-1/19-FAC-2)	8,600,000					8,600,000
323	23-CI-CS-01	Facilities Repairs and Remediation Program	99,000					
326	23-CI-CS-02	Challenge Course Repairs and Equipment	15,000					
328	23-CI-CS-03	Ditching and Drainage	75,000					
331	23-CI-CS-04	Irrigation Repairs	60,000					
334	23-CI-CS-05	Picnic Table Replacement	50,000					
336	23-CI-CS-06	Playground Replacement	150,000					
	CSD-2022-0014*/							
338	23-CI-CS-07	Building Condition Assessment (BCA) Items	1,179,000					
344	23-CI-CS-08	Parks & Trails Plan Study	100,000					
347	23-CI-CS-09	The Link Sidewalk	75,000					
		10,403,000	1,803,000	-	-	-	-	8,600,000
Fire & Rescue Services								
350	23-CI-FS-01	Suppression Equipment	70,000					
353	23-CI-FS-02	Communication Equipment	25,000					
356	23-CI-FS-03	Bunker Gear	65,000					
359	23-CI-FS-04	Clothing/PPE and Bunker Gear for Four New Staff	24,000					
		184,000	184,000	-	-	-	-	-
Office of the Deputy Chief Administrative Officer								
361	23-CI-DCAO-01	Development Tracking Solution	500,000			500,000		
365	23-CI-DCAO-02	Additional Resources for Corporate IT Projects	562,500					
368	23-CI-DCAO-03	Stormwater Rate Study	50,000					
		1,112,500	612,500	-	-	500,000	-	-



GEORGINA

2023 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, or Water/Wastewater Rates)
Legislative Services								
371	23-CI-LS-01 Delegated Authority Bylaw, Policy and Procedure	25,000	25,000					
374	23-CI-LS-02 Protective Vests	10,000	10,000					
377	23-CI-LS-03 Animal Shelter Equipment Upgrades	40,000	40,000					
		75,000	75,000	-	-	-	-	-
Strategic Initiatives								
380	23-CI-SI-01 Economic Development and Tourism Strategy and Action Plan	50,000	50,000					
384	23-CI-SI-02 Lead Generation – Investment Attraction	25,000	25,000					
387	23-CI-SI-03 Community and Tourism Wayfinding Signage Installation	50,000	50,000					
		125,000	125,000	-	-	-	-	-
Library								
391	23-CI-LI-01 Security Gates	26,500	26,500					
394	23-CI-LI-02 Keswick Branch Alcove Renovation	15,000	15,000					
		41,500	41,500	-	-	-	-	-
TOTAL CAPITAL INVESTMENT		22,717,000	9,217,000	400,000	4,000,000	500,000	-	8,600,000
Water and Wastewater								
396	23-CI-WAT-01 Water Meter Replacement Program	200,000	200,000					
	OI-2022-0020*/							
399	23-CI-WAT-02 Polybutylene Service Replacement Program	400,000	400,000					
403	23-CI-WAT-03 Cockburn Subdivision Watermain Construction - Additional Funds	1,900,000						1,900,000
407	23-CI-WAT-04 Condition Assessment of Joe Dales WBPS	50,000	50,000					
		2,550,000	650,000	-	-	-	-	1,900,000
TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA		25,267,000	9,867,000	400,000	4,000,000	500,000	-	10,500,000

* Previously approved - no business case

Carry Forward Capital Investment		Spent to Date As of November 2022	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, or Water/Wastewater Rates)	Other Revenue
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operations & Infrastructure											
19-PWK-11	Hedge Road Bank Stabilization	296,610	1,650,000	1,353,390		1,353,390					
19-PWK-14	2019 Roads Now Needs Plan (Road Reconstruction Program)	177,410	1,000,000	822,590	822,590						
20-OI-3	2020 Roads Reconstruction Plan (Approved in 2019)		1,261,000	1,261,000	46,200	1,214,800					
20-OI-5	Bridge Rehabilitations and Replacements	3,630	396,000	392,370		392,370					
20-OI-9	Major Ditch Reconstruction	186,080	300,000	113,920	113,920						
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							
C-2023-0064***											
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					
C-2022-0216/21-OI-7	Udora Gravel Roads Design	51,450	618,480	567,030		567,030					
21-OI-9	Mossington Bridge Safety Assessment	1,980	25,000	23,040	23,040						
22-CI-OI-01	EAB Tree Removal Program	357,840	1,100,000	742,160	742,160						
22-CI-OI-06	Roads: Major Capital Resurfacing Design	-	175,000	175,000		175,000					
22-CI-OI-07	Streetlight Upgrades	-	90,000	90,000	90,000						
22-CI-OI-09	Fuel Management System	-	120,000	120,000	120,000						
22-CI-OI-10	2022 Bridge OSIM	-	75,000	75,000							
22-CI-OI-11	Lake Drive Road Functionality Assessment	-	150,000	150,000							
22-CI-OI-12	Old Shiloh Bridge Heritage Investigation/Environmental Assessment	-	100,000	100,000	100,000						
22-CI-OI-13	Development of an Asset Management Plan for Non-Core Assets	-	150,000	150,000		150,000					
22-CI-OI-14	Major Ditch Design and Rehabilitation Program	10,330	400,000	389,670		389,670					
22-CI-OI-15	Vehicle and Equipment Replacement Program	282,910	2,157,950	1,875,040	1,875,040						
22-CI-OI-18	Alice Avenue: Drainage and Storm Sewer Assessment (22-DN-03)	-	50,000	50,000	50,000						
22-CI-OI-19	Pufferlaw Dam	127,910	1,000,000	872,090	872,090						
22-CI-WAT-05	Public Water Tap and Bulk Water Station	-	40,000	40,000	40,000						
Community Services											
17-REC-1/19-FAC-2/C-	Design and Construct the MURC (Carryforward Cash Flow)	1,496,130	11,988,430	10,492,300	5,200,040	4,292,260	1,000,000	-	-	-	-
2021-0204		19,899,340	50,200,000	21,700,660						21,700,660	
18-CAO-2/19-FAC-3/	Design and Construct the Civic Centre (Carryforward Cash Flow)	1,072,350	50,000,000	13,948,650	13,948,650						
SI-2023-0005*											
C-2022-0148	Uptown Keswick Parkette	9,090	352,640	343,550	68,570	250,000	274,980		250,000		
19-PRK-6	Maskinonge Pedestrian Bridge	-	500,000	500,000							
20-RC-4	Pioneer Village	-	10,000	10,000	10,000						
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-25	Trails Lighting	-	30,000	30,000	30,000						
C-2021-0300	Playground Replacements	-	150,000	150,000	150,000			840,000			
22-CI-RC-02	Park Development – Treasure Hill Phase 1 Park and Trail	-	840,000	840,000							
22-CI-RC-03	Building Condition Assessment (BCA) Items	21,350	470,000	448,650	448,650		25,000				
22-CI-RC-07	Train Station Repairs	-	50,000	50,000	25,000						
22-CI-RC-08	Pufferlaw Recreation Opportunities	17,250	1,446,750	1,429,500	1,429,500						
	Electric Car Charges (22-MQ-04)	-	60,000	60,000	60,000						
		21,019,380	104,239,390	39,641,010	16,300,370	250,000	299,980	840,000	250,000	21,700,660	-
Fire & Rescue Services											
22-CI-FS-02	Replacement of Bunker Gear/PPE	400	54,000	53,600	53,600						
		400	54,000	53,600	53,600						



GEORGINA

2023 BUDGET - CARRY FORWARD CAPITAL PROJECTS

Carry Forward Capital Investment										Long Term Debt (Tax, DC, or Water/Wastewater Rates)	
Development Services	Spent to Date As of November 2022	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	\$	\$	\$
19-REC-9	-	30,000	30,000	30,000							
21-DS-1	21,340	60,000	38,660	21,260			17,400				
Developer Project	1,112,640	1,830,000	717,360				717,360				
22-CI-DS-01		65,000	65,000				65,000				
C-2022-0238	28,930	1,263,000	1,234,070								1,234,070
	1,162,910	3,248,000	2,085,090	51,260	-	-	799,760	-	-	-	1,234,070
Office of the Deputy Chief Administrative Officer											
20-CS-3	114,320	283,000	168,680			168,680					
21-CAO-1	444,470	515,000	70,530	70,530							
C-2021-0322**	12,210	363,940	351,730	134,620		217,110					
21-CS-2	225,000	365,000	140,000	140,000							
C-2022-0254	86,580	356,780	270,200	270,200							
22-CI-CS-01	27,720	270,000	242,280	242,280			70,000				
22-CI-CS-02	-	70,000	70,000		-	385,790	70,000		-	-	-
	910,300	2,223,720	1,313,420	857,630	-	-		-	-	-	-
Legislative Services											
C-2022-0219	-	388,000	388,000	388,000	-	-	-	-	-	-	-
	-	388,000	388,000	388,000	-	-	-	-	-	-	-
Strategic Initiatives											
C-2021-0322**	85,240	356,160	270,920	40,000		270,920					
22-CI-CAO-01	-	40,000	40,000	40,000							
22-CI-CAO-02	-	50,000	50,000	50,000							
C-2021-0299	52,660	475,000	422,340	133,380		133,380					155,580
	137,900	921,160	763,260	223,380	-	404,300	-	-	-	-	155,580
Library											
20-LIB-1	23,290	41,800	18,510	18,510							
22-CI-LIB-01	9,070	49,500	40,430	40,430							
	32,360	91,300	58,940	58,940	-	-	-	-	-	-	-
	24,759,380	123,154,000	54,815,620	23,133,220	4,542,260	2,090,070	1,709,760	250,000	-	21,700,660	1,389,650
TOTAL CARRY FORWARD CAPITAL											
Water and Wastewater (Operations & Infrastructure)											
19-SEW-1	121,410	260,000	138,590	138,590							
20-WAT-5	296,570	500,000	203,430	203,430							
C-2019-0697/	179,140	2,014,000	1,834,860							1,834,860	
20-WAT-6											
21-WAT-3	43,970	1,180,000	1,136,030	1,022,430			113,600				
21-WAT-4	-	67,000	67,000	67,000							
21-WAT-5	18,250	150,000	131,750	116,750			15,000				
22-CI-WAT-01	-	500,000	500,000	500,000							
22-CI-WAT-05	-	60,000	60,000	60,000							
20-SEW-2/	60,650	400,000	339,350	339,350							
21-SEW-2											
22-CI-SEW-01	-	270,000	270,000	270,000							
22-CI-SEW-02	-	200,000	200,000	200,000							
22-CI-SEW-03	-	150,000	150,000	150,000							
22-CI-SEW-04	-	160,000	160,000	160,000							
22-CI-SEW-05	-	200,000	200,000	200,000							
	719,990	6,111,000	5,391,010	3,427,550	-	-	128,600	-	-	1,834,860	-
TOTAL CARRY FORWARD: WATER/WASTEWATER											
TOTAL CARRY FORWARD - TOWN OF GEORGINA											
	25,479,370	129,285,000	60,206,630	26,560,770	4,542,260	2,090,070	1,838,360	250,000	-	23,535,520	1,389,650

* SI-2023-0005: Carryforward capital budget was amended on March 1st to increase the total budget to \$50M

** Grant Approval Pending

*** Floating Finger Docks (referred to the Waterfront Master Plan per resolution NO. C-2023-0064)



GEORGINA

2023 BUDGET - CANCELLED CAPITAL PROJECTS

Cancelled Capital Projects		Spent to Date As of November 2022	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, or Water/Wastewater Rates)
Strategic Initiatives										
CAO-2019-0027	Mossington Wharf Rehabilitation	\$ 58,000	\$ 770,000	\$ 712,000	\$ -	\$ -	\$ 712,000	\$ -	\$ -	\$ -
		58,000	770,000	712,000	-	-	712,000	-	-	-
TOTAL CANCELLED CAPITAL - TOWN OF GEORGINA		58,000	770,000	712,000	-	-	712,000	-	-	-



GEORGIA

10 YEAR CAPITAL PLAN Summary

Department	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures											
Operations & Infrastructure	10,776,000	13,094,000	15,675,000	9,029,000	11,600,000	9,739,000	13,000,000	10,579,000	12,515,000	13,244,000	119,251,000
Water & Wastewater	2,550,000	3,570,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	30,728,000
Community Services	1,803,000	17,980,000	18,275,000	7,829,000	3,230,000	4,350,000	4,165,000	5,870,000	5,150,000	5,670,000	74,322,000
Fire & Rescue Services	184,000	196,400	167,800	916,800	167,000	140,000	215,000	215,000	215,000	215,000	2,632,000
Development Services	-	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Office of the Deputy CAO	612,500	2,205,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	350,000	5,742,500
Legislative Services	35,000	-	-	-	-	-	-	-	-	-	35,000
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Strategic Initiative	125,000	90,000	75,000	50,000	-	-	-	50,000	-	-	390,000
Public Library Board	41,500	17,000	60,000	70,000	20,000	20,000	60,000	20,000	20,000	20,000	348,500
	16,127,000	37,152,400	38,829,800	20,434,800	18,834,000	17,209,000	21,562,000	19,564,000	21,737,000	21,999,000	233,449,000
Growth Related Expenditures											
Operations & Infrastructure	-	100,000	340,000	-	-	-	-	-	-	-	440,000
Water & Wastewater	-	1,400,000	-	-	-	-	-	-	-	-	1,400,000
Community Services	8,600,000	2,973,000	-	500,000	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	20,349,000
Fire & Rescue Services	-	2,434,000	9,585,000	1,050,000	-	-	1,500,000	15,000,000	-	-	29,569,000
Development Services	-	100,000	2,125,000	2,755,000	11,285,000	30,000	60,000	110,000	2,430,000	2,455,000	21,350,000
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Office of the Deputy CAO	500,000	140,000	-	-	-	-	140,000	-	-	-	780,000
Legislative Services	40,000	-	-	-	-	-	-	-	-	-	40,000
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Strategic Initiative	-	-	-	-	-	-	-	-	-	-	-
Public Library Board	-	350,000	-	-	-	-	-	-	-	-	350,000
	9,140,000	7,497,000	12,050,000	4,305,000	11,835,000	1,027,000	4,600,000	15,689,000	3,930,000	4,205,000	74,278,000
Total Annual Capital Expenditures	25,267,000	44,649,400	50,879,800	24,739,800	30,669,000	18,236,000	26,162,000	35,253,000	25,667,000	26,204,000	307,727,000



GEORGINA

10 YEAR CAPITAL PLAN Summary

Department	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Funding											
Capital Reserve - Tax Funded	9,177,000	28,901,110	26,821,510	15,463,510	10,605,710	11,817,710	13,113,710	14,302,710	15,468,710	16,717,710	162,389,390
Capital Reserve - Rate Funded	650,000	3,570,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	28,828,000
Reserve Funds - Canada Community Building Fund	400,000	1,900,000	5,000,000	-	2,000,000	-	2,000,000	-	-	-	11,300,000
Debtenture - Tax Funded	-	-	-	-	-	-	-	-	-	-	-
Debtenture - Rate Funded	1,900,000	-	-	-	-	-	-	-	-	-	1,900,000
Grants	4,000,000	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	29,031,610
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	16,127,000	37,152,400	38,829,800	20,434,800	18,834,000	17,209,000	21,562,000	19,564,000	21,737,000	21,999,000	233,449,000
Growth Related Funding											
Development Charges	500,000	5,284,000	1,815,000	3,614,000	8,132,000	1,027,000	3,100,000	689,000	3,930,000	3,578,000	31,669,000
Capital Reserve - Tax Funded	40,000	-	356,000	131,000	2,573,000	-	-	-	-	130,000	3,230,000
Capital Reserve - Rate Funded	-	1,260,000	344,000	62,000	546,000	-	-	-	-	-	2,212,000
Reserve Funds - Canada Community Building Fund	-	-	-	-	-	-	-	-	-	-	-
Debtenture - Development Charges	8,600,000	953,000	9,535,000	-	-	-	-	5,700,000	-	-	25,358,000
Debtenture - Tax Funded	-	-	-	-	-	-	-	930,000	-	-	10,230,000
Grants	-	-	-	498,000	584,000	-	-	-	-	497,000	1,579,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	9,140,000	7,497,000	12,050,000	4,305,000	11,835,000	1,027,000	4,600,000	15,689,000	3,930,000	4,205,000	74,278,000
Total Annual Capital Funding	25,267,000	44,649,400	50,879,800	24,739,800	30,669,000	18,236,000	26,162,000	35,253,000	25,667,000	26,204,000	307,727,000



Tax Levy Supported

Water and Wastewater Rate Supported

	Rate	Increase (%)
Water		
Consumption Rate (\$/m3)	2.85	4.00%
Fixed Charge (\$/month)	4.38	15.25%
Wastewater		
Consumption Rate (\$/m3)	3.14	5.85%
Fixed Charge (\$/month)	4.14	17.75%
Water and Wastewater Rate Increase		5.84%

Tax Levy Cost Drivers

	GROWTH	SERVICE LEVEL	INFLATIONARY	OTHER
	(560,730)	351,800	2,346,560	1,170,780
	(1.17%)	0.73%	4.88%	2.44%
2023 Tax Levy \$ Increase				3,308,410
2023 Tax Levy % Increase				6.89%
Percentage of Tax Levy				

2023 Staffing Summary

Pg.	<u>New Positions</u>	Salary	Payroll Costs	Total
Operations & Infrastructure				
231	23-SI-OI-01 Heavy-duty Diesel Mechanic Funded by Assessment Growth	80,380	24,120	104,500
234	23-SI-OI-02 Road Attendant (100% funded from existing contracted services dollars)	72,500	21,750	94,250
237	23-SI-OI-03 Project Manager Project Manager Funded by Reserves	100,000 100,000	30,000 30,000	130,000 130,000
Fire & Rescue Services				
240	23-SI-FS-01 Career Firefighter Career Firefighter Career Firefighter Career Firefighter Funded by Tax Levy	64,620 64,620 64,620 64,620	19,380 19,380 19,380 19,380	84,000 84,000 84,000 84,000
Office of the Deputy Chief Administrative Officer				
244	23-SI-DCAO-01 Client Services Technician Funded by Assessment Growth	54,340	16,300	70,640
247	23-SI-DCAO-02 Water Clerk Funded by Water/Wastewater	56,370	16,910	73,280
Strategic Initiatives				
250	23-SI-SI-01 Manager, Corporate Strategy & Transformation Funded by Tax Levy	123,000	36,900	159,900
Library				
256	23-SI-LI-01 Executive Assistant (PPT to PFT) Funded by Tax Levy	19,080	5,720	24,800
258	23-SI-LI-02 Circulation Supervisor Funded by Reserves	66,620	19,980	86,600
Subtotal		<u>930,770</u>	<u>279,200</u>	<u>1,209,970</u>
<u>Temporary Positions:</u>				
Legislative Services				
260	23-SI-LS-01 Seasonal Parking Control Officers Funded by Tax Levy	30,770	9,230	40,000
Total Salaries and All Other Payroll Costs		961,540	288,430	1,249,970

2023 New Initiatives Summary

Pg.	<u>New Initiatives</u>	Amount
Development Services		
263	23-NI-DS-01 Planning Consultant Funded by Reserves	\$ 60,000
266	Office of the Chief Administrative Officer 23-NI-CAO-01 Department-led Staff Engagement Funding Funded by Reserves	\$ 50,000
Operations & Infrastructure		
*	OI-2023-0001 Maintenance and Installation of Entrances from Municipal Highways 50% Funded by Reserves, 50% Funded by Tax Levy	\$ 60,000
Strategic Initiatives		
*	Georgina Food Pantry Donation Funded by Reserves	\$ 25,000
Total New Initiatives		\$ 195,000

* no business case



GEORGINA

ESTIMATED RESERVE FUNDS

Summary for 2023

Reserve Category	Reserve name	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Discretionary						
	Animal Shelter Donations	5,980				5,980
	Building Division	343,150		(150,360)		192,790
	Civic Centre		1,537,640	(15,021,000)	800,000	(12,683,360)
	Corporate Capital/ New Infrastructure	5,149,810	1,186,940	(3,416,290)	(600,000)	2,320,460
	Election	-	84,000	-		84,000
	Facilities - Repair & Replacement	9,937,320	1,203,640	(3,490,920)	(200,000)	7,450,040
	Fleet & Equipment - Repair & Replacement	7,170,230	1,735,010	(4,611,360)		4,293,880
	Keswick Cemetery	102,890	6,800	(89,260)		20,430
	Land Acquisition	1,843,110	250,000			2,093,110
	Landfill Site	63,000		(37,000)		26,000
	Library Capital	1,300,200	54,890	(100,440)	(879,650)	375,000
	Operating Growth Stabilization	4,101,110	1,608,540			5,709,650
	Parks - Repair & Replacement	544,550	155,000	(585,800)		113,750
	Professional Development and Staff Engagement	176,310		(60,000)		116,310
	Provincial Grant	766,980		(766,980)		-
	Roads - Repair & Replacement	7,838,260	2,229,130	(1,891,140)	500,000	8,676,250
	Storm Water Repair and Replacement	100,000	100,000	(450,000)		(250,000)
	Tax Rate Stabilization	7,537,340	635,860	(6,355,240)	2,200,320	4,018,280
	Wastewater - Fleet & Equipment - Repair & Replacement	270,930	31,450			302,380
	Wastewater - Infrastructure - Repair & Replacement	3,396,330	394,020	(1,634,120)		2,156,230
	Wastewater Rate Stabilization	66,630	13,000			79,630
	Water - Fleet & Equipment - Repair & Replacement	708,680	31,450			740,130
	Water - Infrastructure - Repair & Replacement	4,884,720	206,580	(2,795,790)		2,295,510
	Water Rate Stabilization	270,300	103,000			373,300
	Waterfront Parks	2,254,800	917,000	(5,000)		3,166,800
	Working Capital	2,200,320			(2,200,320)	-
	Library Stabilization	25,190		(86,600)	354,650	293,240
	Library Professional Development and Staff Engagement				25,000	25,000
Discretionary Total		61,058,140	12,483,950	(41,547,300)	-	31,994,790
Obligatory						
	Canada Community Building Fund	7,857,510	1,503,070	(5,021,830)		4,338,750
	Cannabis Legalization	26,930				26,930
	Cash in Lieu of Parkland	3,994,950		(250,000)		3,744,950
	COVID-19	434,660		(434,660)		-
	Development Charges	18,150,020	2,500,000	(3,764,330)		16,885,690
	Parking Cash in Lieu	120,490		(120,490)		-
Obligatory Total		30,584,560	4,003,070	(9,591,310)		24,996,320
Internal Borrowing						
	Internal Borrowing	(87,530)	87,530			-
Internal Borrowing Total		(87,530)	87,530			-
Projected Closing Balance		91,555,170	16,574,550	(51,138,610)	-	56,991,110



2023 STAFF COMPLEMENT

5 Years Historical Trend

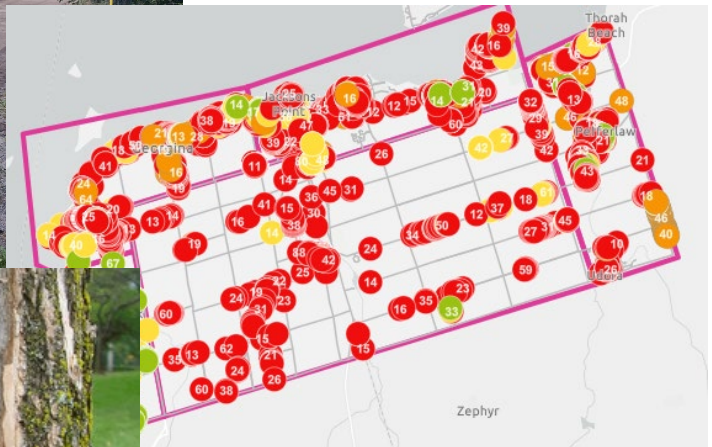
	2023	2022	2021	2020	2019
Operations & Infrastructure					
Permanent Full Time	47	43	53	53	52
Permanent Part Time					
Community Services					
Permanent Full Time	59	60	46	46	46
Permanent Part Time	7	7	7	7	7
Fire & Rescue Services					
Permanent Full Time	53	49	48	48	48
Permanent Part Time					
Development Services					
Permanent Full Time	35	37	38	38	38
Permanent Part Time					
Human Resources					
Permanent Full Time	5	7	7	7	7
Legislative Services					
Permanent Full Time	27	23	23	24	24
Permanent Part Time	22	22	22	20	20
Deputy Chief Administrative Officer					
Permanent Full Time	28	36	35	35	33
Permanent Part Time	1	1	1	1	1
Chief Administrative Officer					
Permanent Full Time	2	12	8	8	8
Strategic Initiatives					
Permanent Full Time	23				
Total Town Permanent Full Time	279	267	258	259	256
Total Town Permanent Part Time	30	30	30	28	28
Total Town	309	297	288	287	284
Library Permanent Full Time	17	15	15	15	15
Library Permanent Part Time	11	12	12	12	11
Total Town and Library	337	324	315	314	310

Comments

- Library Positions: Not including 13 permanent student positions

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

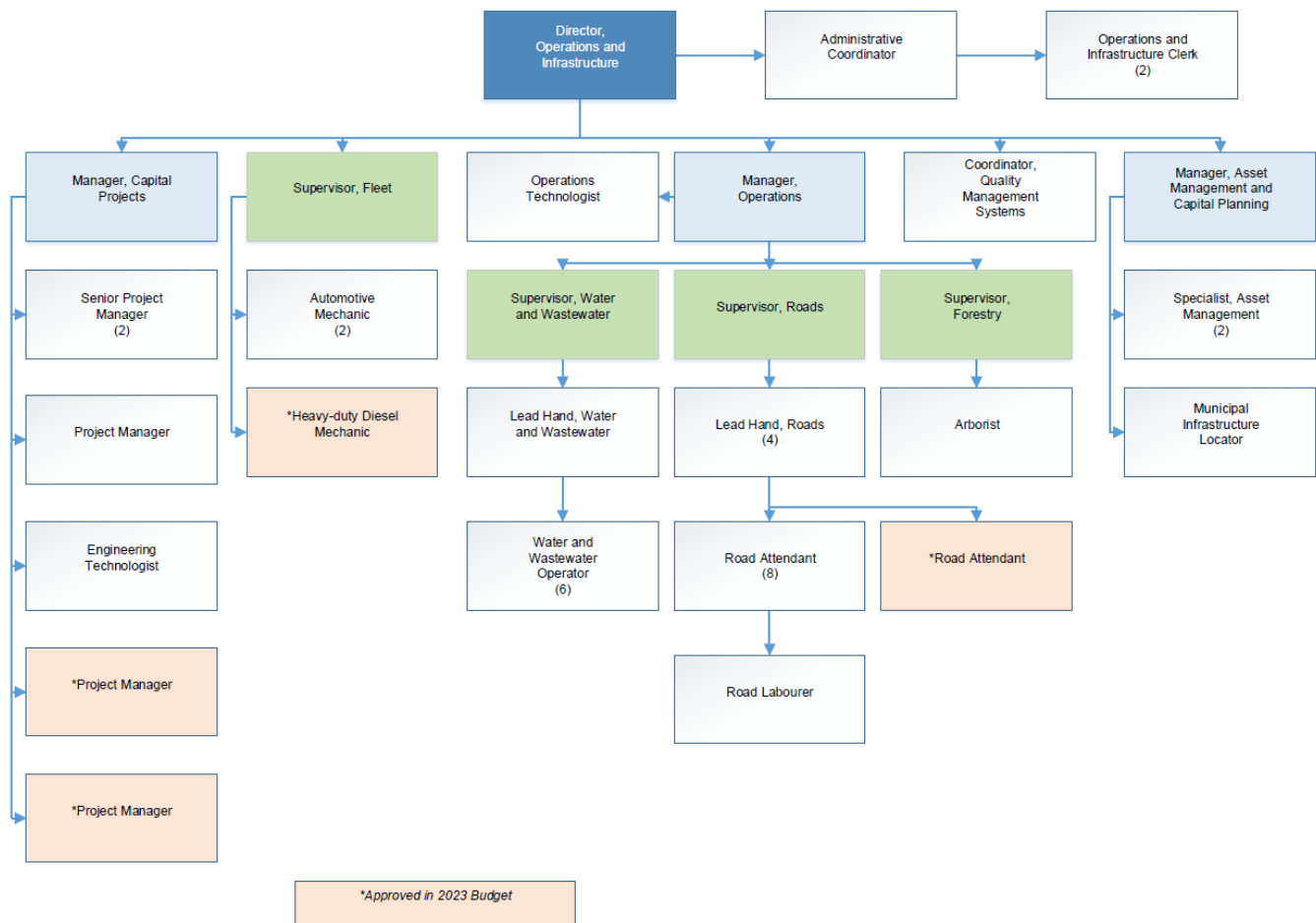


2022 Success Story

In 2022, the 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 2022, the Town completed 1,450 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 the next three years on an accelerated program. Ash trees on municipal roads in rural areas will be removed, however most will not be replaced.



Organizational Chart



Divisions

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

Major Operating Drivers

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

Major Initiatives Planned for 2023

- Completing the Asset Management Plan and Program for all non-core municipal infrastructure assets (parks, open space, fleet and facilities) in accordance with the provincial requirements
- Continue the urban tree canopy maintenance program while managing the removal of Ash trees killed by Emerald Ash Borer infestation
- Expansion of the pavement management system deliverables and update the modelling for work programs based upon an updated in-field audit of all roads
- 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)
- Expand open-data availability including operational programs and services to the public through the internet
- Deliver phase 1 of the Hedge Road bank stabilization project
- Continue with the design of the Udora road network
- Deliver phase 2 of two of the hydrant refresh program



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Department Administration - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	114,920	0	0	108,760	(5,390)	218,290	90%	103,370	Reorganization, Increase in Salaries and Benefits
Staffing Other Direct Expenses	6,420	0	0	0	1,250	7,670	19%	1,250	
Other Direct Costs	500	0	0	0	500	1,000	100%	500	
Expense Total	121,840	0	0	108,760	(3,640)	226,960	86%	105,120	
Administration Total	121,840	0	0	108,760	(3,640)	226,960	86%	105,120	
Grand Total	121,840	0	0	108,760	(3,640)	226,960	86%	105,120	

Operations and Infrastructure – Asset Management and Technical Services

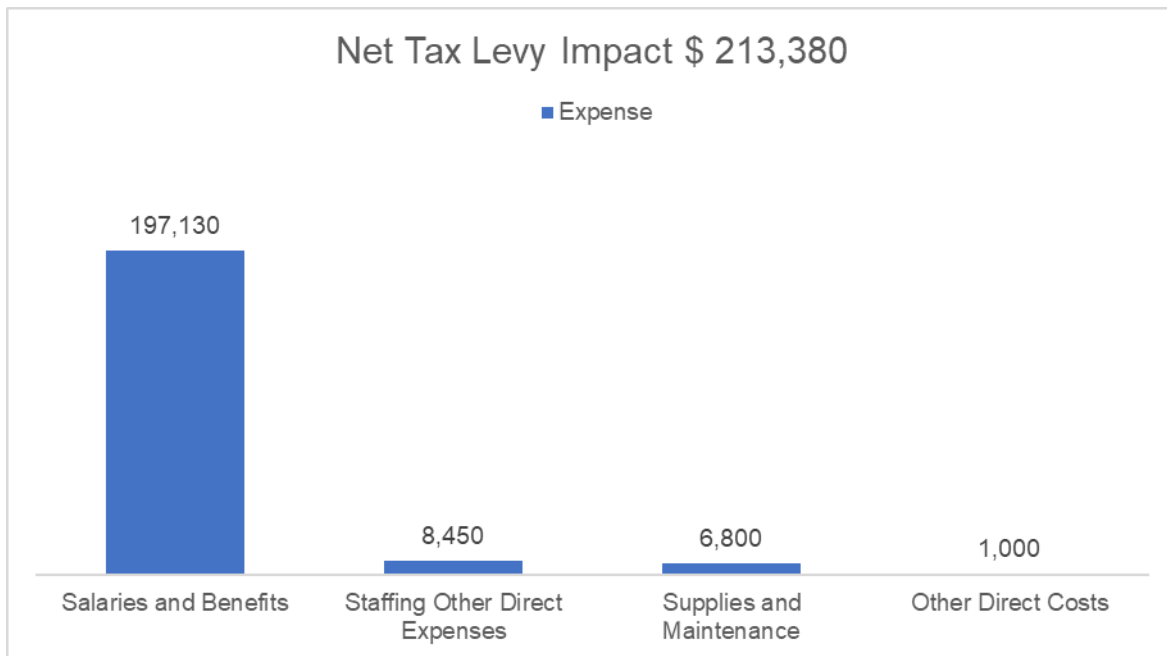
The Asset Management and Technical Services Division provides a range of services to coordinate the administration, planning and management of asset lifecycles of municipal infrastructure assets such as roads, bridges, water and sewer mains. This division also conducts the necessary studies and assessments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

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

Total kilometres of road inventory – 337
Total kilometres of watermains – 218
Total kilometres of sewer mains (including forcemains) – 202
Number of streetlights – 4,381
Number of sewage pump stations – 18
Number of water Pump Stations – 2

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

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Completion of the Asset Management Plan for the Town's core assets
- Completion of the Town-wide asset inventory for stormwater management infrastructure
- Completion of the technical review and oversight of the transfer of ownership of Pepperlaw Dam from the Lake Simcoe Region Conservation Authority to the Town
- Oversight of the installation of telecommunication fiber to Keswick and Sutton by a third-party provider
- Implementation of the Road Matrix asset management software in partnership with York Region through the Pavement Management Program

Key Projects for 2023

- Commencement of the Town's non-core Asset Management Plan (facilities, parks, buildings, fleet and information technology assets)
- Continuation of the condition assessment of four sewage pumping stations and linear wastewater collection system components (sanitary sewer)
- Completion of the Environmental Assessment of Old Shiloh East Bridge
- Completion of the Lake Drive Functionality Assessment
- Completion of the inflow/infiltration (I/I) study to identify high I/I areas to support York Region's Inflow and Infiltration Reduction Strategy
- Review opportunities for asset acquisition or disposal



GEORGIA

2023 OPERATING BUDGET

Operations and Infrastructure - Asset Management - Budget Details

Administration									
Expense									
2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS	
Salaries and Benefits	415,840	0	0	389,410	(608,120)	197,130	-53%	(218,710)	Reallocation to Capital Delivery
Staffing Other Direct Expenses	8,450	0	0	0	8,450	0%	0		
Supplies and Maintenance	6,800	0	0	0	6,800	0%	0		
Other Direct Costs	1,000	0	0	0	1,000	0%	0		
Expense Total	432,090	0	0	389,410	(608,120)	213,380	-51%	(218,710)	
Administration Total	432,090	0	0	389,410	(608,120)	213,380	-51%	(218,710)	
Grand Total	432,090	0	0	389,410	(608,120)	213,380	-51%	(218,710)	

Operations and Infrastructure – Capital Delivery Division

The Capital Delivery Division is responsible for delivering all major and minor capital works within the Operations and Infrastructure Department portfolio. This includes the procurement, design, administration, delivery and inspection of various municipal infrastructure projects. These projects include bridge rehabilitation, road reconstruction, road resurfacing and preservation, water main and waste water main design and construction, and storm water construction.

26 – Projects started and underway

12,500 – Metres of roadwork completed

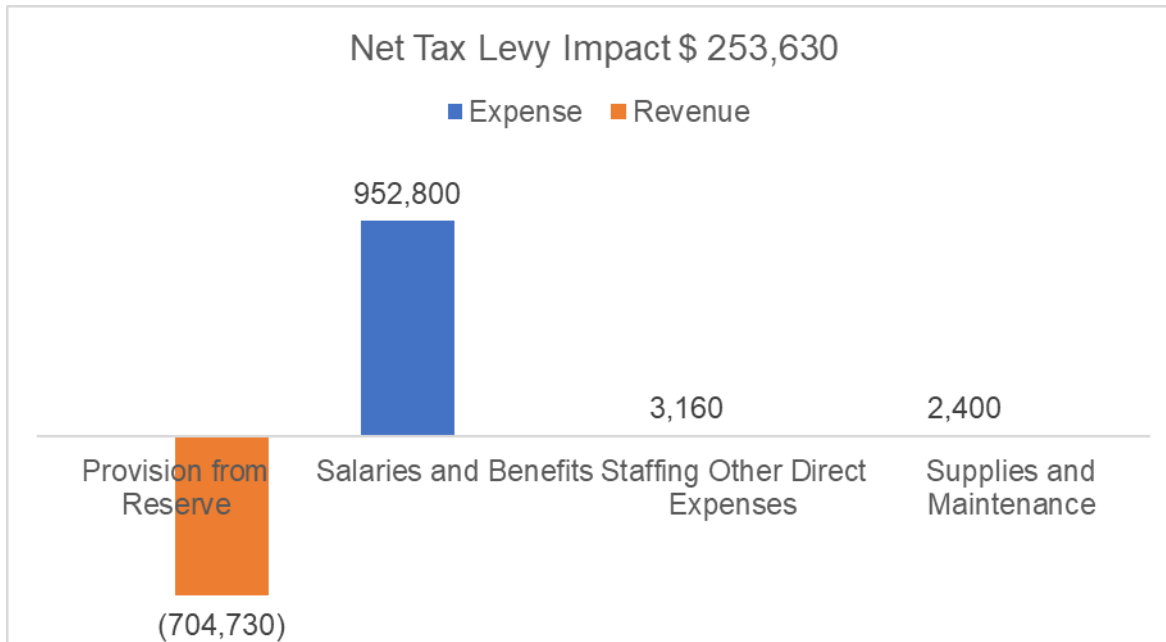
120 – Geotechnical samples taken and analyzed

Services provided by the Capital Delivery Division include:

- Minor capital programs including curb, sidewalk, guiderail structures and slope protection upgrades
- Road design, preservation, resurfacing and reconstruction project delivery
- Water system rehabilitation and repairs including booster station upgrades
- Wastewater system repairs including permanent sewer break repair and pump station upgrades and repairs
- Stormwater management system repairs

2023 Budgeted Expenditures and Revenues

Capital Delivery



2022 Accomplishments

- Completion of the design of the Hedge Road stabilization and public consultation project
- Completion of the design and geotechnical investigation for the watermain replacement in the Cockburn subdivision in Sutton (Grew Boulevard, Sunnidale Boulevard and O'Connor Drive)
- Completion of the design of Morton Avenue watermain and valve chamber boosted zone
- Commencement of the design and geotechnical investigation for the road and stormwater rehabilitation of Irving Drive
- Commencement of the preliminary design and geotechnical investigation for the road rehabilitation of gravel roads in the Udora area
- Completion of the detailed design for the replacement of polybutylene water services in Contract Area 1, 2 and 3 in Keswick and tendered Contract 3 for construction
- Completion of the design of identified gravity sewers requiring rehabilitation
- Completed 12,500 metres of road preservation and resurfacing

2023 Key projects

- Construction of the replacement of the water distribution system in the Cockburn subdivision in Sutton (Grew Boulevard, Sunnisdale Boulevard and O'Connor Drive).
- Construction of the polybutylene water service replacement (Contract 3)
- Road rehabilitation of Irving Drive
- Construction of Phase 1 and 1A the Hedge Road stabilization project
- Pavement Management program delivery



GEORGIA

2023 OPERATING BUDGET

Operations and Infrastructure - Capital Delivery - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(273,500)	0	(431,230)	0	0	(704,730)	158%	(431,230)	23-SI-OI-03, 2 new Project Managers, reallocation from other Operations & Infrastructure divisions
Revenue Total	(273,500)	0	(431,230)	0	0	(704,730)	158%	(431,230)	
Expense									
Salaries and Benefits	0	0	260,000	0	692,800	952,800		952,800	23-SI-OI-03, 2 new Project Managers, reallocation from other Operations & Infrastructure divisions
Staffing Other Direct Expenses	5,320	0	0	0	(2,160)	3,160	-41%	(2,160)	
Supplies and Maintenance	4,800	0	0	0	(2,400)	2,400	-50%	(2,400)	
Expense Total	10,120	0	260,000	0	688,240	958,360	9370%	948,240	
Administration Total	(263,380)	0	(171,230)	0	688,240	253,630	-196%	517,010	
Grand Total	(263,380)	0	(171,230)	0	688,240	253,630	-196%	517,010	

Operations and Infrastructure – Operations

Road Operations, Forestry, Traffic, Waste

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

Services provided by the Operations Division include:

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

63 – Winter maintenance events

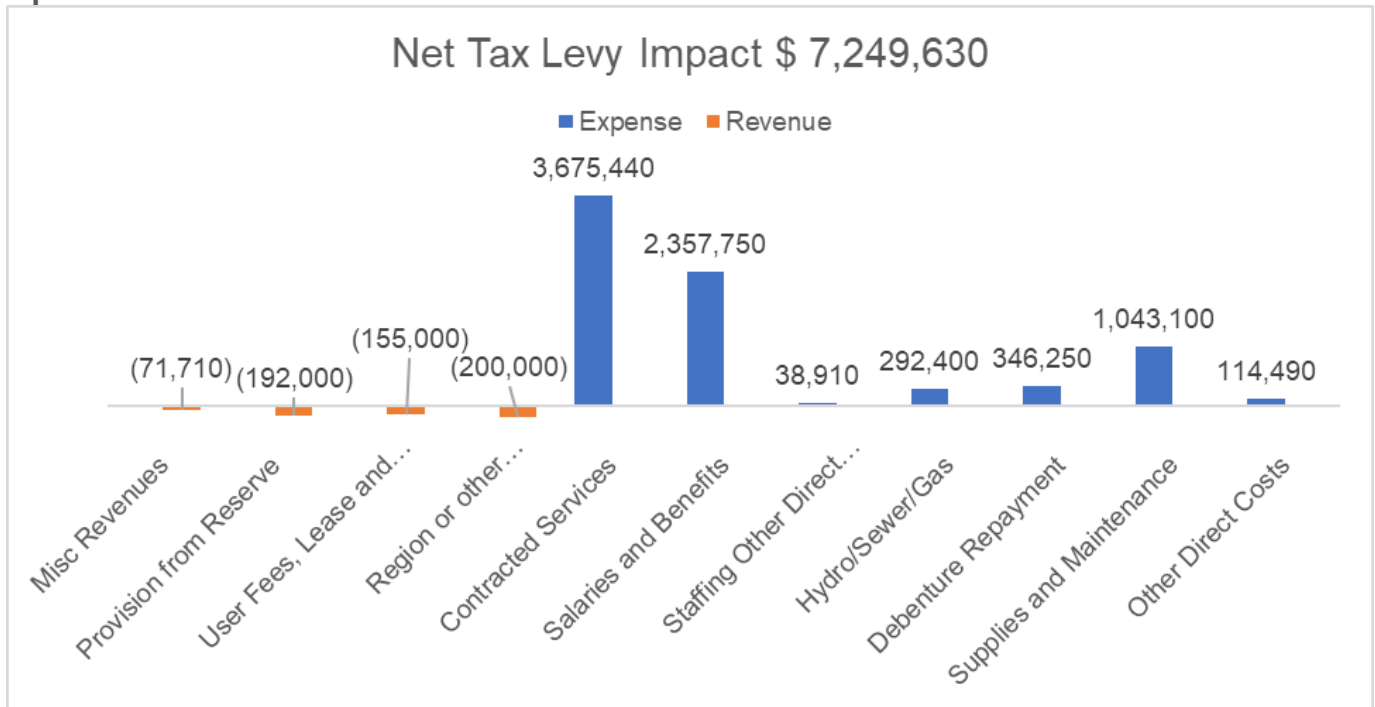
3,000 – Service Requests completed (30 per cent increase)

1,450 – Ash trees removed (220 per cent increase)

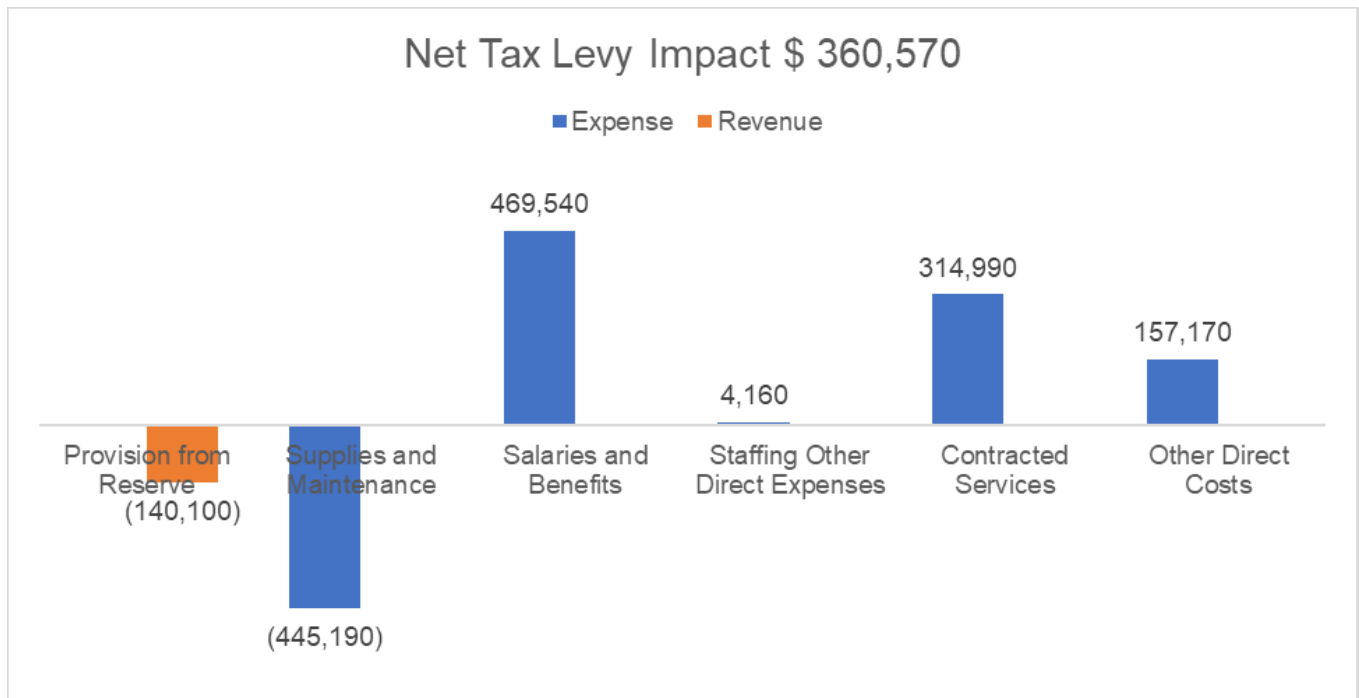
32 – Traffic studies completed (12 per cent increase)

2023 Budgeted Expenditures and Revenues

Operations



Fleet Services



2022 Accomplishments

- Delivered the minor capital program including sidewalk replacement, curb replacements, selective resurfacing, gravel surface repairs and ditch rehabilitation throughout Georgina
- Removed approximately 1,450 Ash trees due to the Emerald Ash Borer
- Met winter service levels at 98 per cent
- Expanded the traffic calming initiatives by adding more bollard locations, pavement markings and beginning the pilot program for Georgina's first speed humps
- Completed the Egypt Works yard expansion project, in conjunction with other departments
- Implemented digital tools and automation to increase efficiency of field operations

Key Projects for 2023

- Continue to remove dead and dying Ash trees that have been affected by the Emerald Ash Borer
- Update operational plans for winter maintenance service levels
- Complete the installation of speed humps



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	744,050	0	0	(20,600)	12,170	735,620	-1%	(8,430)
Dams and Bridges	5,750	0	0	(230)	0	5,520	-4%	(230)
Bridges	3,980	0	0	(160)	0	3,820	-4%	(160)
Dams	1,770	0	0	(70)	0	1,700	-4%	(70)
Fleet Maintenance	454,170	0	0	(2,150)	(12,700)	439,320	-3%	(14,850)
Fleet	398,070	0	0	0	(12,700)	385,370	-3%	(12,700)
Vehicle Maintenance	56,100	0	0	(2,150)	0	53,950	-4%	(2,150)
Roads Maintenance	1,446,180	0	30,000	(21,650)	(48,070)	1,406,460	-3%	(39,720)
Brush, Tree, Trim	145,740	0	0	(6,940)	0	138,800	-5%	(6,940)
Catch Basins, Curbs, Storms	26,310	0	0	(440)	5,000	30,870	17%	4,560
Debris, Litter	34,280	0	0	(970)	0	33,310	-3%	(970)
Ditching	386,120	0	0	(10,560)	0	375,560	-3%	(10,560)
Dust Layer	20,320	0	0	(70)	0	20,250	0%	(70)
Grading and Scarifying	48,750	0	0	(700)	0	48,050	-1%	(700)
Grass Mowing	57,410	0	0	(2,300)	0	55,110	-4%	(2,300)
Gravel Pit	2,490	0	0	(80)	1,000	3,410	37%	920
Gravel Resurfacing	17,320	0	0	(390)	0	16,930	-2%	(390)
Other Overhead	105,000	0	0	12,050	0	117,050	11%	12,050
Patching, Spraying	210,250	0	30,000	(6,840)	0	233,410	11%	23,160
Shoulder Maintenance	72,390	0	0	(830)	0	71,560	-1%	(830)
Sidewalks	276,690	0	0	(3,580)	(54,070)	219,040	-21%	(57,650)
Summer Standby	43,110	0	0	0	0	43,110	0%	0
Roads Operations Centre	141,030	0	0	(2,000)	7,210	146,240	4%	5,210
Roadside Safety	280,310	0	0	(2,770)	25,000	302,540	8%	22,230
Community Art (Asphalt)	20,000	0	0	0	0	20,000	0%	0
Guiderails	10,750	0	0	(30)	0	10,720	0%	(30)
Railroad Crossing	13,000	0	0	0	0	13,000	0%	0
Routine Patrols	57,520	0	0	(3,010)	0	54,510	-5%	(3,010)
Signs and Markings	179,040	0	0	270	25,000	204,310	14%	25,270
Street Lighting	665,250	0	0	0	0	665,250	0%	0
Sweeping, Flushing, Cleaning	286,010	0	0	(2,820)	(30,000)	253,190	-11%	(32,820)



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Winter Maintenance	1,361,740	14,210	20,000	(2,100)	(10,980)	1,382,870	2%	21,130
Sanding and Salting	784,420	14,210	0	10,000	270,940	1,079,570	38%	295,150
Snow Fence, Culvert Thawing	67,810	0	0	(2,820)	(1,000)	63,990	-6%	(3,820)
Snow Plowing and Removal	475,320	0	20,000	(9,280)	(280,920)	205,120	-57%	(270,200)
Winter Standby	34,190	0	0	0	0	34,190	0%	0
Aquatic Weed Removal	170,500	0	0	0	0	170,500	0%	0
Closed Landfill - Monitoring	230	0	0	0	0	230	0%	0
MOSQUITO	126,000	0	0	0	0	126,000	0%	0
Stormwater Administration	4,200	0	0	0	0	4,200	0%	0
Refuse and Recycling	1,465,140	0	0	0	(113,370)	1,351,770	-8%	(113,370)
Blue Boxes	274,980	0	0	0	57,620	332,600	21%	57,620
Collection	449,080	0	0	0	0	449,080	0%	0
Electronic Waste Collection and Disposal	800	0	0	0	0	800	0%	0
Green Bins	545,720	0	0	0	0	545,720	0%	0
Labour Allocation	0	0	0	0	(170,990)	(170,990)		(170,990)
Yard Waste Collection	194,560	0	0	0	0	194,560	0%	0
Urban Forestry	218,330	0	0	(5,310)	46,900	259,920	19%	41,590
Grand Total	7,366,890	14,210	50,000	(59,630)	(123,840)	7,249,630	-2%	(119,260)



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Donations & Grants	0	0	0	0	0	0	0	0	
Misc Revenues	(30,000)	0	0	(21,250)	5,000	(46,250)	54%	(16,250)	Reallocation to Development Service-
User Fees, Lease and Rental	(15,000)	0	0	0	0	(15,000)	0%	0	Engineering Delivery division
Revenue Total	(45,000)	0	0	(21,250)	5,000	(61,250)	36%	(16,250)	
Expense									
Salaries and Benefits	772,360	0	0	0	7,170	779,530	1%	7,170	subdivisions
Staffing Other Direct Expenses	8,000	0	0	0	0	8,000	0%	0	
Contracted Services	0	0	0	0	0	0	0%	0	
Supplies and Maintenance	3,300	0	0	0	0	3,300	0%	0	
Other Direct Costs	5,390	0	0	650	0	6,040	12%	650	
Expense Total	789,050	0	0	650	7,170	796,870	1%	7,820	
Administration Total	744,050	0	0	(20,600)	12,170	735,620	-1%	(8,430)	Reallocation to Urban Forestry and Sidewalks
AMTS (Pavement management System)									
Revenue									
Provision from Reserve	(90,000)	0	0	0	90,000	0	-100%	90,000	Included in capital program
Revenue Total	(90,000)	0	0	0	90,000	0	-100%	90,000	
Expense									
Contracted Services	90,000	0	0	0	(90,000)	0	-100%	(90,000)	Included in capital program
Contributions to Reserve	0	0	0	0	0	0	0%	0	
Expense Total	90,000	0	0	0	(90,000)	0	-100%	(90,000)	
AMTS (Pavement management System) Total	0	0	0	0	0	0		0	
Aquatic Weed Removal									
Expense									
Contracted Services	170,500	0	0	0	0	170,500	0%	0	
Expense Total	170,500	0	0	0	0	170,500	0%	0	
Aquatic Weed Removal Total	170,500	0	0	0	0	170,500	0%	0	
Blue Boxes									
Revenue									
Misc Revenues	(10,260)	0	0	0	0	(10,260)	0%	0	
Provision from Reserve	(57,620)	0	0	0	57,620	0	-100%	57,620	Remove temporary funding
Region or other Municipality	(200,000)	0	0	0	0	(200,000)	0%	0	
Revenue Total	(267,880)	0	0	0	57,620	(210,260)	-22%	57,620	
Expense									
Salaries and Benefits	0	0	0	0	0	0	0%	0	
Staffing Other Direct Expenses	800	0	0	0	0	800	0%	0	
Contracted Services	529,660	0	0	0	0	529,660	0%	0	
Contributions to Reserve	0	0	0	0	0	0	0%	0	
Supplies and Maintenance	12,400	0	0	0	0	12,400	0%	0	
Other Direct Costs	0	0	0	0	0	0	0%	0	
Expense Total	542,860	0	0	0	0	542,860	0%	0	
Blue Boxes Total	274,980	0	0	0	57,620	332,600	21%	57,620	
Bridges									
Expense									
Salaries and Benefits	2,980	0	0	(160)	0	2,820	-5%	(160)	
Contracted Services	0	0	0	0	0	0	0%	0	
Supplies and Maintenance	1,000	0	0	0	0	1,000	0%	0	
Expense Total	3,980	0	0	(160)	0	3,820	-4%	(160)	
Bridges Total	3,980	0	0	(160)	0	3,820	-4%	(160)	
Brush, Tree, Trim									



GEORGIA

2023 OPERATING BUDGET

Operations and Infrastructure - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	134,240	0	0	(6,940)	0	127,300	-5%	(6,940)	
Contracted Services	10,000	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	1,500	0	0	0	0	1,500	0%	0	
Expense Total	145,740	0	0	(6,940)	0	138,800	-5%	(6,940)	
Brush, Tree, Trim Total	145,740	0	0	(6,940)	0	138,800	-5%	(6,940)	
Catch Basins, Curbs, Storms									
Expense									
Salaries and Benefits	8,310	0	0	(440)	0	7,870	-5%	(440)	
Contracted Services	15,000	0	0	0	5,000	20,000	33%	5,000	Increase based on actuals
Supplies and Maintenance	3,000	0	0	0	0	3,000	0%	0	
Expense Total	26,310	0	0	(440)	5,000	30,870	17%	4,560	
Catch Basins, Curbs, Storms Total	26,310	0	0	(440)	5,000	30,870	17%	4,560	
Closed Landfill - Monitoring									
Revenue									
Provision from Reserve	(37,000)	0	0	0	0	(37,000)	0%	0	
Revenue Total	(37,000)	0	0	0	0	(37,000)	0%	0	
Expense									
Contracted Services	37,230	0	0	0	0	37,230	0%	0	
Expense Total	37,230	0	0	0	0	37,230	0%	0	
Closed Landfill - Monitoring Total	230	0	0	0	0	230	0%	0	
Collection									
Revenue									
Donations & Grants	0	0	0	0	0	0	0	0	
Misc Revenues	0	0	0	0	0	0	0	0	
User Fees, Lease and Rental	(140,000)	0	0	0	0	(140,000)	0%	0	
Revenue Total	(140,000)	0	0	0	0	(140,000)	0%	0	
Expense									
Salaries and Benefits	0	0	0	0	0	0	0	0	
Staffing Other Direct Expenses	0	0	0	0	0	0	0	0	
Contracted Services	574,080	0	0	0	0	574,080	0%	0	
Consulting Services	0	0	0	0	0	0	0	0	
Supplies and Maintenance	0	0	0	0	0	0	0	0	
Other Direct Costs	15,000	0	0	0	0	15,000	0%	0	
Expense Total	589,080	0	0	0	0	589,080	0%	0	
Collection Total	449,080	0	0	0	0	449,080	0%	0	
Community Art (Asphalt)									
Expense									
Contracted Services	20,000	0	0	0	0	20,000	0%	0	
Expense Total	20,000	0	0	0	0	20,000	0%	0	
Community Art (Asphalt) Total	20,000	0	0	0	0	20,000	0%	0	
Dams									
Expense									
Salaries and Benefits	1,270	0	0	(70)	0	1,200	-6%	(70)	
Other Direct Costs	500	0	0	0	0	500	0%	0	
Expense Total	1,770	0	0	(70)	0	1,700	-4%	(70)	
Dams Total	1,770	0	0	(70)	0	1,700	-4%	(70)	
Debris, Litter									
Expense									
Salaries and Benefits	31,280	0	0	(970)	0	30,310	-3%	(970)	
Other Direct Costs	3,000	0	0	0	0	3,000	0%	0	
Expense Total	34,280	0	0	(970)	0	33,310	-3%	(970)	



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Debris, Litter Total	34,280	0	0	0	(970)	0	-3%	(970)	
Ditching									
Expense									
Salaries and Benefits	211,120	0	0	0	(10,560)	94,250	40%	83,690 reallocation	Reallocation from Contracted Services, labour
Contracted Services	155,000	0	0	0	0	(94,250)	-61%	60,750	(94,250) Reallocation to Salaries and Benefits
Supplies and Maintenance	20,000	0	0	0	0	0	0%	20,000	0
Other Direct Costs	0	0	0	0	0	0	0	0	0
Expense Total	386,120	0	0	0	(10,560)	0	-3%	(10,560)	
Ditching Total	386,120	0	0	0	(10,560)	0	-3%	(10,560)	
Dust Layer									
Expense									
Salaries and Benefits	1,360	0	0	0	(70)	0	-5%	(70)	
Supplies and Maintenance	18,960	0	0	0	0	0	0%	18,960	0
Expense Total	20,320	0	0	0	(70)	0	0%	(70)	
Dust Layer Total	20,320	0	0	0	(70)	0	0%	(70)	
Electronic Waste Collection and Disposal									
Revenue									
Misc Revenues	(2,700)	0	0	0	0	0	0%	0	
Revenue Total	(2,700)	0	0	0	0	0	0%	(2,700)	
Expense									
Contracted Services	3,500	0	0	0	0	0	0%	3,500	0
Expense Total	3,500	0	0	0	0	0	0%	3,500	0
Electronic Waste Collection and Disposal Total	800	0	0	0	0	0	0%	800	0
Fleet									
Expense									
Contracted Services	12,700	0	0	0	0	(12,700)	-100%	(12,700) division	Reallocation to Operations & Infrastructure fleet
Supplies and Maintenance	385,370	0	0	0	0	0	0%	385,370	0
Other Direct Costs	0	0	0	0	0	0	0	0	0
Expense Total	398,070	0	0	0	0	(12,700)	-3%	(12,700)	
Fleet Total	398,070	0	0	0	0	(12,700)	-3%	(12,700)	
Grading and Scarifying									
Expense									
Salaries and Benefits	13,750	0	0	0	(700)	0	-5%	(700)	
Contracted Services	35,000	0	0	0	0	0	0%	35,000	0
Expense Total	48,750	0	0	0	(700)	0	-1%	(700)	
Grading and Scarifying Total	48,750	0	0	0	(700)	0	-1%	(700)	
Grass Mowing									
Expense									
Salaries and Benefits	45,410	0	0	0	(2,300)	0	-5%	(2,300)	
Contracted Services	12,000	0	0	0	0	0	0%	12,000	0
Expense Total	57,410	0	0	0	(2,300)	0	-4%	(2,300)	
Grass Mowing Total	57,410	0	0	0	(2,300)	0	-4%	(2,300)	
Gravel Pit									
Revenue									
Misc Revenues	0	0	0	0	0	0	0	0	0
Revenue Total	0	0	0	0	0	0	0	0	0
Expense									
Salaries and Benefits	1,490	0	0	0	(80)	0	-5%	(80)	
Supplies and Maintenance	1,000	0	0	0	0	1,000	100%	2,000	1,000
Other Direct Costs	0	0	0	0	0	0	0	0	0
Expense Total	2,490	0	0	0	(80)	1,000	37%	3,410	920



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Gravel Pit Total	2,490	0	0	0	(80)	1,000	37%	920	
Gravel Resurfacing									
Revenue									
Provision from Reserve	0	0	0	0	0	0	0	0	
Revenue Total	0	0	0	0	0	0	0	0	
Expense									
Salaries and Benefits	7,320	0	0	(390)	0	6,930	-5%	(390)	
Supplies and Maintenance	10,000	0	0	0	0	10,000	0%	0	
Expense Total	17,320	0	0	(390)	0	16,930	-2%	(390)	
Gravel Resurfacing Total	17,320	0	0	(390)	0	16,930	-2%	(390)	
Green Bins									
Revenue									
Misc Revenues	(12,500)	0	0	0	0	(12,500)	0%	0	
Revenue Total	(12,500)	0	0	0	0	(12,500)	0%	0	
Expense									
Salaries and Benefits	0	0	0	0	0	0	0	0	
Contracted Services	537,970	0	0	0	0	537,970	0%	0	
Supplies and Maintenance	20,250	0	0	0	0	20,250	0%	0	
Expense Total	558,220	0	0	0	0	558,220	0%	0	
Green Bins Total	545,720	0	0	0	0	545,720	0%	0	
Guidrails									
Expense									
Salaries and Benefits	750	0	0	(30)	0	720	-4%	(30)	
Contracted Services	10,000	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	0	0	0	0	0	0	0	0	
Expense Total	10,750	0	0	(30)	0	10,720	0%	(30)	
Guidrails Total	10,750	0	0	(30)	0	10,720	0%	(30)	
Labour Allocation									
Revenue									
Donations & Grants	0	0	0	0	0	0	0	0	
Revenue Total	0	0	0	0	0	0	0	0	
Expense									
Salaries and Benefits	0	0	0	0	(170,990)	(170,990)		(170,990)	23-SI-01-02 Road Attendant funded by existing contracted service, reallocation to Water and
Other Direct Costs	0	0	0	0	0	0		0	Wastewater division
Expense Total	0	0	0	0	(170,990)	(170,990)		(170,990)	
Labour Allocation Total	0	0	0	0	(170,990)	(170,990)		(170,990)	
Machine Shed									
Expense									
Salaries and Benefits	49,230	0	0	(2,000)	0	47,230	-4%	(2,000)	
Staffing Other Direct Expenses	16,400	0	0	0	1,210	17,610	7%	1,210	
Hydro/Sewer/Gas	47,400	0	0	0	0	47,400	0%	0	
Supplies and Maintenance	28,000	0	0	0	0	28,000	0%	0	
Other Direct Costs	0	0	0	0	6,000	6,000		6,000	
Expense Total	141,030	0	0	(2,000)	7,210	146,240	4%	5,210	
Machine Shed Total	141,030	0	0	(2,000)	7,210	146,240	4%	5,210	
MOSQUITO									
Expense									
Staffing Other Direct Expenses	0	0	0	0	0	0	0	0	
Contracted Services	126,000	0	0	0	0	126,000	0%	0	
Supplies and Maintenance	0	0	0	0	0	0	0	0	
Expense Total	126,000	0	0	0	0	126,000	0%	0	



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
MOSQUITO Total	126,000	0	0	0	0	0	0%	0	
Other Overhead									
Revenue									
User Fees, Lease and Rental	0	0	0	0	0	0	0	0	
Revenue Total	0	0	0	0	0	0	0	0	
Expense									
Staffing Other Direct Expenses	12,500	0	0	0	0	12,500	0%	0	
Contracted Services	0	0	0	0	0	0	0	0	
Supplies and Maintenance	20,600	0	0	0	0	20,600	0%	0	
Other Direct Costs	71,900	0	0	12,050	0	83,950	17%	12,050	Increase in insurance premium
Expense Total	105,000	0	0	12,050	0	117,050	11%	12,050	
Other Overhead Total	105,000	0	0	12,050	0	117,050	11%	12,050	
Patching, Spraying									
Revenue									OI-2023-0001 One time funding for Maintenance and Installation of Entrances from Municipal Highways
Provision from Reserve	0	0	(30,000)	0	0	(30,000)		(30,000)	
Revenue Total	0	0	(30,000)	0	0	(30,000)		(30,000)	
Expense									
Salaries and Benefits	153,250	0	0	(6,840)	0	146,410	-4%	(6,840)	
Contracted Services	0	0	60,000	0	0	60,000		60,000	OI-2023-0001 Maintenance and Installation of Entrances from Municipal Highways
Supplies and Maintenance	57,000	0	0	0	0	57,000	0%	0	
Expense Total	210,250	0	60,000	(6,840)	0	263,410	25%	53,160	
Patching, Spraying Total	210,250	0	30,000	(6,840)	0	233,410	11%	23,160	
Railroad Crossing									
Expense									
Contracted Services	13,000	0	0	0	0	13,000	0%	0	
Supplies and Maintenance	0	0	0	0	0	0	0%	0	
Expense Total	13,000	0	0	0	0	13,000	0%	0	
Railroad Crossing Total	13,000	0	0	0	0	13,000	0%	0	
Routine Patrols									
Expense									
Salaries and Benefits	57,520	0	0	(3,010)	0	54,510	-5%	(3,010)	
Expense Total	57,520	0	0	(3,010)	0	54,510	-5%	(3,010)	
Routine Patrols Total	57,520	0	0	(3,010)	0	54,510	-5%	(3,010)	
Sanding and Salting									
Revenue									
Provision from Reserve	(45,000)	0	0	0	0	(45,000)	0%	0	
Revenue Total	(45,000)	0	0	0	0	(45,000)	0%	0	
Expense									Reallocation from Snow Plowing and Removal
Salaries and Benefits	203,820	0	0	(4,210)	58,720	258,330	27%	54,510	subdivision
Contracted Services	260,000	0	0	0	212,220	472,220	82%	212,220	Cost reallocation from Snow Plowing and Removal
Supplies and Maintenance	365,600	14,210	0	14,210	0	394,020	8%	28,420	Increase in contract price and more roads
Expense Total	829,420	14,210	0	10,000	270,940	1,124,570	36%	295,150	
Sanding and Salting Total	784,420	14,210	0	10,000	270,940	1,079,570	38%	295,150	
Shoulder Maintenance									
Expense									
Salaries and Benefits	27,190	0	0	(830)	0	26,360	-3%	(830)	
Supplies and Maintenance	45,200	0	0	0	0	45,200	0%	0	
Expense Total	72,390	0	0	(830)	0	71,560	-1%	(830)	



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Shoulder Maintenance Total	72,390	0	0	(830)	0	71,560	-1%	(830)	
Sidewalks									
Expense									
Salaries and Benefits	68,690	0	0	(3,580)	(54,070)	11,040	-84%	(57,650)	Reallocation to Administration subdivision
Contracted Services	208,000	0	0	0	0	208,000	0%	0	
Expense Total	276,690	0	0	(3,580)	(54,070)	219,040	-21%	(57,650)	
Sidewalks Total	276,690	0	0	(3,580)	(54,070)	219,040	-21%	(57,650)	
Signs and Markings									
Revenue									
Donations & Grants	0	0	0	0	0	0	0	0	
Revenue Total	0	0	0	0	0	0	0	0	
Expense									
Salaries and Benefits	93,840	0	0	(4,730)	0	89,110	-5%	(4,730)	Reallocation from Sweeping, Flushing and
Contracted Services	79,200	0	0	0	25,000	104,200	32%	25,000	Cleaning subdivision
Hydro/Sewer/Gas	0	0	0	0	0	0	0	0	
Supplies and Maintenance	6,000	0	0	5,000	0	11,000	83%	5,000	Increase for sign post installations
Expense Total	179,040	0	0	270	25,000	204,310	14%	25,270	
Signs and Markings Total	179,040	0	0	270	25,000	204,310	14%	25,270	
Snow Fence, Culvert Thawing									
Expense									
Salaries and Benefits	65,310	0	0	(2,820)	0	62,490	-4%	(2,820)	
Supplies and Maintenance	2,500	0	0	0	(1,000)	1,500	-40%	(1,000)	
Expense Total	67,810	0	0	(2,820)	(1,000)	63,990	-6%	(3,820)	
Snow Fence, Culvert Thawing Total	67,810	0	0	(2,820)	(1,000)	63,990	-6%	(3,820)	
Snow Plowing and Removal									
Revenue									
Provision from Reserve	0	(80,000)	0	0	0	(80,000)		(80,000)	Funding for the new program-window clearing
Revenue Total	0	(80,000)	0	0	0	(80,000)		(80,000)	
Expense									
Salaries and Benefits	263,120	0	0	(9,280)	(68,720)	185,120	-30%	(78,000)	Reallocation to Sanding, Salting, Snow Fence
Contracted Services	212,200	0	100,000	0	(212,200)	100,000	-53%	(112,200)	and Culvert Thawing subdivisions
Other Direct Costs	0	0	0	0	0	0	0	0	New program-window clearing, reallocation to
Expense Total	475,320	0	100,000	(9,280)	(280,920)	285,120	-40%	(190,200)	Sanding and Salting subdivision
Snow Plowing and Removal Total	475,320	0	20,000	(9,280)	(280,920)	205,120	-57%	(270,200)	
Stormwater Administration									
Expense									
Salaries and Benefits	4,200	0	0	0	0	4,200	0%	0	
Supplies and Maintenance	0	0	0	0	0	0	0	0	
Expense Total	4,200	0	0	0	0	4,200	0%	0	
Stormwater Administration Total	4,200	0	0	0	0	4,200	0%	0	
Street Lighting									
Expense									
Salaries and Benefits	0	0	0	0	0	0	0	0	
Contracted Services	66,000	0	0	0	0	66,000	0%	0	
Contributions to Reserve	0	0	0	0	0	0	0	0	
Debt/ure Repayment	346,250	0	0	0	0	346,250	0%	0	
Hydro/Sewer/Gas	245,000	0	0	0	0	245,000	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	8,000	0%	0	
Expense Total	665,250	0	0	0	0	665,250	0%	0	
Street Lighting Total	665,250	0	0	0	0	665,250	0%	0	



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Summer Standby									
Expense									
Salaries and Benefits	43,110	0	0	0	0	43,110	0%	0	
Expense Total	43,110	0	0	0	0	43,110	0%	0	
Summer Standby Total	43,110	0	0	0	0	43,110	0%	0	
Sweeping, Flushing, Cleaning									
Revenue									
Provision from Reserve	0	0	0	0	0	0	0	0	
Revenue Total	0	0	0	0	0	0	0	0	
Expense									
Salaries and Benefits	59,240	0	0	(2,820)	0	56,420	-5%	(2,820)	
Contracted Services	226,770	0	0	0	(30,000)	196,770	-13%	(30,000)	Reallocation to Signs and markings subdivision
Expense Total	286,010	0	0	(2,820)	(30,000)	253,190	-11%	(32,820)	
Sweeping, Flushing, Cleaning Total	286,010	0	0	(2,820)	(30,000)	253,190	-11%	(32,820)	
Urban Forestry									
Expense									
Salaries and Benefits	104,330	0	0	(5,310)	46,900	145,920	40%	41,590	Reallocation from administration subdivision's
Contracted Services	114,000	0	0	0	0	114,000	0%	0	
Expense Total	218,330	0	0	(5,310)	46,900	259,920	19%	41,590	
Urban Forestry Total	218,330	0	0	(5,310)	46,900	259,920	19%	41,590	
Vehicle Maintenance									
Expense									
Salaries and Benefits	56,100	0	0	(2,150)	0	53,950	-4%	(2,150)	
Expense Total	56,100	0	0	(2,150)	0	53,950	-4%	(2,150)	
Vehicle Maintenance Total	56,100	0	0	(2,150)	0	53,950	-4%	(2,150)	
Winter Standby									
Expense									
Salaries and Benefits	34,190	0	0	0	0	34,190	0%	0	
Expense Total	34,190	0	0	0	0	34,190	0%	0	
Winter Standby Total	34,190	0	0	0	0	34,190	0%	0	
Yard Waste Collection									
Expense									
Contracted Services	194,560	0	0	0	0	194,560	0%	0	
Expense Total	194,560	0	0	0	0	194,560	0%	0	
Yard Waste Collection Total	194,560	0	0	0	0	194,560	0%	0	
Grand Total	7,368,890	14,210	50,000	(59,630)	(123,840)	7,249,630	-2%	(119,260)	



GEORGIA

2023 OPERATING BUDGET

Operations and Infrastructure - Fleet - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Mechanic's Garage									
Revenue									
Provision from Reserve	(100)	0	0	(140,000)	0	(140,100)	140000%	(140,000)	To cover cost increase in fuel
Revenue Total	(100)	0	0	(140,000)	0	(140,100)	140000%	(140,000)	
Expense									
Salaries and Benefits	357,350	0	104,500	7,690	0	469,540	31%	112,190	23-SI-OI-01 Heavy-duty Diesel Mechanic
Staffing Other Direct Expenses	4,160	0	0	0	0	4,160	0%	0	
Contracted Services	147,490	0	0	20,000	147,500	314,990	114%	167,500	Reallocation from Supplies and Maintenance
Supplies and Maintenance	(437,690)	0	0	140,000	(147,500)	(445,190)	2%	(7,500)	Reallocation to Contracted Services, increase cost in fuel
Other Direct Costs	139,210	0	0	17,960	0	157,170	13%	17,960	Increase insurance premium
Expense Total	210,520	0	104,500	185,650	0	500,670	138%	290,150	
Mechanic's Garage Total	210,420	0	104,500	45,650	0	360,570	71%	150,150	
Grand Total	210,420	0	104,500	45,650	0	360,570	71%	150,150	

Operations and Infrastructure – Operations

Water distribution and Wastewater collection

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

5,000 – Water samples analyzed

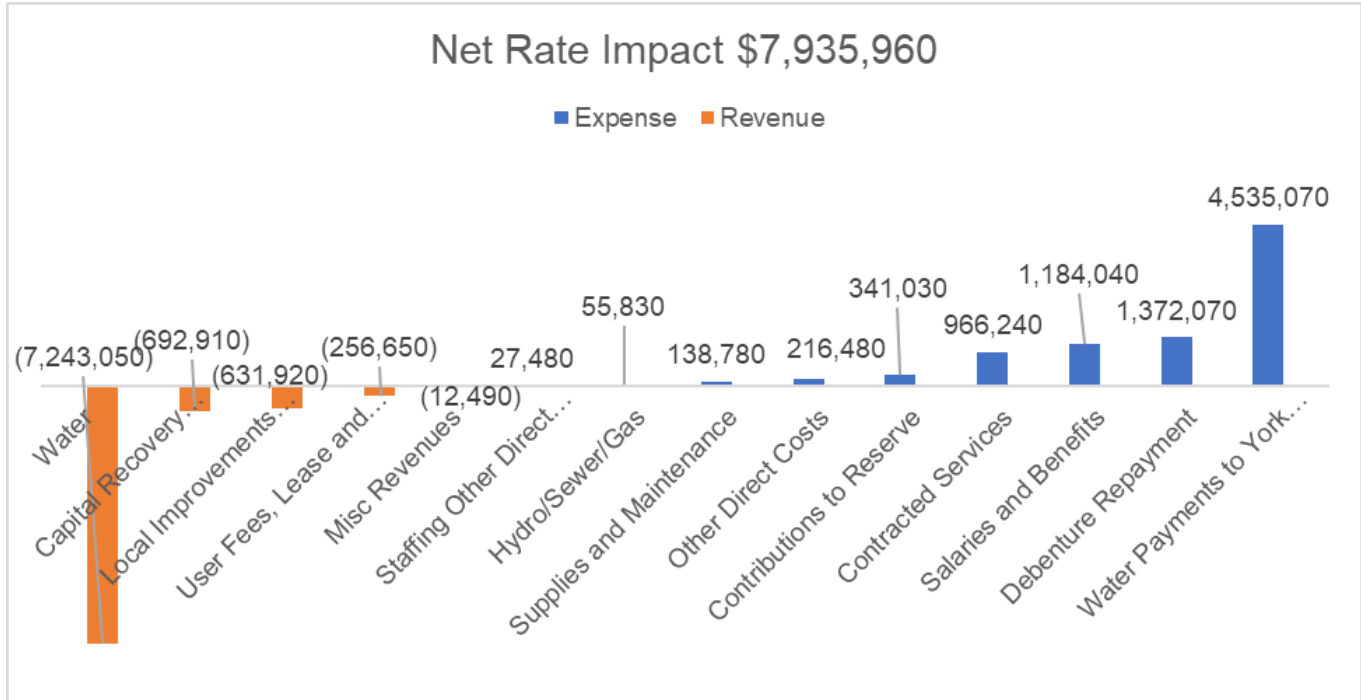
16 – New valves replaced or installed

Services provided by the Operations Division include:

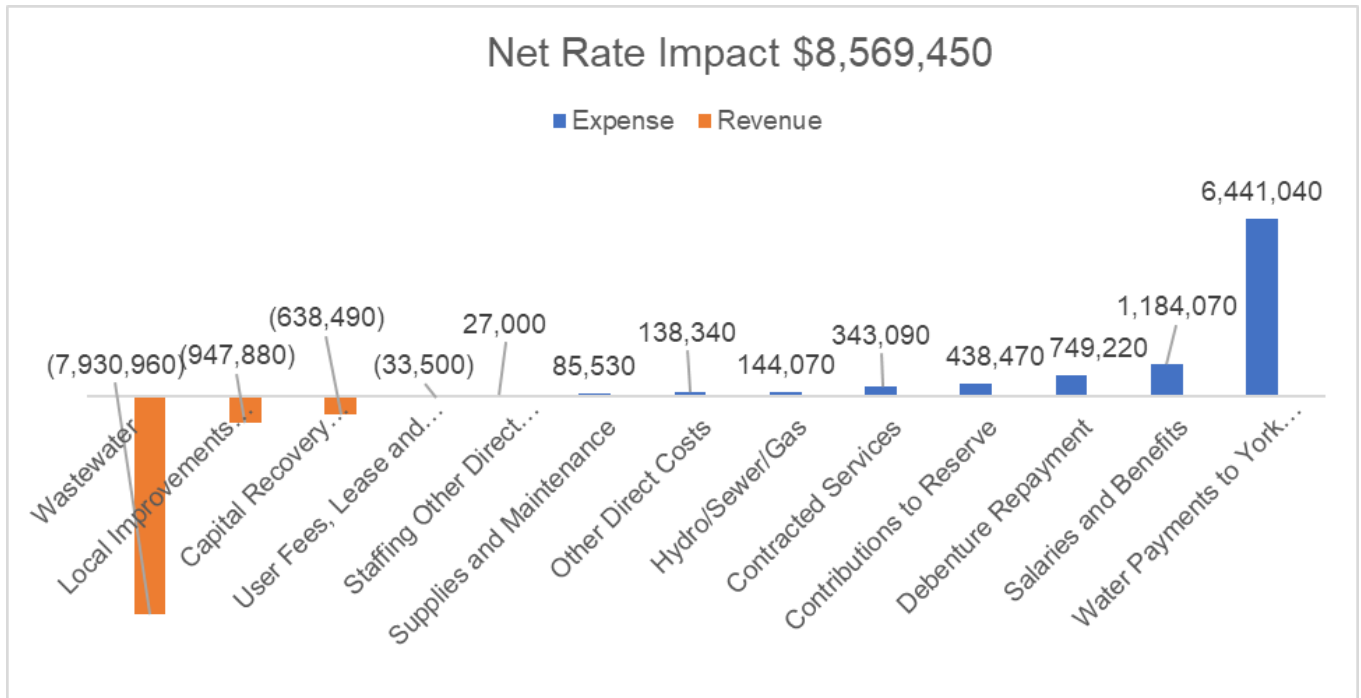
- Municipal drinking water quality, sampling, monitoring and reporting
- Water system operations, maintenance including and repairs of watermain breaks and service leaks, and watermain flushing
- Customer service including water turn off/on
- Wastewater system operations, maintenance and repairs including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

2023 Budgeted Expenditures and Revenues

Water



Wastewater



2022 Accomplishments

- Successfully passed the external audit of the Drinking Water Quality Management System (DWQMS) with no finding of non-conformance with the standard
- Updated the stormwater management system Operations and Maintenance Manual
- Updated the closure plan including updated monitoring for the Georgina Closed Landfill Permit
- Completed Phase 1 of 2 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
- Updated the Drinking Water Quality Management System (DWQMS) Operational Plan

Key Projects for 2023

- Development of wastewater collection operations and maintenance manual consistent with the operational plan for the drinking water system
- Completion of the expansion of the boosted pressure zone in central Keswick
- Develop and implementation plan for the Operational Plan for the Wastewater Collection System Environmental Management System, based on ISO 14001



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	(2,254,650)	0	0	38,950	(89,970)	(2,305,670)	2%	(51,020)
Administration	(3,450,510)	0	0	38,950	(78,170)	(3,489,730)	1%	(39,220)
Labour Allocation	1,195,860	0	0	0	(11,800)	1,184,060	-1%	(11,800)
Water Fleet	41,500	0	0	0	0	41,500	0%	0
Water Meters	210,320	0	0	0	3,460	213,780	2%	3,460
Water Operations Centre	104,950	0	0	0	(940)	104,010	-1%	(940)
Water Quality & Monitoring	204,990	0	0	0	11,090	216,080	5%	11,090
Water System maintenance	1,692,890	0	0	0	37,410	1,730,300	2%	37,410
Distribution System	958,690	0	0	0	20,790	979,480	2%	20,790
Hydrants	285,750	0	0	0	8,320	294,070	3%	8,320
SCADA & Network	168,100	0	0	0	3,460	171,560	2%	3,460
Water Booster Stations	280,350	0	0	0	4,840	285,190	2%	4,840
Grand Total	0	0	0	38,950	(38,950)	0	0	0



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Water	(6,888,430)	0	0	(354,620)	0	(7,243,050)	5%	(354,620)	Increase based on Water Financial Plan
Capital Recovery (Water/Wastewater)	(601,220)	0	0	(91,690)	0	(692,910)	15%	(91,690)	Increase based on Water Financial Plan
Local Improvements (Water/Wastewater)	(623,180)	0	0	(8,740)	0	(631,920)	1%	(8,740)	Increase based on Water Financial Plan
User Fees, Lease and Rental	(233,920)	0	0	0	(22,730)	(256,650)	10%	(22,730)	Increase based on 2023 User Fee Bylaw
Misc Revenues	(12,490)	0	0	0	0	(12,490)	0%	0	
Revenue Total	(8,359,240)	0	0	(455,050)	(22,730)	(8,837,020)	6%	(477,780)	
Expense									
Salaries and Benefits	(891,810)	0	0	0	(55,450)	(947,260)	6%	(55,450)	Labour Reallocation
Staffing Other Direct Expenses	13,880	0	0	0	0	13,880	0%	0	
Contracted Services	6,000	0	0	0	0	6,000	0%	0	
Contributions to Reserve	250,650	0	0	90,380	0	341,030	36%	90,380	
Debtenture Repayment	1,219,080	0	0	0	10	1,219,090	0%	10	
Supplies and Maintenance	24,200	0	0	0	0	24,200	0%	0	
Water Payments to York region	4,134,930	0	0	400,140	0	4,535,070	10%	400,140	Increase based on York Region rate allocation and consumption estimates
Other Direct Costs	151,800	0	0	3,480	0	155,280	2%	3,480	
Expense Total	4,908,730	0	0	494,000	(55,440)	5,347,290	9%	438,560	
Administration Total	(3,450,510)	0	0	38,950	(78,170)	(3,489,730)	1%	(39,220)	
Distribution System									
Expense									
Salaries and Benefits	334,430	0	0	0	20,790	355,220	6%	20,790	Labour Reallocation, increase in Salaries and Benefits
Contracted Services	584,740	0	0	0	0	584,740	0%	0	
Supplies and Maintenance	38,520	0	0	0	0	38,520	0%	0	
Other Direct Costs	1,000	0	0	0	0	1,000	0%	0	
Expense Total	958,690	0	0	0	20,790	979,480	2%	20,790	
Distribution System Total	958,690	0	0	0	20,790	979,480	2%	20,790	
Hydrants									
Expense									
Salaries and Benefits	133,770	0	0	0	8,320	142,090	6%	8,320	Labour Reallocation, increase in Salaries and Benefits
Contracted Services	140,980	0	0	0	0	140,980	0%	0	
Supplies and Maintenance	11,000	0	0	0	0	11,000	0%	0	
Expense Total	285,750	0	0	0	8,320	294,070	3%	8,320	
Hydrants Total	285,750	0	0	0	8,320	294,070	3%	8,320	
Labour Allocation									
Expense									
Salaries and Benefits	1,195,860	0	0	0	(11,800)	1,184,060	-1%	(11,800)	Labour Reallocation
Expense Total	1,195,860	0	0	0	(11,800)	1,184,060	-1%	(11,800)	
Labour Allocation Total	1,195,860	0	0	0	(11,800)	1,184,060	-1%	(11,800)	



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
SCADA & Network									
Expense									
Salaries and Benefits	55,740	0	0	0	0	59,200	6%	3,460	
Contracted Services	52,160	0	0	0	0	52,160	0%	0	
Other Direct Costs	60,200	0	0	0	0	60,200	0%	0	
Expense Total	168,100	0	0	0	3,460	171,560	2%	3,460	
SCADA & Network Total	168,100	0	0	0	3,460	171,560	2%	3,460	
Water Booster Stations									
Expense									
Salaries and Benefits	78,040	0	0	0	4,840	82,880	6%	4,840	
Contracted Services	5,360	0	0	0	0	5,360	0%	0	
Debtenture Repayment	152,980	0	0	0	0	152,980	0%	0	
Hydro/Sewer/Gas	30,530	0	0	0	0	30,530	0%	0	
Supplies and Maintenance	13,440	0	0	0	0	13,440	0%	0	
Expense Total	280,350	0	0	0	4,840	285,190	2%	4,840	
Water Booster Stations Total	280,350	0	0	0	4,840	285,190	2%	4,840	
Water Fleet									
Expense									
Supplies and Maintenance	41,500	0	0	0	0	41,500	0%	0	
Expense Total	41,500	0	0	0	0	41,500	0%	0	
Water Fleet Total	41,500	0	0	0	0	41,500	0%	0	
Water Meters									
Expense									
Salaries and Benefits	55,740	0	0	0	3,460	59,200	6%	3,460	
Contracted Services	153,000	0	0	0	0	153,000	0%	0	
Supplies and Maintenance	1,580	0	0	0	0	1,580	0%	0	
Expense Total	210,320	0	0	0	3,460	213,780	2%	3,460	
Water Meters Total	210,320	0	0	0	3,460	213,780	2%	3,460	
Water Operations Centre									
Expense									
Salaries and Benefits	55,740	0	0	0	3,460	59,200	6%	3,460	
Staffing Other Direct Expenses	18,000	0	0	0	(4,400)	13,600	-24%	(4,400)	
Hydro/Sewer/Gas	25,300	0	0	0	0	25,300	0%	0	
Supplies and Maintenance	5,910	0	0	0	0	5,910	0%	0	
Expense Total	104,950	0	0	0	(940)	104,010	-1%	(940)	
Water Operations Centre Total	104,950	0	0	0	(940)	104,010	-1%	(940)	
Water Quality & Monitoring									
Expense									
Salaries and Benefits	178,360	0	0	0	11,090	189,450	6%	11,090	Labour Reallocation, increase in Salaries and Benefits
Contracted Services	24,000	0	0	0	0	24,000	0%	0	
Supplies and Maintenance	2,630	0	0	0	0	2,630	0%	0	
Expense Total	204,990	0	0	0	11,090	216,080	5%	11,090	
Water Quality & Monitoring Total	204,990	0	0	0	11,090	216,080	5%	11,090	
Grand Total	0	0	0	38,950	(38,950)	0	0	0	



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	(1,721,960)	0	0	(333,220)	263,920	(1,791,260)	4%	(69,300)
Water System maintenance	200,770	0	0	0	8,320	209,090	4%	8,320
WW Fleet	23,500	0	0	0	0	23,500	0%	0
WW Maintenance	1,183,170	0	0	0	43,650	1,226,820	4%	43,650
Residential Grinder Pumps	44,450	0	0	0	2,070	46,520	5%	2,070
WW Collection System	520,220	0	0	0	20,790	541,010	4%	20,790
WW Pumping Stations	618,500	0	0	0	20,790	639,290	3%	20,790
WW Operations Centre	314,520	0	0	0	17,330	331,850	6%	17,330
Grand Total	0	0	0	(333,220)	333,220	0		0



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Capital Recovery (Water/Wastewater)	(542,240)	0	0	(96,250)	0	(638,490)	18%	(96,250)	Increase based on Water Financial Plan
Local Improvements (Water/Wastewater)	(934,760)	0	0	(13,120)	0	(947,880)	1%	(13,120)	Increase based on Water Financial Plan
User Fees, Lease and Rental	(27,000)	0	0	0	(6,500)	(33,500)	24%	(6,500)	Increase based on 2023 User Fee by-law
Wastewater	(7,370,170)	0	0	(560,790)	0	(7,930,960)	8%	(560,790)	Increase based on Water Financial Plan
Revenue Total	(8,874,170)	0	0	(670,160)	(6,500)	(9,550,830)	8%	(676,660)	
Expense									
Staffing Other Direct Expenses	7,500	0	0	0	0	7,500	0%	0	
Contributions to Reserve	168,040	0	0	0	270,430	438,470	161%	270,430	Increase based on Water Rates
Debtenture Repayment	749,230	0	0	0	(10)	749,220	0%	(10)	
Supplies and Maintenance	16,000	0	0	0	0	16,000	0%	0	
Water Payments to York region	6,107,540	0	0	333,500	0	6,441,040	5%	333,500	Increase based on York Region rate allocation and consumption estimates
Other Direct Costs	103,900	0	0	3,440	0	107,340	3%	3,440	
Expense Total	7,152,210	0	0	336,940	270,420	7,759,570	8%	607,360	
Administration Total	(1,721,960)	0	0	(333,220)	263,920	(1,791,260)	4%	(69,300)	
Residential Grinder Pumps									
Expense									
Salaries and Benefits	33,450	0	0	0	2,070	35,520	6%	2,070	
Contracted Services	2,000	0	0	0	0	2,000	0%	0	
Supplies and Maintenance	9,000	0	0	0	0	9,000	0%	0	
Expense Total	44,450	0	0	0	2,070	46,520	5%	2,070	
Residential Grinder Pumps Total	44,450	0	0	0	2,070	46,520	5%	2,070	
SCADA & Network									
Expense									
Salaries and Benefits	133,770	0	0	0	8,320	142,090	6%	8,320	Labour reallocation, Increase in Salaries and Benefits
Contracted Services	40,000	0	0	0	0	40,000	0%	0	
Supplies and Maintenance	2,000	0	0	0	0	2,000	0%	0	
Other Direct Costs	25,000	0	0	0	0	25,000	0%	0	
Expense Total	200,770	0	0	0	8,320	209,090	4%	8,320	
SCADA & Network Total	200,770	0	0	0	8,320	209,090	4%	8,320	
WW Collection System									
Expense									
Salaries and Benefits	334,430	0	0	0	20,790	355,220	6%	20,790	Labour reallocation, Increase in Salaries and Benefits
Contracted Services	163,470	0	0	0	0	163,470	0%	0	
Supplies and Maintenance	16,320	0	0	0	0	16,320	0%	0	
Other Direct Costs	6,000	0	0	0	0	6,000	0%	0	
Expense Total	520,220	0	0	0	20,790	541,010	4%	20,790	
WW Collection System Total	520,220	0	0	0	20,790	541,010	4%	20,790	
WW Fleet									
Expense									
Supplies and Maintenance	23,500	0	0	0	0	23,500	0%	0	
Expense Total	23,500	0	0	0	0	23,500	0%	0	
WW Fleet Total	23,500	0	0	0	0	23,500	0%	0	



GEORGINA

2023 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
WW Operations Centre									
Expense									
Salaries and Benefits	278,690	0	0	0	0	17,330	6%	17,330	Labour reallocation, Increase in Salaries and
Staffing Other Direct Expenses	19,500	0	0	0	0	19,500	0%	0	Benefits
Hydro/Sewer/Gas	16,330	0	0	0	0	16,330	0%	0	
Expense Total	314,520	0	0	0	0	17,330	6%	17,330	
WW Operations Centre Total	314,520	0	0	0	0	331,850	6%	17,330	
WW Pumping Stations									
Expense									
Salaries and Benefits	334,430	0	0	0	0	20,790	6%	20,790	Labour reallocation, Increase in Salaries and
Contracted Services	137,620	0	0	0	0	137,620	0%	0	Benefits
Hydro/Sewer/Gas	127,740	0	0	0	0	127,740	0%	0	
Supplies and Maintenance	18,710	0	0	0	0	18,710	0%	0	
Expense Total	618,500	0	0	0	0	20,790	3%	20,790	
WW Pumping Stations Total	618,500	0	0	0	0	20,790	3%	20,790	
Grand Total	0	0	0	(333,220)	333,220	0	0	0	

Community Services Department

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

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

Following two years of significant and profound impacts to our services as a result of the COVID-19 pandemic, restrictions finally began to ease and a return to normalcy set in. 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.

2022 Success Story

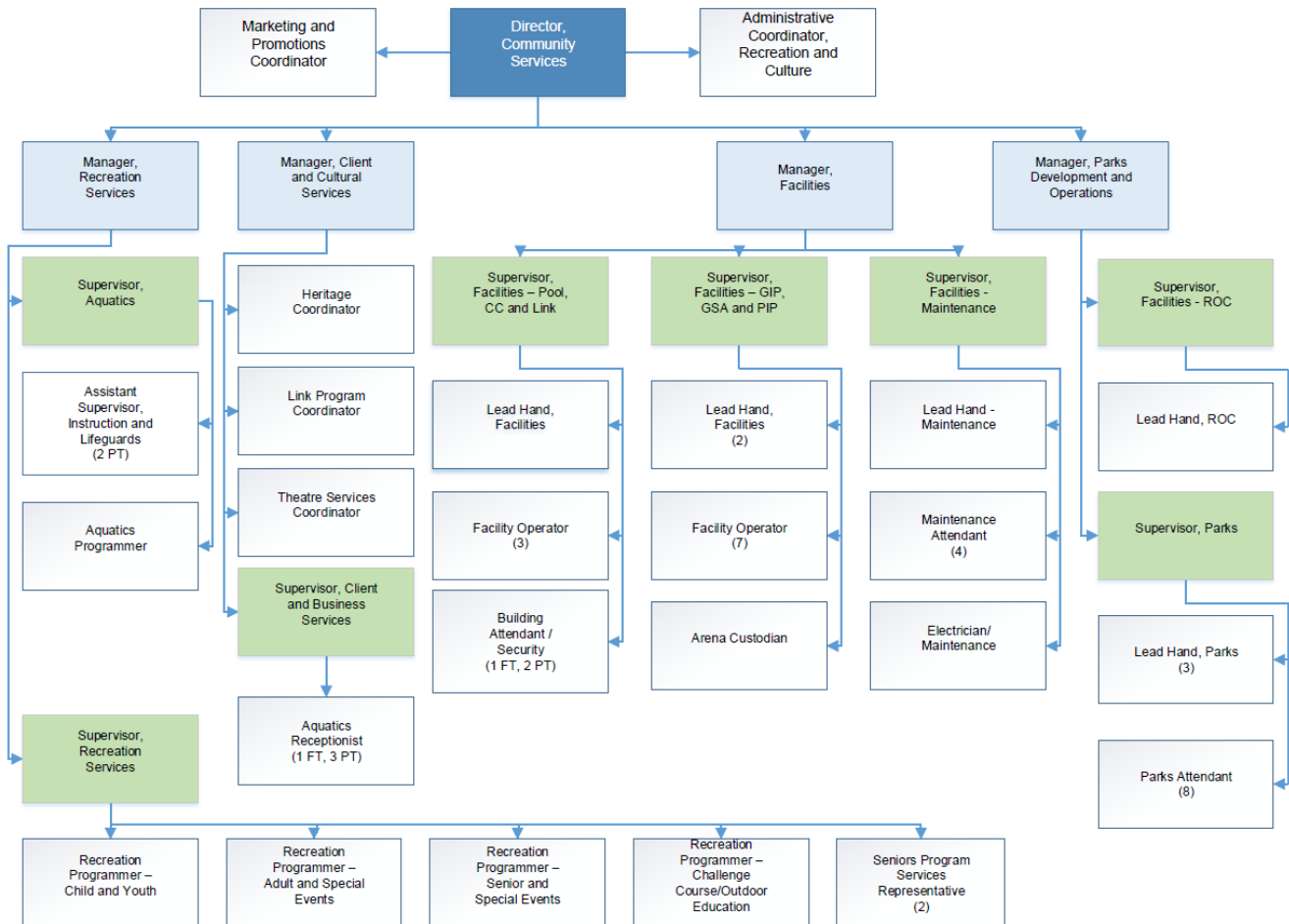
The new Multi-use Recreation Complex (MURC) is taking shape in south end Keswick at the corner of Woodbine Avenue and the future Garrett Styles Drive. Construction is well underway and we look forward with anticipation of the official ribbon cutting and opening. The MURC will serve the needs of the residents of Georgina and surrounding area for many decades.



COMMUNITY SERVICES DEPARTMENT

2022 also marked the completion of the Georgina Pioneer Village Schoolhouse Project, the commencement of development of the Pefferlaw Lions Park and the Uptown Keswick Urban Parkette, and completion of Phase 2 of the Waterfront Parks Strategic Master Plan.

Organizational Chart



Divisions

- Recreation Services Division
- Facilities Division
- Parks and Horticulture Division
- Client and 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 recovery initiatives as they relate to the COVID-19 pandemic

Major Initiatives Planned for 2023

- Planning for the opening of the new Multi-Use Recreation Complex
- Refresh and Development of the Pepperlaw Lions Park
- Update and refresh of the parks by-law
- Complete Operational Policies and Procedures review
- Review and refresh of ROC business plan
- Collaborate with Head of Capital Projects and CAO's Office to complete facilities investiture/divestiture analysis and recommendations



GEORGINA

2023 OPERATING BUDGET

Community Services - Department Administration - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	393,200	0	0	38,100	0	431,300	10%	38,100	Increase in Salaries and Benefits
Staffing Other Direct Expenses	5,200	0	0	0	0	5,200	0%	0	
Other Direct Costs	200	0	0	0	0	200	0%	0	
Expense Total	398,600	0	0	38,100	0	436,700	10%	38,100	
Administration Total	398,600	0	0	38,100	0	436,700	10%	38,100	
Grand Total	398,600	0	0	38,100	0	436,700	10%	38,100	

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 Reopening Ontario regulations. The aim was to encourage and promote healthy, active lifestyles during this difficult time.

Stay Strong Georgina!

- Redeployment of Recreation staff to YR Vaccination Clinic to support health services associated with COVID-19 pandemic response
- 10,000+ visitors to Canada Day celebration
- 30,000+ winter visitors to the ROC
- 1,550+ 2021/22 ROC Season Passes

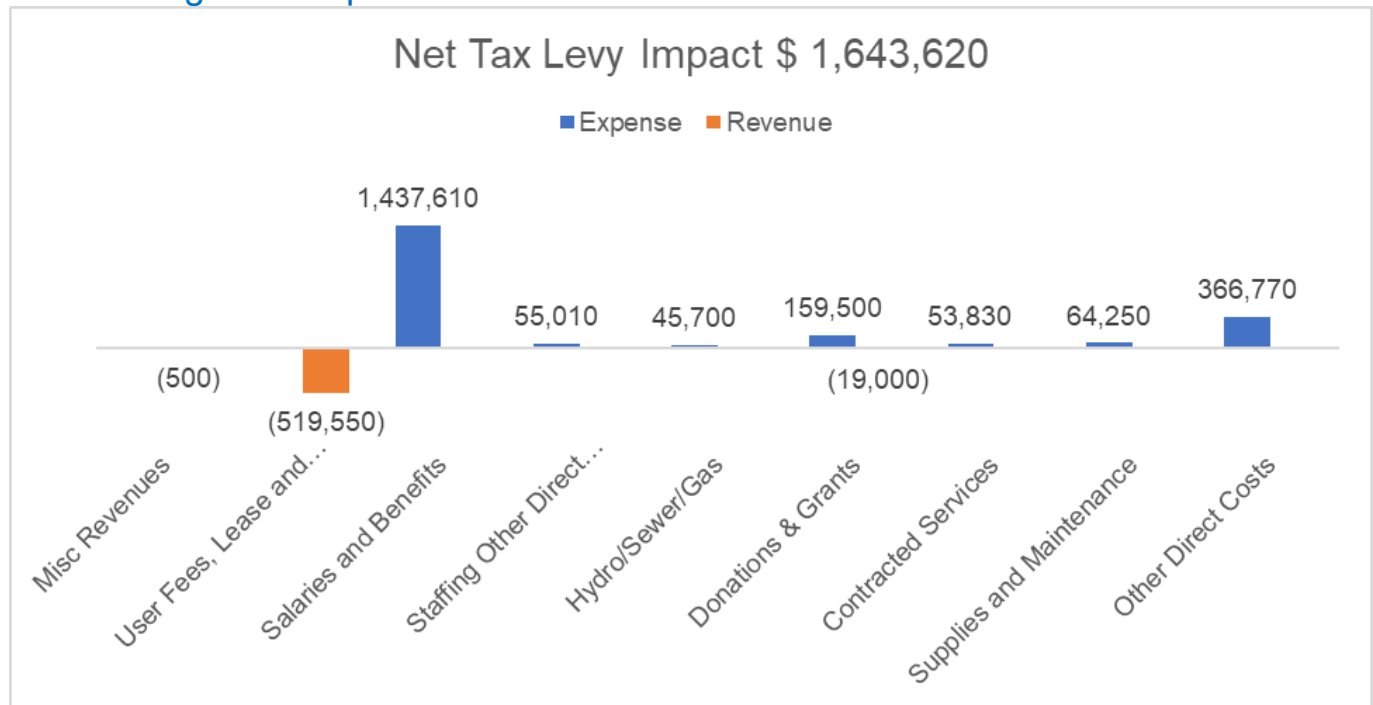
In January of 2022, the Recreation Services Division rejoined York Region Public Health in the fight against COVID-19. The division supported York Region Public Health as the mass vaccination clinic was reopened at the Georgina Ice Palace. Recreation Services staff were responsible for all non-clinical support duties. The clinic was closed at the end of March 2022.

Services provided by the Recreation Services Division includes:

- Mass Vaccination Clinic (supporting role to York Region Public Health)
- Register programs and activities (aquatics, gymnasium, etc.)
- Outdoor programs and activities
- Drop in programs and activities (swimming, gym, skating, etc.)
- Summer Camps
- Host special events
- The annual ROC operations (Snow resort, challenge course) in partnership with all divisions in the Community Services department
- Oversee sponsorship partnerships
- Afterschool programs (partnership with Jericho Youth Services)



2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Provided non-clinical support to the mass vaccination clinic at the Georgina Ice Palace in the fight against COVID-19 pandemic from January – March 2022.
- Completed a Pefferlaw Recreation Needs Study and provided recommendations to Council which was approved and began implementation of the new recreation outdoor amenities.
- Successfully transitioned from Red Cross Learn to Swim and Lifeguard program to delivering the Lifesaving Society's swim program at the Georgina Leisure Pool.
- Reopened the delivery of in person summer camps
- Hosted the successful return of the in person Canada Day celebrations.
- Continued to provide a wide range of fun interactive special events to the community (such as SnoFest, Starlight Cinema Nights, Senior BBQs, Volunteer Award of Merit, Festival of Lights, Family Fright Fiesta etc.)
- Continued the successful partnership with Jericho Youth Services on the delivery of three afterschool programs (Keswick, Sutton and Pefferlaw)

- Supported the Georgina Equity and Diversity Advisory committee as the inaugural Georgina Pan-African Flag Festival was held in August 2022.
- Hosted a meet and greet day with Erin Ambrose – Olympic gold medalist with the Canadian Women's Hockey Team.
- Hosted a successful ROC winter operation during the COVID-19 pandemic

Key Projects for 2023

- Continue to provide significant input and support to the MURC project as opening day approaches
- Implementation and completion of the Pefferlaw Recreational outdoor amenities; pump and skate park, PIP/Sports Zone; expanding the existing pathways and park amenities and community garden
- Provide a wide range of recreation programs and activities for the community
- Host a number of special events for the community
- Update ROC Business Plan in partnership with Facilities Division and Parks Division
- Implementation of the Corporate Sponsorship Strategy
- Recreation Senior Strategy
- Recreation Services policies and procedures review



GEORGINA

2023 OPERATING BUDGET

Community Services - Recreation - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	941,110	0	0	60,270	0	1,001,380	6%	60,270
Equity and Diversity Committee	7,650	0	0	0	0	7,650	0%	0
Fleet	2,280	0	0	280	0	2,560	12%	280
General Programs	129,480	0	0	6,390	3,000	138,870	7%	9,390
After School Program	125,850	0	0	0	0	125,850	0%	0
Day Camps	(500)	0	0	4,410	3,000	6,910	-1482%	7,410
General Programs	880	0	0	1,300	0	2,180	148%	1,300
Sutton Grant (G18)	3,250	0	0	680	0	3,930	21%	680
Georgina Gym	113,750	0	0	2,130	(1,500)	114,380	1%	630
Routes Transportation	55,000	0	0	0	0	55,000	0%	0
Senior Programs	224,100	0	0	8,580	0	232,680	4%	8,580
Special Events	91,100	0	0	0	0	91,100	0%	0
Canada Day Festival	32,500	0	0	0	0	32,500	0%	0
Seniors Games	500	0	0	0	0	500	0%	0
SnoFest	23,000	0	0	0	0	23,000	0%	0
Special Events - Administration	24,600	0	0	0	0	24,600	0%	0
Volunteer Appreciation	10,500	0	0	0	0	10,500	0%	0
Grand Total	1,564,470	0	0	77,650	1,500	1,643,620	5%	79,150



GEORGINA

2023 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/I NRELATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees, Lease and Rental	(6,500)	0	0	0	0	(6,500)	0%	0	
Revenue Total	(6,500)	0	0	0	0	(6,500)	0%	0	
Expense									
Salaries and Benefits	781,060	0	0	42,820	0	823,880	5%	42,820	Increase in Salaries and Benefits
Staffing Other Direct Expenses	17,750	0	0	0	0	17,750	0%	0	
Contracted Services	3,000	0	0	0	0	3,000	0%	0	
Supplies and Maintenance	7,500	0	0	0	0	7,500	0%	0	
Other Direct Costs	138,300	0	0	17,450	0	155,750	13%	17,450	Increase based on actuals
Expense Total	947,610	0	0	60,270	0	1,007,880	6%	60,270	
Administration Total	941,110	0	0	60,270	0	1,001,380	6%	60,270	
After School Program									
Expense									
Salaries and Benefits	23,000	0	0	0	0	23,000	0%	0	
Donations & Grants	100,000	0	0	0	0	100,000	0%	0	
Supplies and Maintenance	2,850	0	0	0	0	2,850	0%	0	
Expense Total	125,850	0	0	0	0	125,850	0%	0	
After School Program Total	125,850	0	0	0	0	125,850	0%	0	
Canada Day Festival									
Revenue									
Donations & Grants	(5,000)	0	0	0	0	(5,000)	0%	0	
Misc Revenues	(500)	0	0	0	0	(500)	0%	0	
Revenue Total	(5,500)	0	0	0	0	(5,500)	0%	0	
Expense									
Contracted Services	4,000	0	0	0	0	4,000	0%	0	
Other Direct Costs	34,000	0	0	0	0	34,000	0%	0	
Expense Total	38,000	0	0	0	0	38,000	0%	0	
Canada Day Festival Total	32,500	0	0	0	0	32,500	0%	0	
Club 55 Administration									
Revenue									
User Fees, Lease and Rental	(38,380)	0	0	0	0	(38,380)	0%	0	
Revenue Total	(38,380)	0	0	0	0	(38,380)	0%	0	
Expense									
Salaries and Benefits	7,250	0	0	130	0	7,380	2%	130	
Other Direct Costs	26,000	0	0	0	0	26,000	0%	0	
Expense Total	33,250	0	0	130	0	33,380	0%	130	
Club 55 Administration Total	(5,130)	0	0	130	0	(5,000)	-3%	130	



GEORGINA

2023 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/I NRELATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Day Camps									
Revenue									
User Fees, Lease and Rental	(300,000)		0	0	0	(300,000)	0%	0	
Revenue Total	(300,000)		0	0	0	(300,000)	0%	0	
Expense									
Salaries and Benefits	246,500		0	4,410	0	250,910	2%	4,410	
Staffing Other Direct Expenses	25,000		0	0	3,000	28,000	12%	3,000	
Supplies and Maintenance	28,000		0	0	0	28,000	0%	0	
Expense Total	299,500		0	4,410	3,000	306,910	2%	7,410	
Day Camps Total	(500)		0	4,410	3,000	6,910	-1482%	7,410	
Equity and Diversity Committee									
Expense									
Salaries and Benefits	1,000		0	0	0	1,000	0%	0	
Staffing Other Direct Expenses	1,100		0	0	0	1,100	0%	0	
Other Direct Costs	5,550		0	0	0	5,550	0%	0	
Expense Total	7,650		0	0	0	7,650	0%	0	
Equity and Diversity Committee Total	7,650		0	0	0	7,650	0%	0	
Fleet									
Expense									
Supplies and Maintenance	700		0	0	0	700	0%	0	
Other Direct Costs	1,580		0	280	0	1,860	18%	280	
Expense Total	2,280		0	280	0	2,560	12%	280	
Fleet Total	2,280		0	280	0	2,560	12%	280	
General Programs									
Revenue									
User Fees, Lease and Rental	(150,720)		0	0	0	(150,720)	0%	0	
Revenue Total	(150,720)		0	0	0	(150,720)	0%	0	
Expense									
Salaries and Benefits	76,600		0	1,300	0	77,900	2%	1,300	
Contracted Services	35,500		0	0	0	35,500	0%	0	
Other Direct Costs	39,500		0	0	0	39,500	0%	0	
Expense Total	151,600		0	1,300	0	152,900	1%	1,300	
General Programs Total	880		0	1,300	0	2,180	148%	1,300	
Georgina Gym									
Revenue									
User Fees, Lease and Rental	(18,000)		0	0	0	(18,000)	0%	0	
Revenue Total	(18,000)		0	0	0	(18,000)	0%	0	



GEORGINA

2023 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/I NRELATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	84,200	0	0	1,400	0	85,600	2%	1,400	
Staffing Other Direct Expenses	5,000	0	0	0	(1,500)	3,500	-30%	(1,500)	
Contracted Services	2,500	0	0	0	0	2,500	0%	0	
Hydro/Sewer/Gas	12,300	0	0	0	0	12,300	0%	0	
Supplies and Maintenance	15,200	0	0	0	0	15,200	0%	0	
Other Direct Costs	12,550	0	0	730	0	13,280	6%	730	
Expense Total	131,750	0	0	2,130	(1,500)	132,380	0%	630	
Georgina Gym Total	113,750	0	0	2,130	(1,500)	114,380	1%	630	
Routes Transportation									
Expense									
Donations & Grants	55,000	0	0	0	0	55,000	0%	0	
Expense Total	55,000	0	0	0	0	55,000	0%	0	
Routes Transportation Total	55,000	0	0	0	0	55,000	0%	0	
Seniors Games									
Revenue									
User Fees, Lease and Rental	(4,000)	0	0	0	0	(4,000)	0%	0	
Revenue Total	(4,000)	0	0	0	0	(4,000)	0%	0	
Expense									
Other Direct Costs	4,500	0	0	0	0	4,500	0%	0	
Expense Total	4,500	0	0	0	0	4,500	0%	0	
Seniors Games Total	500	0	0	0	0	500	0%	0	
Seniors Programs - Club 55									
Revenue									
User Fees, Lease and Rental	(1,950)	0	0	0	0	(1,950)	0%	0	
Revenue Total	(1,950)	0	0	0	0	(1,950)	0%	0	
Expense									
Salaries and Benefits	146,840	0	0	7,500	0	154,340	5%	7,500	Increase in Salaries and Benefits
Staffing Other Direct Expenses	3,860	0	0	0	0	3,860	0%	0	
Contracted Services	8,830	0	0	0	0	8,830	0%	0	
Hydro/Sewer/Gas	33,400	0	0	0	0	33,400	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	10,000	0%	0	
Other Direct Costs	28,250	0	0	950	0	29,200	3%	950	
Expense Total	231,180	0	0	8,450	0	239,630	4%	8,450	
Seniors Programs - Club 55 Total	229,230	0	0	8,450	0	237,680	4%	8,450	
SnoFest									
Revenue									
Donations & Grants	(3,000)	0	0	0	0	(3,000)	0%	0	
Revenue Total	(3,000)	0	0	0	0	(3,000)	0%	0	



GEORGINA

2023 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ RELATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Other Direct Costs	26,000	0	0	0	0	26,000	0%	0	
Expense Total	26,000	0	0	0	0	26,000	0%	0	
SnoFest Total	23,000	0	0	0	0	23,000	0%	0	
Special Events - Administration									
Revenue									
Donations & Grants	(1,000)	0	0	0	0	(1,000)	0%	0	
Revenue Total	(1,000)	0	0	0	0	(1,000)	0%	0	
Expense									
Salaries and Benefits	12,100	0	0	0	0	12,100	0%	0	
Donations & Grants	4,500	0	0	0	0	4,500	0%	0	
Other Direct Costs	9,000	0	0	0	0	9,000	0%	0	
Expense Total	25,600	0	0	0	0	25,600	0%	0	
Special Events - Administration Total	24,600	0	0	0	0	24,600	0%	0	
Sutton Grant (G18)									
Revenue									
Donations & Grants	(10,000)	0	0	0	0	(10,000)	0%	0	
Revenue Total	(10,000)	0	0	0	0	(10,000)	0%	0	
Expense									
Salaries and Benefits	1,500	0	0	0	0	1,500	0%	0	
Staffing Other Direct Expenses	800	0	0	0	0	800	0%	0	
Other Direct Costs	10,950	0	0	680	0	11,630	6%	680	
Expense Total	13,250	0	0	680	0	13,930	5%	680	
Sutton Grant (G18) Total	3,250	0	0	680	0	3,930	21%	680	
Volunteer Appreciation									
Expense									
Other Direct Costs	10,500	0	0	0	0	10,500	0%	0	
Expense Total	10,500	0	0	0	0	10,500	0%	0	
Volunteer Appreciation Total	10,500	0	0	0	0	10,500	0%	0	
Grand Total	1,564,470	0	0	77,650	1,500	1,643,620	5%	79,150	

Community Services - Facilities Division

The Facilities Division is committed to the efficient operation, maintenance and upkeep of all recreation and cultural facilities, including the Georgina Ice Palace, 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 operation and maintenance of corporate facilities, including the fire stations, Georgina Civic Centre, water/wastewater facilities, yards facilities (roads and parks), Jackson's Point Harbour, and various parks structures (washrooms, pavilions and others).

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

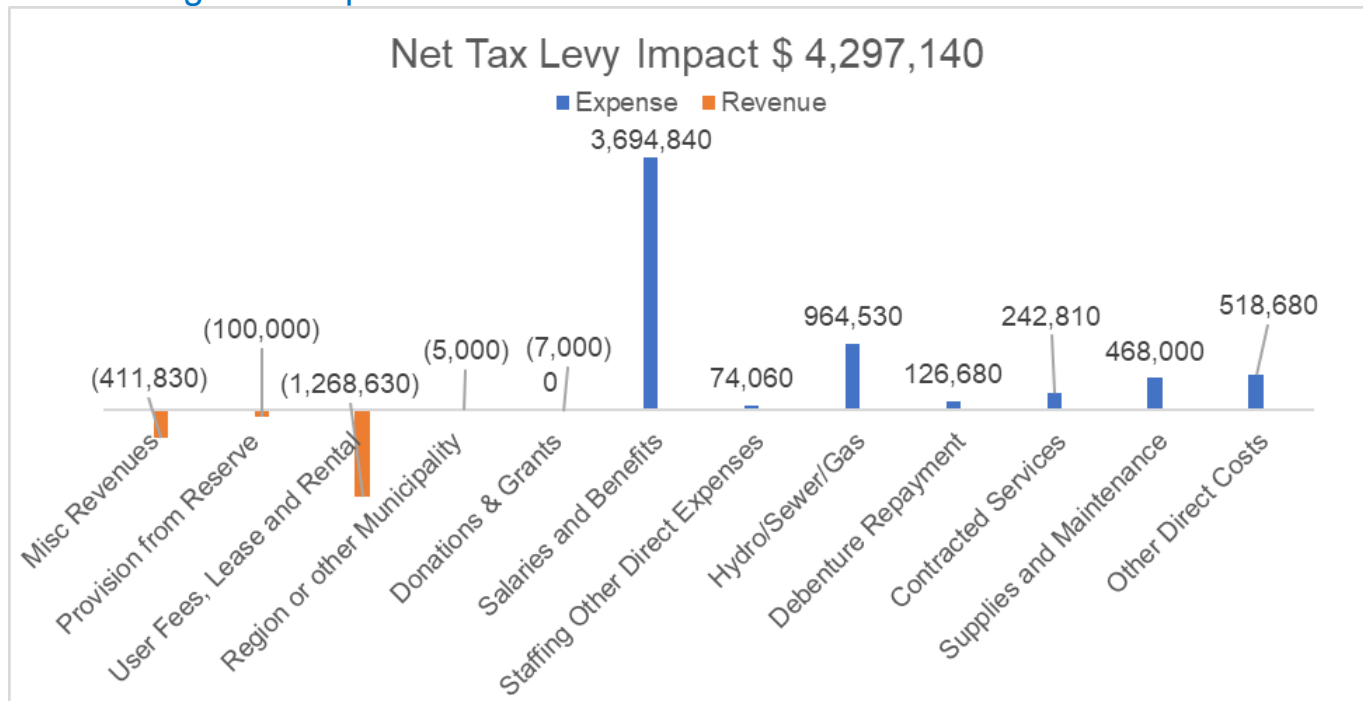
40 Facilities maintained and operated within Georgina including Arenas, Civic Centre, Fire Stations, Works and Parks Yards along with Recreational Centres

Managed Capital BCA Projects in excess of \$1 million dollars annually

Supported 25 Town Run organized Events

Supported 18-20 tournaments and events at Recreational Facilities

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Building Condition Assessment (BCA) projects:
 - HVAC Replacements at Stephen Leacock Theatre, Pefferlaw Lions Hall and Noble House at the Georgina Pioneer Village
 - Carpet replacement at the Pefferlaw Library
 - Sump pump replacements at the Georgina Leisure Pool
 - Concrete loading dock repairs at the Stephen Leacock Theatre
 - Exterior ramp replacement at the Kin Community Centre
 - Concrete basement floor resurfacing at the Port Bolster Hall
 - Refrigeration plant upgrades at the Georgina Sutton Arena

Key Projects for 2023

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



GEORGINA

2023 OPERATING BUDGET

Community Services - Facilities - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Accessibility Committee	13,860	0	0	0	0	13,860	0%	0
Civic Centre	475,260	0	0	450	(134,760)	340,950	-28%	(134,310)
Facilities Maintenance	759,740	0	0	3,190	439,490	1,202,420	58%	442,680
Administration	9,850	0	0	0	535,770	545,620	5439%	535,770
Arts Centre & Gallery	10,000	0	0	0	0	10,000	0%	0
Electrical Maintenance	690,640	0	0	2,320	(97,880)	595,080	-14%	(95,560)
Family Life Centre	5,090	0	0	110	0	5,200	2%	110
Lawn Bowling	4,000	0	0	0	0	4,000	0%	0
Operations Centre	40,160	0	0	760	1,600	42,520	6%	2,360
Georgina Ice Palace	812,540	(4,000)	0	14,760	(77,730)	745,570	-8%	(66,970)
Georgina Leisure Pool	983,840	0	0	91,400	(2,710)	1,072,530	9%	88,690
Halls	188,370	0	0	8,570	0	196,940	5%	8,570
Belhaven Hall	15,870	0	0	560	0	16,430	4%	560
Egypt Hall	26,630	0	0	920	0	27,550	3%	920
Elmgrove Hall	4,080	0	0	510	0	4,590	13%	510
Kinsmen Hall	21,410	0	0	1,320	0	22,730	6%	1,320
Pefferlaw Lions Hall	68,110	0	0	2,340	0	70,450	3%	2,340
Port Bolster Hall	18,800	0	0	470	0	19,270	3%	470
Roches Point Hall	1,880	0	0	550	0	2,430	29%	550
Udora Hall	27,240	0	0	1,480	0	28,720	5%	1,480
Virginia Hall	4,350	0	0	420	0	4,770	10%	420
Jackson's Point Harbour	3,340	0	0	0	0	3,340	0%	0
Jackson's Point Washrooms	3,340	0	0	0	0	3,340	0%	0
Pefferlaw Ice Pad	66,820	0	0	690	3,000	70,510	6%	3,690
Senior Programs	7,450	0	0	0	0	7,450	0%	0
Sutton Arena	366,590	0	0	11,350	3,000	380,940	4%	14,350
The Link	323,840	0	0	(71,650)	10,440	262,630	-19%	(61,210)
Grand Total	4,001,650	(4,000)	0	58,760	240,730	4,297,140	7%	295,490



GEORGINA

2023 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Accessibility Committee									
Expense									
Salaries and Benefits	2,660	0	0	0	0	2,660	0%	0	
Staffing Other Direct Expenses	1,000	0	0	0	0	1,000	0%	0	
Contracted Services	10,000	0	0	0	0	10,000	0%	0	
Other Direct Costs	200	0	0	0	0	200	0%	0	
Expense Total	13,860	0	0	0	0	13,860	0%	0	
Accessibility Committee Total	13,860	0	0	0	0	13,860	0%	0	
Administration									
Revenue									
Provision from Reserve	(100,000)	0	0	0	0	(100,000)	0%	0	
Revenue Total	(100,000)	0	0	0	0	(100,000)	0%	0	
Expense									
Salaries and Benefits	0	0	0	0	535,770	535,770		535,770	Reallocation from other areas within
Contracted Services	5,000	0	0	0	0	5,000	0%	0	Facilities for Manager and Supervisors
Hydro/Sewer/Gas	4,850	0	0	0	0	4,850	0%	0	
Other Direct Costs	100,000	0	0	0	0	100,000	0%	0	
Expense Total	109,850	0	0	0	535,770	645,620	488%	535,770	
Administration Total	9,850	0	0	0	535,770	545,620	5439%	535,770	
Arts Centre & Gallery									
Expense									
Supplies and Maintenance	10,000	0	0	0	0	10,000	0%	0	
Expense Total	10,000	0	0	0	0	10,000	0%	0	
Arts Centre & Gallery Total	10,000	0	0	0	0	10,000	0%	0	
Belhaven Hall									
Expense									
Hydro/Sewer/Gas	4,760	0	0	0	0	4,760	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	8,000	0%	0	
Other Direct Costs	3,110	0	0	560	0	3,670	18%	560	
Expense Total	15,870	0	0	560	0	16,430	4%	560	
Belhaven Hall Total	15,870	0	0	560	0	16,430	4%	560	



GEORGINA

2023 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Civic Centre									
Revenue									
Misc Revenues	(650)		0	0	0	(650)	0%	0	
Revenue Total	(650)		0	0	0	(650)	0%	0	
Expense									
Salaries and Benefits	276,590		0	0					
Contracted Services	50,000		0	0	(119,760)	156,830	-43%	(119,760)	within Facilities Division
Hydro/Sewer/Gas	70,320		0	0	(10,000)	40,000	-20%	(10,000)	Decreased based on actuals
Supplies and Maintenance	73,500		0	0	0	70,320	0%	0	
Other Direct Costs	5,500		0	450	(5,000)	68,950	-6%	(4,550)	
Expense Total	475,910		0	0	0	5,500	0%	0	
Civic Centre Total	475,260		0	450	(134,760)	341,600	-28%	(134,310)	
Egypt Hall			0	450	(134,760)	340,950	-28%	(134,310)	
Expense									
Contracted Services	5,500		0	0	0	5,500	0%	0	
Hydro/Sewer/Gas	10,000		0	0	0	10,000	0%	0	
Supplies and Maintenance	6,000		0	0	0	6,000	0%	0	
Other Direct Costs	5,130		0	920	0	6,050	18%	920	
Expense Total	26,630		0	920	0	27,550	3%	920	
Egypt Hall Total	26,630		0	920	0	27,550	3%	920	
Electrical Maintenance									
Expense									
Salaries and Benefits	718,100		0	0	(95,880)	622,220	-13%	(95,880)	Reallocation to Administration subdivision
Staffing Other Direct Expenses	12,800		0	0	0	12,800	0%	0	
Supplies and Maintenance	(47,050)		0	2,000	(1,000)	(46,050)	-2%	1,000	
Other Direct Costs	6,790		0	320	(1,000)	6,110	-10%	(680)	
Expense Total	690,640		0	2,320	(97,880)	595,080	-14%	(95,560)	
Electrical Maintenance Total	690,640		0	2,320	(97,880)	595,080	-14%	(95,560)	
Elmgrove Hall									
Expense									
Hydro/Sewer/Gas	1,000		0	0	0	1,000	0%	0	
Supplies and Maintenance	250		0	0	0	250	0%	0	
Other Direct Costs	2,830		0	510	0	3,340	18%	510	
Expense Total	4,080		0	510	0	4,590	13%	510	
Elmgrove Hall Total	4,080		0	510	0	4,590	13%	510	



GEORGIA

2023 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Family Life Centre									
Revenue									
Misc Revenues	(9,920)	0	0	0	0	(9,920)	0%	0	
Revenue Total	(9,920)	0	0	0	0	(9,920)	0%	0	
Expense									
Contracted Services	8,580	0	0	0	0	8,580	0%	0	
Supplies and Maintenance	800	0	0	0	0	800	0%	0	
Other Direct Costs	5,630	0	0	110	0	5,740	2%	110	
Expense Total	15,010	0	0	110	0	15,120	1%	110	
Family Life Centre Total	5,090	0	0	110	0	5,200	2%	110	
Georgia Ice Palace									
Revenue									
Misc Revenues	(82,400)	0	0	0	0	(82,400)	0%	0	
User Fees, Lease and Rental	(655,730)	(4,000)	0	0	30,000	(629,730)	-4%	26,000	Increased based on historical trend
Revenue Total	(738,130)	(4,000)	0	0	30,000	(712,130)	-4%	26,000	
Expense									
Salaries and Benefits	887,590	0	0	0	(103,530)	784,060	-12%	(103,530)	Reallocation to Administration subdivision within Facilities Division
Staffing Other Direct Expenses	17,000	0	0	0	(2,200)	14,800	-13%	(2,200)	
Contracted Services	35,000	0	0	0	0	35,000	0%	0	
Hydro/Sewer/Gas	362,300	0	0	0	0	362,300	0%	0	
Supplies and Maintenance	172,000	0	0	4,500	0	176,500	3%	4,500	
Other Direct Costs	76,780	0	0	10,260	(2,000)	85,040	11%	8,260	Increased based on historical trend
Expense Total	1,550,670	0	0	14,760	(107,730)	1,457,700	-6%	(92,970)	
Georgia Ice Palace Total	812,540	(4,000)	0	14,760	(77,730)	745,570	-8%	(66,970)	
Georgia Leisure Pool									
Revenue									
Misc Revenues	(88,000)	0	0	0	0	(88,000)	0%	0	
User Fees, Lease and Rental	(333,500)	0	0	0	0	(333,500)	0%	0	
Revenue Total	(421,500)	0	0	0	0	(421,500)	0%	0	
Expense									
Salaries and Benefits	1,068,070	0	0	87,640	0	1,155,710	8%	87,640	Increase in Salaries and Benefits
Staffing Other Direct Expenses	16,000	0	0	0	(710)	15,290	-4%	(710)	
Contracted Services	21,450	0	0	0	0	21,450	0%	0	
Hydro/Sewer/Gas	182,480	0	0	0	0	182,480	0%	0	
Supplies and Maintenance	66,650	0	0	1,500	(2,000)	66,150	-1%	(500)	
Other Direct Costs	50,690	0	0	2,260	0	52,950	4%	2,260	
Expense Total	1,405,340	0	0	91,400	(2,710)	1,494,030	6%	88,690	
Georgia Leisure Pool Total	983,840	0	0	91,400	(2,710)	1,072,530	9%	88,690	



GEORGINA

2023 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Jackson's Point Washrooms									
Expense									
Salaries and Benefits	1,120	0	0	0	0	1,120	0%	0	
Hydro/Sewer/Gas	1,720	0	0	0	0	1,720	0%	0	
Supplies and Maintenance	500	0	0	0	0	500	0%	0	
Expense Total	3,340	0	0	0	0	3,340	0%	0	
Jackson's Point Washrooms Total	3,340	0	0	0	0	3,340	0%	0	
Kinsmen Hall									
Revenue									
User Fees, Lease and Rental	(19,500)	0	0	0	0	(19,500)	0%	0	
Revenue Total	(19,500)	0	0	0	0	(19,500)	0%	0	
Expense									
Contracted Services	10,000	0	0	0	0	10,000	0%	0	
Hydro/Sewer/Gas	13,600	0	0	0	0	13,600	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	10,000	0%	0	
Other Direct Costs	7,310	0	0	1,320	0	8,630	18%	1,320	
Expense Total	40,910	0	0	1,320	0	42,230	3%	1,320	
Kinsmen Hall Total	21,410	0	0	1,320	0	22,730	6%	1,320	
Lawn Bowling									
Expense									
Supplies and Maintenance	4,000	0	0	0	0	4,000	0%	0	
Expense Total	4,000	0	0	0	0	4,000	0%	0	
Lawn Bowling Total	4,000	0	0	0	0	4,000	0%	0	
Operations Centre									
Expense									
Staffing Other Direct Expenses	4,000	0	0	0	1,600	5,600	40%	1,600	
Contracted Services	13,130	0	0	0	0	13,130	0%	0	
Hydro/Sewer/Gas	14,800	0	0	0	0	14,800	0%	0	
Supplies and Maintenance	4,000	0	0	0	0	4,000	0%	0	
Other Direct Costs	4,230	0	0	760	0	4,990	18%	760	
Expense Total	40,160	0	0	760	1,600	42,520	6%	2,360	
Operations Centre Total	40,160	0	0	760	1,600	42,520	6%	2,360	
Pefferlaw Ice Pad									
Expense									
Salaries and Benefits	30,460	0	0	0	0	30,460	0%	0	
Contracted Services	1,150	0	0	0	0	1,150	0%	0	
Hydro/Sewer/Gas	20,000	0	0	0	0	20,000	0%	0	
Supplies and Maintenance	11,400	0	0	0	3,000	14,400	26%	3,000	
Other Direct Costs	3,810	0	0	690	0	4,500	18%	690	
Expense Total	66,820	0	0	690	3,000	70,510	6%	3,690	
Pefferlaw Ice Pad Total	66,820	0	0	690	3,000	70,510	6%	3,690	



GEORGINA

2023 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Pefferlaw Lions Hall									
Revenue									
Misc Revenues	(16,500)		0	0	0	(16,500)	0%	0	
User Fees, Lease and Rental	100		0	0	0	100	0%	0	
Revenue Total	(16,400)		0	0	0	(16,400)	0%	0	
Expense									
Staffing Other Direct Expenses	900		0	0	0	900	0%	0	
Contracted Services	38,000		0	0	0	38,000	0%	0	
Hydro/Sewer/Gas	20,100		0	0	0	20,100	0%	0	
Supplies and Maintenance	12,500		0	0	0	12,500	0%	0	
Other Direct Costs	13,010		0	2,340	0	15,350	18%	2,340	
Expense Total	84,510		0	2,340	0	86,850	3%	2,340	
Pefferlaw Lions Hall Total	68,110		0	2,340	0	70,450	3%	2,340	
Port Bolster Hall									
Expense									
Hydro/Sewer/Gas	6,200		0	0	0	6,200	0%	0	
Supplies and Maintenance	10,000		0	0	0	10,000	0%	0	
Other Direct Costs	2,600		0	470	0	3,070	18%	470	
Expense Total	18,800		0	470	0	19,270	3%	470	
Port Bolster Hall Total	18,800		0	470	0	19,270	3%	470	
Roches Point Hall									
Revenue									
Misc Revenues	(2,400)		0	0	0	(2,400)	0%	0	
Revenue Total	(2,400)		0	0	0	(2,400)	0%	0	
Expense									
Supplies and Maintenance	1,250		0	0	0	1,250	0%	0	
Other Direct Costs	3,030		0	550	0	3,580	18%	550	
Expense Total	4,280		0	550	0	4,830	13%	550	
Roches Point Hall Total	1,880		0	550	0	2,430	29%	550	



GEORGINA

2023 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Sutton Arena									
Revenue									
Misc Revenues	(4,400)	0	0	0	0	(4,400)	0%	0	
User Fees, Lease and Rental	(223,500)	0	0	0	3,000	(220,500)	-1%	3,000	
Revenue Total	(227,900)	0	0	0	3,000	(224,900)	-1%	3,000	
Expense									
Salaries and Benefits	307,340	0	0	2,780	0	310,120	1%	2,780	
Staffing Other Direct Expenses	9,600	0	0	0	0	9,600	0%	0	
Contracted Services	26,000	0	0	0	0	26,000	0%	0	
Hydro/Sewer/Gas	136,000	0	0	0	0	136,000	0%	0	
Supplies and Maintenance	71,500	0	0	2,000	0	73,500	3%	2,000	
Other Direct Costs	44,050	0	0	6,570	0	50,620	15%	6,570	Increased cost in Insurance Premiums
Expense Total	594,490	0	0	11,350	0	605,840	2%	11,350	
Sutton Arena Total	366,590	0	0	11,350	3,000	380,940	4%	14,350	
Sutton Seniors Program									
Revenue									
User Fees, Lease and Rental	(8,500)	0	0	0	0	(8,500)	0%	0	
Revenue Total	(8,500)	0	0	0	0	(8,500)	0%	0	
Expense									
Staffing Other Direct Expenses	900	0	0	0	0	900	0%	0	
Contracted Services	9,000	0	0	0	0	9,000	0%	0	
Hydro/Sewer/Gas	5,000	0	0	0	0	5,000	0%	0	
Supplies and Maintenance	1,050	0	0	0	0	1,050	0%	0	
Expense Total	15,950	0	0	0	0	15,950	0%	0	
Sutton Seniors Program Total	7,450	0	0	0	0	7,450	0%	0	



GEORGINA

2023 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
The Link									
Revenue									
Donations & Grants	(7,000)	0	0	0	0	(7,000)	0%	0	
Misc Revenues	(207,560)	0	0	0	0	(207,560)	0%	0	
User Fees, Lease and Rental	(57,000)	0	0	0	0	(57,000)	0%	0	
Revenue Total	(271,560)	0	0	0	0	(271,560)	0%	0	
Expense									
Salaries and Benefits	170,360	0	0	(74,470)	0	95,890	-44%	(74,470)	Reallocation to Administration subdivision within Facilities Division
Staffing Other Direct Expenses	11,630	0	0	0	1,540	13,170	13%	1,540	
Contracted Services	20,000	0	0	0	0	20,000	0%	0	
Debtenture Repayment	126,680	0	0	0	0	126,680	0%	0	
Hydro/Sewer/Gas	89,000	0	0	0	8,900	97,900	10%	8,900	Increased based on historical trend
Supplies and Maintenance	33,700	0	0	0	0	33,700	0%	0	
Other Direct Costs	144,030	0	0	2,820	0	146,850	2%	2,820	
Expense Total	595,400	0	0	(71,650)	10,440	534,190	-10%	(61,210)	
The Link Total	323,840	0	0	(71,650)	10,440	262,630	-19%	(61,210)	
Udora Hall									
Revenue									
Region or other Municipality	(5,000)	0	0	0	0	(5,000)	0%	0	
Revenue Total	(5,000)	0	0	0	0	(5,000)	0%	0	
Expense									
Hydro/Sewer/Gas	12,000	0	0	0	0	12,000	0%	0	
Supplies and Maintenance	12,000	0	0	0	0	12,000	0%	0	
Other Direct Costs	8,240	0	0	1,480	0	9,720	18%	1,480	
Expense Total	32,240	0	0	1,480	0	33,720	5%	1,480	
Udora Hall Total	27,240	0	0	1,480	0	28,720	5%	1,480	
Virginia Hall									
Expense									
Hydro/Sewer/Gas	1,500	0	0	0	0	1,500	0%	0	
Supplies and Maintenance	500	0	0	0	0	500	0%	0	
Other Direct Costs	2,350	0	0	420	0	2,770	18%	420	
Expense Total	4,350	0	0	420	0	4,770	10%	420	
Virginia Hall Total	4,350	0	0	420	0	4,770	10%	420	
Grand Total	4,001,650	(4,000)	0	58,760	240,730	4,297,140	7%	295,490	

Community Services - Parks, Cemeteries and Horticulture Division

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

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

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

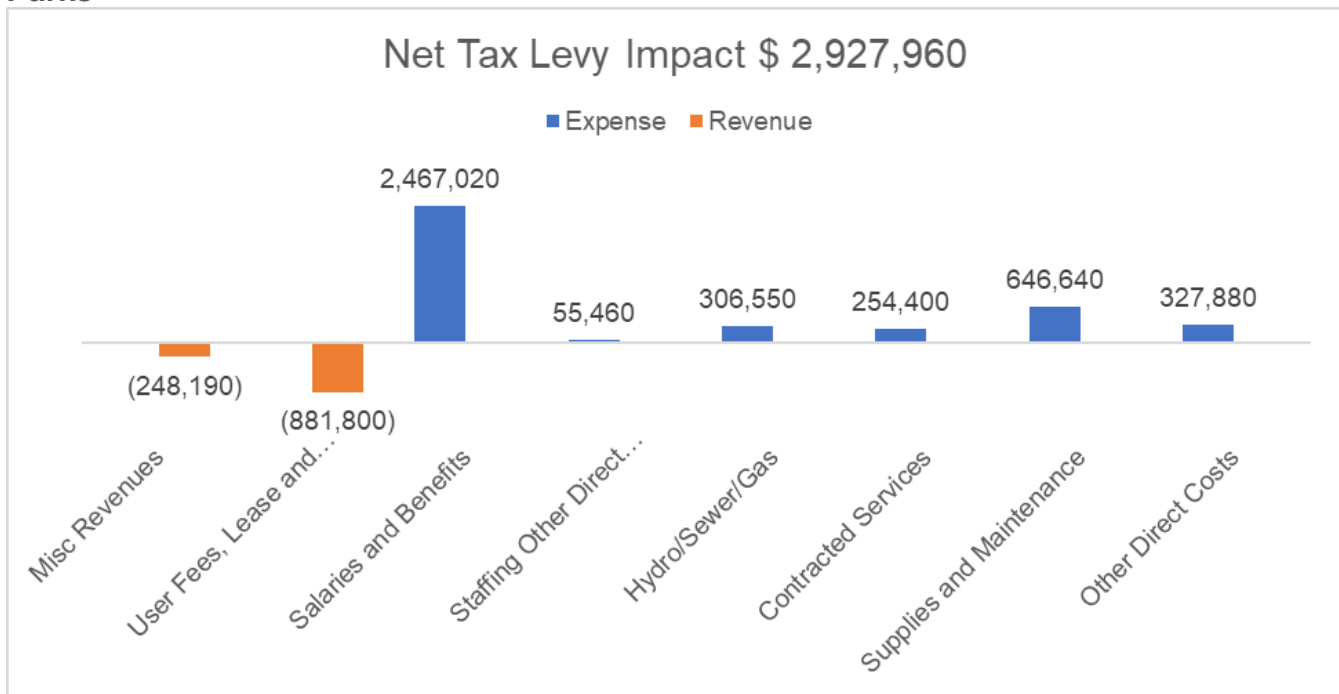
- 49 – Parks maintained including the ROC, waterfront beaches, sports fields, leash-free dog park
- 25 – Horticultural beds maintained.
- 300 – Hanging planter baskets installed annually
- 28 – maintained municipal parking lots
- Two – Active cemetery sites (Keswick Cemetery and Cooke's Cemetery)
- Six – Heritage/pioneer cemetery sites

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

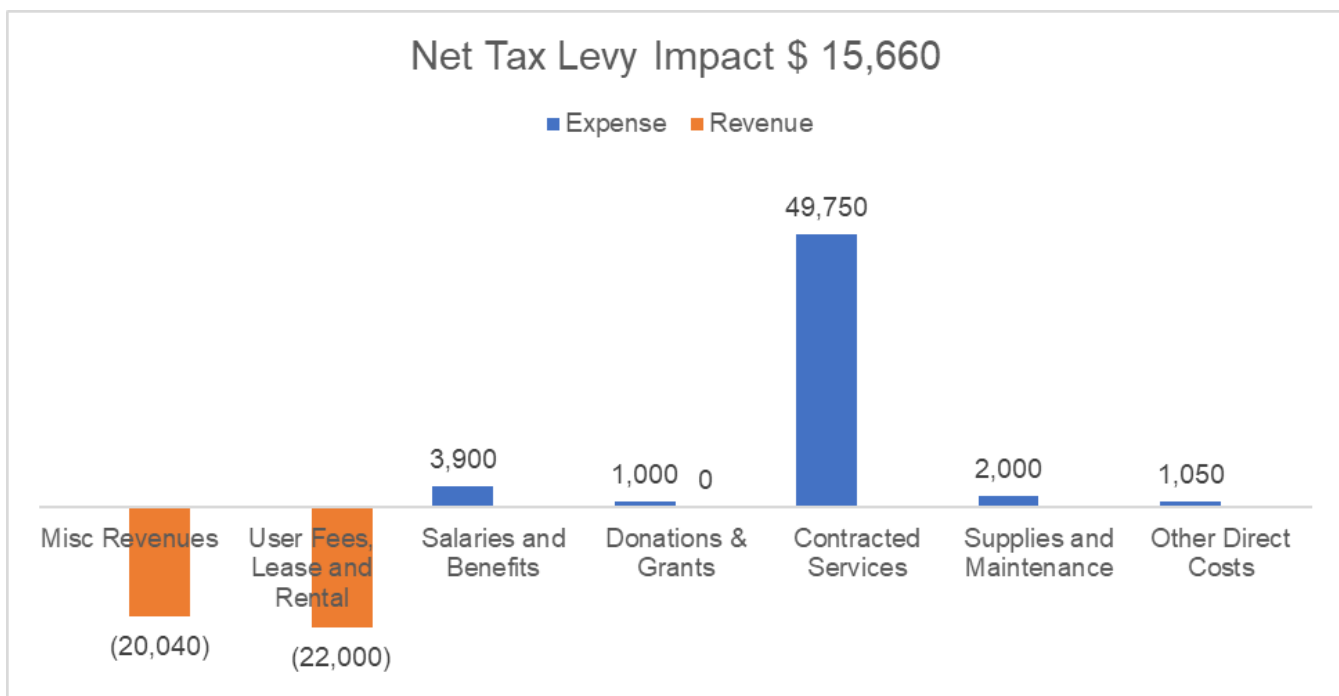
- Maintenance of sports fields and landscape areas in parks and along trail systems
- Maintenance and operations of Jackson's Point Harbour slips and rentals
- Grooming and maintenance of waterfront beaches
- Summer beautification initiatives and maintenance of core business areas
- Horticultural services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

2023 Budgeted Expenditures and Revenues

Parks



Cemeteries



2022 Accomplishments

- Rehabilitation to the four West Park baseball diamonds, including chain-link fence repairs, safety net replacement, protective capping replacement and light repairs
- Completion and opening of the Julia Munro Community Park in Sutton
- Remedial work to improve drainage of Keswick Leash-Free Dog Park completed
- Remedial work initiated to improve drainage issues at Keswick Cemetery grounds
- Installation of new burial plot foundation rows at Keswick Cemetery
- Waterfront Parks Master Plan (Part 2) completed with inventory, analysis, park design concepts and public feedback sessions
- Streetscape design standards drafted based on significant public feedback
- Continued implementation of Playground Replacement Program
- Completed year one of a four-year Picnic Table Replacement Program
- Commencement of construction on the new Treasure Hill – Starlish Park

Key Projects for 2023

- Launch the opening of the new Treasure Hill Park
- Construction and completion of Pepperlaw Lions Park improvements including PIP Sports Zone
- Refresh of Keswick Downtown Urban Parkette
- Completion of the Waterfront Parks Master Plan to determine the opportunities to better utilize and improve the Town's waterfront parks and beaches
- Continuation year two of the picnic table replacement program
- Complete the Keswick Cemetery Master Plan
- Retrofit and/or replacement of a minimum of two municipal playground structures at various locations



GEORGINA

2023 OPERATING BUDGET

Community Services - Parks - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
481 Lake Drive	(1,000)	0	0	0	(30,850)	(31,850)	3085%	(30,850)
Administration	810,520	0	0	117,870	500	928,890	15%	118,370
De La Salle Park	11,060	0	0	2,640	0	13,700	24%	2,640
Holmes Point	15,420	0	0	0	0	15,420	0%	0
Jackson's Point Harbour	(12,640)	0	0	600	0	(12,040)	-5%	600
Parks Facilities Maintenance	394,220	0	0	0	0	394,220	0%	0
Parks Maintenance	461,690	0	0	(124,820)	0	336,870	-27%	(124,820)
Garbage Collection	123,400	0	0	0	0	123,400	0%	0
Grounds Maintenance	338,290	0	0	(124,820)	0	213,470	-37%	(124,820)
Planting Program	424,270	0	0	0	15,000	439,270	4%	15,000
Planting Program	424,270	0	0	0	15,000	439,270	4%	15,000
Recreational Parks	111,200	0	0	0	0	111,200	0%	0
Ball Diamonds	42,190	0	0	0	0	42,190	0%	0
Keswick Skate Park	7,830	0	0	0	0	7,830	0%	0
North Gwillimbury	(16,000)	0	0	0	0	(16,000)	0%	0
Playgrounds	48,030	0	0	0	0	48,030	0%	0
Soccer Pitches	29,150	0	0	0	0	29,150	0%	0
Snow Removal	195,500	0	0	0	0	195,500	0%	0
The ROC	629,210	0	0	21,870	850	651,930	4%	22,720
Willow Beach/Wharf	(115,150)	0	0	0	0	(115,150)	0%	0
Wharves	(10,030)	0	0	0	0	(10,030)	0%	0
Willow Beach	(96,120)	0	0	0	0	(96,120)	0%	0
Willow Wharf	(9,000)	0	0	0	0	(9,000)	0%	0
Grand Total	2,924,300	0	0	18,160	(14,500)	2,927,960	0%	3,660



GEORGINA

2023 OPERATING BUDGET

Community Services - Parks - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
481 Lake Drive									
Revenue									
Misc Revenues	(5,040)	0	0	0	(30,850)	(35,890)	61.2%	(30,850)	Interest Revenue from Ontario Water Centre
Revenue Total	(5,040)	0	0	0	(30,850)	(35,890)	61.2%	(30,850)	
Expense									
Contracted Services	2,000	0	0	0	0	2,000	0%	0	
Hydro/Sewer/Gas	2,040	0	0	0	0	2,040	0%	0	
Expense Total	4,040	0	0	0	0	4,040	0%	0	
481 Lake Drive Total	(1,000)	0	0	0	(30,850)	(31,850)	3085%	(30,850)	
Administration									
Revenue									
Misc Revenues	(20,000)	0	0	0	0	(20,000)	0%	0	
Revenue Total	(20,000)	0	0	0	0	(20,000)	0%	0	
Expense									
Salaries and Benefits	442,450	0	0	115,000	0	557,450	26%	115,000	Increase in Salaries and Benefits
Staffing Other Direct Expenses	38,410	0	0	0	500	38,910	1%	500	
Hydro/Sewer/Gas	1,100	0	0	0	0	1,100	0%	0	
Supplies and Maintenance	336,610	0	0	1,300	0	337,910	0%	1,300	
Other Direct Costs	11,950	0	0	1,570	0	13,520	13%	1,570	
Expense Total	830,520	0	0	117,870	500	948,890	14%	118,370	
Administration Total	810,520	0	0	117,870	500	928,890	15%	118,370	
Ball Diamonds									
Revenue									
Misc Revenues	(53,000)	0	0	0	0	(53,000)	0%	0	
Revenue Total	(53,000)	0	0	0	0	(53,000)	0%	0	
Expense									
Salaries and Benefits	54,980	0	0	0	0	54,980	0%	0	
Contracted Services	15,000	0	0	0	0	15,000	0%	0	
Hydro/Sewer/Gas	12,210	0	0	0	0	12,210	0%	0	
Supplies and Maintenance	13,000	0	0	0	0	13,000	0%	0	
Expense Total	95,190	0	0	0	0	95,190	0%	0	
Ball Diamonds Total	42,190	0	0	0	0	42,190	0%	0	
De La Salle Park									
Revenue									
Misc Revenues	(16,000)	0	0	0	0	(16,000)	0%	0	
User Fees, Lease and Rental	(184,800)	0	0	0	0	(184,800)	0%	0	
Revenue Total	(200,800)	0	0	0	0	(200,800)	0%	0	



GEORGINA

2023 OPERATING BUDGET

Community Services - Parks - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	48,000	0	0	0	0	48,000	0%	0	
Contracted Services	5,000	0	0	0	0	5,000	0%	0	
Hydro/Sewer/Gas	37,980	0	0	0	0	37,980	0%	0	
Supplies and Maintenance	3,600	0	0	0	0	3,600	0%	0	
Other Direct Costs	117,280	0	0	2,640	0	119,920	2%	2,640	
Expense Total	211,860	0	0	2,640	0	214,500	1%	2,640	
De La Salle Park Total	11,060	0	0	2,640	0	13,700	24%	2,640	
Facilities									
Expense									
Salaries and Benefits	121,940	0	0	0	0	121,940	0%	0	
Contracted Services	108,300	0	0	0	0	108,300	0%	0	
Hydro/Sewer/Gas	37,320	0	0	0	0	37,320	0%	0	
Supplies and Maintenance	125,910	0	0	0	0	125,910	0%	0	
Other Direct Costs	750	0	0	0	0	750	0%	0	
Expense Total	394,220	0	0	0	0	394,220	0%	0	
Facilities Total	394,220	0	0	0	0	394,220	0%	0	
Garbage Collection									
Expense									
Salaries and Benefits	119,900	0	0	0	0	119,900	0%	0	
Other Direct Costs	3,500	0	0	0	0	3,500	0%	0	
Expense Total	123,400	0	0	0	0	123,400	0%	0	
Garbage Collection Total	123,400	0	0	0	0	123,400	0%	0	
Grounds Maintenance									
Expense									
Salaries and Benefits	198,730	0	0	0	0	198,730	0%	0	
Contracted Services	126,560	0	0	(124,820)	0	1,740	-99%	(124,820)	Reallocation to Non-Permanent Staffing cost
Supplies and Maintenance	13,000	0	0	0	0	13,000	0%	0	
Expense Total	338,290	0	0	(124,820)	0	213,470	-37%	(124,820)	
Grounds Maintenance Total	338,290	0	0	(124,820)	0	213,470	-37%	(124,820)	
Holmes Point									
Revenue									
Misc Revenues	(1,000)	0	0	0	0	(1,000)	0%	0	
User Fees, Lease and Rental	(30,000)	0	0	0	0	(30,000)	0%	0	
Revenue Total	(31,000)	0	0	0	0	(31,000)	0%	0	
Expense									
Salaries and Benefits	45,010	0	0	0	0	45,010	0%	0	
Hydro/Sewer/Gas	410	0	0	0	0	410	0%	0	
Supplies and Maintenance	1,000	0	0	0	0	1,000	0%	0	
Expense Total	46,420	0	0	0	0	46,420	0%	0	
Holmes Point Total	15,420	0	0	0	0	15,420	0%	0	



GEORGINA

2023 OPERATING BUDGET

Community Services - Parks - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Jackson's Point Harbour									
Revenue									
Misc Revenues	(100)	0	0	0	0	(100)	0%	0	
User Fees, Lease and Rental	(69,300)	0	0	0	0	(69,300)	0%	0	
Revenue Total	(69,400)	0	0	0	0	(69,400)	0%	0	
Expense									
Salaries and Benefits	27,280	0	0	0	0	27,280	0%	0	
Staffing Other Direct Expenses	1,850	0	0	0	0	1,850	0%	0	
Contracted Services	9,000	0	0	0	0	9,000	0%	0	
Hydro/Sewer/Gas	5,620	0	0	0	0	5,620	0%	0	
Supplies and Maintenance	5,700	0	0	0	0	5,700	0%	0	
Other Direct Costs	7,310	0	0	600	0	7,910	8%	600	
Expense Total	56,760	0	0	600	0	57,360	1%	600	
Jackson's Point Harbour Total	(12,640)	0	0	600	0	(12,040)	-5%	600	
Keswick Skate Park									
Expense									
Salaries and Benefits	6,830	0	0	0	0	6,830	0%	0	
Supplies and Maintenance	1,000	0	0	0	0	1,000	0%	0	
Expense Total	7,830	0	0	0	0	7,830	0%	0	
Keswick Skate Park Total	7,830	0	0	0	0	7,830	0%	0	
North Gwillimbury									
Revenue									
User Fees, Lease and Rental	(19,500)	0	0	0	0	(19,500)	0%	0	
Revenue Total	(19,500)	0	0	0	0	(19,500)	0%	0	
Expense									
Salaries and Benefits	3,500	0	0	0	0	3,500	0%	0	
Expense Total	3,500	0	0	0	0	3,500	0%	0	
North Gwillimbury Total	(16,000)	0	0	0	0	(16,000)	0%	0	
Planting Program									
Revenue									
Provision from Reserve	(15,000)	0	0	0	15,000	0	-100%	15,000	Improvements to High Street (Pilot) - Increase in
Revenue Total	(15,000)	0	0	0	15,000	0	-100%	15,000	Maintenance
Expense									
Salaries and Benefits	347,480	0	0	0	0	347,480	0%	0	
Contracted Services	10,000	0	0	0	0	10,000	0%	0	
Hydro/Sewer/Gas	10,290	0	0	0	0	10,290	0%	0	
Supplies and Maintenance	20,000	0	0	0	0	20,000	0%	0	
Other Direct Costs	51,500	0	0	0	0	51,500	0%	0	
Expense Total	439,270	0	0	0	0	439,270	0%	0	
Planting Program Total	424,270	0	0	0	15,000	439,270	4%	15,000	



GEORGINA

2023 OPERATING BUDGET

Community Services - Parks - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Playgrounds									
Expense									
Salaries and Benefits	12,670	0	0	0	0	12,670	0%	0	
Contracted Services	7,500	0	0	0	0	7,500	0%	0	
Hydro/Sewer/Gas	14,860	0	0	0	0	14,860	0%	0	
Supplies and Maintenance	13,000	0	0	0	0	13,000	0%	0	
Expense Total	48,030	0	0	0	0	48,030	0%	0	
Playgrounds Total	48,030	0	0	0	0	48,030	0%	0	
Snow Removal									
Expense									
Salaries and Benefits	187,500	0	0	0	0	187,500	0%	0	
Contracted Services	8,000	0	0	0	0	8,000	0%	0	
Expense Total	195,500	0	0	0	0	195,500	0%	0	
Snow Removal Total	195,500	0	0	0	0	195,500	0%	0	
Soccer Pitches									
Revenue									
Misc Revenues	(42,000)	0	0	0	0	(42,000)	0%	0	
Revenue Total	(42,000)	0	0	0	0	(42,000)	0%	0	
Expense									
Salaries and Benefits	12,800	0	0	0	0	12,800	0%	0	
Contracted Services	8,810	0	0	0	0	8,810	0%	0	
Hydro/Sewer/Gas	15,540	0	0	0	0	15,540	0%	0	
Supplies and Maintenance	34,000	0	0	0	0	34,000	0%	0	
Expense Total	71,150	0	0	0	0	71,150	0%	0	
Soccer Pitches Total	29,150	0	0	0	0	29,150	0%	0	
The ROC									
Revenue									
Misc Revenues	(77,100)	0	0	0	0	(77,100)	0%	0	
User Fees, Lease and Rental	(409,200)	0	0	0	0	(409,200)	0%	0	
Revenue Total	(486,300)	0	0	0	0	(486,300)	0%	0	
Expense									
Salaries and Benefits	657,230	0	0	18,240	0	675,470	3%	18,240	Increase in Salaries and Benefits
Staffing Other Direct Expenses	13,850	0	0	0	850	14,700	6%	850	
Contracted Services	74,050	0	0	0	0	74,050	0%	0	
Hydro/Sewer/Gas	165,360	0	0	0	0	165,360	0%	0	
Supplies and Maintenance	77,770	0	0	250	0	78,020	0%	250	
Other Direct Costs	127,250	0	0	3,380	0	130,630	3%	3,380	
Expense Total	1,115,510	0	0	21,870	850	1,138,230	2%	22,720	
The ROC Total	629,210	0	0	21,870	850	651,930	4%	22,720	



GEORGINA

2023 OPERATING BUDGET

Community Services - Parks - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Wharves									
Revenue									
Misc Revenues	(3,100)	0	0	0	0	(3,100)	0%	0	
User Fees, Lease and Rental	(10,000)	0	0	0	0	(10,000)	0%	0	
Revenue Total	(13,100)	0	0	0	0	(13,100)	0%	0	
Expense									
Salaries and Benefits	2,500	0	0	0	0	2,500	0%	0	
Hydro/Sewer/Gas	420	0	0	0	0	420	0%	0	
Other Direct Costs	150	0	0	0	0	150	0%	0	
Expense Total	3,070	0	0	0	0	3,070	0%	0	
Wharves Total	(10,030)	0	0	0	0	(10,030)	0%	0	
Willow Beach									
Revenue									
User Fees, Lease and Rental	(150,000)	0	0	0	0	(150,000)	0%	0	
Revenue Total	(150,000)	0	0	0	0	(150,000)	0%	0	
Expense									
Salaries and Benefits	44,980	0	0	0	0	44,980	0%	0	
Contracted Services	5,000	0	0	0	0	5,000	0%	0	
Hydro/Sewer/Gas	3,400	0	0	0	0	3,400	0%	0	
Supplies and Maintenance	500	0	0	0	0	500	0%	0	
Expense Total	53,880	0	0	0	0	53,880	0%	0	
Willow Beach Total	(96,120)	0	0	0	0	(96,120)	0%	0	
Willow Wharf									
Revenue									
User Fees, Lease and Rental	(9,000)	0	0	0	0	(9,000)	0%	0	
Revenue Total	(9,000)	0	0	0	0	(9,000)	0%	0	
Willow Wharf Total	(9,000)	0	0	0	0	(9,000)	0%	0	
Grand Total	2,924,300	0	0	18,160	(14,500)	2,927,960	0%	3,660	



GEORGINA

2023 OPERATING BUDGET

Community Services - Cemeteries - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Cemeteries - Baldwin	4,000	0	0	0	0	4,000	0%	0
Cemeteries - Cooke's	6,300	0	0	0	0	6,300	0%	0
Cemeteries - Johnson's	1,180	0	0	0	0	1,180	0%	0
Cemeteries - Keswick	(13,070)	0	0	0	3,000	(10,070)	-23%	3,000
Cemeteries - Mann	13,000	0	0	0	0	13,000	0%	0
Cemeteries - Sheppard's	1,250	0	0	0	0	1,250	0%	0
Grand Total	12,660	0	0	0	3,000	15,660	24%	3,000



GEORGINA

2023 OPERATING BUDGET

Community Services - Cemeteries - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Cemeteries - Baldwin									
Expense									
Contracted Services	4,000		0	0	0	4,000	0%	0	
Expense Total	4,000		0	0	0	4,000	0%	0	
Cemeteries - Baldwin Total	4,000		0	0	0	4,000	0%	0	
Cemeteries - Cooke's									
Expense									
Salaries and Benefits	1,000		0	0	0	1,000	0%	0	
Contracted Services	4,300		0	0	0	4,300	0%	0	
Donations & Grants	1,000		0	0	0	1,000	0%	0	
Expense Total	6,300		0	0	0	6,300	0%	0	
Cemeteries - Cooke's Total	6,300		0	0	0	6,300	0%	0	
Cemeteries - Johnson's									
Revenue									
Misc Revenues	(20)		0	0	0	(20)	0%	0	
Revenue Total	(20)		0	0	0	(20)	0%	0	
Expense									
Contracted Services	1,200		0	0	0	1,200	0%	0	
Expense Total	1,200		0	0	0	1,200	0%	0	
Cemeteries - Johnson's Total	1,180		0	0	0	1,180	0%	0	
Cemeteries - Keswick									
Revenue									
Misc Revenues	(20,020)		0	0	0	(20,020)	0%	0	
User Fees, Lease and Rental	(22,000)		0	0	0	(22,000)	0%	0	
Revenue Total	(42,020)		0	0	0	(42,020)	0%	0	
Expense									
Salaries and Benefits	2,900		0	0	0	2,900	0%	0	
Contracted Services	23,000		0	0	3,000	26,000	13%	3,000	
Supplies and Maintenance	2,000		0	0	0	2,000	0%	0	
Other Direct Costs	1,050		0	0	0	1,050	0%	0	
Expense Total	28,950		0	0	3,000	31,950	10%	3,000	
Cemeteries - Keswick Total	(13,070)		0	0	3,000	(10,070)	-23%	3,000	
Cemeteries - Mann									
Expense									
Contracted Services	13,000		0	0	0	13,000	0%	0	
Expense Total	13,000		0	0	0	13,000	0%	0	
Cemeteries - Mann Total	13,000		0	0	0	13,000	0%	0	
Cemeteries - Sheppard's									
Expense									
Contracted Services	1,250		0	0	0	1,250	0%	0	
Expense Total	1,250		0	0	0	1,250	0%	0	
Cemeteries - Sheppard's Total	1,250		0	0	0	1,250	0%	0	
Grand Total	12,660		0	0	3,000	15,660	24%	3,000	

Community Services Department Client and Cultural Services Division

The Client and Cultural Services Division is committed to delivering arts and cultural services through Georgina Pioneer Village and Archives, the Link and the Stephen Leacock Theatre of Performing Arts. In addition to supporting arts and culture programming delivered by the Georgina Centre for Arts and Culture, 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.

Services provided by the Client and Cultural Services Division include:

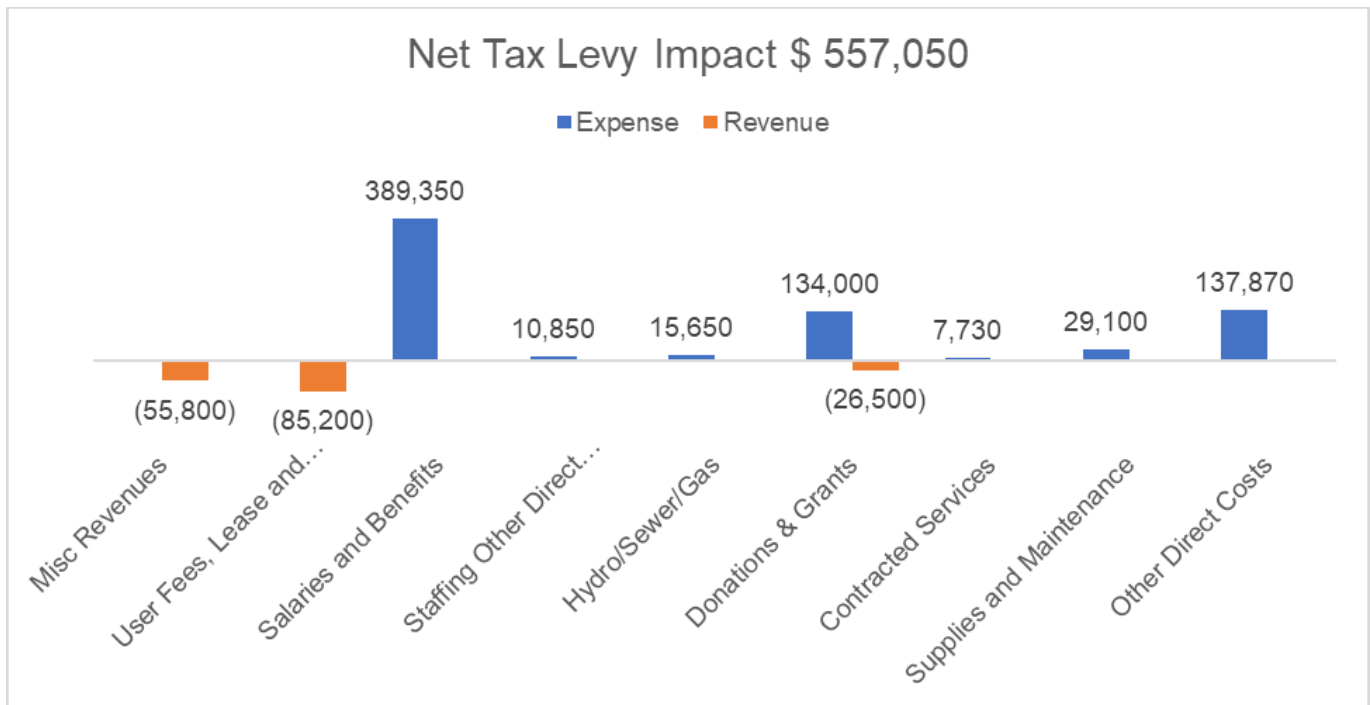
- Archival and collections management
- Arts and culture programming
- Heritage preservation and interpretation
- Programs and services that support health and wellness, food and nutrition, youth engagement, skills training, public health, small business, and the non-profit community
- Special events,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

55,000 – Link visitors/
participants

10,000+ – Georgina
Pioneer Village visitors
and event participants

15,000+ – Stephen
Leacock Theatre visitors

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Launched Festival and Event online application and reference guide
- Transformed the Georgina Pioneer Village into an exhibit museum from a working village and implemented a mobile app for self-guided tours and an enhanced experience.
- Continued building maintenance upgrades at Georgina Pioneer Village and Archives
- Completion of beautification of the Link Phase 2 and 3 interior and exterior wayfinding, community garden expansion and install of public art
- Established daily facility staffing and after-hours facility staffing for bookings.
- Received resiliency funding for both the Georgina Pioneer Village and Stephen Leacock Theatre of Performing Arts

Key Projects for 2023



- Continue to increase participation and promote events at Georgina Pioneer Village and Archives, the Stephen Leacock Theatre for Performing Arts and the Link
- Develop a Cultural Volunteer Program
- Continue to foster community relationships, explore collaboration and partnerships to provide culturally focused opportunities for the community
- Support the Georgina Arts and Cultural Centre on its journey to expand arts and cultural programming in the community
- Explore new tourism and community based culturally diverse events in collaboration with Economic Development and Tourism Division



GEORGINA

2023 OPERATING BUDGET

Community Services - Culture - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Georgina Arts Council	110,000	0	0	0	0	110,000	0%	0
Georgina Military Museum	24,000	0	0	0	0	24,000	0%	0
Pioneer Village	300,470	0	(4,500)	42,080	780	338,830	13%	38,360
Stephen Leacock Theatre	90,380	0	0	(6,160)	0	84,220	-7%	(6,160)
Grand Total	524,850	0	(4,500)	35,920	780	557,050	6%	32,200



GEORGINA

2023 OPERATING BUDGET

Community Services - Culture - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Georgina Arts Council									
Expense									
Donations & Grants	110,000		0	0	0	0	0%	0	
Expense Total	110,000		0	0	0	0	0%	0	
Georgina Arts Council Total	110,000		0	0	0	110,000	0%	0	
Georgina Military Museum									
Expense									
Donations & Grants	24,000		0	0	0	0	0%	0	
Expense Total	24,000		0	0	0	0	0%	0	
Georgina Military Museum Total	24,000		0	0	0	24,000	0%	0	
Pioneer Village									
Revenue									
Donations & Grants	(22,000)		0	(4,500)	0	0	20%	(4,500)	
Misc Revenues	(2,500)		0	0	0	0	0%	0	
User Fees, Lease and Rental	(22,200)		0	0	0	0	0%	0	
Revenue Total	(46,700)		0	(4,500)	0	0	10%	(4,500)	
Expense									
Salaries and Benefits	263,050		0	0	32,050	0	12%	32,050	Increase in Salaries and Benefits
Staffing Other Direct Expenses	5,070		0	0	0	780	15%	780	
Contracted Services	5,000		0	0	0	0	0%	0	
Hydro/Sewer/Gas	9,000		0	0	3,500	0	39%	3,500	
Supplies and Maintenance	15,300		0	0	0	0	0%	0	
Other Direct Costs	49,750		0	0	6,530	0	13%	6,530	
Expense Total	347,170		0	0	42,080	780	12%	42,860	
Pioneer Village Total	300,470		0	(4,500)	42,080	780	13%	38,360	
Stephen Leacock Theatre									
Revenue									
Misc Revenues	(53,300)		0	0	0	0	0%	0	
User Fees, Lease and Rental	(63,000)		0	0	0	0	0%	0	
Revenue Total	(116,300)		0	0	0	0	0%	0	
Expense									
Salaries and Benefits	102,410		0	0	(8,160)	0	-8%	(8,160)	
Staffing Other Direct Expenses	5,000		0	0	0	0	0%	0	
Contracted Services	2,730		0	0	0	0	0%	0	
Hydro/Sewer/Gas	3,150		0	0	0	0	0%	0	
Supplies and Maintenance	13,800		0	0	0	0	0%	0	
Other Direct Costs	79,590		0	0	2,000	0	3%	2,000	
Expense Total	206,680		0	0	(6,160)	0	-3%	(6,160)	
Stephen Leacock Theatre Total	90,380		0	0	(6,160)	0	-7%	(6,160)	
Grand Total	524,850		0	(4,500)	35,920	780	6%	32,200	

Fire and Rescue Services

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

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

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

Some services provided by Fire and Rescue Services include:

- 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
- Confined space rescue

44 – Career
firefighters

1 – Fire training
officer

3 – Fire prevention
staff

60 – Volunteer
firefighters

2022 Success Story

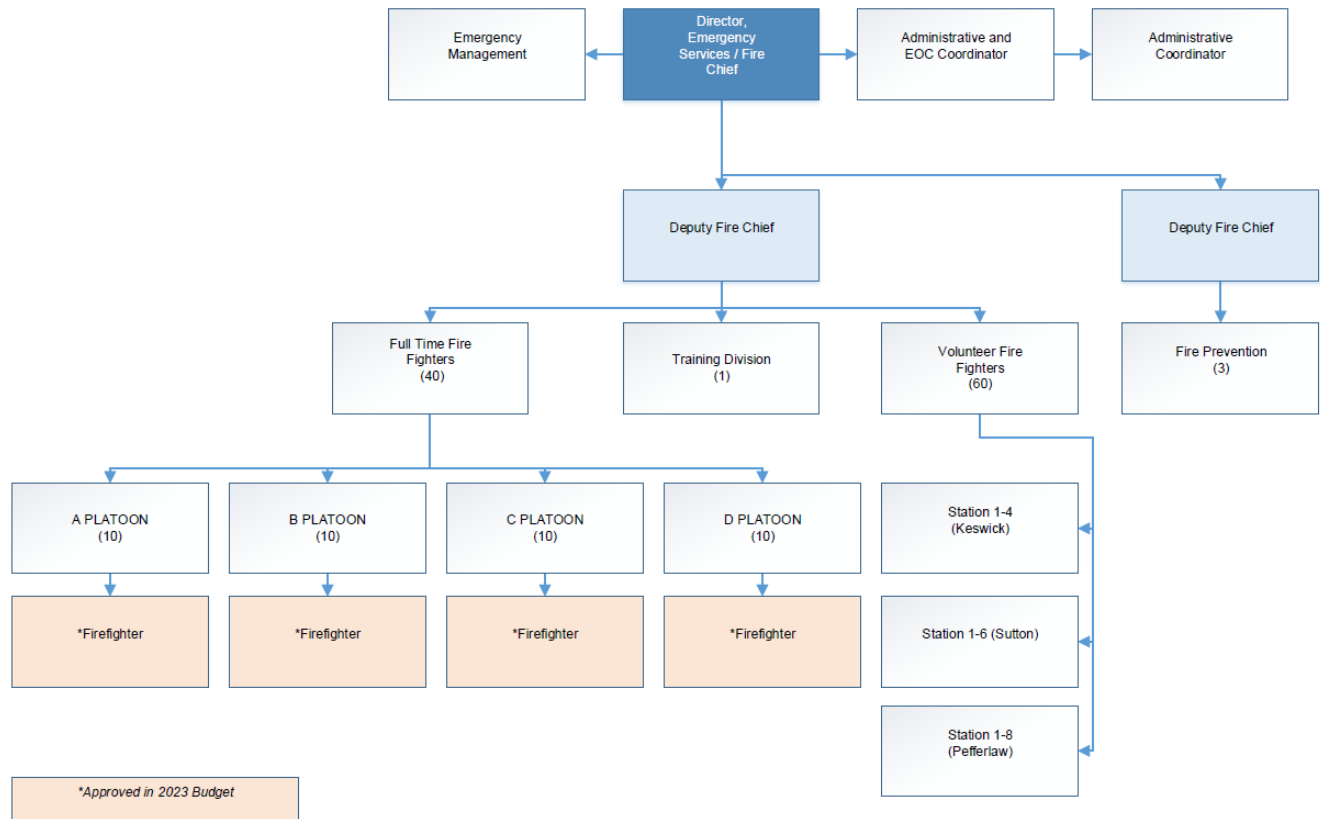
Return of Community Engagement

- Home Safe Home Program
- Junior Firefighter Day
- Open House
- Station tours and visits to schools and retirement homes

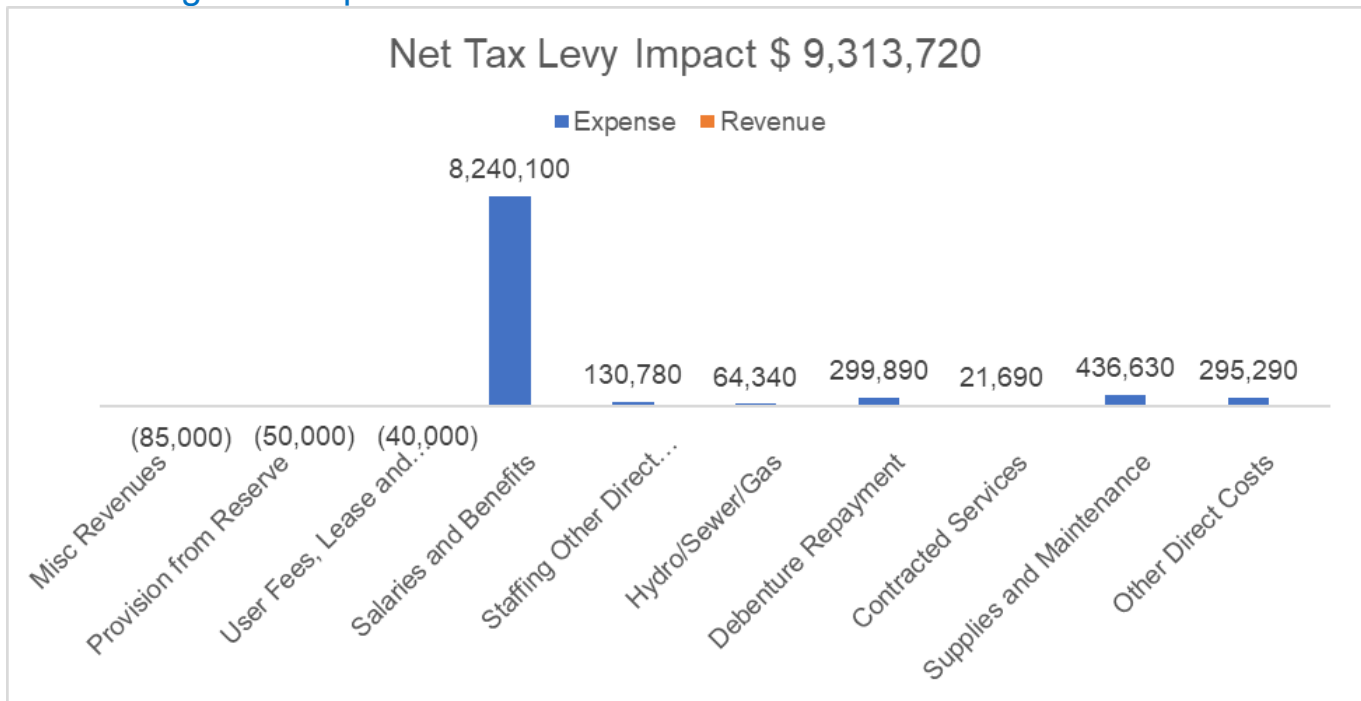
In 2020 and 2021, during the worldwide COVID-19 pandemic, Georgina Fire and Rescue Services were presented with many challenges and in return, were provided with an opportunity to successfully think outside the box. As we continue to the transition of living with COVID-19, the return to community engagement has been the focal point for Georgina Fire and Rescue Services.



Organizational Chart



2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Hiring a second Deputy Fire Chief
- Grant monies received for Grain Bin Rescue Training of career and volunteer firefighters
- Hiring of additional 11 volunteer firefighters
- A new rescue pumper (R149) was delivered and put into service in June 2022 (2020 Capital Project)
- A new tanker (R184) to be delivered and put into service in October 2022 (2021 Capital Project)



Major Operating Drivers

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

Major Initiatives Planned for 2023

- Hiring additional fire suppression staff
- Continued certification of suppression and fire prevention staff
- Development of Community Risk Assessment Plan
- Replacement of pumper



GEORGINA

2023 OPERATING BUDGET

Fire and Rescue Services - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Emergency Management									
Expense									
Staffing Other Direct Expenses	9,000	0	0	0	0	9,000	0%	0	
Contracted Services	21,690	0	0	0	0	21,690	0%	0	
Supplies and Maintenance	1,880	0	0	0	(880)	1,000	-47%	(880)	
Expense Total	32,570	0	0	0	(880)	31,690	-3%	(880)	
Emergency Management Total	32,570	0	0	0	(880)	31,690	-3%	(880)	
Fire Prevention									
Expense									
Salaries and Benefits	565,920	0	0	(153,000)	0	412,920	-27%	(153,000)	Reallocation to Firefighting Force division
Staffing Other Direct Expenses	5,500	0	0	0	0	5,500	0%	0	
Supplies and Maintenance	17,200	0	0	0	0	17,200	0%	0	
Expense Total	588,620	0	0	(153,000)	0	435,620	-26%	(153,000)	
Fire Prevention Total	588,620	0	0	(153,000)	0	435,620	-26%	(153,000)	
Firefighting Force									
Revenue									
Misc Revenues	(86,500)	0	0	0	1,500	(85,000)	-2%	1,500	
Provision from Reserve	(50,000)	0	0	0	0	(50,000)	0%	0	
User Fees, Lease and Rental	(40,000)	0	0	0	0	(40,000)	0%	0	
Revenue Total	(176,500)	0	0	0	1,500	(175,000)	-1%	1,500	
Expense									
Salaries and Benefits	7,257,100	0	176,000	223,080	0	7,656,180	5%	399,080	23-SI-FS-01 Four New Career Firefighters Offset by Reduction in Overtime, reallocation from Fire Prevention division
Staffing Other Direct Expenses	28,300	0	0	4,230	0	32,530	15%	4,230	
Supplies and Maintenance	115,630	0	0	8,000	(2,000)	121,630	5%	6,000	Increase based on historical costs for testing of equipment and repairs
Other Direct Costs	268,500	0	0	28,290	(1,500)	295,290	10%	26,790	Increase based on population increases and updated contract and increase in insurance premium
Expense Total	7,669,530	0	176,000	263,600	(3,500)	8,105,630	6%	436,100	
Firefighting Force Total	7,493,030	0	176,000	263,600	(2,000)	7,930,630	6%	437,600	
Fleet									
Expense									
Contracted Services	147,500	0	0	0	(147,500)	0	-100%	(147,500)	Reallocation to Supplies to Maintenance
Supplies and Maintenance	76,000	0	0	0	147,500	223,500	194%	147,500	Reallocation from Contracted Services
Expense Total	223,500	0	0	0	0	223,500	0%	0	
Fleet Total	223,500	0	0	0	0	223,500	0%	0	



GEORGINA

2023 OPERATING BUDGET

Fire and Rescue Services - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Keswick Fire Hall									
Expense									
Staffing Other Direct Expenses	15,000	0	0	0	1,600	16,600	11%	1,600	
Hydro/Sewer/Gas	29,890	0	0	3,120	0	33,010	10%	3,120	
Supplies and Maintenance	40,000	0	0	0	0	40,000	0%	0	
Expense Total	84,890	0	0	3,120	1,600	89,610	6%	4,720	
Keswick Fire Hall Total	84,890	0	0	3,120	1,600	89,610	6%	4,720	
Pefferlaw Fire Hall									
Expense									
Staffing Other Direct Expenses	2,060	0	0	1,600	1,600	5,260	155%	3,200	
Debtenture Repayment	299,890	0	0	0	0	299,890	0%	0	
Hydro/Sewer/Gas	6,070	0	0	7,430	0	13,500	122%	7,430	Increase based on current economic environment
Supplies and Maintenance	5,000	0	0	0	0	5,000	0%	0	
Expense Total	313,020	0	0	9,030	1,600	323,650	3%	10,630	
Pefferlaw Fire Hall Total	313,020	0	0	9,030	1,600	323,650	3%	10,630	
Sutton Fire Hall									
Expense									
Staffing Other Direct Expenses	3,510	0	0	0	980	4,490	28%	980	
Hydro/Sewer/Gas	15,970	0	0	1,860	0	17,830	12%	1,860	
Supplies and Maintenance	20,300	0	0	0	0	20,300	0%	0	
Expense Total	39,780	0	0	1,860	980	42,620	7%	2,840	
Sutton Fire Hall Total	39,780	0	0	1,860	980	42,620	7%	2,840	
Training Officer									
Expense									
Salaries and Benefits	165,640	0	0	5,360	0	171,000	3%	5,360	Increase in Salaries and Benefits
Staffing Other Direct Expenses	57,400	0	0	0	0	57,400	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	8,000	0%	0	
Expense Total	231,040	0	0	5,360	0	236,400	2%	5,360	
Training Officer Total	231,040	0	0	5,360	0	236,400	2%	5,360	
Grand Total	9,006,450	0	176,000	129,970	1,300	9,313,720	3%	307,270	

Development Services

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

2022 Success Story



Over the past year, the Planning Policy Division has undertaken or been involved in a number of major projects and initiatives, including:

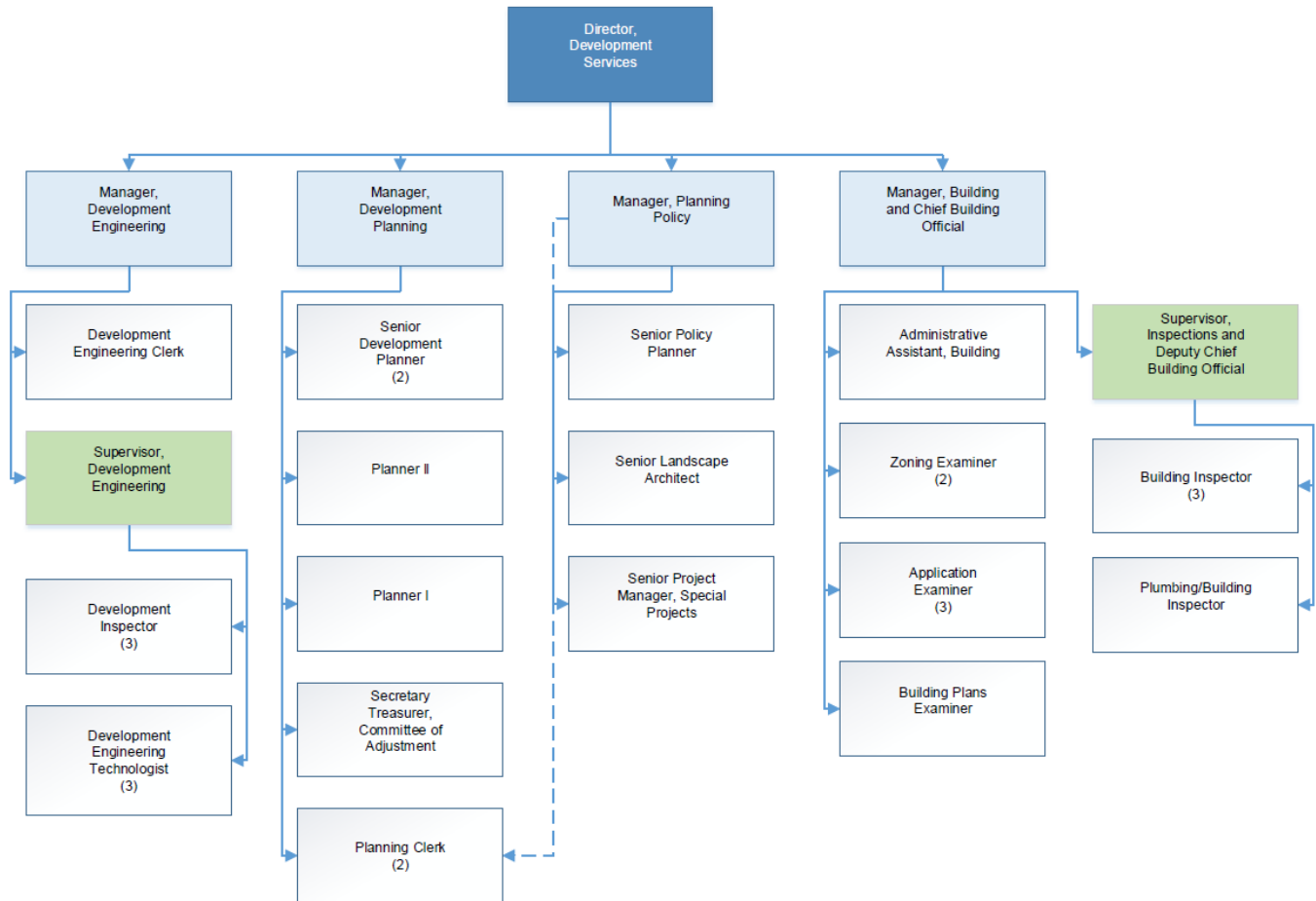
- Substantial completion of the Keswick Secondary Plan Review and Update

- Preparation of a Proposed Comprehensive Zoning By-law for the Countryside Area of Georgina
- Participation in and reporting on the York Region Municipal Comprehensive Review of the Region's Official Plan
- Advancement of the Lake Drive Shoreline Jurisdiction Action Plan
- Review and update the Tree Preservation and Compensation Policy and reporting on a possible tree cutting by-law
- Review and update of the conditions of approval for the Panattoni Draft Plan of Subdivision in the Keswick Business Park

The Building Division has continued to implement and expand on its service delivery through an online portal for building permit applications. The division is also moving forward with the development of an expedited application process to review and issue permits for smaller buildings and structures. Permits for residential development remained relatively strong in 2022 and a number of permits for larger ICI projects were also issued. The Development Engineering Division has continued to expand and improve on its online permitting program for site alteration permits through a new online application portal. The division reviewed and approved new municipal infrastructure supporting development including 3.2 kilometres of new roads and underground infrastructure valued at \$4.1 million. Some major accomplishments include the Catering Road underground services installation and road reconstruction, and the Dovedale Drive underground services and road connection. The division also adopted the new York Region Inflow and Infiltration Design Standards, and continues to work on a comprehensive review and update of the Town's Development Design Criteria.

The Development Planning Division's increased focus on the Keswick Business Park continued in 2022, with the processing of development applications for an international trucking company on a site in the southerly portion of the business park. In the northerly portion of the business park, a revised plan of subdivision was approved and site works are well advanced for the construction of the first large industrial building in the business park, which will front onto Woodbine Avenue. Interest in residential development in Keswick also remains strong with the submission of applications for draft plans of subdivision for 404 units north of Ravenshoe Road and 223 units south of Old Homestead Road in Keswick. Several residential infill projects of varying sizes in Keswick are also in process, along with a number of smaller redevelopment and consent applications in both Keswick and Sutton.

Organizational Chart



Divisions

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

Key Projects for 2023

- Continue the review, assessment and adjustment of current department procedures and practices to ensure compliance with all legislative requirements under the Ontario Building Code, Bill 108, Bill 109, Bill 23, the Planning Act, the Municipal Act, other related regulations, by-laws and administrative policies
- Monitor and assess the implementation of online building and other development applications in order to enhance customer service and improve processing timelines
- Continue to support the process of obtaining a Development Tracking System in the earliest possible timeframe
- Continue to dedicate required resources to support the implementation of the Lake Drive Shoreline Jurisdiction Action Plan



GEORGINA

2023 OPERATING BUDGET

Development Services - Department Administration - Budget Details

Administration	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	207,700	0	0	34,590	0	242,290	17%	34,590	Increase in Salaries and Benefits
Staffing Other Direct Expenses	4,360	0	0	0	0	4,360	0%	0	
Other Direct Costs	900	0	0	0	0	900	0%	0	
Expense Total	212,960	0	0	34,590	0	247,550	16%	34,590	
Administration Total	212,960	0	0	34,590	0	247,550	16%	34,590	
Grand Total	212,960	0	0	34,590	0	247,550	16%	34,590	

Development Services – Building Division

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

Services provided by the Building Division include:

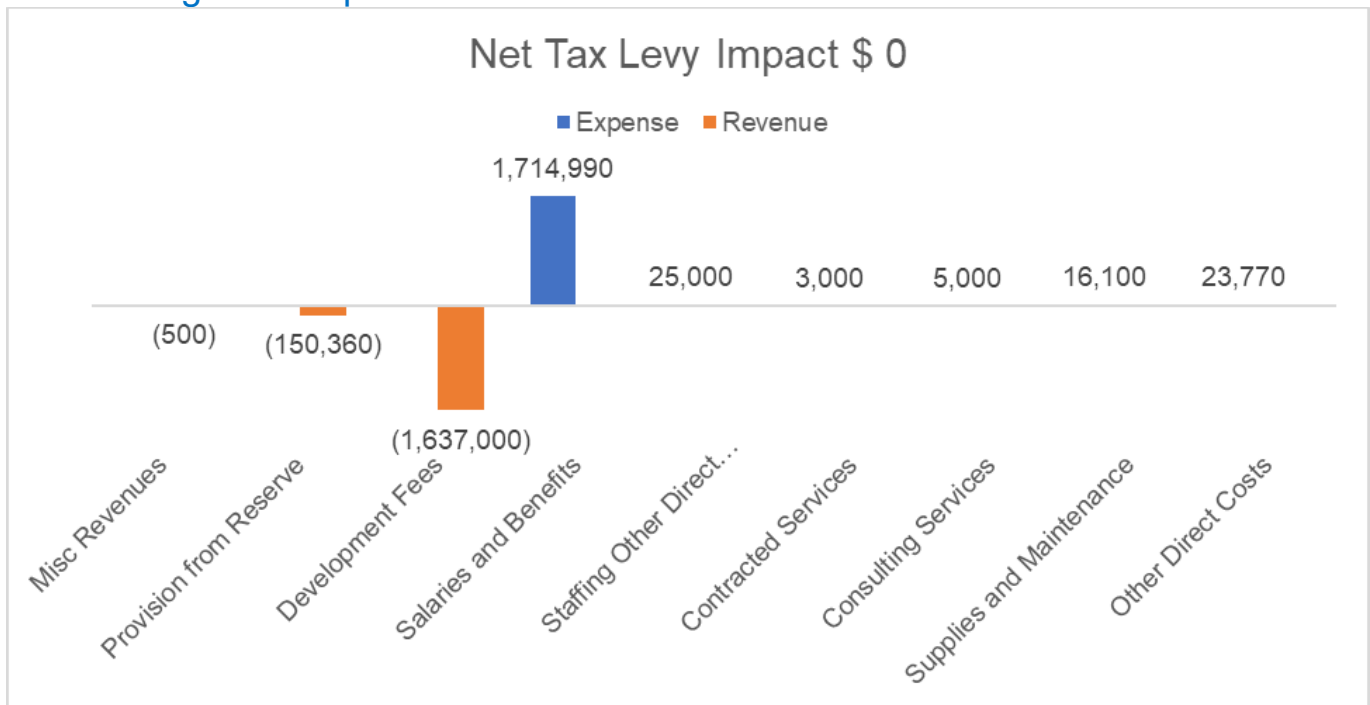
- Review and issuance of permits for construction, demolition and pool enclosure permit applications
- Inspection of all work related to construction, demolition and pool enclosure permits
- Inspection and enforcement of the Backflow and Cross Connection Control By-law
- Investigations of illegal construction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

\$ 112.1 million –
Construction value of
building permits issued
(January through Oct)

7,816 – Building permit
inspections completed
(January through Oct)

442 – Number of
building permits issued
(January through Oct)

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Implemented an online portal to provide expanded access to Building Division services such as inquiries, pool enclosure permit applications, and building permit applications
- Inspected properties subject to the Septic Maintenance Inspection Program to minimize risk to the Lake Simcoe Watershed
- Completed 7,816 building inspections between January and October of 2022
- Issued 442 building permits between January and October for a total construction value of \$112.1 million

Key Projects for 2023

- Work with key stakeholders to develop a streamlined permit process for small projects including sheds, decks, detached garage, septic system repairs.
- Inspect major Town projects such as the Multi-use Recreation Complex
- Inspection of the Keswick Business Park Development
- 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)



GEORGINA

2023 OPERATING BUDGET

Development Services - Building - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Development Fees	(1,468,000)	(169,000)	0	0	0	(1,637,000)	12%	(169,000)	Increase in revenue for applications and inspections
Misc Revenues	(500)	0	0	0	0	(500)	0%	0	
Provision from Reserve	(127,090)	0	0	0	(23,270)	(150,360)	18%	(23,270)	To fund operating shortfall
Revenue Total	(1,595,590)	(169,000)	0	0	(23,270)	(1,787,860)	12%	(192,270)	
Expense									
Salaries and Benefits	1,527,980	3,000	0	184,010	0	1,714,990	12%	187,010	Increase in Salaries and Benefits
Staffing Other Direct Expenses	24,000	1,500	0	0	(500)	25,000	4%	1,000	
Consulting Services	5,000	0	0	0	0	5,000	0%	0	
Contracted Services	3,000	0	0	0	0	3,000	0%	0	
Supplies and Maintenance	5,500	2,000	0	0	(1,000)	6,500	18%	1,000	
Other Direct Costs	13,500	0	0	0	2,000	15,500	15%	2,000	
Expense Total	1,578,980	6,500	0	184,010	500	1,769,990	12%	191,010	
Administration Total	(16,610)	(162,500)	0	184,010	(22,770)	(17,870)	8%	(1,260)	
Fleet									
Expense									
Supplies and Maintenance	9,600	0	0	0	0	9,600	0%	0	
Other Direct Costs	7,010	0	0	1,260	0	8,270	18%	1,260	
Expense Total	16,610	0	0	1,260	0	17,870	8%	1,260	
Fleet Total	16,610	0	0	1,260	0	17,870	8%	1,260	
Grand Total	0	(162,500)	0	185,270	(22,770)	0	0	0	

Development Services – Development Engineering Division

The Development Engineering Division is responsible for the review and approval of engineering and infrastructure design and construction related to new development, 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.

3.2 kilometres – New roads and underground infrastructure

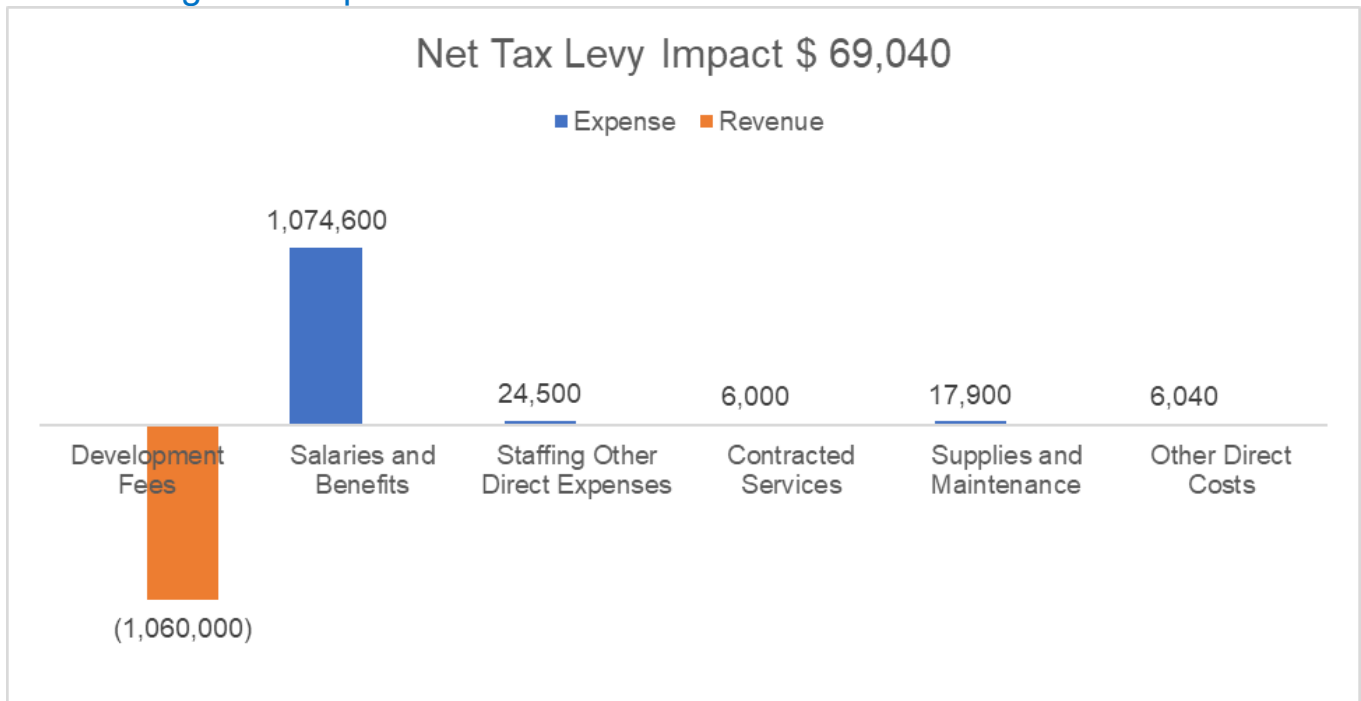
\$4.1 million – New infrastructure

60 – New site-alteration permits

Services provided by the Development Engineering Division include:

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

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Processed numerous minor and major site-plan applications
- Updated Town's Site Alteration By-law
- Updated Town's Site Plan Control By-law
- Adopted the new York Region Inflow and Infiltration Standards
- Reviewed and approved infrastructure for numerous subdivisions, condominiums and site plans

Key Projects for 2023

- Review and update Town's Development Engineering Design Criteria
- Update the Town's Site Plan Submission criteria and checklist
- Update the Town's lateral connection process
- Improved construction notices, maps and updates on the Town's website
- Various water, wastewater, stormwater and road infrastructure improvements to facilitate growth



GEORGINA

2023 OPERATING BUDGET

Development Services - Development Engineering - Budget Details

Administration	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue									
Development Fees	(860,000)	(200,000)		0	0	0		(200,000)	Increase in User Fees
Revenue Total	(860,000)	(200,000)		0	0	0		(200,000)	
Expense									
Salaries and Benefits	1,002,520	0	0	72,080	0	1,074,600	7%	72,080	Increase in Salaries and Benefits
Staffing Other Direct Expenses	22,500	2,000	0	0	0	24,500	9%	2,000	
Contracted Services	6,000	0	0	0	0	6,000	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	8,000	0%	0	
Other Direct Costs	1,800	0	0	0	0	1,800	0%	0	
Expense Total	1,040,820	2,000	0	72,080	0	1,114,900	7%	74,080	
Administration Total	180,820	(198,000)	0	72,080	0	54,900	-70%	(125,920)	
Fleet									
Expense									
Supplies and Maintenance	9,900	0	0	0	0	9,900	0%	0	
Other Direct Costs	3,590	0	0	650	0	4,240	18%	650	
Expense Total	13,490	0	0	650	0	14,140	5%	650	
Fleet Total	13,490	0	0	650	0	14,140	5%	650	
Grand Total	194,310	(198,000)	0	72,730	0	69,040	-64%	(125,270)	

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 inquiries, and helps the public navigate the complex planning legislative processes.

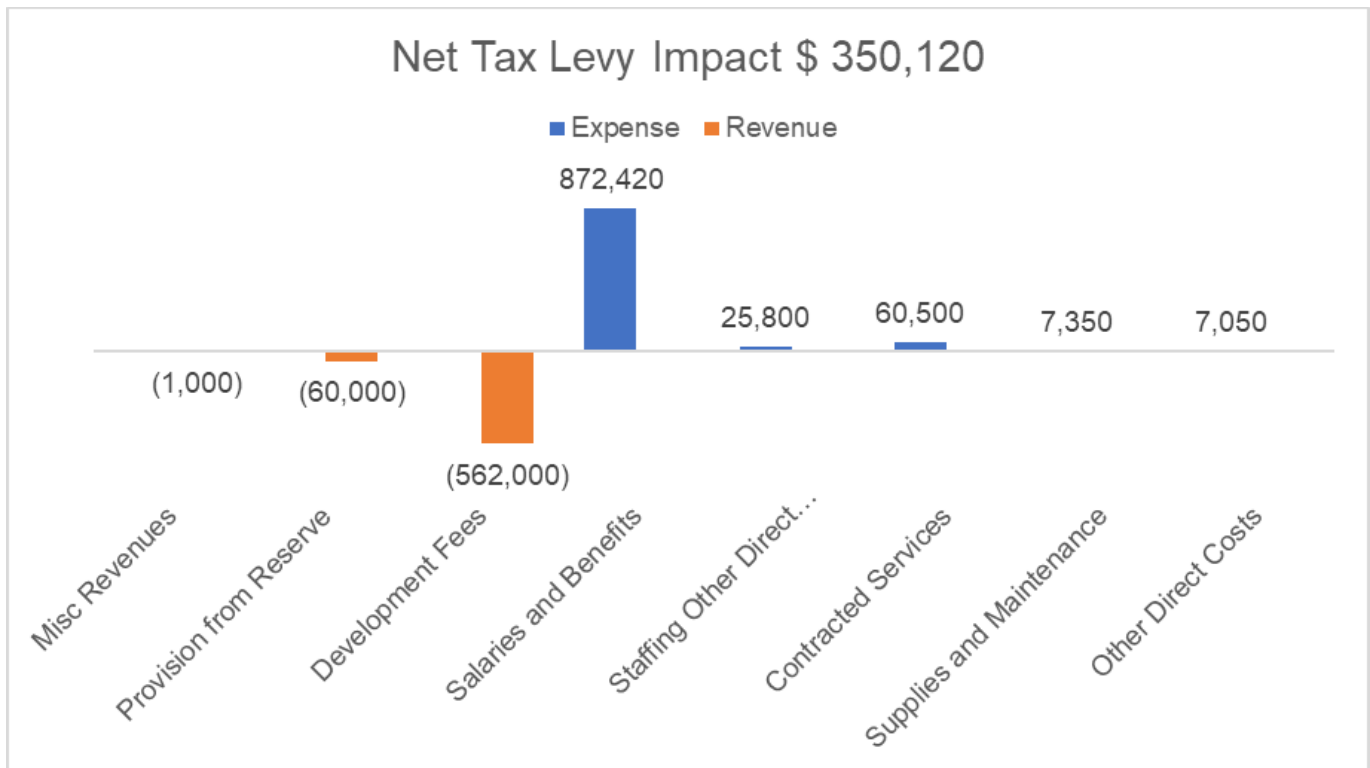
Applications received
(Jan – Oct 2022):

2 Official Plan
6 Zoning
6 Deeming
2 Subdivision
17 Consent
30 Minor Variance
38 Pre-consultation

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

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- In the first two quarters, 26 staff reports on minor variance and severance applications were considered by the Committee of Adjustment, and 20 reports were considered by Council on a variety of development applications and other planning-related matters

Key Projects for 2023

- Partnering with Information Technology on the procurement of a Development Tracking System
- Modernization of public notice and staff report formats for Planning Act applications



GEORGINA

2023 OPERATING BUDGET

Development Services - Development Planning - Budget Details

2023 BASE BUDGET		GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Development Fees	(525,050)	73,050	0	0	0	(452,000)	-14%	73,050	Forecasted decrease in applications
Misc Revenues	(500)	0	0	0	0	(500)	0%	0	
Provision from Reserve		0	(60,000)	0	0	(60,000)		(60,000)	23-NI-DS-01 Planning Consultant funded by reserve
Revenue Total	(525,550)	73,050	(60,000)	0	0	(512,500)	-2%	13,050	
Expense									
Salaries and Benefits	719,010	0	0	52,140	0	771,150	7%	52,140	Increase in Salaries and Benefits
Staffing Other Direct Expenses	14,710	2,340	0	0	0	17,050	16%	2,340	
Contracted Services	500	0	60,000	0	0	60,500	12000%	60,000	23-NI-DS-01 Planning Consultant
Supplies and Maintenance	4,260	2,490	0	0	0	6,750	58%	2,490	
Other Direct Costs	3,050	0	0	0	0	3,050	0%	0	
Expense Total	741,530	4,830	60,000	52,140	0	858,500	16%	116,970	
Administration Total	215,980	77,880	0	52,140	0	346,000	60%	130,020	
Agricultural Advisory Committee									
Expense									
Salaries and Benefits	2,240	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expenses	200	0	0	0	0	200	0%	0	
Other Direct Costs	1,500	0	0	0	0	1,500	0%	0	
Expense Total	3,940	0	0	0	0	3,940	0%	0	
Agricultural Advisory Committee Total	3,940	0	0	0	0	3,940	0%	0	
Committee of Adjustment									
Revenue									
Development Fees	(100,000)	(10,000)	0	0	0	(110,000)	10%	(10,000)	Increase in the volume of applications
Misc Revenues	(500)	0	0	0	0	(500)	0%	0	
Revenue Total	(100,500)	(10,000)	0	0	0	(110,500)	10%	(10,000)	
Expense									
Salaries and Benefits	93,020	0	0	3,770	0	96,790	4%	3,770	
Staffing Other Direct Expenses	7,850	0	0	0	0	7,850	0%	0	
Supplies and Maintenance	600	0	0	0	0	600	0%	0	
Other Direct Costs	500	0	0	0	0	500	0%	0	
Expense Total	101,970	0	0	3,770	0	105,740	4%	3,770	
Committee of Adjustment Total	1,470	(10,000)	0	3,770	0	(4,760)	-424%	(6,230)	
Environmental Advisory Committee									
Expense									



GEORGIA

2023 OPERATING BUDGET

Development Services - Development Planning - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	2,240	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expenses	700	0	0	0	0	700	0%	0	
Other Direct Costs	2,000	0	0	0	0	2,000	0%	0	
Expense Total	4,940	0	0	0	0	4,940	0%	0	
Environmental Advisory Committee Total	4,940	0	0	0	0	4,940	0%	0	
Grand Total	226,330	67,880	0	55,910	0	350,120	55%	123,790	

Development Services – Planning Policy Division

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

Services provided by the Planning Policy Division include:

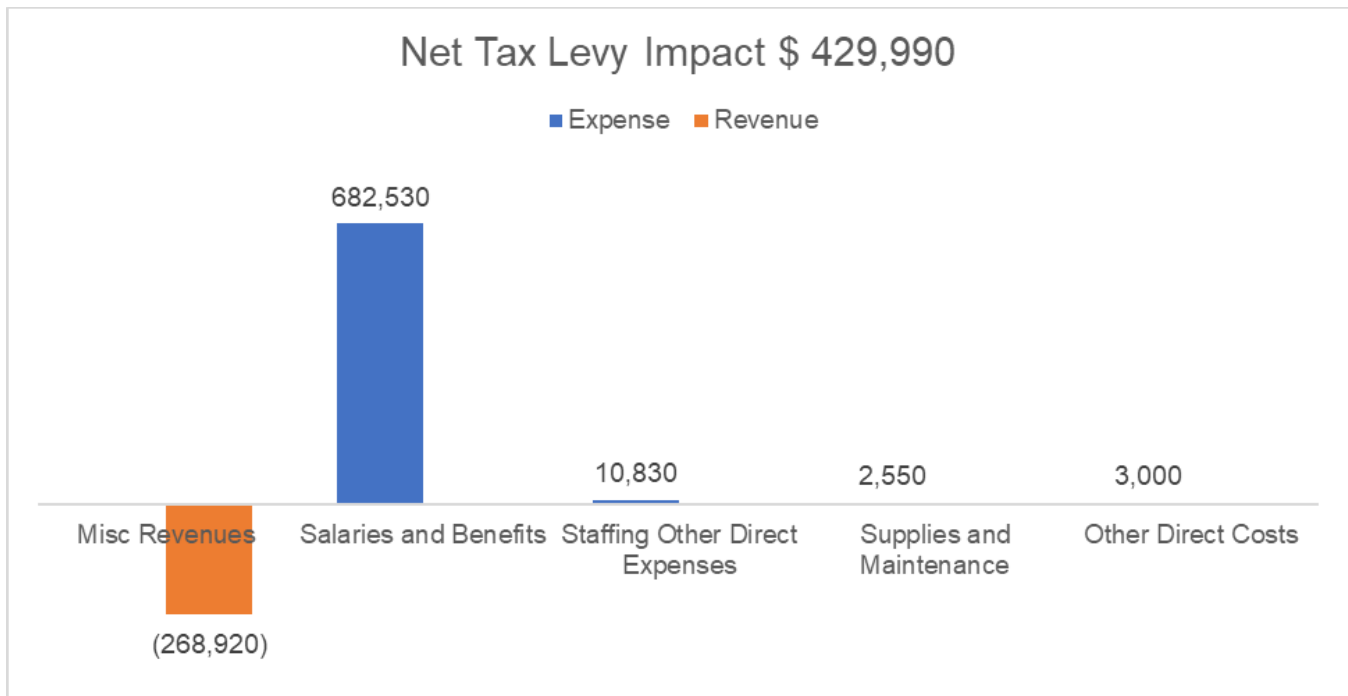
- Implement, review and update the Official Plan and secondary plans for the Town
- Liaise with advisory committees including the Georgina Environmental Advisory Committee, the Georgina Agricultural Advisory Committee and the Georgina Heritage Committee
- Lead the processing of Town-led policy initiatives and land-use studies
- Review and respond to legislative changes, and provincial and regional land-use policy directives that impact the Town

Upwards of 80 residents, community groups and the local development community engaged in the Keswick Secondary Plan Review process.

Upwards of 150 landowners and environmental groups engaged in the Countryside Zoning By-law project.

25 Site Inspections for Development (over six months period).

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Completion of the Keswick Secondary Plan Review and Update
- York Region Municipal Comprehensive Review participation and input
- Phase I – Comprehensive Zoning By-law Review – Countryside Area Environmental Protection Lands. Preparation of Proposed Zoning By-law and completion of statutory public meeting process
- Commencement (with Strategic Initiatives) of the Lake Drive Jurisdiction Action Plan Process

- General reports to Council:
 - Cannabis retail stores and associated Public Interest Statement – Monitoring reports and briefing memos
 - York Region Municipal Comprehensive Review
 - Tree Preservation and Compensation Policy Review
 - Municipal Tree Cutting By-law
 - Lake Drive Jurisdiction Action Plan – various

Key Projects for 2023

- Completion of Phase I Zoning By-law Update/OP Conformity Exercise – Countryside Area
- Implementation of the Lake Drive Jurisdiction Action Plan, including work on key milestones such as commencing surveying works and initiating the Official Plan and Zoning By-law and/or Community Planning Permit Process
- Continuation of the review and update of the Tree Preservation and Compensation Policy
- Including a Town Official Plan conformity exercise with the new York Region Official Plan
- Addressing the impacts of Bill 23 and other legislative changes affecting the Ontario planning system



GEORGINA

2023 OPERATING BUDGET

Development Services - Planning Policy - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	295,950	1,000	0	113,660	0	410,610	39%	114,660	Increase in Salaries and Benefits
Staffing Other Direct Expenses	5,870	3,140	0	0	(1,050)	7,960	36%	2,090	
Supplies and Maintenance	700	1,600	0	0	0	2,300	229%	1,600	
Other Direct Costs	1,500	1,000	0	0	0	2,500	67%	1,000	
Expense Total	304,020	6,740	0	113,660	(1,050)	423,370	39%	119,350	
Administration Total	304,020	6,740	0	113,660	(1,050)	423,370	39%	119,350	
Lake Dr Shoreline									
Revenue									
Misc Revenues	0	0	0	0	(268,920)	(268,920)		(268,920)	Resolution No. C-2022-0238
Revenue Total	0	0	0	0	(268,920)	(268,920)		(268,920)	
Expense									
Salaries and Benefits	0	3,000	0	0	268,920	271,920		271,920	Resolution No. C-2022-0238
Staffing Other Direct Expenses	0	2,870	0	0	0	2,870		2,870	
Supplies and Maintenance	0	250	0	0	0	250		250	
Other Direct Costs	0	500	0	0	0	500		500	
Expense Total	0	6,620	0	0	268,920	275,540		275,540	
Lake Dr Shoreline Total	0	6,620	0	0	0	6,620		6,620	
Grand Total	304,020	13,360	0	113,660	(1,050)	429,990	41%	125,970	

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

2022 Success Story



The Human Resources team has supported a high volume of internal and external hiring in an increasingly competitive labour market. The Town saw a surge in seasonal staff who were employed over the summer months and to date (August 2022), the business partners have posted and are

supporting the full recruitment cycle of approximately 155 part-time, full-time, seasonal and permanent positions, exceeding previous years at comparable points in time. This includes posting, developing interview questions, scheduling practical's and interviews, participating in interviews, conducting reference checks, preparing offer letters and hiring packages, tracking hiring documentation, coordinating new employee training and on-boarding. We are anticipating in excess of 250 postings by year-end. From Jan. 1, 2022 to Aug. 12, 2022, the Town has hired 135 new employees with the following employment status:

- 37 full-time positions
- 5 part-time positions
- 22 temporary positions
- 12 students positions
- 20 seasonal positions
- 37 sessional positions
- 10 casual positions (includes library)

Forty-two temporary, part-time and full-time employees have also left employment with the Town since Jan. 1, 2022. Of these 42 positions, 22 were permanent part-time or full-time employees.

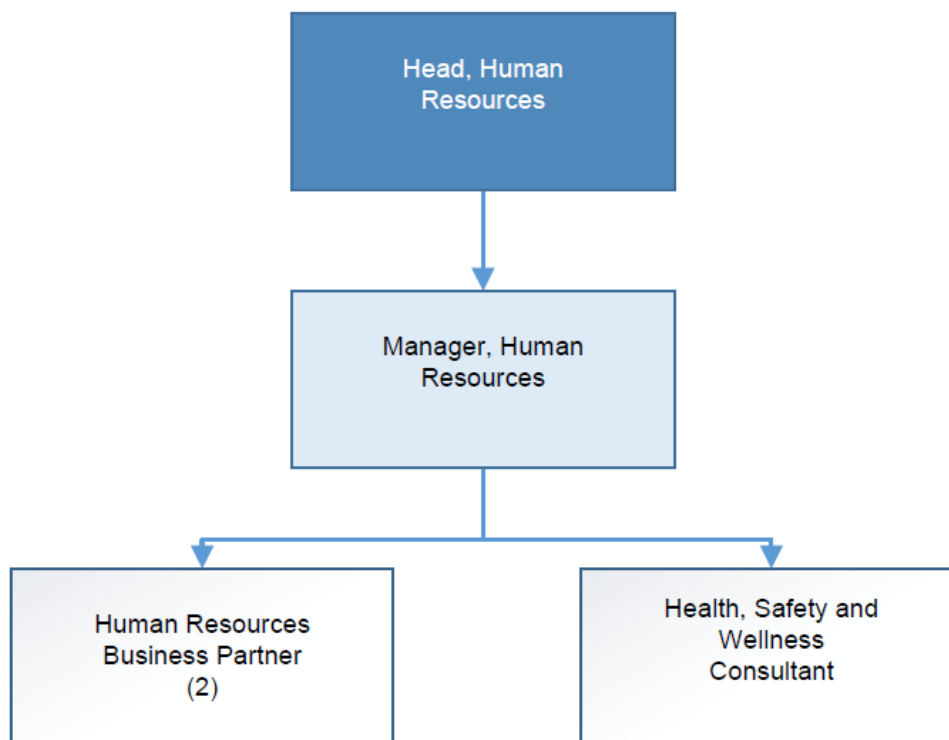
In 2022, Fire and Emergency Services conducted a volunteer firefighter recruitment process supported by HR, resulting in the hiring of 11 new volunteer firefighters. It has been an exciting and challenging time with the development of new positions within the Town, resulting in the development of new job descriptions and the evaluation of these positions, as well as the re-evaluation of some existing positions, which reflect the evolving needs of the organization.

Throughout this time, the team has continued to support managers on an array of HR issues:

- shifted and managed training for new hires to be offered through SmarterU
- managed an increase in grievances and arbitrations
- participated in negotiations for the CUPE 905.03 and 905.13 units

As we move into the fall, Human Resources Information System (HRIS) will be a priority of the department, requiring many dedicated staff resources to ensure timelines and business continuity is met.

Organizational Chart



2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Developing and implementing a Flexible Work Arrangements policy
- Continued focus on arranging and offering health and safety training to employees including working at height training, confined spaces training, chain saw training, driver safety training, first aid training and health and safety training for leaders
- Revised the selected topics to submit for the WSIB “Excellence Program” that align with the current realities facing workplaces and employees
- Non-union market review completed and approved by Council in January 2022
- Successfully completed the 905.03 bargaining process which resulted in a four-year contract
- HRIS implementation is underway for the Town
- 2022 negotiations in progress for CUPE 905.13

- Supported a high volume of full cycle recruitment within the organization including the return of seasonal staff and the 2022 volunteer fire-fighter recruitment process
- Successfully completed the RFP for employee benefits
- Effectively managed an increased amount of grievances and arbitrations
- Developed a Disconnecting From Work and Electronic Monitoring policy
- Secured funding for seasonal positions from Job Skills and the Canada summer grant program

Major Operating Drivers

- Labour relations/negotiations
- Implementing the HRIS for the Town
- Training new members of HR Team
- Meeting the needs of the organization
- Increase in legal services due to evolving complexity of matters as well as increase in grievances moving to arbitration

Key Projects for 2023

- Implementation of Human Resources Information System (HRIS)
- GPFFA 3691 Bargaining
- Begin to develop and implement Diversity, Equity and Inclusion initiatives within the Town
- Continued Covid recovery efforts with an increased focus on employee well-being
- Continue to meet and support the increased hiring needs of the organization
- Support positive labour relations with Union and Association partners
- Begin to research and bench mark on performance appraisal/management systems for future development and implementation
- Create a People Plan



GEORGIA

2023 OPERATING BUDGET

Human Resources - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	997,640	0	0	(91,760)	(111,130)	794,750	-20%	(202,890)	Reallocation to Legislative Services and DCAO departments
Staffing Other Direct Expenses	19,830	0	0	0	0	19,830	0%	0	
Contracted Services	15,000	0	0	0	0	15,000	0%	0	
Supplies and Maintenance	5,000	0	0	0	0	5,000	0%	0	
Other Direct Costs	2,200	0	0	0	0	2,200	0%	0	
Expense Total	1,039,670	0	0	(91,760)	(111,130)	836,780	-20%	(202,890)	
Administration Total	1,039,670	0	0	(91,760)	(111,130)	836,780	-20%	(202,890)	
Corporate									
Expense									
Salaries and Benefits	9,400	0	0	0	0	9,400	0%	0	
Staffing Other Direct Expenses	6,000	0	0	0	0	6,000	0%	0	
Other Direct Costs	40,700	15,000	0	0	(20,700)	35,000	-14%	(5,700)	Increase based on actuals and reallocation to CAO department
Expense Total	56,100	15,000	0	0	(20,700)	50,400	-10%	(5,700)	
Corporate Total	56,100	15,000	0	0	(20,700)	50,400	-10%	(5,700)	
Health and Safety									
Expense									
Salaries and Benefits	5,000	0	0	0	0	5,000	0%	0	
Staffing Other Direct Expenses	9,750	0	0	0	0	9,750	0%	0	
Contracted Services	14,500	0	0	0	0	14,500	0%	0	
Supplies and Maintenance	1,950	0	0	0	0	1,950	0%	0	
Expense Total	31,200	0	0	0	0	31,200	0%	0	
Health and Safety Total	31,200	0	0	0	0	31,200	0%	0	
Grand Total	1,126,970	15,000	0	(91,760)	(131,830)	918,380	-19%	(208,590)	

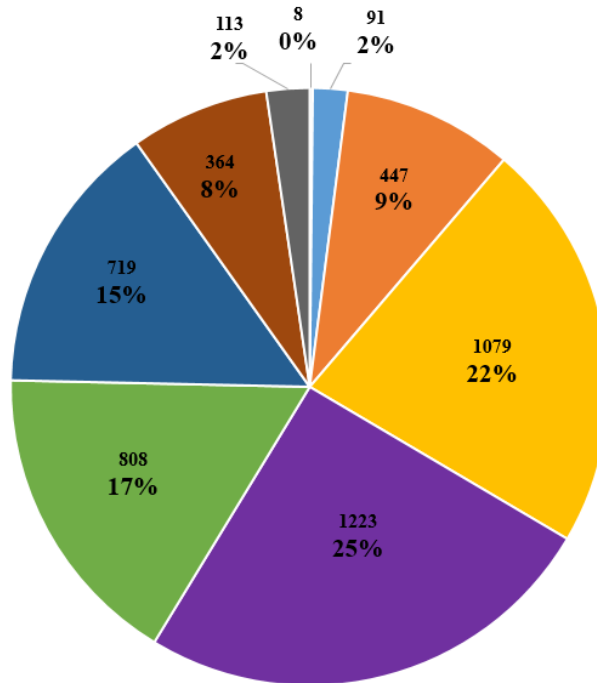
Legislative Services

The Legislative Services Department manages the legal and regulatory aspects of the Town and consists of three divisions: Municipal Law Enforcement, the Office of the Clerk and Procurement Services. The Municipal Law Enforcement Division is responsible for the enforcement of the by-laws that the Town passes in an effective and fair manner. The Office of the Clerk provides a wide range of services, which includes secretariat services for Council and Committees of Council, by-law preparation, issuing licences, statutory obligations, officiating of marriage ceremonies, records management, provision of Commissioner of Oaths services, coordination and administration of land conveyances and insurance and risk management. The Procurement Services Division manages the Town's procurement process and buying regulations, ensuring the acquisition guidelines for all goods and services are adhered to.

2022 Success Story - The Municipal Election

The 2022 Municipal Election concluded on October 24, 2022. For the first time, eligible voters were able to vote either online or in-person using tabulators. The online voting period was from October 8th to October 23rd, allowing ample opportunity for eligible voters to take advantage of this method of voting. There were also four Advance Voting opportunities as well as Voting Day for those who wished to cast their ballot in-person.

The Office of the Clerk received tremendously positive feedback from the community about online voting. A common theme was how easy the voting process was to navigate online. An added benefit that came with online voting was the increased accessibility for all voters, keeping in-line with the Town of Georgina's commitment to accessible customer service and the removal of barriers to increase accessibility to all. In total, 4,853 votes were cast online with an average of over 300 votes per day during the online voting period. Online voting was popular across all age ranges as depicted in the diagram below.

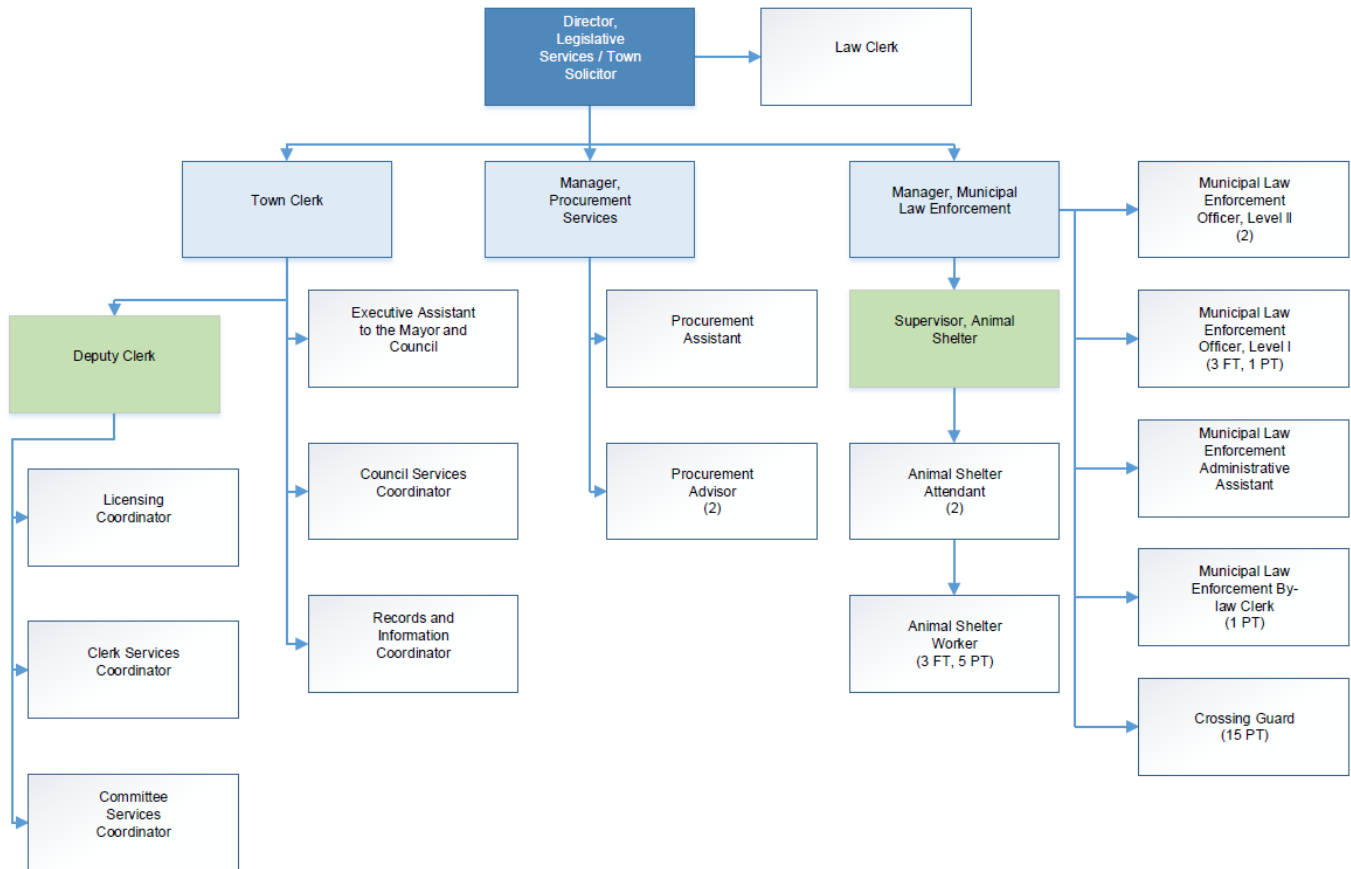


Online Voter Turnout by Decade of Birth

1920's 1930's 1940's 1950's 1960's 1970's 1980's 1990's 2000's

In total, 10,043 ballots were cast in the 2022 Municipal Election with 48.32% of votes being cast online and 51.68% being cast in-person. Voter turnout was 27.23%, up from 26.73% in 2018.

Organizational chart



Divisions

- Municipal Law Enforcement
- Clerks Division
- Procurement Services

Major Operating Drivers

- Growth of the community and requests for information
- Issues management and emerging issues
- Legislative changes
- Weekly Council schedule
- Ensuring that deliverables are acquired in a fair and transparent manner

Major Initiatives Planned for 2023

- Continue Records Management Review
- Implementation of Administrative Monetary Penalties
- Update the Procurement Policy



GEORGIA

2023 OPERATING BUDGET

Legislative Services - Department Administration - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	330,170	0	0	(46,470)	103,700	387,400	17%	57,230	One position reallocated from HR
Staffing Other Direct Expenses	6,100	0	2,580	0	1,050	9,730	60%	3,630	
Contracted Services	0	0	0	0	300,000	300,000		300,000	Legal fees reallocated from CAO
Supplies and Maintenance	1,500	0	0	0	0	1,500	0%	0	
Other Direct Costs	1,100	0	1,050	0	0	2,150	95%	1,050	
Expense Total	338,870	0	3,630	(46,470)	404,750	700,780	107%	361,910	
Administration Total	338,870	0	3,630	(46,470)	404,750	700,780	107%	361,910	
Grand Total	338,870	0	3,630	(46,470)	404,750	700,780	107%	361,910	

Legislative Services – Municipal Law Enforcement Services Division

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

7,000 – Parking
infraction notices
issued

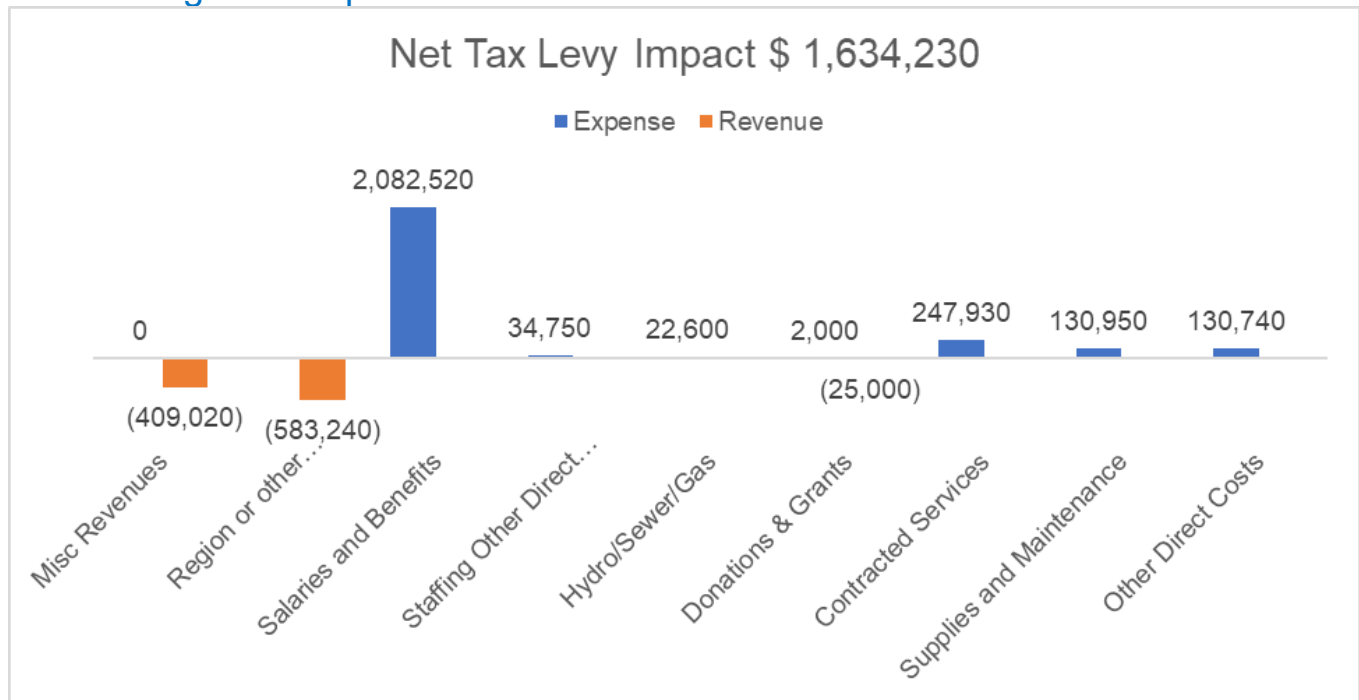
100 – Pets adopted

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 the Town of Aurora

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Council approved a transition to Administrative Monetary Penalties
- Amendments to Sign By-law as a result of changes in technology
- Acquisition of new safety equipment and uniforms for officers
- Enhanced enforcement of Short-term Rental By-law through technological upgrades
- Animal Shelter renovations and safety improvements

Key Projects for 2023

- Implementation of Administrative Monetary Penalties, beginning with the Parking By-law
- Continued improvements at the Animal Shelter
- Development of a sponsorship program at the Animal Shelter



GEORGIA

2023 OPERATING BUDGET

Legislative Services - Municipal Law Enforcement - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Misc Revenues	(287,250)	0	0	0	0	(282,250)	-2%	5,000	Decrease in court dates
Revenue Total	(287,250)	0	0	0	0	(282,250)	-2%	5,000	
Expense									
Salaries and Benefits	821,440	0	40,000	13,390	400	875,230	7%	53,790	23-SHLS-01 Seasonal Parking Control Officers
Staffing Other Direct Expenses	14,170	0	0	0	0	14,170	0%	0	
Contracted Services	15,000	0	0	0	0	15,000	0%	0	
Supplies and Maintenance	26,100	0	2,000	0	0	28,100	8%	2,000	
Other Direct Costs	48,990	0	0	1,160	400	50,550	3%	1,560	
Expense Total	925,700	0	42,000	14,550	800	983,050	6%	57,350	
Administration Total	638,450	0	42,000	14,550	5,800	700,800	10%	62,350	
Animal Control									
Revenue									
Misc Revenues	(60,000)	0	0	0	5,000	(55,000)	-8%	5,000	Decrease based on actuals
Revenue Total	(60,000)	0	0	0	5,000	(55,000)	-8%	5,000	
Expense									
Contracted Services	219,020	0	0	(31,090)	0	187,930	-14%	(31,090)	Decrease based on updated contract with service provider
Other Direct Costs	4,000	0	0	0	0	4,000	0%	0	
Expense Total	223,020	0	0	(31,090)	0	191,930	-14%	(31,090)	
Animal Control Total	163,020	0	0	(31,090)	5,000	136,930	-16%	(26,090)	
Animal Shelter									
Revenue									
Donations & Grants	(20,000)	(5,000)	0	0	0	(25,000)	25%	(5,000)	Increase based on actuals and increase in campaigns
Misc Revenues	(53,640)	(1,500)	0	0	7,750	(47,390)	-12%	6,250	Decrease based on actuals
Region or other Municipality	(571,800)	0	0	(11,440)	0	(583,240)	2%	(11,440)	Increase based on agreement
Revenue Total	(645,440)	(6,500)	0	(11,440)	7,750	(655,630)	2%	(10,190)	
Expense									
Salaries and Benefits	712,980	0	0	80,230	0	793,210	11%	80,230	Increase in Salaries and Benefits
Staffing Other Direct Expenses	18,670	0	0	0	530	19,200	3%	530	
Contracted Services	15,000	0	0	0	0	15,000	0%	0	
Hydro/Sewer/Gas	22,600	0	0	0	0	22,600	0%	0	
Supplies and Maintenance	99,050	0	0	0	0	99,050	0%	0	
Other Direct Costs	75,480	(500)	0	110	500	75,590	0%	110	
Expense Total	943,780	(500)	0	80,340	1,030	1,024,650	9%	80,870	
Animal Shelter Total	298,340	(7,000)	0	68,900	8,780	369,020	24%	70,680	
Crossing Guards									
Expense									
Salaries and Benefits	394,380	0	0	16,800	0	411,180	4%	16,800	Increase in Salaries and Benefits
Supplies and Maintenance	3,800	0	0	0	0	3,800	0%	0	
Other Direct Costs	500	0	0	0	0	500	0%	0	



GEORGIA

2023 OPERATING BUDGET

Legislative Services - Municipal Law Enforcement - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense Total	398,680	0	0	16,800	0	415,480	4%	16,800	
Crossing Guards Total	398,680	0	0	16,800	0	415,480	4%	16,800	
PAWS Program									
Expense									
Contracted Services	10,000	0	0	0	0	10,000	0%	0	
Donations & Grants	2,000	0	0	0	0	2,000	0%	0	
Expense Total	12,000	0	0	0	0	12,000	0%	0	
PAWS Program Total	12,000	0	0	0	0	12,000	0%	0	
Weed Control									
Revenue									
Misc Revenues	(24,380)	0	0	0	0	(24,380)	0%	0	
Revenue Total	(24,380)	0	0	0	0	(24,380)	0%	0	
Expense									
Salaries and Benefits	2,900	0	0	0	0	2,900	0%	0	
Staffing Other Direct Expenses	1,380	0	0	0	0	1,380	0%	0	
Contracted Services	20,000	0	0	0	0	20,000	0%	0	
Other Direct Costs	100	0	0	0	0	100	0%	0	
Expense Total	24,380	0	0	0	0	24,380	0%	0	
Weed Control Total	0	0	0	0	0	0	0%	0	
Grand Total	1,510,490	(7,000)	42,000	69,160	19,580	1,634,230	8%	123,740	

Legislative Services – 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.

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

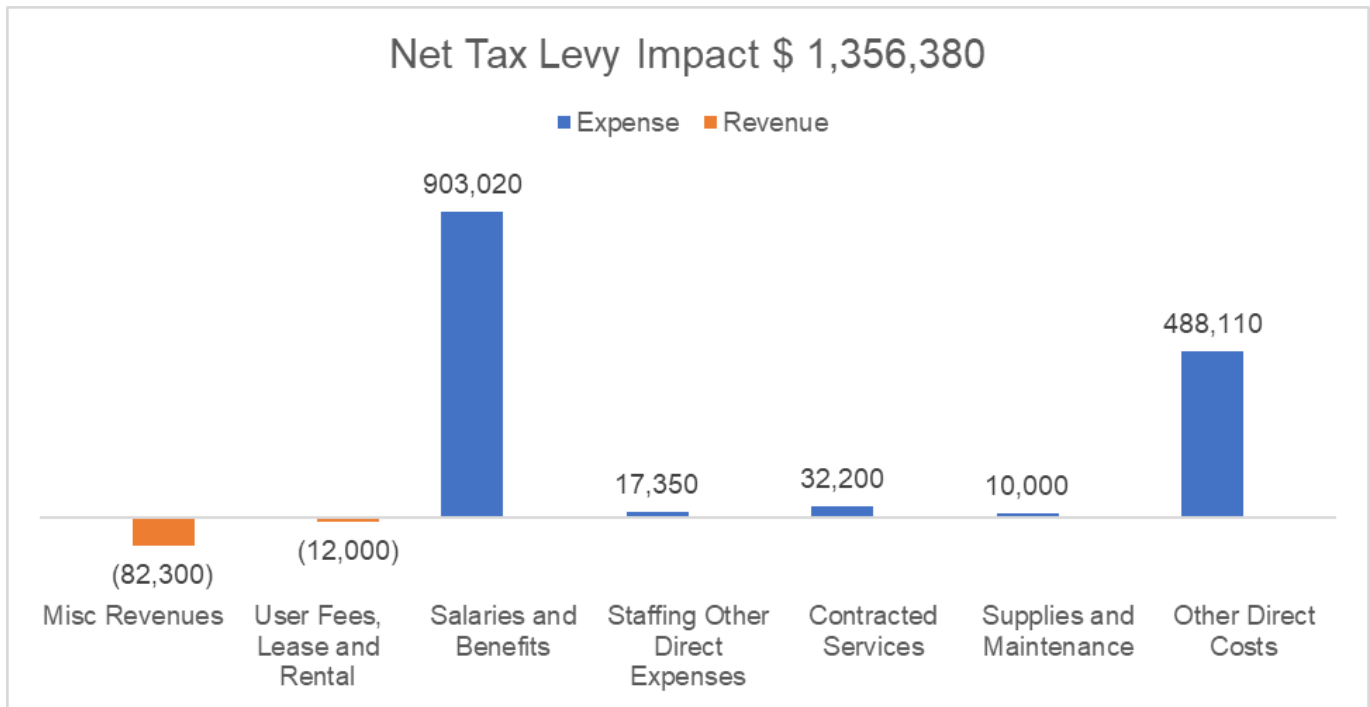
103 – Freedom of Information (FOI) requests

89 – Business licences received/issued

208 – Marriage licences issued

31 – STRA applications issued/renewed

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Modernized election delivery and successfully administered the 2022 Municipal Election
- Completed Council and committees transition activities related to the 2022 Municipal Election
- Implemented revised Procedure By-law
- Created records management policies and procedures
- Conducted orientation and training to implement corporate-wide Electronic Records and Document Management System
- Facilitated democratic decision-making through planning, staging and recording of more than 100 virtual meetings of Council, its committees and boards
- Delivered provincially delegated services (marriage licence, burial permit issuance and death registration), and transformed service operations to allow for continued delivery of these crucial services during the pandemic
- Implemented online submission of marriage licences

Key Projects for 2023

- Provide effective meeting management for Council, its committees and boards, including electronic and hybrid formats; and undertake public appointment outreach and recruitment on committees and boards for the new term of Council
- Complete comprehensive review of Council Advisory Committees
- Complete a comprehensive review of the Flag Policy to identify further opportunities to modernize strategic protocol and external relations
- Continue review of by-laws and policies
- Continue digitization of physical records that are stored long term
- Continue policy development in the areas of email and digital records management
- Complete online services and automation for all business and lottery licensing applications and permits



GEORGIA

2023 OPERATING BUDGET

Legislative Services - Clerks - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Misc Revenues	(71,500)	0	0	0	(2,000)	(73,500)	3%	(2,000)	
User Fees, Lease and Rental	(12,000)	0	0	0	0	(12,000)	0%	0	
Revenue Total	(83,500)	0	0	0	(2,000)	(85,500)	2%	(2,000)	
Expense									
Salaries and Benefits	812,080	0	0	88,700	0	900,780	11%	88,700	Increase in Salaries and Benefits
Staffing Other Direct Expenses	15,300	0	0	0	0	15,300	0%	0	
Contracted Services	30,000	0	0	0	0	30,000	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	10,000	0%	0	
Other Direct Costs	3,500	0	0	0	0	3,500	0%	0	
Expense Total	870,880	0	0	88,700	0	959,580	10%	88,700	
Administration Total	787,380	0	0	88,700	(2,000)	874,080	11%	86,700	
Elections									
Revenue									
Provision from Reserve	(365,000)	0	0	0	365,000	0	-100%	365,000	Close off Election Accounts
Revenue Total	(365,000)	0	0	0	365,000	0	-100%	365,000	
Expense									
Salaries and Benefits	126,200	0	0	0	(126,200)	0	-100%	(126,200)	Close off Election Accounts
Staffing Other Direct Expenses	3,300	0	0	0	(3,300)	0	-100%	(3,300)	Close off Election Accounts
Supplies and Maintenance	13,500	0	0	0	(13,500)	0	-100%	(13,500)	Close off Election Accounts
Other Direct Costs	194,690	0	0	0	(194,690)	0	-100%	(194,690)	Close off Election Accounts
Expense Total	337,690	0	0	0	(337,690)	0	-100%	(337,690)	Close off Election Accounts
Elections Total	(27,310)	0	0	0	27,310	0	-100%	27,310	
Fence Viewers and Livestock									
Revenue									
Misc Revenues	(8,800)	0	0	0	0	(8,800)	0%	0	
Revenue Total	(8,800)	0	0	0	0	(8,800)	0%	0	
Expense									
Staffing Other Direct Expenses	500	0	0	0	0	500	0%	0	
Contracted Services	2,600	0	0	0	(400)	2,200	-15%	(400)	
Other Direct Costs	7,300	0	0	0	0	7,300	0%	0	
Expense Total	10,400	0	0	0	(400)	10,000	-4%	(400)	
Fence Viewers and Livestock Total	1,600	0	0	0	(400)	1,200	-25%	(400)	
Georgia Heritage Committee									
Expense									
Salaries and Benefits	2,240	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expenses	1,550	0	0	0	0	1,550	0%	0	
Other Direct Costs	3,250	0	0	0	0	3,250	0%	0	
Expense Total	7,040	0	0	0	0	7,040	0%	0	
Georgia Heritage Committee Total	7,040	0	0	0	0	7,040	0%	0	
Insurance									
Expense									
Other Direct Costs	424,590	0	0	49,470	0	474,060	12%	49,470	Increase in insurance premiums
Expense Total	424,590	0	0	49,470	0	474,060	12%	49,470	
Insurance Total	424,590	0	0	49,470	0	474,060	12%	49,470	
Grand Total	1,193,300	0	0	138,170	24,910	1,356,380	14%	163,080	

Legislative Service– Procurement Services Division

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

Services provided by the Procurement Services Division include:

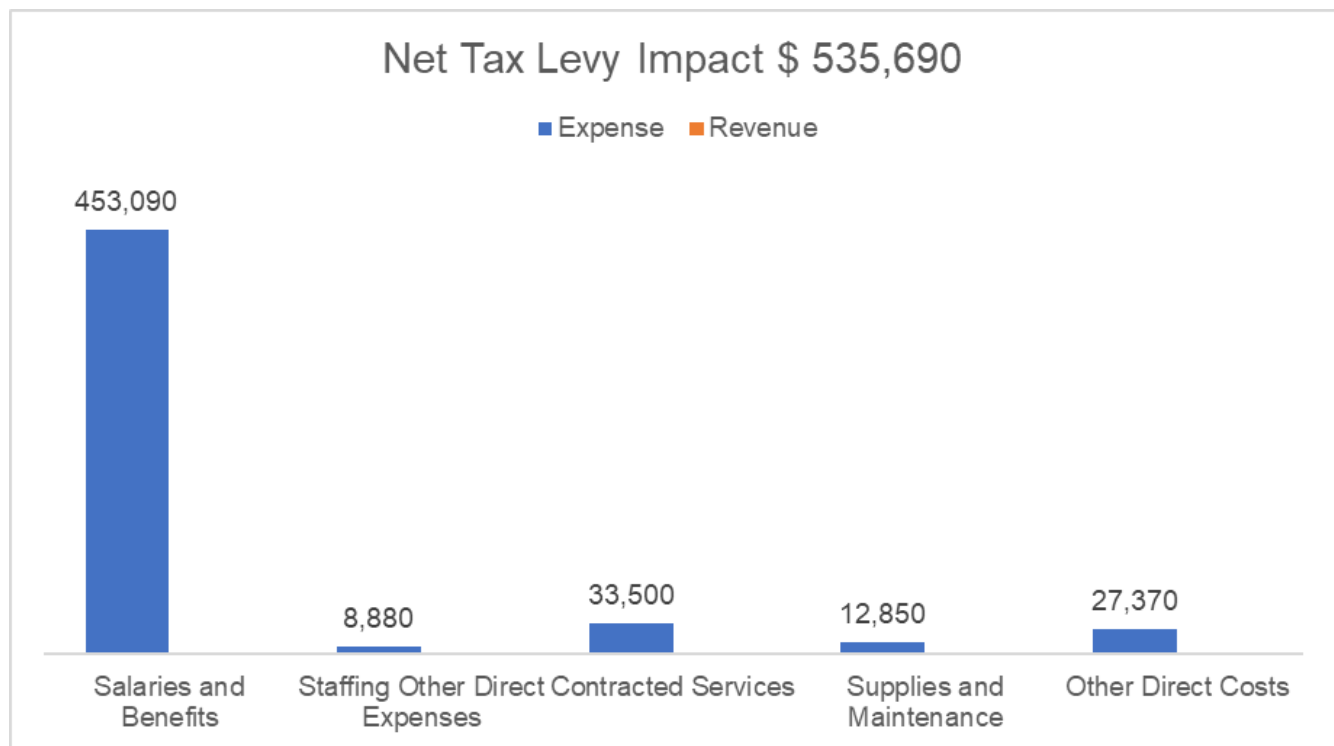
- Execution of acquisitions for approved projects
- Development of procurement policies and procedures
- Contractor relationship management services
- Facilitation of the sale of surplus assets
- Procurement advisory services to all Town employees

60 – Projects completed by Sept. 1, 2022

\$9.9 million – Approximate dollar value of projects awarded by Sept. 1, 2022

\$78,544 – Asset recovery value by Sept. 1, 2022

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Conducted six procurement training sessions for 100 new and existing employees with one session to be completed before fall
- Completed 60 projects by Sept. 1, 2022 with approximately 20 more to be published within the next four months
- Asset recovery value of \$78,544 – disposal of surplus assets to Sept. 1, 2022
- Notable projects that were completed are:
 - Acquisition of rescue pumper apparatus
 - Fire hydrant painting and rehabilitation RFP
 - Miscellaneous fleet-related vehicles and equipment RFT/RFP's
 - West Park ball diamond rehabilitation RFT
 - Ash tree removal and stumping RFP
 - Selective resurfacing and maintenance of asphalt highways RFT
 - Udora gravel roads RFP
 - Bunker gear RFP
 - Asphalt pavement crack sealing RFT
 - Tree replacement and planting services RFP

Key Projects for 2023

- Procurement Policy and Procedures refresh/support numerous infrastructure projects including:
 - Replacement Civic Centre
 - Building condition assessments
 - Projects related to the asset management program



GEORGIA

2023 OPERATING BUDGET

Legislative Services - Procurement - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	399,940		0	0	0	453,090	13%	53,150	Increase in Salaries and Benefits
Staffing Other Direct Expenses	6,920		690	0	0	8,880	28%	1,960	
Contracted Services	3,500		0	0	0	3,500	0%	0	
Supplies and Maintenance	1,050		0	0	0	1,050	0%	0	
Other Direct Costs	500		0	0	0	500	0%	0	
Expense Total	411,910		690	0	1,270	467,020	13%	55,110	
Administration Total	411,910		690	0	1,270	467,020	13%	55,110	
Corporate									
Expense									
Contracted Services	42,400		0	0	(12,400)	30,000	-29%	(12,400)	Decrease use of printing
Supplies and Maintenance	13,800		0	0	(2,000)	11,800	-14%	(2,000)	
Other Direct Costs	26,870		0	0	0	26,870	0%	0	
Expense Total	83,070		0	0	(14,400)	68,670	-17%	(14,400)	
Corporate Total	83,070		0	0	(14,400)	68,670	-17%	(14,400)	
Grand Total	494,980		690	0	(13,130)	535,690	8%	40,710	

The Office of the Deputy Chief Administrative Officer

The Office of the Deputy Chief Administrative Officer supports the Chief Administrative Officer (CAO) with departmental management and ensuring accountability relating to the delivery of Council priorities across all departments. The department provides strategic advice to Council, CAO and the Senior Leadership team in the areas of property taxes, utility billing, financial planning, internal controls, and information and communication technology. This department includes Financial Strategy and Planning, Financial Controllershship and Reporting, Taxation and Revenue, and Information Technology Services.

2022 Success Story – Corporate initiatives supported by Information Technology Services

Contact Us

26557 Civic Centre Rd,
Keswick, ON L4P 3G1

T: 905-476-4301 / 705-437-2210

F: 905-476-8100
info@georgina.ca

Hours of Operation

Monday to Friday
8:30 a.m. to 4:30 p.m.

Online Services

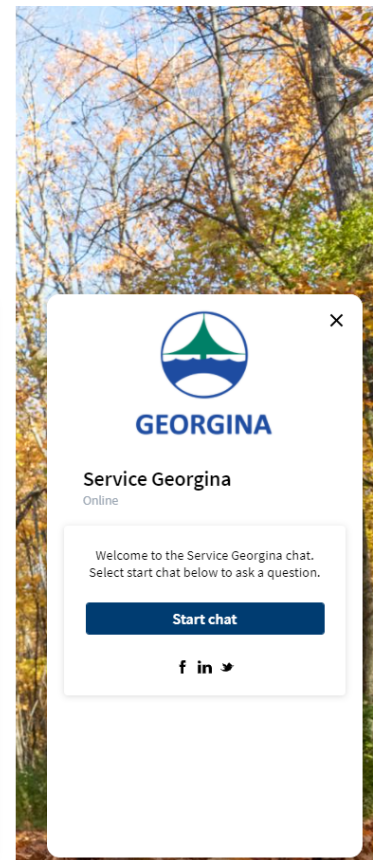


[Home](#) / [Online Services](#)

Whether you want to pay, apply, find or connect, we are making it easier for you. We will continue to make more services available for your convenience through 2022.

You can also report a problem in Georgina using our [Report a Problem](#) form.

Pay	Apply	Find	Connect
Burn Permit Dog Licences Parking Ticket Recreation Programs	Bids and Tenders Building Permit Business Licence Marriage Licence Resident Parking Passes Site Alteration and Entrance Permit Festival and Special Event Permit	Careers Events Recreation Information Road Closures The ROC Tax and Water Portal Waste and Recycling Winter Maintenance and Snow Removal	Contact Us Council Meetings Covid-19 Updates Economic Development Georgina Public Library Senior Services



The Town of Georgina's Information Technology Services (ITS) is responsible for the Town's technological systems, the maintenance of the Town's digital and technological infrastructure, and ensuring that all systems are functioning effectively.

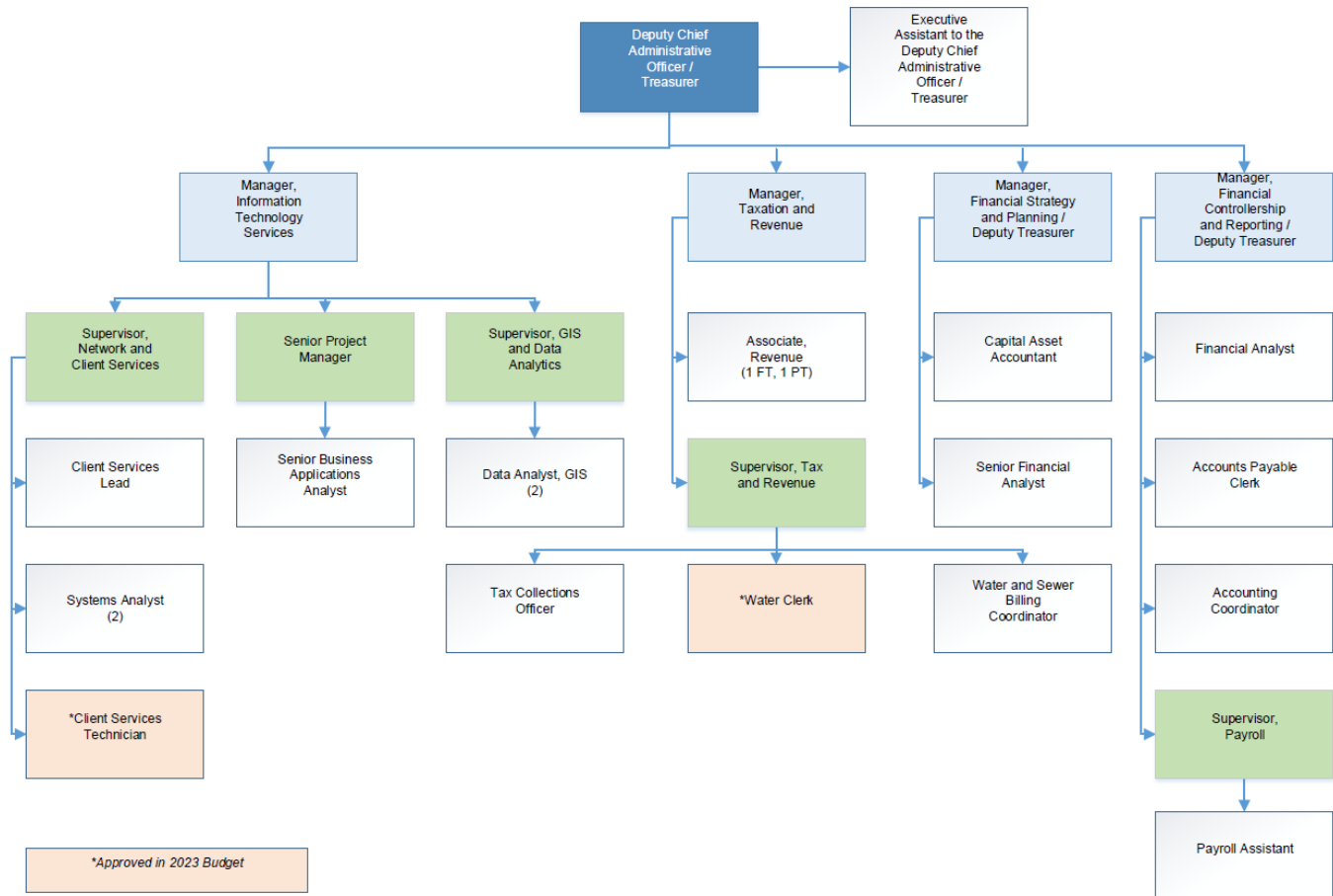
In 2022, ITS not only continued facilitating these core functions, but supported a variety of new initiatives. The Town is a progressive, forward-thinking organization focused on continuous improvement, which is the driving force behind these new endeavours. Providing exceptional customer services with more accessible, convenient and user-friendly options leads to a more positive experience for residents.

The Town's website was refreshed to ensure it is working at its maximum potential to offer a more seamless experience for users. The website now features a cleaner and colourful design, making it easier for users to find information. It also features a chat function for users to quickly find answers to questions.

Along with the refreshed website, online services were introduced for convenience and accessibility. Users can now apply online for a number of items such as bids and tenders, building permits, business licences, marriage licences, parking passes, site alteration and entrance permits, and festival and special event permits. Users can also complete online payments including burn permits, dog licences, parking tickets and recreation programs. For the first time, residents were able to vote online for the 2022 Municipal Election.

ITS was also instrumental in assisting with the launching of Neptune 360, which will change the way the Town does meter reading and will provide the Town with many options to assist customers with meter reading issues.

Organizational Chart



Divisions

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

Major Operating Drivers

- Inflationary pressures – cost of living adjustments
- State of infrastructure
- Growth-related pressures
- Legislative pressures – Bill 23
- Keeping up with information technology advancements
- Debt management
- Economic volatility

Major Initiatives Planned for 2023

- Continued Implementation of IT Strategic Plan
- Asset Management Planning – non-core assets
- Continuation of the Electronic Content Management solution implementation
- Continuation of the HRIS, time entry and payroll joint solution
- Development of the 2024 Budget
- Implementation of the Development Tracking System



GEORGIA

2023 OPERATING BUDGET

Office of the Deputy CAO - Department Administration - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	205,160	0	0	201,150	0	406,310	98%	201,150	Reorganization and Increase in Salaries and Benefits
Staffing Other Direct Expenses	9,050	0	0	0	3,900	12,950	43%	3,900	
Supplies and Maintenance	1,000	0	0	0	(500)	500	-50%	(500)	
Other Direct Costs	1,600	0	0	0	2,900	4,500	181%	2,900	
Expense Total	216,810	0	0	201,150	6,300	424,260	96%	207,450	
Administration Total	216,810	0	0	201,150	6,300	424,260	96%	207,450	
Grand Total	216,810	0	0	201,150	6,300	424,260	96%	207,450	

Office of the Deputy CAO – Financial Controllership and Reporting Division

The Financial Controllership and Reporting Division is responsible for coordinating and analyzing financial transactions, which include payroll, accounts payable, banking and revenues. It also creates the year-end financials in accordance with Canadian Public Sector Accounting Board standards, and, implements and enforces internal controls and policies that safeguard the Town's financial assets.

Services provided by the Financial Controllership and Reporting Division include:

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

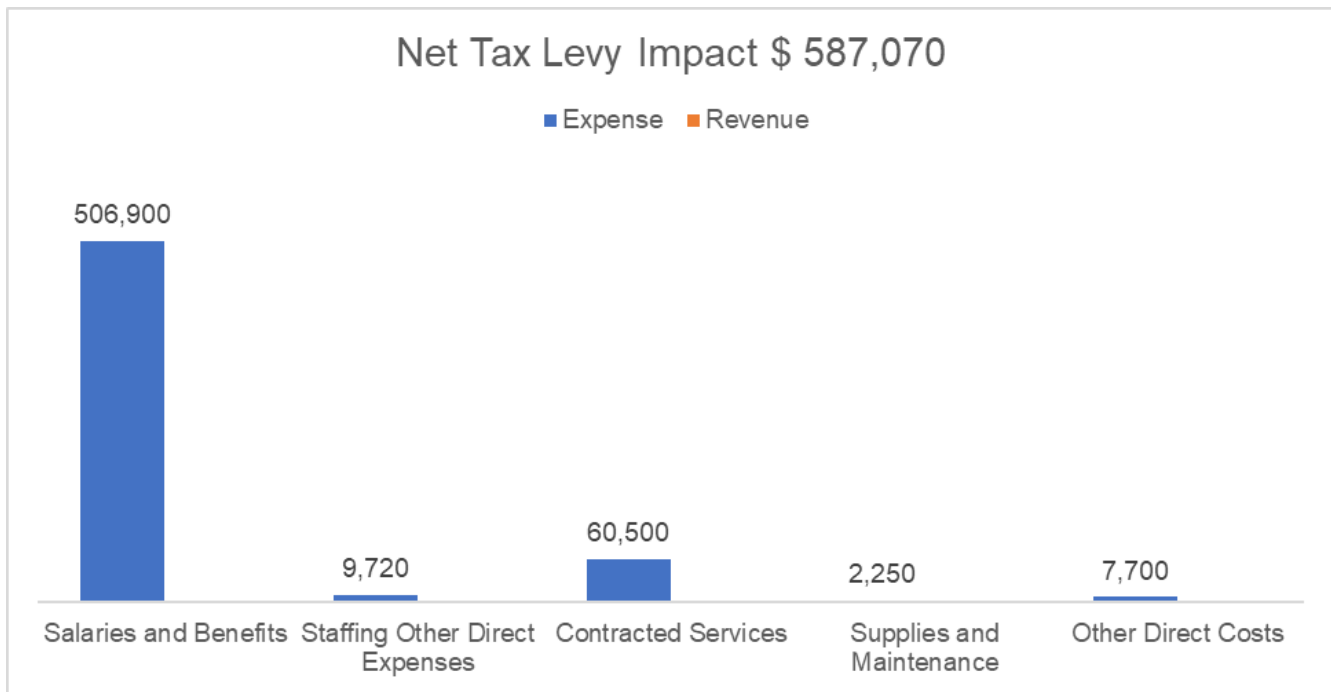
\$10.6 million –
Contribution to reserves

1,000 – Number of
journals processed

1,800 – Number of credit
card statements
processed

11,000 – Number of
timesheets processed

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Improved procedures and processes to implement HRIS payroll module
- Reviewed the accounts payable cycle to finalize the appropriate workflow software (Filehold)
- Completed a Request for Proposals for Auditing Services and P-card services
- Undertook a major debenture to finance various capital projects
- Completed the 2021 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 2023

- Execute the implementation of HRIS payroll module
- Review internal
- Continue to examine the Long-term Financial Strategy



GEORGIA

2023 OPERATING BUDGET

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

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Misc Revenues	(800)		0	0	0	800	0	-100%	800
Revenue Total	(800)		0	0	0	800	0	-100%	800
Expense									
Salaries and Benefits	771,750		0	0	(188,020)	(76,830)	506,900	-34%	(264,850) Reorganization to Financial Strategy and Planning division
Staffing Other Direct Expenses	14,900		0	0	0	(5,180)	9,720	-35%	(5,180) Reorganization to Financial Strategy and Planning division
Contracted Services	50,500		0	0	10,000	0	60,500	20%	10,000 Increase based on new contract rate
Supplies and Maintenance	3,000		0	0	0	(750)	2,250	-25%	(750)
Other Direct Costs	7,700		0	0	0	0	7,700	0%	0
Expense Total	847,850		0	0	(178,020)	(82,760)	587,070	-31%	(260,780)
Administration Total	847,050		0	0	(178,020)	(81,960)	587,070	-31%	(259,980)
Grand Total	847,050		0	0	(178,020)	(81,960)	587,070	-31%	(259,980)

Office of the Deputy CAO – Financial Strategy and Planning division

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

The division also provides financial analysis and guidance with respect to the Town's tangible capital assets and the Financial Strategy aspect of the Asset Management framework.

\$79 million – Operating budget for 2022

\$35 million – capital budget for 2022 (includes \$21M cash flow for MURC)

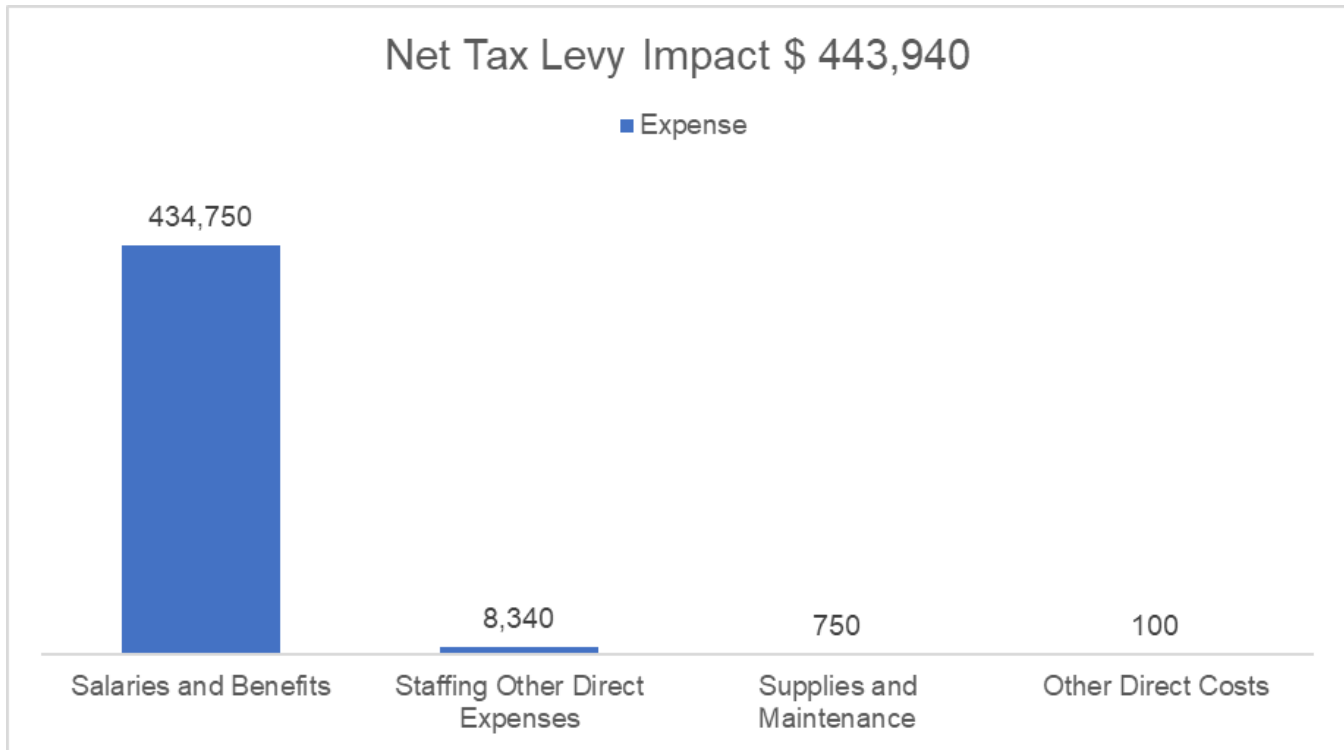
\$47 million – property tax levy for 2022

\$15 million - water and wastewater rates for 2022

Services provided by the Financial Strategy and Planning division include:

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

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Developed the 2022 budget which was developed with a commitment to ensuring the Town can continue to provide a high level of service to residents
- Developed the 2022 water and wastewater budget
- Promoted a number of opportunities to encourage public engagement in the budget process

Key Projects for 2023

- Develop and implement the Asset Retirement Obligation (ARO) policy
- Continue to implement the Long-term Financial Strategy
- Develop a new tracking system for tracking capital projects
- Explore options to implement multi-year budgets



GEORGIA

2023 OPERATING BUDGET

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

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	0	0	0	434,250	500	434,750		434,750	Reorganization from Human Resources and Financial Reporting and Controllership divisions
Staffing Other Direct Expenses	0	0	0	0	8,340	8,340		8,340	Reorganization from DCAO Financial Reporting and Controllership division
Supplies and Maintenance	0	0	0	0	750	750		750	
Other Direct Costs	0	0	0	0	100	100		100	
Expense Total	0	0	0	434,250	9,690	443,940		443,940	
Administration Total	0	0	0	434,250	9,690	443,940		443,940	
Grand Total	0	0	0	434,250	9,690	443,940		443,940	

Office of the Deputy CAO – Information Technology Services Division

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

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

25 – Inter-connected local area networks

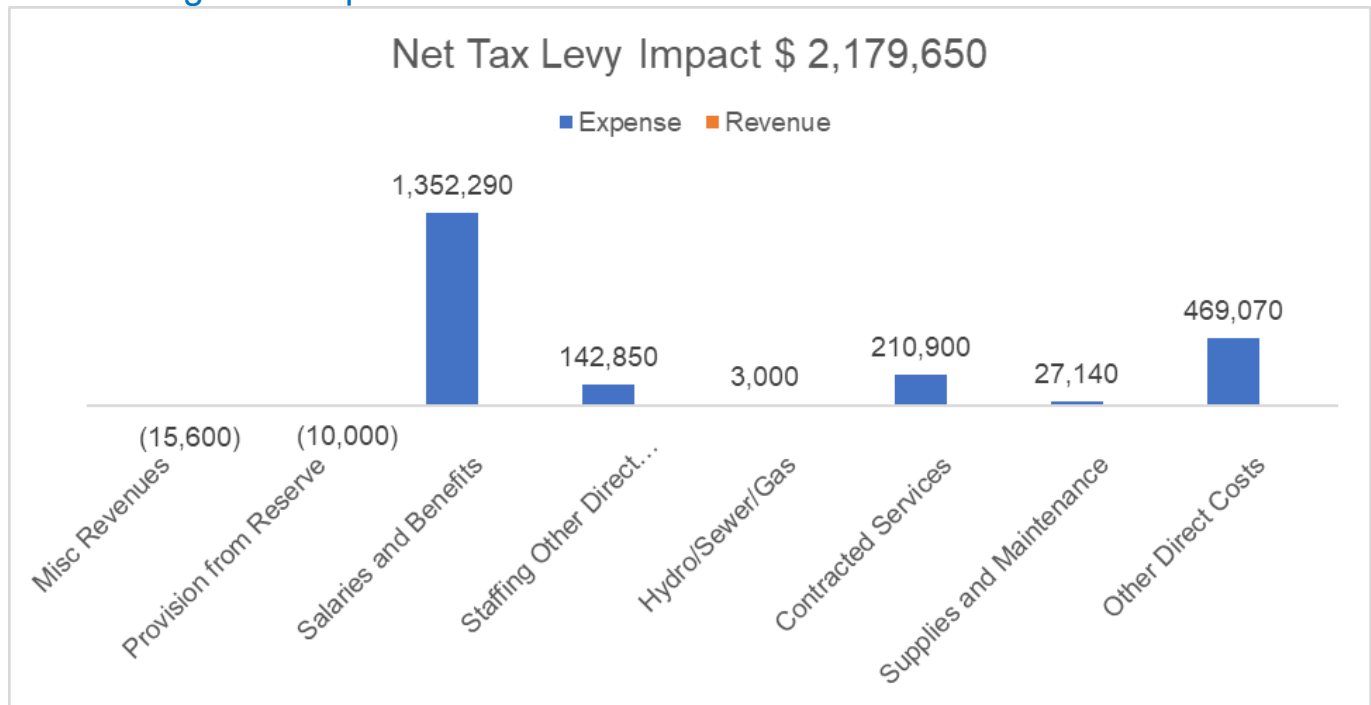
50 – Connectivity between municipal facilities

Supporting 500 users, 480 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

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Completed the rollout of the Civic Centre telephone system upgrade to support remote workers
- Completed the migration and the rollout of the Microsoft 365 platform
- Supported the data conversion of employee information into the new Human Resource Information System (HRIS) and payroll system
- Supported the development and rollout of online digital forms, including online payment options
- Supported the Zoning By-law No. 500 update and the Official Plan Conformity Rezoning of Environmental Protection Lands projects with digitalization and GIS services
- Improved internal procedures and processes to efficiently deliver IT services
- Developed relationships with third-party Internet Service Providers (ISPs) to advocate for fast and affordable connectivity within the community

Key Projects for 2023

- Acquisition and implementation of a Development Tracking Solution
- Continuation of Phase 2 of the HRIS and payroll project
- Expansion of Microsoft 365 services to consolidate, improve and equip staff with emerging technology tools
- Continue to support the adaption of TOMRMS and the Enterprise Records Management Content solution throughout all areas of the organization
- Continue implementation of Georgina Broadband Strategy and Action Plan
- Continue to support the planning, design and operational requirements for the opening of the Multi-use Recreation Complex
- Coordinate and improve internal business processes to support and manage GIS spatial data



GEORGINA

2023 OPERATING BUDGET

Office of the Deputy CAO - Information Technology - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(10,000)	0	0	0	0	(10,000)	0%	0	
Revenue Total	(10,000)	0	0	0	0	(10,000)	0%	0	
Expense									
Salaries and Benefits	1,121,570	70,640	4,000	156,080	0	1,352,290	21%	230,720	23-SI-DCAO-01 Client Services
Staffing Other Direct Expenses	23,300	0	0	0	0	23,300	0%	0	
Contracted Services	158,400	0	0	0	5,500	163,900	3%	5,500	Increase based on Actuals
Supplies and Maintenance	17,640	0	0	0	(5,500)	12,140	-31%	(5,500)	Reallocation to Contracted Services
Other Direct Costs	36,450	0	0	3,650	11,000	51,100	40%	14,650	Increase in security service cost
Expense Total	1,357,360	70,640	4,000	159,730	11,000	1,602,730	18%	245,370	
Administration Total	1,347,360	70,640	4,000	159,730	11,000	1,592,730	18%	245,370	
Broadband Service									
Revenue									
Misc Revenues	(3,100)	0	0	0	0	(3,100)	0%	0	
Revenue Total	(3,100)	0	0	0	0	(3,100)	0%	0	
Expense									
Contracted Services	34,000	0	0	0	0	34,000	0%	0	
Hydro/Sewer/Gas	3,000	0	0	0	0	3,000	0%	0	
Supplies and Maintenance	15,000	0	0	0	0	15,000	0%	0	
Other Direct Costs	22,010	0	0	1,010	0	23,020	5%	1,010	
Expense Total	74,010	0	0	1,010	0	75,020	1%	1,010	
Broadband Service Total	70,910	0	0	1,010	0	71,920	1%	1,010	
Corporate									
Revenue									
Misc Revenues	(12,500)	0	0	0	0	(12,500)	0%	0	
Revenue Total	(12,500)	0	0	0	0	(12,500)	0%	0	
Expense									
Staffing Other Direct Expenses	119,550	0	0	0	0	119,550	0%	0	
Other Direct Costs	216,920	0	0	87,800	0	304,720	40%	87,800	Increase based on IT projects'
Expense Total	336,470	0	0	87,800	0	424,270	26%	87,800	subscription costs
Corporate Total	323,970	0	0	87,800	0	411,770	27%	87,800	
Geographic Information Systems									
Expense									
Contracted Services	13,000	0	0	0	0	13,000	0%	0	
Other Direct Costs	90,230	0	0	0	0	90,230	0%	0	
Expense Total	103,230	0	0	0	0	103,230	0%	0	
Geographic Information Systems Total	103,230	0	0	0	0	103,230	0%	0	
Grand Total	1,845,470	70,640	4,000	248,540	11,000	2,179,650	18%	334,180	

Office of the Deputy CAO – Taxation and Revenue Division

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

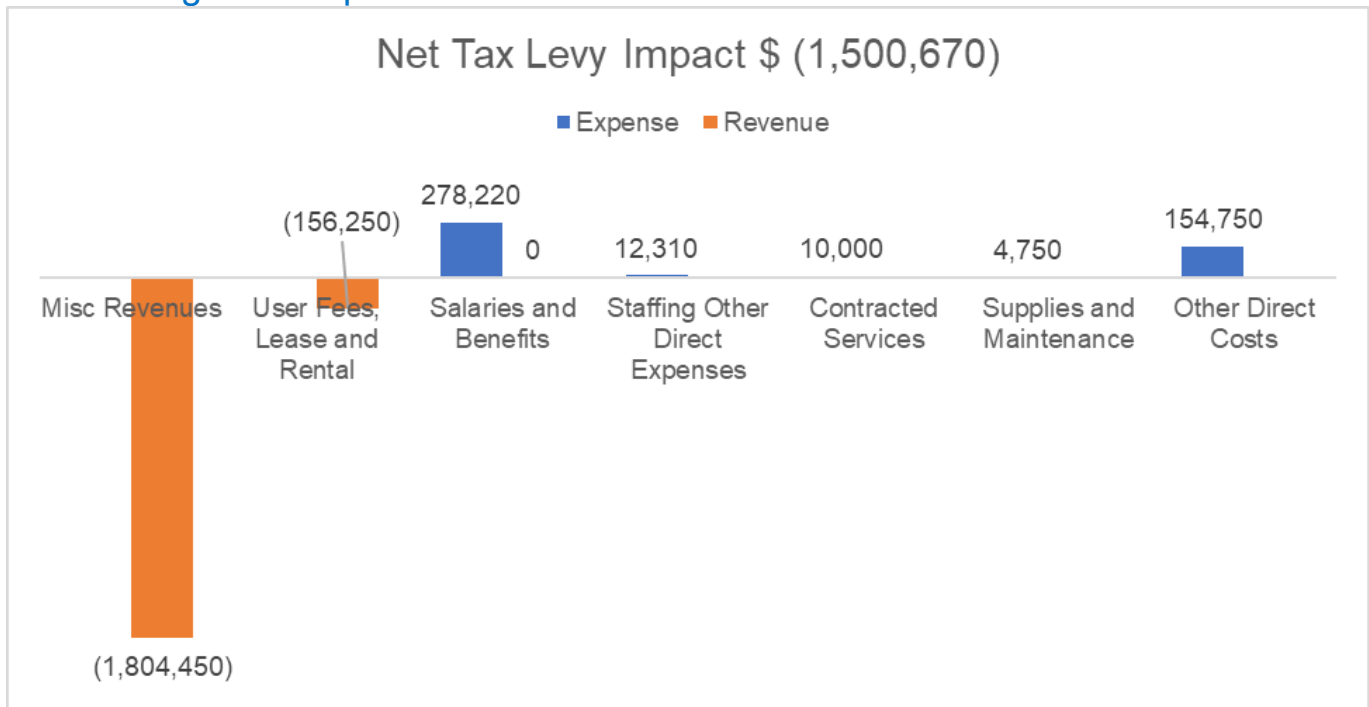
40,000– Tax bills produced (interim and final)

60,000 – Water bills produced

Services provided by the Taxation and Revenue Division include:

- General revenue inquiries
- Property taxes
- Water bills

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Continuation of the water meter change-out project, changing out 450 water meters in Keswick
- implementation of tax and water resident portal
- Implementation of a new Neptune software to further enhance staff access to assist with resident inquiries

Key projects for 2023

- Continuation and expansion 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



GEORGINA

2023 OPERATING BUDGET

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

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Misc Revenues	(1,594,450)	(210,000)	0	0	0	(1,804,450)	13%	(210,000)	Increase based on actuals
User Fees, Lease and Rental	(158,750)	0	0	0	10,000	(148,750)	-6%	10,000	Decrease based on actuals
Revenue Total	(1,753,200)	(210,000)	0	0	10,000	(1,953,200)	11%	(200,000)	
Expense									
23-SI-DCAO-02 Water Clerk, Reorganization to Strategic Initiatives Department									
Salaries and Benefits	354,610	0	500	0	(76,890)	278,220	-22%	(76,390)	
Staffing Other Direct Expenses	10,810	500	0	0	1,000	12,310	14%	1,500	
Contracted Services	10,000	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	4,750	0	0	0	0	4,750	0%	0	Remove budget for armored car services and increase based on actuals
Other Direct Costs	153,250	0	(16,000)	10,000	0	147,250	-4%	(6,000)	
Expense Total	533,420	500	(15,500)	10,000	(75,890)	452,530	-15%	(80,890)	
Administration Total	(1,219,780)	(209,500)	(15,500)	10,000	(65,890)	(1,500,670)	23%	(280,890)	
Registered Properties									
Revenue									
User Fees, Lease and Rental	(7,500)	0	0	0	0	(7,500)	0%	0	
Revenue Total	(7,500)	0	0	0	0	(7,500)	0%	0	
Expense									
Other Direct Costs	7,500	0	0	0	0	7,500	0%	0	
Expense Total	7,500	0	0	0	0	7,500	0%	0	
Registered Properties Total	0	0	0	0	0	0	0%	0	
Grand Total	(1,219,780)	(209,500)	(15,500)	10,000	(65,890)	(1,500,670)	23%	(280,890)	

Office of the Chief Administrative Officer

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

2022 Success Story

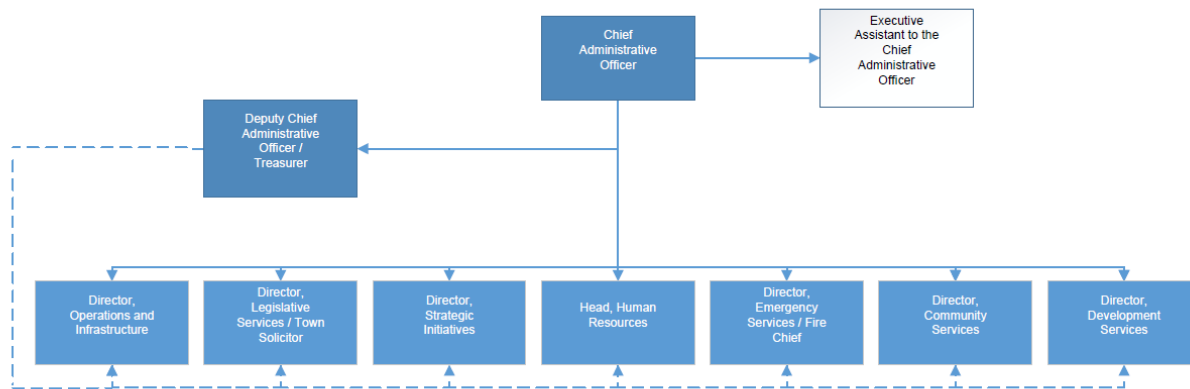
Structuring for success

In line with the mandate of the Office of the CAO to provide strong leadership and organizational excellence to the Town, the following structural changes were made in early 2022:

1. **Creation of the new Strategic Initiatives Department:** In an effort to streamline and advance priority projects, including the expansion of online self-serve and business process automation, the Strategic Initiatives Department was created and includes the following divisions: Corporate Communications, Corporate Strategy and Transforming Service Excellence, Economic Development and Tourism, and Special Capital Projects.
2. **Appointment of a Town solicitor and creation of the new Legislative Services Department:** The Town solicitor acts as in-house legal counsel to support with facilitating and expediting the execution of ongoing legal affairs, as well as to ensure dedicated leadership and consistency in operational procedures for the new Legislative Services Department, which includes the following divisions: Municipal Law Enforcement, Clerks and Procurement.
3. **Amalgamating Corporate Services:** The Corporate Services Department has been renamed as the Office of the Deputy CAO and now sits under the leadership of the Treasurer and Deputy CAO. This group includes Financial Controllershship and Reporting, Financial Strategy and Planning, Taxation and Revenue, and the Information Technology divisions.

Each of these structural evolutions were made with the intention of enhancing operational effectiveness and service delivery throughout the organization, and ensuring Town staff are best positioned and supported to advance key priorities of the organizational strategic plan.

Organizational Chart



Major Operating Drivers

- Providing timely communication to residents, Mayor and Council through various channels
- Providing leadership and direction for major capital projects
- Providing leadership and support for corporate initiatives
- Strategic business planning, including continuous assessment of new departmental structure to ensure organizational effectiveness
- Maintaining business continuity of essential services

Major Initiatives Planned for 2023

- Facilitating Council and Staff alignment to the 2023-2027 Strategic Plan
- Exploring the development and implementation of a dedicated People Plan
- Coordinating a back-to-basics approach to Municipal Operations across teams
- Conducting service delivery review and resource alignment exercises so as to double-down on the Town's commitment to service excellence



GEORGINA

2023 OPERATING BUDGET

Chief Administrative Officer - Office of the CAO - Budget Details

2023 BASE BUDGET								
	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration								
Revenue								
Misc Revenues	(10,000)	0	0	0	(10,000)	0%	0	23-NI-CAO-01 Department-led Staff Engagement Funding funded by reserve
Provision from Reserve	0	0	0	(50,000)	(50,000)		(50,000)	
Revenue Total	(10,000)	0	0	(50,000)	(60,000)	500%	(50,000)	
Expense								
Salaries and Benefits	363,930	0	0	0	19,750	5%	19,750	Increase in Salaries and Benefits
Staffing Other Direct Expenses	10,500	0	0	0	74,200	707%	74,200	23-NI-CAO-01 Department-led Staff Engagement Funding, reallocation from HR
Consulting Services	56,000	12,000	0	0	75,000	34%	19,000	Increase due to 2 additional directors
Contracted Services	321,280	0	0	(321,280)	0	-100%	(321,280)	Reallocation to Legislative Services and DCAO Departments
Supplies and Maintenance	6,250	0	0	(2,750)	3,500	-44%	(2,750)	
Other Direct Costs	8,000	0	0	8,000	16,000	100%	8,000	Reallocation from Mayor and Council department
Expense Total	765,960	12,000	0	(222,080)	562,880	-27%	(203,080)	
Administration Total	755,960	12,000	0	(272,080)	502,880	-33%	(253,080)	
Grand Total	755,960	12,000	0	(272,080)	502,880	-33%	(253,080)	

Strategic Initiatives

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

- Development and monitoring of the Corporate Strategic Plan
- Organizational business planning
- Continuous improvement program including the shift to online self-serve
- Business retention and expansion
- Tourism promotion
- Special Capital Initiatives (e.g. Multi-use Recreation Complex)
- Customer Service
- Issues management

2022 Success Story

The Towns of Georgina and East Gwillimbury are continuing a partnership with York University's YSpace to deliver a two-year Business Incubator/Accelerator pilot project to support entrepreneurs.

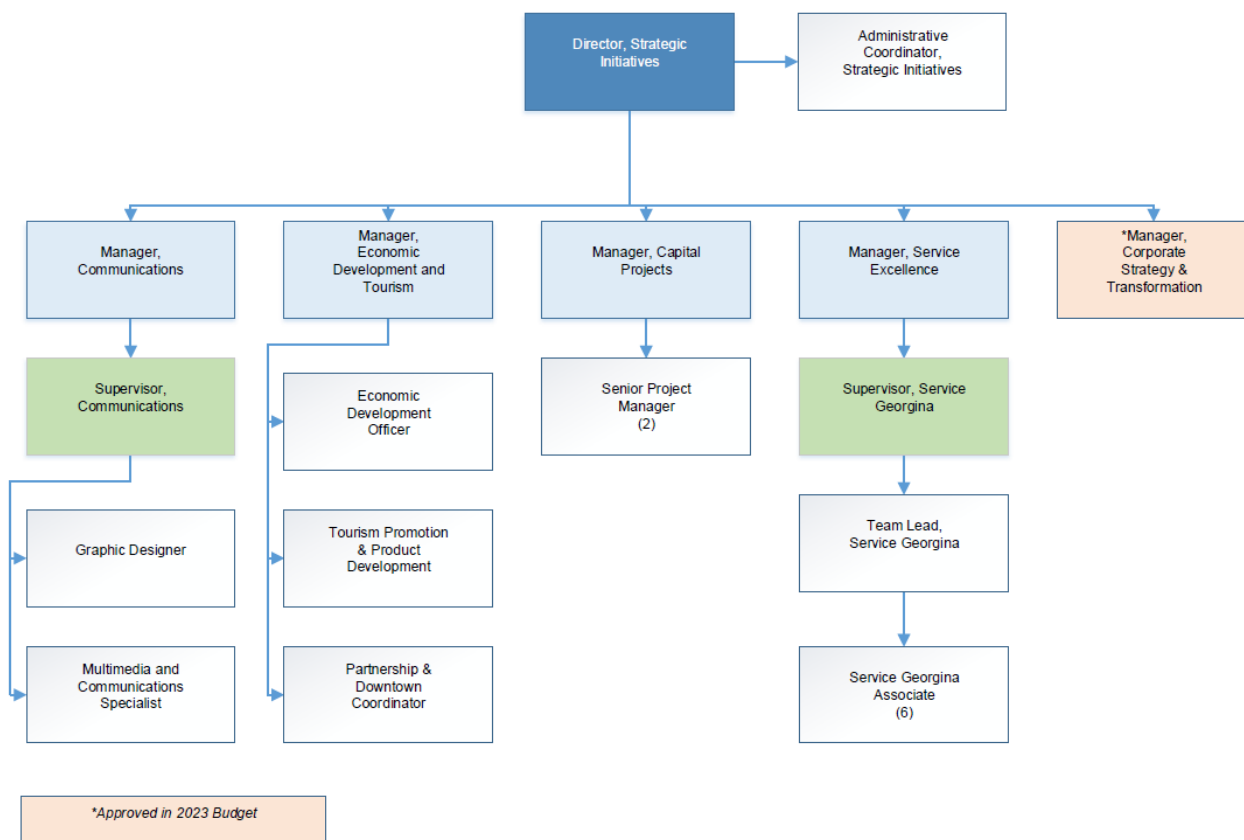


STRATEGIC INITIATIVES

The YSpace Georgina Entrepreneurship Hub located at 1 Market St., Sutton opened to the community in June of 2022. This Business Incubator/Accelerator space helps to remove the barriers to access entrepreneurship and business acceleration for rural communities. The physical space offers entrepreneurs tools like photography for e-commerce and online content creation, internet, laptop availability, video conferencing solutions, collaboration spaces, educational programming and business community resources. York University's YSpace programming connects entrepreneurs with educational courses, workshops, mentorship and one-on-one consultations within our municipality.

The YSpace Georgina Entrepreneurship Hub is supporting and accelerating new and current businesses' economic growth, and encouraging job creation during the recovery phase of the COVID-19 pandemic and beyond.

Organizational Chart



Divisions

- Corporate Communications
- Economic Development and Tourism
- Service Excellence
- Special Capital Initiatives
- Corporate Strategy and Transformation

Major Operating Drivers

- Growing demand and expectation for near real-time communication
- Leveraging available government grant opportunities
- Growing demand for expanded online self-serve
- Inflationary pressures on special capital projects
- Continued need for economic recovery support

Major Initiatives Planned for 2023

- Complete construction of the Multi-use Recreation Complex
- Complete construction of the Pepperlaw Skate Park and Pump Track
- New Corporate Strategic Plan
- New Sustainability Plan
- Economic Development Strategy
- Town Signage Strategy and implementation
- Additional grant application submissions
- Continued expansion of online self-serve and online pay options
- Added customer service options in Sutton



GEORGIA

2023 OPERATING BUDGET

Strategic Initiatives - Department Administration - Budget Details

Administration	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue									
Provision from Reserve	(50,000)	0	0	0	50,000	0	-100%	50,000	Reallocation to Corporate Strategy and Transformation
Revenue Total	(50,000)	0	0	0	50,000	0	-100%	50,000	
Expense									
Salaries and Benefits	294,660	0	0	21,360	0	316,020	7%	21,360	Increase in Salaries and Benefits
Staffing Other Direct Expenses	13,160	0	0	0	(4,020)	9,140	-31%	(4,020)	
Contracted Services	50,000	0	0	0	(50,000)	0	-100%	(50,000)	Reallocation to Corporate Strategy and Transformation
Supplies and Maintenance	250	0	0	0	1,500	1,750	600%	1,500	
Other Direct Costs	100	0	0	0	1,500	1,600	1500%	1,500	
Expense Total	358,170	0	0	21,360	(51,020)	328,510	-8%	(29,660)	
Administration Total	308,170	0	0	21,360	(1,020)	328,510	7%	20,340	
Grand Total	308,170	0	0	21,360	(1,020)	328,510	7%	20,340	

Strategic Initiatives – Communications Division

Information today moves at an incredible pace and comes from a number of sources – online, print, broadcast and social media.

In a world of 24/7 information exchange, the Communications Division needs to be agile and responsive. It works with Council and staff to share information about Town programs, services and events with the public in addition to emergency or crisis situations, 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

1,435* – Monthly eNews subscribers

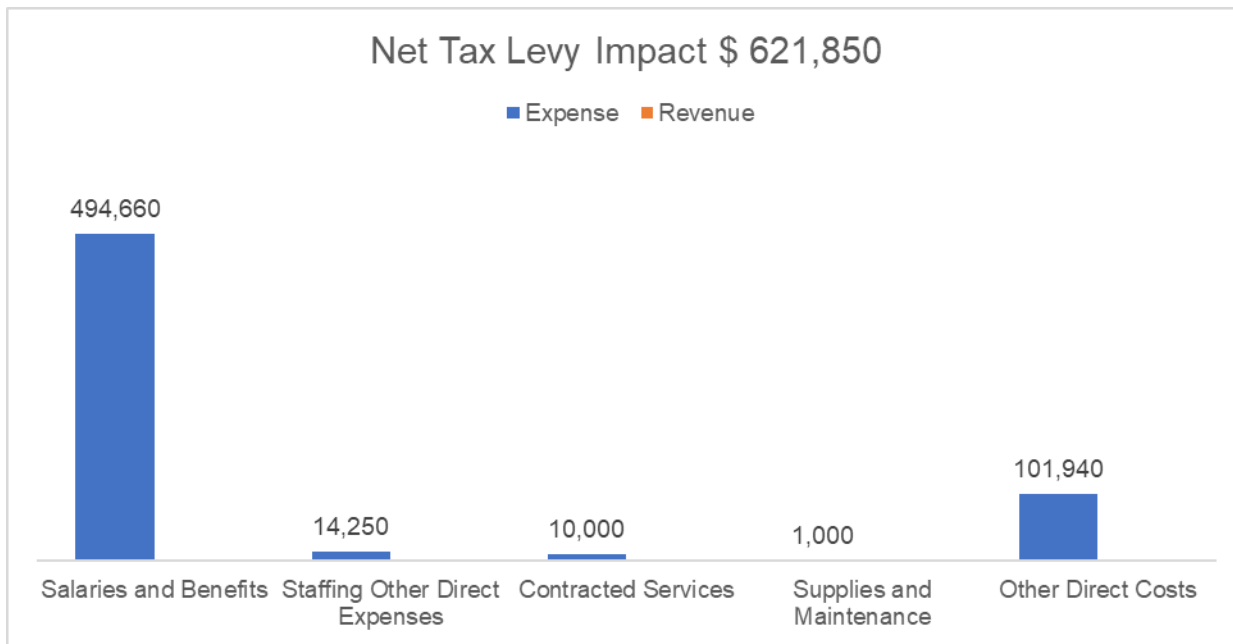
27,900* – Social media followers

38* – Media releases

1,029,380* – Website views

*as of Oct 30, 2022

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- 2021 Community Snapshot
- 2022 major communications campaigns:
 - COVID-19 pandemic
 - 2023 Budget
 - Emerald Ash Borer program
 - Reintroduction of in-person events
 - 2022 Municipal election
 - Winter maintenance campaign
 - Georgina and East Gwillimbury joint fire services review
 - Changes to the bag tag program
 - Public water taps survey
 - Community Services programs and events (including Snofest and Canada Day)
 - Waterfront Parks Master Plan
- Supported Building Georgina projects including the Multi-use Recreation Complex
- Supported various projects:
 - Online parking pass

- Online portal for residents to view tax and water bills
- Records Management

Key Projects for 2023

- Development of an Advertising Policy
- Develop social media dashboard
- Support online self-serve enhancements
- Support recovery phase efforts with COVID-19



GEORGINA

2023 OPERATING BUDGET

Strategic Initiatives - Communications - Budget Details

Administration	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	443,250	0	0	51,410	0	494,660	12%	51,410	Increase in Salaries and Benefits
Staffing Other Direct Expenses	14,250	0	0	0	0	14,250	0%	0	
Contracted Services	10,000	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	1,000	0	0	0	0	1,000	0%	0	
Other Direct Costs	96,940	0	0	5,000	0	101,940	5%	5,000	Increase based on rising advertising cost
Expense Total	565,440	0	0	56,410	0	621,850	10%	56,410	
Administration Total	565,440	0	0	56,410	0	621,850	10%	56,410	
Grand Total	565,440	0	0	56,410	0	621,850	10%	56,410	

Strategic Initiatives – Economic Development and Tourism Division

The Economic Development and Tourism Division is dedicated to helping facilitate economic growth and 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 enhancing the Business Class program to ensure investors are provided or referred to the resources to help make informed decisions, and that the approval processes are streamlined and expedited where possible. Through a partnership with York University's Schulich Program, a study was undertaken to provide valuable insight into building Georgina's tourism brand and will help inform the Town's next Economic and Tourism Action Plan. The Town and Georgina Chamber of Commerce have made progress on the action items contained within the 2020-2023 tourism plan. Job creation and an increase in the non-residential tax base continues to be a focus as earthworks begin and a building permit has been submitted for the first building within the Keswick Business Park. The construction of the first building and marketing campaign being undertaken by Panattoni Group will help build Georgina's brand as a viable option for investment. Staff will continue to place an emphasis on positioning Georgina as a progressive and innovative community. Leveraging the efforts of York University's YSpace, Georgina has opened an entrepreneurship hub in Sutton. It will be a resource and provide co-working spaces for program participants and referrals to the community organizations that provide employment related services and training.

72 – Entrepreneurs received free training through the Business Bounce Back program

\$50,000 – Grant funding provided to community organizations to re-start events post pandemic

\$276,000 – To support tourism revitalization efforts in three BIA's

3,000 – Followers across two Economic Development and Tourism social platforms

Services provided by the Economic Development and Tourism Division:

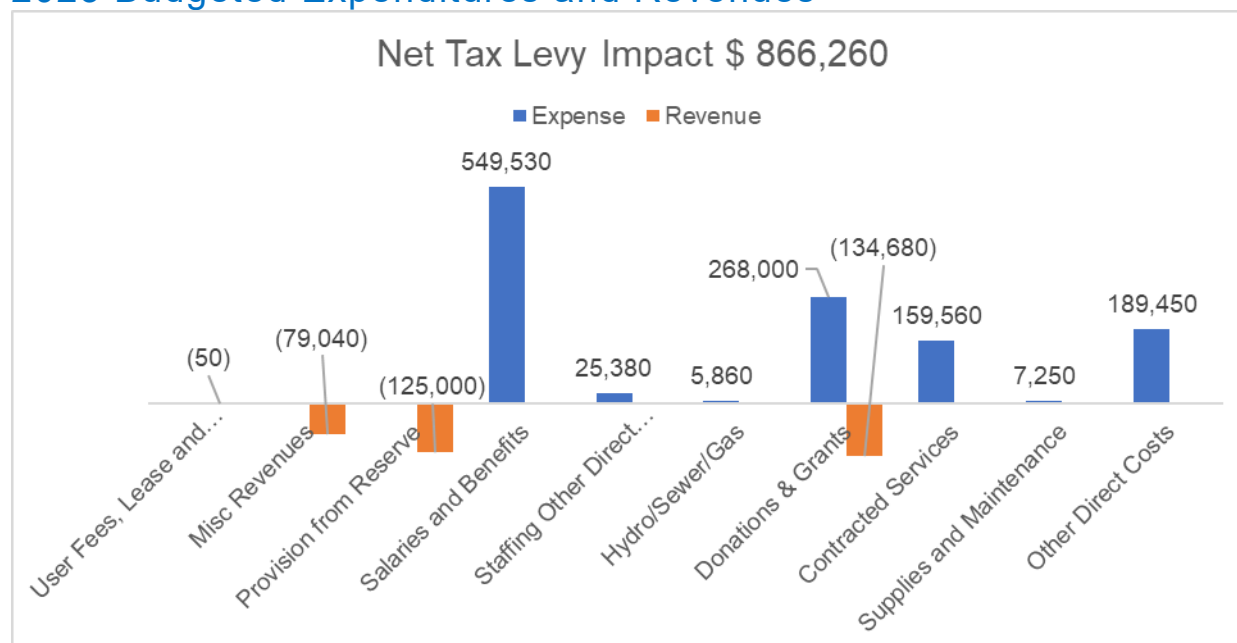
- Community Improvement Plan Grant Programs to support façade, heritage, and accessibility and landscape enhancements in Business Improvement Areas (BIA's)
- Supports investment with the Development Application Fee Rebate Program
- Promotes tourism visitation through Town led events and support via marketing and Economic Development and Community Betterment Grants to local festival/event organizers



STRATEGIC INITIATIVES – ECONOMIC DEVELOPMENT AND TOURISM DIVISION

- Provides support for expansion plans and schedules one-on-one business consultations and referrals to external agencies that provide training, funding and business services
- Promote visitation with a focus on leveraging tourism spending through the preparation of the Discover Georgina Guide and use of online and traditional marketing campaigns
- Supports investors wanting to locate in Georgina, including assistance with site selection and maintains an online registry of properties that are currently for sale
- Support of agricultural sector with signature Field to Table event and Grown in Georgina campaign
- Provides support and assistance to the BIA's with respect to marketing efforts, events and beautification projects
- Operates the Entrepreneurship Hub at 1 Market St. in Sutton, and in collaboration with York University's YSpace, provides programming and co-working space for entrepreneurs
- Responds to the evolving economic climate with the assistance of partner organizations
- Collaborates with York Region on various initiatives (Broadband, Community Action Table, York Region Agricultural Strategy)

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Completed Business Bounce Back Program in partnership with YSpace and Town of East Gwillimbury and provided training to 72 entrepreneurs



- Developed of an entrepreneurship hub at 1 Market St. in collaboration with YSpace and East Gwillimbury, and obtained grant funding to expand entrepreneurship training to all business sectors
- Production of investment and tourism videos and expanded “Choose Georgina” marketing campaign
- Hired contract staff resource to assist with marketing and promotions to support economic recovery, downtown revitalization and enhanced marketing efforts, and through this was able to secure \$300,000 of grant funding through Central Counties Tourism to enhance tourism experience in BIA’s
- Completion of Streetscape Design Manual to inform future road projects and streetscape enhancements
- Enhanced design of Discover Georgina Guide to highlight waterway assets and opportunities
- Expansion of “Georgina Made” directory and campaign to support and spotlight more than 60 small businesses
- Hosted of Canadian’s Rural & Remote Broadband Community Conference (CRRBC) September 2022 with 165 delegates
- Development of Community and Tourism Wayfinding Signage Strategy
- Gained 532 new targeted followers with a total of 3,000 followers and online ads have had 1.5M impressions

Key Projects for 2023

- Preparation and implementation of the Economic Development and Tourism Strategy and Action Plan to strengthen Georgina’s brand
- Review of existing grant and rebate programs to determine how best to support business in the coming years including a focus on the rural and agricultural economy in collaborating with York Region’s Agricultural Strategy
- Focus on in-person business visitations
- Complete installation of streetscape enhancements to enhance tourism experience in BIA’s
- Update Signage Guidelines and implementation of 10 to 15 signs throughout the community
- Continue efforts to support collaborations with Pefferlaw merchants, and expansion of Sutton and Jackson’s Point BIA

- Focus on joint investment attraction and joint marketing initiatives to promote the 404 Logistics Park and balance of Keswick Business Park lands
- Strengthen partnerships with private tourism stakeholders and event organizers to increase overnight stays and promote local spending
- Formalize a Filming in Georgina Program with a revenue stream
- Work with Community Services on the development of the Waterfront Parks Master Plan with respect to opportunities to generate additional spending in the local community and to develop business opportunities at the waterfront parks



GEORGINA

2023 OPERATING BUDGET

Strategic Initiatives - Economic Development - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees, Lease and Rental	(50)	0	0	0	0	(50)	0%	0	
Revenue Total	(50)	0	0	0	0	(50)	0%	0	
Expense									
Salaries and Benefits	427,160	0	0	21,110	0	448,270	5%	21,110	Increase in Salaries and Benefits
Staffing Other Direct Expenses	13,500	0	3,000	0	6,000	22,500	67%	9,000	Cost Reallocation from Other Direct Costs
Supplies and Maintenance	3,000	0	0	0	0	3,000	0%	0	
Other Direct Costs	82,490	5,000	0	4,000	(6,490)	85,000	3%	2,510	
Expense Total	526,150	5,000	3,000	25,110	(490)	558,770	6%	32,620	
Administration Total	526,100	5,000	3,000	25,110	(490)	558,720	6%	32,620	
Business Incubator-YSpace									
Revenue									
Donations & Grants	0	0	0	0	(134,680)	(134,680)		(134,680)	
Misc Revenues	0	0	0	0	(78,560)	(78,560)		(78,560)	
Revenue Total	0	0	0	0	(213,240)	(213,240)		(213,240)	Resolution No C-2021-0028, Yspace
Expense									
Salaries and Benefits	0	0	0	0	94,500	94,500		94,500	
Staffing Other Direct Expenses	0	0	0	0	2,880	2,880		2,880	
Contracted Services	0	0	0	0	9,060	9,060		9,060	
Hydro/Sewer/Gas	0	0	0	0	5,100	5,100		5,100	
Supplies and Maintenance	0	0	0	0	4,250	4,250		4,250	
Other Direct Costs	0	0	0	0	97,450	97,450		97,450	
Expense Total	0	0	0	0	213,240	213,240		213,240	Resolution No C-2021-0028, Yspace
Business Incubator-YSpace Total	0	0	0	0	0	0		0	
Economic Development Committee									
Expense									
Salaries and Benefits	4,500	0	0	0	0	4,500	0%	0	
Other Direct Costs	5,500	0	0	0	0	5,500	0%	0	
Expense Total	10,000	0	0	0	0	10,000	0%	0	
Economic Development Committee Total	10,000	0	0	0	0	10,000	0%	0	
Georgina Chamber of Commerce									
Revenue									
Misc Revenues	(480)	0	0	0	0	(480)	0%	0	
Revenue Total	(480)	0	0	0	0	(480)	0%	0	
Expense									
Contracted Services	83,500	0	0	0	0	83,500	0%	0	
Hydro/Sewer/Gas	760	0	0	0	0	760	0%	0	
Expense Total	84,260	0	0	0	0	84,260	0%	0	
Georgina Chamber of Commerce Total	83,780	0	0	0	0	83,780	0%	0	



GEORGINA

2023 OPERATING BUDGET

Strategic Initiatives - Economic Development - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Georgina Trades Training Inc									
Expense									
Donations & Grants	50,000	0	0	0	0	50,000	0%	0	
Expense Total	50,000	0	0	0	0	50,000	0%	0	
Georgina Trades Training Inc Total	50,000	0	0	0	0	50,000	0%	0	
Grants and Sponsorships									
Revenue									
Provision from Reserve	(100,000)	0	(25,000)	0	0	(125,000)	25%	(25,000)	Funding Georgina Food Pantry
Revenue Total	(100,000)	0	(25,000)	0	0	(125,000)	25%	(25,000)	
Expense									
Donations & Grants	223,000	0	25,000	0	(30,000)	218,000	-2%	(5,000)	Increase for Georgina Food Pantry and connect to Innovate Fund Grant
Expense Total	223,000	0	25,000	0	(30,000)	218,000	-2%	(5,000)	
Grants and Sponsorships Total	123,000	0	0	0	(30,000)	93,000	-24%	(30,000)	
Streetscaping									
Expense									
Contracted Services	67,000	0	0	0	0	67,000	0%	0	
Expense Total	67,000	0	0	0	0	67,000	0%	0	
Streetscaping Total	67,000	0	0	0	0	67,000	0%	0	
Waterways Committee									
Expense									
Salaries and Benefits	4,500	0	0	0	(2,240)	2,260	-50%	(2,240)	
Other Direct Costs	1,500	0	0	0	0	1,500	0%	0	
Expense Total	6,000	0	0	0	(2,240)	3,760	-37%	(2,240)	
Waterways Committee Total	6,000	0	0	0	(2,240)	3,760	-37%	(2,240)	
Grand Total	865,880	5,000	3,000	25,110	(32,730)	866,260	0%	380	

Strategic Initiatives – Service Excellence

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

Services provided by the Service Excellence Division include:

- “One window” approach in the initiation and follow up of front-line, delivery related to various Town services and client requests
- Management of escalated client requests and follow up
- Support for all Departmental Public Service Requests
- Internal communication channel for Departmental emergencies
- Mail Services for the Town (shipping and receiving)
- Bag Tag Distribution and Order Taking
- E-waste recycling and community garage sale events
- Parking Pass queries and distribution
- GFL tracking and follow up; bin orders for clients
- Water sampling bottle distribution

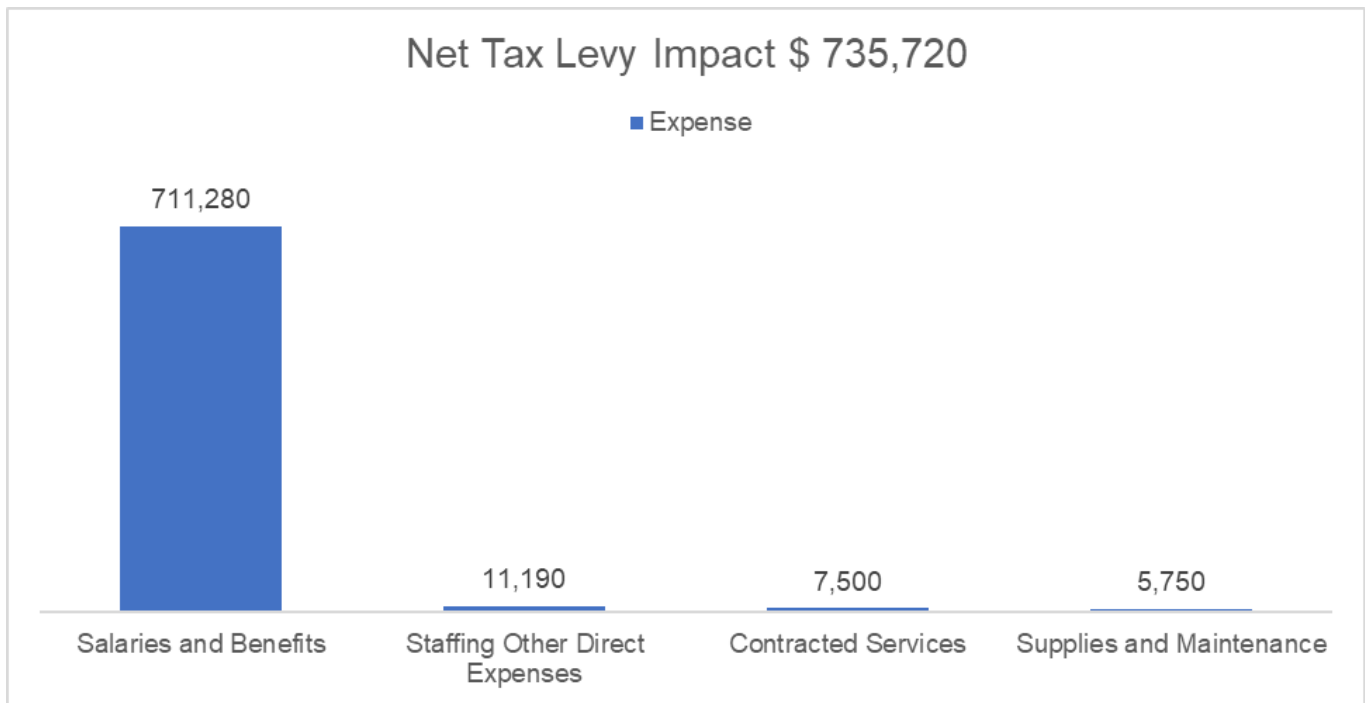
45,101 – Total calls received to Service Georgina

2,135 – Public service requests processed

23,829 – Bag tags sold

1,553 – Large item tags sold

2023 Budgeted expenditures and revenues



2022 Accomplishments

- The Civic Centre reopened for in-person service delivery and the Town made significant enhancements that enable clients to contact the Town through the channel that is most convenient for them.
- Improvements were made to the Town's phone system to support business continuity and service delivery.
- The Town introduced an automated messaging system, direct extensions to frequently requested service areas, and soft-phone functionality in support of the Town's flexible work arrangements policy.
- The new online chat feature and the expansion of the Recycle Coach app to include a 'request a service' option makes contacting the Town for requests for service easier than ever.
- The Town also prepared a Service Delivery Action Plan, which outlines activities to be undertaken over the next two years to continue efforts of making Town service digital, multi-facility and led by a culture of service excellence.

Key Projects for 2023

- Expansion of Chat Bot feature to live Associate
- Develop service point for the Multi-use Recreation Complex (MURC)



GEORGIA

2023 OPERATING BUDGET

Strategic Initiatives - Service Excellence - Budget Details

		2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
	Salaries and Benefits	532,040	0	0	225,760	(46,520)	711,280	34%	179,240	Reorganization, reallocation to water and wastewater division, increase in salaries and benefits
	Staffing Other Direct Expenses	6,270	0	0	0	4,920	11,190	78%	4,920	
	Contracted Services	7,500	0	0	0	0	7,500	0%	0	
	Supplies and Maintenance	4,750	0	0	0	1,000	5,750	21%	1,000	
	Expense Total	550,560	0	0	225,760	(40,600)	735,720	34%	185,160	
	Administration Total	550,560	0	0	225,760	(40,600)	735,720	34%	185,160	
	Grand Total	550,560	0	0	225,760	(40,600)	735,720	34%	185,160	

Strategic Initiatives – Capital Projects

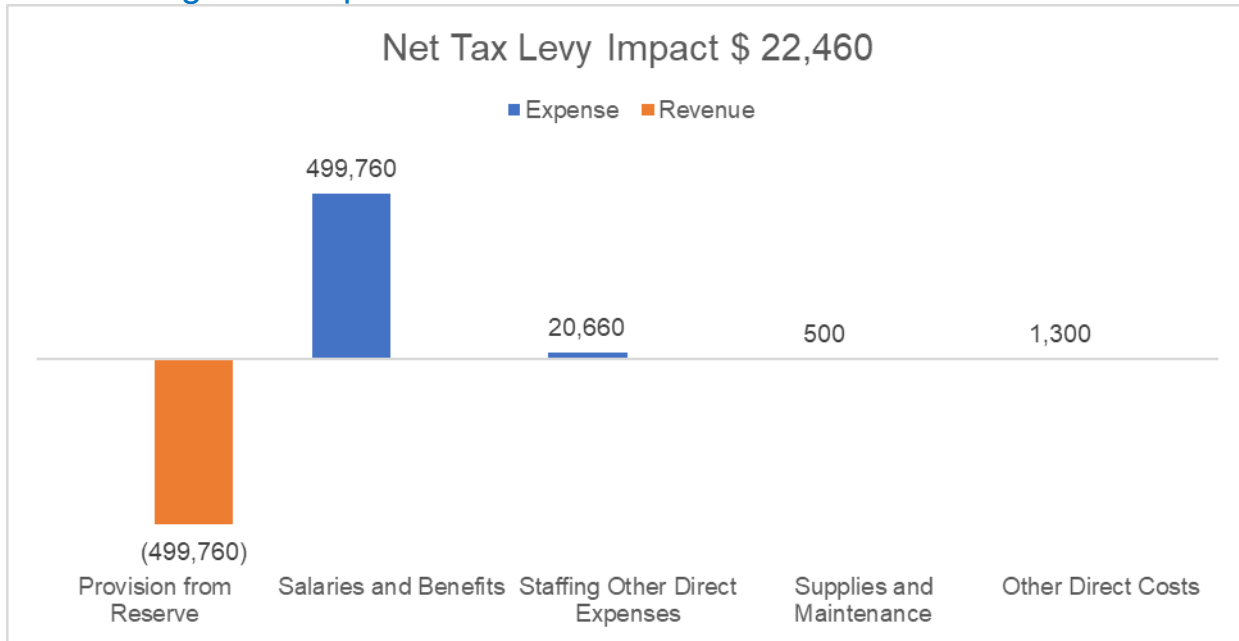
The Capital Projects division works to establish a project governance framework for a structured approach to plan, support and govern major capital projects for the Town. This includes everything from the new Multi-use Recreation Complex and replacement Civic Centre to upgrades at the Link and Georgina Pioneer Village. The project planning involves various stakeholders such as team members, project managers, project sponsors and more. All deliverables by this group are meant to ensure Council makes informed decisions based on:

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

\$83M – Total projects budget

25 – Total number of programs and projects completed and ongoing

2023 Budgeted Expenditures and Revenue



2022 Accomplishments

- Multi-use Recreation Complex (MURC) construction began
- Egypt Yard construction to be completed
- Link parking project construction and hand over completed
- Completion of the Georgina Pioneer Village schoolhouse project
- Number of Building Condition Assessment Projects (BCA) in design and/or completed including flooring replacement at Georgina Leisure Pool and oil tank replacement at the Annex

Key Projects for 2023

- MURC construction anticipated completion
- Replacement Georgina Civic Centre anticipated design
- Pefferlaw amenities project design and construction
- Uptown Keswick Parkette construction to be completed
- Georgina town-wide cemeteries assessment and master planning
- Number of BCA projects to be designed and/or completed including multiple generators replacement program



GEORGIA

2023 OPERATING BUDGET

Strategic Initiatives - Capital Projects - Budget Details

Administration	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue									
Provision from Reserve	(427,000)	0	0	(72,760)	0	(499,760)	17%	(72,760)	To fund project managers' salary increases
Revenue Total	(427,000)	0	0	(72,760)	0	(499,760)	17%	(72,760)	
Expense									
Salaries and Benefits	433,270	0	0	66,490	0	499,760	15%	66,490	Increase in Salaries and Benefits
Staffing Other Direct Expenses	5,660	0	0	3,000	12,000	20,660	265%	15,000	Increase in travel and mileages based on actuals
Supplies and Maintenance	0	0	0	0	500	500		500	
Other Direct Costs	0	0	0	0	1,300	1,300		1,300	
Expense Total	438,930	0	0	69,490	13,800	522,220	19%	83,290	
Administration Total	11,930	0	0	(3,270)	13,800	22,460	88%	10,530	
Grand Total	11,930	0	0	(3,270)	13,800	22,460	88%	10,530	

Strategic Initiatives – Corporate Strategy and Transformation Division

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

Services provided by the Strategy Division include:

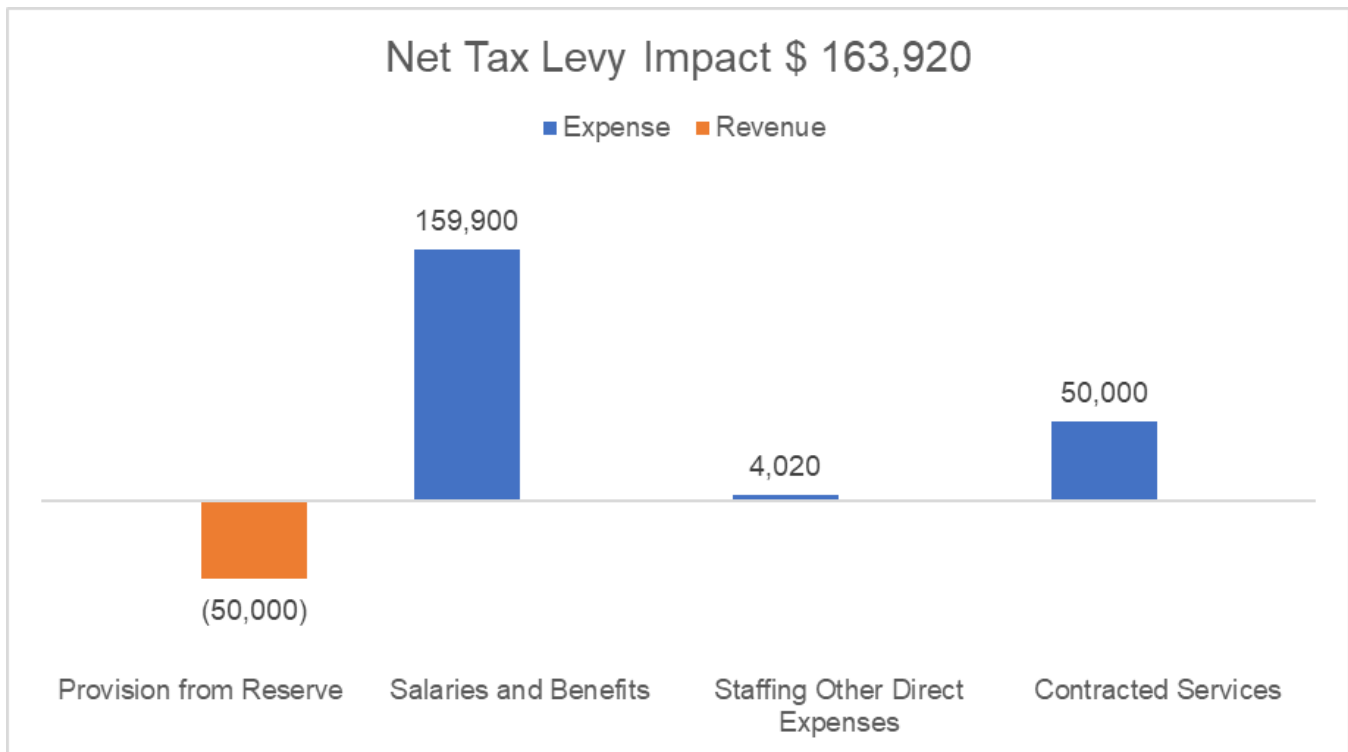
- Corporate Strategy and Business Planning
- Modernization and Continuous Improvement Program
- Grant funding program
- Business Continuity Planning
- Corporate Sustainability Plan
- Corporate project leadership and support

\$2M – Competitive grants received across multiple applications

Now live: 20+ forms and corresponding processes

Total online applications received 12,718+

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- In 2022, the Town has received more than \$2M in competitive grants across multiple applications
- 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 and online chat
- Commencement of the 2023-2027 Corporate Strategic Plan development
- Commencement of the Corporate Sustainability Plan development
- Providing project support and leadership for a Joint Fire Services Assessment in collaboration with the Town of East Gwillimbury is in progress. This project is intended to explore the question as to a desired state for Georgina and East Gwillimbury Fire and Emergency Services: would both communities be better served by a consolidated composite department servicing both Towns or modernized composite departments for each municipality

Key Projects for 2023

- Continue modernization of services – expansion of online self-serve options
- Continue pursuing senior level government grant funding
- Finalize the new 2023-2027 Corporate Strategic Plan and begin implementation
- Finalize the Corporate Sustainability Plan and begin implementation
- Finalize the Joint Fire Services Assessment in collaboration with the Town of East Gwillimbury



GEORGINA

2023 OPERATING BUDGET

Strategic Initiatives - Corporate Strategy and Transformation - Budget Details

Administration	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue									
Provision from Reserve	0	0	0	0	(50,000)	(50,000)		(50,000)	Transfer from Strategic Initiative Director
Revenue Total	0	0	0	0	(50,000)	(50,000)		(50,000)	
Expense									
Salaries and Benefits	0	0	159,900	0	0	159,900		159,900	23-SI-SI-01 Manager, Corporate Strategy & Transformation
Staffing Other Direct Expenses	0	0	0	0	4,020	4,020		4,020	
Contracted Services	0	0	0	0	50,000	50,000		50,000	Transfer from Strategic Initiative Director
Expense Total	0	0	159,900	0	54,020	213,920		213,920	
Administration Total	0	0	159,900	0	4,020	163,920		163,920	
Grand Total	0	0	159,900	0	4,020	163,920		163,920	

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.

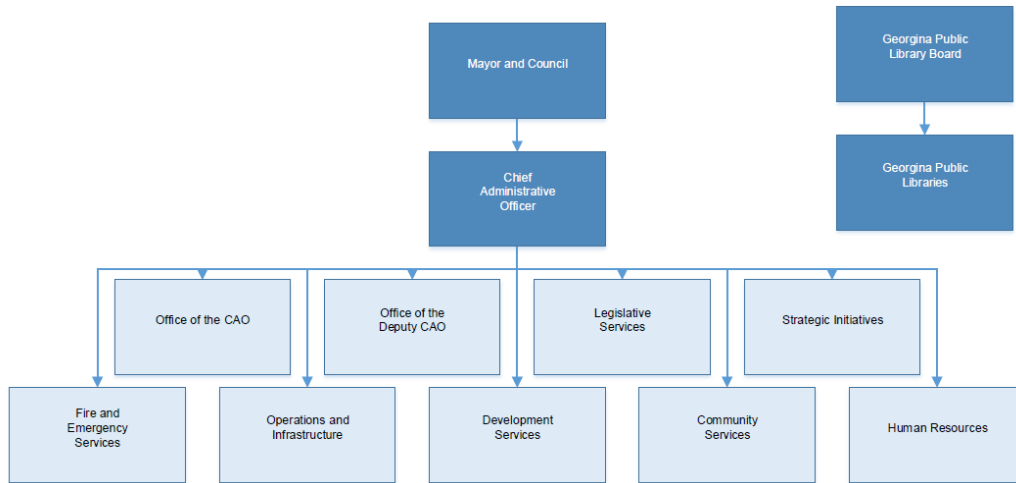
The Mayor and Regional Councillor represent the interests of all Georgina residents at the regional level in addition to the municipal level.

New Council and updated Strategic Plan

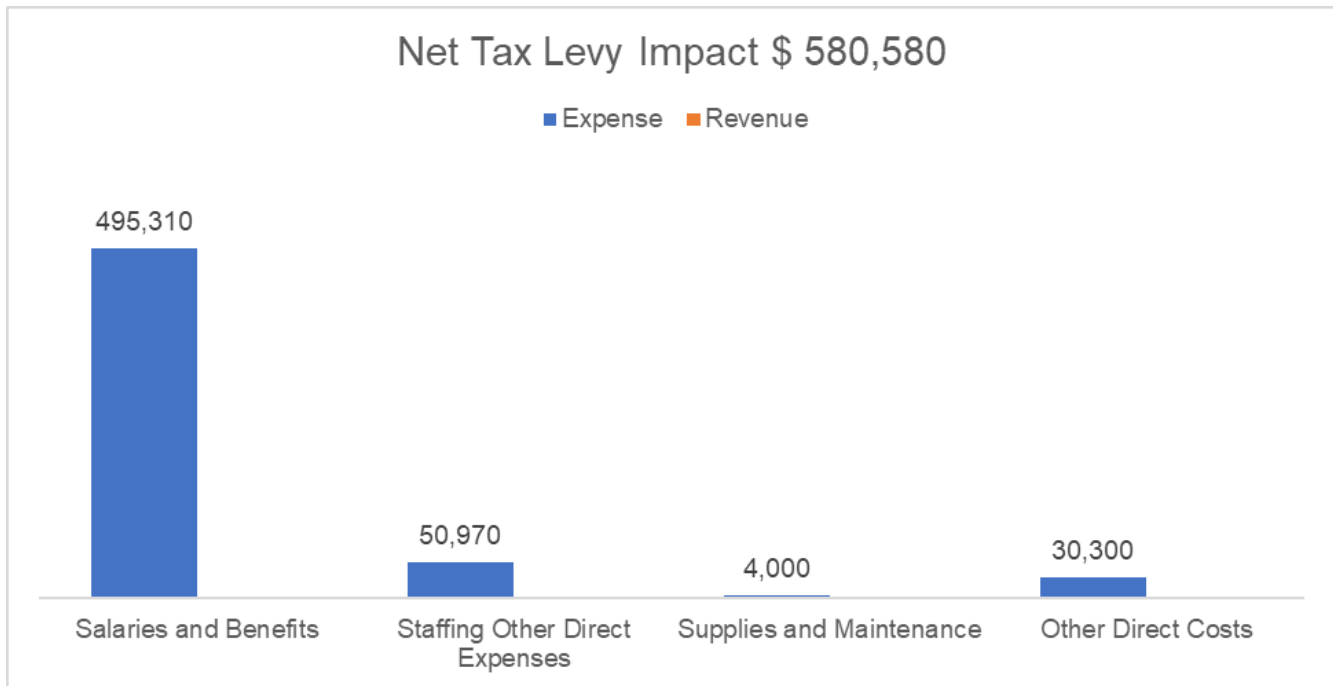
To align with the new term of Council, the Strategic Plan is being updated. The strategic plan, first adopted in 2016, outlines the collective focus of Council for its term of office. Combined with the Town's Official Plan and sub-strategies, it functions as a critical and overarching document that guides decisions, priorities and activities at the Town. The 2023 – 2027 Strategic Plan will be a culmination of ideas, different perspectives and strategic thinking. The plan will engage the community, embrace opportunities, identify challenges and leverage assets to help the community grow.

There are many things that set Georgina apart from other communities including its rich cultural heritage, access to Lake Simcoe, proximity to the Greater Toronto Area, and the balance of rural and urban lifestyle. Working together, Council will build on these strengths in planning for the future.

Organizational Chart



2023 Budgeted Expenditures and Revenues





GEORGINA

2023 OPERATING BUDGET

Department of the Mayor and Council - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Mayor and Council									
Expense									
Salaries and Benefits	403,200		0	92,110	0	495,310	23%	92,110	Increase in Salaries and Benefits
Staffing Other Direct Expenses	50,970		0	0	0	50,970	0%	0	
Supplies and Maintenance	4,000		0	0	0	4,000	0%	0	
Other Direct Costs	32,300		0	0	(2,000)	30,300	-6%	(2,000)	
Expense Total	490,470		0	92,110	(2,000)	580,580	18%	90,110	
Mayor and Council Total	490,470	0	0	92,110	(2,000)	580,580	18%	90,110	
Grand Total	490,470	0	0	92,110	(2,000)	580,580	18%	90,110	

Georgina Public Library

Georgina Public Library (GPL) 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.

Georgina Public Library provides services including:

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

12,000+ – Active Library Users

15,000+ – Library visits per month

200,000+ – Items borrowed

12,000+ – Program attendees

Success story – Return to in-person programming

In the spring of 2022, GPL was finally able to start returning to in-person programming. GPL programs have always been popular with Georgina residents, ranging from Babytime and ukulele circle to book clubs and family storytime. We offered programming virtually throughout the pandemic, but a return to in-person programs has been long awaited by both residents and library staff. Here are a few highlights of in-person programs and events in 2022:



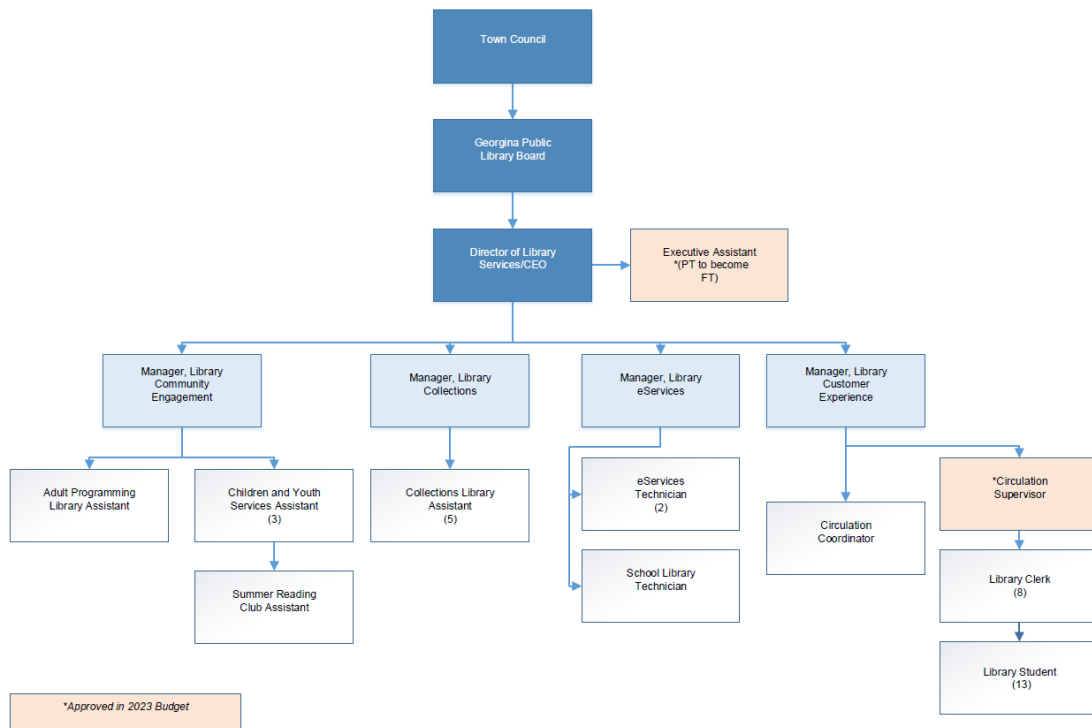
Our Summer Reading and Learning Club launch party saw many residents enjoying stories, games, and balloon-twisting by Minerva's Creations.

We partnered with Chippewas of Georgina Island to host an event in recognition of National Day for Truth and Reconciliation at GPL on Saturday, Oct. 1. Participants enjoyed cultural teachings from Jake Charles (Na-nock-ashee) from First Nation Cultural Tours.

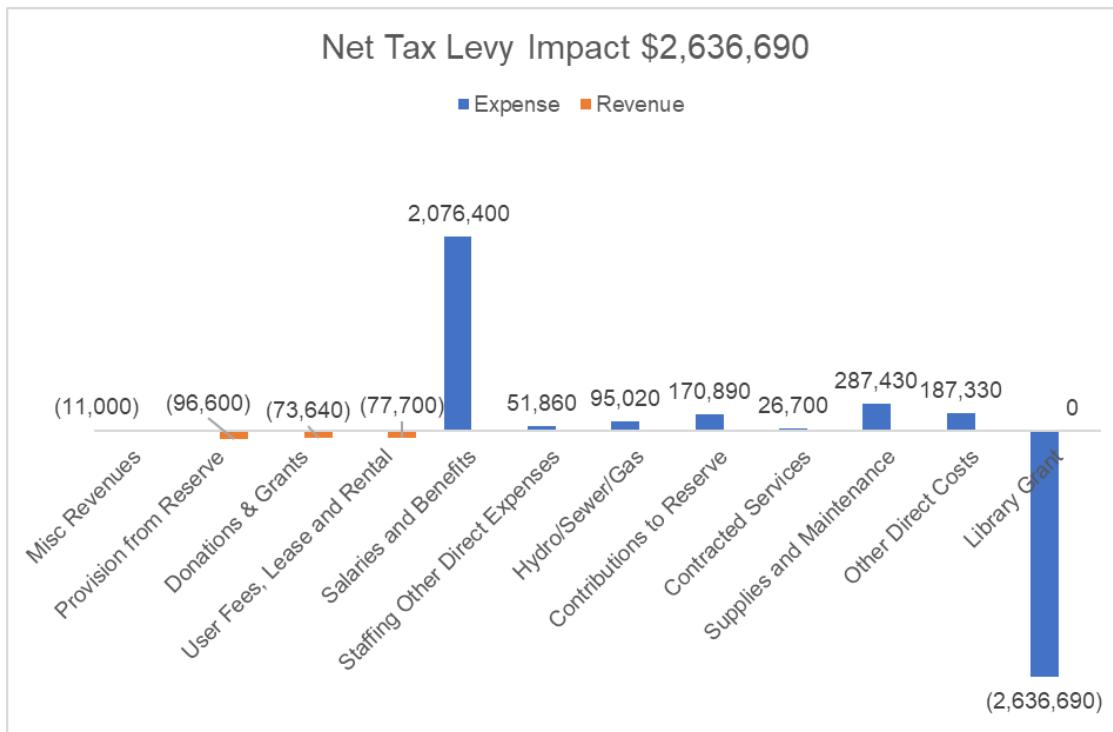


We hosted hockey night at GPL in partnership with the Georgina Ice hockey team showcasing local author Jocelyn Watkinson's book "The Three Canadian Pigs: A Hockey Story." Nearly 100 residents came out to enjoy this event.

Organizational Chart



2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- Returned to full (pre-pandemic) operating hours as of June 25, 2022
- Offered Grab and Go service to augment curbside pickup during physical library closures
- Returned to in-person programming for the majority of programs

Major Operating Drivers

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

Major Initiatives Planned for 2023

- Launch of Georgina Public Library's new Strategic Plan
- Increasing community outreach and connections with local non-profits
- Roll out of Office 365 for all staff



GEORGIA

2023 OPERATING BUDGET

Library - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/RELATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Donations & Grants	(71,840)	0	0	0	0	(71,840)	0%	0	
Provision from Reserve	0	0	0	0	(86,600)	(86,600)		(86,600)	23-SI-LI-02, Circulation Supervisor
Revenue Total	(71,840)	0	0	0	(86,600)	(158,440)	121%	(86,600)	
Expense									
Salaries and Benefits	4,800	0	0	0	0	4,800	0%	0	
Staffing Other Direct Expenses	25,350	0	0	0	0	25,350	0%	0	
Contracted Services	2,700	0	0	0	0	2,700	0%	0	
Contributions to Reserve	158,240	0	0	0	12,650	170,890	8%	12,650	Increase in capital reserve
Library Grant	(2,530,040)	0	0	0	(106,650)	(2,636,690)	4%	(106,650)	Town grant to fund current year's cost
Supplies and Maintenance	16,500	0	0	0	(1,500)	15,000	-9%	(1,500)	pressure
Other Direct Costs	94,900	0	0	18,380	(3,200)	110,080	16%	15,180	Increase in IT programming fee, insurance premium, additional adult programs
Expense Total	(2,227,550)	0	0	18,380	(98,700)	(2,307,870)	4%	(80,320)	
Administration Total	(2,299,390)	0	0	18,380	(185,300)	(2,466,310)	7%	(166,920)	
Keswick Library									
Revenue									
Donations & Grants	(1,500)	0	0	0	0	(1,500)	0%	0	
Misc Revenues	(17,700)	0	0	0	10,200	(7,500)	-58%	10,200	Decrease in fines collection
Provision from Reserve	0	0	0	0	(2,560)	(2,560)		(2,560)	
User Fees, Lease and Rental	(13,300)	0	0	0	0	(13,300)	0%	0	
Revenue Total	(32,500)	0	0	0	7,640	(24,860)	-24%	7,640	
Expense									
Salaries and Benefits	1,246,400	86,600	0	(7,020)	1,500	1,327,480	7%	81,080	23-SI-LI-01 Executive Assistant, increase in salaries and benefits
Staffing Other Direct Expenses	19,800	0	0	0	(2,590)	17,210	-13%	(2,590)	
Contracted Services	24,300	0	0	0	(300)	24,000	-1%	(300)	
Hydro/Sewer/Gas	85,330	0	0	0	0	85,330	0%	0	
Supplies and Maintenance	212,610	0	0	0	0	212,610	0%	0	
Other Direct Costs	6,380	0	0	0	100	6,480	2%	100	
Expense Total	1,594,820	86,600	0	(7,020)	(1,290)	1,673,110	5%	78,290	
Keswick Library Total	1,562,320	86,600	0	(7,020)	6,350	1,648,250	6%	85,930	
Pefferlaw Library									
Revenue									
Misc Revenues	(1,000)	0	0	0	0	(1,000)	0%	0	



GEORGINA

2023 OPERATING BUDGET

Library - Budget Details

2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/I RELATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Provision from Reserve		0	0	0	(6,200)		(6,200)	Draw from reserve to fund facility
User Fees, Lease and Rental	(1,500)	0	0	0	(1,500)	0%	0	
Revenue Total	(2,500)	0	0	0	(6,200)	248%	(6,200)	
Expense								
Salaries and Benefits	253,790	0	2,150	0	255,940	1%	2,150	
Staffing Other Direct Expenses	5,760	0	500	(2,160)	4,100	-29%	(1,660)	
Hydro/Sewer/Gas	9,690	0	0	0	9,690	0%	0	
Supplies and Maintenance	23,970	0	0	5,500	29,470	23%	5,500	Increase based on actuals
Other Direct Costs	16,210	0	0	(2,670)	13,540	-16%	(2,670)	
Expense Total	309,420	0	2,650	670	312,740	1%	3,320	
Pefferlaw Library Total	306,920	0	2,650	(5,530)	304,040	-1%	(2,880)	
Sutton Library								
Revenue								
Donations & Grants	(300)	0	0	0	(300)	0%	0	
Misc Revenues	(6,400)	0	0	3,900	(2,500)	-61%	3,900	
Provision from Reserve		0	0	(1,240)	(1,240)		(1,240)	
User Fees, Lease and Rental	(62,900)	0	0	0	(62,900)	0%	0	
Revenue Total	(69,600)	0	0	2,660	(66,940)	-4%	2,660	
Expense								
Salaries and Benefits	408,880	0	79,300	0	488,180	19%	79,300	Increase in Salaries and Benefits
Staffing Other Direct Expenses	4,480	0	0	720	5,200	16%	720	
Supplies and Maintenance	30,350	0	0	0	30,350	0%	0	
Other Direct Costs	56,040	0	0	1,190	57,230	2%	1,190	
Expense Total	499,750	0	79,300	1,910	580,960	16%	81,210	
Sutton Library Total	430,150	0	79,300	4,570	514,020	19%	83,870	
Grand Total	0	86,600	0	(179,910)	0		0	



GEORGINA

10 YEAR CAPITAL PLAN

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

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures											
Annual Programming											
Streetlight Retrofit	150,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	420,000
Minor Capital Concrete	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
Pavement Management - Program Delivery	4,000,000	4,500,000	5,000,000	5,500,000	6,000,000	6,500,000	7,000,000	7,500,000	8,000,000	8,500,000	62,500,000
OSIM rehabilitation	135,000		150,000		150,000		150,000		150,000		735,000
Retention Ponds - Repair & Replacement			180,000	170,000	180,000	190,000	200,000	210,000	220,000	230,000	1,580,000
Stormwater - Minor	250,000	275,000	300,000	325,000	350,000	375,000	400,000	425,000	450,000	475,000	3,625,000
Stormwater - Major	200,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	600,000	650,000	4,450,000
Stormwater Discrete		150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
Storm Sewer System Maintenance		160,000	180,000	200,000	220,000	240,000	260,000	280,000	300,000	320,000	2,160,000
Condition Assessments											
Pavement Management	75,000		80,000		85,000		90,000		95,000		425,000
Bi-annual OSIM Inspection & Bridge Assessment		24,000		24,000		24,000		24,000		24,000	120,000
Linear Storm (urban) Condition Assessment		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
Streetlight Condition Assessment			40,000					45,000			85,000
Road Crossing Culverts (<3 m in dia.)		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
Hedge Road Bank monitoring		15,000	15,000	15,000	15,000	15,000					75,000
Fleet											
VERS strategy	2,439,000	1,700,000	2,100,000	2,100,000	1,900,000	1,600,000	2,100,000	1,200,000	2,400,000	2,500,000	20,039,000
New Capital											
Forestry											
EAB program	2,500,000										2,500,000
Roads											
School Zone Pavement Marking and sign upgrades	75,000		30,000		30,000		30,000		30,000		195,000
Udora Detailed Design (Phase 2)		600,000									600,000
Udora Construction, Contract Admin and Inspection			2,000,000		2,000,000		2,000,000				6,000,000
High Street Detailed Design	400,000										400,000
High Street Construction		2,000,000									2,000,000
Pollock Road Construction		1,300,000									1,300,000
Active Transportation - Planning and Construction		50,000		75,000		75,000		75,000		75,000	350,000
Alice Avenue design			250,000								250,000
Bridges											
Old Shiloh Design		400,000									400,000
Old Shiloh Construction			1,800,000								1,800,000
Main Street Condition Assessment/Dam Safety		100,000									100,000
Pefferlaw Dam Repairs - Estimated increases		300,000									300,000
Hedge Road (A2)	400,000										400,000
Hedge Road Phase B works			3,000,000								3,000,000
Mossington Bridge enhancement – Pedestrian access		700,000									700,000
Fleet											
Diagnostic Tooling, hoist and Hardware	42,000										42,000
H&S facility needs - Belhaven (potable water, Eye wash, shower)	35,000										35,000
Facility Storage											
Roads Material Storage Building		350,000									350,000
Total Non-Growth Related Expenditures	10,776,000	13,094,000	15,675,000	9,029,000	11,600,000	9,739,000	13,000,000	10,579,000	12,515,000	13,244,000	119,251,000



GEORGINA

10 YEAR CAPITAL PLAN
Operations Infrastructure (Department Administration, Asset Management and Technical Services, Operations, Fleet Services and Capital Projects)

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Growth Related Expenditures											
Tandem Axle Dump Truck			273,000								273,000
Crew Cab			67,000								67,000
Service Truck		100,000									100,000
Total Growth Related Expenditures	-	100,000	340,000	-	-	-	-	-	-	-	440,000
Total Annual Capital Expenditures	10,776,000	13,194,000	16,015,000	9,029,000	11,600,000	9,739,000	13,000,000	10,579,000	12,515,000	13,244,000	119,691,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded		8,412,710	7,893,710	6,247,710	6,818,710	6,957,710	8,218,710	7,797,710	9,733,710	10,462,710	78,919,390
Reserve Funds - Canada Community Building Fund	6,376,000	1,900,000	5,000,000	-	2,000,000	-	2,000,000	-	-	-	11,300,000
Debtenture - Tax Funded	400,000										
Grants	4,000,000	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	29,031,610
Other Revenue											-
Total Non-Growth Related Funding	10,776,000	13,094,000	15,675,000	9,029,000	11,600,000	9,739,000	13,000,000	10,579,000	12,515,000	13,244,000	119,251,000
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded		100,000	340,000	-	-	-	-	-	-	-	440,000
Reserve Funds - Canada Community Building Fund											-
Debtenture - Development Charges											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Growth Related Funding		100,000	340,000	-	-	-	-	-	-	-	440,000
Total Annual Capital Funding	10,776,000	13,194,000	16,015,000	9,029,000	11,600,000	9,739,000	13,000,000	10,579,000	12,515,000	13,244,000	119,691,000



GEORGINA

10 YEAR CAPITAL PLAN

Water and Wastewater

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures											
Rate-Funded											
Water											
Service Connections - Replacement	400,000	900,000	900,000	250,000	500,000	500,000	500,000	500,000	500,000	500,000	5,450,000
Cockburn Water	1,900,000										1,900,000
Watermain Renewal					997,000		997,000		997,000		3,988,000
Meter Replacement Program	200,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,850,000
Water Booster Pumping Station - Repair & Replace (BCA)		100,000									300,000
Line Valves & Hydrant - Rehabilitation & Replace		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Condition Assessment of Joe Dales Water Booster Pump Station	50,000					150,000					200,000
Watermain linear condition assessment		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
Wastewater											
Sewage Pumping Stations (Condition Assessment)		170,000	180,000	190,000	200,000	210,000	220,000	230,000	240,000	250,000	1,890,000
Sewer Rehabilitation – From I&I study		250,000									250,000
Sewer Pumping Station Generator Rehabilitation		200,000									200,000
Gravity Sewer Rehabilitation - From Condition Assessment		1,000,000									1,000,000
Sewer Pumping Station 6, 11, 18, 19 Rehabilitation			600,000		200,000	200,000	200,000	200,000	200,000	200,000	600,000
Sewer Pumping Station ongoing rehabilitation				200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
Sewer Main and Service Connection Rehabilitation		200,000									200,000
Sewer and Maintenance Hole Rehabilitation and Replacement			500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,000,000
Linear Gravity Sewer/MH (10% condition assessment)		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Wastewater Force mains			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
Total Non-Growth Related Expenditures	2,550,000	3,570,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	30,728,000
Growth Related Expenditures											
Morton Watermain		1,400,000									1,400,000
Total Growth Related Expenditures	-	1,400,000	-	-	-	-	-	-	-	-	1,400,000
Total Annual Capital Expenditures	2,550,000	4,970,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	32,128,000
Non-Growth Related Funding											
Capital Reserve - Rate Funded											
Reserve Funds - Canada Community Building Fund	650,000	3,570,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	28,828,000
Debtenture - Rate Funded											-
Grants	1,900,000										1,900,000
Other Revenue											-
Total Non-Growth Related Funding	2,550,000	3,570,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	30,728,000
Growth Related Funding											
Development Charges											-
Capital Reserve - Rate Funded		140,000									140,000
Reserve Funds - Canada Community Building Fund		1,260,000									1,260,000
Debtenture - Development Charges											-
Debtenture - Rate Funded											-
Grants											-
Other Revenue											-
Total Growth Related Funding	-	1,400,000	-	-	-	-	-	-	-	-	1,400,000
Total Annual Capital Funding	2,550,000	4,970,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	32,128,000



GEORGINA

10 YEAR CAPITAL PLAN

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

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures											
SLT-AODA & Seating Replacement			450,000								450,000
GPV-AODA Noble House accessibility ramp and building repairs		50,000	50,000								100,000
GPV Administration Building			50,000	50,000							100,000
Recreation & Culture Master Plan		100,000									100,000
Facilities											
Melting Pit – Georgina Ice Palace		355,000									355,000
Sutton Multi Use Project - Hard Surface Remediation (Phase 2)		425,000									425,000
LINK West parking lot and South side paving/event development						600,000					600,000
Table and Chair replacement - Selected Halls		20,000		20,000		20,000		20,000		20,000	100,000
Facilities Repairs and Remediation Program	99,000										99,000
Building Condition Assessments - BCA Items	1,179,000	1,500,000	2,000,000	2,500,000	3,000,000	3,500,000	4,000,000	4,500,000	5,000,000	5,500,000	32,679,000
MURC Facility Operations Equipment		100,000									100,000
Civic Centre	15,000,000	15,000,000	15,000,000	4,979,000							34,979,000
The Link Sidewalk	75,000										75,000
Parks											
Sport field lighting upgrades				80,000	80,000	80,000					240,000
Upgrade the sound system at the ROC			50,000								50,000
Purchase of Sand Sifter to maintain the volleyball courts		25,000									25,000
New lighting for the ROC Skii hill		100,000									100,000
Quazie Arm for Line marking on fields	60,000										60,000
Irrigation repairs at ball diamonds and soccer fields											60,000
Paving of De La Salle and Willow Beach parking lots			400,000								400,000
Picnic Table replacement	50,000	50,000	50,000	50,000							200,000
Playground Replacement	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Snake Island dock replacement											600,000
Jackson's Point Harbor dock replacements								600,000			600,000
Challenge Course repairs and equipment	15,000						15,000				30,000
Ditching and Drainage	75,000		75,000								225,000
Parks & Trails Plan Study	100,000										100,000
Total Non-Growth Related Expenditures	1,803,000	17,980,000	18,275,000	7,829,000	3,230,000	4,350,000	4,165,000	5,870,000	5,150,000	5,670,000	74,322,000
Growth Related Expenditures											
MURC (Cash flow)	8,600,000										8,600,000
Parks											
Simcoe Landing Phase 9: Village Square		447,000									447,000
Simcoe Landing Phase 9: Neighbourhood Park		1,750,000									1,750,000
Ainslie (Catering Road): Village Square Design/Construction		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
Parks and Park Buildings											8,276,000
Total Growth Related Expenditures	8,600,000	2,973,000	-	500,000	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	20,349,000
Total Annual Capital Expenditures	10,403,000	20,953,000	18,275,000	8,329,000	3,780,000	5,347,000	7,065,000	6,449,000	6,650,000	7,420,000	94,671,000



GEORGINA

10 YEAR CAPITAL PLAN
Community Services (Department Administration, Recreation, Culture and Client Services, Facilities, Parks)

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Funding											
Capital Reserve - Tax Funded											
Reserve Funds - Canada Community Building Fund	1,803,000	17,980,000	18,275,000	7,829,000	3,230,000	4,350,000	4,165,000	5,870,000	5,150,000	5,670,000	74,322,000
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Non-Growth Related Funding	1,803,000	17,980,000	18,275,000	7,829,000	3,230,000	4,350,000	4,165,000	5,870,000	5,150,000	5,670,000	74,322,000
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded	-	2,973,000	-	500,000	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	11,749,000
Reserve Funds - Canada Community Building Fund											-
Debtenture - Development Charges	8,600,000										8,600,000
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Growth Related Funding	8,600,000	2,973,000	-	500,000	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	20,349,000
Total Annual Capital Funding	10,403,000	20,953,000	18,275,000	8,329,000	3,780,000	5,347,000	7,065,000	6,449,000	6,650,000	7,420,000	94,671,000



GEORGINA

10 YEAR CAPITAL PLAN

Fire and Rescue Services

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Fire Suppression Equipment	70,000	93,000	60,000	60,000	60,000	60,000	135,000	135,000	135,000	135,000	943,000
Bunker Gear	65,000	71,400	75,800	81,800	82,000	55,000	55,000	55,000	55,000	55,000	651,000
Clothing/PPE/Bunker Gear (4 new staff)	24,000										24,000
Communications Equipment	25,000	32,000	32,000	775,000	25,000	25,000	25,000	25,000	25,000	25,000	1,014,000
Total Non-Growth Related Expenditures	184,000	196,400	167,800	916,800	167,000	140,000	215,000	215,000	215,000	215,000	2,632,000
Growth Related Expenditures											
New Station in S. Keswick		953,000	9,535,000								10,488,000
Training Facility		500,000									500,000
Pumper - New Station		930,000		930,000							930,000
Rescue - New South Station											930,000
Support Vehicle - New Station		51,000									51,000
Bunker Gear for 20 Additional Firefighters				120,000							120,000
N. Keswick Stn. & Headquarters (20,000 sqft)							1,500,000	15,000,000			16,500,000
Emergency Management Generator			50,000								50,000
Total Growth Related Expenditures	-	2,434,000	9,585,000	1,050,000	-	-	1,500,000	15,000,000	-	-	29,569,000
Total Annual Capital Expenditures	184,000	2,630,400	9,752,800	1,966,800	167,000	140,000	1,715,000	15,215,000	215,000	215,000	32,201,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded											
Reserve Funds - Canada Community Building Fund	184,000	196,400	167,800	916,800	167,000	140,000	215,000	215,000	215,000	215,000	2,632,000
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Non-Growth Related Funding	184,000	196,400	167,800	916,800	167,000	140,000	215,000	215,000	215,000	215,000	2,632,000
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded		1,481,000	50,000	1,050,000							2,581,000
Reserve Funds - Canada Community Building Fund											-
Debtenture - Development Charges		953,000	9,535,000				570,000	5,700,000			16,758,000
Debtenture - Tax Funded							930,000	9,300,000			10,230,000
Grants											-
Other Revenue											-
Total Growth Related Funding	-	2,434,000	9,585,000	1,050,000	-	-	1,500,000	15,000,000	-	-	29,569,000
Total Annual Capital Funding	184,000	2,630,400	9,752,800	1,966,800	167,000	140,000	1,715,000	15,215,000	215,000	215,000	32,201,000



GEORGINA

10 YEAR CAPITAL PLAN

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

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total Non-Growth Related Expenditures	-	-	-	-	-	-	-	-	-	-	-
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									2,430,000		2,430,000
Stormwater Model/Masterplan			250,000					50,000			300,000
Keswick Business Park Secondary Plan						30,000	60,000				60,000
Sutton/Jackson's Point Secondary Plan			80,000								110,000
Pefferlaw Secondary Plan		100,000	30,000					30,000			100,000
Planning Applications Fee Review											60,000
Miscellaneous Planning Studies								30,000			30,000
Ten Year OP Update and Review					100,000						100,000
Building By-law Update				30,000							30,000
Zoning By-law Update			150,000								150,000
Total Growth Related Expenditures	-	100,000	2,125,000	2,755,000	11,285,000	30,000	60,000	110,000	2,430,000	2,455,000	21,350,000
Total Annual Capital Expenditures	-	100,000	2,125,000	2,755,000	11,285,000	30,000	60,000	110,000	2,430,000	2,455,000	21,350,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded											-
Reserve Funds - Canada Community Building Fund											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Non-Growth Related Funding	-	-	-	-	-	-	-	-	-	-	-
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded		100,000	1,425,000	2,064,000	7,582,000	30,000	60,000	110,000	2,430,000	1,828,000	15,629,000
Capital Reserve - Rate Funded			356,000	131,000	2,573,000					130,000	3,190,000
Reserve Funds - Canada Community Building Fund			344,000	62,000	546,000						952,000
Debtenture - Development Charges											-
Debtenture - Tax Funded											-
Grants				498,000	584,000					497,000	1,579,000
Other Revenue											-
Total Growth Related Funding	-	100,000	2,125,000	2,755,000	11,285,000	30,000	60,000	110,000	2,430,000	2,455,000	21,350,000
Total Annual Capital Funding	-	100,000	2,125,000	2,755,000	11,285,000	30,000	60,000	110,000	2,430,000	2,455,000	21,350,000



GEORGINA

10 YEAR CAPITAL PLAN
Legislative Services (Department Administration, Clerks, Municipal Law Enforcement and procurement)

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures											
Delegated Authority Bylaw, Policy and Procedure	25,000										25,000
Protective Vests	10,000										10,000
Total Non-Growth Related Expenditures	35,000	-	-	-	-	-	-	-	-	-	35,000
Growth Related Expenditures											
Animal Shelter Equipment Upgrades	40,000										40,000
Total Growth Related Expenditures	40,000	-	-	-	-	-	-	-	-	-	40,000
Total Annual Capital Expenditures	75,000	-	-	-	-	-	-	-	-	-	75,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	35,000	-	-	-	-	-	-	-	-	-	35,000
Reserve Funds - Canada Community Building Fund											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Non-Growth Related Funding	35,000	-	-	-	-	-	-	-	-	-	35,000
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											40,000
Reserve Funds - Canada Community Building Fund	40,000										-
Debtenture - Development Charges											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Growth Related Funding	40,000	-	-	-	-	-	-	-	-	-	40,000
Total Annual Capital Funding	75,000	-	-	-	-	-	-	-	-	-	75,000



GEORGINA

10 YEAR CAPITAL PLAN
Office of the Deputy CAO (Department Administration, Financial Controllershship and Reporting,
Financial Strategy and Planning, Tax and Revenue, Information Technology)

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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		1,000,000									1,000,000
Client Relationship Management		250,000									250,000
ICT Cycling		350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,150,000
Additional Resources for Corporate IT Projects	562,500	500,000									1,062,500
Stormwater Rate Study	50,000										50,000
Total Non-Growth Related Expenditures	612,500	2,205,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	350,000	5,742,500
Growth Related Expenditures											
Long Range Financial Plan Update		70,000					70,000				140,000
Development Tracking Solution	500,000										500,000
Development Charge Studies		70,000					70,000				140,000
Total Growth Related Expenditures	500,000	140,000	-	-	-	-	140,000	-	-	-	780,000
Total Annual Capital Expenditures	1,112,500	2,345,000	350,000	350,000	370,000	350,000	595,000	350,000	350,000	350,000	6,522,500
Non-Growth Related Funding											
Capital Reserve - Tax Funded	612,500	2,205,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	350,000	5,742,500
Capital Reserve - Rate Funded											-
Reserve Funds - Canada Community Building Fund											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Non-Growth Related Funding	612,500	2,205,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	350,000	5,742,500
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded		140,000	-	-	-	-	140,000	-	-	-	780,000
Reserve Funds - Canada Community Building Fund											-
Debtenture - Development Charges											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Growth Related Funding	500,000	140,000	-	-	-	-	140,000	-	-	-	780,000
Total Annual Capital Funding	1,112,500	2,345,000	350,000	350,000	370,000	350,000	595,000	350,000	350,000	350,000	6,522,500



GEORGINA

10 YEAR CAPITAL PLAN

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

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures											
Resident Service Delivery Satisfaction Survey		15,000		50,000				50,000			15,000
2023-2026 Corporate Strategic Plan (Carryforward from 2022)											100,000
Preparation of an updated Economic Development and Tourism Strategy and Action Plan	50,000	25,000	25,000								100,000
Lead Generation – Investment Attraction	25,000										25,000
Community and Tourism Wayfinding Signage Installation	50,000	50,000	50,000								150,000
Total Non-Growth Related Expenditures	125,000	90,000	75,000	50,000	-	-	-	50,000	-	-	390,000
Growth Related Expenditures											
Total Growth Related Expenditures	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	125,000	90,000	75,000	50,000	-	-	-	50,000	-	-	390,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded		90,000	75,000	50,000				50,000			390,000
Reserve Funds - Canada Community Building Fund											
Debtenture - Tax Funded	125,000										
Grants											
Other Revenue											
Total Non-Growth Related Funding	125,000	90,000	75,000	50,000	-	-	-	50,000	-	-	390,000
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded											
Reserve Funds - Canada Community Building Fund											
Debtenture - Development Charges											
Debtenture - Tax Funded											
Grants											
Other Revenue											
Total Growth Related Funding	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding	125,000	90,000	75,000	50,000	-	-	-	50,000	-	-	390,000



GEORGINA

10 YEAR CAPITAL PLAN

Georgina Public Library

Capital Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures											
Minor Capital											
Library Plans (Master Plan/Strategic Plan)		17,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	177,000
Security Gates	26,500		40,000	50,000			40,000				130,000
Keswick branch alcove renovation	15,000										26,500
Total Non-Growth Related Expenditures	41,500	17,000	60,000	70,000	20,000	20,000	60,000	20,000	20,000	20,000	348,500
Growth Related Expenditures											
Additional Collection Materials		150,000									150,000
MURC Makerspace equipment		200,000									200,000
Total Growth Related Expenditures	-	350,000	-	-	-	-	-	-	-	-	350,000
Total Annual Capital Expenditures	41,500	367,000	60,000	70,000	20,000	20,000	60,000	20,000	20,000	20,000	698,500
Non-Growth Related Funding											
Capital Reserve - Tax Funded											
Reserve Funds - Canada Community Building Fund	41,500	17,000	60,000	70,000	20,000	20,000	60,000	20,000	20,000	20,000	348,500
Debiture - Tax Funded											-
Grants											-
Other Revenue											-
Total Non-Growth Related Funding	41,500	17,000	60,000	70,000	20,000	20,000	60,000	20,000	20,000	20,000	348,500
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded		350,000	-	-	-	-	-	-	-	-	350,000
Reserve Funds - Canada Community Building Fund											-
Debiture - Development Charges											-
Debiture - Tax Funded											-
Grants											-
Other Revenue											-
Total Growth Related Funding	-	350,000	-	-	-	-	-	-	-	-	350,000
Total Annual Capital Funding	41,500	367,000	60,000	70,000	20,000	20,000	60,000	20,000	20,000	20,000	698,500



GEORGINA

ESTIMATED RESERVE FUNDS

Details for 2023

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Discretionary					
Animal Shelter Donations					
Projected Opening Balance	5,980				5,980
Animal Shelter Donations Projected Closing Balance	5,980				5,980
Building Division					
Projected Opening Balance	343,150		490		343,150
Contributions from Operations					490
Draws from Operations			(150,850)		(150,850)
Building Division Projected Closing Balance	343,150		(150,360)		192,790
Civic Centre					
Contributions from Operations		1,537,640			1,537,640
Carryforward Capital			(15,021,000)		(15,021,000)
Transfer					
Transfer Reserve Contribution from Corporate Capital Reserve				600,000	600,000
Transfer Reserve Contribution from Facilities - Repair & Replacement reserve				200,000	200,000
Transfer Total				800,000	800,000
Civic Centre Projected Closing Balance		1,537,640	(15,021,000)	800,000	(12,683,360)
Corporate Capital/ New Infrastructure					
Projected Opening Balance	5,149,810				5,149,810
Contributions from Operations		1,186,940	10		1,186,950
Draws from Operations			(343,730)		(343,730)
Carryforward Capital			(2,816,570)		(2,816,570)
New Capital Request					
23-CI-FS-03 Bunker Gear			(65,000)		(65,000)
23-CI-FS-04 Clothing/PPE and Bunker Gear for Four New Staff			(24,000)		(24,000)
23-CI-LS-02 Protective Vests			(10,000)		(10,000)
23-CI-LS-03 Animal Shelter Equipment Upgrades			(40,000)		(40,000)
23-CI-OI-07 School Zone Safety Upgrades			(75,000)		(75,000)
23-CI-OI-10 Fleet Mechanical Improvements			(42,000)		(42,000)
New Capital Request Total			(256,000)		(256,000)
Transfer					
Transfer Reserve Contribution to Civic Centre Reserve				(600,000)	(600,000)
Transfer Total				(600,000)	(600,000)
Corporate Capital/ New Infrastructure Projected Closing Balance	5,149,810	1,186,940	(3,416,290)	(600,000)	2,320,460
Election					
Contributions from Operations		84,000			84,000
Election Projected Closing Balance		84,000			84,000
Facilities - Repair & Replacement					
Projected Opening Balance	9,937,320		10		9,937,320
Contributions from Operations		1,203,640			1,203,650
Draws from Operations			(300,990)		(300,990)
Carryforward Capital			(483,650)		(483,650)
New Capital Request					
23-CI-CS-01 Facilities Repairs and Remediation Program			(99,000)		(99,000)
23-CI-CS-07 Building Condition Assessment (BCA) Items			(1,179,000)		(1,179,000)
23-CI-OI-11 Fleet Health and Safety Improvements			(35,000)		(35,000)
23-CI-CS-09 The Link Sidewalk			(75,000)		(75,000)
New Capital Request Total			(1,388,000)		(1,388,000)
Change of funding source					
19-REC-5 Link Parking Lot			(1,318,290)		(1,318,290)
Change of funding source Total			(1,318,290)		(1,318,290)



GEORGINA

ESTIMATED RESERVE FUNDS

Details for 2023

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Transfer					
Transfer Reserve Contribution to Civic Centre Reserve				(200,000)	(200,000)
Transfer Total				(200,000)	(200,000)
Facilities - Repair & Replacement Projected Closing Balance	9,937,320	1,203,640	(3,490,920)	(200,000)	7,450,040
Fleet & Equipment - Repair & Replacement					
Projected Opening Balance	7,170,230				7,170,230
Contributions from Operations		1,735,010			1,735,010
Carryforward Capital			(2,077,360)		(2,077,360)
New Capital Request					
23-CI-FS-01 Suppression Equipment			(70,000)		(70,000)
23-CI-FS-02 Communication Equipment			(25,000)		(25,000)
23-CI-OL-14 Fleet Replacement Program (VERS)			(2,439,000)		(2,439,000)
New Capital Request Total			(2,534,000)		(2,534,000)
Fleet & Equipment - Repair & Replacement Projected Closing Balance	7,170,230	1,735,010	(4,611,360)		4,293,880
Keswick Cemetery					
Projected Opening Balance	102,890				102,890
Contributions from Operations		6,800	-		6,800
Draws from Operations			(9,260)		(9,260)
Carryforward Capital			(80,000)		(80,000)
Keswick Cemetery Projected Closing Balance	102,890	6,800	(89,260)		20,430
Land Acquisition					
Projected Opening Balance	1,843,110				1,843,110
Contributions from Operations		250,000			250,000
Land Acquisition Projected Closing Balance	1,843,110	250,000			2,093,110
Landfill Site					
Projected Opening Balance	63,000				63,000
Draws from Operations			(37,000)		(37,000)
Landfill Site Projected Closing Balance	63,000		(37,000)		26,000
Library Capital					
Projected Opening Balance	1,300,200				1,300,200
Contributions from Operations		54,890			54,890
Carryforward Capital			(58,940)		(58,940)
New Capital Request					
23-CI-LI-01 Security Gates			(26,500)		(26,500)
23-CI-LI-02 Keswick branch alcove renovation			(15,000)		(15,000)
New Capital Request Total			(41,500)		(41,500)
Transfer					
Transfer to Roads - Repair & Replacement Reserve				(500,000)	(500,000)
Transfer to Library Stabilization Reserve				(354,650)	(354,650)
Transfer to Library Professional Development and Staff Engagement Reserve				(25,000)	(25,000)
Transfer Total				(879,650)	(879,650)
Library Capital Projected Closing Balance	1,300,200	54,890	(100,440)		375,000
Library Professional Development and Staff Engagement					
Transfer					
Transfer from Library Capital Reserve				25,000	25,000
Transfer Total				25,000	25,000
Library Professional Development and Staff Engagement Projected Closing Balance				25,000	25,000
Library Stabilization					
Projected Opening Balance	25,190				25,190
Draws from Operations			(86,600)		(86,600)
Transfer					
Transfer from Library Capital Reserve				354,650	354,650
Transfer Total				354,650	354,650



GEORGINA

ESTIMATED RESERVE FUNDS

Details for 2023

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Library Stabilization Projected Closing Balance	25,190		(86,600)	354,650	293,240
Operating Growth Stabilization					
Projected Opening Balance	4,101,110				4,101,110
Contributions from Operations		1,608,540			1,608,540
Operating Growth Stabilization Projected Closing Balance	4,101,110	1,608,540			5,709,650
Parks - Repair & Replacement					
Projected Opening Balance	544,550				544,550
Contributions from Operations		155,000			155,000
Draws from Operations			(5,800)		(5,800)
Carryforward Capital			(230,000)		(230,000)
New Capital Request					
23-CI-CS-02 Challenge Course Repairs and Equipment			(15,000)		(15,000)
23-CI-CS-03 Ditching and Drainage			(75,000)		(75,000)
23-CI-CS-04 Irrigation Repairs			(60,000)		(60,000)
23-CI-CS-05 Picnic Table Replacement			(50,000)		(50,000)
23-CI-CS-06 Playground Replacement			(150,000)		(150,000)
New Capital Request Total			(350,000)		(350,000)
Parks - Repair & Replacement Projected Closing Balance	544,550	155,000	(585,800)		113,750
Professional Development and Staff Engagement					
Projected Opening Balance	176,310				176,310
Draws from Operations			(60,000)		(60,000)
Professional Development and Staff Engagement Projected Closing Balance	176,310		(60,000)		116,310
Provincial Grant					
Projected Opening Balance	766,980				766,980
Carryforward Capital			(766,980)		(766,980)
Provincial Grant Projected Closing Balance	766,980		(766,980)		-
Roads - Repair & Replacement					
Projected Opening Balance	7,838,260				7,838,260
Contributions from Operations		2,229,130			2,229,130
Draws from Operations			(352,370)		(352,370)
Carryforward Capital			(703,770)		(703,770)
New Capital Request					
23-CI-OI-01 Streetlight Upgrades			(150,000)		(150,000)
23-CI-OI-02 Minor Capital - Concrete			(75,000)		(75,000)
23-CI-OI-05 Rehabilitation of Bridges and Culverts over 3m			(135,000)		(135,000)
23-CI-OI-08 Streetscape Redevelopment Detailed Design High Street			(400,000)		(400,000)
23-CI-OI-13 Pavement Condition Assessment Program			(75,000)		(75,000)
New Capital Request Total			(835,000)		(835,000)
Roads - Repair & Replacement Projected Closing Balance	7,838,260	2,229,130	(1,891,140)		8,676,250
Storm Water Repair and Replacement					
Projected Opening Balance	100,000				100,000
Contributions from Operations		100,000			100,000
New Capital Request					
23-CI-OI-03 Minor Capital - Culverts under 3m			(250,000)		(250,000)
23-CI-OI-09 Major Ditch Reconstruction			(200,000)		(200,000)
New Capital Request Total			(450,000)		(450,000)
Storm Water Repair and Replacement Projected Closing Balance	100,000	100,000	(450,000)		(250,000)



GEORGINA

ESTIMATED RESERVE FUNDS

Details for 2023

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Tax Rate Stabilization					
Projected Opening Balance	7,537,340				7,537,340
Contributions from Operations		635,860			635,860
Draws from Operations			(1,465,100)		(1,465,100)
Carryforward Capital			(1,527,640)		(1,527,640)
New Capital Request					
23-CI-DCAO-02 Additional Resources for Corporate IT Projects			(562,500)		(562,500)
23-CI-LS-01 Delegated Authority Bylaw, Policy and Procedure			(25,000)		(25,000)
23-CI-OI-06 EAB Tree Removal Program			(2,500,000)		(2,500,000)
23-CI-SI-01 Preparation of an updated Economic Development and Tourism Strategy and Action Plan			(50,000)		(50,000)
23-CI-SI-02 Lead Generation – Investment Attraction			(25,000)		(25,000)
23-CI-SI-03 Community and Tourism Wayfinding Signage Installation			(50,000)		(50,000)
23-CI-DCAO-03 Stormwater Rate Study			(50,000)		(50,000)
23-CI-CS-08 Parks & Trails Plan Study			(100,000)		(100,000)
New Capital Request Total			(3,362,500)		(3,362,500)
Transfer					
Transfer from Working Capital Reserve				2,200,320	2,200,320
Transfer Total				2,200,320	2,200,320
Tax Rate Stabilization Projected Closing Balance	7,537,340	635,860	(6,355,240)	2,200,320	4,018,280
Wastewater - Fleet & Equipment - Repair & Replacement					
Projected Opening Balance	270,930				270,930
Contributions from Operations		31,450			31,450
Wastewater - Fleet & Equipment - Repair & Replacement Projected Closing Balance	270,930	31,450			302,380
Wastewater - Infrastructure - Repair & Replacement					
Projected Opening Balance	3,396,330				3,396,330
Contributions from Operations		394,020			394,020
Draws from Operations			(176,180)		(176,180)
Carryforward Capital			(1,457,940)		(1,457,940)
Wastewater - Infrastructure - Repair & Replacement Projected Closing Balance	3,396,330	394,020	(1,634,120)		2,156,230
Wastewater Rate Stabilization					
Projected Opening Balance	66,630				66,630
Contributions from Operations		13,000			13,000
Wastewater Rate Stabilization Projected Closing Balance	66,630	13,000			79,630
Water - Fleet & Equipment - Repair & Replacement					
Projected Opening Balance	708,680				708,680
Contributions from Operations		31,450			31,450
Water - Fleet & Equipment - Repair & Replacement Projected Closing Balance	708,680	31,450			740,130
Water - Infrastructure - Repair & Replacement					
Projected Opening Balance	4,884,720				4,884,720
Contributions from Operations		206,580			206,580
Draws from Operations			(176,180)		(176,180)
Carryforward Capital			(1,969,610)		(1,969,610)
New Capital Request					
23-CI-WAT-01 Water Meter Replacement Program			(200,000)		(200,000)
23-CI-WAT-02 Polyethylene Service Replacement Program			(400,000)		(400,000)
23-CI-WAT-04 Condition Assessment of Joe Dales WBPS			(50,000)		(50,000)
New Capital Request Total			(650,000)		(650,000)
Water - Infrastructure - Repair & Replacement Projected Closing Balance	4,884,720	206,580	(2,795,790)		2,295,510
Water Rate Stabilization					
Projected Opening Balance	270,300				270,300
Contributions from Operations		103,000			103,000
Water Rate Stabilization Projected Closing Balance	270,300	103,000			373,300



GEORGINA

ESTIMATED RESERVE FUNDS

Details for 2023

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Waterfront Parks					
Projected Opening Balance	2,254,800				2,254,800
Contributions from Operations		205,000			205,000
Carryforward Capital			(5,000)		(5,000)
Contributions from Capital					
CAO-2019-0027 Mossington Wharf Rehabilitation		712,000			712,000
Contributions from Capital Total		712,000			712,000
Waterfront Parks Projected Closing Balance	2,254,800	917,000	(5,000)		3,166,800
Working Capital					
Projected Opening Balance	2,200,320				2,200,320
Transfer					
Transfer to Tax Rate Stabilization Reserve				(2,200,320)	(2,200,320)
Transfer Total				(2,200,320)	(2,200,320)
Working Capital Projected Closing Balance	2,200,320	12,483,950	(41,547,300)	-	31,994,790
Discretionary Total Obligationary					
	61,058,140	12,483,950	(41,547,300)	-	31,994,790
Canada Community Building Fund					
Projected Opening Balance	7,857,510				7,857,510
Grant from Canada Community Building Fund		1,503,070			1,503,070
Carryforward Capital			(4,621,830)		(4,621,830)
New Capital Request					
23-CI-OI-12 Hedge Road Slope Construction			(400,000)		(400,000)
New Capital Request Total			(400,000)		(400,000)
Canada Community Building Fund Projected Closing Balance	7,857,510	1,503,070	(5,021,830)		4,338,750
Cannabis Legalization					
Projected Opening Balance	26,930				26,930
Cannabis Legalization Projected Closing Balance	26,930				26,930
Cash in Lieu of Parkland					
Projected Opening Balance	3,994,950				3,994,950
Carryforward Capital			(250,000)		(250,000)
Cash in Lieu of Parkland Projected Closing Balance	3,994,950		(250,000)		3,744,950
COVID-19					
Projected Opening Balance	434,660				434,660
Carryforward Capital			(434,660)		(434,660)
COVID-19 Projected Closing Balance	434,660		(434,660)		-
Development Charges					
Projected Opening Balance	18,150,020				18,150,020
New Development Charges		2,500,000			2,500,000
Draws from Operations			(45,000)		(45,000)
Carryforward Capital			(1,838,360)		(1,838,360)
Draws from Capital					
Interest on Line of Credit - MURC			(1,380,970)		(1,380,970)
Draws from Capital Total			(1,380,970)		(1,380,970)
New Capital Request					
23-CI-DCAO-01 Development Tracking Solution			(500,000)		(500,000)
New Capital Request Total			(500,000)		(500,000)
Development Charges Projected Closing Balance	18,150,020	2,500,000	(3,764,330)		16,885,690



GEORGINA

ESTIMATED RESERVE FUNDS

Details for 2023

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Parking Cash in Lieu					
Projected Opening Balance	120,490				120,490
Change of funding source					
19-REC-5 Link Parking Lot			(120,490)		(120,490)
Change of funding source Total			(120,490)		(120,490)
Parking Cash in Lieu Projected Closing Balance	120,490		(120,490)		-
Obligatory Total	30,584,560	4,003,070	(9,591,310)		24,996,320
Internal Borrowing					
Projected Opening Balance	(87,530)				(87,530)
Contributions from Operations		87,530			87,530
Internal Borrowing Projected Closing Balance	(87,530)	87,530			-
Internal Borrowing Total	(87,530)	87,530			-
Projected Closing Balance	91,555,170	16,574,550	(51,138,610)	-	56,991,110



GEORGINA

2023 OPERATING BUDGET

Corporate - Budget Summary

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administrative Allocations	(258,110)	0	0	0	0	(258,110)	0%	0
Investment Revenue	(760,000)	0	0	0	(240,000)	(1,000,000)	32%	(240,000)
General Tax Levy	(47,612,750)	(178,510)	0	(250,000)	(3,308,410)	(51,349,670)	8%	(3,736,920)
Grants	(67,780)	0	0	0	10,170	(57,610)	-15%	10,170
Supplementary Taxes	(575,000)	0	0	0	0	(575,000)	0%	0
Town Library Grant	2,530,040	0	0	0	106,650	2,636,690	4%	106,650
Contributions to Capital Reserves	7,619,860	0	0	0	960,830	8,580,690	13%	960,830
Contributions to Growth Reserves	1,608,540	0	0	0	0	1,608,540	0%	0
Contributions to Operating Reserves	372,170	0	0	29,000	318,690	719,860	93%	347,690
Grand Total	(37,143,030)	(178,510)	0	(221,000)	(2,152,070)	(39,694,610)	7%	(2,551,580)



GEORGINA

2023 OPERATING BUDGET

Corporate - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administrative Allocations									
Expense									
Salaries and Benefits	(258,110)	0	0	0	0	(258,110)	0%	0	
Staffing Other Direct Expenses	0	0	0	0	0	0	0	0	
Expense Total	(258,110)	0	0	0	0	(258,110)	0%	0	
Administrative Allocations Total	(258,110)	0	0	0	0	(258,110)	0%	0	
Assessment Growth									
Expense									
Contributions to Reserve	0	0	0	0	0	0	0	0	
Expense Total	0	0	0	0	0	0	0	0	
Assessment Growth Total	0	0	0	0	0	0	0	0	
COVID-19									
Revenue									
Donations & Grants	0	0	0	0	0	0	0	0	
Misc Revenues	1,050,000	0	0	0	(1,050,000)	0	-100%	(1,050,000)	
Provision from Reserve	(1,500,000)	0	0	0	1,500,000	0	-100%	1,500,000	
Revenue Total	(450,000)	0	0	0	450,000	0	-100%	450,000	
Expense									
Consulting Services	0	0	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	0	0	
Contributions to Reserve	0	0	0	0	0	0	0	0	
Donations & Grants	50,000	0	0	0	(50,000)	0	-100%	(50,000)	
Other Direct Costs	200,000	0	0	0	(200,000)	0	-100%	(200,000)	
Salaries and Benefits	200,000	0	0	0	(200,000)	0	-100%	(200,000)	
Supplies and Maintenance	0	0	0	0	0	0	0	0	
Expense Total	450,000	0	0	0	(450,000)	0	-100%	(450,000)	
COVID-19 Total	0	0	0	0	0	0	0	0	
Investment Revenue									
Revenue									
Misc Revenues	(760,000)	0	0	0	(240,000)	(1,000,000)	32%	(240,000)	Higher short-term interest rates
Revenue Total	(760,000)	0	0	0	(240,000)	(1,000,000)	32%	(240,000)	
Investment Revenue Total	(760,000)	0	0	0	(240,000)	(1,000,000)	32%	(240,000)	
General Tax Levy									
Revenue									
Misc Revenues	0	0	0	0	0	0	0	0	Increase 0.9% for assessment growth revenue, 4.99% Tax Levy Increase, 2.0% Capital Reserve Contribution
Tax Levy	(47,612,750)	(428,510)	0	0	(3,308,410)	(51,348,670)	8%	(3,736,920)	
Revenue Total	(47,612,750)	(428,510)	0	0	(3,308,410)	(51,348,670)	8%	(3,736,920)	
Expense									
Contributions to Reserve	0	0	0	0	0	0	0	0	
Other Direct Costs	0	250,000	0	(250,000)	0	0	0	0	
Expense Total	0	250,000	0	(250,000)	0	0	0	0	
General Tax Levy Total	(47,612,750)	(178,510)	0	(250,000)	(3,308,410)	(51,348,670)	8%	(3,736,920)	
Grants									
Revenue									
Donations & Grants	(67,780)	0	0	0	10,170	(57,610)	-15%	10,170	Funding reduction
Revenue Total	(67,780)	0	0	0	10,170	(57,610)	-15%	10,170	
Grants Total	(67,780)	0	0	0	10,170	(57,610)	-15%	10,170	
Vaccination Clinic									
Revenue									
Misc Revenues	0	0	0	0	0	0	0	0	
Provision from Reserve	0	0	0	0	0	0	0	0	
Revenue Total	0	0	0	0	0	0	0	0	
Expense									
Consulting Services	0	0	0	0	0	0	0	0	
Contracted Services	0	0	0	0	0	0	0	0	



GEORGINA

2023 OPERATING BUDGET

Corporate - Budget Details

	2023 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2023 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Other Direct Costs	0	0	0	0	0	0	0	0	
Salaries and Benefits	0	0	0	0	0	0	0	0	
Supplies and Maintenance	0	0	0	0	0	0	0	0	
Expense Total	0	0	0	0	0	0	0	0	
Vaccination Clinic Total	0	0	0	0	0	0	0	0	
Supplementary Taxes									
Revenue									
Misc Revenues	(575,000)	0	0	0	0	(575,000)	0%	0	
Revenue Total	(575,000)	0	0	0	0	(575,000)	0%	0	
Supplementary Taxes Total	(575,000)	0	0	0	0	(575,000)	0%	0	
Town Library Grant									
Expense	2,530,040	0	0	0	106,650	2,636,690	4%	106,650	Increase grant to fund library services
Library Grant	2,530,040	0	0	0	106,650	2,636,690	4%	106,650	
Expense Total	2,530,040	0	0	0	106,650	2,636,690	4%	106,650	
Contributions to Capital Reserves									
Expense									
Contributions to Capital Reserves									
Contributions to Corporate Capital/ New Infrastructure Reserve	1,186,940	0	0	0	(600,000)	586,940	-51%	(600,000)	Transfer to Contributions of Civic Centre Reserve
Contributions to Facilities - Repair & Replacement	1,118,640	0	0	0	(200,000)	918,640	-18%	(200,000)	Transfer to Contributions of Civic Centre Reserve
Contributions to Fleet & Equipment - Repair & Replacement	1,704,010	0	0	0	0	1,704,010	0%	0	
Contributions to Keswick Cemetery	6,800	0	0	0	0	6,800	0%	0	
Contributions to Land Acquisition	250,000	0	0	0	0	250,000	0%	0	
Contributions to Parks - Repair & Replacement	155,000	0	0	0	0	155,000	0%	0	
Contributions to Roads - Repair & Replacement	2,229,130	0	0	0	0	2,229,130	0%	0	
Contributions to Storm Water Repair and Replacement Reserve	100,000	0	0	0	0	100,000	0%	0	
Contributions to Waterfront Parks Reserve	205,000	0	0	0	0	205,000	0%	0	
Contributions to Civic Centre Reserve	576,610	0	0	0	1,760,830	2,337,640	305%	1,760,830	Contribution
Contribution to Repay Internal Borrowings	87,530	0	0	0	0	87,530	0%	0	
Contributions to Capital Reserves Total	7,619,860	0	0	0	960,830	8,580,690	13%	960,830	
Expense Total	7,619,860	0	0	0	960,830	8,580,690	13%	960,830	
Contributions to Capital Reserves Total	7,619,860	0	0	0	960,830	8,580,690	13%	960,830	
Contributions to Growth Reserves									
Expense									
Contributions to Growth Reserves									
Contributions to Operating Growth Stabilization Reserve	1,608,540	0	0	0	0	1,608,540	0%	0	
Contributions to Growth Reserves Total	1,608,540	0	0	0	0	1,608,540	0%	0	
Expense Total	1,608,540	0	0	0	0	1,608,540	0%	0	
Contributions to Growth Reserves Total	1,608,540	0	0	0	0	1,608,540	0%	0	
Contributions to Operating Reserves									
Expense									
Contributions to Operating Reserves									
Contributions to Election Reserve	55,000	0	0	29,000	0	84,000	53%	29,000	Increase contribution to elections reserve
Contributions to Tax Rate Stabilization Reserve	317,170	0	0	0	318,690	635,860	100%	318,690	reserve
Contributions to Operating Reserves Total	372,170	0	0	29,000	318,690	719,860	93%	347,690	
Expense Total	372,170	0	0	29,000	318,690	719,860	93%	347,690	
Contributions to Operating Reserves Total	372,170	0	0	29,000	318,690	719,860	93%	347,690	
Grand Total	(37,143,030)	(178,510)	0	(221,000)	(2,152,070)	(39,694,610)	7%	(2,551,580)	



GEORGINA

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

Title of Request:	Heavy-duty Diesel Mechanic	Business Case Type: Staffing Initiative
Department:	Operations & Infrastructure	Business Case number: 23-SI-OI-01
Division:	Fleet Services	Date: November 30, 2022
Budget Request:	\$104,500	Funding Source: Assessment Growth

Project Description:

Request for one (1) permanent full-time heavy-duty diesel mechanic (310T), preferably with Emergency Vehicle Technician (EVT) training within the Fleet Services Division.

Fleet Services has grown organically over the past few years, focusing on policy and compliance improvements as the foundation of a successful fleet service. Fleet Services has borne the pressure of operating almost completely reactively. Preventative maintenance of any asset, vehicles and equipment included, is the necessary step in ensuring the expected service life of the asset is met. This additional staff member will provide relief to the existing reactive maintenance and repairs currently overwhelming the shop, as well as provide an opportunity to better-manage the preventative maintenance so desperately needed.

The ideal candidate will have an Emergency Vehicle Technician license as well, providing additional support to the Fire Departments repairs. The Fire Department has the highest required level of service for repairs, often costing thousands just for diagnosis. By having another EVT mechanic, we can provide a more prompt, more in-depth diagnosis and repair of Fire Department vehicles, at a lower cost.

Lastly, this additional staff within Fleet Services will allow a more formal on-call schedule to be implemented for staff to manage, whereas currently the Supervisor consistently acts as the fill-in managing repairs in peak seasons.

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

Growth: Volume and complexity of repairs as a result of a growing fleet/growing Town requires additional resources.

Risk management: Proper preventative maintenance and repair management will ensure our assets will meet their expected service life.

- 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:** Volume and complexity of repairs as a result of a growing fleet/growing Town requires additional resources.
- Risk management:** Proper preventative maintenance and repair management will ensure our assets will meet their expected service life.

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: Volume and complexity of repairs as a result of a growing fleet/growing Town requires additional resources.

Risk management: Proper preventative maintenance and repair management will ensure our assets will meet their expected service life.

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: Volume and complexity of repairs as a result of a growing fleet/growing Town requires additional resources.

Risk management: Proper preventative maintenance and repair management will ensure our assets will meet their expected service life.

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

Priority: “Deliver Exceptional Service” – Manage our finances and assets proactively.

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

Priority: “Deliver Exceptional Service” – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:
To maintain expected service levels from internal departments. To avoid unnecessarily high costs associated with diagnosis. To provide an overall better preventative maintenance program to fleet assets.

4. Main/Desired Goal or Outcomes/Benefits:
To maintain expected service levels from internal departments. To avoid unnecessarily high costs associated with diagnosis. To provide an overall better preventative maintenance program to fleet assets.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future)	☐ Tax Levy ☒ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: Salary \$80,380 + Payroll Costs \$24,120 = Total \$104,500 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, there is a current need.

Is it more efficient to contract out the initiative? No, in-house identification of repairs and maintenance is more cost-effective.

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

Can the services model be changed to reduce this demand without reducing service levels? No, this is to provide minimum service levels of fleet management.

Can technology be leveraged? Yes, it is already being leveraged.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No, not in the short term.

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-SI-OI-02
Staffing Initiative

Title of Request:	Road Attendant	Business Case Type: Staffing Initiative
Department:	Operations & Infrastructure	Business Case number: 23-SI-OI-02
Division:	Road Operations	Date: November 30, 2022
Budget Request:	\$ 94,250	Funding Source: Operating Budget (transfer from contracted services)

Project Description:

Request for transition of one (1) permanent full-time member of staff within the Road Operations Division.

The Road Operations Division is chronically understaffed, as outlined in the 2022 Asset Management Plan for core assets. This position will be 100% funded from existing operating budget, realigning on how we deliver services.

The contracted services line within the operating budget for Road operations is currently used for rehabilitation of ditches and culverts by contractors. This request would leverage some of this existing budget to fund this position. Both through the capital program and preventative maintenance (operating program), both in-house and contracted services are used to deliver stormwater maintenance. These methods of maintaining our stormwater assets will continue, however, the distribution of contracted services and in-house delivery will be better balanced. The Town owns a Gradall that could be operated more often, however, Staff are often being used for other tasks.

Further, recent procurements for gradall services (and/or ditching/culvert installation) have proven either difficult to manage or abnormally costly. The use of a gradall on a consistent and regular basis is critical for a municipality with an open ditch network of over 500km.

1. Proposed Year of Initiative (Start date and End Date): 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) • Efficiency: Better balance of funds and delivery methods to complete more work on stormwater assets.								
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Delivery Exceptional Service" – Manage our finances and assets proactively.								
4. Main/Desired Goal or Outcomes/Benefits: To better manage and increase flexibility and quantity of maintenance on stormwater assets.								
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☒ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☒ Other: Existing operating budget. </td> <td> Total Cost: Salary \$72,500 + Payroll Costs \$21,750 = Total \$94,250 _____ Recovery: \$94,250 is recoverable from contracted services </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☒ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☒ Other: Existing operating budget.	Total Cost: Salary \$72,500 + Payroll Costs \$21,750 = Total \$94,250 _____ Recovery: \$94,250 is recoverable from contracted services
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☒ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☒ Other: Existing operating budget.	Total Cost: Salary \$72,500 + Payroll Costs \$21,750 = Total \$94,250 _____ Recovery: \$94,250 is recoverable from contracted services						

6. Other Considerations or Efficiency Options: Can the request be deferred? Yes, but not economical. Is it more efficient to contract out the initiative? No, delivery methods are unbalanced. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery:		



GEORGINA

Town of Georgina
23-SI-OI-03
Staffing Initiative

Title of Request:	Two Project Managers	Business Case Type: Staffing Initiative
Department:	Operations & Infrastructure	Business Case number: 23-SI-OI-03
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$260,000	Funding Source: Discretionary Reserve/Capital Grants

Project Description:

Request for two (2) permanent full-time members of staff within the Capital Delivery Division.

These two positions will support the Capital Delivery Division in delivering the capital program on an ongoing, annual basis. There are currently two senior project managers, one Project Manager and one engineering technologist supporting the delivery of all Core-asset rehabilitation projects and studies. The number of projects being delivered in this group ranges from year to year, and currently sits at 40, not including the pavement management component, which is included in this portfolio in 2023. This ratio of staff:project is unbalanced and results in more opportunity for error, and naturally slows the process. The ideal ratio is estimated between 5-10 projects per staff member, per year, dependent on the scope of each project. This request would bring the ratio to a more manageable workload per member of staff.

These positions will be 100% funded from the capital projects they support. An in-house project manager, will be able to administer between \$2M-\$4M (depending on varying scope) of capital works per year. This will allow the delivery of \$10M-\$20M of work in a given year, including carry forward projects. For reference, an external Project Manager's costs range from 5-8% of a projects value, meaning to deliver the same volume of work could cost \$0.50M-\$1.6M per year. This does not include design works or inspection. External Project managers also require Town staff oversight, which limits their effectiveness and inevitably costs the municipality more money.

The above request supports the recent re-alignment within the department to focus on delivery of capital works programs – ensuring accountability around on time and on budget projects.

1. Proposed Year of Initiative (Start date and End Date): 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) Efficiency: Better balance of funds and delivery methods to complete more work on Core assets		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: To better manage project timelines from procurement through to completion. Better overall accountability and communication.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater	Total Cost: Salary \$200,000 + Payroll Costs \$60,000 = Total \$260,000 Recovery:

	☐ Other:	
6. Other Considerations or Efficiency Options: Can the request be deferred? No, continuously delivering more capital works. Is it more efficient to contract out the initiative? No, ineffective and costly. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery:		



GEORGINA

Town of Georgina
23-SI-FS-01
Staffing Initiative

Title of Request:	Four Career Firefighters	Business Case Type: Staffing Initiative
Department:	Fire & Rescue Services	Business Case number: 23-SI-FS-01
Division:	Suppression	Date: November 30, 2022
Budget Request:	\$336,000	Funding Source: Tax Levy

Project Description:

Hiring four (4) career firefighters as recommended in the 2010 and 2016 Fire Master Plans to be aligned with the current and projected growth of the community; and as recommended in the Fire Underwriters Survey to ensure the safety of crews and our residents when responding to incidents and moving towards four crew members on career staffed apparatus.

As stated by the Ontario Fire Marshal,

- In the case of fire suppression calls, initial crews of less than four firefighters should not attempt interior suppression or rescue operations except in very limited circumstances.
- An initial response, with four or more firefighters represents self-sufficient unit able to perform a substantial number of tasks required at an emergency response with additional resources. Anything less than four firefighters typically requires staffing levels to be augmented to safely perform all required functions based on circumstance.

Currently, career staffed apparatus respond with only three crewmembers over 60% of the time.

Delayed response, particularly in conjunction with the deployment of inadequate resources, reduces the likelihood of controlling the fire in time to prevent major damage and possible loss of life and increases the danger to firefighters.

In accordance with NFPA Standard 1710, our 1st run apparatus arrives on scene in four minutes or less only 35% of the time.

In accordance with NFPA Standard 1720, our 90th percentile for 15 firefighters on scene is 24 minutes or greater. NFPA Standard 1720 recommends 15 firefighters on scene within nine minutes from being dispatched.

NFPA STANDARD 1720 – STRUCTURE FIRES (15 firefighters on scene within 9 minutes)	
YEAR	15 SUPPRESSION STAFF ON SCENE - 90TH PERCENTILE
2019	0:23:35
2020	0:27:17
2021	0:20:31
2022	0:27:25

NFPA 1710 - TIMING STANDARDS REPORT SUMMARY 1st and 2nd Run Apparatus – FIRES (1st apparatus on scene within 4 minutes)

YEAR	1 ST Run Apparatus Arrival under 4 minutes	1 st Arriving Apparatus 90 th Percentile	2 nd Run Apparatus 90 th Percentile	Alone Time 90 th Percentile
2021	35.4%	0:8:42	0:14:10	0:05:38
2022	35.1%	0:10:07	0:16:05	0:05:58

STATS

Percentage of days staffing at less than 4 on apparatus

2021 48%

Overtime budget to maintain 4 and 3

\$159,000.00

Overtime required to cover staffing to 4

\$338,000.00

TOTAL

\$497,000.00

Cost - hire four additional firefighters – 1 per shift

Reduction in Overtime

Multi Year budget impact

2022 (end of Q3)

One Career Firefighter				
	Year 1	Year 2	Year 3	Year 4
Salaries	64,620	74,790	85,470	96,160
Benefits	19,380	22,440	25,640	28,850
Total	84,000	97,230	111,110	125,010

Four Career Firefighters				
	Year 1	Year 2	Year 3	Year 4
Salaries	258,480	299,160	341,880	384,640
Benefits	77,520	89,760	102,560	115,400
Total	336,000	388,920	444,440	500,040

Less reduction of overtime: 160,000

1. Proposed Year of Initiative (Start date and End Date): Q1 to 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) Fire Master Plan		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority 4: "Deliver Exceptional Service" – Ensure exceptional service delivery.		
4. Main/Desired Goal or Outcomes/Benefits: - Continue to work towards staffing of four on 1st run apparatus in accordance with Ontario Fire Marshal's communique and best practices set out in NFPA Standards 1710 and 1720. - Reduce overtime pay due to unscheduled absences.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future)	☒ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater	Total Cost: Salary \$258,480 + Payroll Costs \$77,520 = Total \$336,000

	☐ Other:	<table> <tr> <th colspan="5">One Career Firefighter</th> </tr> <tr> <th></th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> </tr> <tr> <td>Salaries</td> <td>64,620</td> <td>74,790</td> <td>85,470</td> <td>96,160</td> </tr> <tr> <td>Benefits</td> <td>19,380</td> <td>22,440</td> <td>25,640</td> <td>28,850</td> </tr> <tr> <td>Total</td> <td>84,000</td> <td>97,230</td> <td>111,110</td> <td>125,010</td> </tr> </table> <table> <tr> <th colspan="5">Four Career Firefighters</th> </tr> <tr> <th></th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> </tr> <tr> <td>Salaries</td> <td>258,480</td> <td>299,160</td> <td>341,880</td> <td>384,640</td> </tr> <tr> <td>Benefits</td> <td>77,520</td> <td>89,760</td> <td>102,560</td> <td>115,400</td> </tr> <tr> <td>Total</td> <td>336,000</td> <td>388,920</td> <td>444,440</td> <td>500,040</td> </tr> </table> Recovery: Reduction in overtime pay of \$160,000	One Career Firefighter						Year 1	Year 2	Year 3	Year 4	Salaries	64,620	74,790	85,470	96,160	Benefits	19,380	22,440	25,640	28,850	Total	84,000	97,230	111,110	125,010	Four Career Firefighters						Year 1	Year 2	Year 3	Year 4	Salaries	258,480	299,160	341,880	384,640	Benefits	77,520	89,760	102,560	115,400	Total	336,000	388,920	444,440	500,040
One Career Firefighter																																																				
	Year 1	Year 2	Year 3	Year 4																																																
Salaries	64,620	74,790	85,470	96,160																																																
Benefits	19,380	22,440	25,640	28,850																																																
Total	84,000	97,230	111,110	125,010																																																
Four Career Firefighters																																																				
	Year 1	Year 2	Year 3	Year 4																																																
Salaries	258,480	299,160	341,880	384,640																																																
Benefits	77,520	89,760	102,560	115,400																																																
Total	336,000	388,920	444,440	500,040																																																
6. Other Considerations or Efficiency Options: Can the request be deferred? Yes. Is it more efficient to contract out the initiative? No. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.																																																				
7. Other Comments / Gallery: The Town of Georgina population continues to grow and will continue to grow in years to come. Our Fire Service must also grow to keep pace and to meet the ever-changing demands and risks within our community. The speed in which fires grow is increasing due to the complex construction materials and building density within the community.																																																				



GEORGINA

Town of Georgina
23-SI-DCAO-01
Staffing Initiative

Title of Request:	Client Services Technician	Business Case Type: Staffing Initiative
Department:	Office of the Deputy CAO	Business Case number: 23-SI-DCAO-01
Division:	Information Technology Services	Date: November 30, 2022
Budget Request:	\$70,640	Funding Source: Assessment Growth

Project Description:

With the introduction of new digital platforms over the last couple of years, the continued support and expansion of online services (i.e., Online Tax and Water portal, Committee meetings), and the ongoing shift to a Hybrid working environment, there is a need for an additional full-time employee to sustain the increased workload in supporting the day-to-day operations of the organization. This position will be part of the ITS' Client Services team responsible for providing Tier-1 support and the overall maintenance and support of all corporate end-points.

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)

- Growth: As identified in the IT Strategic Plan, Georgina has a significantly lower ratio of IT staff to the number of internal staff and to population than any of the other comparable municipalities (i.e., Aurora, Newmarket, Clarington, Whitby). The number of IT staff should be proportional to the number of total staff in order to meet the growing support demands of the organization. Adequate IT staffing will also help with more advanced utilization of technology, pushing the organization ahead with technology initiatives that could streamline and/or add efficiencies to day-to-day operations.
- Service Level Change: With the continuous demand and reliance on technology, there is an increased demand for IT support for staff, members of the Council, and operational support for various business units (i.e., Clerks, Planning, Community Services, Georgina Public

Library, etc.). Demands have not only increased, but the expectations for service and resolution have also increased - especially as the organization is moving towards a Hybrid working environment.

- **Efficiency:** As part of the IT Client Services team, this position will ensure service levels are met and will be responsible for streamlining IT service requests through our Information Technology Service Management solution. Service requests will be vetted and prioritized so that the appropriate ITS resources can better utilize their skill sets. For example, leaving simple service requests for the Tier-1 support team so that specialized IT staff can be allocated to project-based initiatives and/or other proactive activities.

Adopted Plan/Study: This position was recommended in the IT Strategic Plan that was received by Council in February 2019.

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

Information Technology Services Strategic Plan

Corporate Strategic Plan, Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

The new position will support the increased workload within the IT Client Services team to ensure service requests are completed as efficiently as possible. This includes, but is not limited to; hardware & software support, A/V support, mobile device support, telephony support, user account support, knowledge base management & asset management.

This position will indirectly reduce the added dependence on the IT Infrastructure team for day-to-day operational support so that they can pro-actively prioritize their activities to effectively manage the physical and infrastructure support systems for IT service delivery.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only)	☐ Tax Levy ☒ Assessment Growth ☐ Reserves ☐ User Fees	Total Cost: Salary \$54,340 + Payroll Costs \$16,300 = Total \$70,640

☒ Staffing re-occurring (2023 and future)	☐ Water/Wastewater ☐ Other:	Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? Yes, however there would be service level impacts. Is it more efficient to contract out the initiative? No. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery:		



GEORGINA

Town of Georgina
23-SI-DCAO-02
Staffing Initiative

Title of Request:	Water Clerk	Business Case Type: Staffing Initiative
Department:	Office of the Deputy CAO	Business Case number: 23-SI-DCAO-02
Division:	Tax and Revenue	Date: November 30, 2022
Budget Request:	\$73,280	Funding Source: Water/Wastewater Rates

Project Description:

In the mid 1990's water meters were installed in Georgina. Since that time the number of accounts have more than doubled while we have maintained one staff member responsible for Water and Sewer Billings, account maintenance, new account setup and issuance of over 1500 final meter reads per year. In addition to the day-to-day duties, we have commenced and grown the annual Small Meter Changeout program over the past five years, doubling the amount of meters we have changed out annually since 2018. This position of Water Clerk will assist with administering the Water Meter Changeout program, a program which is projected to increase in future years and become a constant annual program. This position will allow the Water and Sewer Billing Coordinator to offload some administrative functions, which will free up more time to analyze consumption trends, notify residents of potential high bills in a proactive way, minimize our open work orders which will assist in reducing our amount of estimated readings and allow us to push forward new initiatives, all providing a better resident experience. Some new initiatives which we want to focus on include the goal of automated tower readings, implementation of a new tool which will allow data logging to help residents diagnose water leaks and better testing of icl meters to ensure continued accuracy. All of these initiatives will be possible by shifting some of the administrative burden over to the Water Clerk.

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

- Growth: The amount of meters and accounts have over doubled in size since the mid 1990's with continued growth of hundreds of additional accounts each year. No additional staff resources have been added to assist in administering water bills since meters were installed in 1996.
- Risk Management: The water clerk position will assist us in administering the Water Meter Changeout project, which replaces meters at their end of life cycle to help reduce water loss. This will also help business continuity during times that the Water Billing coordinator is out of office.

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

Priority: "Delivery Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

The primary objective is to continue to provide a great and timely customer service experience for the resident. The position will allow more resources to handle high water bill concerns and questions regarding accounts while also allowing us to proactively notify residents of potential high water billing issues. The additional administrative support from this position will allow us to set up new accounts and process account adjustments in a more timely fashion.

This position will be imperative as we grow as a municipality and expand our Water accounts, each additional account set up also means that our administrative duties increase, whether it be additional work order, questions regarding billing, meter inquiries, account adjustments or eventually meter changeouts the increase in staffing is necessary to effectively handle the growth.

The Tax and Revenue division is eager to implement process improvements related to Water Billing and this position will be the catalyst to ensuring we have the staffing resources to implement improvements that will have a direct positive impact on the resident.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☒ Water/Wastewater ☐ Other:	Total Cost: Salary \$56,370 + Payroll Costs \$16,910 = Total \$73,280 _____ Recovery:

6. Other Considerations or Efficiency Options:

- Can the request be deferred?** Yes, though this may have an effect on increasing the water meter changeout in future years and may increase overtime costs incurred.
- Is it more efficient to contract out the initiative?** No.
- Can this initiative be combined with other present functions?** No.
- Can the services model be changed to reduce this demand without reducing service levels?** No.
- Can technology be leveraged?** Approving this position will mean that we are better able to leverage technology moving forward.
- Can the service delivery be shared with other Town Departments/Agencies or municipalities?** No.

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-SI-SI-01
Staffing Initiative

Title of Request:	Manager, Corporate Strategy & Transformation	Business Case Type: Staffing Initiative
Department:	Strategic Initiatives	Business Case number: 23-SI-SI-01
Division:	Corporate Strategy & Transformation	Date: November 30, 2022
Budget Request:	\$159,900	Funding Source: Tax Levy

Project Description:

To convert the Manager, Corporate Strategy and Transformation from a temporary position to a permanent position within the Strategic Initiatives Department. The position is central to the Department and provides direct leadership of key corporate strategic, modernization and transformation programs/initiatives and supports successful achievement of high priority goals and objectives. Key areas of oversight include:

- Grant Funding Program:
 - Capture of increased Federal/Provincial/Other Grant Funding
- Transformation/Continuous Improvement Program:
 - Rapid shift to Online Self-Serve and Online Pay
 - Rapid Shift to Business Process Automation (facilitating flexible work model)
- Corporate Strategy and Business Planning:
 - Corporate Strategic Plan Development and Implementation
 - Corporate Sustainability Plan Development and Implementation
 - Corporate Business Planning
 - Departmental Performance Planning
 - Performance and Indicator Tracking/Reporting
- Business Continuity Planning
- Corporate Priority Projects Lead/Support – examples include:
 - Joint Fire Services Assessment
 - Customer Service Strategy
 - Broadband Strategy and Action Plan
 - Corporate Records Management

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 - permanent	
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 and Efficiency: Growth of the community and organization require the provision of business automation and online services to ensure optimal efficiency and modernization. • Risk Management: This position will lead the development and updating of business continuity planning and implementation. This position was also critical in helping to move the corporation through the COVID-19 crisis through leading the shift to online self-serve. • Strategic Priority: This position oversees the development and implementation of the corporate strategic plan and related strategies and plans.	
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: The Manager, Corporate Strategy & Transformation oversees the development of the corporate strategic plan and annual departmental business plan process. The main objective of this position is to lead and ensure achievement of high priority strategic and business plan objectives for the corporation. The leadership and management provided through this position will be instrumental to ensuring the successful completion of the following initiatives under the 2023 Business Plan and/or the 2019-2023 Strategic Plan: • Rapid and sustained shift to Online Self-Serve and Online Pay Initiative • Rapid and sustained shift to Business Process Automation (facilitating flexible work model) • Increased capture of Federal/Provincial/Other Grant Funding Program • Corporate Sustainability Plan Development and Implementation • Corporate Strategic Plan Development and Implementation • Business Continuity Planning • Corporate Priority Projects Lead (e.g. Joint Fire Services Assessment) • Multi-year Corporate Business Planning • Departmental Performance Planning	

4. Main/Desired Goal or Outcomes/Benefits:

The Manager of Corporate Strategy and Transformation (previously known as the Lead of Corporate Strategy/Transformation) has achieved a number of successful outcomes. With the transition to a permanent position and the benefit of ongoing consistent leadership, the achievements would continue to build increasing the overall impact for the corporation and community. Referenced below in Table 1 are a few key examples of recent outcomes.

Table 1: Outcomes and Benefits (2020-2022)

Initiative	Outcomes and Benefits
<i>Online Self-Serve and Online Pay Initiative</i>	- Improved efficiency and customer convenience - Automation of 60+ forms and processes <i>now live:</i> 20+ forms/corresponding processes <i>in progress:</i> approx. 26 forms/corresponding processes <i>upcoming:</i> 10+ forms and processes - Launched Vadim Online Self-Serve Portal (Water and Tax billing) https://access.georgina.ca/ - Implemented DocuSign (e-signature capabilities for staff) https://account.docuSign.com/ - Town's Website Upgrade and launch of a new Chat Bot feature - Launched Stripe Payment Platform (expanded online payments) - Procured FileHold records management technology solution - Procured HRIS technology solution - Broadband expansion in Georgina
<i>Federal/Provincial/Other Grant Capture Program</i>	- Revenue source for key capital projects and initiatives - Secured \$3,300,000 in competitive grant funding (Sept 2020–present)
<i>Business Process Automation</i>	- Rapid and sustained shift to business automation - Improved efficiency and facilitation of flexible work model - Automation of forms and workflows – examples (as of September 2022): <i>Building Permits</i> – 332 applications received, 117 permits issued <i>Site Alteration and Entrance Permits</i> – +200 applications received and 130 permits issued <i>Marriage Licenses</i> – 247 applications received and 92 licences issued <i>Parking Passes</i> – issued 11,221 permits to-date (launched automation on Feb. 28, 2022) <i>Burn Permits</i> – 718 applications received (156 in progress, 524 issued, 9 declined) - Total online applications received based on the examples above: 12,718, estimated staff hours saved over 2,000
<i>Continuous Improvement Program</i>	- Sustained improvement in efficiency - Oversaw continuous improvement review of 14 different business processes

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future)	☒ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: Salary \$123,000 + Payroll Costs \$36,900 = Total \$159,900 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? This position oversees a key division within the Strategic Initiatives Department. This position leads priority initiatives for the corporation with critical timelines while supporting all corporate departments, the implementation of the new Service Delivery Model and the transformation to digital. In addition, the position manages applications and approvals for grant funding and will lead the development and implementation of the new Strategic Plan. Consistent leadership is essential to ensuring the successful management of this area, hence, it is recommended the request be granted for 2023.

Is it more efficient to contract out the initiative? This is a key leadership position that has been part of the Town's approved temporary staff compliment from 2020 to present. The work of the position cannot be done by an external party as it requires specific leadership and management expertise, as well as intimate and comprehensive knowledge of the corporation and staff.

Can this initiative be combined with other present functions? Given the substantial portfolio in Corporate Strategy and Transformation, as well as the expected growth associated with many initiatives and the new Strategic Plan, the position cannot be combined with other present functions.

Can the services model be changed to reduce this demand without reducing service levels? This portfolio includes key transformational and modernization initiatives and programs that are identified as high priority for the corporation, with growth expected over the next four (4) years. Hence, reductions in service demand will not be possible and a change in service model would likely have a negative impact on the corporation.

Can technology be leveraged? The Manager of Corporate Strategy and Transformation position is critical to technology modernization efforts across the corporation through driving expanded online self-serve and online pay as well as driving the rapid shift to digital/automated workflow that supports the new flexible work model.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? This position is a key support and advisor to all Departments across the corporation in the areas of Business Process Automation, Online Self-Serve/Online Pay, project management of corporate priority projects (e.g., Joint Fire Service Assessment), Business Planning, Departmental Performance Planning, etc. The position also facilitates collaboration and partnerships with other municipalities/external partners (e.g., cost share initiatives with the Provincial and Federal government, partnerships with York Region, etc.).

7. Other Comments / Gallery:

The Manager of Corporate Strategy and Transformation is a pivotal position that leads and supports the development and implementation of key strategic corporate initiatives, i.e. on-line self-serve and business automation. From 2020-2022 several critical corporate objectives have been successfully developed and implemented with the position in place. Looking forward, the work demands in this area are set to increase. Transitioning the position to permanent will provide the organization with an opportunity to secure consistent leadership and commitment in the role and help drive critical modernization efforts. Approving the request will also yield benefits in employee retention and recruitment while at the same time ensuring a return on investment (training, building knowledge, etc.) and ongoing maintenance of work quality and achievement.

Provided below is an estimate of the cost differences between the various types of service transaction channels. When considering that online self-serve transactions are a fraction of the price of in-person transactions, it further emphasizes the importance of this position.

Customer Service Channel	Approximate Cost per Contact
In-Person (Low to High Complexity)	\$3 to \$30
Digital - Web Chat or Call Back	\$5 and higher
Digital – email	\$5 and higher
Phone - Contact Centre	\$3 or less*
Digital – Virtual Agent	\$1 or less
Digital - Automated Speech Response	\$0.50 or less
Digital – IVR Touch Tone	\$0.30 or less
Digital - Web Self-Service	\$0.10

[1] This reflects a combination of sources that includes, Forrester, Institute for Citizen Centred Service, HDI and META research Group (now Gartner)

* Assumes Best in Class Cost per Call minute of \$1 and AHT of 3 Minutes or less



GEORGINA

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

Title of Request:	Executive Assistant (PPT to PFT)	Business Case Type: Staffing Initiative
Department:	Public Library	Business Case number: 23-SI-LI-01
Division:	178-Library	Date: November 30, 2022
Budget Request:	\$24,800	Funding Source: Tax Levy

Project Description:

Executive Assistant has been working full-time hours on contract since April 2019. Requesting to make this change permanent.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023-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:

4. Main/Desired Goal or Outcomes/Benefits:

This role is required to be full-time in order to adequately support library management and Library Board needs.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future)	☒ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: Salary \$19,080 + Payroll Costs \$5,720 = Total \$24,800 _____ Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-SI-LI-02
Staffing Initiative

Title of Request:	Circulation Supervisor	Business Case Type: Staffing Initiative
Department:	Public Library	Business Case number: 23-SI-LI-02
Division:	Public Library	Date: November 30, 2022
Budget Request:	\$86,600	Funding Source: Library Reserve

Project Description:

This role is currently budgeted upon opening of the Discovery Branch at the MURC. However, we are hoping to hire and start this position well in advance of opening in order to ensure that the supervisor is fully familiar with all GPL branches, as they will be supervising and supporting staff across the system. In order to pay this salary in advance of the MURC opening, we will draw on Library reserves. Upon opening of the MURC, payment for this salary will be drawn from the reserves put in place by the Town Treasurer for this purpose. This is currently budgeted for ¾ of the year, however, the Library Board has approved funding the position from Library Reserves until such time as the MURC opens.

1. Proposed Year of Initiative (Start date and End Date): Q2 2023-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)

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

4. Main/Desired Goal or Outcomes/Benefits:

By hiring early, the Supervisor will have an in-depth understanding of the entire GPL system, better positioning them for opening of the MURC.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☒ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: Salary \$66,620 + Payroll Costs \$19,980 = Total \$86,600 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-SI-LS-01
Staffing Initiative

Title of Request:	Seasonal Parking Control Officers	Business Case Type: Staffing Initiative
Department:	Legislative Services	Business Case number: 23-SI-LS-01
Division:	Municipal Law Enforcement	Date: November 30, 2022
Budget Request:	\$40,000	Funding Source: Tax Levy

Project Description:

Due to increasing demands mostly between May and September, the Municipal Law Enforcement Division is requesting funding to hire two additional seasonal parking control officers. The funding request also includes a small wage increase for the existing and additional requested seasonal positions, other payroll costs and additional funding to have casual officers work on an as needed basis all year round.

The Municipal Law Enforcement Division has experienced difficulties attracting candidates to fill our seasonal positions and a small wage increase is required to remain competitive. During the summer of 2021 while we were in the middle of the pandemic, additional seasonal officers were hired and we were able to meet the demands associated with our waterfront parks and other tourism areas. In 2022, we returned to our normal level of staffing and it was sometimes difficult to meet the demand around our waterfront parks. Additional seasonal parking officers will improve our response time and customer service.

1. Proposed Year of Initiative (Start date and End Date): Q2 2023 – Q4 2023 and 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: "Deliver Exceptional Service" – Ensure exceptional service delivery								
4. Main/Desired Goal or Outcomes/Benefits: Improve response time and customer service and to better manage enforcement in our Waterfront Park Buffer Zone.								
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future) </td> <td> ☒ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: Salary \$30,770 + Payroll Costs \$9,230 = Total \$40,000 _____ Recovery: </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future)	☒ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: Salary \$30,770 + Payroll Costs \$9,230 = Total \$40,000 _____ Recovery:
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☒ Staffing re-occurring (2023 and future)	☒ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: Salary \$30,770 + Payroll Costs \$9,230 = Total \$40,000 _____ Recovery:						

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-NI-DS-01
Operating Initiative

Title of Request:	Planning Consultant	Business Case Type: Operating Initiative
Department:	Development Services	Business Case number: 23-NI-DS-01
Division:	Development Planning	Date: November 30, 2022
Budget Request:	\$60,000	Funding Source: Discretionary Reserve

Project Description:

Planning Consultant – Development Planning Division

As a result of the shortage of planners in the Development Planning Division, Planning Consultants were retained to assist with the processing of development applications in 2022. A number of the more complex development applications will have subsequent submissions and will carry forward into 2023. It is more efficient for the Planning Consultants having carriage of these more complex applications to continue to progress the files toward approval rather than have them re-assigned to new junior staff.

1. Proposed Year of Initiative (Start date and End Date): 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: “Deliver Exceptional Service” - Ensure exceptional service delivery.
Supporting the development planning functions related to “Promote Responsible Growth”.

4. Main/Desired Goal or Outcomes/Benefits:

Consistent progressing of complex development applications toward recommendation reports to Council by experienced Planning Consultants who are Registered Professional Planners.

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

Budget type	Funding Source	Net Impact
☒ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 60,000 _____ Recovery:

6. Other Considerations or Efficiency Options:

- Can the request be deferred?** No, these complex development applications must be progressed to recommendation reports to Council in a timely fashion.
- Is it more efficient to contract out the initiative?** The Planning Consultant is a temporary contract.
- Can this initiative be combined with other present functions?** No.
- Can the services model be changed to reduce this demand without reducing service levels?** No.

Can technology be leveraged? No, progressing these complex development applications requires the skills of experienced Registered Professional Planners.

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

7. Other Comments / Gallery:



GEORGINA

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

Title of Request:	Department-led Staff Engagement Funding	Business Case Type: Operating Initiative
Department:	Office of Chief Administrative Officer	Business Case number: 23-NI-CAO-01
Division:	Office of Chief Administrative Officer	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

Many organizations have seen a significant shift in organizational culture as a result of the COVID-19 pandemic. As the Town of Georgina navigates a new hybrid working model, it has become increasingly apparent that dedicated effort and resources need to be directed towards staff engagement so as to enhance culture, and increase employee productivity and retention.

The intention of this initiative is to equip Directors with discretionary funds (proportionately distributed based on department size) to ensure all teams are intentionally fostering a unique sense of team and culture, building staff-to-staff connections and meaningfully recognizing individual or team achievements on a regular basis. This can look like organizing an annual team offsite retreat that combines departmental planning and team-building, celebrating team milestones or special occasions (such as small tokens for staff birthdays), hosting a small team celebration upon completion of a major project, or a combination of all of the above. The Office of the CAO in collaboration with Human Resources will develop an internal policy on how funds are to be used by Directors to ensure alignment to overarching objectives and equity in use across teams.

While this initiative alone will not single-handedly steer organizational culture, it is a step in the right direction in empowering Directors to truly lead their teams, and use their discretion in engaging staff in a manner that ensures they continue to enjoy and value their tenure with the Town of Georgina.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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): • Staff Engagement efforts								
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Town Staff (people) underpin the success of all Strategic and Departmental plan outputs; intention is to invest in staff engagement initiatives so as to drive organizational cultural improvements that support individual and team successes, and that benefit the Town as a whole.								
4. Main/Desired Goal or Outcomes/Benefits: Support increased employee productivity, and ability to acquire and retain top-tier talent by nurturing corporate culture with department-specific staff engagement funding.								
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☒ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 50,000 Recovery: </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☒ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 50,000 Recovery:
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☒ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 50,000 Recovery:						

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes.

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

Can this initiative be combined with other present functions? Possible amalgamation with Town of Georgina Social Club, United Way Fundraising Committee given shared staff engagement objectives.

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-OI-01
Capital Initiative

Title of Request:	Streetlight Upgrades	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-01
Division:	Road Operations	Date: November 30, 2022
Budget Request:	\$150,000	Funding Source: Discretionary Reserve

Project Description:

New Streetlight Installations

New streetlight requests are generated by internal needs assessment and/or by resident concern. These types of requests are reviewed internally for efficacy, often undergo a petition process and always a public communication program (website, mailings). The requests are not pre-determined as most 'planned' improvements are captured under other programs and/or development applications. These requests have a wide-range of costs dependent upon existing site conditions and electricity availability. This program is intended to be included annually in the future.

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. The first year of the program was delivered in 2022, and this is the second of the two-year program. The calculated return on investment period by upgrading is approximately 3.5 years. ESL of LED fixtures is 15+ years.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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) • 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: "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: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 150,000 Recovery: </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 150,000 Recovery:
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 150,000 Recovery:						

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, deficiencies are found each year.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-OI-02
Capital Initiative

Title of Request:	Minor Capital – Concrete	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-02
Division:	Road Operations	Date: November 30, 2022
Budget Request:	\$75,000	Funding Source: Discretionary Reserve

Project Description:

Minor Capital Program to replace sidewalks, curb and gutter, and catch basins (frame and lid). These infrastructure assets undergo an annual inspection which generates both minor repair requests and flags areas for major reconstruction. Major reconstruction items are not part of this work and are delivered as part of separate larger reconstruction projects. This program is intended to address smaller repair areas inclusive of a few sidewalk bays, less than 100m of curb and gutter, and isolated repairs on catch basin frames that can be bundled together.

1. Proposed Year of Initiative (Start date and End Date): Q2 2023 – 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: 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: “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: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 75,000 _____ Recovery: </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 75,000 _____ Recovery:
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 75,000 _____ Recovery:						
6. Other Considerations or Efficiency Options: Can the request be deferred? No, Deficiencies are found each year. Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No.								

Can technology be leveraged? No.
Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.
7. Other Comments / Gallery:



GEORGINA

Town of Georgina

23-CI-OI-03

Capital Initiative

Title of Request:	Minor Capital – Culverts under 3m	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-03
Division:	Roads Operations	Date: November 30, 2022
Budget Request:	\$250,000	Funding Source: Discretionary Reserve

Project Description:

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

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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)

- 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: "Deliver Exceptional Service" – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

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

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 250,000 Recovery:

6. Other Considerations or Efficiency Options:

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

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-OI-04
Capital Initiative

Title of Request:	Pavement Management	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-04
Division:	Capital Delivery	Date: July 7, 2021
Budget Request:	\$4,000,000	Funding Source: Provincial Grant - OCIF

Background:

Pavement Management is one of many components of Roads Infrastructure outlined in the Town's Asset Management Plan (2022). It is the largest asset class by value, estimated at \$588M. It includes all assumed driving surfaces within Town limits totalling 337 centerline kilometers. These assets require extensive funding, planning, and management to be efficiently maintained in the most cost-effective manner.

Pavement Management includes planning, geotechnical investigation both pre and post construction, small (<100m) and medium (<1000m) patches of surface and full depth resurfacing, rout and seal, asphalt rejuvenation, surface treatment (single and double), major reconstruction, and all contract admin, tendering and inspection to complete these activities. Locations and treatment types are identified through the Asset Management Division using the Pavement Management System 'RoadMatrix' (reference business case: 23-CI-OI-13).

Based on the 2021 in-field roads condition assessment results, the Town's RoadMatrix Pavement Management System was used to model different funding scenarios against two limiting factors of (1.) Desired levels of service (PCI: Pavement Condition Index) and (2.) financial restriction, in order to develop the pavement asset management strategy (AMP 2022 Sec. 5.1.2). Pavement Condition Index (PCI) is the ultimate level of service measurement for the Town's road network. In the absence of a defined service level, three proposed annual budget scenarios were considered in the analysis: Scenario 1: \$6.1M, Scenario 2: \$9.7M, and Scenario 3: \$12.4M. These three scenarios resulted in different PCI forecasts over a 10-year period as 63, 72 and 76 respectively (see Figure 1).

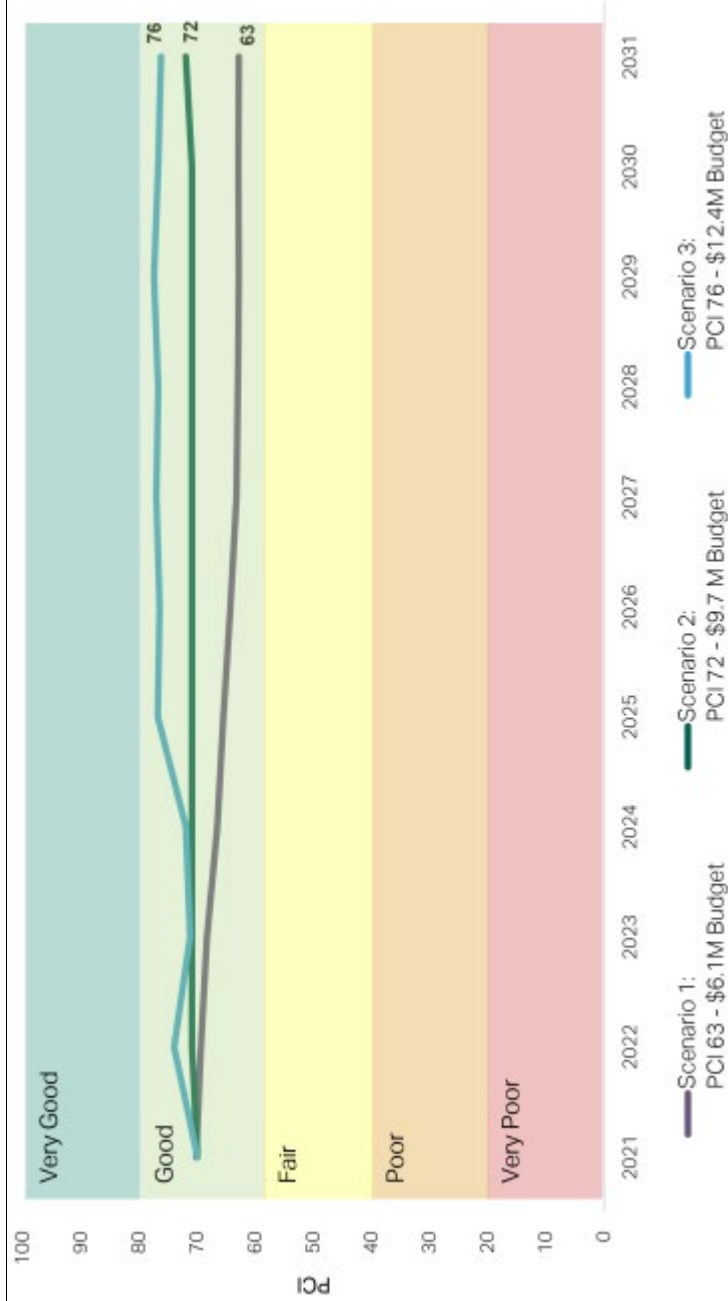


Figure 1: Funding scenarios and associated PCI forecast

Project Description:

This initiative culminates all maintenance, preservation and reconstruction needs for the Town road network in 2023. It is a funding strategy such that staff have direction to model appropriately and manage the network in the most cost-effective way. The intention is to phase-in the ultimate funding requirement over a 10 year period, providing level of service forecasts relative to the funding envelope.

The proposed funding strategy is based upon available reserves and resource availability.

2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
\$4,000,000	\$4,500,000	\$5,000,000	\$5,500,000	\$6,000,000	\$6,500,000	\$7,000,000	\$7,500,000	\$8,000,000	\$8,500,000

The above funding strategy differs from the hypothetical pavement management strategy outlined in the 2022 AMP, however, the AMP modelling includes a number of conservative contingencies to manage unknown risk in future years. The proposed funding strategy above hypothetically results in a network PCI of 67 at the end of 2023, and forecast average network PCI of 63 over the next 10 years.

The update to the in-field audit results in 2023, will allow staff to calibrate the model balancing the expected hypothetical level of service (PCI) for 2023 in relation to the 2023 in-field audit results.

Staff will provide details on annual work programs in advance of construction seasons via council reports and/or briefing notes as required. An example of a summary of a work breakdown for 2022/2023 using a \$5.2M/year average over 10 years in the most cost-effective model is below (please note this is just an example and not the proposed work breakdown).

Sum of Budget Rehab Cost Budget Rehab	Budget Rehab ~ 2022	2023
Microsurfacing - HCB		
Microsurfacing - HCB (Staged)		
Microsurfacing - LCB (Surface Treatment)	\$102,423	
Reconstruct LCB to HCB Local		\$173,102
Reconstruction - HCB Collector	\$771,120	
Reconstruction - HCB Local	\$1,215,998	\$1,798,008
Resurfacing (shave and pave)	\$1,051,829	\$895,100
Resurfacing + Geotech	\$743,703	\$1,099,412
Resurfacing LCB	\$198,670	
Rout and Seal	\$520,635	\$50,502
Rout and Seal (Staged)	\$54,229	\$3,280
Grand Total	\$4,658,607	\$4,019,404

All figures are modeled in a hypothetical environment. Staff are still required to review suggested work types and locations for project coordination between development sites and other underground servicing projects. Further, 2022 work delivery needs to be added and remodeled in the software, once the season is complete, to generate more accurate annual work plans.

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

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.

Asset Management Plan (Core Assets – 2022)

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:

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 4,000,000 Recovery:

6. Other Considerations or Efficiency Options:

Can you defer the request?

No, deficiencies are found each year. Asset Management of Roads is an ongoing annual program.

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:

List of Municipalities	Region/County	Current Average PCI	Avg. Road Network PCI Target
Other Local Area Municipalities in York Region			
Town of Aurora	York	50 - 69	65
Town of East Gwillimbury	York	72	None
Town of Newmarket	York	70	None
Town of Stouffville	York	70	None
City of Richmond Hill	York	Urban 70 - 90; Rural 45 - 70	70 - 90
City of Markham	York	79	70



GEORGINA

Town of Georgina
23-CI-OI-05
Capital Initiative

Title of Request:	Rehabilitation of Bridges and Culverts over 3m	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-05
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$135,000	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.

In 2020, the Town undertook an OSIM inspection, finalized in mid-2021. During the inspection, several bridges and culverts were identified as requiring immediate (1-3 years) maintenance and rehabilitation. The Town is currently undertaking the 2022 Bridge OSIM, which will provide results to confirm which bridges and culverts need minor rehabilitation in 2024.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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)
- Risk Management: Undertaking rehabilitation on assets ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.

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

Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

To undertake the rehabilitation of identified bridges and culverts to maximize the useful life of these assets.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 135,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? Yes.

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

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

Can technology be leveraged? No.
Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.
7. Other Comments / Gallery:



GEORGINA

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

Title of Request:	EAB Tree Removal Program	Business Case Type:	Capital Initiative
Department:	Operations & Infrastructure	Business Case number:	23-CI-OI-06
Division:	Operations	Date:	November 30, 2022
Budget Request:	2,500,000	Funding Source:	Discretionary Reserve

Project Description:

EAB Tree Removal:

Emerald Ash Borer 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 3,000 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 program, as commenced in 2022, is to remove and re-plant remaining Ash trees over a four-year cycle. The continued program will complete the removal of the remaining trees over the next two years to reduce the liability associated with dead-fall. A capital request was approved for the first phase in 2022. This request includes the second and third phases, and culminates the previous program approvals into one request. This is the second year of the EAB program.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q1 2025		
2. Nature of Initiative/Review Factors (check and explain all that apply): ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify) • Risk Management: Removing these dead trees will reduce liability for the Town		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: Removal of all Ash trees within 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:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater	Total Cost: \$ 2,500,000 Recovery:

☐ Other:

Previously Approved Budget	Authority	2022	2023	2024	2025	Notes
22-CL-OI-01	R#: C-2021-0484	1,100,000.00				
2022 Ten Year Capital			1,100,000.00	840,000.00	250,000.00	
Previously Approved Contracts						
OID2020-004 Weller	R#: C-2020- 0165	\$214,125.00				
OID2022-023 Weller	R#: C-2022-0142	\$718,432.00	\$730,204.80	\$744,804.09		
OID2022-056 Royal Oak	R#: C-2022-0192	\$88,340.00	\$253,678.85	\$253,678.85	\$253,678.85	2025 planting from 2024 removals

Three contracts for tree removal, stumping, and planting totalling \$3,056,121.02 were previously awarded under various authority (outlined above). A budget of \$1,100,000 was previously approved in 2022.

The requested budget of \$2,500,000 will cover the remaining program of removals, stumping, planting, communication, contract administration and inspection, including all provisional items.

6. Other Considerations or Efficiency Options:

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:





GEORGINA

Town of Georgina
23-CI-OI-07
Capital Initiative

Title of Request:	School Zone Safety Upgrades	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-07
Division:	Road Operations	Date: November 30, 2022
Budget Request:	\$75,000	Funding Source: Discretionary Reserve

Project Description:

There are eight School Zones within the Town of Georgina each being constructed at various times throughout the development of the Town. This has resulted in inconsistent signage, pavement markings and perimeter notifications between the zones. A recent audit conducted by staff has confirmed these concerns. Uniformity between each School Zone is imperative to ensure each student, parent or guardian, and education provider or support staff to receive complete surety of safety while using the Town's Road Allowance adjacent to the schools, regardless of the point in time the zones were constructed.

Best practices within School Zones can be categorized into five components: Infrastructure to support Non-Auto Modes, Establishing School Areas and Zones, On-Street Safety and Operations, On-Site Traffic Accommodation and Supporting Education, Awareness and Enforcement. The School Zone Safety Upgrades will touch and address a part of each of these components by upgrading and or installing additional pavement markings and signs. The upgrades or additions will clearly define each school zone, provide support for alternate transportation, clearly define traffic pathways, promote traffic calming, assist with proper enforcement, and bring a heightened awareness to all motorists for the increased need for caution while traveling through these zones.

Funding will be used for:

- Upgraded signage, oversized signage, advanced signage including by-law signs and additional Curbox Signs at key calendar dates
- Permanent digital radar boards at key high-volume, high-speed road segments
- Durable pavement markings where school crossings exist inclusive of "School Zone Ahead", Zebra crossings (historically completed in waterborne paint), and new "School Crossing" markings

1. Proposed Year of Initiative (Start date and End Date): Q2 2023 – 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)	• Risk Management/Legislative: Ensuring our infrastructure assets are properly maintained to ensure legislative compliance and to avoid failures, thus reducing risk associated with deteriorating assets. • Service Level Change: Upgrading and installing new infrastructure assets into the road allowance adjacent to school zones ensuring a uniform and an increase level of service. The level of service increase will be in the additional safety provided to the road allowance users in the school zones • Efficiency: Consistency of age and infrastructure type within each school zone will allow for decrease costs of mobilization and increase efficiencies found in economies of scale sure lifecycle maintenance and replacement.
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Promote a High Quality of Life" - Build a healthy, safe and accessible community. Priority: "Deliver Exceptional Service" - Manage our finances and assets proactively.	
4. Main/Desired Goal or Outcomes/Benefits: To provide consistent and uniform infrastructure within areas adjacent to schools, promoting a high level of safety for all types and levels of road allowance users.	

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$75,000 _____ Recovery:

6. Other Considerations or Efficiency Options:

- Can the request be deferred? No.
- Is it more efficient to contract out the initiative? Yes.
- Can this initiative be combined with other present functions? Yes.
- Can the services model be changed to reduce this demand without reducing service levels? No.
- Can technology be leveraged? No.
- Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.





GEORGINA

Town of Georgina

23-CI-OI-08

Capital Initiative

Title of Request:	Streetscape Redevelopment Detailed Design High Street	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-08
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$400,000	Funding Source: Discretionary Reserve

Project Description:

High Street in the Sutton BIA (Business Improvement Area) has been highlighted as a priority area for redevelopment and improved pedestrian accessibility with enhancements such as new street furniture, trees, additional road crossing sections and an open public space. The Georgina Streetscape Design Standards approved in 2022 will guide the High Street redevelopment as it focuses on widening the sidewalks, naturally calming vehicular traffic and providing flexible parking areas.

The funding through this business case will prepare the detailed design to rehabilitate the sidewalks using the Georgina Streetscape Design Standards recommendations and incorporate the Region's requirements as needed to apply for the Municipal Streetscapes Partnership Program (MSPP) funding available. A business case for the construction and project management will be brought forward in 2024 budget deliberations.

The timing of this project is important as York Region has notified the Town of reconstruction of High Street pavement surface in 2024. The Town should leverage the opportunity to complete the streetscape improvements design in 2023, such that construction can occur in 2024 prior to the Region completing its pavement surface works.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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)

• Risk Management: The existing sidewalks on High Street have deteriorated and are a risk for the Town • Adopted Plan/Study: Georgina Streetscape Design Standards		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Promote a High Quality of Life" - Build a healthy, safe and accessible community. Priority: "Engage Our Community & Build Partnerships" - Establish and strengthen partnerships.		
4. Main/Desired Goal or Outcomes/Benefits: The current status of the existing sidewalks (streetscape) on High Street in the Sutton BIA have deteriorated to the point of needing rehabilitation. With the Georgina Streetscape Design Standards in place, the Town has an opportunity to improve and create a thriving, attractive, accessible and safe business area that attracts shoppers, diners and new businesses.		
5. Cost/ Financial Impact, Recovery and Net impact: Cost sharing opportunity through the York Region Municipal Streetscape Program		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 400,000 _____ Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, the Region has put the Town on notice of rehabilitation in 2024.

Is it more efficient to contract out the initiative? Yes.

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

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

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes. The Town can work with the Region to incorporate the Region's requirements in order to apply for funding through the Municipal Streetscapes Partnership Program.

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-OI-09
Capital Initiative

Title of Request:	Major Ditch Reconstruction	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-09
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$200,000	Funding Source: Discretionary Reserve

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 portion of engineering work. The engineering work typically includes hydraulic study including elevations, and some minor design work. This work is required when a drainage sub-watershed is either unmaintainable in its current state, or, where a significant portion of the sub-watershed requires work, and should have some design to ensure flows are adequate.

2023 budget includes:

- Construction costs
- Engineering consulting
- Inspection and materials testing (QA/QC Control)

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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)		
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: "Deliver Exceptional Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: Replacement of culverts and reconstruction of ditches including site preparation, removal, replacement and resurfacing as required. Ditching, vegetation removal, outfall improvements including dredging (if required) and erosion protection.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 200,000 Recovery:
6. Other Considerations or Efficiency Options:		

Can the request be deferred? No, 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 delivery.

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-OI-10
Capital Initiative

Title of Request:	Fleet Mechanical Improvements	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-10
Division:	Fleet Services	Date: November 30, 2022
Budget Request:	\$42,000	Funding Source: Discretionary Reserve

Project Description:

Diagnostic Tooling

Purchase of Laptop-based software and hardware to help support the repair of our light and heavy-duty vehicles. Currently Fleet has diagnostic support for older models (pre 2018) for light-duty units and only generic software for heavy-duty. Fleet Services requires the upgrade to successfully run in parallel with our contracted services program for vehicle repair. Fleet Services currently has no access or communication with Alison transmission, International Truck, as well as Cummins Engine support. All heavy-duty fleet, including the fire apparatus, require this software. Contractor support is limited for the initial diagnosis and repair. Often heavy equipment will sit for days/weeks prior to diagnosis.

Return on investment

Current diagnosis via contracted services including in-house staff shuttling is \$500/Heavy-duty and \$350/light-duty. Averaging at \$425/diagnostic, and using a six year in-service period, the unit will need to be used 40 times to recover 100% of capital costs. Staff currently sublet a diagnostic repair once every three weeks, or approximately 20 times per year. Based upon this information, the unit will be 100% recovered in two years, saving an average of \$425/diagnosis and precious down-time every time thereafter.

Hardware

Purchase of initial stock including nuts, bolts, washers, fittings and other miscellaneous items. These items will be back-changed internally and replaced as they are consumed during repairs. The mechanics require this stock to reduce the down-time of vehicles in for repair and to make completing after hours repair more feasible. Parts are often unavailable at common retail stores and thus are more difficult to obtain, especially after hours. Staff understand the needs based upon our fleet inventory and will stock the required parts in advance, resulting in less downtime/windshield time. The labour lost with obtaining parts in a reactive manner is quite excessive. This investment would streamline getting repairs completed.

Hoist

The installation of a second two-post hoist will help increase the service level within the Fleet department. With the move to the new shop in Belhaven it has provided additional bays to perform work in. Adding a second hoist to one of the bays will improve vehicle turnaround times and improve the health and safety of the staff. Currently we can only put one medium or light-duty vehicle on the hoist at a time to perform maintenance work. If parts are required that can't arrive immediately or for some reason the job can't be finished, we have to reassemble the vehicle and tow it outside to move other work in. Alternatively, if the unit cannot be moved the other vehicle will have to be repaired on jack stands. Performing even simple tasks such as an oil change can take up to four times longer having to work off stands. The hoist prevents workers from crawling on the concrete and working at awkward height or out of position. The hoist will also reduce the amount of lost oils and chemicals ending up in the drains because spillage will be reduced.

Recovery: conservatively saves five hours of labour a week at \$56/hour. \$280/week x 40 weeks (accounting for holidays) = \$11,200 in labour increase per year (more efficient with resource).

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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)

- Efficiency: Both resource labour savings as well as down-time savings operationally.

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

Priority: "Delivery Exceptional Service" – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Reduce down-time, cost savings initiative.
Reduce driving time of the mechanics looking for low dollar items (stock).
Reduce down time, increase safety and reduce unnecessary vehicle movements.

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

Diagnostic Tooling: \$17,000
Hardware Stock: \$5,000
Hoist: \$20,000

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 42,000 Recovery: _____

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes.

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

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

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

Can technology be leveraged? N/A
Can the service delivery be shared with other Town Departments/Agencies or municipalities? N/A
7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-OI-11
Capital Initiative

Title of Request:	Fleet Health and Safety Improvements	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-11
Division:	Facility/Fleet Services	Date: November 30, 2022
Budget Request:	\$35,000	Funding Source: Discretionary Reserve

Project Description:

Eye Wash/Deluge Shower

Fleet Services now fully operates from Belhaven. Belhaven only has a non-potable water supply. This upgrade would allow the worker to apply water to the head and body while flushing the eyes. This type of shower/eye wash unit cannot be installed until the building's water supply is made potable. Repairs include installation of the appropriate water treatment system as directed by a selected contractor, re-plumb the lunchroom, bathrooms and eye wash station to the potable water system. The shop and outside water will remain signed as non-potable. This will greatly reduce the amount of potable water required.

Electrical Upgrade

Building electrical upgrades for Belhaven Yard. The current electrical has not been upgraded formally for decades, resulting in a number of panels and sub-panels, and a lack of available power. Additionally, building expansions has occurred within this time. As a result, tools, lights, and equipment cannot all be used at the same time otherwise breakers will trip. Further, Road Operations contractors require the plugs for winter equipment, which draws even more power in the winter months. Currently you can only run a couple of tools at one time with the lights turned on or you will trip the breakers. This upgrade would also allow for proper fans to be installed as there is no air conditioning due to the garage doors.

1. Proposed Year of Initiative (Start date and End Date): Q1-2023 – 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)		
• Risk Management: These projects will increase staff safety • Efficiency: Improved electrical service will allow staff to work faster without interruption		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: This initiative would provide potable water and a faster method to wash staff who come in contact with chemicals in the workplace. It would provide adequate electricity supply for the various functions of the property.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 35,000 _____ Recovery:

6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? N/A Can this initiative be combined with other present functions? N/A Can the services model be changed to reduce this demand without reducing service levels? N/A Can technology be leveraged? N/A Can the service delivery be shared with other Town Departments/Agencies or municipalities? N/A	7. Other Comments / Gallery: The only alternative is to install a large water reservoir approx. 500 gallon in the shop somewhere and have the pressure boosted to feed the eye wash station. Would be inefficient to drain, fill, test, and chlorinate.
---	--



GEORGINA

Town of Georgina
23-CI-OI-12
Capital Initiative

Title of Request:	Hedge Road Slope Construction	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-12
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$400,000	Funding Source: Provincial Grant - CCBF

Project Description:

Hedge Road between Black River and Seaward Drive has had slope failures in 2010 and 2019. The existing road is considerably higher than the adjacent shores of Lake Simcoe, and the slope between the asphalt driving surface and the water's edge is fairly steep. The slope failures have occurred due to a combination of concerns such as wave action, lack of vegetation, and existing soil conditions.

In 2019, Capital Project 19-PWK-11 was approved for \$1,650,000 for engineering design, contract administration, inspection, and construction for bank restoration and stabilization works. In 2020 through Council Resolution C-2020-0143, the engineering design, contract administration, and inspection works was awarded to Tatham Engineering. Upon completion of the engineering assessment and design, slope work required on different sections of the road was categorized into different priority windows as to when the work should be completed.

The estimated construction cost to repair the highest priority area has increased since the 2019 budget request. In order to construct the slope stabilization works for the highest priority area, an estimated additional \$400,000 is required. The highest priority area is located east of Seaward Drive.

This project is unique in that it may involve a barge to transport materials and machinery, has limited calendar windows due to environmental regulations, requires experienced contractors that undertake this specialized work and requires approvals from the Federal, Provincial, and Local Conservation Authority.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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)		
• Risk Management: The slope between the asphalt surface of Hedge Road and the shores of Lake Simcoe have previously failed; with a current slope failure located east of Seaward Drive. The slope failures lead to an increased risk to Town infrastructure and public users of the road. By restoring the bank and providing slope stabilization, the Town is reducing risk to road users and Town infrastructure, and potential costly emergency repairs. Without providing slope stabilization, the slope failure will continue to worsen and threaten the Town's road asset.		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: To repair the existing slope failure on Hedge Road located east of Seaward Drive prior to continued deterioration of the slope; which without repair, would lead to increased risk to the Town's road asset.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater	Total Cost: \$ 400,000 Recovery:

	☐ Other:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Deferring the request could result in increased costly emergency repairs and risk to road users and Town road asset. Is it more efficient to contract out the initiative? Yes. Can this initiative be combined with other present functions? Yes. This work will be coordinated with the Road Rehabilitation Program to ensure economies of scale. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.	
7. Other Comments / Gallery: 	



GEORGINA

Town of Georgina
23-CI-OI-13
Capital Initiative

Title of Request:	Pavement Condition Assessment Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-13
Division:	Asset Management and Technical Services	Date: November 30, 2022
Budget Request:	\$75,000	Funding Source: Discretionary Reserve

Project Description:

The Town, in partnership with York Region, administers a Pavement Condition Assessment Program for the collection and analysis of pavement condition survey data to assist in the assessment of the overall condition of the Town's road network and provide information for the development of the Town's capital plan for roads resurfacing and reconstruction projects. The program was initiated in 2020, with the first assessment being undertaken in 2021.

Evaluation of each road segment in the Town's inventory will be conducted every two years as part of this program. Attributes that will be assessed include the severity of pavement distresses such as rutting, roughness, cracking and patching. Evaluations are conducted using a survey van equipped with laser sensors, a GPS tracking unit, high definition cameras and inertial profile measurement units.

Condition data collected will be stored in a pavement management software and analyzed to generate pavement condition reports and a cost-effective maintenance and rehabilitation plan.

These funds will be used for data collection in 2023 and ongoing costs for consulting services and software licencing through the contract with York Region.

1. Proposed Year of Initiative (Start date and End Date): Q2 2023 - Q3 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: This program will allow the Town to prioritize rehabilitation efforts to minimize risk to the Town's road network. • Adopted Plan/Study: The Town has completed an Asset Management Plan that includes a strategy for collecting condition data of core assets to inform capital budget planning. The Pavement Condition Assessment Program will collect quantitative data that can be used to prioritize rehabilitation work for the Town's road network.		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: The collection and analysis of pavement condition data to assist in the assessment of the overall condition of the Town's road network and provide information for the development of the Town's capital plan for roads resurfacing and reconstruction projects.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	Funding Source ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater	Net Impact Total Cost: \$ 75,000 Recovery:

	☐ Other:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? Yes. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? Yes. This initiative leverages technology to collect quantitative data that can be used for capital planning purposes. Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes, this is being lead by York Region in partnership with other N6 Municipalities.	
7. Other Comments / Gallery:	



GEORGINA

Town of Georgina
23-CI-OI-14
Capital Initiative

Title of Request:	Fleet Replacement Program (VERS)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-14
Division:	Fleet Services	Date: November 30, 2022
Budget Request:	\$2,439,000	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 lifecycle 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 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	Additional Funding	EQUPT000304	Type:	Equipment (Misc)
Department:		Operations and Infrastructure	Year: 1996	Make/Model:	Brush Chipper
Division:		Roads	Condition: Poor	Kilometers/Hours:	
Item	2	Additional Funding	EQUPT000388	Type:	Equipment (Misc)
Department:		Operations and Infrastructure	Year: 2006	Make/Model:	Salsco Chipper
Division:		Roads	Condition: Poor	Kilometers/Hours:	
Purpose of Asset:	To support Road Operations in tree and debris clean up.				
Procurement Requirements:	Previously approved in 2021 (\$30k replacement of two chippers). Require additional funding to support increases in acquisition costs.				
Budget Request:	\$65,000 (replacement for Item 1 and Item 2)			Lifecycle:	10

Item	3	Additional Funding	FLEET000103	Type:	Trailer
Department:		Community Services	Year: 2011	Make/Model:	2011 Haulmark FVN Cargo Enclosed White Trailer
Division:		Maintenance	Condition: Poor	Kilometers/Hours:	
Purpose of Asset:	A primary work vehicle for the maintenance division. Hauls elevated work platforms, tools, materials.				
Procurement Requirements:	Previously approved in 2022(\$25K replacement), this request is for additional funding for Tandem Axle, enclosed trailer not less than 20' length.				
Budget Request:	\$15,000			Lifecycle:	10

Item	4	Replacement	EQUPT000003	Type:	Equipment (Misc)
Department:	Community Services	Year:	2011	Make/Model:	2011 Self propelled Scissor lift 19' Electric Model SJIII 3219
Division:	Maintenance	Condition:	Poor	Kilometers/Hours:	
Purpose of Asset:	To provide an elevated work platform for staff to perform regular duties (use of once per week minimum).				
Procurement Requirements:	Dispose and replace with minimum 19' scissor lift (electric).				
Budget Request:	\$65,000	Lifecycle:			10

Item	5	Replacement	EQUPT000212	Type:	Equipment (Misc)
Department:	Community Services	Year:	2012	Make/Model:	2012 Jacobsen AR522 Rotary Mower(68082)
Division:	Parks	Condition:	Poor	Kilometers/Hours:	800
Purpose of Asset:	To cut parks and open space.				
Procurement Requirements:	Dispose and replace with rough cut mower to better support Park Operations.				
Budget Request:	\$65,000 (combined with Item 6)	Lifecycle:			10
Item	6	Replacement	EQUPT000215	Type:	Equipment (Misc)
Department:	Community Services	Year:	2012	Make/Model:	2012 DVORAK Spider II Slope Mower with Lely spreader
Division:	Parks	Condition:	Poor	Kilometers/Hours:	1700
Purpose of Asset:	To cut parks and open space, ROC hill, and rough terrain. Winter snow blowing and plowing at the ROC and facilities.				
Procurement Requirements:	Dispose and replace with rough cut mower to better support Park Operations				
Budget Request:	\$45,000	Lifecycle:			10

Item	7	Replacement	EQUPT000311		Type:	Yellow
Department:		Operations and Infrastructure	Year:	2009	Make/Model:	Gradall (used)
Division:		Roads	Condition:	Very Poor	Kilometers/Hours:	47000/13916
Purpose of Asset:	To maintain 500km of open ditch on highways throughout Georgina, to provide brushing support on road allowance year round, ice removal and ditching for flood prevention each spring.					
Procurement Requirements:	Dispose and replace with Gradall, highway speed, ditching bucket, (previous unit was pre-owned, required extensive maintenance).					
Budget Request:	\$700,000			Lifecycle: 10		

Item	8	Replacement	EQUPT000320		Type:	Equipment (Misc)
Department:		Operations and Infrastructure	Year:	2013	Make/Model:	2012 Thompson Model "A" Steamer with 100' sewer snake (Steam Jenny)
Division:		Roads	Condition:	Poor	Kilometers/Hours:	
Purpose of Asset:	To thaw culverts and services throughout Winter.					
Procurement Requirements:	Dispose and replace with new steamer.					
Budget Request:	\$20,000			Lifecycle: 10		

Item	9	Replacement	EQUPT000321		Type:	Equipment (Misc)
Department:	Community Services		Year:	2013	Make/Model:	2013 Kubota RTV 1100 CW ATV and 72" V Blade V4291
Division:	Parks		Condition:	Very Poor	Kilometers/Hours:	1944
Purpose of Asset:	To shuttle staff and light equipment around the ROC, to provide support at large parks for maintenance, to plow at facilities.					
Procurement Requirements:	Dispose and replace with commercial cart, for use at facilities and parks					
Budget Request:	\$18,000				Lifecycle:	10

Item	10	Replacement	FLEET000002		Type:	Light Duty
Department:	Development Services		Year:	2015	Make/Model:	2015 Jeep Patriot
Division:	Building		Condition:	Poor	Kilometers/Hours:	66793
Purpose of Asset:	To move staff to work sites for inspections, meetings etc.					
Procurement Requirements:	Dispose and replace with light duty 5 passenger SUV or equivalent.					
Budget Request:	\$45,000				Lifecycle:	5

Item	11	Replacement	FLEET000014		Type:	Medium Duty
Department:	Community Services		Year:	2013	Make/Model:	2013 Chevrolet Express Cargo RWD2500
Division:	Maintenance		Condition:	Poor	Kilometers/Hours:	149887
Purpose of Asset:	Primary work vehicle for maintenance staff to move equipment, materials and staff to facilities.					
Procurement Requirements:	Dispose and replace with medium duty work van.					
Budget Request:	\$75,000				Lifecycle:	7

Item	12	Replacement	FLEET000027		Type:	Light Duty
Department:	Emergency Services		Year:	2013	Make/Model:	2014 Dodge Ram P/U 1500 Crew
Division:	Fire		Condition:	Poor	Kilometers/Hours:	60931
Purpose of Asset:	Support vehicle for Emergency Services (Sutton).					
Procurement Requirements:	Dispose and replace with light duty support pick up truck with fire package (decals, radios, lighting).					
Budget Request:	\$60,000				Lifecycle:	7

Item	13	Replacement	FLEET000029		Type:	Light Duty
Department:	Emergency Services		Year:	2007	Make/Model:	2008 Dodge P/U
Division:	Fire		Condition:	Poor	Kilometers/Hours:	108994
Purpose of Asset:	Support vehicle for Chief (or Deputy) - on call vehicle.					
Procurement Requirements:	Dispose and replace with light duty SUV with fire package (decals, radios, lighting)					
Budget Request:	\$50,000				Lifecycle:	7

Item	14	Replacement	FLEET000113		Type:	Heavy Duty
Department:	Operations and Infrastructure		Year:	2015	Make/Model:	2015 FREIGHTLINER SD
Division:	Roads		Condition:	Poor	Kilometers/Hours:	88527
Purpose of Asset:	To maintain highways in winter (plow, sand, salt) and to support road operations in summer (haul, spread, tow).					
Procurement Requirements:	Dispose and replace with single axle truck equipped with snow plow package (plow, spreader, dump body, underbelly) - Approval to procure in 2023, anticipated arrival in 2024.					
Budget Request:	\$350,000 included with Item 15/16				Lifecycle:	7

Item	15	Replacement	FLEET000114	Type:	Heavy Duty
Department:		Operations and Infrastructure	Year: 2015	Make/Model:	2015 FREIGHTLINER SD Tandem
Division:		Roads	Condition: Poor	Kilometers/Hours:	91795
Purpose of Asset:	To maintain highways in winter (plow, sand, salt) and to support road operations in summer (haul, spread, tow).				
Procurement Requirements:	Dispose and replace with tandem axle truck equipped with snow plow package (plow, spreader, dump body, underbelly) - Approval to procure in 2023, anticipated arrival in 2024.				
Budget Request:	\$350,000 included with Item 14/16			Lifecycle:	7

Item	16	Replacement	FLEET000115	Type:	Heavy Duty
Department:		Operations and Infrastructure	Year: 2015	Make/Model:	2015 Freightliner Single Axle with Plows
Division:		Roads	Condition: Poor	Kilometers/Hours:	68548
Purpose of Asset:	To maintain highways in winter (plow, sand, salt) and to support road operations in summer (haul, spread, tow).				
Procurement Requirements:	Dispose and replace with single axle truck equipped with snow plow package (plow, spreader, dump body, underbelly) - Approval to procure in 2023, anticipated arrival in 2024.				
Budget Request:	\$350,000 included with Item 14/15			Lifecycle:	7

Item	17	Replacement	FLEET000120	Type:	Medium Duty
Department:		Community Services	Year: 2015	Make/Model:	2015 GMC Sierra 2500 P/U (CVOR)
Division:		Maintenance	Condition: Poor	Kilometers/Hours:	105278
Purpose of Asset:	Primary work vehicle for maintenance staff to move equipment, materials and staff to facilities.				
Procurement Requirements:	Dispose and replace with medium duty pick up truck.				
Budget Request:	\$70,000			Lifecycle:	7

Item	18	Replacement	FLEET000133	Type:	Light Duty
Department:		Operations and Infrastructure	Year: 2016	Make/Model:	2016 Dodge Ram 1500 SLT Quad 4X4
Division:		Roads	Condition: Poor	Kilometers/Hours:	115532
Purpose of Asset:		Provides patrol, daily work vehicle moving staff, equipment and materials to work sites.			
Procurement Requirements:		Dispose and replace with light duty pick up truck.			
Budget Request:		\$60,000		Lifecycle:	5

Item	19	Replacement	FLEET000061	Type:	Trailer
Department:		Community Services	Year: 2004	Make/Model:	2004 JCTR DBW Blue Dual Trailer
Division:		Parks	Condition: Very Poor	Kilometers/Hours:	
Purpose of Asset:		Daily use trailer for grass cutting operations.			
Procurement Requirements:		Dispose and replace with tandem axle trailer.			
Budget Request:		\$18,000		Lifecycle:	10

Item	20	Replacement	FLEET000063	Type:	Trailer
Department:		Community Services	Year: 2008	Make/Model:	2008 JJ LD2 Blue Dual Trailer
Division:		Parks	Condition: Very Poor	Kilometers/Hours:	
Purpose of Asset:		Daily use trailer for grass cutting operations.			
Procurement Requirements:		Dispose and replace with tandem axle trailer.			
Budget Request:		\$18,000		Lifecycle:	10

1. Proposed Year of Initiative (Start date and End Date): Q1-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) • 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 ad unknown liabilities. • 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: "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 type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 2,439,000 Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? 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 this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? The reduction and/or efficiency of sharing equipment, pooling equipment where possible is included in this analysis. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? Group buying can occur for some assets but does prove difficult with differing timelines and requirements.		
7. Other Comments / Gallery:		



GEORGINA

Town of Georgina
23-CI-CS-01
Capital Initiative

Title of Request:	Facilities Repairs and Remediation Program	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 23-CI-CS-01
Division:	Facilities	Date: November 30, 2022
Budget Request:	\$99,000	Funding Source: Discretionary Reserve

Project Description:

Address priority deficiencies and lifecycle replacement projects pertaining to health & safety matters that are not necessarily captured through the current BCA Program or that are demonstrating equipment fatigue and/or at end of reliable lifecycle.

- Georgina Ice Palace Shutter Replacement
- Sutton Arena Roof Access Hatch
- Willow Beach Roof Replacements
- Georgina Leisure Pool Boiler Gasket Reseal

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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: Proper access required for personnel involved in accessing the roof at Georgina Sutton Arena.
- Risk Management: All items to be addressed to mitigate risks/hazards.

• Efficiency: Improved efficiency with new shutters (GIP) as staff will not need to recover the windows with unsuitable materials. Improved efficiency when all boilers at the Leisure Pool are operating properly. Improved efficiency for repair/emergency personnel to access the roof at GSA.	3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Promote a High Quality of Life" – Build a healthy, safe and accessible community. Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.
4. Main/Desired Goal or Outcomes/Benefits: a. Georgina Ice Palace Shutter Replacement (\$40,000) The Georgina Ice Palace Hall requires replacement of Rolling Security Shutters on the Hall windows that overlook the two ice pads. Many of the existing shutters are malfunctioning and are no longer repairable. We are unable to source out parts for the existing shutters as the manufacturing and supply of this product no longer exists. This product is 10+ years old and has failed due to excessive use and tampering by user groups. Many shutters have been removed due to safety issues and therefore limiting the privacy between the Hall and the ice pads during functions. The tamper proof/ lockable shutters are required to provide privacy and security during public and private events. b. Sutton Arena Roof Access Hatch (\$15,000) The Sutton arena/hall has had a new roof access ladder installed to conform to health and safety regulations and building code. Because of the new size of the ladder, it has made the access hole/hatch too small for the maintenance team, HVAC repair and fire personnel to access the roof for repairs or emergencies. This capital initiative is to replace/remove existing roof hatch, and install a new roof hatch 30"x36". c. Willow Beach Roof Replacements (\$24,000) Willow Beach park has four buildings that are in need of roof replacement. Currently the roof construction is of old steel with lead nails. One roof has started to leak, which is a safety concern as there are electrical outlets for the automatic flushing in the Men's washroom. As well, the plexiglas windows will need to be replaced at this time due to damage. We will be replacing these metal roofs with 40 Year shingles that will be glued down in anticipation of high winds coming off Lake Simcoe. d. Georgina Leisure Pool Boiler Gasket Reseal (\$20,000) Reseal all gaskets on boilers for proper operation, as this is imperative for proper operation of the boilers, One out of the two boilers is not in service now as the gaskets are dried out and worn due to the age of the boilers. Replace condensate trap assembly and flue gas sensor on one boiler. We are currently operating with only one boiler and no back up boiler. Parts for these boilers are not always readily available and could take up to five days to obtain. If the current boiler we have fails and cannot get repaired quickly we would have to cancel programming and shut the facility down as these boilers control the heating loop as well as pool water temperatures.	

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 99,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? Yes.

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

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

Can technology be leveraged? Yes.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-CS-02
Capital Initiative

Title of Request:	Challenge Course Repairs and Equipment	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 23-CI-CS-02
Division:	Parks	Date: November 30, 2022
Budget Request:	\$15,000	Funding Source: Discretionary Reserve

Project Description:

The Challenge Course at the ROC has not been in operation for the past two seasons due to the COVID-19 and therefore it requires a major inspection and equipment replacement in order to fully reopen.

1. Proposed Year of Initiative (Start date and End Date): 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)
- Every five years the Challenge Course requires a complete safety inspection to maintain our compliance with CSA.

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

Priority: "Promote a High Quality of Life" – Build a healthy, safe and accessible community
Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.



GEORGINA

Town of Georgina
23-CI-CS-03
Capital Initiative

Title of Request:	Ditching and Drainage	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 23-CI-CS-03
Division:	Parks	Date: November 30, 2022
Budget Request:	\$75,000	Funding Source: Discretionary Reserve

Project Description:

There are a number of different areas at the ROC and other parks throughout Georgina that require significant ditching to reduce downtime on sports fields and protect our facilities. This initiative was brought forward regarding the ROC grounds, however it was tabled as it would fall under the construction of the new Civic Center. Due to the delay of this work, there has been a considerable amount of downtime to sports fields and damage caused to the Pioneer Village buildings. Staff is requesting \$75,000 each year for the next three years to address the poor drainage issues at not only the ROC, but all other parks that are having these issues.

1. Proposed Year of Initiative (Start date and End Date): 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)
- Sever flooding is occurring throughout the Pioneer Village and around some low-lying areas within the ROC property.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.									
4. Main/Desired Goal or Outcomes/Benefits: To reduce flooding, eliminate damage to buildings and increase efficiencies for the sports facilities.									
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 33%;">Budget type</th> <th style="width: 33%;">Funding Source</th> <th style="width: 34%;">Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 75,000 Recovery: </td> </tr> </tbody> </table>				Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 75,000 Recovery:
Budget type	Funding Source	Net Impact							
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 75,000 Recovery:							
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? Yes. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No.									

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-CS-04
Capital Initiative

Title of Request:	Irrigation Repairs	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 23-CI-CS-04
Division:	Parks	Date: November 30, 2022
Budget Request:	\$60,000	Funding Source: Discretionary Reserve

Project Description:

After a couple of years of downtime, our ball diamond and soccer field irrigation system needs some major repairs. There are a number of irrigation heads that need to be replaced and elevated, as well as valve boxes that need to be replaced. In addition, work is required to the existing pump to increase water pressure. There are currently three baseball diamonds and four soccer fields that are unable to operate the irrigation system due to the needed repairs. Without the irrigation, we are losing our turf to drought, which causes increased number of weeds, poor turf conditions, and increase levels of risk and injury due to the hard surface.

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

These repairs will improve the quality of the fields, reduce risk levels and improve turf.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.									
4. Main/Desired Goal or Outcomes/Benefits: Reduce liability, improve quality of play									
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 33%;">Budget type</th> <th style="width: 33%;">Funding Source</th> <th style="width: 34%;">Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 60,000 Recovery: </td> </tr> </tbody> </table>				Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 60,000 Recovery:
Budget type	Funding Source	Net Impact							
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 60,000 Recovery:							
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? Yes. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No.									

Can technology be leveraged? No.
Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.
7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-CS-05
Capital Initiative

Title of Request:	Picnic Table Replacement	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 23-CI-CS-05
Division:	Parks	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

In 2022 Council approved \$50,000 per year for the next 3 year to complete some picnic table replacement. This request is part of the continued initiative.

1. Proposed Year of Initiative (Start date and End Date): 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)
- Replacement of unsafe picnic tables throughout all parks.

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

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

Reduce liability, improve service level.

5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 50,000 Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? Yes. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery:		



Title of Request:	Playground Replacement	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 23-CI-CS-06
Division:	Parks	Date: November 30, 2022
Budget Request:	\$150,000	Funding Source: Discretionary Reserve

Project Description:

In 2022 Council approved \$150,000 to replace two pieces of playground equipment. Playground equipment typically has a life cycle of 15 to 20 years depending on volume of usage. Many of the existing playgrounds throughout Georgina are past their life expectancy or are rapidly approaching that replacement date. Staff is budgeting \$150,000 per year for the next ten years to replace one to two pieces of playground equipment each year in order to maintain the required CSA safety standards.

1. Proposed Year of Initiative (Start date and End Date): Q3 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)
- Replacement of playgrounds throughout all parks.

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

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits: Reduce liability, improve service level.								
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 150,000 Recover </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 150,000 Recover
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 150,000 Recover						
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? Yes. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.								
7. Other Comments / Gallery:								



GEORGINA

Town of Georgina
23-CI-CS-07
Capital Initiative

Title of Request:	Building Condition Assessment (BCA) Items	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 23-CI-CS-07
Division:	Special Capital Delivery	Date: November 30, 2022
Budget Request:	\$1,179,000	Funding Source: Discretionary Reserves

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.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023-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)
- This work required is in accordance with the BCA program.

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

Priority: "Grow our Economy" - Increase employment and investment
Priority: "Promote a High Quality of Life" - Build a healthy, safe and accessible community
Priority: "Provide Exceptional Service" – Manage our finances and assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

a. Georgina Ice Palace Generator Overhaul:

To overhaul a float-mounted generator located at the rear of the Georgina Ice Palace building. It provides emergency power in the event of a power outage. The unit is manufactured by DTE (model F02025C25C2503) and is rated at 500 kW, 347/600V at 600A. Based on its age, the BCA program has recommended an overhaul of the generator in 2023.

The generator set is served by a custom made steel fuel tank rated at 3,300 L that was manufactured in 2003. An Engineering review will be carried out to evaluate the entire generator fuel supply system for new code requirements according to CSA B139 and to apply for any applicable code variances. The project will also include all works related to bringing the system up to code compliance.

b. Fire Station 1-4 Emergency Generator Overhaul:

To Overhaul the Sommers natural gas-powered emergency generator (model SMGNGMS40GM3UW), manufactured in 2005, and located in an enclosure within a chain-link fence adjacent to the building. The unit, rated at 40 kW (50 kVA), 347/600V at 48A. The generator is in good-to-fair condition. However, based on its age, the Building Condition Assessment consultant has recommend an overhaul of the generator in 2023. Moreover, a separate gas feed from the local gas meter with a dedicated gas shut-off for the generator needs to be added in order to comply with CAN/CSA-B149.1-05 7.2.2.1 (2007).

c. Fire Station 1-6 Emergency Generator Replacement:

To Replace Sommers natural gas-powered generator (Model Number SMGNGMS27GM3CW), manufactured in 1995, and pad mounted on site at the west elevation of the building exterior. The generator is rated at 24 kW (120/240 V, 100 A). The generator is in poor condition and is past its service life should be replaced.

d. Fire Station 1-4 Repair of Settlement Cracks:

Currently a study is underway to determine the repairs required to remediate the step-cracking and potential subsidence at Fire Station 1-4. The north bay concrete block wall, which separates the interior office space from the general garage space, has a series of step-cracks that appear to indicate subsidence in the garage floor. Some cracks in the garage floor running north south appear to indicate that some settlement is occurring, which could be a result of the load of the four heavy fire fighting vehicles parked in that area. Other step-cracks are present within the building, including but not limited to the interior stairwell immediately south of the garage, as well as the west concrete block wall, which services the northeast garage area. These funds are for the actual repairs required to resolve these issues.

e. Fire Station 1-4 Built-up Roofing Scan and Localized remedial Repairs:

The roofing above the building is built-up-roofing and is in poor condition. Blueberry, asphalt bleeding and membrane deterioration, in addition to ridging were noted at multiple locations. The damaged areas were noted throughout all the roofs. Roofing replacement has been recommended by the BCA Consultant in the short term. Alternatively, a study including an infrared scan of all wet areas could be conducted to determine the extent of localized remedial repairs and estimated budget. In the meantime a provisional budget of approximately 30% of the replacement cost has been allocated for remedial repairs.

f. Georgina Ice Palace Kitchen and Bar Replacement:

The Georgina Ice Palace Hall requires replacement of the Kitchen & Bar cabinets and counter tops. The cabinets and counter tops are original furnishings that were installed during the new construction of the facility in 1996 (26 + years ago). The current state of the furnishings are in very poor condition and require immediate replacement due to user dissatisfaction. In addition, there are health and safety issues being the delaminating counter tops and cabinets which is in contravention to the Ontario Food Premises Regulation 493/17 (ie. cracks, crevices and open seams) causing hazards such as edges that could injure (cut) a staff or patron when in contact with the counter tops.

g. Pool Filter Replacement:

Supply and install new pool filtration system to replace the existing system on both the lap pool and the leisure pool. All piping retrofit as required to attach the new filters to existing piping for the filtration system. Removal of existing filters and debris to be disposed of as per legislation. The existing filters are original and parts are obsolete and are not available anymore.

h. HVAC Replacement – Sutton Arena:

To replace two roof top units as we currently only have one unit in working order, and one unit that cannot be repaired, as the parts are unavailable for both. The units are 24 years old and they use HCFC-22 (R22) refrigerant. This is no longer acceptable as HCFC refrigerants were phased out in 2020. These units have exceeded their rated useful life. We no longer have sufficient air movement and are unable to provide proper heating and cooling to our users. If the working unit fails, we will then have no way to heat or cool the hall. Two Lennox (model: GCS24-813-95/130-2J) packaged Roof Top Units (RTU) with gas heat to serve the second floor community centre are required. The serial numbers are 5698D 02083 & 5698D 05188. Each RTU is rated with a gas input of 130 MBH and 6 tons of cooling.

i. Existing High Intensity Discharge (HID) Lighting: Lighting over the pool deck area has diminished since original installation resulting in less than adequate lighting levels {c.<60%} adversely impacting staffs' abilities to effectively monitor the pool tanks, bather load capacities and participant safety.

The lighting level for indoor and outdoor pools must be maintained at a minimum 200 lux (basic unit of illumination equal to one lumen per square metre (0.0929 foot-candles or one candela per square metre) over the entire water surface and deck areas throughout all periods of operation. Various facilities may require more lighting in order to maintain safe supervision. An emergency lighting system must be in place to illuminate the deck and pool bottom in the event of a power failure.

Appropriate lighting levels must be maintained in order for lifeguards to provide adequate supervision of bathers. Poor illumination of swimming pool decks and water surface areas make it difficult for lifeguards to provide supervision and bathers on the pool bottom can go unseen. Appropriate lighting levels ensure visibility of all areas, especially the pool bottom.

The most recent BCA (Building Condition Assessment Report) on the facility has recommended that the HID fixtures be replaced with longer-lasting improved LED units. Funding sources associated with provincial and/or federal lighting retrofit rebates will be sought to recover some of the expense.

Appropriate lighting levels helps to ensure good visibility to all areas, including the pool bottom. As a result, risks are mitigated and bathers are able to be seen by guards and other bathers to reduce the risks of accidental distress. LED lighting is easier to maintain and more efficient than traditional lighting.

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

	Budget	Operating (Including)	Allocation		
			2023	2023	2023-31
Expenditures:	Request	Annually	2023	2023	2023-31
1. Georgina Ice Palace Generator Overhaul	275,000		275,000		
2. Fire Station 1-4 Emergency Generator Overhaul	50,000		50,000		
3. Fire Station 1-6 Emergency Generator Replacement	52,000		52,000		
4. Fire Station 1-4 Structural Study / Repair of Settlement Cracks	45,000		45,000		
5. Fire Station Built-up Roofing scan and localized remedial repairs	82,000		82,000		
6. Georgina Ice Palace Kitchen and Bar Replacement	40,000		40,000		
7. Pool Filter Replacement	370,000		370,000		
8. HVAC Replacement – Sutton Arena	65,000		65,000		
9. Pool Deck Lighting Replacement – Georgina Leisure Pool	200,000		200,000		
Total Expenditures	\$1,179,000	\$ -	1,179,000		

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth	Total Cost: \$ 1,179,000

☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? Yes. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		

7. Other Comments / Gallery:

Project: Pool Deck Lighting Replacement – Georgina Leisure Pool
Requesting that the pool deck lighting project be approved as soon as possible to have the lights replaced immediately, including single-sourcing so that proper lighting levels be achieved. Currently to compensate, pool staff have resorted to scheduling additional guards to patrol the pool deck area.

Project: Georgina Ice Palace Kitchen and Bar Replacement





GEORGINA

Town of Georgina
23-CI-CS-08
Capital Initiative

Title of Request:	Parks & Trails Plan Study	Business Case Type:	Capital Initiative
Department:	Community Services	Business Case number:	23-CI-CS-08
Division:	Parks	Date:	November 30, 2022
Budget Request:	\$100,000	Funding Source:	Discretionary Reserve

Project Description:

The Planning Act places limitations on the amount of parkland dedication that the municipality can require based on the proposed land use. In addition, the recently proposed Bill 23 (More Homes Built Faster Act) changes, will bring on new challenges for a municipality to collect on parkland dedication. A municipality can establish and collect a higher alternative rate than outlined, but only where the municipality has a by-law which provides for this and a demonstrated need for parkland included in its official plan.

The proposed study will develop a Park & Trails Plan which will document current assets, capacity and development strategies for gaining new assets to accommodate population growth, demographics and industry trends. The plan will provide detailed needs assessment to support future direction of park development, and outline the needs related to future development and enhancement of parks and open spaces in the Town.

The proposed Park Plan, will fulfill the requirements for a municipal parks plan under Section 42 of the Planning Act.

1. Proposed Year of Initiative (Start date and End Date): 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: "Deliver Exceptional Service" – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Develop a Plan that will provide detailed needs assessment and fulfil the requirements for a municipal parks plan under the Planning Act.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 100,000 _____ Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

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

Can technology be leveraged? No

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-CS-09
Capital Initiative

Title of Request:	The Link Sidewalk	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 23-CI-CS-09
Division:	Facilities	Date: January 16, 2023
Budget Request:	\$75,000	Funding Source: Discretionary Reserves

Project Description:

To install a concrete sidewalk at west side of the Link Community Centre, which will significantly improve accessibility by connecting the existing walkway into the Food Pantry with the existing walkway into the main western entrance of the facility. The concrete sidewalk will also be extended further south to provide a clean access route from the southern parking. The sidewalk will be fully aligned with the existing north sidewalk section where the EV charger is currently installed.

1. Proposed Year of Initiative (Start date and End Date): Q2 2023-Q3 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)
Improved Accessibility.

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

To promote a high quality of life and to deliver exceptional service.

4. Main/Desired Goal or Outcomes/Benefits:

This sidewalk will help disabled persons access the facility in a safe manner, and will limit the need to approach the main entrance behind parked cars, which may backup unexpectedly, or approach along the road traffic.

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

	Budget	Operating (Including)	Allocation		
			Capital (Cash Flow) *		
Expenditures:	Request	Annually	2023	2023	2023-31
The Link Sidewalk including contingency	75,000		75,000		
Total Expenditures	\$ 75,000	\$ -			\$ 75,000

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 75,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

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

Can technology be leveraged? No

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

7. Other Comments / Gallery:



Title of Request:	Suppression Equipment	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 23-CI-FS-01
Division:	Suppression	Date: November 30, 2022
Budget Request:	\$70,000	Funding Source: Discretionary Reserve

Project Description:

Purchase of Suppression Equipment.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 to 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) NFPA standards
- Purchase of replacement fire hose and appliances that have reached end of service life \$10,000
 - Purchase of replacement SCBA cylinders \$53,000 (31@ ~\$1,710)
 - Purchase of replacement hazmat, gas detection and special operations equipment \$5,000
 - Purchase of replacement AEDs that have reached end of service life \$2,000 (one to be replaced)

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

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

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 - \$53,000 (31 cylinders @ ~1,710 EACH)

- The Fire Department requires that SCBA cylinders are replaced on a lifecycle basis and we require 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.

Hazmat, Gas Detection and Special Operations Equipment - \$5,000

- We have identified specialty and standard equipment in need of replacement due to wear and tear.

Automated External Defibrillator (AED) - \$2,000 (1 to be replaced)

- This equipment will replace existing AEDs that are out of date and will assist crews in saving a person's life during a medical emergency.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater	Total Cost: \$ 70,000 Recovery:

	☐ Other:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? No. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.	
7. Other Comments / Gallery: • On-going annual request to continue our lifecycle replacement strategy. • Efficient, safe and the ability to address current components when responding to emergency incidents. • Safe and efficient equipment for fire suppression.	



Town of Georgina
23-CI-FS-02
Capital Initiative

GEORGINA

Title of Request:	Communication Equipment	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 23-CI-FS-02
Division:	Suppression	Date: November 30, 2022
Budget Request:	\$25,000	Funding Source: Discretionary Reserve

Project Description:

Purchase of Communication Equipment.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 to 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)
- Purchase of replacement tablets \$2,000 (two to be replaced)
 - Purchase of pagers \$10,000 (16 @ \$625 each)
 - Purchase of radio/batteries \$13,000 (one radio @ \$8,000 and 23 batteries @ ~\$220 each)

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

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

Purchase of radio batteries to continue use of current radios for firefighters that provide a method of two-way communication as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes. Communications equipment is a high priority item with health and safety implications. There is generally a limited life span for this equipment and must be replaced regularly to ensure functionality.

Pagers are continuously requiring replacement and repair. The maximum life span of a pager is typically five years. The cost of a pager is approximately \$600 each and we will be purchasing approximately 16 pagers in 2023 to allow us to continue with a sustainable and consistent replacement program.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 25,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:

- On-going annual request to continue our life cycle replacement strategy.
- Efficient, safe and the ability to address current components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.



GEORGINA

Town of Georgina
23-CI-FS-03
Capital Initiative

Title of Request:	Bunker Gear	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 23-CI-FS-03
Division:	Suppression	Date: November 30, 2022
Budget Request:	\$65,000	Funding Source: Discretionary Reserve

Project Description:

Purchase of bunker gear.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 to 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)

On-going annual cycle replacement of bunker gear to ensure firefighters have bunker gear that meet Occupational Health and Safety Requirements.

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

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

In order to refrain from large spikes in the capital budget every five years or so to meet our requirements, a harmonized purchase level of bunker gear is used to ensure a stable and consistent budget line. This also allows the Town to introduce improved bunker gear as standards and quality are gradually improved.

To maintain, our lifecycle replacement program we are required to purchase 17 bunker suits annually. In 2022 we went to tender for a new contract for three years with two optional years.

NFPA 1851 "Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting" dictates that bunker gear must be removed from service after 10 years from the manufacture date.

Our current lifecycle replacement process allows us to have an adequate supply of spare bunker gear for firefighters (full time/volunteer). Spare bunker gear is required to maintain our service levels while the primary set is decontaminated and/or repaired.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 65,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:

- On-going annual request to continue our lifecycle replacement strategy.
- Efficient, safe and the ability to address current components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.



GEORGINA

Town of Georgina
23-CI-FS-04
Capital Initiative

Title of Request:	Clothing/PPE and Bunker Gear for Four New Staff	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 23-CI-FS-04
Division:	Suppression and Fire Prevention	Date: November 30, 2022
Budget Request:	\$24,000	Funding Source: Discretionary Reserve

Project Description:

Station wear, dress uniforms, bunker gear and PPE for four additional firefighters.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 to 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)
- Growth: This gear is required for four new staff members
 - Legislative: Fire staff are legislatively required to wear certain gear
 - Risk Management: Proper protective equipment protects staff
 - Efficiency: Use of proper equipment aids in efficient service delivery

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

Priority: "Promote a High Quality of Life" – Build a healthy, safe and accessible community.

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery

4. Main/Desired Goal or Outcomes/Benefits:

Provide required clothing and PPE (including bunker gear) to newly hired staff.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 24,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:

Provide clothing and PPE for additional staff.



GEORGINA

Town of Georgina
23-CI-DCAO-01
Capital Initiative

Title of Request:	Development Tracking Solution	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 23-CI-DCAO-01
Division:	Information Technology Services	Date: November 30, 2022
Budget Request:	\$500,000	Funding Source: Development Charges

Project Description:

The municipality is seeking a new inclusive Development Tracking Solution to meet the requirements of all land development applications, approvals, permitting and inspections, and licensing for the Planning, Building, and Engineering divisions. This new enterprise solution will also coordinate all land and property-based processes to other areas in the organization such as Municipal Law Enforcement, Clerks, Operations, and Fire and Emergency Services. The new solution will be user and customer-centric in order to facilitate the transition from a complex manual process to a streamlined digital process with real-time processing, workflows, and application updates for internal users and external clients.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q2 2024

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

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

- Legislative: With the passing of Bill 109 on April 14, 2022, significant changes were made to the land use planning in Ontario. Completed applications are now subject to a statutory timeline for the Town to review planning applications, requiring a refund of fees to developers if the timelines are not met.

• Growth: The proposed solution will help streamline internal processes while meeting the increasing volume of applications year after year. • Strategic Priority: The proposed solution modernizes the delivery of key business processes, expands the Town's online service offerings, and aligns with the expectations residents seek (as per the most recent public survey). The solution will facilitate an electronic application process where residents/developers can submit submissions (application forms, drawings, reports, studies, etc.) and obtain updates. • Efficiency: The manual processes and the multiple application platforms adds unnecessary complexity and introduce challenges and risks when trying to find business efficiencies. The new solution will simplify the process by having one corporate system to coordinate all land and property-based processes, introduce data integration with the Town's GIS solutions, reduce data duplication, and provide a single repository of up-to-date information. • Adopted Plan / Study: As per the adopted 2018 ITS Strategic Plan, it was identified that there is an absence of a corporate Land and Property Management (LPMS) system in the Town's business systems architecture to effectively coordinate land and property-based processes within the organization. The Development Charges Background Study conducted in 2021 also supports the need for a Development Tracking Solution to help improve services resulting from development.	3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: • Information Technology Services Strategic Plan • Customer Service Strategy • Corporate Strategic Plan, Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.
4. Main/Desired Goal or Outcomes/Benefits: The proposed solution will be a single repository of all property and land-related processes and information for development-related applications, permits, inspections reports, property complaints/infractions, and licenses. With seamless integration with the Town's GIS, staff will have a "single view" where different data sets are consolidated to provide a full story of a customer/property. Workflows and automated business processes will drive efficiency throughout the lifecycle of an application.	5. Cost/ Financial Impact, Recovery and Net impact: The estimated cost for a Development Tracking Solution is \$500,000. A separate business case has been submitted for additional staffing resources to support the implementation project for this solution. There will be annual operating costs that will be determined and presented to Council for approval prior to award of contract.

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☒ Other: Development Charges	Total Cost: \$ 500,000 Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? No. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery: The Town has already engaged in several workshops and process reviews to understand the technical needs and business requirements of a corporate Development Tracking solution. In 2021, the Town engaged with York Region to evaluate and consider the newly developed York Region's YorkTrax system. Unfortunately, YorkTrax does not incorporate all the needs from the local municipality's perspective. However, a		

business requirement document was produced with key Subject Matter Experts and consultants from the Perry Group Consulting in preparation for a "Request for Information" and/or "Request for Proposal".



GEORGINA

Town of Georgina
23-CI-DCAO-02
Capital Initiative

Title of Request:	Additional Resources for Corporate IT Projects	Business Case Type: Capital Initiative
Department:	Corporate Services	Business Case number: 23-CI-DCAO-02
Division:	Information Technology Services	Date: November 30, 2022
Budget Request:	\$562,500	Funding Source: Discretionary Reserve

Project Description:

The Town is currently undergoing the implementation of a Human Resources Information System (HRIS) and will soon commence the procurement and implementation of a development tracking solution. While the HRIS implementation project is progressing well, there has been a significant demand for resources from both the Human Resources Department and Payroll departments. In order to meet the scheduled deadline and requirements, there has been a need to dedicate three additional full-time positions to the project. As such, these full-time personnel dedicated to the project has left a deficiency in the services offered by both Human Resources and Payroll. Therefore, there is a need to backfill those positions in order to continue to provide business services from both departments.

Moreover, with the anticipated procurement of a development tracking solution, scheduled to commence in March 2023, the Town envisages the project will be complex. Following a consultation with Development Services, who is the major stakeholder of the development tracking solution project, to determine available resources that will support the project, it was understood that the department does not have the available resources to support the project while continuing to support its business operations especially during the upcoming spring busy season.

It has been proposed that the Town acquire additional full-time resources to support the ongoing and future corporate IT projects.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q2 2024

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

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

- Service Level Change: Throughout the duration of both corporate IT projects, a significant amount of time and effort will be required from project staff and stakeholder departments. To ensure the projects meet their goals and objectives, the additional staffing resources are crucial. Additionally, the additional resources for these projects will ensure the stakeholder departments can continue to support their business operations, especially during the busy seasons.
- Strategic Priority: The proposed development tracking solution modernizes the delivery of key business processes, expands the Town's online service offerings, and aligns with the expectations of residents and business partners. The development tracking solution project will facilitate an electronic application process where residents/developers can submit submissions (application forms, drawings, reports, studies, etc.) and obtain updates. Furthermore, the HRIS solution will promote efficient HR and payroll processes, thereby boosting employee productivity, retention, and engagement.
- Other: The need for additional staffing resources align with the recommendation of current project vendor, to ensure we meet project schedule and scope.

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

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

The additional staffing resources will support ongoing and future corporate IT projects to ensure we meet project timelines and scope.

5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 562,500 Recovery:
6. Other Considerations or Efficiency Options:		
Can the request be deferred? No. Is it more efficient to contract out the initiative? No. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery:		



Title of Request:	Stormwater Rate Study	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 23-CI-DCAO-03
Division:	Financial Strategy and Planning	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

The Town is facing upward financial pressure due to stormwater management costs. There the three major drivers for cost increases which are: aging infrastructure, changing regulatory requirements and design standards, and climate change.

The Municipal Act, 2001, 8.0. 2001 (the "Act"), authorizes a municipality to pass by-laws imposing fees and charges pertaining to a stormwater system pursuant to sections 9, 10, 11 and 391 of the Act.

The 2022 Asset Management Plan (AMP) identified an annual shortfall of \$509,448 in the storm operating budget. The infrastructure gap was projected to grow by approximately \$8.7 million over the next 10 years. The replacement value for storm assets was estimated at approximately \$487 million. To close the funding gap, the AMP recommended to establishing a separate Stormwater Utility (rate), consistent with the practice in a number of other jurisdictions.

The following municipalities have already implemented a stormwater charge:

Whitchurch-Stouffville	St. Thomas	Richmond Hill
Vaughan	Middlesex Centre	Mississauga
Newmarket	North Middlesex	Guelph
Markham	Kitchener	London
Aurora	Waterloo	Ottawa

This study would provide steps to move forward on exploring the creation of a stormwater management rate. This rate could provide a sustainable financing source for the maintenance and replacement of the town's stormwater infrastructure

1. Proposed Year of Initiative (Start date and End Date): 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) Proactive financial and municipal asset management		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Corporate Strategic Plan, Priority: "Provide Exceptional Municipal Service"		
4. Main/Desired Goal or Outcomes/Benefits: Municipalities play a major role in stormwater management and current funding sources, mainly property taxes, have led to a funding gap for stormwater infrastructure. A stormwater management fee will provide the Town with a dedicated and stable funding source that allows long-range planning, preventative maintenance and large-scale capital improvements.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees	Total Cost: \$ 50,000

☐ Staffing re-occurring (2023 and future)	☐ Water/Wastewater ☐ Other:	Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? Yes, but this rate will provide a sustainable financing source for the maintenance and replacement of our stormwater infrastructure. Without it, we could face funding shortfalls Is it more efficient to contract out the initiative? Yes, while some of the work can be absorbed by current staff, additional resources will be required to enable the introduction of the stormwater management rate. Can this initiative be combined with other present functions? No Can the services model be changed to reduce this demand without reducing service levels? No Can technology be leveraged? No Can the service delivery be shared with other Town Departments/Agencies or municipalities? No		
7. Other Comments / Gallery:		



GEORGINA

Town of Georgina
23-CI-LS-01
Capital Initiative

Title of Request:	Delegated Authority Bylaw, Policy and Procedure	Business Case Type: Capital Initiative
Department:	Legislative Services	Business Case number: 23-CI-LS-01
Division:	Clerks Division	Date: November 30, 2022
Budget Request:	\$25,000	Funding Source: Discretionary Reserve

Project Description:

Allocate \$25,000 for consulting services to develop a Delegated Authority bylaw, policy and procedure.

1. Proposed Year of Initiative (Start date and End Date): Q2 2023 – 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)

Efficiency: The resulting Delegated Authority bylaw, policy and procedure will allow both staff and Council to operate more efficiently.

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

Deliver exceptional service: This will allow staff to act more efficiently and effectively with the appropriate delegated authority. Council will also be more efficient as delegated authority will allow for a more effective flow at Council meetings.

4. Main/Desired Goal or Outcomes/Benefits:

Consultants will be retained to review current delegated authority and determine opportunities for increased delegated authority. In addition, consultants will draft a comprehensive delegated authority bylaw as well as accompanying policy and procedure. This will allow Council meetings to run more efficiently as staff will have increased delegated authority. The bylaw will capture all delegated authority in one place and the policy and procedure will provide clear direction for staff.

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

Budget type	Funding Source	Net Impact
☒ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 25,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes

Is it more efficient to contract out the initiative? This business case proposes contracting out the service for the delegated authority review as well as policy and procedure creation.

Can this initiative be combined with other present functions? N/A
Can the services model be changed to reduce this demand without reducing service levels? N/A
Can technology be leveraged? N/A
Can the service delivery be shared with other Town Departments/Agencies or municipalities? The scope of this project is corporate wide.
7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-LS-02
Capital Initiative

Title of Request:	Protective Vests	Business Case Type: Capital Initiative
Department:	Legislative Services	Business Case number: 23-CI-LS-02
Division:	Municipal Law Enforcement	Date: November 30, 2022
Budget Request:	\$10,000	Funding Source: Discretionary Reserve

Project Description:

As the role of a Municipal Law Enforcement Officer continues to evolve, we must ensure that officers are equipped with the most appropriate safety equipment. This equipment should include bullet proof/blade proof protective vests. A recent survey conducted by staff shows that Municipal Law Enforcement Officers in Georgina are the only by-law officers in York Region that do not wear protective vests. Our Animal Services Officers, provided by and in partnership with the Town of Aurora, wear protective vests while on patrol in Georgina. Officers work a variety of shifts, including days, afternoons, evenings, and overnights and are sometimes in secluded areas. Several steps have been taken to improve officer safety, however this additional step is necessary to provide optimal safety for officers. Protective vests will be required for seven permanent employees and 4-6 seasonal employees.

1. Proposed Year of Initiative (Start date and End Date): 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: This request will increase staff safety								
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Promote a High Quality of Life" – Build a healthy, safe and accessible community.								
4. Main/Desired Goal or Outcomes/Benefits: Optimal officer safety.								
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 10,000 _____ Recovery: </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 10,000 _____ Recovery:
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 10,000 _____ Recovery:						
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Safety must be improved immediately.								

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

Can this initiative be combined with other present functions? N/A

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

Can technology be leveraged? N/A

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

7. Other Comments / Gallery:

\$10,000 is enough to ensure all staff requiring protective vests are equipped. \$2,000 will be required in our annual operating budget for repair and replacement of protective vests.



GEORGINA

Town of Georgina
23-CI-LS-03
Capital Initiative

Title of Request:	Animal Shelter Equipment Upgrades	Business Case Type: Capital Initiative
Department:	Legislative Services	Business Case number: 23-CI-LS-03
Division:	Municipal Law Enforcement – Animal Shelter	Date: November 30, 2022
Budget Request:	\$40,000	Funding Source: Discretionary Reserve

Project Description:

The existing kennels in the dog incoming and observation rooms need to be replaced with double run guillotine enclosures. The current kennels do not allow staff to stand up and clean them properly or to walk in to secure a dog with a leash. This can also be very stressful for the dog since there is minimal space making it difficult to handle large dogs. For example, a giant breed such as a Great Dane cannot be housed in any of these kennels. The more space provided, the less likely the dog is to experience kennel stress, unwanted behaviours and potential stress related medical problems such as kennel cough or gastrointestinal problems. Providing kennels that have a separate space for eating/sleeping and if needed, eliminations will not only improve the animal's well being but also improve the efficiency of the centre's operations as the animals are less likely to be destructive in their kennel.

Improving this area of housing will also decrease the potential safety hazards such as staff hitting their heads while trying to clean or handle a difficult animal in a small, confined space. Guillotine kennels also reduce the risk to staff if the dog is potentially dangerous allowing staff to be able clean and feed the dog without needing to physically handle the dog. The safety of the dogs is also a concern. We typically see many more large dogs brought in as strays and with animal shelter numbers on the rise across the province, we need to be proactive and ensure that we are prepared with the necessary animal housing.

The animal shelter requires the installation of windows in animal housing rooms which are currently windowless. Windows are required in the three dog rooms, and the cat isolation room. The windows will provide increased airflow to reduce the spread of disease and improve the mental health of the animals housed in these rooms due to the added enrichment of natural light. Currently, the dogs and cats in these rooms are in complete darkness from 5 p.m. until 8:30 a.m. the next morning. There is a small window in the dog adoption kennel (in the door) but it doesn't provide much light.

The animal shelter requires 15 additional cat portals installed so that the use of the current cat cages can be maximized allowing for improved housing of cats. Giving access to increased kennel space provides added enrichment and it has been proven to reduce stress in cats resulting in a decrease of medical problems such as upper respiratory infections and idiopathic cystitis. This will also aid the staff in maintaining a cleaner housing environment since the cats are less likely to be destructive when they have access to different areas for sleeping, eating and eliminating. Portaled cat enclosures also provide safer access for staff to clean and disinfect housing for potentially dangerous cats. With portals installed, staff can isolate one part of the cage to clean with a potentially dangerous cat in the other part of the cage thus eliminating any potential risk of injury to themselves.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 - Q2 2023 (typically a slower part of the year for the centre).

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 request will address staff safety issues, improve service efficiency and increase animal enrichment

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

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

Improve staff safety measures, efficiency of animal handling and disinfection protocols. Decrease the potential for animal health and safety concerns. Provide added enrichment to animals in care.

5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 40,000 Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? No, this is a health and safety concern for both animals and staff. Is it more efficient to contract out the initiative? Our Maintenance division will manage and oversee the project and contract out where required. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No, this is a safety concern. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery:		



GEORGINA

Town of Georgina
23-CI-SI-01
Capital Initiative

Title of Request:	Economic Development and Tourism Strategy and Action Plan	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 23-CI-SI-01
Division:	Economic Development and Tourism	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project:

The 2019-2023 Corporate Strategic Plan approved by Council includes as deliverables the development of a new Economic Strategy and Action Plan and an Investment Attraction Strategy and Marketing Plan to lead the activities of the Economic Development and Tourism Division.

The current Economic Strategy and Action Plan was endorsed by Council in 2016, and a subsequent Investment Marketing Strategy was prepared in 2016. A Tourism Strategy in partnership with the Chamber was also undertaken in 2019 with the majority of action items well underway.

Given the time that has lapsed and the significant changes to the local and global economy in part due to the recent Pandemic, and that many of the initiatives outlined in these documents are well underway or have been completed, it is necessary to update the Economic Development and Tourism Strategy and prepare an action plan for immediate implementation with a focus on building Georgina's Brand. The way in which private and public business is conducted has changed dramatically since 2016 and a review of current marketing trends and best practices will be undertaken as part of this update.

The development of the Economic Development and Tourism Strategy and Action Plan will take into consideration input from the various community organizations that support Georgina's brand as a location to invest, live, work and play.

Deliverables:

- Review of current marketing trends and best practices relevant to municipalities in the GTA and southern Ontario.

- Development of a 5 year Economic Development and Tourism Strategy and Action Plan
- Commencement of the Year 1 implementation plan*

*Economic Development Staff will be involved in the process of developing the Corporate Strategic Planning process. Depending on the inputs that are received during this process from both Council and the Public, and level of focus that occurs with respect to Economic Development and Tourism Initiatives, staff may be able to scope the project and utilize a portion of the requested funding to commence with action items immediately.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023

A Strategy and Action Plan that reflects the priorities of the 2022-2026 term of Council will be developed.

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)

- Grow our Local Economy

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

Priority: "Grow Our Local Economy" – Increase employment and investment.

Priority: "Engage and Build Our Community Partnerships" - Establish and strengthen partnerships.

4. Main/Desired Goal or Outcomes/Benefits:

Benefits may include but are dependent on outcome of the Corporate Strategic Plan and Economic and Tourism Strategy and Action Plan:

- Increased awareness of Georgina's brand as a location to invest, work, live and play.
- Purchase of refreshed trade show booth items to attend both investment and tourism type events.
- Enhanced website specific to investment attraction and tourism promotions.
- Expansion of programs available through Georgina's Entrepreneurial Hub (YSpace Georgina) and creation of a strong eco-system that supports local entrepreneurs.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 50,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, however in an effort to ensure Georgina remains current with marketing initiatives and trends, together with a desire to support economic recovery and the fact that the current Economic and Investment Strategy is over five years old, the budget is requested in 2023. The ability to leverage and utilize the inputs of the 2023-2027 Corporate Strategic Plan process is a significant cost savings in the development of an updated Economic Development and Tourism Strategy and Action Plan. Continuing to enhance marketing efforts to portray Georgina as a progressive and forward thinking municipality will help ensure that we are on the radar for future investment opportunities.

Is it more efficient to contract out the initiative? Given the current capacity and workload of existing staff it is much more efficient to contract out the development of the Economic Development and Tourism Strategy. However this work may be scoped depending on the outcome of the Corporate Strategic Planning Process thereby allowing any excess budget to be utilized for implementation of the Action Plan.

Can this initiative be combined with other present functions? This project will leverage the efforts undertaken in the development of the Corporate Strategic Plan.

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

Can technology be leveraged? Yes, this project will leverage online platforms and technology both in the development of the Strategy and Action Plan as well as implementation of the Action Plan.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes, collaboration with the Communications Division and Community Services Department is required.

7. Other Comments / Gallery:

This budget request will help ensure that initiatives undertaken are aligned with and reflect the current priorities of Council and the promotion of Georgina's Brand as a progressive and welcoming community with opportunities to invest, live, work and play.



GEORGINA

Town of Georgina
23-CI-SI-02
Capital Initiative

Title of Request:	Lead Generation – Investment Attraction	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 23-CI-SI-02
Division:	Economic Development and Tourism	Date: November 30, 2022
Budget Request:	\$25,000	Funding Source: Discretionary Reserve

Project Description:

This project is to secure a lead generation firm that will secure meetings with pre-qualified investment leads. This will allow Georgina to leverage upcoming activities being undertaken by York Region's Strategic Economic Initiatives Division.

York Region is currently investigating a number of international marketing opportunities (e.g. Trade Shows) with local municipalities and has advised that Regional funding is available to enhance Georgina's investment readiness and ability to participate in these trade shows. This Regional funding opportunity together with the ability to secure a firm to assist with lead generation will put Georgina in a stronger position to compete for investment.

The timing of this project is aligned with the knowledge that the Panattoni Group's first building is expected to be completed in late 2023 and Panattoni has indicated that they have a desire to work with the Town to secure tenants for the first building. This project would also benefit the balance of the business park owners and landowners across the entire municipality who are looking to extend their marketing reach and attract investment to their lands and tenants for buildings.

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

- This initiative will help to grown our local economy, which is in keeping with current strategic priorities

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

Priority: "Grow Our Local Economy" – Increase employment and investment.
Priority: "Engage and Build Our Community Partnerships" – Establish and strengthen partnerships.

4. Main/Desired Goal or Outcomes/Benefits:

- Increased awareness of Georgina as a place to invest
- Development of Georgina's value proposition
- Ability to leverage the investment attraction opportunities being undertaken by the Regional Municipality of York and neighbouring municipalities.
- Enhance marketing efforts in collaboration with Business Park landowners.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 25,000 _____ Recovery:

	6. Other Considerations or Efficiency Options: Can the request be deferred? Yes, however, in order to leverage efforts being undertaken by York Region in 2023 and the marketing efforts of the Panattoni Group and the timing of completion of their first building it is preferable to commence with this project in 2023. Is it more efficient to contract out the initiative? A portion of the requested funding will be used to retain a firm with expertise in lead generation. Can this initiative be combined with other present functions? Yes this project will be combined with marketing efforts being undertaken by the Town, Region of York and Business Park owners. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? Yes. Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes, collaboration with the Communications Division will be required.
	7. Other Comments / Gallery: Lead generation firms provide an area of expertise that is contracted by municipalities to assist with investment attraction. This project will support Georgina's investment attraction and job creation objectives. And, will help Georgina target investment that is aligned with Georgina's value proposition.



GEORGINA

Town of Georgina
23-CI-SI-03
Capital Initiative

Title of Request:	Community and Tourism Wayfinding Signage Installation	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 23-CI-SI-03
Division:	Economic Development and Tourism	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

As we move into the recovery phase and encourage visitation to our community and residents reconnect with their community, staff are in the process of developing a Tourism and Wayfinding Strategy (Strategy) with a completion date of Q4 2022. A working group consisting of Town staff and external stakeholders will provide input into the development of the Strategy and the Strategy will be presented to Council in Q1 of 2023. This Strategy will identify locations for signage that will direct visitors to key tourism destination with a focus on directing these visitors through commercial areas and scenic routes to promote increased spending in these areas.

Staff are requesting a budget of \$50,000 for the implementation of the tourism and wayfinding signage that will be identified in the Strategy. Due to the financial and staff resources to implement the Strategy, the implementation will need to be phased over the next 2-3 years.

Deliverables: 10-15** New Tourism and Wayfinding Signs

**It is difficult to determine the exact number of signs that can be installed within the proposed budget as it is entirely dependent on the size and type of sign required for each location that is identified in the Signage Strategy. However, based on recent signage installations 10-15 new signs may be possible. Upon completion of the Strategy, staff will present the Strategy to Council and begin to prioritize the signage installations that will occur in 2023.

Upon completion of this Strategy, the Town will investigate grant opportunities that may be available from Central Counties Tourism. Having this Strategy completed will put the Town in a better position to apply for additional grant funding.

Due to the length of time that has lapsed since the Town's signage guidelines were developed in 2014 as part of this project staff will be reviewing and updating the signage guidelines to reflect the Town's refreshed logo and to update the size and scale of the signage to ensure high visibility for the various road typologies. This new signage will help to strengthen the Town's Tourism Brand.

1. Proposed Year of Initiative (Start date and End Date): Q1-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)
- This initiative will address increased service requirements due to growth and will align with the Tourism and Wayfinding Strategy

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

Priority: "Grow Our Local Economy" – Promote Town identity.
 Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

- Increased awareness of tourism assets and local business areas
- Enhance Georgina's Brand by creating welcoming signage
- Enhance the customer experience

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

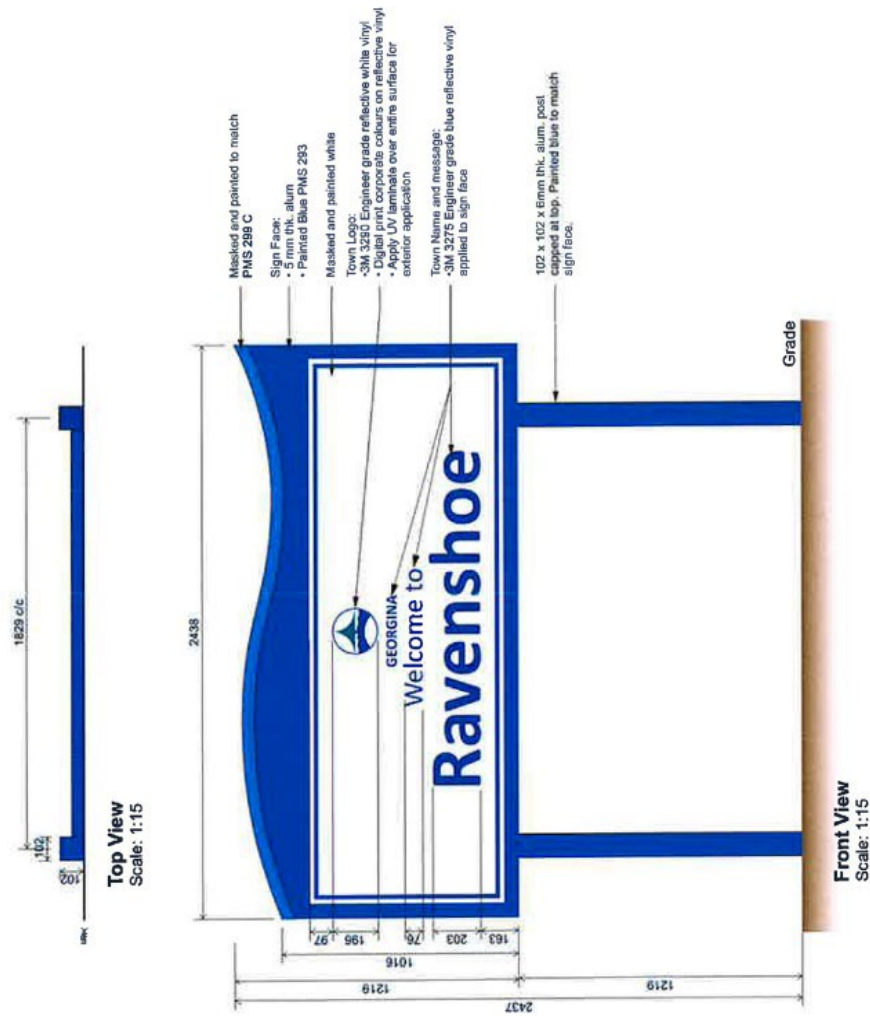
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 50,000 _____ Recovery:

6. Other Considerations or Efficiency Options:

- Can the request be deferred?** Yes, however an enhanced focus on signage is required to promote Georgina and enhance customer service and civic pride.
- Is it more efficient to contract out the initiative?** An RFP will be issued for the signage installations.
- Can this initiative be combined with other present functions?** No.
- Can the services model be changed to reduce this demand without reducing service levels?** No.
- Can technology be leveraged?** This initiative will be combined with other online promotion to increase awareness of Georgina as a place to invest, live, work and play.
- Can the service delivery be shared with other Town Departments/Agencies or municipalities?** Yes, collaboration with the Communications Division and Community Services Department is required.

7. Other Comments / Gallery:

Provided below is a recent prototype of an updated signage design.





GEORGINA

Town of Georgina
23-CI-LI-01
Capital Initiative

Title of Request:	Security Gates	Business Case Type: Capital Initiative
Department:	Public Library	Business Case number: 23-CI-LI-01
Division:	Library	Date: November 30, 2022
Budget Request:	26,500	Funding Source: Library Reserve

Project Description:

Security gates are reaching end of life. These gates help ensure the security of the investment we have made in our collection of library materials.

1. Proposed Year of Initiative (Start date and End Date): 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)
- Mitigate risk of loss of collection

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

Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

Protect the investment in our library collections, ensuring access to a variety of materials for residents.

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

\$15,000 for Keswick gates; \$11,500 for Pepperlaw gates, including installation, plus 1.8% tax → all reflected in total cost

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 26,500 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-LI-02
Capital Initiative

Title of Request:	Keswick Branch Alcove Renovation	Business Case Type: Capital Initiative
Department:	Public Library	Business Case number: 23-CI-LI-02
Division:	Library	Date: November 30, 2022
Budget Request:	\$15,000	Funding Source: Library Reserve

Project Description:

Keswick branch lacks sufficient office space for our current staff complement, therefore the Georgina Public Library Board approved moving forward with this renovation as early as possible. While we had expected to have this project completed in 2022, challenges in securing various contractors has delayed the project.

1. Proposed Year of Initiative (Start date and End Date): Q3 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)
- Ties into the 2016 Library Services and Facility Master Plan

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

The 2016 Library Services and Facility Master Plan recommends reviewing the use of the alcove space near the entrance of the Keswick branch.

4. Main/Desired Goal or Outcomes/Benefits:

Additional office space will allow us to return the Keswick Branch Board Room to public use.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 15,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? Yes, contracting is the plan.

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-WAT-01
Capital Initiative

Title of Request:	Water Meter Replacement Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-WAT-01
Division:	Operations	Date: November 30, 2022
Budget Request:	\$200,000	Funding Source: Discretionary Reserve

Project Description:

Change out 500+ residential water meters out of the 13,000+ that are installed. From 2018-2022 combined there has been approximately 1500 meters changed out and with approval of this we will enter year six of a multiyear change out program. Our Water meters are reaching their life expectancy of 20 years and have the potential to contribute to our water loss. The new meters installed are read with radio frequency technology and offer our team additional information when dealing with high water bills.

1. Proposed Year of Initiative (Start date and End Date): Due to contract renewal date this project would commence in Q3 2023 and be completed by 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)

- Growth: As the Town grows so does the number of water meters and accounts. We want a continuous change out program that will constantly change out meters as soon as they reach their life expectancy of 20 years. Some of the original meters were installed in 1996/1997. Risk Management: If the 20 year old + meters start to slow down they may not capture all the water that runs through them, which is a risk issue and will contribute to water loss. The other risk is that if we do not do a continuous change out program then there is the possibility that in future if there is a major issue with the older meters and it could become a major capital item.

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

Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- New meters with updated technology that benefit staff and the resident.
- Warranty on new meters.
- Change out a small amount 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:

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 200,000 Recovery: should be a small amount recovered through a decline in water loss. New meters will be 1-2% more accurate

Based on the testing of the meters in 2018, we can expect that there will be at least 1-2% more accurate readings off the meters. This 1-2% will be realized revenue for the next 20 years, resulting in potentially less work orders that our contractor will have to attend to going forward (savings on the maintenance side).

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, however it will delay the replacement program.

Is it more efficient to contract out the initiative? It is contracted.

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
23-CI-WAT-02
Capital Initiative

Title of Request:	Polybutylene Service Replacement Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-WAT-02
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$400,000	Funding Source: Discretionary Reserve

Project Description:

This annual program addresses deficiencies found in water service connections in the existing water distribution system related to aging polybutylene pipe services installed in the 1980s that are now failing.

The Town has identified over 420 services laterals made of polybutylene material in Keswick South (see list of streets on the table below). The annual program is intended to replace approximately 100 services per year on a street by street basis. Detailed design has been completed and tender package preparation and construction phasing was structured in three (3) construction packages for years 1, 2, and 3 for the identified services.

In 2022, business case 22-CI-WAT-01 of \$500,000 was approved for purposes to construct one (1) contract. The construction package currently being implemented is to undertake the replacement of services on Hollywood Drive and Tampa Drive. This business case requests funding for the construction of a second construction package.

Street Name	Polybutylene Services To Be Repaired
Royal Road	49
Lake Drive South	190
Bayview Avenue	76
Tampa Drive	46
Hollywood Drive	61
Total	422

Construction packages are coordinated with other programs to ensure underground utilities are repaired or replaced, followed by surface repairs the following year (once warranty expires).

It is expected to design tender packages in three-year blocks, and to construct one package every year for the foreseeable future. For example:

2022: Design Years 1,2,3

2023: Construct Year 1

2024: Construct Year 2; Resurface Year 1

2025: Design Year 4,5,6; Construct Year 3;

2026: Construct Year 4; Resurface Year 3

Etc.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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)

- **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 three to five 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:

Priority: “Deliver Exceptional Service” – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Replacing 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 type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 400,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes. Deferring the request could result in increased costly emergency repairs and reduced service life of Town assets.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? Yes. This work will be coordinated with the Road Rehabilitation Program to ensure economies of scale.

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:





Title of Request:	Cockburn Subdivision Watermain Construction – Additional Funds	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-WAT-03
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$1,900,000	Funding Source: Long-term Debt

Project Description:

Watermains in the Cockburn Subdivision on Faircrest Avenue, Sunnidale Boulevard, Grew Boulevard, and Meadowlea Avenue require replacement and upsizing from the existing 150 mm ductile iron watermain to PVC watermains in order to accommodate for maximum day demand and fire flow conditions.

Ductile iron watermains have an expected lifecycle of 50-65 years. The watermains in the subdivision were installed between 1965 – 1967 and are approaching 60 years in age and the end of their lifecycle.

Residents in the area, particularly on Faircrest Avenue, have reported persistent discoloured water (rusty water) and sediment in the drinking water. Staff observations confirm that the watermain is heavily corroded on the interior of the pipe. This corrosion and tubercles can break off leading to discolouration and sediment discharge. Staff have attempted to resolve this issue through flushing the watermain to attempt to maintain chlorine residual and improve water quality. Despite daily flushing, these efforts have proven to be insufficient.

The Cockburn Watermain project commenced with Capital Project 20-WAT-6. The 20-WAT-6 project approved \$2,014,000 for the detailed design, contract administration, inspection, and construction of the watermains. After undertaking an engineering analysis, the detailed design indicated that the ideal solution is to replace all the watermains within the subdivision. The initial budget of \$2,014,000 is insufficient to cover the full cost of reconstructing the watermains. In order to construct the watermains in the Cockburn Subdivision, an additional \$1,900,000 is required.

It is recommended to install all of the watermains in one construction project. This is due to economies of scale, remobilization costs for the contractor, and the additional costs of installing temporary infrastructure and restoration works.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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)

- Risk Management: Replacing the watermain in this area will mitigate many water quality issues such as discoloured water, taste and odour issues, and low chlorine residual.
- Efficiency: Town staff have continued to 'flush' this area of watermain on a daily to weekly basis for exceptionally long durations. Flushing allows water to move through the watermain such that older water can be replaced by fresh, clean, and chlorinated water. This process not only uses staff time and effort, it also wastes significant amounts of treated water. If the watermain is flushed too aggressively, the sediment and tuberculation in the pipes can be stirred up, leading to additional taste and odour issues, and discolouration.

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

Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- 1) Reduce or eliminate taste, odour, and discoloured water.
- 2) Reduce or eliminate watermain breaks and leaks.
- 3) Increase efficiency through reduced pumping costs, reduced water usage, and reduced staff effort spent repairing leaks, flushing, and processing resident concerns.
- 4) Increase design efficiency to reduce future stagnant water while increasing fire flows.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☒ Other: Long Term Debt funded by Water/Wastewater rates	Total Cost: \$ 1,900,000 _____ Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? Yes. This work will be coordinated with the Road Rehabilitation Program to ensure economies of scale.

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



Title of Request:	Condition Assessment of Joe Dales WBPS	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-WAT-04
Division:	Asset Management and Technical Services	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

This project will undertake a comprehensive condition assessment of Joe Dales Water Booster Pump Station (WBPS). Water pump stations are a core asset under Ontario Asset Management Planning Regulation 588/17. Condition assessment of vertical core infrastructure inventory such as water and wastewater pump stations are undertaken every five years as per the Town's Asset Management Plan. The next assessment will be for both WBS in the year 2028.

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 policies, operational efficiency, and provides information to effectively manage assets throughout their lifecycle.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – 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 of Georgina owns and operates two water booster pump stations, which are considered core assets under Ontario Asset Management Planning Regulation 588/17 (O.Reg 588/17). Condition assessment is necessary to support preventative maintenance and rehabilitation planning for these assets to ensure they remain in a state of good repair as required by O.Reg. 588/17. - Risk Management: Developing and implementing appropriate condition assessment practices ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exception Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: A comprehensive assessment of infrastructure will assist Town staff in the development of future budgets and identify the need for immediate repairs, preventative maintenance and capital rehabilitation and replacement.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater	Total Cost: \$ 50,000 Recovery:

	☐ Other:	
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? Yes. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery:		

TOWN OF GEORGINA CONTACTS FOR THE 2023 BUDGET

Operations and Infrastructure Department

Michael Vos, Director of Operations and Infrastructure
mvos@georgina.ca, 905-476-2422

Community Services Department

Dan Buttineau, Director of Community Services
dbuttineau@georgina.ca, 905-476-4305, ext. 2236

Fire and Emergency Services Department

Ron Jenkins, Director of Emergency Services / Fire Chief
rjenkins@georgina.ca, 905-476-2332, ext. 4223

Development Services Department

Denis Beaulieu, Director of Development Services
dbeaulieu@georgina.ca, 905-476-4305, ext. 2321

Human Resources Department

Lisa Andersen, Manager, Human Resources
landersen@georgina.ca, 905-476-4305, ext. 2378

Legislative Services Department

Michael Bigioni, Director of Legislative Services / Town Solicitor
mbigioni@georgina.ca, 905-476-4305, ext. 2380

Office of the Deputy Chief Administrative Officer

Rob Wheeler, Deputy Chief Administrative Officer / Treasurer
rwheater@georgina.ca, 905-476-4305, ext. 2299

Office of the Chief Administrative Officer

Ryan Cronsberry, Chief Administrative Officer
rcronsberry@georgina.ca, 905-476-4305, ext. 2288

Strategic Initiatives Department

Shawn Nastke, Director of Strategic Initiatives
snastke@georgina.ca, 905-476-4305, ext. 2268

Georgina Public Libraries

Valerie Stevens, Director of Library Services / CEO
vstevens@georgina.ca, 905-476-5762, ext. 4521



GEORGINA