

2018

Operating & Capital Budget

Ten Year Capital Forecast

Strengthening our Community through:

- **Growing our Economy**
- **Promoting a High Quality of Life**
- **Engaging our Community and Building Partnerships**
- **Providing Exceptional Municipal Services**

GEORGINA

Town of Georgina

2018 Budget

Tax Levy Supported Budget adopted by Council – February 7, 2018

Water and Sewer Rate Supported Budget adopted by Council- February 7, 2018

Council of the Town of Georgina

Mayor Margaret Quirk
Deputy Mayor Naomi Davison
Councillor Charlene Biggerstaff, Ward 1
Councillor Dan Fellini, Ward 2
Councillor Dave Neeson, Ward 3
Councillor Frank Sebo, Ward 4
Councillor Dave Harding, Ward 5

Chief Administrative Officer

Winanne Grant, BA, AMCT, CEMC

1. Budget Summary
2. Operations & Infrastructure
3. Recreation & Culture
4. Fire & Emergency Services
5. Development Services
6. Human Resources
7. Corporate Services
8. Office of the Chief Administrative Officer
9. Office of the Mayor & Council
10. Public Library

GEORGINA

Strategic Goals and Outcomes

Strategic Goal # 1	Outcomes
Grow Our Economy Sustainable Economic Growth & Employment	• Retain existing business • Attract new business • Increase local employment • Promote Town visibility and identity

Strategic Goal # 2	Outcomes
Promote a High Quality of Life Healthy, Safe, Sustainable Communities	• Promote responsible growth • Protect the natural environment • Support a high quality of life • A vibrant, healthy, safe and accessible community • Increased range of housing choices and promotion of housing affordability

Strategic Goal # 3	Outcomes
Engage Our Community & Build Partnerships Communication, Engagement, Collaboration and Partnerships	• Engage community • Informed community • Solid partnerships

Strategic Goal # 4	Outcomes
Provide Exceptional Municipal Services Organizational & Operational Excellence	• Open, accountable and responsive government • Proactive financial and municipal asset management • Progressive organizational practices • Engaged and collaborative leadership • Exceptional service delivery • Staff development and excellence

GEORGINA

TOWN OF GEORGINA
2018 BUDGET – EXECUTIVE SUMMARY

The Town of Georgina is a local municipality located on the South-Eastern shores of Lake Simcoe at the top of the Greater Toronto Area (GTA) in Ontario, Canada. Georgina comprises several communities including Keswick, Jackson's Point, Pefferlaw, Port Bolster, Sutton, and Udora. It is the most northerly local municipality within the Region of York.

Georgina encompasses a land area of 288 sq km and enjoys 52 km of Lake Simcoe's shores. In 2018, the total number of permanent and seasonal households is about 19,150 [1] and the estimated population is 51,513[2].

Working within the legislative and policy framework of the Province of Ontario, the Town of Georgina provides services to its residents and businesses in support of healthy, prosperous, and safe communities.

The Town of Georgina is governed by the Mayor and Council (elected officials) and is managed and administered by the Chief Administrative Officer, overseeing six departments and providing administrative support to the Georgina Public Libraries. The Georgina Public Library Board is appointed by Council.

Town of Georgina - Organization Structure



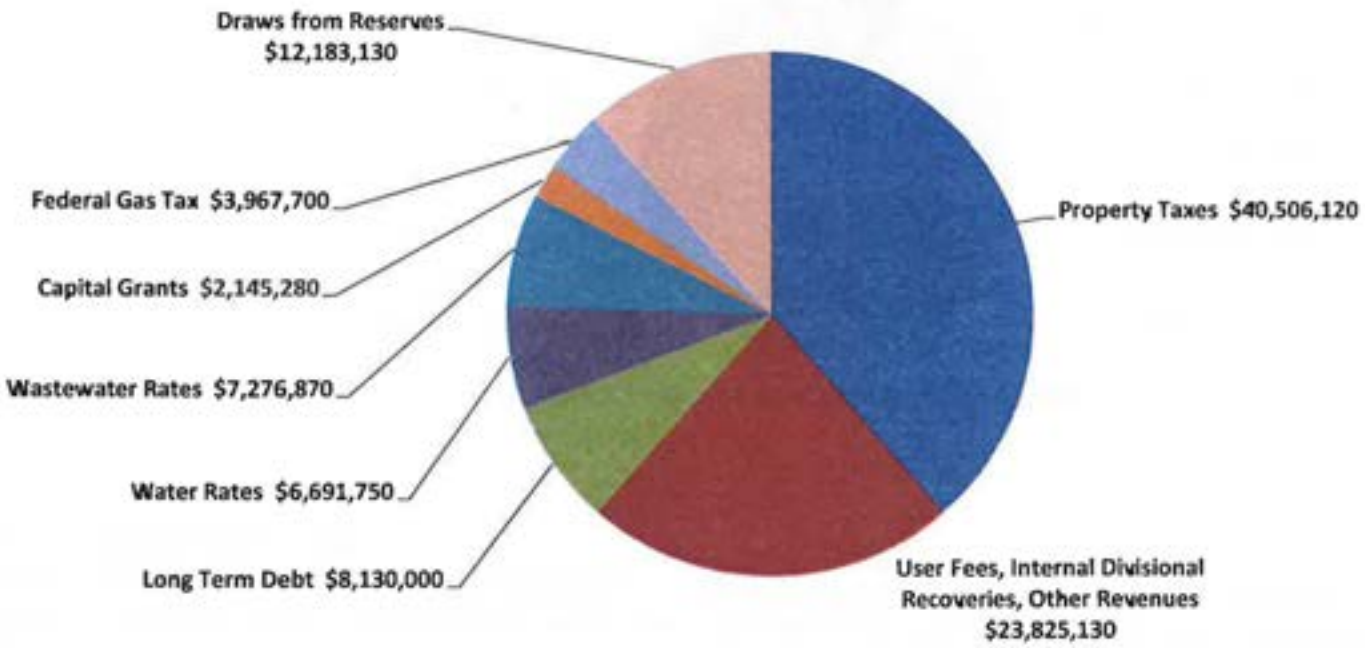
[1] Source – Municipal Property Assessment Corporation (MPAC).

[2] Population calculated based on 2.69 persons per unit (PPU).

Budget Overview

The Town of Georgina's 2018 Operating Budget, including contributions to reserves, totals $76.8 million, and the 2018 Capital Budget includes total expenditures of 27.9 million, which include 11.6 million of carry forward capital projects. Chart 1 below provides a breakdown of how the total expenditures are funded.

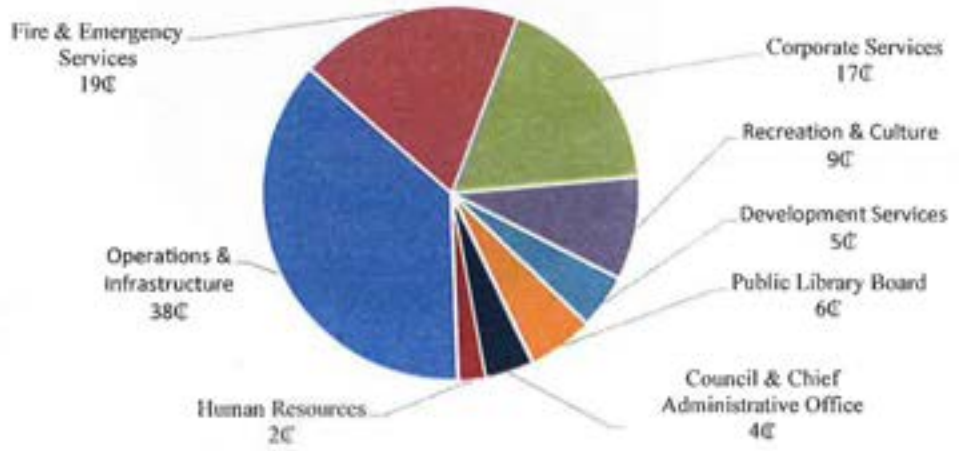
Chart 1
Total Funding Sources $104.7 Million



Property Tax Rates

The proposed total tax levy results in an increase to the Town's share of the tax levy of 2.95% which translates into an estimated property tax increase of $60 for an average home in Georgina with a current value assessment of $352,425. This 2.95% is comprised of an operating increase of 1.76% and an additional contribution to capital reserves of 1.19%.

Chart 2 - Where Your Tax Dollars Are Spent



Water and Wastewater Rates

The Town of Georgina is responsible for the local distribution of water and collection of wastewater. The Region of York 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 of York. The local water and wastewater rates have been established based on the anticipated water consumption and related wastewater discharge for 2018. The 2018 water and wastewater rates are listed in Table 1 entitled *Average Quarterly Water and Wastewater Bills* below.

Water and Wastewater Rates: Table 1

Table 1 – Average Quarterly Water and Wastewater Bills

	2017 Average Water Consumption = 62 cu m	*2018 Average Water Consumption = 62 cu m*		
	Bill	Bill	Change	
Flat Rate Capital Recovery Charge	$15.96	$17.25	$1.29	8.1%
Water Bill	$134.54	$148.18	$13.64	10.1%
Wastewater Bill	$152.52	$161.82	$9.30	6.1%
Combined Rate	$303.02	$327.25	$24.23	8.0%
Discount for timely Payment	($6.06)	($6.55)	($0.49)	
Total Bill	**$296.96**	**$320.70**	**$23.74**	**8.0%**

A home serviced by both municipal water and sewers, using 62 cu m of water over a three month period will pay approximately $3.51 per day for water and wastewater usage.

Moving Forward

Georgina's changing environment will continue to present many budgetary and financial challenges related to proposed growth and long term financial sustainability. The Town is meeting these challenges through long term financial strategies and policies. New financial policies adopted in 2017 include a Reserve Strategy, Investment Policy, Debt Management Policy, and Surplus/Deficit Control Policy. 2018 is the first year Georgina will adopt a ten year capital forecast.

Town of Georgina

2018 Budget - Summary of Capital Projects

	Capital Investment	Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Operations & Infrastructure									
18-PWK-1	Fleet Replacement - Back Hoe	150,000	115,000					35,000	
	Fleet Replacement - Front End Loader	225,000	170,000					55,000	
	Fleet Replacement - 1 Ton Dump Truck	80,000	75,000					5,000	
	Fleet Replacement - 1 Ton Pickup Truck	80,000	72,500					7,500	
	Fleet Replacement - Pickup Truck	52,000	51,000					1,000	
	Fleet Replacement - Pickup Truck (Split with Water/Wastewater)	18,750	18,750						
18-PWK-2	Equipment Replacement - Two Chipper Caps for Tandem Dump Trucks	32,000	32,000						
	Equipment Replacement - Asphalt Hot Box	20,000	20,000						
	Equipment Replacement - Culvert Steamer	20,000	20,000						
	Equipment Replacement - Pole (Culvert) Trailer	30,000	30,000						
18-PWK-3	Roads: Maintenance Program (McCowan Road)	2,020,000	2,020,000						
18-PWK-4	Roads: Now Needs (Duclos Point, Smith Boulevard, Church Street)	1,700,000	200,000	1,500,000					
18-PWK-5	Portable Sidewalk Grinder	10,000	10,000						
18-PWK-6	Speed Radar Signs	14,000	14,000						
18-PWK-7	Bridge and Culvert Inspections	12,000		12,000					
18-PWK-8	East Sidewalk on Dalton Road	85,000		85,000					
18-PWK-9	De La Salle Park Flex Beam	36,500	36,500						
18-PWK-10	Thorah Park Blvd	43,650	43,650						
18-PRK-1	Fleet Replacement - Truck and Garbage Compactor	200,000	197,000					3,000	
	Fleet Replacement - F350 Truck	67,000	64,000					3,000	
	Fleet Replacement - Pickup Truck	35,000	34,500					500	
	Fleet Replacement - Pickup Truck	32,000	31,500					500	
	Fleet Replacement - Pickup Truck	35,000	34,500					500	
	Fleet Replacement - Truck	65,000	61,000					4,000	
18-PRK-2	Equipment Replacement - Two Lawn Tractors	40,000	34,000					6,000	
18-PRK-3	Sutton (NWSDA) Community Park Design	150,000							150,000
18-PRK-4	Bayview Bridge Refurbishment	35,000		35,000					
18-PRK-5	Continuation EAB Program	365,000	365,000						
18-PRK-6	West Park Redevelopment	850,000							850,000
18-PRK-7	Woodbine Ave. Streetscape Improvements – Median Replanting	60,000	60,000						
18-ROC-1	Relocation of Ball Diamond Fencing	60,000					60,000		
18-ROC-2	Sports Lighting at ROC Field 4	200,000					200,000		
18-HAL-1	TSSA Projects	40,000	40,000						
18-HAL-2	AODA - Sutton Seniors	100,000	100,000						

Town of Georgina

2018 Budget - Summary of Capital Projects

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
18-HAL-3	Fixed Ladder Replacement	30,000	30,000						
18-HAL-4	Pefferlaw Lion's Hall - Domestic Hot Water Tank	15,000	15,000						
18-HAL-5	Roaches Point Memorial Hall - Roof Shingle Replacement	15,000	15,000						
18-HAL-6	Tables for Town Facilities	12,500	12,500						
18-HAL-7	Belhaven Community Hall Parking Improvements	94,800	94,800						
18-HAL-8	Udora Community Hall Parking Improvements	111,500	111,500						
18-ICE-1	Ice Palace Sections 1 and 7 Roof Replacements	230,000	230,000						
18-ICE-2	Equipment Replacement - Ice Resurfacer	97,000	97,000						
18-LNK-1	The LINK: Phase 2 and 3 ($880,000 Approved in 2017)	905,000							905,000
18-GLP-1	Pump Motor Valve Replacement	30,000	30,000						
		8,503,700	4,585,700	1,632,000	-	-	260,000	121,000	1,905,000
Recreation & Culture									
18-CUL-1	Georgina Pioneer Village (GPV) Schoolhouse – Design	15,000	15,000						
18-CUL-2	SLT – Safety and Security Improvements	10,000	10,000						
18-CUL-3	The Link – Accessibility and Signage	12,000	12,000						
18-REC-1	Waterfront Safety Signage	20,000	20,000						
18-REC-2	Pefferlaw Ice Pad Roof ($786,225 Approved in 2016)	267,550		267,550					
18-REC-3	Keswick Cenotaph Relocation	155,000	155,000						
		479,550	212,000	267,550	-	-	-	-	-
Fire & Emergency Services									
18-FIR-1	Replacement of Aerial Apparatus (S163) ($1,300,000 Total, $650,000 in	650,000	650,000						
18-FIR-2	Fleet Replacement: Fire Prevention Vehicle (1403)	45,000	43,500					1,500	
	Fleet Replacement: Emergency Response Pick Up Truck (U140)	70,000	67,500					2,500	
	Fleet Replacement: Emergency Response Vehicle (CH1-2)	60,000	57,500					2,500	
18-FIR-3	Replacement of Fire Suppression Equipment	44,000	44,000						
18-FIR-4	Purchase of Heavy Hydraulic Auto Extrication Rescue Equipment	40,000	40,000						
18-FIR-5	Purchase of Pagers, Tablets and Fire Investigation Equipment	17,700	17,700						
18-FIR-6	Purchase of Bunker Gear and PPE	40,000	40,000						
18-FIR-7	Purchase of Portable Radios	30,000	30,000						
18-FIR-8	Keswick Fire Station Repairs	102,000	102,000						
18-FIR-9	Sutton Fire Station Repairs	46,200	46,200						
18-FIR-10	Pefferlaw Fire Station ($3,740,000 Total, $1,850,000 in 2019)	1,890,000							1,890,000
		3,034,900	1,138,400	-	-	-		6,500	1,890,000

Town of Georgina

2018 Budget - Summary of Capital Projects

	Capital Investment	Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Development Services									
18-PLN-1	Planning Application Fees Review	30,000	3,000			27,000			
18-ENG-1	New Truck	40,000	40,000						
		70,000	43,000	-	-	27,000	-	-	-
Corporate Services									
18-ITS-1	Corporate IT Cycling - Software	61,500	61,500						
	Corporate IT Cycling - Desktop - Laptops	87,000	87,000						
	Corporate IT Cycling - Servers & Network Infrastructure	91,000	91,000						
	Corporate IT Cycling - Wireless Broadband	110,000	110,000						
18-ITS-2	CRM Solution for Customer Service	100,000	100,000						
18-ITS-3	Corporate IT Strategic Plan	60,000	60,000						
18-ITS-4	Security Camera Upgrades	25,000	25,000						
18-ITS-5	Council/Committee Agenda Software	19,000	19,000						
18-MLE-1	Fleet Replacement - Two SUV's for Bylaw Division	70,000	70,000						
18-MLE-2	Animal Shelter Lobby Renovations	29,000	29,000						
18-MLE-3	Mobile Parking Ticketing System	36,000	36,000						
		688,500	688,500	-	-	-	-	-	-
Chief Administrative Officer									
18-CAO-1	General Land Acquisition	1,000,000							1,000,000
18-CAO-2	Civic Centre Replacement Program Next Steps	1,500,000							1,500,000
		2,500,000	-	-	-	-	-	-	2,500,000
Georgina Public Library Board									
18-LIB-1	Sutton Branch Service Desk	40,000	40,000						
18-LIB-2	Marketing and Branding Consultant	29,000	29,000						
		69,000	69,000	-	-	-	-	-	-
Capital Projects in Process		9,343,050	3,392,080	2,068,150	1,135,760	67,000	314,500	1,280,560	1,085,000
TOTAL CAPITAL INVESTMENT		**24,688,700**	**10,128,680**	**3,967,700**	**1,135,760**	**94,000**	**574,500**	**1,408,060**	**7,380,000**

Town of Georgina

2018 Budget - Summary of Capital Projects

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Water and Wastewater (Operations & Infrastructure)									
18-WAT-1	BCA Improvements	10,000	10,000						
18-WAT-2	Fleet/Equipment Replacement - Cube Van (50%)	55,000	55,000						
	Fleet/Equipment Replacement - Two Pickup Trucks (50%)	37,500	37,500						
	Fleet/Equipment Replacement - Pickup Truck (25%)	9,380	9,380						
	Fleet/Equipment Replacement - Steamer (50%)	7,500	7,500						
18-WAT-3	SCADA Enhancements	29,500	29,500						
18-WAT-4	Wexford Pump Upgrade ($1,000,000 Total, $750,000 in 2019)	250,000							250,000
18-WAT-5	Church Street Water Service Replacement	150,000	150,000						
18-WAT-6	Engineering for Watermain Project	75,000	75,000						
18-SEW-1	Roof Replacement	22,000	22,000						
18-SEW-2	BCA Improvements	120,000	120,000						
18-SEW-3	Fleet/Equipment Replacement - Cube Van (50%)	55,000	55,000						
	Fleet/Equipment Replacement - Two Pickup Trucks (50%)	37,500	37,500						
	Fleet/Equipment Replacement - Pickup Truck (25%)	9,370	9,370						
	Fleet/Equipment Replacement - Steamer (50%)	7,500	7,500						
18-SEW-4	SCADA Enhancements	52,500	52,500						
		927,750	677,750	-	-	-	-	-	250,000
Capital Projects in Process		2,252,850	743,330		1,009,520				500,000
TOTAL CAPITAL - WATER/ WASTEWATER		**3,180,600**	**1,421,080**	**-**	**1,009,520**	**-**		**-**	**750,000**
TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA		**27,869,300**	**11,549,760**	**3,967,700**	**2,145,280**	**94,000**	**574,500**	**1,408,060**	**8,130,000**

Town of Georgina

2018 Budget - Carry Forward Capital Projects

	Carry Forward Capital Investment	Spent to Date	Approved Cost to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt	Prior Year(s) Tax Levy
		$	$	$	$	$	$	$	$	$	$
Operations & Infrastructure											
15-PWK-17	Asphalt Hot Box	-	15,000	15,000							
16-PWK-6	Queensway Culvert	10,400	289,600		100,000						189,600
17-PWK-5	Roads Yards: Diesel Generator/Tank	-	11,000								11,000
17-PWK-6	Bridge and Culvert Rehabilitation	-	264,000		264,000						
17-PWK-9	Truck: Crew Cab	-	67,000				67,000				
15-PRK-11	Vehicle Replacement	-	55,000	55,000							
17-PRK-5	Tree Inventory	37,100	4,100								4,100
17-PRK-6	EAB Removal and Stumping	167,130	82,870								82,870
17-PRK-7	Tree Planting	11,810	88,190								88,190
17-PRK-8	Mill Pond Park & Wharf Renovations	-	15,000								15,000
17-PRK-9	Streetscape Design Standards	-	100,000	100,000							
NA	Mossington Wharf Rehabilitation	-	770,000			770,000					
17-HAL-8	Diesel Generators Exhaust/Tank	-	45,000								45,000
17-HAL-11	Backflow Preventers	-	100,000	100,000							
17-ICE-4	Green Pad Seating	-	12,000	12,000							
17-LNK-1	The Link - Exterior Sign, Parking Lot Lighting	-	125,200								125,200
17-LNK-2	The Link Phase 2 & 3 Completion	-	880,000							880,000	
17-CEM-2	Pond/Pump House	-	20,000								20,000
17-REC-1	MURC Design	-	2,000,000	2,000,000							
		226,440	4,943,960	2,282,000	364,000	770,000	67,000	-	-	880,000	580,960
Recreation and Culture											
15-ENG-6	Maskinonge River Pedestrian Bridge	24,380	1,875,620	18,380	1,150,000			202,500	500,000		4,740
16-REC-2	CIP 150 Funding - PIP - Roof Enclosure	28,420	757,810		454,150	303,660					
16-REC-3	CIP 150 Funding - DLS Park Accessibility	215,430	111,270	74,170		37,100					
17-REC-2	Maskinonge River Ped. Bridge - Waterfront Acces	-	112,000					112,000			
NA	MTO Grant: Community Transportation	25,000	25,000			25,000					
		293,230	2,881,700	92,550	1,604,150	365,760	-	314,500	500,000	-	4,740
Fire & Emergency Services											
17-FIR-1	Replacement of E142	-	597,800	587,800					10,000		
17-FIR-8	New Fire Station 1-8	-	240,000							205,000	35,000
		-	837,800	587,800	-	-	-	-	10,000	205,000	35,000
Development Services											
15-ENG-3	Sidewalk Master Plan	-	50,000		50,000						
15-ENG-3	Storm Drainage Improvements	-	50,000		50,000						
15-ENG-4	Stormwater Management Master Plan	101,630	73,370								73,370
17-EDC-1	Community & Way Finding Signage	2,510	37,490								37,490
NA	Investment Attraction Strategy Expansion Project	-	15,000	15,000							
		104,140	225,860	15,000	100,000	-	-	-	-	-	110,860

Town of Georgina

2018 Budget - Carry Forward Capital Projects

	Carry Forward Capital Investment	Spent to Date	Approved Cost to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt	Prior Year(s) Tax Levy
		$	$	$	$	$	$	$	$	$	$
Human Resources											
17-HMR-1	Online Applicant Tracking	-	20,000								20,000
		-	20,000	-	-	-	-	-	-	-	20,000
Corporate Services											
17-TRS-1	Disposal of Unsold Tax Sale Properties	-	10,000						10,000		
17-TRS-2	Customer Service Hub	-	5,000	5,000							
17-TRS-3	Customer Service Strategy	108,410	41,590	41,590							
15-ITS-5	Enterprise Resource Planning Software	591,500	158,500	158,500							
17-ITS-4	Minor Capital	-	2,000								2,000
17-ITS-5	Wireless Broadband Infrastructure	29,590	10,410	10,410							
17-ITS-6	Civic Centre Telephone System Replacement	-	120,000	120,000							
17-MLE-1	Animal Shelter Entry Access Control System	-	7,000								7,000
		729,500	354,500	335,500	-	-	-	-	10,000	-	9,000
Chief Administrative Officer											
16-CAO-1	Customer Service Strategy (Approved 2013)	55,770	49,230	49,230							
		55,770	49,230	49,230	-	-	-	-	-	-	-
Library											
17-LIB-2	Parking Lot Repair - Pefferlaw Library	-	30,000	30,000							
		-	30,000	30,000	-	-	-	-	-	-	-
TOTAL CARRY FORWARD CAPITAL		**1,409,080**	**9,343,050**	**3,392,080**	**2,068,150**	**1,135,760**	**67,000**	**314,500**	**520,000**	**1,085,000**	**760,560**
Water and Wastewater (Operations & Infrastructure)											
16-WAT-1	Dalton Road Water Main Replacement and some	5,500,000	500,000							500,000	
17-WAT-1	Water Meter Change Out & Testing	-	120,350	120,350							
17-WAT-2	Burke St/Garrett Dr/West St Watermain	1,800,000	1,346,030	336,510		1,009,520					
17-WAT-4	Sewage Pumping Stations TSSA Compliance	-	15,800	15,800							
15-SEW-1	Burke St Pumping Station	6,410	53,590	53,590							
17-SEW-1	Sewage Pumping Stations: Diesel Generators	-	217,080	217,080							
TOTAL CARRY FORWARD: WATER/WASTEWATEF		**7,306,410**	**2,252,850**	**743,330**	**-**	**1,009,520**	**-**	**-**	**-**	**500,000**	**-**
TOTAL CARRY FORWARD - TOWN OF GEORGINA		**8,715,490**	**11,595,900**	**4,135,410**	**2,068,150**	**2,145,280**	**67,000**	**314,500**	**520,000**	**1,585,000**	**760,560**

Town of Georgina

10 Year Capital Plan

Summary

Department	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Operations & Infrastructure	11,230,660	17,617,000	15,031,000	12,876,000	10,949,000	9,377,000	10,092,000	10,670,000	10,162,000	9,971,000	117,975,660
Water & Wastewater	3,180,600	3,309,000	2,841,000	3,164,000	2,936,000	2,971,000	2,889,000	2,956,000	3,018,000	2,802,000	29,666,600
Fire & Emergency Services	3,672,700	4,634,000	1,185,000	919,000	1,628,000	566,000	103,000	426,000	254,000	245,000	13,832,700
Corporate Services	1,043,000	391,000	350,000	381,000	302,200	361,000	410,000	460,000	482,000	307,000	4,487,200
Recreation & Culture	3,361,250	284,000	20,000	20,000	20,000	20,000	20,000	20,000	52,000	20,000	3,837,250
Development Services	265,860	70,000	105,000	60,000	-	-	-	30,000	30,000	45,000	605,860
Public Library Board	99,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	189,000
Chief Administrative Officer	2,549,230	1,010,000	26,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	36,639,230
Human Resources	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
	25,022,300	27,335,000	45,562,000	18,450,000	16,865,200	14,325,000	14,544,000	15,592,000	15,028,000	14,220,000	207,543,500
Growth Related Expenditures											
Operations & Infrastructure	2,217,000	1,757,000	31,068,000	1,607,000	200,000	300,000	200,000	539,700	4,590,000	200,000	42,678,700
Water & Wastewater	-	-	-	67,000	-	-	-	-	-	-	67,000
Fire & Emergency Services	-	-	6,943,500	-	7,860,000	60,000	-	2,000,000	-	-	16,863,500
Corporate Services	-	50,000	100,000	-	-	50,000	-	100,000	-	-	300,000
Recreation & Culture	-	-	-	-	-	-	-	-	-	-	-
Development Services	30,000	600,000	60,000	70,000	100,000	80,000	60,000	-	100,000	60,000	1,160,000
Public Library Board	-	56,000	3,040,000	56,000	96,000	56,000	56,000	56,000	91,000	91,000	3,598,000
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-
	2,247,000	2,463,000	41,209,500	1,800,000	8,256,000	546,000	316,000	2,695,700	4,781,000	351,000	64,665,200
Total Annual Capital Expenditures	27,869,300	29,798,000	86,771,500	20,250,000	25,121,200	14,871,000	14,860,000	18,287,700	19,809,000	14,571,000	272,208,700
Non-Growth Related Funding											
Capital Reserve - Tax Funded	8,075,660	16,019,000	11,696,000	12,906,000	11,549,200	8,974,000	9,275,000	10,256,000	9,630,000	9,238,000	107,618,860
Capital Reserve - Rate Funded	1,421,060	3,309,000	2,841,000	3,164,000	2,936,000	2,971,000	2,889,000	2,956,000	3,018,000	2,802,000	28,107,060
Reserve Funds - Federal Gas Tax	3,967,700	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	16,387,700
Debenture - Tax Funded	8,000,000	6,627,000	29,645,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	51,302,000
Grants	2,145,280	-	-	-	-	-	-	-	-	-	2,145,280
Other Revenue	1,982,560	-	-	-	-	-	-	-	-	-	1,982,560
	25,622,300	27,335,000	45,562,000	18,450,000	16,865,200	14,325,000	14,544,000	15,592,000	15,028,000	14,220,000	207,543,500
Growth Related Funding											
Development Charges	94,000	385,300	4,626,500	749,300	723,300	407,300	304,300	880,000	336,000	336,000	8,842,000
Capital Reserve - Tax Funded	2,003,000	520,700	1,472,000	30,700	1,032,700	138,700	11,700	15,700	55,000	15,000	5,295,200
Reserve Funds - Federal Gas Tax	-	-	-	-	-	-	-	-	-	-	-
Debenture - DC Funded	150,000	1,400,000	29,666,700	-	2,500,000	-	-	1,800,000	2,723,000	-	38,239,700
Debenture - Tax Funded	-	157,000	5,444,300	1,020,000	4,000,000	-	-	-	1,667,000	-	12,288,300
Grants	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	2,247,000	2,463,000	41,209,500	1,800,000	8,256,000	546,000	316,000	2,695,700	4,781,000	351,000	64,665,200
Total Annual Capital Funding	27,869,300	29,798,000	86,771,500	20,250,000	25,121,200	14,871,000	14,860,000	18,287,700	19,809,000	14,571,000	272,208,700

TOWN OF GEORGINA

2018 BUDGET - SUMMARY OF NET BUDGET BY DEPARTMENT

	2017	2018								
	Approved Budget (Net)	Base Budget (Net)	Growth	Service Level	Legislative	Inflationary	Other	Proposed Budget (Net)	Bud/Bud Increase	Bud/Bud Increase
	$	$	$	$	$	$	$	$	$	%
Operations and Infrastructure										
Department Administration	103,990	103,990	-	-	-	3,270	(15,570)	91,690	(12,300)	(11.83%)
Roads	4,870,070	4,870,070	27,000	208,100	34,080	106,150	(169,870)	5,075,530	205,460	4.22%
Refuse and Recycling	1,149,490	1,149,490	119,660	140,120	-	13,450	40,910	1,463,630	314,140	27.33%
Parks	3,354,140	3,354,140	5,750	49,850	216,320	37,190	69,680	3,732,930	378,790	11.29%
Facilities	4,110,100	4,110,100	1,000	20,150	81,450	101,570	48,650	4,362,920	252,820	6.15%
Mechanics	254,310	254,310	-	-	-	6,020	2,080	262,410	8,100	3.19%
Cemeteries	26,510	26,510	-	5,000	-	-	-	31,510	5,000	18.86%
Water	-	-	-	-	-	-	-	-	-	
Wastewater	-	-	-	-	-	-	-	-	-	
Recreation and Culture										
Department Administration	257,090	257,090	-	-	-	4,310	6,020	267,420	10,330	4.02%
Recreation and Programs	2,514,780	2,514,780	31,500	40,350	110,810	14,220	80	2,711,740	196,960	7.83%
Culture	614,700	614,700	800	10,500	5,920	7,270	(4,410)	634,780	20,080	3.27%
Fire and Emergency Services										
Fire and Emergency Services	7,668,400	7,668,400	-	15,100	-	11,510	73,910	7,768,920	100,520	1.31%
Development Services										
Department Administration	275,310	275,310	-	-	-	4,570	7,220	287,100	11,790	4.28%
Building	-	-	(18,000)	13,770	(334,720)	20,380	318,570	-	-	
Planning	616,120	616,120	(93,500)	-	-	14,720	135,840	673,180	57,060	9.26%
Economic Development	698,650	698,650	-	66,220	-	5,330	21,860	792,060	93,410	13.37%
Development Engineering	311,270	311,270	(151,360)	-	5,600	13,160	(16,240)	162,430	(148,840)	(47.82%)
Human Resources										
Human Resources	754,560	754,560	7,360	-	-	10,870	186,470	959,260	204,700	27.13%
Corporate Services										
Department Administration	933,910	933,910	9,500	-	-	4,620	8,630	956,660	22,750	2.44%
Finance	707,150	707,150	3,000	-	-	16,700	51,410	778,260	71,110	10.06%
Treasury	(37,707,900)	(37,707,900)	(626,560)	(136,130)	-	21,390	(224,400)	(38,673,600)	(965,700)	2.56%
Purchasing	413,600	413,600	17,000	(4,700)	600	10,840	1,790	439,130	25,530	6.17%
Information Technology Services	1,466,800	1,466,800	-	63,500	-	11,200	2,530	1,544,030	77,230	5.27%
Clerks	786,950	786,950	(11,500)	(1,000)	(700)	11,570	(1,270)	784,050	(2,900)	(0.37%)
Municipal Law Enforcement	1,569,570	1,569,570	(5,000)	(95,440)	4,000	35,720	33,330	1,542,180	(27,390)	(1.75%)
Non-Program	2,961,220	2,961,220	(194,500)	519,450	150,000	29,040	(640,740)	2,824,470	(136,750)	(4.62%)
Office of the Chief Administrator										
Office of the Chief Administrator	499,500	499,500	-	204,230	-	7,880	73,150	784,760	285,260	57.11%
Communications	394,130	394,130	-	71,660	-	6,890	26,230	498,910	104,780	26.59%
Office of Mayor and Council										
Office of Mayor and Council	395,580	395,580	-	-	-	6,310	2,960	404,850	9,270	2.34%
Public Library Board										
Public Library Board	-	-	-	-	-	-	-	-	-	
Total	**-**	**-**	**(877,850)**	**1,190,730**	**273,360**	**536,150**	**38,820**	**1,161,210**	**1,161,210**	**2.95%**

2018 Gross Corporate Expenditure Summary

	Revenues	Expenses	Draws from Reserves	Contributions to Reserves	Net
	$	$	$	$	$
Operations and Infrastructure					
Department Administration	-	91,690	-	-	91,690
Roads	(2,868,280)	7,350,710	(100)	593,200	5,075,530
Refuse and Recycling	(360,600)	1,819,230	-	5,000	1,463,630
Parks	(2,070,570)	5,219,570	-	583,930	3,732,930
Facilities	(1,697,830)	5,331,180	-	729,570	4,362,920
Mechanics	(358,670)	616,180	-	4,900	262,410
Cemeteries	(21,040)	45,750	-	6,800	31,510
Recreation and Culture					
Department Administration	-	267,420	-	-	267,420
Recreation and Programs	(618,820)	2,050,300	-	1,280,260	2,711,740
Culture	(158,500)	671,280	-	122,000	634,780
Fire and Emergency Services					
Fire and Emergency Services	(120,000)	7,300,020	-	588,900	7,768,920
Development Services					
Department Administration	-	287,100	-	-	287,100
Building	(1,451,500)	1,679,290	(227,790)	-	-
Planning	(402,560)	1,055,740	-	20,000	673,180
Economic Development	(100)	877,640	(135,480)	50,000	792,060
Development Engineering	(820,000)	976,230	-	6,200	162,430
Human Resources					
Human Resources	-	959,260	-	-	959,260
Corporate Services					
Department Administration	(425,200)	1,281,860	-	100,000	956,660
Finance	(95,300)	873,560	-	-	778,260
Treasury	(675,200)	1,346,510	-	-	671,310
Purchasing	(5,000)	444,130	-	-	439,130
Information Technology Services	(86,100)	1,238,630	-	391,500	1,544,030
Clerks	(88,300)	1,017,350	(260,000)	115,000	784,050
Municipal Law Enforcement	(869,670)	2,324,760	-	87,090	1,542,180
Non-Program	(3,521,300)	2,367,220	(10,000)	3,988,550	2,824,470

2018 Gross Corporate Expenditure Summary

	Revenues	Expenses	Draws from Reserves	Contributions to Reserves	Net
	$	$	$	$	$
Office of the Chief Administrator					
Office of the Chief Administrator	(10,000)	794,760	-	-	784,760
Communications	-	498,910	-	-	498,910
Office of Mayor and Council					
Office of Mayor and Council	(61,590)	460,970	-	5,470	404,850
Public Library Board					
Public Library Board	(2,503,420)	2,302,920	-	200,500	-
	(19,289,550)	**51,550,170**	**(633,370)**	**8,878,870**	**40,506,120**
Water & Wastewater					
Water	(1,428,830)	7,071,280	-	1,049,300	6,691,750
Waste Water	(1,008,380)	8,003,610	-	281,640	7,276,870
	(2,437,210)	**15,074,890**	**-**	**1,330,940**	**13,968,620**
Total Operating Budget	**(21,726,760)**	**66,625,060**	**(633,370)**	**10,209,810**	**54,474,740**

TOWN OF GEORGINA
2018 BUDGET - SUMMARY OF NEW INITIATIVES

2018 New Initiatives Summary

		Amount
Operations & Infrastructure		
NI-PWK-1	Storm Water Management - Ditching Program	87,000
NI-PRK-1	Afforestation Plan	7,500
NI-PRK-2	Fencing	10,000
NI-PRK-3	Streetscape Maintenance	30,000
NI-WAT-1	FOB Access	6,000
NI-WAT-2	SCADA Maintenance	2,600
NI-WAT-3	Fire Hydrant Painting	25,000
NI-SEW-1	FOB Access	6,000
Recreation and Culture		
NI-CUL-1	Lighting Console for SLT	7,500
NI-CUL-2	GEDAC Music in the Streets	3,000
NI-REC-1	Canada 150 Projects Celebration	3,000
NI-REC-2	Georgina 200	32,350
NI-REC-3	Georgina Gym Photocopier	4,800
NI-REC-4	Special Events - Walkie Talkies	5,000
Fire & Rescue Services		
NI-FIR-1	Dispatch	10,900
NI-FIR-2	Overtime	14,000
NI-FIR-3	Public Education	7,600
NI-FIR-4	Mobile Phones	7,500
Development Services		
NI-ECD-1	Grant Incentive Program (Funded by Reserves)	100,000
NI-ECD-2	Sutton Fountain	2,280
Corporate Services		
NI-ITS-1	HRIS Software	60,000
CAO		
NI-COM-1	Annual Community Report	10,000
NI-CAO-1	Various Studies (DC Funded)	10,000
Library		
NI-LIB-1	eLearning	10,000
NI-LIB-2	Furniture, Fixtures, & Equipment	5,000
NI-LIB-3	Library Technology Updates	4,500
NI-LIB-4	Self Check Station Upgrades	5,200
Total		**476,730**

2018 New Staffing Initiatives Summary

Permanent Full Time Positions

		Amount	
Operations & Infrastructure		**2018**	**2019**
SR-PWK-2	Technologist (Q2)	71,230	96,400
SR-WAT-1	Compliance Officer (Q2)	71,230	96,400
Development Services			
SR-BLD-1	Application Examiner (Q2)	23,070	45,430
SR-ENG-1	Inspector (Q2)	69,080	93,490
SR-ENG-2	Technologist (Q2)	75,560	102,260
SR-ECD-2	Economic Development Position (Q4)	25,000	100,000
CAO			
SR-COM-1	Communications Specialist (Q2)	60,460	81,820
Total Salaries and All Other Payroll Costs - Permanent Full-Time		**395,630**	**615,800**

Contract & Part-Time Positions

Operations & Infrastructure			
SR-PWK-1	Fleet Capital Administrative Assistant (Q2) - Temp	53,870	-
Development Services			
SR-ECD-1	Summer Student	7,940	8,500
CAO			
SR-CAO-1	Executive Director of Capital Project Delivery (Q1)	204,230	207,300
Library			
SR-LIB-1	Additional Hours Pefferlaw Branch (Q2)	17,000	23,010
SR-LIB-2	Administrative Assistant (Q3)	17,000	34,510
SR-LIB-3	Children's Summer Reading Club Assistant	9,000	9,630
Total Salaries and All Other Payroll Costs - Contract/Part-Time		**309,040**	**282,950**

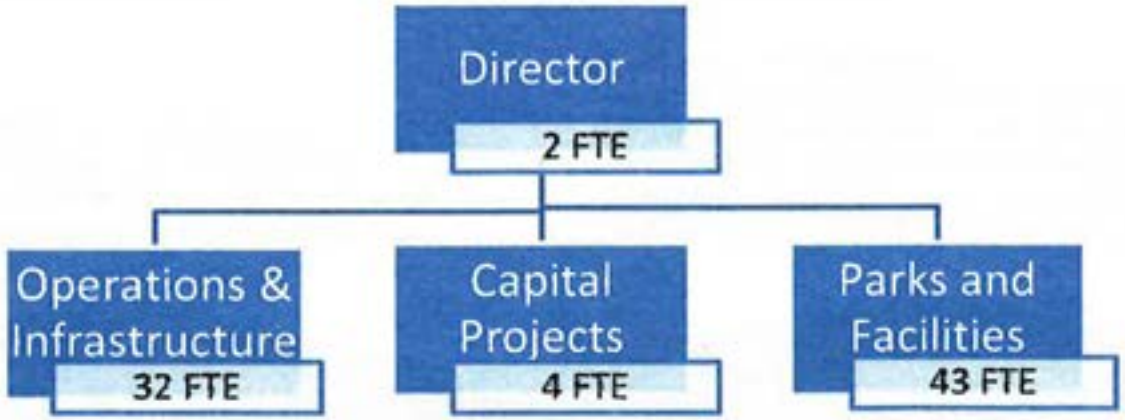
* 2018 Cost includes Salary and associated payroll costs
* 2019 Has been annualized and includes step increases

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OPERATIONS AND INFRASTRUCTURE: Departmental Overview

The Operations & Infrastructure Department offers a wide range of Town services that residents receive every day. This area is responsible for the overall infrastructure planning, construction, operation and maintenance of the Town core services and facilities. Key responsibilities include: Road construction and maintenance, bridge maintenance, traffic control snow removal on the roads and sidewalks. Forestry including the EAB program, and tree planting. Sidewalk construction and repairs, beach maintenance. Streetlights, underground infrastructure, sanitary sewer, collection system, and water distribution system. The maintenance of all parks and key facilities including the Sutton Arena, Georgina Ice, Palace, Civic Centre, Link, and The ROC. The department is broken down into four Divisions.

Recreational Outdoor Complex (ROC)/Parks
Georgina has many parks and open spaces for every age group. Georgina's park system includes ball diamonds, soccer fields, artificial turf, tennis and basketball courts, accessible play apparatus for all ages, outdoor skateboard parks, bike park, challenge course, splash pad, outdoor ice rinks (weather permitting), tubing, skiing and terrain park and other amenities such as volleyball courts, picnic shelters, beaches, washrooms and tables.



Accomplishments

Actions (Goal # 2)	Accomplishments	Lead
2.2 Continue to explore opportunities for enhanced culture and recreation including those afforded by Georgina's unique geographic location and features	• Canada 150 Community Infrastructure Program facilitated the project management of De La Salle Accessibility Improvements including pathways, washroom improvements and access to the beach and water, and a roof over the Pefferlaw Ice Pad extending the functionality of the site to be year round.	RC/OI
2.3 Continue to implement the recommendations of the Recreation Facility Needs Study	• See Performance Plan	RC/OI
2.4 Continue to implement the recommendations of the Trails and Active Transportation Study	• See Key Positive Trends and Performance Plan	RC/Plan/OI
2.5 Develop a MURC Implementation Plan	• See Key Positive Trends and Performance Plan	All
2.6 Improve waterfront park service levels	• Implementation of the aquatic weed program. • Formalized Park Standards • Installed of the grid lighting at Bayview, Whipper, Link, Vista, Stephen Leacock Theater • Staff are meeting to review Beachfront issues and opportunities with a report back to Council pending.	OI/Rec
2.8 Celebrate, protect and recognize Georgina's natural environment	• See Key Positive Trends	All
2.10 Maximize collaboration with the development community to mitigate	• Development agreements are negotiated to ensure development pays for development. This includes pursuit of parkland dedication, cash-in-lieu of parkland, trail	All

costs and impacts of development growth.	development, tree compensation, appropriate development charges etc. • The Town is maximizing collaboration with the development community to mitigate costs and impacts of development growth. The timing of construction and the length of construction is positively impacted through collaboration. • The Town is working with the development community on the site location of the future South Keswick MURC.	
2.11 Develop a Sustainability Plan	• The Federation of Canadian Municipalities previously recognized the Town's Socioeconomic Mission and Strategic Plan as the current Sustainability Plan. • The Town's new Strategic Plan together with the Economic Development Strategy now serves as the Sustainability Plan. • A consolidated Plan will be a project for future years.	All
2.13 Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians	• See Key Positive Trends and Performance Plan	All

Actions (Goal # 3)	Accomplishments	Lead
3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	• In partnership with the Town staff, each committee better able to achieve their mandate and goals. • Accessibility Design Standards, and Capital projects • Providing support in Lake Drive Adhoc committee • Participate in Georgina Safe Streets, perform speed studies • Parking Bylaw Revision for winter events	OI
3.4 Develop a Media Relations Strategy	• See Key Positive Trends and Performance Plan	Comm/OI
3.5 Develop a Social Media Strategy	• See Key Positive Trends and Performance Plan	Comm/OI
3.6 Promote Website functionality/self-help options	• See Key Positive Trends and Performance Plan	Comm/OI
3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	• The Town provides annual financial contributions to the Georgina Art Centre and Gallery, Chamber of Commerce in an effort to achieve collective goals. • The Town leases a portion of the Reed Farm property to the Ontario Water Centre as the home for their Clear Water Farm. • The CAO participates in semi-annual roundtables with the Lake Simcoe Region Conservation Authority and all member municipalities for further collaboration. • The Lake Simcoe Region Conservation Authority is drawn upon to host pertinent information sessions for residents i.e. water levels and new invasive weed. • Replacement of roofs at GTTI, and Art Center	All OI

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	• Facilitated the Habitat for Humanity Dalton Road project. • The Town leases space to Georgina Trades and Training Inc. (GTTI) and provides two appointed members to the Board	
3.8 Continue to leverage partnership opportunities in support of The LINK business plan	• Support the tenant buildouts of Chamber of Commerce.	Culture/OI

Actions (Goal # 4)	Accomplishments	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.	• See Key Positive Trends and Performance Plan	All
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• See Key Positive Trends and Performance Plan	All
4.7 Explore alternative service delivery options and opportunities	• See Key Positive Trends and Performance Plan	All
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study.	• The Investment Attraction Strategy was approved. It was undertaken to assess Georgina's investment readiness customer service issues. Data and information are now hands on and ready to respond. • Stormwater management was studied and long-term recommendations provided. • Service Delivery Review underway to identify gaps in service delivery and opportunities to build capacity from within the organization. • Process mapping exercise being undertaken to streamline and improve development application processes.	All
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• 2017 N6 initiatives include: o Renewal of the solid waste collection contract (10-Year GFL contract). o Fire Master Plans o Fire Services Collaboration Initiatives o Audit Services o Animal Shelter Services o Animal Control Services	All

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	○ Economic development initiatives • In May 2017 the N6 Chief Administrative Officers participated in a facilitated session to reaffirm the partnership. • The N6 Shared Services Protocol and Specialized Resource Sharing Protocol were ratified.	

Additional Accomplishments

Accomplishments	Lead
• In the process of completing 10 million dollars of water and roads projects Dalton, Burke, Garrett, Civic centre road, and Weirs side road.	OI
• Completion of Scada project • Completion of BCA's, Implementation of next phase 2019 • Completion of Server room and increased reliability and Monitoring • Reduction of sand of municipal roads during winter operation • Multi use lighting retrofit project • Multi use check metering program for accuracy • Completed Pilot project for sweeping in 8 days from 7 weeks • HVAC resolution at the Link • Completed numerous capital projects via the asset management plan • More versatile Snow making capabilities at the Roc • Successfully negotiated the Mossington wharf from 2015 • Increased our OCIF contributions to $628,270 • Received CWWF Federal $1,509,360 • Received CWWF Provincial $754,680	OI

Key Positive Trends

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Actions (Goal # 1)	Key Positive Trends	Lead
1.4 Develop and diversify tourism opportunities including a focus on Lake Simcoe shoreline and navigable waterways	• New signage has been placed at key wharf locations. • The Jackson's Point Harbour front Redevelopment Plan is currently under development. • Negotiated Mossington Wharf rehabilitation • Implemented New Park standards for Beaches	OI/RC

Actions (Goal # 2)	Key Positive Trends	Lead
2.3 Continue to implement the recommendations of the Recreational Facility Needs Study	• Building Condition Audits have been completed on all primary town properties. • Improvements at De La Salle have taken place to create a barrier free facility including a ramp and accessible washrooms. • Crossing improvements at Lake drive • Some accessible improvements have been added to the Stephen Leacock Theatre and Club 55 Keswick including a ramp, washrooms and doors. • Work is underway on the business plan (programmatic changes) for the Georgina Leisure Pool and the proposed MURC pool. • In an effort to explore Community Hall flexibility options staff are performing a facility utilization assessment to determine areas of streamlining use of halls for greater efficiency. This review may also lead to more information about opportunities of divestiture of underutilized spaces.	OI/RC RC/OI RC/OI
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	• Various reports/plans were presented to Council in the Fall 2016 that pertained to major projects that ultimately would influence the MURC project (i.e. Library, Fire Services, Civic Centre, Long Range Financial Plan, DC Background Study) • An Expression of Interest was issued to solicit interest in non-traditional partnership opportunities involving complementary uses (restaurants, heath/medical field, third party fitness, other sports opportunities, etc.)	RC/OI

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	• As part of the site requirements for the MURC, staff have included space accommodations for a possible future indoor field house and possible ball diamonds. • In May 2017, Council determined that any replacement of the West Park facilities would be at the current site, not as a co-location with the MURC. • Funds were included in the 2017 budget to support the design of MURC with a Request for Proposals to be issued in the future. • Site location opportunities for the MURC are being evaluated with a report to Council scheduled for September 2017.	
2.6 Improve waterfront park service levels	• Report back to Council for 2019 New Initiative	RC/OI
2.7 Continue implementation of the Municipal Cultural Plan	• Assist staff maintain and manage the Town's cultural capital assets.	Culture/OI
2.8 Celebrate, protect and recognize Georgina's natural environment	• Beachfront and Harbour front reviews will focus on one of Georgina's featured assets, Lake Simcoe.	RC / OI

Actions (Goal # 3)	Key Positive Trends	Lead
3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	• Executing projects for the multiyear Accessibility plan • Safe Streets initiatives, tenant build outs, and service delivery at The Link	RC/OI
3.3 Formalize an External Communications Strategy (Plan)	• Service level updates on the Website, updates winter/shutdowns/construction • The formalized plan is being drafted and is scheduled to be formalized in the first quarter of 2018.	Comm/OI
3.4 Develop a Media Relations Strategy (Plan)	• Being developed as part of the External Communications Plan.	Comm/OI
3.5 Develop a Social Media Strategy (Plan)	• The Social Media Plan is in draft form and scheduled to be formalized in the first quarter of 2018.	Comm/OI
3.6 Promote Website functionality/self-help options	• OI programs will be accommodated online. • The resources of a OI staff were used in 2017 to gather FAQ's for winter operations available on the website to foster self-help for residents. • The Public Service Request portal currently used by Council and internal staff will evolve to use by residents.	Comm/OI

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Actions (Goal # 4)	Key Positive Trends	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.	• In June 2017 a tri-party consulting team was retained to undertake a Service Delivery Review. Initial review reports are scheduled to be before Council in August and September 2017.	All
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• Funding application has been submitted to the Municipal Streetscape Partnership Program to help fund crosswalk enhancements at intersections on Dalton Road. • An example of leveraging an opportunity is the Burke, Garrette Dr/West Street project. $3M in funding was received. • Mossington wharf settlement of 770K • The Town was the recipient of $376,360, one of the largest rebate checks in Ontario, to recognize the investment and energy savings in our street light conversion program. • Design for the MURC will progress to ensure the project is shovel ready for funding.	OI
4.7 Explore alternative service delivery options and opportunities, including public private partnerships	• Request For Proposal for partnership opportunities was issued for the MURC. • Efforts for occupancy of the licensees into The Link continue • Council approved investigating potential private/public opportunities to expedite development of the Keswick Business Park.	All
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• All Departments have been tasked with updating Town policies. • Policy documents that are statutorily required to be updated are kept compliant.	All

2018 Actions, Performance Plans and Lead

Action (Goal # 1)	Performance Plans	Lead
1.4 Develop and diversify tourism opportunities including a focus on Lake Simcoe shoreline and navigable waterways	• The Town's Investment Attraction Strategy assists in diversifying tourism opportunities. • The Georgina Waterways Advisory Committee was established and meets regularly. • New signage has been placed at key wharf locations. • The Jackson's Point Harbourfront Redevelopment Plan is currently under development. • The Town actively partners with the York Region and Central Counties Tourism with respect to Tourism Promotions i.e. leverage advertising dollars and online marketing tools for festivals and events. • Partnered with York Region Small Business Enterprise Centre to deliver business training and consultation in Georgina i.e. One-on-one consultations delivered in Georgina four times each year and additional workshops scheduled during Small Business Week. • Install Tourism message centres at four locations; Jackson's Point, De La Salle, Willow Beach and Holmes Point • Install beach front safety signage and safety equipment recommendations from the Lifesaving Society waterfront guidelines. • Celebration of the opening of the De La Salle Accessibility Improvement project.	OI/EcDev/RC

Action (Goal # 2)	Performance Plans	Lead
2.1 Promote active healthy living through direct programming and community partnerships	Continue to support with appropriate service at facilities that house the following programs: o Camps (PA day, Holidays, March Break, Summer) o Outdoor programs o Challenge Course activities o School Group activities o Lessons (swimming, ski, snowboard) • Support special events Town wide • Support relationships with sports organization, service clubs and community organizations	REC/CULT/ OI
2.2 Continue to explore opportunities for enhanced culture and recreation including those afforded by Georgina's unique geographic location and features	• Continue to support opportunities: o Jackson's Point Development plan o Georgina 200 celebration(s) o Canada 150 projects grand openings (DLS accessibility and PIP roof)	REC/CULT/ OI
2.3 Continue to implement the recommendations of the Recreational Facility Needs Study	• Continuing to support Community Hall flexibility options staff are performing a facility utilization assessment to determine areas of streamlining use of halls for greater efficiency. This review may also lead to more information about opportunities of divestiture of underutilized spaces • Participate and support the design of the proposed MURC and amenities • Explore opportunities to improve accessibility and technical improvements • Support waterfront improvements continue to facilitate the Jackson's Point Harbour front Redevelopment Plan. • Installation of one additional set of ball diamond lights to serve user groups needs.	REC/CULT/ OI
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	• Project management model has been created • Participate and support the design of the proposed MURC and amenities	ALL

	• Site location opportunities for the MURC are being evaluated. • Staff are working on the business plan for the leisure pool and the proposed MURC pool.	
2.6 Improve waterfront park service levels	• Continue to follow the newly approved Park Service Standards • Install Tourism message centres at four locations; Jackson's Point, De La Salle, Willow Beach and Holmes Point • Install beach front safety signage and safety equipment recommendations from the Lifesaving Society waterfront guidelines. • As per Council direction, research and report on anti-littering campaign	OI/REC
2.8 Celebrate, protect and recognize Georgina's natural environment	• As part of waterfront improvements, continue to facilitate the Jackson's Point Harbour front Redevelopment Plan. • Install Tourism message centres at four locations; Jackson's Point, De La Salle, Willow Beach and Holmes Point	ALL
2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth.	• Site location opportunities for the MURC are being evaluated. • Continuing to examine opportunities to partner with developers. Wexford pumping station.	REC/OI

GEORGINA

Action (Goal # 3)	Performance Plans	Lead
3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	• Act as a liaison between Committees and Council when it comes to their facilities or assets • As per Council direction, support Safe Street Committee Inititiatives	OI
3.3 Formalize an External Communications Strategy	• Work with Communications Division in formalizing a plan while ensuring OI projects are incorporated.	COMM/OI
3.4 Develop a Media Relations Strategy	• Being developed as part of the External Communications Plan.	COMM/OI
3.5 Develop a Social Media Strategy	• Work with Communications Division in formalizing a social media plan while ensuring RC projects are incorporated.	COMM/OI
3.6 Promote Website functionality/self-help options	• Continue to improve the OI services for the end users. • Actively update the OI website pages with the latest information • Continue to update the FAQ sheets.	ALL
3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	• Ongoing service agreements implementation with community organizations such as Ontario Water Centre, Chamber of Commerce, Arts Centre etc. • Work with community groups on the Georgina 200 celebration and RC special events.	ALL
3.8 Continue to leverage partnership opportunities in support of The LINK business plan	• Assisting with tenant build outs and phase 2 and 3 of the Link.	ALL

Action (Goal # 4)	Performance Plans	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards	• Implement the finding of the Municipal Service Delivery review as it relates to the OI Department (Water/wastewater/Roads/Parks/Facilities/ROC Division	ALL
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• Monitor Federal and Province news feeds • Continue to network and collaborate with internal and external colleagues and community stakeholders.	ALL
4.7 Explore alternative service delivery options and opportunities, including public private partnerships	• Release REOI to fill vacant spaces at The Link • Develop a master inventory of municipal assets and validation report for the creation of a sponsorship program through the Municipal Asset Naming Policy.	ALL
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study	• Conducting an analysis of the OI User Fees Storm water for implementing in 2019. • Updating the Asset Management Plan • Updating The ROC Business Plan.	ALL
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• Explore possibility of conducting an Accessibility audit of parks, beaches and trails with the N6 group.	ALL
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• Conducting an analysis of the Bylaws that govern OI, and updating where applicable for implementing in 2019.	ALL

2018 New Initiatives, Performance Plans and Lead

New Initiatives	2018 Performance Plans	Lead
Initiation of the ditching program		Operations Manager
Implementing Sweeping program after successful pilot test.		Operations Manager
Winter Patrol : 2017 evaluation revealed gaps and fully implement patrol program after successful pilot test		Operations Manager
Strom water review and development of preventative maintenance program for recommendations in 2019		Operations Manager
Implementation of 70/30 ratio of sand/salt mixture after successful 2017 pilot test.		Operations Manager
Full implementation of report card reporting for OI, after successful 2017 winterization report		Operations/Parks Facility Manager
BCA report for direction to invest/divest		Parks Facility Manager
Dealing with " NOW NEED' roads		Capital Manager
Negotiate new Collective agreement for Roads and Water and Wastewater divisions		Director/Operations Manager

GEORGINA

Major Operating Drivers

- Increase of minimum wages for sessional staff
- Maintenance of additional roads, sidewalks and parks

High Level Summary of Key Capital Projects

- Maintenance of Roads program
- Duclas Rd resurfacing
- Smith Blvd Resurfacing
- Start of Wexford Pumping station renew or replace
- Bridge and culverts rehabilitation
- Woodbine Street Scape improvements
- Sports lights at the diamond field #4
- Supporting the partnership of Economic Development to provide design for BIA streetscape
- Completion of Dalton Rd/ and East side sidewalk
- Completion of the water main of West, Garrett, Burke street
- Bayview Bridge refurbishment

Town of Georgina

2018 Budget - Summary of Capital Projects

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries, Water, Wastewater)

	Capital Investment	Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Operations & Infrastructure									
18-PWK-1	Fleet Replacement - Back Hoe	150,000	115,000					35,000	
	Fleet Replacement - Front End Loader	225,000	170,000					55,000	
	Fleet Replacement - 1 Ton Dump Truck	80,000	75,000					5,000	
	Fleet Replacement - 1 Ton Pickup Truck	80,000	72,500					7,500	
	Fleet Replacement - Pickup Truck	52,000	51,000					1,000	
	Fleet Replacement - Pickup Truck (Split with Water/Wastewater)	18,750	18,750						
18-PWK-2	Equipment Replacement - Two Chipper Caps for Tandem Dump Trucks	32,000	32,000						
	Equipment Replacement - Asphalt Hot Box	20,000	20,000						
	Equipment Replacement - Culvert Steamer	20,000	20,000						
	Equipment Replacement - Pole (Culvert) Trailer	30,000	30,000						
18-PWK-3	Roads: Maintenance Program (McCowan Road)	2,020,000	2,020,000						
18-PWK-4	Roads: Now Needs (Duclos Point, Smith Boulevard, Church Street)	1,700,000	200,000	1,500,000					
18-PWK-5	Portable Sidewalk Grinder	10,000	10,000						
18-PWK-6	Speed Radar Signs	14,000	14,000						
18-PWK-7	Bridge and Culvert Inspections	12,000		12,000					
18-PWK-8	East Sidewalk on Dalton Road	85,000		85,000					
18-PWK-9	De La Salle Park Flex Beam	36,500	36,500						
18-PWK-10	Thorah Park Blvd	43,650	43,650						
18-PRK-1	Fleet Replacement - Truck and Garbage Compactor	200,000	197,000					3,000	
	Fleet Replacement - F350 Truck	67,000	64,000					3,000	
	Fleet Replacement - Pickup Truck	35,000	34,500					500	
	Fleet Replacement - Pickup Truck	32,000	31,500					500	
	Fleet Replacement - Pickup Truck	35,000	34,500					500	
	Fleet Replacement - Truck	65,000	61,000					4,000	
18-PRK-2	Equipment Replacement - Two Lawn Tractors	40,000	34,000					6,000	
18-PRK-3	Sutton (NWSDA) Community Park Design	150,000							150,000
18-PRK-4	Bayview Bridge Refurbishment	35,000		35,000					
18-PRK-5	Continuation EAB Program	365,000	365,000						
18-PRK-6	West Park Redevelopment	850,000							850,000
18-PRK-7	Woodbine Ave. Streetscape Improvements – Median Replanting	60,000	60,000						
18-ROC-1	Relocation of Ball Diamond Fencing	60,000					60,000		
18-ROC-2	Sports Lighting at ROC Field 4	200,000					200,000		
18-HAL-1	TSSA Projects	40,000	40,000						
18-HAL-2	AODA - Sutton Seniors	100,000	100,000						

Town of Georgina

2018 Budget - Summary of Capital Projects

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries, Water, Wastewater)

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
18-HAL-3	Fixed Ladder Replacement	30,000	30,000						
18-HAL-4	Pefferlaw Lion's Hall - Domestic Hot Water Tank	15,000	15,000						
18-HAL-5	Roaches Point Memorial Hall - Roof Shingle Replacement	15,000	15,000						
18-HAL-6	Tables for Town Facilities	12,500	12,500						
18-HAL-7	Belhaven Community Hall Parking Improvements	94,800	94,800						
18-HAL-8	Udora Community Hall Parking Improvements	111,500	111,500						
18-ICE-1	Ice Palace Sections 1 and 7 Roof Replacements	230,000	230,000						
18-ICE-2	Equipment Replacement - Ice Resurfacer	97,000	97,000						
18-LNK-1	The LINK: Phase 2 and 3 ($880,000 Approved in 2017)	905,000							905,000
18-GLP-1	Pump Motor Valve Replacement	30,000	30,000						
		8,503,700	4,585,700	1,632,000	-	-	260,000	121,000	1,905,000
Water and Wastewater (Operations & Infrastructure)									
18-WAT-1	BCA Improvements	10,000	10,000						
18-WAT-2	Fleet/Equipment Replacement - Cube Van (50%)	55,000	55,000						
	Fleet/Equipment Replacement - Two Pickup Trucks (50%)	37,500	37,500						
	Fleet/Equipment Replacement - Pickup Truck (25%)	9,380	9,380						
	Fleet/Equipment Replacement - Steamer (50%)	7,500	7,500						
18-WAT-3	SCADA Enhancements	29,500	29,500						
18-WAT-4	Wexford Pump Upgrade ($1,000,000 Total, $750,000 in 2019)	250,000	-						250,000
18-WAT-5	Church Street Water Service Replacement	150,000	150,000						
18-WAT-6	Engineering for Watermain Project	75,000	75,000						
18-SEW-1	Roof Replacement	22,000	22,000						
18-SEW-2	BCA Improvements	120,000	120,000						
18-SEW-3	Fleet/Equipment Replacement - Cube Van (50%)	55,000	55,000						
	Fleet/Equipment Replacement - Two Pickup Trucks (50%)	37,500	37,500						
	Fleet/Equipment Replacement - Pickup Truck (25%)	9,370	9,370						
	Fleet/Equipment Replacement - Steamer (50%)	7,500	7,500						
18-SEW-4	SCADA Enhancements	52,500	52,500						
		927,750	677,750	-	-	-	-	-	250,000
TOTAL CAPITAL - OPERATIONS & INFRASTRUCTURE		**9,431,450**	**5,263,450**	**1,632,000**	**-**	**-**	**260,000**	**121,000**	**2,155,000**

Town of Georgina

10 Year Capital Plan

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries)

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Roads - Maintenance Program (4 Roads)	2,020,000	2,100,000	2,300,000	2,500,000	2,700,000	2,900,000	3,100,000	3,200,000	3,200,000	3,200,000	27,220,000
Roads - "Now Needs" Program (4 Roads)	1,700,000	1,720,000	1,870,000	2,020,000	2,170,000	2,320,000	2,470,000	2,620,000	2,770,000	2,920,000	22,580,000
Fleet Replacement - Back Hoe	150,000										150,000
Fleet Replacement - Front End Loader	225,000										225,000
Fleet Replacement - 1 Ton Dump Truck	80,000										80,000
Fleet Replacement - 1 Ton Pickup Truck	80,000										80,000
Fleet Replacement - Pickup Truck	52,000										52,000
Fleet Replacement - Pickup Truck (50% Roads)	18,750										18,750
Equipment Replacement - Two Chipper Caps for Tandem Dum	32,000										32,000
Equipment Replacement - Asphalt Hot Box	20,000										20,000
Equipment Replacement - Culvert Steamer	20,000										20,000
Equipment Replacement - Pole (Culvert) Trailer	30,000										30,000
Portable Sidewalk Grinder	10,000										10,000
Speed Radar Signs	14,000										14,000
Bridge and Culvert Inspections	12,000										12,000
East Sidewalk on Dalton Road	85,000										85,000
De La Salle Park Flex Beam	36,500										36,500
Thorah Park Blvd	43,650										43,650
Fleet Replacement - Truck and Garbage Compactor	200,000										200,000
Fleet Replacement - F350 Truck	67,000										67,000
Fleet Replacement - Pickup Truck	35,000										35,000
Fleet Replacement - Pickup Truck	32,000										32,000
Fleet Replacement - Pickup Truck	35,000										35,000
Fleet Replacement - Truck	65,000										65,000
Equipment Replacement - Two Lawn Tractors	40,000										40,000
Bayview Bridge Refurbishment	35,000										35,000
Continuation EAB Program	365,000										365,000
West Park Redevelopment	850,000	3,645,000	3,645,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	9,540,000
Woodbine Ave. Streetscape Improvements – Median Replantin	60,000										60,000
Relocation of Ball Diamond Fencing	60,000										60,000
Sports Lighting at ROC Field 4	200,000										200,000
TSSA Projects	40,000										40,000
AODA - Sutton Seniors	100,000										100,000
Fixed Ladder Replacement	30,000										30,000
Pefferlaw Lion's Hall - Domestic Hot Water Tank	15,000										15,000
Roaches Point Memorial Hall - Roof Shingle Replacement	15,000										15,000
Tables for Town Facilities	12,500										12,500
Belhaven Community Hall Parking Improvements	94,800										94,800
Udora Community Hall Parking Improvements	111,500										111,500
Ice Palace Sections 1 and 7 Roof Replacements	230,000										230,000
Equipment Replacement - Ice Resurfacer	97,000										97,000
The LINK: Phase 2 and 3 ($860,000 Approved in 2017)	905,000										905,000

Town of Georgina

10 Year Capital Plan

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries)

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Pump Motor Valve Replacement	30,000										30,000
Parks & Facilities - Repair & Replacement (BCA's)		4,120,000	4,801,000	5,266,000	2,205,000	1,681,000	1,547,000	2,018,000	2,136,000	1,239,000	25,033,000
Bridges - Repair & Replacement		300,000		24,000							324,000
Street Lighting - Repair & Replacement		153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	1,377,000
Culverts - Repair & Replacement		141,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	941,000
Sidewalks - Repair & Replacement		67,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	707,000
Retention Ponds - Repair & Replacement		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Vehicle & Equipment Replacement		1,531,000	907,000	1,101,000	1,959,000	541,000	1,020,000	1,107,000	211,000	747,000	9,124,000
AODA Projects - Various Facilities (BCA's)		1,435,000							100,000	100,000	1,635,000
EAB Program		543,000	543,000	543,000	543,000	543,000	543,000	543,000	543,000	543,000	4,887,000
Storm Water Maintenance		100,000	120,000	140,000	160,000	180,000	200,000	220,000	240,000	260,000	1,620,000
Bi-annual OSIM Inspection and Bridge Assessment		12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	108,000
Waterfront/Harbour Investments		250,000	250,000	250,000	250,000	250,000	250,000				1,500,000
Urbanization of Dalton Road Below Baseline (Developer timelir		500,000									500,000
Expansion of Garage		300,000									300,000
Sidewalk Master Plan Outcome		300,000									300,000
Fuel Management System		150,000									150,000
Pefferlaw Skate park		50,000	50,000	50,000							150,000
New Civic Centre Maintenance				217,000	217,000	217,000	217,000	217,000	217,000	217,000	1,519,000
Carry Forward Capital Projects	2,876,960										2,876,960
	11,230,660	17,617,000	15,031,000	12,876,000	10,949,000	9,377,000	10,092,000	10,670,000	10,162,000	9,971,000	117,975,660
Growth Related Expenditures											
Multi-Use Recreation Centre (MURC)			27,693,000								27,693,000
Sutton (NWSDA) Community Park Design	150,000	1,400,000									1,550,000
Simcoe Landing Phase 9: Village Square		33,000	391,000								424,000
Simcoe Landing Phase 9: Neighbourhood Park		60,000	650,000								710,000
Treasure Hill: Village Square/ Trails		64,000	672,000								736,000
Greystone: Linear Park/ Trails			65,000	650,000							715,000
Catering Road: Village Square			25,000	230,000							255,000
Catering Road: Trail Head/ Trails			15,000	140,000							155,000
Tandem Axle Dump Truck				320,000				272,700			592,700
Provision for Future Road Improvements		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Crew Cab				67,000				67,000			134,000
2 Bays at 1,000 sq.ft. each			100,000								100,000
New Hoist - Small			15,000								15,000
New Hoist - Large			40,000								40,000
Road Sweeper			200,000								200,000
Urbanization of Queensway North Above Church (Developer tir			1,000,000								1,000,000
Service Truck						100,000					100,000

Town of Georgina

10 Year Capital Plan

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries)

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Dovedale Drive - Keswick Service Area									1,830,000		1,830,000
Queensway North Urbanization - Keswick Service Area									1,750,000		1,750,000
Black River Sidewalk - Sutton									810,000		810,000
Carry Forward Capital Projects	2,067,000										2,067,000
	2,217,000	1,757,000	31,066,000	1,607,000	200,000	300,000	200,000	539,700	4,590,000	200,000	42,676,700
Total Annual Capital Expenditures	13,447,660	19,374,000	46,097,000	14,483,000	11,149,000	9,677,000	10,292,000	11,209,700	14,752,000	10,171,000	160,652,360
Non-Growth Related Funding											
Capital Reserve - Tax Funded	4,817,700	12,460,000	10,006,000	11,496,000	9,569,000	7,997,000	8,712,000	9,290,000	8,782,000	8,591,000	91,720,700
Reserve Funds - Federal Gas Tax	1,996,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	1,380,000	14,416,000
Debenture - Tax Funded	2,685,000	3,777,000	3,645,000								10,107,000
Grants	770,000										770,000
Other Revenue	961,960										961,960
	11,230,660	17,617,000	15,031,000	12,876,000	10,949,000	9,377,000	10,092,000	10,670,000	10,162,000	9,971,000	117,975,660
Growth Related Funding											
Development Charges	67,000	200,000	555,000	587,000	200,000	300,000	200,000	539,700	200,000	200,000	3,048,700
Capital Reserve - Tax Funded	2,000,000										2,000,000
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded	150,000	1,400,000	25,066,700						2,723,000		29,339,700
Debenture - Tax Funded		157,000	5,444,300	1,020,000					1,667,000		8,288,300
Grants											-
Other Revenue											-
	2,217,000	1,757,000	31,066,000	1,607,000	200,000	300,000	200,000	539,700	4,590,000	200,000	42,676,700
Total Annual Capital Funding	13,447,660	19,374,000	46,097,000	14,483,000	11,149,000	9,677,000	10,292,000	11,209,700	14,752,000	10,171,000	160,652,360

Town of Georgina

10 Year Capital Plan

Operations & Infrastructure (Water, Wastewater)

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Water: Facility BCA Improvements	10,000										10,000
Water: Fleet/Equipment Replacement - Cube Van (50%)	55,000										55,000
Water: Fleet/Equipment Replacement - Two Pickup Trucks (50	37,500										37,500
Water: Fleet/Equipment Replacement - Pickup Truck (25%)	9,380										9,380
Water: Fleet/Equipment Replacement - Steamer (50%)	7,500										7,500
Water: Church Street Water Service Replacement	150,000										150,000
Water: SCADA Enhancements	29,500										29,500
Wastewater: Roof Replacement	22,000										22,000
Wastewater: Facility BCA Improvements	120,000										120,000
Wastewater: Fleet/Equipment Replacement - Cube Van (50%)	55,000										55,000
Wastewater: Fleet/Equipment Replacement - Two Pickup Truc	37,500										37,500
Wastewater: Fleet/Equipment Replacement - Pickup Truck (25	9,370										9,370
Wastewater: Fleet/Equipment Replacement - Steamer (50%)	7,500										7,500
Wastewater: Engineering for Watermain Project	75,000										75,000
Wastewater: SCADA Enhancements	52,500										52,500
GM Blue Plan Projects - Water		1,000,000	1,000,000	2,103,000	2,103,000	2,103,000	2,103,000	2,103,000	997,000	997,000	14,509,000
New Initiatives - water loss		60,000	60,000	60,000							180,000
GM Blue Plan Projects - Wastewater		1,000,000	1,000,000	334,000	334,000	334,000	334,000	334,000	1,453,000	1,453,000	6,576,000
Facility - Repair & Replacement			5,000	18,000		5,000	3,000	75,000	21,000	3,000	130,000
Water Pumping Stations - Repair & Replacement											-
Meter Replacement Program		450,000	450,000	450,000	450,000	450,000	350,000	350,000	350,000		3,300,000
Vac Truck											-
Waste Water Pumping Stations - Repair & Replacement		49,000	326,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	718,000
Vehicles & Equipment - Replacement				150,000		30,000	50,000	45,000	148,000	100,000	523,000
Wexford Pumping Station	250,000	750,000									1,000,000
Carry Forward Capital Projects	2,252,850										2,252,850
	3,180,600	3,309,000	2,841,000	3,164,000	2,936,000	2,971,000	2,889,000	2,956,000	3,018,000	2,602,000	29,866,600
Growth Related Expenditures											
Crew Cab											-
1 Vacuum Truck											-
Crew Cab				67,000							67,000
	-	-	-	67,000	-	-	-	-	-	-	67,000
Total Annual Capital Expenditures	3,180,600	3,309,000	2,841,000	3,231,000	2,936,000	2,971,000	2,889,000	2,956,000	3,018,000	2,602,000	29,933,600
Non-Growth Related Funding											
Capital Reserve - Rate Funded	1,421,080	3,309,000	2,841,000	3,164,000	2,936,000	2,971,000	2,889,000	2,956,000	3,018,000	2,602,000	28,107,080
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded	750,000										750,000
Grants	1,009,520										1,009,520
Other Revenue											-
	3,180,600	3,309,000	2,841,000	3,164,000	2,936,000	2,971,000	2,889,000	2,956,000	3,018,000	2,602,000	29,866,600
Growth Related Funding											
Development Charges				67,000							67,000
Capital Reserve - Tax Funded											-

Town of Georgina

10 Year Capital Plan

Operations & Infrastructure (Water, Wastewater)

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	-	-	67,000	-	-	-	-	-	-	67,000
Total Annual Capital Funding	3,180,600	3,309,000	2,841,000	3,231,000	2,936,000	2,971,000	2,889,000	2,956,000	3,018,000	2,602,000	29,933,600

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	(14,626,288)	(22,412,550)	(22,412,550)	(159,380)	(149,850)	(8,240)	(579,740)	(473,160)	(23,782,920)	6.1%	(1,370,370)
Expenses	31,824,557	36,281,160	36,281,160	312,790	573,070	340,090	847,390	449,040	38,803,540	7.0%	2,522,380
TOTAL BY DEPARTMENT	**17,198,269**	**13,868,610**	**13,868,610**	**153,410**	**423,220**	**331,850**	**267,650**	**(24,120)**	**15,020,620**	**8.3%**	**1,152,010**
Department Administration	97,187	103,990	103,990	-	-	-	3,270	(15,570)	91,690	(11.8%)	(12,300)
Roads	5,082,510	4,870,070	4,870,070	27,000	208,100	34,080	106,150	(169,870)	5,075,530	4.2%	205,460
Refuse and Recycling	1,282,595	1,149,490	1,149,490	119,660	140,120	-	13,450	40,910	1,463,630	27.3%	314,140
Parks	3,491,141	3,354,140	3,354,140	5,750	49,850	216,320	37,190	69,680	3,732,930	11.3%	378,790
Facilities	4,218,079	4,110,100	4,110,100	1,000	20,150	81,450	101,570	48,650	4,362,920	6.2%	252,820
Mechanics	279,139	254,310	254,310	-	-	-	6,020	2,080	262,410	3.2%	8,100
Cemeteries	(2,997)	26,510	26,510	-	5,000	-	-	-	31,510	18.9%	5,000
Water	642,518	-	-	-	-	-	-	-	-		-
Wastewater	2,108,097	-	-	-	-	-	-	-	-		-
TOTAL BY DIVISION	**17,198,269**	**13,868,610**	**13,868,610**	**153,410**	**423,220**	**331,850**	**267,650**	**(24,120)**	**15,020,620**	**8.3%**	**1,152,010**

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: DEPARTMENT ADMINISTRATION

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	-	-	-	-	-	-	-	-	-		-
Expenses	97,187	103,990	103,990	-	-	-	3,270	(15,570)	91,690	(11.8%)	(12,300)
TOTAL BY DIVISION	**97,187**	**103,990**	**103,990**	**-**	**-**	**-**	**3,270**	**(15,570)**	**91,690**	**(11.8%)**	**(12,300)**
Department Administration	97,187	103,990	103,990	-	-	-	3,270	(15,570)	91,690	(11.8%)	(12,300)
TOTAL BY PROGRAM/ COST CENTRE	**97,187**	**103,990**	**103,990**	**-**	**-**	**-**	**3,270**	**(15,570)**	**91,690**	**(11.8%)**	**(12,300)**

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: ROADS

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(1,157,396)	(2,676,260)	(2,676,260)	(56,330)	(8,400)	(6,240)	(10,870)	(110,280)	(2,868,380)	7.2%	(192,120)
Expenses	6,239,906	7,546,330	7,546,330	83,330	216,500	40,320	117,020	(59,590)	7,943,910	5.3%	397,580
TOTAL BY DIVISION	**5,082,510**	**4,870,070**	**4,870,070**	**27,000**	**208,100**	**34,080**	**106,150**	**(169,870)**	**5,075,530**	**4.2%**	**205,460**
Administration	720,985	554,980	554,980	(20,000)	125,100	-	10,710	(197,380)	473,410	(14.7%)	(81,570)
Bridges	80,091	146,940	146,940	-	-	-	-	(13,000)	133,940	(8.8%)	(13,000)
Grass Mowing	78,583	83,350	83,350	-	-	-	-	-	83,350	0.0%	-
Brush,Tree,Trim	101,264	115,480	115,480	-	-	-	-	-	115,480	0.0%	-
Ditching	673,950	337,690	337,690	5,000	78,000	-	11,000	98,000	529,690	56.9%	192,000
Catch Basins, Curbs, Storms	89,308	80,740	80,740	5,500	-	10,000	2,000	-	98,240	21.7%	17,500
Debris, Litter	48,149	38,390	38,390	2,000	-	-	1,000	-	41,390	7.8%	3,000
Routine Patrols	53,545	58,370	58,370	-	-	-	-	-	58,370	0.0%	-
Winter Patrols	32,942	56,600	56,600	500	2,000	-	500	(500)	59,100	4.4%	2,500
Patching, Spraying	235,885	271,090	271,090	6,000	5,000	-	3,370	(5,000)	280,460	3.5%	9,370
Sweeping,Flushing,Cleaning	230,625	210,300	210,300	10,000	-	-	6,000	(9,000)	217,300	3.3%	7,000
Shoulder Maintenance	40,048	41,300	41,300	-	-	-	1,000	(7,000)	35,300	(14.5%)	(6,000)
Resurfacing	7,602	15,290	15,290	-	-	-	1,000	(4,000)	12,290	(19.6%)	(3,000)
Patching and Washouts	19,955	22,900	22,900	-	-	-	-	-	22,900	0.0%	-
Grading and Scarifying	35,825	28,590	28,590	1,500	-	-	-	-	30,090	5.2%	1,500
Dust Layer	13,894	24,530	24,530	-	-	-	-	(6,000)	18,530	(24.5%)	(6,000)
Gravel Resurfacing	13,693	26,850	26,850	-	-	-	-	5,000	31,850	18.6%	5,000
Snow Plowing and Removal	424,080	650,640	650,640	-	1,400	-	-	(5,100)	646,940	(0.6%)	(3,700)
Sanding and Salting	536,980	476,720	476,720	5,000	-	-	32,000	20,000	533,720	12.0%	57,000
Snow Fence, Culvert Thawing	32,203	123,540	123,540	-	-	-	-	(42,860)	80,680	(34.7%)	(42,860)
Winter Standby	32,732	35,070	35,070	-	-	-	-	-	35,070	0.0%	-
Signs and Markings	138,291	120,740	120,740	26,000	5,000	5,000	6,000	(4,000)	158,740	31.5%	38,000
Guiderails	209	13,040	13,040	830	-	9,000	1,000	(2,170)	21,700	66.4%	8,660
Railroad Crossing	10,484	15,000	15,000	-	-	-	-	-	15,000	0.0%	-
Summer Standby	36,655	34,920	34,920	6,000	-	-	-	-	40,920	17.2%	6,000
Misc Maintenance	18,828	35,410	35,410	-	-	-	1,000	(16,000)	20,410	(42.4%)	(15,000)
Labour Allocation	397,896	-	-	(31,000)	(8,400)	8,840	15,420	15,140	-		-
Machine Shed	126,802	234,100	234,100	-	-	-	5,000	(45,000)	194,100	(17.1%)	(40,000)
Other Overhead	77,783	100,520	100,520	-	-	-	1,000	(5,000)	96,520	(4.0%)	(4,000)
Vehicle Maintenance	59,903	47,650	47,650	-	-	-	-	-	47,650	0.0%	-
Street Name Signs	5,901	19,780	19,780	-	-	-	-	(3,260)	16,520	(16.5%)	(3,260)

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: ROADS

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
Gravel Pit	9,678	6,240	6,240	-	-	1,240	-	2,400	9,880	58.3%	3,640
Road-side Trees	4,503	5,000	5,000	-	-	-	-	-	5,000	0.0%	-
Fleet	(11,265)	81,510	81,510	(5,330)	-	-	-	46,000	122,180	49.9%	40,670
Sidewalks	21,767	10,000	10,000	10,000	-	-	3,000	-	23,000	130.0%	13,000
Dams	2,097	2,740	2,740	-	-	-	-	-	2,740	0.0%	-
Street Lighting	558,627	615,960	615,960	5,000	-	-	5,000	10,260	636,220	3.3%	20,260
Mosquito Control	122,012	128,100	128,100	-	-	-	150	(1,400)	126,850	(1.0%)	(1,250)
TOTAL BY PROGRAM/ COST CENTRE	**5,082,510**	**4,870,070**	**4,870,070**	**27,000**	**208,100**	**34,080**	**106,150**	**(169,870)**	**5,075,530**	**4.2%**	**205,460**

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: REFUSE AND RECYCLING

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(327,518)	(364,600)	(364,600)	-	-	-	-	4,000	(360,600)	(1.1%)	4,000
Expenses	1,610,113	1,514,090	1,514,090	119,660	140,120	-	13,450	36,910	1,824,230	20.5%	310,140
TOTAL BY DIVISION	**1,282,595**	**1,149,490**	**1,149,490**	**119,660**	**140,120**	**-**	**13,450**	**40,910**	**1,463,630**	**27.3%**	**314,140**
Collection	263,474	182,990	182,990	49,500	25,500	-	3,750	(4,590)	257,150	40.5%	74,160
Weed Harvesting	159,254	154,000	154,000	-	-	-	-	9,000	163,000	5.8%	9,000
Blue Boxes	328,595	261,000	261,000	21,400	75,980	-	5,100	-	363,480	39.3%	102,480
Green Bins	375,725	393,000	393,000	48,760	38,640	-	4,600	-	485,000	23.4%	92,000
Composting	(434)	-	-	-	-	-	-	-	-		-
Leaf Collection	115,230	155,000	155,000	-	-	-	-	36,500	191,500	23.5%	36,500
CFC Reclamation	40,751	3,500	3,500	-	-	-	-	-	3,500	0.0%	-
TOTAL BY PROGRAM/ COST CENTRE	**1,282,595**	**1,149,490**	**1,149,490**	**119,660**	**140,120**	**-**	**13,450**	**40,910**	**1,463,630**	**27.3%**	**314,140**

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: PARKS

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(989,011)	(2,142,080)	(2,142,080)	-	(5,000)	-	-	76,510	(2,070,570)	(3.3%)	71,510
Expenses	4,480,152	5,496,220	5,496,220	5,750	54,850	216,320	37,190	(6,830)	5,803,500	5.6%	307,280
TOTAL BY DIVISION	**3,491,141**	**3,354,140**	**3,354,140**	**5,750**	**49,850**	**216,320**	**37,190**	**69,680**	**3,732,930**	**11.3%**	**378,790**
Administration	934,863	659,590	659,590	-	-	56,000	18,220	132,300	866,110	31.3%	206,520
Holmes Point	(17,248)	(40,090)	(40,090)	-	-	4,000	-	-	(36,090)	(10.0%)	4,000
Snow Removal	232,199	279,370	279,370	1,000	500	-	-	-	280,870	0.5%	1,500
Garbage Collection	161,999	155,290	155,290	-	600	-	-	-	155,890	0.4%	600
Facilities	485,420	562,340	562,340	-	250	-	1,500	1,000	565,090	0.5%	2,750
Playgrounds	94,058	99,610	99,610	-	-	-	-	-	99,610	0.0%	-
Keswick Skate Park	6,713	10,670	10,670	-	-	-	-	-	10,670	0.0%	-
Grounds Maintenance	245,108	296,010	296,010	-	10,000	-	500	45,000	351,510	18.7%	55,500
Ball Diamonds	45,435	60,610	60,610	-	-	-	-	22,000	82,610	36.3%	22,000
Soccer Pitches	25,249	54,850	54,850	-	-	-	-	6,500	61,350	11.9%	6,500
North Gwillimbury	(12,948)	(12,500)	(12,500)	-	-	-	-	-	(12,500)	0.0%	-
Planting Program	624,854	529,730	529,730	-	37,500	-	6,840	(79,930)	494,140	(6.7%)	(35,590)
481 Lake Drive	(1,638)	5,740	5,740	-	-	-	-	-	5,740	0.0%	-
The ROC	756,634	842,450	842,450	-	-	123,200	7,380	(58,110)	914,920	8.6%	72,470
Jackson's Point Harbour	(29,882)	(12,860)	(12,860)	-	1,000	4,000	-	3,200	(4,660)	(63.8%)	8,200
Jackson's Point Washrooms	1,456	3,830	3,830	-	-	-	-	(40)	3,790	(1.0%)	(40)
Wharves	(13,802)	(9,680)	(9,680)	-	-	-	-	-	(9,680)	0.0%	-
Willow Wharf	(4,214)	(9,000)	(9,000)	-	-	-	-	-	(9,000)	0.0%	-
Willow Beach	(70,801)	(97,290)	(97,290)	-	-	6,720	-	2,030	(88,540)	(9.0%)	8,750
De La Salle Park	27,686	(24,530)	(24,530)	4,750	-	22,400	2,750	(4,270)	1,100	(104.5%)	25,630
TOTAL BY PROGRAM/ COST CENTRE	**3,491,141**	**3,354,140**	**3,354,140**	**5,750**	**49,850**	**216,320**	**37,190**	**69,680**	**3,732,930**	**11.3%**	**378,790**

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: FACILITIES

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(1,518,305)	(1,711,340)	(1,711,340)	(19,800)	(2,000)	-	-	35,310	(1,697,830)	(0.8%)	13,510
Expenses	5,736,384	5,821,440	5,821,440	20,800	22,150	81,450	101,570	13,340	6,060,750	4.1%	239,310
TOTAL BY DIVISION	**4,218,079**	**4,110,100**	**4,110,100**	**1,000**	**20,150**	**81,450**	**101,570**	**48,650**	**4,362,920**	**6.2%**	**252,820**
Halls - General	223,370	237,660	237,660	-	4,900	-	-	-	242,560	2.1%	4,900
Electrical Maintenance	578,605	565,880	565,880	2,400	1,000	-	9,140	(2,660)	575,760	1.7%	9,880
165 The Queensway	3,943	(1,390)	(1,390)	-	-	-	-	1,390	-	(100.0%)	1,390
Pefferlaw Church	17,149	22,730	22,730	-	-	-	-	(2,000)	20,730	(8.8%)	(2,000)
Arts Centre & Gallery	1,451	1,500	1,500	-	1,000	10,000	-	-	12,500	733.3%	11,000
Family Life Centre	(31)	500	500	-	2,000	-	-	-	2,500	400.0%	2,000
Operations Centre	39,267	44,830	44,830	-	-	-	-	(450)	44,380	(1.0%)	(450)
The Link	314,471	344,570	344,570	(11,300)	-	7,000	2,840	11,480	354,590	2.9%	10,020
Civic Centre	448,908	442,960	442,960	-	-	-	2,480	30,590	476,030	7.5%	33,070
Kinsmen Hall	18,666	19,440	19,440	(10,000)	-	-	-	(3,330)	6,110	(68.6%)	(13,330)
Belhaven Hall	12,901	13,250	13,250	-	1,000	-	-	-	14,250	7.5%	1,000
Egypt Hall	20,971	24,090	24,090	-	-	-	-	-	24,090	0.0%	-
Elmgrove Hall	2,889	3,260	3,260	-	250	-	-	-	3,510	7.7%	250
Pefferlaw Lions Hall	62,272	55,910	55,910	-	-	-	-	(2,900)	53,010	(5.2%)	(2,900)
Roches Point Hall	431	520	520	-	250	-	-	-	770	48.1%	250
Udora Hall	17,497	30,590	30,590	-	-	-	-	-	30,590	0.0%	-
Virginia Hall	3,910	3,730	3,730	-	250	-	-	-	3,980	6.7%	250
Port Bolster Hall	15,572	15,280	15,280	-	2,000	-	-	-	17,280	13.1%	2,000
Lawn Bowling	2,581	4,000	4,000	-	-	-	-	-	4,000	0.0%	-
Pefferlaw Ice Pad	30,848	36,200	36,200	3,900	2,000	-	-	-	42,100	16.3%	5,900
Georgina Ice Palace	957,300	798,800	798,800	13,000	-	14,450	32,460	3,460	862,170	7.9%	63,370
Sutton Arena	455,517	464,700	464,700	3,000	7,500	11,200	7,920	30,760	525,080	13.0%	60,380
Georgina Leisure Pool	989,591	981,090	981,090	-	(2,000)	38,800	46,730	(17,690)	1,046,930	6.7%	65,840
TOTAL BY PROGRAM/ COST CENTRE	**4,218,079**	**4,110,100**	**4,110,100**	**1,000**	**20,150**	**81,450**	**101,570**	**48,650**	**4,362,920**	**6.2%**	**252,820**

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE GEORGINA - 2018 BUDGET
DIVISION: MECHANIC'S GARAGE

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(405,457)	(223,570)	(223,570)	-	-	-	-	(135,100)	(358,670)	60.4%	(135,100)
Expenses	684,596	477,880	477,880	-	-	-	6,020	137,180	621,080	30.0%	143,200
TOTAL BY DIVISION	**279,139**	**254,310**	**254,310**	**-**	**-**	**-**	**6,020**	**2,080**	**262,410**	**3.2%**	**8,100**
Mechanic's Garage	279,139	254,310	254,310	-	-	-	6,020	2,080	262,410	3.2%	8,100
TOTAL BY PROGRAM/ COST CENTRE	**279,139**	**254,310**	**254,310**	**-**	**-**	**-**	**6,020**	**2,080**	**262,410**	**3.2%**	**8,100**

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: CEMETERIES

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(29,729)	(21,040)	(21,040)	-	-	-	-	-	(21,040)	0.0%	-
Expenses	26,732	47,550	47,550	-	5,000	-	-	-	52,550	10.5%	5,000
TOTAL BY DIVISION	**(2,997)**	**26,510**	**26,510**	**-**	**5,000**	**-**	**-**	**-**	**31,510**	**18.9%**	**5,000**
Cemeteries - Keswick	(5,044)	17,730	17,730	-	5,000	-	-	-	22,730	28.2%	5,000
Cemeteries - Sheppard's	529	500	500	-	-	-	-	-	500	0.0%	-
Cemeteries - Baldwin	661	1,600	1,600	-	-	-	-	-	1,600	0.0%	-
Cemeteries - Cooke's	371	6,300	6,300	-	-	-	-	-	6,300	0.0%	-
Cemeteries - Johnson's	486	380	380	-	-	-	-	-	380	0.0%	-
TOTAL BY PROGRAM/ COST CENTRE	**(2,997)**	**26,510**	**26,510**	**-**	**5,000**	**-**	**-**	**-**	**31,510**	**18.9%**	**5,000**

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: WATER

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(5,491,469)	(7,469,020)	(7,469,020)	(11,380)	(98,830)	(2,000)	(16,960)	(522,390)	(8,120,580)	8.7%	(651,560)
Expenses	6,133,987	7,469,020	7,469,020	11,380	98,830	2,000	16,960	522,390	8,120,580	8.7%	651,560
TOTAL BY DIVISION	**642,518**	-	-	-	-	-	-	-	-		-
Water	642,518	-	-	-	-	-	-	-	-		-
TOTAL BY PROGRAM/ COST CENTRE	**642,518**	-	-	-	-	-	-	-	-		-

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

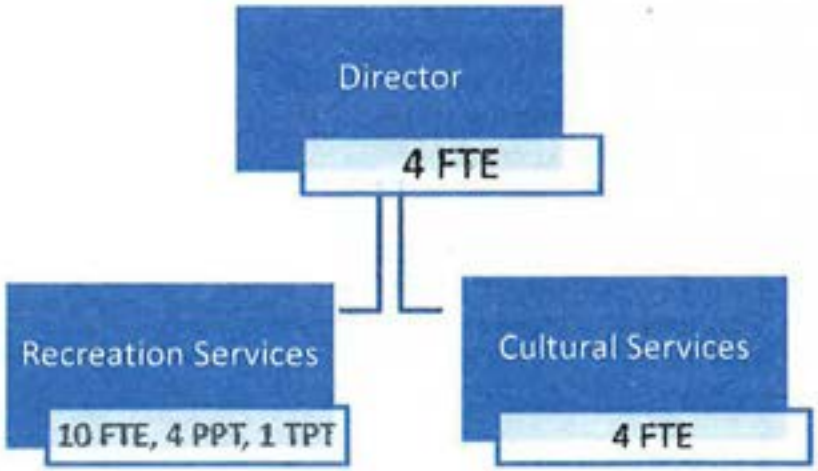
DIVISION: WASTEWATER

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(4,707,403)	(7,804,640)	(7,804,640)	(71,870)	(35,620)	-	(551,910)	178,790	(8,285,250)	6.2%	(480,610)
Expenses	6,815,500	7,804,640	7,804,640	71,870	35,620	-	551,910	(178,790)	8,285,250	6.2%	480,610
TOTAL BY DIVISION	**2,108,097**	-	-	-	-	-	-	-	-		-
Wastewater	2,108,097	-	-	-	-	-	-	-	-		-
TOTAL BY PROGRAM/ COST CENTRE	**2,108,097**	-	-	-	-	-	-	-	-		-

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RECREATION & CULTURE: Departmental Overview

The **Recreation and Culture Department** provides residents with opportunities to enjoy physical activity, cultural initiatives, social interaction, parks and trails, facility rentals and special events. The **Recreation Services Division** provides recreation activities, programs and special events for all ages and abilities that are affordable, accessible and promote healthy active lifestyles. Programs are designed to be inclusive to better serve children, youth, adults and seniors with special needs. The **Cultural Services Division** delivers arts and cultural services through the Town's cultural facilities, including the Pioneer Village & Archives, The Link, the Stephen Leacock Theatre, and supports arts programming offered by the Georgina Arts Centre & Gallery. The Cultural Services Division also liaises with the Equity and Diversity Committee and Accessibility Committee.



And, approximately 160 sessional employees

Accomplishments

Actions (Goal # 2)	Accomplishments	Lead
2.1 Promote active healthy living through direct programming and community partnerships	• The promotion of active healthy living is ongoing through regular programming and special events. There are four seasons of active healthy living programs offered for all ages and abilities, three after school programs (one in partnership with the school board and York Region) and summer camps (numerous camp opportunities, some with exciting partnerships such as the Ontario Water Centre, Georgina Fire Department, etc.). • The first two themes of the Healthy Kids Community Challenge are complete. Through this initiative successful partnerships with local organizations and schools have been achieved to offer new programs. • Specific programming at The Link and Georgina Pioneer Village help to contribute to this goal as well. • Fitness Pass Campaign promotes access to healthy active lifestyles. • There are three Club 55 Seniors Centres that offer a number of activities. • New senior games events are being offered such as bocce ball and archery, with June being Recreation and Seniors Month. • There are new pickleball courts at the Civic Centre, helping to diversify activities. • Many community partnerships to assist in the delivery of programming, such as Lawn Bowling Club, York Region Senior Games, Georgina Arts Centre and Gallery, sports organizations, etc.	RC

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	• Town Special Events offer various opportunities for active healthy living (i.e. Canada Day, Snofest, Youth-a-Palooza, Senior Games, Puddle Jump, Ski and Snowboard Swap and Sell, etc.) and partnerships with local businesses, volunteers and non-profit agencies that support the events.	
2.2 Continue to explore opportunities for enhanced culture and recreation including those afforded by Georgina's unique geographic location and features	• The exploration of new opportunities and enhanced special events like disc golf, bringing an Urban Slide to the ROC, The Tragically Hip, Canada 150 activities and water themed activities for the Healthy Kids Community Challenge. • There are a number of Ontario Water Centre partnered programs and camps that help to support this goal. • New programs offered through The Link, such as Gourmet Cooking, Around the World and Bread Basics utilize the new industrial kitchen. • Outdoor adventure programs such as canoe and kayak lessons on Lake Simcoe are being offered. • Ten water bottle refilling stations have been installed at various Town facilities from the support of the Ministry grant for the Healthy Kids Community Challenge. • Canada 150 Community Infrastructure Program facilitated the De La Salle Accessibility Improvements including pathways, washroom improvements and access to the beach and water, and a roof over the Pefferlaw Ice Pad extending the functionality of the site to be year round.	RC
2.3 Continue to implement the recommendations of the Recreation Facility Needs Study	• See Performance Plan	P&F/RC
2.4 Continue to implement the recommendations of the Trails and Active Transportation Study	• See Key Positive Trends and Performance Plan	P&F/RC/Plan
2.5 Develop a MURC Implementation Plan	• See Key Positive Trends and Performance Plan	All

2.6 Improve waterfront park service levels	• A Waterfront Audit was completed by staff from a lifeguard perspective including reviewing signage. Findings are to be implemented where possible. • Staff are meeting to review Beachfront issues and opportunities with a report back to Council pending.	P&F/Rec
2.7 Continue implementation of the Municipal Cultural Plan	• See Key Positive Trends	Culture
2.8 Celebrate, protect and recognize Georgina's natural environment	• See Key Positive Trends	All
2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth.	• Development agreements are negotiated to ensure development pays for development. This includes pursuit of parkland dedication, cash-in-lieu of parkland, trail development, tree compensation, appropriate development charges etc. • The Town is maximizing collaboration with the development community to mitigate costs and impacts of development growth. The timing of construction and the length of construction is positively impacted through collaboration. • The Town is working with the development community on the site location of the future South Keswick MURC.	All
2.11 Develop a Sustainability Plan	• The Federation of Canadian Municipalities previously recognized the Town's Socioeconomic Mission and Strategic Plan as the current Sustainability Plan. • The Town's new Strategic Plan together with the Economic Development Strategy now serves as the Sustainability Plan. • A consolidated Plan will be a project for future years.	All

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2.13 Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians	• See Key Positive Trends and Performance Plan	All

Actions (Goal # 3)	Accomplishments	Lead
3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	• In partnership with the Town staff, each committee better able to achieve their mandate and goals. • Accessibility Design Standards • Parking Bylaw Revision • First Nation Community Talk • Music In Street participation	RC
3.4 Develop a Media Relations Strategy	• See Key Positive Trends and Performance Plan	Comm/RC
3.5 Develop a Social Media Strategy	• See Key Positive Trends and Performance Plan	Comm/RC
3.6 Promote Website functionality/self-help options	• See Key Positive Trends and Performance Plan	Comm/RC
3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	• The Town provides annual financial contributions to the Georgina Art Centre and Gallery, Chamber of Commerce in an effort to achieve collective goals. • The Town leases a portion of the Reed Farm property to the Ontario Water Centre as the home for their Clear Water Farm.	All

	• The CAO participates in semi-annual roundtables with the Lake Simcoe Region Conservation Authority and all member municipalities for further collaboration. • The Lake Simcoe Region Conservation Authority is drawn upon to host pertinent information sessions for residents i.e. water levels and new invasive weed. • Facilitated the Habitat for Humanity Dalton Road project. • The Town leases space to Georgina Trades and Training Inc. (GTTI) and provides two appointed members to the Board	
3.8 Continue to leverage partnership opportunities in support of The LINK business plan	• Confirmed lease agreements are in place with the Georgina Trades and Training Inc. and the Georgina Food Pantry and will soon be in place with the Chamber of Commerce, Hospice Georgina and Routes Connecting Communities. • Synergies to expand capacity at the Link are being explored with all existing and future tenants. • Partnership with organizers of the Farmer's Market to host Sunday market at The Link and open The Link to the public during market hours. • Working with the Regional and Provincial governments to explore future opportunities. • Grant Applications – i.e. Trillium Foundation in support of the Industrial Kitchen. • Partnerships with the Food Pantry and GTTI for the delivery of programs/activities. • Partnership with the Farmers' Market opening at The Link. • Future tenants have been successful in applying for capital funding with the Town's commitment that they will be a future tenant at The Link. • Paint the Park – Skateboard Park in partnership with York Regional Police. • Community tables built in partnership with OCAD University students.	Culture

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	• Wayfinding Banners and canvas murals created by students.	

Actions (Goal # 4)	Accomplishments	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.	• See Key Positive Trends and Performance Plan	All
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• See Key Positive Trends and Performance Plan	All
4.7 Explore alternative service delivery options and opportunities	• See Key Positive Trends and Performance Plan	
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study.	• The Investment Attraction Strategy was approved. It was undertaken to assess Georgina's investment readiness customer service issues. Data and information are now hands on and ready to respond. • Stormwater management was studied and long-term recommendations provided. • Service Delivery Review underway to identify gaps in service delivery and opportunities to build capacity from within the organization. • Process mapping exercise being undertaken to streamline and improve development application processes.	All
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• Chief Building Officials met with a goal of consistency in implementation of septic system re-inspection programs. • 2017 N6 initiatives include:	All

	○ Renewal of the solid waste collection contract (10-Year GFL contract). ○ Fire Master Plans ○ Fire Services Collaboration Initiatives ○ Audit Services ○ Animal Shelter Services ○ Animal Control Services ○ Economic development initiatives • In May 2017 the N6 Chief Administrative Officers participated in a facilitated session to reaffirm the partnership. • The N6 Shared Services Protocol and Specialized Resource Sharing Protocol were ratified.	

Accomplishments	Lead

Additional Accomplishments

Jackson's Point Harbourfront Redevelopment	RC/Dev Serv

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Key Positive Trends

Actions (Goal # 1)	Key Positive Trends	Lead
1.4 Develop and diversify tourism opportunities including a focus on Lake Simcoe shoreline and navigable waterways	• The Town's Investment Attraction Strategy assists in diversifying tourism opportunities. • The Georgina Waterways Advisory Committee was established and meets regularly. • New signage has been placed at key wharf locations. • The Jackson's Point Harbourfront Redevelopment Plan is currently under development. • The Town actively partners with the York Region and Central Counties Tourism with respect to Tourism Promotions i.e. leverage advertising dollars and online marketing tools for festivals and events. • Partnered with York Region Small Business Enterprise Centre to deliver business training and consultation in Georgina i.e. One-on-one consultations delivered in Georgina four times each year and additional workshops scheduled during Small Business Week.	EcDev/RC

Actions (Goal # 2)	Key Positive Trends	Lead
2.3 Continue to implement the recommendations of the Recreational Facility Needs Study	• A pilot of the spring/summer ice in 2016 took place. Outcomes of this determined that through a streamlined model, a shortened spring season could become part of the annual season. A spring session was offered in 2017. • Building Condition Audits have been completed on all primary town properties. • Improvements at Belhaven Hall have taken place to create a barrier free facility including a ramp and accessible washrooms. • Some accessible improvements have been added to the Stephen Leacock Theatre and Club 55 Keswick including a ramp, washrooms and doors. • Work is underway on the business plan (programmatic changes) for the Georgina Leisure Pool and the proposed MURC pool. • In an effort to explore Community Hall flexibility options staff are performing a facility utilization assessment to determine areas of streamlining use of halls for greater efficiency. This review may also lead to more information about opportunities of divestiture of underutilized spaces. • Due to facility limitations/capacity/accessibility of the Sutton Seniors Facility some programs have been redirected to Sutton Arena Hall and The Link. • Exploring options of providing dedicated space for youth activities at the Pefferlaw Lions Hall, either through an internal reconfiguration or modest expansion has not yet been conducted.	RC

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2.4 Continue to implement the recommendations of the Trails and Active Transportation Study	• The Hodgson Trail opened in the Fall of 2016. • Budget approval in 2017 allowed for trails signage on three routes in Town. • Staff successfully negotiated the trail design and implementation for two subdivisions. • Coordinated with York Region for a commemorative trail in the name of the late Regional Councillor and Deputy Mayor Danny Wheeler to be developed in the near future. • De La Salle park trail improvements and beach access through Canada 150 funding will be completed in 2017. • Staff continue to work with York Region to implement the final stages of the Lake to Lake route. • There is ongoing development application review for trail opportunities. • Motorized vehicles (ATVs and dirt bikes) continue to be a challenge for enforcement (not permitted on trails). • Rail Trail potential - Province has declared it surplus but haven't offered it for purchase yet. Town staff are working with Georgina Trail Riders and associated departments to ensure it is maintained in the meantime. • Continue to look for trail opportunities to link residential areas to waterfront.	RC
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	• Various reports/plans were presented to Council in the Fall 2016 that pertained to major projects that ultimately would influence the MURC project (i.e. Library, Fire Services, Civic Centre, Long Range Financial Plan, DC Background Study) • An Expression of Interest was issued to solicit interest in non-traditional partnership opportunities involving complementary uses (restaurants, heath/medical field, third party fitness, other sports opportunities, etc.)	RC/Capital

	• As part of the site requirements for the MURC, staff have included space accommodations for a possible future indoor field house and possible ball diamonds. • In May 2017, Council determined that any replacement of the West Park facilities would be at the current site, not as a co-location with the MURC. • Funds were included in the 2017 budget to support the design of MURC with a Request for Proposals to be issued in the future. • Site location opportunities for the MURC are being evaluated with a report to Council scheduled for September 2017. • Staff are working on the business plan for the leisure pool and the proposed MURC pool.	
2.6 Improve waterfront park service levels	• Report back to Council for 2019 New Initiative	RC
2.7 Continue implementation of the Municipal Cultural Plan	• Staff provide facilitation, support and continuity for cultural development in Georgina (i.e. Arts Centre Services Agreement). • Staff maintain and manage the Town's cultural capital assets. • Cultural development goals are integrated with economic development and urban planning goals (i.e. Official Plan). • Support is being provided to the cultural sector in development of a volunteer corporation (i.e. each cultural facility has a volunteer membership). • A Cultural Data Base and draft public art program have been developed.	Culture
2.8 Celebrate, protect and recognize Georgina's natural environment	• Beachfront and Harbourfront reviews will focus on one of Georgina's featured assets, Lake Simcoe. • The Town of Georgina's new Official Plan contains mapping and policies that recognize and protect Georgina's extensive greenlands system in conformity with the	RC / Dev Serv

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	requirements of the York Region Official Plan and Provincial Plans.	
2.13 Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians	• Ongoing meetings with York Region Community and Health Services Department to discuss their Seniors Strategy and how the local municipalities fit into that model.	RC / Dev Serv.

Actions (Goal # 3)	Key Positive Trends	Lead
3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	• Updating the multiyear Accessibility plan • Continue outreach plans for Equity and Diversity • Enhance programming, tenants and service delivery at The Link	RC
3.3 Formalize an External Communications Strategy (Plan)	• Website, print ads, online ads, digital boards, rink boards, posters, rack cards, community guides, brochures, event signage are all part of the ongoing program. • The formalized plan is being drafted and is scheduled to be formalized in the first quarter of 2018.	Comm/RC
3.4 Develop a Media Relations Strategy (Plan)	• Being developed as part of the External Communications Plan.	Comm/RC
3.5 Develop a Social Media Strategy (Plan)	• The Social Media Plan is in draft form and scheduled to be formalized in the first quarter of 2018.	Comm/RC

3.6 Promote Website functionality/self-help options	• Recreation program registrations have been accommodated online. • The resources of a summer student were used in 2017 to gather FAQ's to be available on the website to foster self-help for residents. • The Public Service Request portal currently used by Council and internal staff will evolve to use by residents.	Comm/RC

Actions (Goal # 4)	Key Positive Trends	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.	• In June 2017 a tri-party consulting team was retained to undertake a Service Delivery Review. Initial review reports are scheduled to be before Council in August and September 2017.	All
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• Funding application has been submitted to the Municipal Streetscape Partnership Program to help fund crosswalk enhancements at intersections on Dalton Road. • An example of leveraging an opportunity is the Burke, Garrette Dr/West Street project. $3M in funding was received. • The Town was the recipient of $376,360, one of the largest rebate checks in Ontario, to recognize the investment and energy savings in our street light conversion program. • Design for the MURC will progress to ensure the project is shovel ready for funding.	All

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4.7 Explore alternative service delivery options and opportunities, including public private partnerships	• Request For Proposal for partnership opportunities was issued for the MURC. • Efforts for occupancy of the licensees into The Link continue • Council approved investigating potential private/public opportunities to expedite development of the Keswick Business Park.	All
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• All Departments have been tasked with updating Town policies. • Policy documents that are statutorily required to be updated are kept compliant.	All

2018 Actions, Performance Plans and Lead

Action (Goal # 1)	Performance Plans	Lead
1.4 Develop and diversify tourism opportunities including a focus on Lake Simcoe shoreline and navigable waterways	• Continue with the Jackson's Point Harbourfront Redevelopment Project. • The Town actively partners with the York Region and Central Counties Tourism with respect to Tourism Promotions i.e. leverage advertising dollars and online marketing tools for festivals and events. • Install beach front safety signage and safety equipment recommendations from the Lifesaving Society waterfront guidelines. • Celebration of the opening of the De La Salle Accessibility Improvement project.	EcDev/RC

Action (Goal # 2)	Performance Plans	Lead

2.1 Promote active healthy living through direct programming and community partnerships	Continue to:
	• Administer and facilitate for all ages and abilities (including but not limited to):
	  ○ Registered programs
	  ○ Theme-based workshops
	  ○ Drop in programs
	  ○ Camps (PA day, Holidays, March Break, Summer)
	  ○ Outdoor programs
	  ○ Challenge Course activities
	  ○ School Group activities
	  ○ Lessons (swimming, ski, snowboard)
	  ○ Memberships
	  ○ Afterschool programs
	• Administer Healthy Kids Community Challenge
	• Host special events Town wide
	• Communicate and promote through social media, website, contests, publications, brochure, surveys
	• Create and distribute two Recreation and Culture guides
	• Build relationships with sports organization, service clubs and community organizations
		REC/CULT

2.2 Continue to explore opportunities for enhanced culture and recreation including those afforded by Georgina's unique geographic location and features	• Continue to explore opportunities:
	  ○ Healthy Kids Community Challenge
	  ○ Fair Access Program (YR, YRDSB, YCDSB)
	  ○ Harvest Dinner
	  ○ Ontario Water Centre (summer camps, etc.)
	  ○ Farmers Market
	  ○ MTO pilot project with Routes
	  ○ Water based recreation programming
	  ○ Jackson's Point Harbourfront Redevelopment plan
	  ○ Georgina 200 celebration(s)
		REC/CULT

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	○ Canada 150 projects grand openings (DLS accessibility and PIP roof) ○ Update Municipal Cultural Plan ○ Implement and monitor Services Agreement with GACAG ○ Undertake a feasibility assessment in conjunction with GAC Board to determine long-term relocation options ○ Undertake a feasibility assessment to determine long-term facility options for the Georgina Military Museum	
2.3 Continue to implement the recommendations of the Recreational Facility Needs Study	• Continuing to explore Community Hall flexibility options staff are performing a facility utilization assessment to determine areas of streamlining use of halls for greater efficiency. This review may also lead to more information about opportunities of divestiture of underutilized spaces • Bring forward a draft business plan (programmatic changes) for the Georgina Leisure Pool and the proposed MURC pool • Update Municipal Cultural Plan • Consider and evaluate the need of tennis, basketball, splashpad, skateboard features, soccer, baseball and playgrounds during new parkland development • Participate and support the design of the proposed MURC and amenities • Explore opportunities to improve accessibility and technical improvements • Continuing to maximize the Planning Act provisions in acquiring active parkland (or cash in lieu). • As part of waterfront improvements continue to facilitate the Jackson's Point Harbourfront Redevelopment Plan. • Installation of one additional set of ball diamond lights to serve user groups needs.	REC/CULT/ P&F

2.4 Continue to implement the recommendations of the Trails and Active Transportation Study	• Consider and evaluate the need of trails and active transportation during new development • Continue to work with York Region in the development of the commemorative trail in recognition of former Regional Councillor - Danny Wheeler • Staff continue to work with York Region to implement the final stages of the Lake to Lake route. • Rail Trail potential - Province has declared it surplus but haven't offered it for purchase yet. Town staff are working with Georgina Trail Riders and associated departments to ensure it is maintained in the meantime. • Continue to look for trail opportunities to link residential areas to waterfront.	REC/CULT/ P&F/PLAN
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	• Project management model to be confirmed • Participate and support the design of the proposed MURC and amenities • Site location opportunities for the MURC to be confirmed • Staff are working on the business plan for the Sutton Leisure Pool and the proposed MURC pool.	ALL
2.6 Improve waterfront park service levels	• Continue to follow the newly approved Park Service Standards • Plan to evaluate installation of Tourism message centres at four locations; Jackson's Point, De La Salle, Willow Beach and Holmes Point • Install beach front safety signage and safety equipment recommendations from the Lifesaving Society waterfront guidelines.	P&F/REC
2.7 Continue implementation of the Municipal Cultural Plan	• Implement the following strategies: o Provide facilitation, support and continuity for cultural development in Georgina o Maintain and manage the Town's cultural capital assets	CULT

	○ Explore opportunities to provide enhanced cultural services through the Town's cultural facilities and community partners ○ Integrate cultural development goals with economic development goals ○ Integrate cultural development goals with urban planning goals ○ Explore opportunities to develop and maintain a public art program ○ Identify centres for cultural development and engage with local business operators and property owners ○ Look for opportunities for programmable outdoor public space. ○ Identify the role and potential of institutional and non-commercial program providers ○ Conduct research into cultural sector funding models in other municipalities	
2.8 Celebrate, protect and recognize Georgina's natural environment	• As part of waterfront improvements continue to facilitate the Jackson's Point Harbourfront Redevelopment Plan.	ALL
2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth.	• Site location opportunities for the MURC to be confirmed. • Continuing to maximize the Planning Act provisions in acquiring active parkland (or cash in lieu), trail development, tree compensation, appropriate development charges etc.	All
2.13 Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians	• Ongoing meetings with York Region Community and Health Services Department to discuss their Seniors Strategy and how the local municipalities fit into that model. • Research the needs of Georgina's aging population as it relates to active healthy lifestyle.	All

Action (Goal # 3)	Performance Plans	Lead
3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	• Ongoing meetings with the established Committees • Act as a liaison between Committees and Council • Assist with report writing and committee resolution and implementation.	RC
3.3 Formalize an External Communications Strategy	• Work with Communications Division in formalizing a plan while ensuring RC projects are incorporated.	COMM/RC
3.4 Develop a Media Relations Strategy	• Being developed as part of the External Communications Plan.	COMM/RC
3.5 Develop a Social Media Strategy	• Work with Communications Division in formalizing a social media plan while ensuring RC projects are incorporated.	COMM/RC
3.6 Promote Website functionality/self-help options	• Continue to improve the RC online registration system for the end users. • Actively update the RC website pages with the latest information • Continue to update the FAQ sheets.	ALL
3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	• Ongoing service agreements implementation with community organizations such as Ontario Water Centre, Chamber of Commerce, Arts Centre etc. • As per Council direction, research alternative location options for the Art Centre • Work with community groups on the Georgina 200 celebration and RC special events.	ALL
3.8 Continue to leverage partnership opportunities in support of The LINK business plan	• Release REOI to fill vacant spaces. • Support program and service delivery of tenants • Collaborate on new initiatives such as social enterprise opportunities	CULT

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Action (Goal # 4)	Performance Plans	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards	• Implement the finding of the Municipal Service Delivery review as it relates to the RC Department (Rec Division & Cultural Division)	ALL
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• Monitor Federal and Province news feeds • Continue to network and collaborate with internal and external colleagues and community stakeholders.	ALL
4.7 Explore alternative service delivery options and opportunities, including public private partnerships	• Release REOI to fill vacant spaces at The Link • Creation of the Sponsorship Program under the Municipal Asset Naming Policy o Create a master list of inventory assets o Create values for each asset. o Identify 3-4 categories for Phase 1 implementation of the asset categories. o Identify top 30 prospects o Create a Sales Strategy o Actively sell sponsorships	ALL
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study	• Conducting an analysis of the Recreation and Culture User Fees for implementing in 2019. • Updating the Municipal Cultural Master Plan • Updating The ROC Business Plan.	ALL
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• Explore possibility of conducting an Accessibility audit of parks, beaches and trails with the N6 group.	ALL

New Initiatives	2018 Performance Plans	Lead

2018 New Initiatives, Performance Plans and Lead

RC procedures review	Formalize current work processes by developing a Guide/Resource that includes new and updated procedures	Recreation

Major Operating Drivers

- Minimum wage increase for sessional staff

High Level Summary of Key Capital Projects

- The Link Phase II and III Renovations
- The Link Parking Lot Improvement
- Pioneer Village Schoolhouse Restoration - Design
- West Park Design
- MURC Design
- ROC Field Improvements
- Canada 150 Project Completion
- Ballymore Community Park Design
- Keswick Cenotaph Relocation

Town of Georgina

2018 Budget - Summary of Capital Projects

Recreation & Culture (Department Administration, Recreation, Culture)

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Recreation & Culture									
18-CUL-1	Georgina Pioneer Village (GPV) Schoolhouse – Design	15,000	15,000						
18-CUL-2	SLT – Safety and Security Improvements	10,000	10,000						
18-CUL-3	The Link – Accessibility and Signage	12,000	12,000						
18-REC-1	Waterfront Safety Signage	20,000	20,000						
18-REC-2	Pefferlaw Ice Pad Roof ($786,225 Approved in 2016)	267,550		267,550					
18-REC-3	Keswick Cenotaph Relocation	155,000	155,000						
TOTAL CAPITAL - RECREATION & CULTURE		**479,550**	**212,000**	**267,550**	-	-	-	-	-

Town of Georgina

10 Year Capital Plan

Recreation & Culture (Department Administration, Recreation, Culture)

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
GPV Schoolhouse – Design	15,000										15,000
SLT – Safety and Security Improvements	10,000										10,000
The Link – Accessibility and Signage	12,000										12,000
Waterfront Safety Signage	20,000										20,000
PIP Roof Additional Expense	267,550										267,550
Keswick Cenotaph Relocation	155,000										155,000
Message Centre's for Beachfront		15,000									15,000
Pioneer Village School House		200,000									200,000
Minor Capital		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
The LINK Event Hall Sound System		17,000									17,000
Vehicles & Equipment		32,000							32,000		64,000
Carry Forward Capital Projects	2,881,700										2,881,700
	3,361,250	284,000	20,000	20,000	20,000	20,000	20,000	20,000	52,000	20,000	3,837,250
Growth Related Expenditures											
											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	3,361,250	284,000	20,000	20,000	20,000	20,000	20,000	20,000	52,000	20,000	3,837,250
Non-Growth Related Funding											
Capital Reserve - Tax Funded	304,550	284,000	20,000	20,000	20,000	20,000	20,000	20,000	52,000	20,000	780,550
Reserve Funds - Federal Gas Tax	1,871,700										1,871,700
Debenture - Tax Funded											-
Grants	365,760										365,760
Other Revenue	819,240										819,240
	3,361,250	284,000	20,000	20,000	20,000	20,000	20,000	20,000	52,000	20,000	3,837,250
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											-
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding	3,361,250	284,000	20,000	20,000	20,000	20,000	20,000	20,000	52,000	20,000	3,837,250

DEPARTMENT: RECREATION AND CULTURE **GEORGINA - 2018 BUDGET**

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	(727,283)	(769,440)	(769,440)	(3,500)	-	(2,500)	-	(1,880)	(777,320)	1.0%	(7,880)
Expenses	4,324,241	4,156,010	4,156,010	35,800	50,850	119,230	25,800	3,570	4,391,260	5.7%	235,250
TOTAL BY DEPARTMENT	**3,596,958**	**3,386,570**	**3,386,570**	**32,300**	**50,850**	**116,730**	**25,800**	**1,690**	**3,613,940**	**6.7%**	**227,370**
Department Administration	266,464	257,090	257,090	-	-	-	4,310	6,020	267,420	4.0%	10,330
Recreation	2,683,335	2,514,780	2,514,780	31,500	40,350	110,810	14,220	80	2,711,740	7.8%	196,960
Culture	647,159	614,700	614,700	800	10,500	5,920	7,270	(4,410)	634,780	3.3%	20,080
TOTAL BY DIVISION	**3,596,958**	**3,386,570**	**3,386,570**	**32,300**	**50,850**	**116,730**	**25,800**	**1,690**	**3,613,940**	**6.7%**	**227,370**

DEPARTMENT: RECREATION AND CULTURE
DIVISION: DEPARTMENT ADMINISTRATION

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	-	-	-	-	-	-	-	-	-		-
Expenses	266,464	257,090	257,090	-	-	-	4,310	6,020	267,420	4.0%	10,330
TOTAL BY DIVISION	**266,464**	**257,090**	**257,090**	**-**	**-**	**-**	**4,310**	**6,020**	**267,420**	**4.0%**	**10,330**
Department Administration	266,464	257,090	257,090	-	-	-	4,310	6,020	267,420	4.0%	10,330
TOTAL BY PROGRAM/ COST CENTRE	**266,464**	**257,090**	**257,090**	**-**	**-**	**-**	**4,310**	**6,020**	**267,420**	**4.0%**	**10,330**

DEPARTMENT: RECREATION AND CULTURE **GEORGINA - 2018 DRAFT BUDGET**

DIVISION: RECREATION

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(606,511)	(613,440)	(613,440)	(3,500)	-	-	-	(1,880)	(618,820)	0.9%	(5,380)
Expenses	3,289,846	3,128,220	3,128,220	35,000	40,350	110,810	14,220	1,960	3,330,560	6.5%	202,340
TOTAL BY DIVISION	**2,683,335**	**2,514,780**	**2,514,780**	**31,500**	**40,350**	**110,810**	**14,220**	**80**	**2,711,740**	**7.8%**	**196,960**
Administration	2,250,780	2,033,490	2,033,490	35,000	-	-	11,730	2,380	2,082,600	2.4%	49,110
General Programs	10,200	(12,900)	(12,900)	-	-	15,530	-	(23,250)	(20,620)	59.8%	(7,720)
Healthy Kids Community Chall	(27,338)	-	-	-	-	-	-	-	-		-
Georgina Gym	71,937	117,090	117,090	(3,500)	-	14,080	-	19,300	146,970	25.5%	29,880
After School Program	79,547	85,250	85,250	-	-	46,700	-	(4,100)	127,850	50.0%	42,600
Day Camps	(11,937)	(28,820)	(28,820)	-	-	34,500	-	-	5,680	(119.7%)	34,500
Club 55 Administration	(11,914)	(11,500)	(11,500)	-	-	-	-	7,370	(4,130)	(64.1%)	7,370
Sutton Seniors Program	6,927	9,950	9,950	-	-	-	-	-	9,950	0.0%	-
Sutton Grant (G18)	4,001	2,500	2,500	-	-	-	-	-	2,500	0.0%	-
Seniors Programs - Club 55	228,761	228,590	228,590	-	-	-	2,490	(1,620)	229,460	0.4%	870
Seniors Games	1,286	500	500	-	-	-	-	-	500	0.0%	-
Special Events - Administratior	18,974	24,600	24,600	-	-	-	-	-	24,600	0.0%	-
SnoFest	21,761	22,000	22,000	-	-	-	-	-	22,000	0.0%	-
Volunteer Appreciation	8,424	10,500	10,500	-	-	-	-	-	10,500	0.0%	-
Canada Day Festival	26,483	26,500	26,500	-	8,000	-	-	-	34,500	30.2%	8,000
Georgina 200	-	-	-	-	32,350	-	-	-	32,350		32,350
Fleet	5,443	7,030	7,030	-	-	-	-	-	7,030	0.0%	-
TOTAL BY PROGRAM/ COST CENTRE	**2,683,335**	**2,514,780**	**2,514,780**	**31,500**	**40,350**	**110,810**	**14,220**	**80**	**2,711,740**	**7.8%**	**196,960**

DEPARTMENT: RECREATION AND CULTURE **GEORGINA - 2018 BUDGET**
DIVISION: CULTURE

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(120,772)	(156,000)	(156,000)	-	-	(2,500)	-	-	(158,500)	1.6%	(2,500)
Expenses	767,931	770,700	770,700	800	10,500	8,420	7,270	(4,410)	793,280	2.9%	22,580
TOTAL BY DIVISION	**647,159**	**614,700**	**614,700**	**800**	**10,500**	**5,920**	**7,270**	**(4,410)**	**634,780**	**3.3%**	**20,080**
Stephen Leacock Theatre	112,071	103,750	103,750	800	7,500	2,460	1,350	(5,480)	110,380	6.4%	6,630
Pioneer Village	311,708	287,190	287,190	-	-	3,460	5,920	1,070	297,640	3.6%	10,450
Georgina Military Museum	24,000	24,000	24,000	-	-	-	-	-	24,000	0.0%	-
Georgina Arts Council	110,000	110,000	110,000	-	-	-	-	-	110,000	0.0%	-
Accessibility Committee	85,236	82,710	82,710	-	-	-	-	-	82,710	0.0%	-
Equity and Diversity Committe	4,144	7,050	7,050	-	3,000	-	-	-	10,050	42.6%	3,000
TOTAL BY PROGRAM/ COST CENTRE	**647,159**	**614,700**	**614,700**	**800**	**10,500**	**5,920**	**7,270**	**(4,410)**	**634,780**	**3.3%**	**20,080**

GEORGINA

FIRE & RESCUE SERVICES: Departmental Overview

Fire and Rescue Services is responsible for the delivery of fire protection, prevention, suppression, public education and code enforcement. The department is also responsible for leading and the coordination of the Town's Emergency Management Program.

Business Divisions



Accomplishments

Actions (Goal # 1)	Accomplishments	Lead
Not applicable		

Actions (Goal # 2)	Accomplishments	Lead
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	• Future fire station is currently part of the overall conceptual design of the project site • Collaborating with Recreation and Culture as project progresses • Lowering of operating costs as co-tenant on site with other divisions	All
2.8 Celebrate, protect and recognize Georgina's natural environment	• Greater focus is being considered for reducing fire department carbon footprint	All
2.11 Develop a Sustainability Plan	• Suppression staff continue with In Service Inspections to ensure fire code requirements are met • Continue to engage and educate our community on fire safety through the use of a newly acquired fire extinguisher simulation training unit training program • Revised Home Inspection Program • Annual review and compliance of the Emergency Management Program including the review of the Hazardous Identification Risk Assessment and the Town's Critical Infrastructure	All

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2.12 Improve emergency response and prevention by implementing the Fire Services Master Plan and advancing the Town's Emergency Management Plan	• Training and delivery of Narcan (Naloxone) for opioid related medical emergencies • Continue to monitor and improve emergency response times • Developed and implemented decontamination practices after firefighting activities to decrease exposure to carcinogens • Continued training at the Ontario Fire College on live fire • Initiation of technical rope skills training in relation to our confined space program • IAFF haz mat training for our career and volunteer staff • Increased attendance at the Ontario Fire College to meet NFPA requirements • Continue to review and update of guidelines and policies • Renewal of the Highway 404 Response Agreement with East Gwillimbury Fire Services • Continue to develop our current staff to fulfill the requirements necessary for promotional opportunities as well as new vacancies • As part of the Master Fire Plan Report the Collaboration and Innovation Report was adopted, in principle, by Council in September 2017 - Collaboration meetings established with the N6 Fire Service partners	FRS

Actions (Goal # 3)	Accomplishments	Lead
3.7 Continue collaboration and partnerships with community agencies, not for profits, authorities, etc.	• Continue to work with other community emergency service partners including York Regional Police, York Regional Emergency Medical Services, and the Chippewas of the Georgina Island Fire Service, Brock Emergency Services and our York Region Mutual Aid Partners	All

	• Collaborate with other community services including Red Cross, Salvation Army and the Georgina Food Bank • Staff continue to work other provincial partners including the Ontario Fire Marshal's Office, Public Health and the Ontario Provincial Police • Staff also continue to work with community partners and most specifically the Chippewas of Georgina Island First Nation	

Actions (Goal # 4)	Accomplishments	Lead
4.4 Evaluate division core services with a view to defining and communicating municipal standards	• Implementation of an internally developed strategic plan for fire services using key performance indicators and benchmarks to monitor performance	All
4.6 Continue to explore opportunities for grant funding and where possible to be shovel ready	• Public Education received a $5,000 grant from Enbridge Gas	All
4.7 Explore alternate service delivery options and opportunities, including public private partnerships	• Partnerships with N6, the Region are in progress	All
4.8 Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software	• Fire Services utilizes ICity and has its own software program, FireHouse utilized by N6 and surrounding Emergency Services	All
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study	• As part of the collaboration effort Fire Services is performing an environmental scan for best practices within the N6 fire services	All
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• Partnered with the Regional Municipality of York, Township of King, Town of Whitchurch-Stouffville and the Town East Gwillimbury for a shared Emergency Management Coordinator position • Exploring joint purchasing opportunities	All

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	• Exploring joint training opportunities • And other collaboration report initiatives	
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• Fire Services contributes to the Official Plan and Secondary Plans updates	All

Additional Accomplishments

Accomplishments	Lead
• Improvement to our overall Fire Underwriters Survey rating	
• Fire Prevention continues to work with the Building Division on the Plans Review Process	
• Staff have met with the Agricultural committee to become better informed on issues concerning livestock and agricultural emergencies • Staff have met with the Sutton Fair Committee to ensure continuation of safe processes at their event	
• A public information meeting was held in November 2017 to showcase the design options of the new fire station	
• Continue to work with the Town's Communication Division for timely and accurate messaging • Emergency information is released through senior officers	
• Public Education and social media messages relating to safety are communicated regularly	

Key Positive Trends

Actions (Goal # 1)	Key Positive Trends	Lead
Not applicable		

Actions (Goal # 2)	Key Positive Trends	Lead
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	• Various reports/plans were presented to Council in the Fall 2016 that pertained to major projects that ultimately would influence the MURC project (i.e. Library, Fire Services, Civic Centre, Long Range Financial Plan, DC Background Study) • An Expression of Interest was issued to solicit interest in non-traditional partnership opportunities involving complementary uses (restaurants, heath/medical field, third party fitness, other sports opportunities, etc.) • As part of the site requirements for the MURC, staff have included space accommodations for a possible future indoor field house and possible ball diamonds • In May 2017, Council determined that any replacement of the West Park facilities would be at the current site, not as a co-location with the MURC • Funds were included in the 2017 budget to support the design of MURC with a Request for Proposals to be issued in the future. • Site location opportunities for the MURC are being evaluated with a report to Council scheduled for September 2017. • Staff are working on the business plan for the leisure pool and the proposed MURC pool	ALL
2.12 Improve emergency response and prevention by implementing the Fire Services Master Plan and advancing the Town's Emergency Management Plan	• The Fire Master Plan was adopted in principle in November 2017 • The design and rebuild of Stn 1-8 was awarded, public information meeting was held in November 2017 to view the design options • The N6 Collaborative Initiatives report was approved in principle by Council in September 2017	FRS

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Actions (Goal # 3)	Key Positive Trends	Lead
3.6 Promote website functionality and self-help options	• Staff continue to be part of the Town's website support group	All

Actions (Goal # 4)	Key Positive Trends	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards	• In June 2017 a third party consulting team was retained to undertake a Service Delivery Review. Initial review reports are scheduled to be before Council in August and September 2017	All
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• Funding application has been submitted to the Municipal Streetscape Partnership Program to help fund crosswalk enhancements at intersections on Dalton Road. • An example of leveraging an opportunity is the Burke, Garrett Drive/West Street project. $3M in funding was received. • The Town was the recipient of $376,360, one of the largest rebate checks in Ontario, to recognize the investment and energy savings in our street light conversion program • Design for the MURC will progress to ensure the project is shovel ready for funding	All
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• All Departments have been tasked with updating Town policies. • Policy documents that are statutorily required to be updated are kept compliant	All

Attention Required: 4.3 Implement a Business Continuity Plan	• Work to move this forward needs to be completed in 2018	All
4.17 Continue implementation of the Performance Management and results-focused evaluation/measurement initiative	• The need for a defined Performance Management Program has been identified as a top priority by the Human Resource Strategic Plan and Service Delivery Review	All

2018 Actions, Performance Plans and Lead

Action (Goal # 1)	Performance Plans	Lead
Not Applicable		

Action (Goal # 2)	Performance Plans	Lead
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	• Co-location with Recreation facility site for efficient operations and lower costs	All

GEORGINA

2.11 Develop a Sustainability Plan	• Suppression staff will continue to increase In Service Inspections to ensure fire code requirements are met • Continue to engage and educate our community on fire safety through the use of a newly acquired fire extinguisher simulation training unit and training program • Continue with ongoing Home Inspection Program • Annual review and compliance of the Emergency Management Program including the review of the Hazardous Identification Risk Assessment and the Town's Critical Infrastructure	All
2.12 Improve emergency response and prevention by implementing the Fire Services Master Plan and advancing the Town's Emergency Management Plan	• Continue to monitor and improve emergency response times • Continue to implement decontamination practices after firefighting activities • Continue training at the Ontario Fire College on live fire • Continuation of technical rope skills training in relation to our confined space program • Increased attendance at the Ontario Fire College to meet NFPA requirements • Continue to review and update of guidelines and policies • Continue to develop our current staff to fulfill the requirements necessary for promotional opportunities as well as new vacancies	FRS

Action (Goal # 3)	Performance Plans	Lead
3.6 Promote Website functionality/self-help options	• Continue to support communications in website functionality	All
3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	• Continue to work with other community emergency service partners including York Regional Police, York Regional Emergency Medical Services, and the Chippewas of the Georgina Island Fire Service, Brock Emergency Services and our York Region Mutual Aid Partners. • Collaborate with other community services including Red Cross, Salvation Army and the Georgina Food Bank • Staff continue to work other provincial partners including the Ontario Fire Marshal's Office, Public Health and the Ontario Provincial Police • Staff also continue to work with community partners and most specifically the Chippewas of Georgina Island First Nation	All

GEORGINA

Action (Goal # 4)	Performance Plans	Lead
4.8 Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software	• Continue to utilize ICity and our N6 and surrounding fire services program (FireHouse)	All
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study	• Continue to monitor collaborative issues and identify any opportunities	All
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• Partnered with the Regional Municipality of York, Township of King, Town of Whitchurch-Stouffville and the Town East Gwillimbury for a shared Emergency Management Coordinator position • Exploring joint purchasing opportunities • Exploring joint training opportunities and other collaboration report initiatives	All
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• Continue to review and revise bylaws and policies as necessary	All

2018 New Initiatives, Performance Plans and Lead

New Initiatives	2018 Performance Plans	Lead
Marine Response	In order to purchase a water rescue boat to improve and safely response to incidents on Lake Simcoe and emergency incidents on Georgina, Fox or Snake Island we are exploring partnering with the Chippewas of Georgina Island for funding. As well, to offset municipal costs, exploring possible fundraising opportunities	FRS
Public Education	Maximizing the outreach to our community and creating mitigation strategy for areas of fire risks. Hosting a pilot project; a focused community program and the purchase of various resource materials for specific age groups within our community who may be at risk.	FRS
Temporary Relocation of Station 1-8	Rental space for Station 1-8 apparatus and volunteers to respond to incidents while the new fire hall is constructed	FRS
Opioid Education and Response Work Group	Participation to monitor and address opioid concerns within the community	FRS
Improved Training Abilities	Develop vacant portion of Station 1-4 into a usable classroom	FRS

Major Operating Drivers

- Increased costs for shared portion towards radio services
- NFPA requirements for fire suppression training
- Increased revenue through cost recovery process from MTO and Updated Fees and Services Bylaw

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High Level Summary of Key Capital Projects

- Replacement of Station 1-8.
- Replacement of aerial apparatus and emergency response vehicles due to lifecycle.
- Purchase of rescue equipment to meet the changing demands due to increased strength in today's vehicle components.
- Purchase of fire investigation equipment/fire suppression equipment to meet the advancements in technology to allow for cost efficiency while providing increased functionality and increased service abilities to ensure improved emergency response i.e., mapping, preservice planning and water source locations.
- In order to purchase a water rescue boat to improve and safely response to incidents on Lake Simcoe and emergency incidents on Georgina, Fox or Snake Island we are exploring partnering with the Chippewas of Georgina Island.
- Station 1-6 and Station 1-4 improvements and repairs as set out in the Building Audit Report and to ensure the existing facilities continue to be safe environments for staff to carry out their day to day duties.

Town of Georgina

2018 Budget - Summary of Capital Projects

Fire & Emergency Services

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Fire & Emergency Services									
18-FIR-1	Replacement of Aerial Apparatus (S163) ($1,300,000 Total, $650,000 in	650,000	650,000						
18-FIR-2	Fleet Replacement: Fire Prevention Vehicle (1403)	45,000	43,500					1,500	
	Fleet Replacement: Emergency Response Pick Up Truck (U140)	70,000	67,500					2,500	
	Fleet Replacement: Emergency Response Vehicle (CH1-2)	60,000	57,500					2,500	
18-FIR-3	Replacement of Fire Suppression Equipment	44,000	44,000						
18-FIR-4	Purchase of Heavy Hydraulic Auto Extrication Rescue Equipment	40,000	40,000						
18-FIR-5	Purchase of Pagers, Tablets and Fire Investigation Equipment	17,700	17,700						
18-FIR-6	Purchase of Bunker Gear and PPE	40,000	40,000						
18-FIR-7	Purchase of Portable Radios	30,000	30,000						
18-FIR-8	Keswick Fire Station Repairs	102,000	102,000						
18-FIR-9	Sutton Fire Station Repairs	46,200	46,200						
18-FIR-10	Pefferlaw Fire Station ($3,740,000 Total, $1,850,000 in 2019)	1,890,000							1,890,000
TOTAL CAPITAL - FIRE & EMERGENCY SERVICES		**3,034,900**	**1,138,400**	-	-	-	-	**6,500**	**1,890,000**

Town of Georgina

10 Year Capital Plan

Fire & Emergency Services

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Pefferlaw Fire Station	1,890,000	1,850,000									3,740,000
Replacement S163	650,000	650,000									1,300,000
Station 1-4: Repair & Replacement	102,000	54,000	244,000	161,000	51,000	9,000	17,000	87,000	31,000	64,000	820,000
Fleet Replacement of U140	70,000										70,000
Fleet Replacement of CH1-2	60,000										60,000
Station 1-6: Repair & Replacement	46,200	6,000	13,000	58,000	-	6,000	9,000	61,000	31,000	28,000	258,200
Fleet Replacement 1403	45,000										45,000
Replacement of Fire Suppression Equipmen	44,000										44,000
Purchase of Bunker Gear	40,000										40,000
Heavy Hydraulic Auto Extrication Rescue Eq	40,000										40,000
Portable Radios	30,000										30,000
Pagers, Tablets and Fire Investigation Equip	17,700										17,700
Facility Repair & Replacement								156,000	70,000	81,000	307,000
Vehicle Replacement		1,272,000	780,000	624,000	1,457,000	466,000		50,000	50,000		4,699,000
Equipment Replacement		722,000	148,000	76,000	120,000	85,000	77,000	72,000	72,000	72,000	1,444,000
Water Rescue Boat		80,000									80,000
Carry Forward Capital Projects	837,800										837,800
	3,872,700	4,634,000	1,185,000	919,000	1,628,000	566,000	103,000	426,000	254,000	245,000	13,832,700
Growth Related Expenditures											
New Station in South Keswick (12,500 sq.ft.)			4,875,000								4,875,000
Pumper - South Keswick Station			806,000								806,000
Heavy Rescue Support Vehicle - South Kesv			790,000								790,000
Furniture & Equipment for South Keswick St			332,000								332,000
Support Vehicle South Keswick Station			50,500								50,500
Bunker Gear for 20 Additional Firefighters			90,000								90,000
North Keswick Station and Headquarters (2(					7,800,000						7,800,000
Fire Master Plan					60,000	60,000					120,000
Provision for Growth-Related Expansion Out								1,950,000			1,950,000
Emergency Management Generator								50,000			50,000
	-	-	6,943,500	-	7,860,000	60,000	-	2,000,000	-	-	16,863,500
Total Annual Capital Expenditures	3,872,700	4,634,000	8,128,500	919,000	9,488,000	626,000	103,000	2,426,000	254,000	245,000	30,696,200

Town of Georgina

10 Year Capital Plan

Fire & Emergency Services

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Funding											
Capital Reserve - Tax Funded	1,726,200	2,784,000	1,185,000	919,000	1,628,000	566,000	103,000	426,000	254,000	245,000	9,836,200
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded	2,095,000	1,850,000									3,945,000
Grants											-
Other Revenue	51,500										51,500
	3,872,700	4,634,000	1,185,000	919,000	1,628,000	566,000	103,000	426,000	254,000	245,000	13,832,700
Growth Related Funding											
Development Charges			2,818,500		437,000	12,000		200,000			3,467,500
Capital Reserve - Tax Funded			1,125,000		923,000	48,000					2,096,000
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded			3,000,000		2,500,000			1,800,000			7,300,000
Debenture - Tax Funded					4,000,000						4,000,000
Grants											-
Other Revenue											-
	-	-	6,943,500	-	7,860,000	60,000	-	2,000,000	-	-	16,863,500
Total Annual Capital Funding	3,872,700	4,634,000	8,128,500	919,000	9,488,000	626,000	103,000	2,426,000	254,000	245,000	30,696,200

DEPARTMENT: FIRE AND EMERGENCY SERVICES

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	(185,670)	(60,000)	(60,000)	-	-	-	-	(60,000)	(120,000)	100.0%	(60,000)
Expenses	7,872,662	7,728,400	7,728,400	-	15,100	-	11,510	133,910	7,888,920	2.1%	160,520
TOTAL BY DEPARTMENT	**7,686,992**	**7,668,400**	**7,668,400**	**-**	**15,100**	**-**	**11,510**	**73,910**	**7,768,920**	**1.3%**	**100,520**
Fire & Emergency Services	7,686,992	7,668,400	7,668,400	-	15,100	-	11,510	73,910	7,768,920	1.3%	100,520
TOTAL BY DIVISION	**7,686,992**	**7,668,400**	**7,668,400**	**-**	**15,100**	**-**	**11,510**	**73,910**	**7,768,920**	**1.3%**	**100,520**

DEPARTMENT: FIRE AND EMERGENCY SERVICES **GEORGINA - 2018 BUDGET**

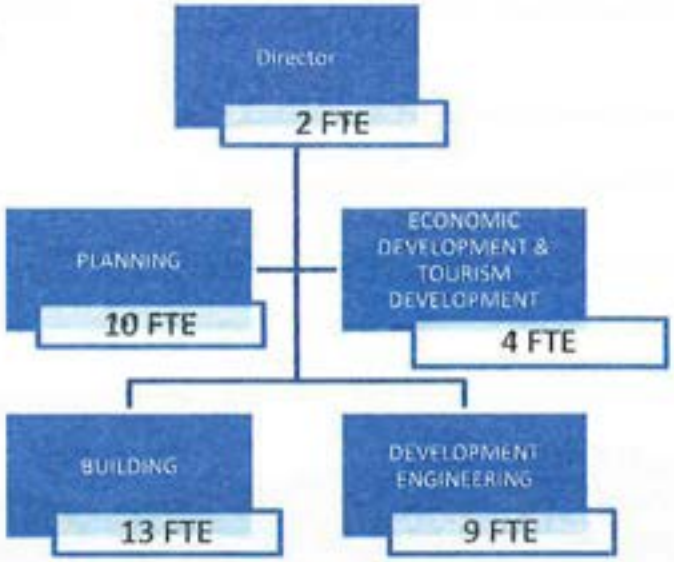
	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(185,670)	(60,000)	(60,000)	-	-	-	-	(60,000)	(120,000)	100.0%	(60,000)
Expenses	7,872,662	7,728,400	7,728,400	-	15,100	-	11,510	133,910	7,888,920	2.1%	160,520
TOTAL BY DIVISION	**7,686,992**	**7,668,400**	**7,668,400**	**-**	**15,100**	**-**	**11,510**	**73,910**	**7,768,920**	**1.3%**	**100,520**
Firefighting Force	6,043,827	6,130,910	6,130,910	-	7,500	-	-	50,370	6,188,780	0.9%	57,870
Fleet	704,867	622,900	622,900	-	-	-	9,000	-	631,900	1.4%	9,000
Emergency Management	20,954	18,880	18,880	-	-	-	-	2,300	21,180	12.2%	2,300
Fire Prevention	384,214	408,290	408,290	-	7,600	-	-	2,280	418,170	2.4%	9,880
Training Officer	188,081	203,540	203,540	-	-	-	-	4,540	208,080	2.2%	4,540
Keswick Fire Hall	179,893	119,690	119,690	-	-	-	1,650	14,100	135,440	13.2%	15,750
Sutton Fire Hall	90,907	83,360	83,360	-	-	-	860	-	84,220	1.0%	860
Pefferlaw Fire Hall	74,249	80,830	80,830	-	-	-	-	320	81,150	0.4%	320
TOTAL BY PROGRAM/ COST CENTRE	**7,686,992**	**7,668,400**	**7,668,400**	**-**	**15,100**	**-**	**11,510**	**73,910**	**7,768,920**	**1.3%**	**100,520**

GEORGINA

DEVELOPMENT SERVICES: Departmental Overview

The Development Services Department consists of the following four Divisions: Planning, Development Engineering, Building, and Economic Development and Tourism Development. The **Planning Division** administers and oversees key land use planning activities and various development application review and approval processes. 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. The **Building Division** is responsible for the enforcement of the Ontario Building Code and the administration and enforcement of Council-approved Building By-law, Zoning By-law and Pool Enclosure By-law. It oversees the permit application process, issues permits, carries out inspections in relation to these permits and investigates related complaints. The **Economic Development and Tourism Development Division** provides support to the local business community and undertakes initiatives to encourage new investment and the promotion of entrepreneurial activities in the Town. Division staff also work with the local tourism operators to help promote and grow Georgina's tourism sector.

Business Divisions



Accomplishments

Actions (Goal # 1)	Accomplishments	Lead
1.1 Update the Economic Development Strategy	• The Economic Development Strategy and Action Plan was adopted by Council in July 2016. Staff are actively pursuing the majority of activities included in the Action Plan.	EcD
1.2 Continue the focus on business retention and target new business development	• Funds were leveraged to have a Winter and Fall ad in the Globe & Mail reaching 663,000 readers. • Updated guides produced for each of the three Business Improvement Areas. • "Welcome to Georgina" Program delivered to 35 new businesses.	EcD
1.3 Prepare an Investment Attraction Strategy for the Keswick Business Park	• Council adopted the Town's Investment Attraction Strategy in July 2017. • Creative design work has been completed and investment attraction materials have been produced (i.e. trade show backdrop, investment folder, community profile). • "Invest in Georgina" Video – Launched in September 2017 • Online Inventory of Industrial/Commercial properties in Georgina for sale is now available. • New web address for investment purposes is also now available: www.choosegeorgina.ca	EcD
1.4 Develop and Diversify tourism opportunities including a focus on lake Simcoe shoreline and navigable waterways	• Provided staff support to the new Waterways Advisory Committee. • Provided staff support to the Jackson's Point Harbourfront Study project.	REC/CULT

1.5 Support implementation of the tourism strategy by supporting the work of the chamber and other partners.	• Participated as a member of the Tourism Advisory Committee and encouraged stakeholders in the development of a stronger relationship with regional tourism organizations. The Division Manager is currently a member of the Provincial Tourism Organization RT06 – Central Counties.	EcD
1.6 Leverage the economic impact of agriculture, food and agri-tourism	• Master Plan for the ClearWater Farm project was received by Council in early 2017. Notable initiatives include an agricultural theme summer camp program and the construction of a driveway access from Metro – "Prince's Laneway". • Staff actively participated in the development of the York Region Agricultural Action Strategy. • 2nd Annual Farmers' Market at the Link was successful. A survey of vendors was completed by staff to further assess and improve operations for 2018. . • In collaboration with the Region, a brochure was produced that promotes agri-tourism activities, farm gate sales and the Farmers Market in Georgina. One new farm gate sales has opened this year.	EcD
1.7 Continue to review and improve the development review and building permit approval process	• Review of Service Delivery program is nearing completion. • Business Class program is under consideration to enhance service delivery to the ICI Sector.	DS/EcD
1.8 Leverage the effort of York Region to explore opportunities to improve broadband connectivity and expand the York Telecom Network.	• Partnered with York Region on "Connect to Innovate" application to fund extension of YTN in Georgina and hardware upgrades to the Town's infrastructure.	IT/EcD
1.9 Identify opportunities to improve connectivity in York Region by continuing to work with partners to support the 400/404 link.	• Ongoing	ALL
1.10 Identify opportunities to improve connectivity in York Region by supporting the implementation of the York Region Transportation Master Plan	• Ongoing	ALL

1.11 Continue development of the Town Branding and Marketing strategy	• Marketing materials have been designed/printed and are now in use. Investment Video Launched and trade show backdrop purchased.	COMM/EcD
1.12 Continue to support the efforts of the Business Improvement Areas (BIA's)	• Staff continue to attend the majority of monthly meetings and provide a first point of contact at the Town for each of the three BIA's. • In support of the BIA's, all events within each of the BIA's are advertised in print and online. • Staff currently provide administrative support to the BIA's which includes printing and distribution of brochures, and logistical support for festival and events. • Bi-weekly e-news letter launched with great success. • Street Banners continue to be purchased and installed in each of the communities during the Summer months. • The Grant program continues to allow for the Town to partner with the BIA's to support the expenses associated with festival and events held by the Business Improvement Areas and community partners.	EcD
1.13 Continue to implement the Community Improvement Plans	• Since its inception, a total of 13 businesses have received grant funding to support façade and landscaping enhancements with the Community Improvement Areas, and has leveraged over $275k of private investment in the downtown areas.	EcD

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Actions (Goal # 2)	Accomplishments	Lead
2.2 Continue to explore opportunities for enhanced culture and recreation including those afforded by Georgina's unique geographic location and features	• Participated in the Toronto Boat Show with one day outreach to the boating community to promote Georgina's Lake Simcoe Shoreline. • The Ontario Water Centre (OWC) in partnership with the Town held an agricultural themed summer camp program, and the OWC is investigating opportunities to partner with Georgina Art Centre and Gallery and other possible partners.	EcD REC/CULT
2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth.	• Development agreements are negotiated to ensure development pays for development. This includes pursuit of parkland dedication, cash-in-lieu of parkland, trail development, tree compensation, appropriate development charges etc. • The Town is maximizing collaboration with the development community to mitigate costs and impacts of development growth. The timing of construction and the length of construction is positively impacted through collaboration. • The Town is working with the development community on the site location of the future South Keswick MURC.	FIN/DS
2.11 Develop a Sustainability Plan	• The Federation of Canadian Municipalities previously recognized the Town's Socioeconomic Mission and Strategic Plan as the current Sustainability Plan. • The Town's new Strategic Plan together with the Economic Development Strategy now serves as the Sustainability Plan. • A consolidated Plan will be a project for future years.	ALL
2.16 Promotion of public safety	• Promotion of public safety through the application of the Ontario Building Code and assigned By-laws.	BLDG

Actions (Goal # 3)	Accomplishments	Lead
3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	• Helping to engage the community, there are a number of advisory and ad hoc committees that have been established with financial support included in the budget. • Georgina continues to celebrate and support its unique community with the creation of committees such as the Waterways Advisory Committee. This committee held regular guest speakers to discuss areas of concern for local residents and related to the Lake Simcoe Watershed. • The Economic Development Committee assisted in the completion of the Investment Attraction Strategy.	Clerks/Culture/EcD
3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	• The Town provides annual financial contributions to the Georgina Arts Centre and Gallery and the Chamber of Commerce in an effort to achieve collective goals. • The Town leases a portion of the Reed Farm property to the OWC for the Clear Water Farm project and expanded the leased area in 2017. • The CAO participates in semi-annual roundtables with the Lake Simcoe Region Conservation Authority and all member municipalities for further collaboration. • The Lake Simcoe Region Conservation Authority is drawn upon to host pertinent information sessions for residents (i.e. water levels and new invasive weed species). • Facilitated the Habitat for Humanity Dalton Road project.	Rec/Culture/EcD

	• The Town leases space to Georgina Trades and Training Inc. (GTTI) and provides two appointed members to the Board.	
3.8 Continue to leverage partnership opportunities in support of The LINK business plan	• Lease agreements are in place with the Georgina Trades and Training Inc. and the Georgina Food Pantry and will soon be in place with the Chamber of Commerce, Hospice Georgina and Routes Connecting Communities. • Synergies to expand capacity at the Link are being explored with all existing and future tenants. • Partnership with organizers of the Farmer's Market to host Sunday market at The Link and open The Link to the public during market hours. • Working with the Regional and Provincial governments to explore future opportunities. • Grant Applications – i.e. Trillium Foundation in support of the Industrial Kitchen. • Partnerships with the Food Pantry and GTTI for the delivery of programs/activities. • Future tenants have been successful in applying for capital funding with the Town's commitment that they will be a future tenant at The Link. • Paint the Park – Skateboard Park in partnership with York Regional Police. • Community tables built in partnership with OCAD University students. • Wayfinding Banners and canvas murals created by students. • The LINK has been established as a central location for the hosting of small business support services, over 200 business owners have participated in workshops and training program hosted and/or supported by the Town, Chamber and community partners.	REC/CULT/EcD

Actions (Goal # 4)	Accomplishments	Lead
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study.	• The Investment Attraction Strategy was approved. It was undertaken to assess Georgina's investment readiness and identify additional opportunities to enhance customer services. • Stormwater management was studied and long-term recommendations provided. • Service Delivery Review underway to identify gaps in service delivery and opportunities to build capacity from within the organization.	ALL
4.13 Ensure maintenance of Planning policy documents	• The new Georgina Official Plan (OPA 129) was approved by York Region with modifications and is now in force, save an except two site specific appeals to the OMB. The Keswick Secondary Plan is proposed to be reviewed and updated in 2019.	PLNG
4.14 Promote Website functionality/self-help options	• On-line building permit inspection requests are available on the Town's Building Division website pages. • New web address for investment information www.choosegeorgina.ca and online ICI property inventory was introduced.	ALL

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Additional Accomplishments

Accomplishments	Lead
• To address the increasing volume of planning enquiries, a "Planner of the Day" program has been established, which provides "real-time" response to enquiries when possible. This Program has been well received by the public, with recognized efficiencies by staff and improved customer service in terms of responding to enquiries more quickly. • 2017 has seen the continuation of an increase in the number of planning pre-consultation meetings, with 50 having been held by staff with landowners/proponents as of mid- November, 2017. This is more than double the number of pre-consultation. mtgs. that were held in all of 2009. • As of early December, 2017, 59 staff reports on minor variance and severance applications have been brought to the Committee of Adjustment. • As of early December, 2017, over 50 staff reports on a variety of development applications and other planning related matters have been brought before Council. • With respect to more general planning matters, staff have undertaken the following: -The open storage of leisure vehicles study and zoning by-law amendment; -Reports on OMB Reform; -Report on EBR postings related to the Province's proposed additions/changes to the Natural Heritage System mapping within the Greater Golden Horseshoe and proposed additions/changes to the mapping of the Agricultural System within the Greater Golden Horseshoe.	PLNG
• Established working relationship with the owner of the business park lands north of Glenwoods Avenue through the preparation of the Investment Attraction Strategy. • Successful outreach to farming community through the preparation of the York Region Agricultural Strategy and the hosting of Milestone Awards featuring local Farm families. • Partnered with the Legion to promote Street Banner program to recognize local veterans.	EcD

• Introduced new outreach to promote Winter Tourism via attendance at 2 day Ice Fishing Trade Show in December 2017. • Hosting of an agri-food workshop at the LINK that attracted over 40 attendees. • Created GIS mapping for all new Community signage installed and identified future wayfinding signage locations. • Processed 16 grant applications to support local festivals, events and programs, with an improved and streamlined application process.	
• Completion of the Town's Comprehensive Stormwater Master Plan. • Completion of the review and update of Development Engineering processing/review fees. • 13 staff reports completed, with 4 going to the Site Plan Review Committee and 7 to Council. • Assisted and commented on all Planning applications processed in 2017. • Commencement of construction in two subdivisions; placement on maintenance of 2 subdivisions; completion of construction and assumption of 2 subdivisions; final inspection and preparation for release of security for the Keswick Marketplace development. • Closed site alteration permits have been scanned and are being formatted into the GIS system.	DevEng
As of mid-November 2017: • Issued a total of 577 building permits having a proposed total construction value of $52,458,906.00 and carried out 4501 building permit related inspections. • Issued 54 swimming pool enclosure permits. • Carried out 229 investigations on 110 building construction and pool enclosure complaints. • Carried out on-site private Septic System Maintenance Program related inspections at 194 properties.	BLDG

GEORGINA

Key Positive Trends

Actions (Goal # 1)	Key Positive Trends	Lead
1.2 Continue the focus on business retention and target new business development.	• Increased outreach to the community with 3 staff attending events throughout the community. E-blast and newsletter well received and has assisted with communications to the business community. Development of programs (i.e. the formulation of a "Business Class" program and incentive policy is underway to help attract new investment.	EcD
1.3 Prepare an Investment Attraction Strategy for the Keswick Business Park	• Staff are in discussions with the developer of the Keswick Business Park lands north of Glenwoods Avenue to determine potential opportunities to expedite registration of the draft plan of subdivision and the servicing of the lands. Marketing efforts will be determined once these discussions take place and the time frame for registration is better understood.	EcD
1.4 Develop and diversify tourism opportunities including a focus on Lake Simcoe shoreline and navigable waterways	• Efforts to promote the Lake Simcoe Shoreline and encourage activities that create an economic impact are ongoing. • The Georgina Waterways Advisory Committee was established and hosted various speakers throughout the year (LSRCA, Boating Ontario, and York Regional Police). • The Jackson's Point Harbourfront Redevelopment Plan study was completed and next steps are on-going in accordance with Council direction. • The Town actively partners with the York Region and Central Counties Tourism with respect to Tourism Promotions (i.e. leverage advertising dollars and online marketing tools for festivals and events).	ALL

1.5 Support the work of the Tourism Strategy by supporting the work of the Chamber and other partners	• Work with the Chamber to continue to offer skill and business services training to the tourism industry. • Continue to actively participate in the Tourism Committee and investigate funding opportunities with Regional tourism organizations.	
1.6 Leverage the economic impact of agriculture, food and agri-tourism.	• Continue to partner with York Region on the implementation of the York Region Agricultural Strategy including Farm Fresh Brand. • Continue to oversee Master Plan phasing for Clear Water Farm project including potential for inclusion of additional lands and incorporation of Art Centre and Gallery.	EcD
1.7 Continue to review and improve the development review and building permit approval process	• Implementation of a "Business Class' program is anticipated for Q1 2017. This program will help to ensure resources are prioritized to the processing of inquiries and development applications related to job creation and increasing the non-residential tax base. • Site alteration applications related to new buildings has being integrated into the Building permit application intake process. This will be followed by the end of the year with incorporating the subdivision plot plan intake process within the Building permit application as well.	EcD
1.8 Leverage the efforts of York Region to explore opportunities to improve broadband connectivity and expand the York Telecom Network	• Staff are awaiting the outcome of the Region's partnership application to the "Connect to Innovate" Fund and will continue to work with York Region to explore opportunities to opportunities to enhance broadband connectivity for Georgina and residents of Georgina Island. • Staff will continue to partner with York Region efforts and become part of Region identified as an Intelligent Community. Intelligent Communities use information and communications technology to build inclusive prosperity, solve social problems and enrich their quality of life in our connected century.	IT/EcD

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1.11 Continue development of the Town Branding & Marketing Strategy	• The Town Branding Guidelines are in draft form and are scheduled for roll out in Q4 2017. Recently designed marketing materials for Investment Attraction are in distribution.	COMM/EcD
1.12 Continue to support efforts of the Business Improvement Areas.	• Support and encourage growth of BIA through joint marketing efforts.	EcD
1.13 Continue to implement the Community Improvement Plans	• Over 13 applications have been received and inquiries continue to be received for funding.	EcD

Actions (Goal # 2)	Key Positive Trends	Lead
2.8 Celebrate, protect and recognize Georgina's natural environment	• Beachfront and Harbourfront reviews will focus on one of Georgina's featured assets, Lake Simcoe. • The Town of Georgina's new Official Plan contains mapping and policies that recognize and protect Georgina's extensive greenlands system in conformity with the requirements of the York Region Official Plan and Provincial Plans.	ALL
Attention Required: 2.14 Develop an Innovative Housing Strategy to promote a range of housing choices including those geared to seniors	• This is a regionally driven exercise supported by staff when resources allow.	PLNG

Actions (Goal # 3)	Key Positive Trends	Lead
3.6 Promote Website functionality/self-help options	• Recreation program registrations have been accommodated online. • The resources of a summer student were used in 2017 to gather FAQ's to be available on the website to foster self-help for residents. • The Public Service Request portal currently used by Council and internal staff will evolve to use by residents. • www.choosegeorgina.ca is now live however, additional improvements and updating is ongoing. • Online property sales for the ICI Sector is now included in the www.choosegeorgina.ca website. Bi-weekly updating is required.	ALL

Actions (Goal # 4)	Key Positive Trends	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.	• In June 2017 a tri-party consulting team was retained to undertake a Service Delivery Review. Initial review reports are scheduled to be before Council in August and September 2017.	ALL
4.7 Explore alternative service delivery options and opportunities, including public private partnerships	• Request for Proposal for partnership opportunities was issued for the MURC. • Efforts for occupancy of the licensees into The Link continue	ALL

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	• Discussions are ongoing respecting potential private/public opportunities to expedite development of the Keswick Business Park.	
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• All Departments have been tasked with updating Town policies. • Policy documents that are statutorily required to be updated are kept compliant.	ALL

2018 Actions, Performance Plans and Lead

Action (Goal # 1)	Performance Plans	Lead
1.2 Continue the focus on business retention and target new business development	Hiring of Summer Student to provide additional outreach to the business community during May-August. Increase awareness of investment opportunities through targeted marketing efforts, and strengthening relationships with key stakeholders.	EcD
1.3 Prepare an Investment Attraction Strategy for the Keswick Business Park	Report to Council outlining opportunities to expediting development of the Keswick Business Park anticipated in Q1.	EcD
1.4 Develop and diversify tourism opportunities including a focus on Lake Simcoe shoreline and navigable waterways	Actively participate in the review of beachfront uses to ensure opportunities to leverage economic impact are considered. Continue to support the efforts of the Waterways Advisory Committee. Continue to support next steps with respect to the redevelopment of Jackson's Point Harbourfront area.	EcD
1.5 Support implementation of the Tourism Strategy by supporting the work of the Chamber and other partners	Continue to monitor Key Performance Indicators contained within Chamber of Commerce Service Agreement. Support efforts of the Tourism Committee and Tourism Partnerships that encourage overnight stays in order to increase economic impact.	EcD

1.6 Leverage the economic impact of agriculture, food and agri-tourism	Continue to support the efforts of York Region to expand Farm Fresh Brand in Georgina. Support Georgina Farmers Market by partnering in marketing initiatives. Continue to monitor and support efforts of the OWC to promote new tourism activities focused on agriculture and which promote positive economic impact and job creation.	EcD
1.7 Continue to review and improve the development review and building permit approval process	Implement the "Business Class" program for the ICI Sector	EcD/All
1.11 Continue development of the Town Branding & Marketing Strategy	Building on the updated creative design, additional print and online marketing, social media will be considered for investment attraction.	EcD/COMM
1.12 Continue to support the efforts of the Business Improvement Areas (BIA'S)	Support to the BIA's will focus on growth and development of existing marketing efforts and initiatives in order to increase traffic to these areas.	EcD
1.13 Continue to implement the Community Improvement Plans	Encourage participation by increasing in person visits to businesses within the BIA.	EcD

Action (Goal # 2)	Performance Plans	Lead
2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth	The Town is working with several developers in the north end of Keswick on a possible partnership regarding water servicing infrastructure to service new growth while at the same time alleviating existing water pressure issues experienced by some residents in the area.	OPS DevEng

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2.14 Develop an Innovative Housing Strategy to promote a range of housing choices including those geared to seniors	Staff are part of the York Region/Area Municipal Housing Working Group that is in the process of investigating ways to promote/incentivise the production of affordable housing. This will lead to the eventual development of a Regional Housing Strategy, which should form the basis for the development local strategies moving forward.	PLNG

Action (Goal # 4)	Performance Plans	Lead
4.12 Continue to undertake reviews of Corporate Policies/By-laws	Staff are in the process of reviewing the Town's Site Alteration By-law and Site Plan Control By-law. These reviews have temporarily been suspended due to a staff shortage in the Dev. Engineering Division. Once the Division is at full staff complement these reviews will resume.	DevEng
4.13 Ensure maintenance of Planning policy documents	The review and update of the Official Plan, Secondary Plan and the Zoning By-law in accordance with legislative requirements have been incorporated into the 10 year capital plan.	PLNG
4.20 Continue to review and improve the development review and building permit approval process	An additional Application Examiner within the Building Division is proposed to increase customer service and response time to permit applications and enquiries. Introduction of the "Business Class" program for the ICI Sector	DS

2018 New Initiatives, Performance Plans and Lead

New Initiatives	2018 Performance Plans	Lead

Proposed additional Application Examiner	Provide improved front-line customer service and permit review services at the 3rd floor Development Services Hub in order to reduce the time to issue permits.	BLDG
Proposed additional Development Engineering Technologist and Development Engineer Inspector	The two additional staff are necessary to meet current and anticipated future workload in the Division related to new development. More timely engineering plans review will improve customer service, and more resources to inspect construction will help ensure new infrastructure is constructed properly prior to the Town's assumption of same.	DevEng
Financial Incentive Policy/Program	Implementation of a policy and program with criteria that will assist with investment attraction initiatives.	EcD/Finance
Business Class Program	Program designed to encourage investment in the Town by providing enhanced service to the industrial/commercial/institutional ICI sector	EcD/All Dept.
Summer Student	Summer student will provide additional outreach into the community during the summer months and provide a Town presence at local festivals and events.	EcD
Sutton Mill Pond Fountain	This is a project being undertaken by the Sutton Business Improvement Area, it is staff's recommendation that the Town support this initiative by providing annual operating funds required to cover the cost of hydro service.	EcD/OPS
Urban Hens	A study is to be conducted regarding the keeping of hens on residential properties, which may lead to a zoning by-law amendment.	PLNG
Methadone Clinics	Subject to Council's direction, an interim control by-law and subsequent zoning by-law amendment may be considered to address concerns related to methadone clinics.	PLNG
Short Term Rental	Subject to Council's direction, a zoning by-law amendment may be considered to address concerns related to Airbnb and similar organizations that provide short terms rentals of houses.	PLNG
General Amendment to Zoning By-law 500	This will be staff initiated project aimed at addressing a number of provisions in the By-law that appear to need modification or	PLNG

GEORGINA

	correction based on staff's on-going experience in applying the By-law over the past number of years.	
Development of 3rd Floor Development Services Hub	This is a major customer service initiative which will involve the relocation of the Development Engineering Division and other Development Services staff to the third floor. The intention is to create a combined Planning/Development Engineering service counter in the space currently occupied by the Recreation and Culture Department. The exact timing of this is to be determined.	CAO

Major Operating Drivers

- **Manage and process the growing number of planning/development applications in accordance with the Town's Official Plan/Secondary Plans, the Regional Official Plan, the Provincial Policy Statement and Provincial Plans (Growth Plan for the Greater Golden Horseshoe, Greenbelt Plan, Lake Simcoe Protection Plan)**
- **Continue compliance with all legislative requirements under Ontario Building Code, the Planning Act, the Municipal Act and other related Regulations, By-laws/administrative policies**
- **Continued and on-going improvement to customer service and stakeholder's requirements**
- **Considerable process and staffing enhancement within the Development Engineering Division heading into 2018 to keep up with increased workload.**

Town of Georgina

2018 Budget - Summary of Capital Projects

Development Services (Department Administration, Building, Planning, Economic Development, Development Engineering)

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Development Services									
18-PLN-1	Planning Application Fees Review	30,000	3,000			27,000			
18-ENG-1	New Truck	40,000	40,000						
TOTAL CAPITAL - DEVELOPMENT SERVICES		**70,000**	**43,000**	-	-	**27,000**	-	-	-

Town of Georgina

10 Year Capital Plan

Development Services (Department Administration, Building, Planning, Economic Development, Development Engineering

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Fleet Purchase: Truck	40,000										40,000
Fleet & Equipment Replacement		70,000	105,000	60,000				30,000	30,000	45,000	340,000
Carry Forward Capital Projects	225,860										225,860
	265,860	70,000	105,000	60,000	-	-	-	30,000	30,000	45,000	605,860
Growth Related Expenditures											
Planning Application Fees Review	30,000										30,000
Jackson's Point Secondary Plan							60,000				60,000
Keswick Business Park Secondary Plan										60,000	60,000
Keswick Secondary Plan		100,000									100,000
Pefferlaw Secondary Plan				50,000							50,000
Sanitary Sewer Model/Master Plan		250,000									250,000
Transportation and Sidewalk Master Plan		250,000									250,000
Ten Year OP Update and Review									100,000		100,000
Economic Strategy				20,000							20,000
Building By-law Update						30,000					30,000
Zoning By-law Update			60,000		100,000						160,000
YROP/Provincial Policy Update						50,000					50,000
	30,000	600,000	60,000	70,000	100,000	80,000	60,000	-	100,000	60,000	1,160,000
Total Annual Capital Expenditures	295,860	670,000	165,000	130,000	100,000	80,000	60,000	30,000	130,000	105,000	1,765,860
Non-Growth Related Funding											
Capital Reserve - Tax Funded	55,000	70,000	105,000	60,000	-	-	-	30,000	30,000	45,000	395,000
Reserve Funds - Federal Gas Tax	100,000										100,000
Debenture - Tax Funded											-
Grants											-
Other Revenue	110,860										110,860
	265,860	70,000	105,000	60,000	-	-	-	30,000	30,000	45,000	605,860
Growth Related Funding											
Development Charges	27,000	90,000	27,000	45,000		-	54,000	-	54,000	54,000	351,000
Capital Reserve - Tax Funded	3,000	510,000	33,000	25,000	100,000	80,000	6,000	-	46,000	6,000	809,000
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	30,000	600,000	60,000	70,000	100,000	80,000	60,000	-	100,000	60,000	1,160,000
Total Annual Capital Funding	295,860	670,000	165,000	130,000	100,000	80,000	60,000	30,000	130,000	105,000	1,765,860

DEPARTMENT: DEVELOPMENT SERVICES

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	(2,838,451)	(2,271,270)	(2,271,270)	(421,500)	(35,480)	(227,790)	-	(81,390)	(3,037,430)	33.7%	(766,160)
Expenses	3,832,311	4,172,620	4,172,620	158,640	115,470	(101,330)	58,160	548,640	4,952,200	18.7%	779,580
TOTAL BY DEPARTMENT	**993,860**	**1,901,350**	**1,901,350**	**(262,860)**	**79,990**	**(329,120)**	**58,160**	**467,250**	**1,914,770**	**0.7%**	**13,420**
Department Administration	290,040	275,310	275,310	-	-	-	4,570	7,220	287,100	4.3%	11,790
Building	(326,505)	-	-	(18,000)	13,770	(334,720)	20,380	318,570	-		-
Planning	364,136	616,120	616,120	(93,500)	-	-	14,720	135,840	673,180	9.3%	57,060
Economic Development	657,974	698,650	698,650	-	66,220	-	5,330	21,860	792,060	13.4%	93,410
Development Engineering	8,215	311,270	311,270	(151,360)	-	5,600	13,160	(16,240)	162,430	(47.8%)	(148,840)
TOTAL BY DIVISION	**993,860**	**1,901,350**	**1,901,350**	**(262,860)**	**79,990**	**(329,120)**	**58,160**	**467,250**	**1,914,770**	**0.7%**	**13,420**

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: DEPARTMENT ADMINISTRATION

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	-	-	-	-	-	-	-	-	-		-
Expenses	290,040	275,310	275,310	-	-	-	4,570	7,220	287,100	4.3%	11,790
TOTAL BY DIVISION	**290,040**	**275,310**	**275,310**	**-**	**-**	**-**	**4,570**	**7,220**	**287,100**	**4.3%**	**11,790**
Department Administration	290,040	275,310	275,310	-	-	-	4,570	7,220	287,100	4.3%	11,790
TOTAL BY PROGRAM/ COST CENTRE	**290,040**	**275,310**	**275,310**	**-**	**-**	**-**	**4,570**	**7,220**	**287,100**	**4.3%**	**11,790**

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: BUILDING

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(1,556,450)	(1,433,500)	(1,433,500)	(18,000)	-	(227,790)	-	-	(1,679,290)	17.1%	(245,790)
Expenses	1,229,945	1,433,500	1,433,500	-	13,770	(106,930)	20,380	318,570	1,679,290	17.1%	245,790
TOTAL BY DIVISION	**(326,505)**	-	-	**(18,000)**	**13,770**	**(334,720)**	**20,380**	**318,570**	-		-
Administration	(377,216)	(44,890)	(44,890)	(18,000)	13,770	(334,720)	20,380	346,270	(17,190)	(61.7%)	27,700
Fleet	50,711	44,890	44,890	-	-	-	-	(27,700)	17,190	(61.7%)	(27,700)
TOTAL BY PROGRAM/ COST CENTRE	**(326,505)**	-	-	**(18,000)**	**13,770**	**(334,720)**	**20,380**	**318,570**	-		-

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: PLANNING

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(502,470)	(312,040)	(312,040)	(93,500)	-	-	-	2,980	(402,560)	29.0%	(90,520)
Expenses	866,606	928,160	928,160	-	-	-	14,720	132,860	1,075,740	15.9%	147,580
TOTAL BY DIVISION	**364,136**	**616,120**	**616,120**	**(93,500)**	**-**	**-**	**14,720**	**135,840**	**673,180**	**9.3%**	**57,060**
Administration	346,479	534,600	534,600	(66,000)	-	-	13,390	136,240	618,230	15.6%	83,630
Agricultural Advisory Committ	2,169	3,940	3,940	-	-	-	-	-	3,940	0.0%	-
Environmental Advisory Comn	1,405	4,940	4,940	-	-	-	-	-	4,940	0.0%	-
Tile Drainage	-	-	-	-	-	-	-	-	-		-
Committee of Adjustment	14,083	72,640	72,640	(27,500)	-	-	1,330	(400)	46,070	(36.6%)	(26,570)
TOTAL BY PROGRAM/ COST CENTRE	**364,136**	**616,120**	**616,120**	**(93,500)**	**-**	**-**	**14,720**	**135,840**	**673,180**	**9.3%**	**57,060**

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: ECONOMIC DEVELOPMENT

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(17,464)	(15,730)	(15,730)	-	(35,480)	-	-	(84,370)	(135,580)	761.9%	(119,850)
Expenses	675,438	714,380	714,380	-	101,700	-	5,330	106,230	927,640	29.9%	213,260
TOTAL BY DIVISION	**657,974**	**698,650**	**698,650**	**-**	**66,220**	**-**	**5,330**	**21,860**	**792,060**	**13.4%**	**93,410**
Administration	440,227	456,400	456,400	-	33,940	-	5,330	6,230	501,900	10.0%	45,500
Grants and Sponsorships	63,098	79,200	79,200	-	30,000	-	-	-	109,200	37.9%	30,000
Georgina Chamber of Commer	95,630	95,680	95,680	-	(7,240)	-	-	-	88,440	(7.6%)	(7,240)
Waterways Committee	1,880	6,000	6,000	-	-	-	-	-	6,000	0.0%	-
Streetscaping	20,350	17,000	17,000	-	-	-	-	-	17,000	0.0%	-
Economic Development Comm	(13,211)	(5,630)	(5,630)	-	-	-	-	15,630	10,000	(277.6%)	15,630
Georgina Trades Training Inc	50,000	50,000	50,000	-	9,520	-	-	-	59,520	19.0%	9,520
TOTAL BY PROGRAM/ COST CENTRE	**657,974**	**698,650**	**698,650**	**-**	**66,220**	**-**	**5,330**	**21,860**	**792,060**	**13.4%**	**93,410**

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: DEVELOPMENT ENGINEERING

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(762,067)	(510,000)	(510,000)	(310,000)	-	-	-	-	(820,000)	60.8%	(310,000)
Expenses	770,282	821,270	821,270	158,640	-	5,600	13,160	(16,240)	982,430	19.6%	161,160
TOTAL BY DIVISION	**8,215**	**311,270**	**311,270**	**(151,360)**	**-**	**5,600**	**13,160**	**(16,240)**	**162,430**	**(47.8%)**	**(148,840)**
Administration	(5,620)	297,200	297,200	(156,860)	-	5,600	13,160	(16,240)	142,860	(51.9%)	(154,340)
Fleet	13,835	14,070	14,070	5,500	-	-	-	-	19,570	39.1%	5,500
TOTAL BY PROGRAM/ COST CENTRE	**8,215**	**311,270**	**311,270**	**(151,360)**	**-**	**5,600**	**13,160**	**(16,240)**	**162,430**	**(47.8%)**	**(148,840)**

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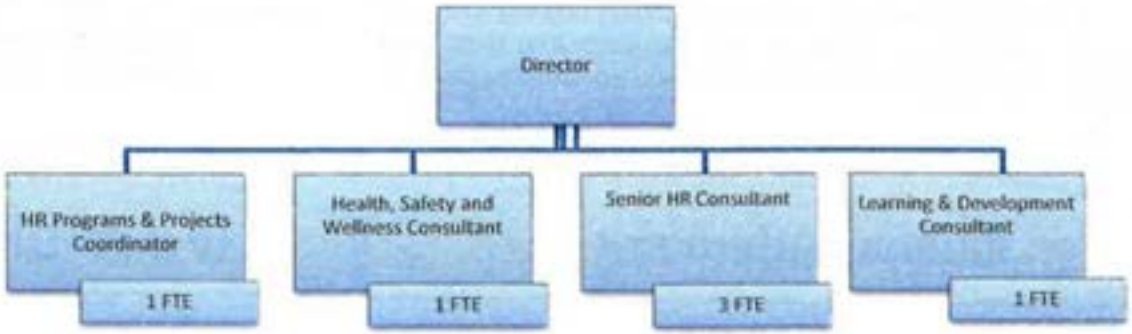
Human Resources Departmental Overview

As a strategic partner with all Corporate Departments at the Town of Georgina, the Human Resources Department provides the following services:

- Professional human resources services support of the strategic direction and operational needs of the organization
- Leadership and assistance to the organization in the development of its people and the fostering of service excellence
- A broad range of Human Resources activities including: equitable and inclusive employee recruitment practices; learning and development; compensation management; benefit administration; health, safety and wellness initiatives; disability management; payroll support; and employee and labour relations

Our team values diversity and focuses on the key links between engaged and supported employees and the provision of excellent services. We believe it is our role to ensure that best practices within the Human Resources field are always at the forefront of our work.

Business Divisions



Accomplishments

Goal # 1 – NA; Goal # 2 – NA; Goal # 3 NA

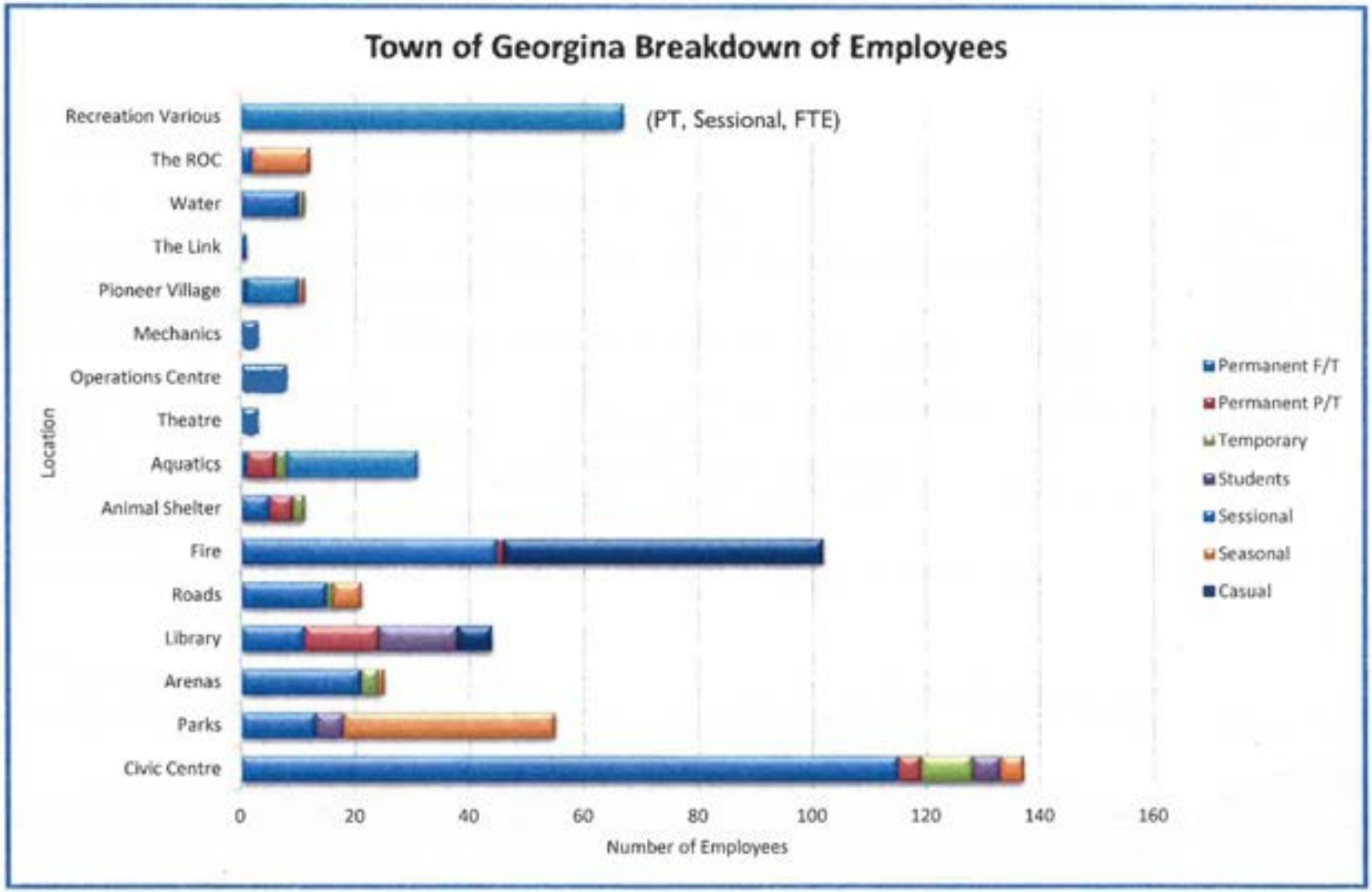
Actions (Goal # 4)	Accomplishments	Lead
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	Human Resources continues to build partnerships/collaborate with other municipalities and various levels of government. The N6/York Region Directors, Health & Safety, Learning & Development share idea and look for cost saving measure throughout the year. Topics and discussion include recruitment, job descriptions, CBA's, wage analysis, new legislation, compliance and group employee benefits. Collaborate building partnerships to develop in-house training programs and share trainers.	HR Learning & Development
4.12 Continue to undertake reviews of the Corporate Policies/By-Laws	The January 2017 Policy No. 42 Violence and Harassment Free Workplace Policy was successfully updated and approved by the Director of Human Resources, CAO and JHSC. . November 2017 two additional policies are approved: Policy No. 2 Discrimination was replaced with Respectful Workplace Policy and Procedures; Policy No. 29 Code of Ethics and Conduct was replaced to Employee Code of Conduct. Six training sessions have been scheduled for 2017.	HR Learning & Development

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Additional Accomplishments

Accomplishments	Lead
In the fall of 2016, we held our first job fair for employment opportunities at the ROC. The job fair was the first of its kind for The Town of Georgina. Due to the success, a subsequence job fair was held in October 2017.	HR/Recruitment
All staff trained in change management (Business as Unusual) 2016 - # 198 Management; 2017 – 13 Management and198 Frontline Staff Harvard Manage Mentor Roll-out scheduled for December 2017 Municipal Retirement Of Ontario Workshop October 2017 – 26 attended training with 13 on a waiting list Employee Policy Training scheduled to take place November and December 2017 Manulife e-learning – 87 sessions completed 2017 (HR Downloads) HR designed, developed and delivered Collective Agreement training – 34 Management trained in 2017	HR/Learning & Development/York Region
Summer Student Engagement Survey designed and sent to students in August. Results shared with management team in September 2017.	Learning & Development
Developed a new Summer Student process	HR/Recruitment
Developed departmental business plans template. Collaborated with all departments to rollout.	HR/Learning & Development
Quarterly HR & Labour Management Meetings with GPFFA & CUPE	HR
Grievances Resolution	HR
Learning and Development Training Calendar created for 2018	HR/Learning & Development

Human Resources Statistics



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Training Statistics

Program Name	# of Employees Successfully Completed	# of Training Sessions Held	Duration of each Session
Health & Safety			
Asbestos Awareness	12	2	2 hrs
Backing Trailers	22	1	4 hrs
Civic Centre Fire Warden	14	1	1 hr
Confined Space - Awareness Level 1	12	1	4 hrs
Confined Space - Entry Operations - Level 2	5	1	4 hrs
First Aid	32	3	16 hrs
Fit Testing	21	21	1 hr
Grounds Maintenance Equipment	29	1	20 hrs
Mental Health First Aid	2	1	16 hrs
MOL Online Supervisor	21	online	1 hr
MOL Online Worker	300	online	1 hr
HR Downloads various topics of online training	231	online	1 hr
Propane Training	150	13	4 hrs
Safe Operation of Snowplows	31	1	8 hrs
Supervisor Due Diligence	21	3	8 hrs
Thompson Steamer	26	2	4 hrs
Worker H&S/AODA	300	15	4 hrs
Working at Heights	6	1	8 hrs
Learning and Development			
Business As Unusual for Managers	13	1	7 hrs
Business As Unusual for Front Line Staff	198	8	4 hrs
Policy Training	TBD	8	3 hrs
Generation Gap Training/Team Building	TBD	2	3 hrs
Retirement Information Session	26	1	3 hrs
Collective Agreement training	34	1	3 hrs

Key Positive Trends

Actions (Goal # 4)	Key Positive Trends	Lead
4.12 Continue to undertake reviews of Corporate Policies/By-laws.	• All Departments have been tasked with updating Town policy. • Policy documents that are statutorily required to be updated are kept compliant. • Overall many older policies exist and require review/updating.	HR
4.16 Develop a Human Resource Management Strategy to effectively address staff retention and recruitment, staff training and excellence, information transfer and knowledge retention and succession planning	• The various components of the Human Resource Strategic Plan have been identified and many are in progress. • The 2017 Budget included the creation of a Learning and Development Specialist position and the incumbent started with the Town in July.	HR
4.17 Continue implementation of the Performance Management and results-focused evaluation/measurement initiative.	• The need for a defined Performance Management Program has been identified as a top priority by the Human Resource Strategic Plan and Service Delivery Review	HR

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2018 Actions, Performance Plans and Lead

Action (Goal # 4)	Performance Plans	Lead
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study	Labour Market Reviews are performed every three years to ensure the Town of Georgina remains a competitive employer. Communicate with the following agencies: Job Skills, Employment Centre, and High Schools to promote the Town of Georgina.	HR
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	Continue to hold monthly meetings to collaborate and look for cost savings measures for the N6, Learning & Development; Apply for summer student grants	HR
4.12 Continue to undertake reviews of Corporate Policies/By-laws	Human Resources will continue to review and update policies and procedures throughout 2018.	HR
4.14 Explore opportunities for enhanced records management	Continue to work on procuring and implementing Human Resources tools e.g. Human Resources Management System (HRMS)	HR Learning & Development
4.16 Develop a Human Resource Management Strategy to effectively address staff retention and recruitment, staff training and excellence, information transfer and knowledge retention and succession planning	Employee Engagement Survey Implement the new training calendar Develop a Succession Planning process draft	HR Learning & Development
4.17 Continue implementation of the Performance Management and results- focused evaluation/measurement initiative	HRMS software Develop competency based performance management appraisals and deliver Performance Management training to Directors, Managers and Supervisors	HR Learning & Development

2018 New Initiatives, Performance Plans and Lead

New Initiatives	2018 Performance Plans	Lead
Develop new toolkits for Retirees, LOA including Maternity/Sick		HR
Employee Engagement Survey	Develop and send out survey to all employees. Analyze data to determine where there are opportunities for improvement. Meet with senior team to determine how and when to share results with all employees. Potential Town Hall meeting to engage employees and gather their feedback.	HR Learning & Development
Fire CBA		HR
2018 Training calendar	Implement training for all employees, starting with the leadership team.	Learning & Development
York Leads 201 training for Mid-Level management	Continue to collaborate with York Region, York Region Police and the N6 to schedule and implement York Leads program for Mid-Level Management. First rollout fall 2017.	Learning & Development
Lunch and Learns	Introduce a new series of enticing corporate training sessions over staff lunch time to supplement their formal training and education initiatives and attract full attendance	HR
Recognition & Rewards	Revamp Recognition Program Possible rewards Flex Time, Recruitment Referral Bonuses	HR Program/Project Co-ordinator
New Employee Orientation Program	Develop and implement a new employee orientation program	HR

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Major Operating Drivers

- **Labour Relations:**
  First Collective Agreement for Roads/Water Works
  Bargaining with GPFFA
  Grievances/Arbitrations

- **Increased Corporate Learning and Leadership Development**

- **Improved Technology for HR for higher efficiency purposes**

High Level Summary of Key Capital Projects

Project Description: Human Resources Management System (HRMS):

- Implement enterprise wide HRMS/Performance/Applicant Tracking Software. As organizations grow, transactional necessities increase. Whether it is hiring, onboarding, or payroll, automation becomes a key asset for HR. HRMS saves time and money by automating operational tasks and it increases the strategic value of HR information.

Town of Georgina

10 Year Capital Plan

Human Resources

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Minor Capital		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Carry Forward Capital Projects	20,000										20,000
	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Growth Related Expenditures											
											-
											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded											-
Grants											-
Other Revenue	20,000										20,000
	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											-
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000

DEPARTMENT: HUMAN RESOURCES

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	(1,323)	(145,000)	(145,000)	-	-	-	-	145,000	-	(100.0%)	145,000
Expenses	859,514	899,560	899,560	7,360	-	-	10,870	41,470	959,260	6.6%	59,700
TOTAL BY DEPARTMENT	**858,191**	**754,560**	**754,560**	**7,360**	**-**	**-**	**10,870**	**186,470**	**959,260**	**27.1%**	**204,700**
Human Resources	858,191	754,560	754,560	7,360	-	-	10,870	186,470	959,260	27.1%	204,700
TOTAL BY DIVISION	**858,191**	**754,560**	**754,560**	**7,360**	**-**	**-**	**10,870**	**186,470**	**959,260**	**27.1%**	**204,700**

DEPARTMENT: HUMAN RESOURCES **GEORGINA - 2018 BUDGET**

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(1,323)	(145,000)	(145,000)	-	-	-	-	145,000	-	(100.0%)	145,000
Expenses	859,514	899,560	899,560	7,360	-	-	10,870	41,470	959,260	6.6%	59,700
TOTAL BY DIVISION	**858,191**	**754,560**	**754,560**	**7,360**	**-**	**-**	**10,870**	**186,470**	**959,260**	**27.1%**	**204,700**
Administration	793,547	712,150	712,150	7,360	-	-	10,870	178,070	908,450	27.6%	196,300
Corporate	41,992	14,800	14,800	-	-	-	-	8,400	23,200	56.8%	8,400
Health and Safety	22,652	27,610	27,610	-	-	-	-	-	27,610	0.0%	-
TOTAL BY PROGRAM/ COST CENTRE	**858,191**	**754,560**	**754,560**	**7,360**	**-**	**-**	**10,870**	**186,470**	**959,260**	**27.1%**	**204,700**

GEORGINA

Corporate Services: Departmental Overview

The Corporate Services Department is responsible to provide a variety of corporate and administrative services, including Legislative, Information Technology, Procurement, Bylaw Enforcement, Finance, Taxation/Revenue and Customer Service. The Director of Corporate Services is responsible for the overall leadership and service delivery for the Department as well as Deputy C.A.O responsibilities. The Department consists of 6 divisions and includes the office of the Treasurer. Corporate Services is responsible for development, co-ordination, implementation and maintenance of broad and complex organization-wide services, projects, policies and procedures to ensure all legislative requirements are met at highest standards and excellence, through efficiency and effectiveness!

Business Divisions



Accomplishments

Actions (Goal # 2)	Accomplishments	Lead
2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth.	• Development agreements are negotiated to ensure development pays for development. This includes pursuit of parkland dedication, cash-in-lieu of parkland, trail development, tree compensation, appropriate development charges etc. • The Town is maximizing collaboration with the development community to mitigate costs and impacts of development growth. The timing of construction and the length of construction is positively impacted through collaboration. • The Town is working with the development community on the site location of the future South Keswick MURC.	ALL
2.11 Develop a Sustainability Plan	• The Federation of Canadian Municipalities previously recognized the Town's Socioeconomic Mission and Strategic Plan as the current Sustainability Plan. • The Town's new Strategic Plan together with the Economic Development Strategy now serves as the Sustainability Plan. • A consolidated Plan will be a project for future years.	ALL

GEORGINA

Actions (Goal # 3)	Accomplishments	Lead
3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	• The Town provides annual financial contributions to the Georgina Art Centre and Gallery, Chamber of Commerce in an effort to achieve collective goals. • The Town leases a portion of the Reed Farm property to the Ontario Water Centre as the home for their Clear Water Farm. • The CAO participates in semi-annual roundtables with the Lake Simcoe Region Conservation Authority and all member municipalities for further collaboration. • The Lake Simcoe Region Conservation Authority is drawn upon to host pertinent information sessions for residents i.e. water levels and new invasive weed. • Facilitated the Habitat for Humanity Dalton Road project. • The Town leases space to Georgina Trades and Training Inc. (GTTI) and provides two appointed members to the Board	All

Actions (Goal # 4)	Accomplishments	Lead
4.1 Continue to implement the Customer Service Strategy	• The Customer Service Program is well underway. The Civic Centre Service Georgina Hub is open for business. The additional hub for Development Services is in the planning stages	CAO

4.8 Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software	• Implemented the Public Service Request module for internal use with the external use function forthcoming. • Mobile work stations have been implemented. • The implementation of time sheet entry at source, electronic purchasing requisition and customer access to property tax and water and sewer accounts via secure password are next in the queue.	ALL
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study.	• The Investment Attraction Strategy was approved. It was undertaken to assess Georgina's investment readiness customer service issues. Data and information are now hands on and ready to respond. • Storm-water management was studied and long-term recommendations provided. • Service Delivery Review underway to identify gaps in service delivery and opportunities to build capacity from within the organization. • Process mapping exercise being undertaken to streamline and improve development application processes.	ALL
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• Chief Building Officials met with a goal of consistency in implementation of septic system re-inspection programs. • 2017 N6 initiatives include: o Renewal of the solid waste collection contract (10-Year GFL contract). o Fire Master Plans o Fire Services Collaboration Initiatives o Audit Services o Animal Shelter Services o Animal Control Services o Economic development initiatives • In May 2017 the N6 Chief Administrative Officers participated in a facilitated session to reaffirm the partnership.	ALL

GEORGINA

	• The N6 Shared Services Protocol and Specialized Resource Sharing Protocol were ratified.	

Additional Accomplishments

Accomplishments	Lead

MUNICIPAL LAW ENFORCEMENT SERVICES

The Municipal Law Enforcement Division is responsible for a variety of legislative, corporate and public services. A dedicated team that is committed to supporting corporate goals and objectives by enhancing a healthy, safe community while engaging our community members and collaborating with community partners. The Division is also responsible for our Animal Shelter and Patrol Services serving Georgina and three other York Region municipalities.

- Implementation of Private Parking Control for York Region Housing
- Improved file management
- Utilization of GIS into our inspection practices
- In excess of 1900 requests for service (work orders)

INFORMATION TECHNOLOGY SERVICES DIVISION

The Information Technology Services Division supports corporate goals and objectives and helps to maintain efficient government operations by effectively planning, strategically implementing and continually supporting the appropriate and innovative use of information and communications technology (ICT) used throughout the municipality. ITS also assists all divisions and departments in implementing, integrating and streamlining business processes, and helping to maintain business continuity.

Encouraged and supported incremental technological innovation and continual process improvement.
Promoted the leveraging and optimization of information and communications technology use throughout the organization.

TAXATION, REVENUE AND CUSTOMER SERVICE

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

- Identified and extracted existing Work Orders on old system and enter into new PSR System
- Modification /Improvement made to PSR/Work Order System and processes
- Completed the 1st Floor Customer Service HUB and created and communicated process flow to ensure communications and enhance service quality between HUB and Business Units.
- Migrated Roads; Water Waste Water; Waste Management; Parks and Facilities; Registration and Facility Bookings Completed the 1st Phase and cross trained Divisional Associates
- Improved operational processes between Customers, Cemetery Board and Operations.
- Implemented payment installment options and expanded options for pre-authorized payment plan

GEORGINA

FINANCE DIVISION

The Finance Division is responsible for the preparation, maintenance and monitoring of the Town's corporate operating and capital budgets and for all financial management of the Town including financial and accounting consultation, preparation of financial statements, payroll, accounts payable, corporate banking agreements and financial recording in accordance with PSAB. In addition, the Division manages tangible capital asset registers, investments, development charges records and the external audit engagement.

- Implemented "electronic pay stubs"
- Completed the budget process enhancement
- Introduced a new and improved Investment Policy for increase in Town's Return on Investment
- Improved and clarified capital funding process and availability

PURCHASING SERVICES

Purchasing Services is responsible for the sourcing and procurement activities for a large variety of goods and services required by the Town.

Supplier Code of Conduct - Implemented Supplier Code of Conduct in all formal procurement activities.
e-Solutions e-Procurement Tool - Successfully launched and 100% utilization for all formal procurement activities.
Bid, Performance and Labour & Material Bonding - Implemented the use of Bonds for surety in all formal procurement activities.
Capital Projects – Actively assisted departments with the completion of 125 budgeted capital and 25 non-capital projects using formal procurement processes.

CLERK'S DIVISION

The range of services provided through the Clerk's Division include, but are not limited to: secretariat services for Council and Committees of Council; by-law preparation; business, lottery and marriage licenses; statutory obligations under the Municipal Act, Planning Act, Development Charges Act, Ontario Heritage Act, Vital Statistics Act, Marriage Act, Municipal Elections Act, Freedom of Information Act, and other pieces of legislation; officiating of marriage ceremonies, records management; provision of Commissioner of Oaths services; co-ordination and administration of certain legal files including land conveyances; and insurance and risk management.

Among the proposed (and adopted) policies prepared by the Clerk's Division are the following:

- Sale Price of Surplus Land
- Council Discretionary Spending Budget
- Development Charges Appeal Procedures

Clerk's staff presented a number of reports to Council regarding the following topics:

- Annual Committee Report
- Committee and Board Appointments (ongoing)
- Heritage Designation
- Agreement with Ontario Water Centre to Rebuild Barn at 481 Lake Drive E.
- Sales Agreement for Road Closures

As of November 21: sold 182 marriage licenses to mid-November, performed 26 on-site weddings and 32 off-site weddings; issued the following additional licenses: kennel, taxi and taxi driver, salvage yards, lottery, fireworks, refreshment vehicles.

GEORGINA

Key Positive Trends

Actions (Goal # 1)	Key Positive Trends	Lead
1.8 Leverage the efforts of York Region to explore opportunities to improve broadband connectivity and expand the York Telecom Network	• The Town has provided funding to support an application to the Innovate to Connect Fund that has been submitted by York Region to support enhanced broadband connectivity for Georgina and residents of Georgina Island. • Staff are actively working to provide data from Georgina that is required to support an application by the Region to the Intelligent Community Forum. Intelligent Communities use information and communications technology to build inclusive prosperity, solve social problems and enrich their quality of life in our connected century.	ALL
1.9 Identify opportunities to improve connectivity in York Region by continuing to work with partners to support the 400/404 link	• In partnership with other York Region and Simcoe County municipalities, the Town was successful in lobbying the Province to have the long sought-after transportation link added to the Government of Ontario's updated Growth Plan for the Greater Golden Horseshoe. • The new Growth Plan cites the Highway 400-404 Connecting Link – referred to in the plan as a "Highway Extension" – as an element of the infrastructure required to support growth in the area as well as the province's strategy for moving goods. Previous versions of the Plan did not include the Link.	ALL
1.10 Identify opportunities to improve connectivity in York Region by supporting the implementation of the York Region Transportation Master Plan	• Staff continue to work with York Region and participate in collaborating through project timing when available and appropriate.	ALL

Actions (Goal # 2)	Key Positive Trends	Lead
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	• Various reports/plans were presented to Council in the Fall 2016 that pertained to major projects that ultimately would influence the MURC project (i.e. Library, Fire Services, Civic Centre, Long Range Financial Plan, DC Background Study) • An Expression of Interest was issued to solicit interest in non-traditional partnership opportunities involving complementary uses (restaurants, heath/medical field, third party fitness, other sports opportunities, etc.) • As part of the site requirements for the MURC, staff have included space accommodations for a possible future indoor field house and possible ball diamonds. • In May 2017, Council determined that any replacement of the West Park facilities would be at the current site, not as a co-location with the MURC. • Funds were included in the 2017 budget to support the design of MURC with a Request for Proposals to be issued in the future. • Site location opportunities for the MURC are being evaluated with a report to Council scheduled for September 2017. • Staff are working on the business plan for the leisure pool and the proposed MURC pool.	ALL
2.8 Celebrate, protect and recognize Georgina's natural environment	• Beachfront and Harbourfront reviews will focus on one of Georgina's featured assets, Lake Simcoe. • The Town of Georgina's new Official Plan contains mapping and policies that recognize and protect Georgina's extensive green lands system in conformity with the requirements of the York Region Official Plan and Provincial Plans.	ALL

GEORGINA

2.13 Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians	• Ongoing meetings with York Region Community Services Commission to discuss their Seniors Strategy and how the local municipalities fit into that model. • Georgina does not yet have a Seniors Strategy.	ALL

Actions (Goal # 3)	Key Positive Trends	Lead
3.6 Promote Website functionality/self-help options	• Recreation program registrations have been accommodated online. • The resources of a summer student were used in 2017 to gather FAQ's to be available on the website to foster self-help for residents. • The Public Service Request portal currently used by Council and internal staff will evolve to use by residents.	ALL
3.9 Complete the Ward Boundary Review	• Public consultation has concluded. Council has approved the proposed ward boundaries and staff will seek formal Council adoption and by-law on September 6, 2017.	ALL

Actions (Goal # 4)	Key Positive Trends	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.	• In June 2017 a tri-party consulting team was retained to undertake a Service Delivery Review. Initial review reports are scheduled to be before Council in August and September 2017.	ALL
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• Funding application has been submitted to the Municipal Streetscape Partnership Program to help fund crosswalk enhancements at intersections on Dalton Road. • An example of leveraging an opportunity is the Burke, Garrette Dr./West Street project. $3M in funding was received. • The Town was the recipient of $376,360, one of the largest rebate checks in Ontario, to recognize the investment and energy savings in our street light conversion program • Design for the MURC will progress to ensure the project is shovel ready for funding.	ALL
4.7 Explore alternative service delivery options and opportunities, including public private partnerships	• Request For Proposal for partnership opportunities was issued for the MURC. • Efforts for occupancy of the licensees into The Link continue • Council approved investigating potential private/public opportunities to expedite development of the Keswick Business Park.	ALL
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• All Departments have been tasked with updating Town policies. • Policy documents that are statutorily required to be updated are kept compliant.	ALL

GEORGINA

4.15 Continue the collaborative efforts for resolution of Lake Drive shoreline jurisdiction issues	• The recommendations of the Lake Drive Shoreline Jurisdiction Ad Hoc Committee were received by Council in May 2017. • The proposed Work Plan required to process the recommendations was endorsed by Council in July 2017. • The preparation of the series of reports as outlined in the Work Plan are underway.	ALL
4.3 Implement a Business Continuity Plan	• Work to move this forward needs to be completed in 2018.	ALL
4.5 Implement the Long Term Financial Strategy	• Completed strategy that was adopted by Council Fall 2016. • Staff work with the model to reflect new information as it is compiled i.e. building condition assessments, adjustments to growth projections, changing budget priorities etc. • A 10-year capital forecast is being compiled to support the 2018 budget process.	ALL
4.14 Explore opportunities for enhanced records management.	• The 2017 Budget included funds to develop a records management strategy. Staff are currently sourcing opportunities	ALL
4.17 Continue implementation of the Performance Management and results-focused evaluation/measurement initiative.	• The need for a defined Performance Management Program has been identified as a top priority by the Human Resource Strategic Plan and Service Delivery Review	ALL

2018 Actions, Performance Plans and Lead

Action (Goal # 1)	Performance Plans	Lead
1.8 Leverage the efforts of York Region to explore opportunities to improve broadband connectivity and expand the York Telecom Network	Continue to collaborate with N6 municipalities and York Region for any opportunities identified through the upcoming ITS Strategy. Support York Region's Broadband Strategy to advance wireless broadband deployment.	ALL
1.9 Identify opportunities to improve connectivity in York Region by continuing to work with partners to support the 400/404 link	Support and promote for local business attraction for potential supplemental assessment/growth opportunities.	ALL
1.10 Identify opportunities to improve connectivity in York Region by supporting the implementation of the York Region Transportation Master Plan	Utilize GIS mapping and website to corporate promote to residents.	ALL

Action (Goal # 2)	Performance Plans	Lead
2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	Provide corporate support services to assist with the implementation plan development.	ALL

2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth.	Monitoring development progress to maximize growth and supplemental assessment.	ALL
2.13 Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians	Provide input or support where required.	ALL

Action (Goal # 3)	Performance Plans	Lead
3.6 Promote Website functionality/self-help options	On-going promotion through customer service HUB and website reviews and updates.	ALL
3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	Actively participate to identify opportunities with community partners.	ALL

Action (Goal # 4)	Performance Plans	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards	On-going divisional evaluation of core services.	ALL
4.5 Implement the Long Term Financial Strategy	Ongoing – exploring opportunities for non-tax revenue through fees and service review.	FIN
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	Dedicated finance staff actively reviewing grant funding opportunities with departmental staff to maximize efforts.	ALL
4.7 Explore alternative service delivery options and opportunities, including public private partnerships	Participating with N6 – GFL introduction of customer service call centre.	ALL
4.8 Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software	Exploring additional opportunities for added efficiencies with the introduction of CRM software.	ALL
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study	Exploring opportunities for trend reporting as relates to PSR and inquiries through the customer service HUB.	ALL
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	Ongoing collaboration with N6 – additional opportunities with Animal shelter and GFL to enhance service delivery.	ALL
4.12 Continue to undertake reviews of Corporate Policies/By-laws	Review of fees and charges underway for policy and bylaw updates. Impact of Bill 68 to be reviewed.	ALL
4.14 Explore opportunities for enhanced records management	Review records retention policies and continue to explore electronic record management opportunities.	CLERKS/ITS

GEORGINA

4.15 Continue the collaborative efforts for resolution of Lake Drive shoreline jurisdiction issues	Continual collaboration with MPAC to support the action plan established to investigate potential divestiture of lands.	ALL

2018 New Initiatives, Performance Plans and Lead

New Initiatives	2018 Performance Plans	Lead
ITS Strategic Plan	Develop and deliver a comprehensive, practical and achievable 5 year plan.	
Introduction of a new Procurement Bylaw	Develop and deliver for corporate wide efficiencies.	
Develop a plan for Delegated Authority	On-going Service Delivery Review opportunities.	
Implementation of the 3rd floor Development Services HUB	On-going Customer Service Strategy for service excellence.	
Animal Shelter Lobby Renovation, Storage and additional Access Controls.	Upgrades to the facility to improve customer service and security.	
Mobile Parking Ticketing	Progress with implementation for parking control enhancement and efficiency.	
Agenda Software System (As identified in the Service Delivery Review)	Automation of Council/Committee meeting agendas and the preparation of reports for improved Council service and support	

Major Operating Drivers

INCREASED RETURNS ON INVESTMENT (Favourable)

PENALTY/INTEREST INCREASED NUMBER OF TAX ACCOUNTS (Favourable)

COLA, SALARY ADJUSTMENTS POSITION ALIGNMENTS (Un-Favourable)

SOFTWARE LICENSES & MAINTENANCE (Un-Favourable)

2018 ELECTION (Legislative)

High Level Summary of Key Capital Projects

WIRELESS BROADBAND INFRASTRUCTURE UPGRADES

EXPAND THE TOWN'S WIRELESS CAPICITY THROUGH THE ACQUIRED ASSETS OF THE FORMER SOUTH SHORE COMMUNITY BROADBAND CONSORTIUM.

CIVIC CENTRE TELEPHONE SYSTEM IMPROVEMENT

THIS PROJECT ALSO ALIGNS WITH THE CUSTOMER SERVICE INITIATIVE.

CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SOLUTION

IMPLEMENTATION OF A NEW/IMPROVED CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SOFTWARE.

Town of Georgina

2018 Budget - Summary of Capital Projects

Corporate Services (Department Administration, Finance, Treasury, Purchasing, Information Technology, Clerks, Municipal Law Enforcement)

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Corporate Services									
18-ITS-1	Corporate IT Cycling - Software	61,500	61,500						
	Corporate IT Cycling - Desktop - Laptops	87,000	87,000						
	Corporate IT Cycling - Servers & Network Infrastructure	91,000	91,000						
	Corporate IT Cycling - Wireless Broadband	110,000	110,000						
18-ITS-2	CRM Solution for Customer Service	100,000	100,000						
18-ITS-3	Corporate IT Strategic Plan	60,000	60,000						
18-ITS-4	Security Camera Upgrades	25,000	25,000						
18-ITS-5	Council/Committee Agenda Software	19,000	19,000						
18-MLE-1	Fleet Replacement - Two SUV's for Bylaw Division	70,000	70,000						
18-MLE-2	Animal Shelter Lobby Renovations	29,000	29,000						
18-MLE-3	Mobile Parking Ticketing System	36,000	36,000						
TOTAL CAPITAL - CORPORATE SERVICES		**688,500**	**688,500**	-	-	-	-	-	-

Town of Georgina

10 Year Capital Plan

Corporate Services (Department Administration, Finance, Treasury, Purchasing, Information Technology, Clerks, Municipal Law Enforcement)

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Wireless Broadband Infrastructure	110,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	875,000
CRM Solution for Customer Service	100,000										100,000
Network Infrastructure	91,000	-	50,000	67,000		51,000	9,000	60,000	55,000	18,000	401,000
Servers and Workstation Units	87,000	130,000	130,000	133,000	133,000	150,000	121,000	170,000	135,000	119,000	1,308,000
Fleet Replacement	70,000	70,000						70,000	70,000		280,000
Server and Client Software	61,500	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	736,500
Corporate IT Strategic Plan	60,000										60,000
Mobile Parking Ticketing System	36,000										36,000
Animal Shelter Lobby Renovations	29,000										29,000
Security Systems and Other Equipment	25,000	-	-	21,000		-	-		31,000	-	77,000
Council/Committee Agenda Software	19,000										19,000
Telephone Systems		31,000	10,000	-	9,200	-	120,000		31,000	10,000	211,200
Carry Forward Capital	354,500										354,500
	1,043,000	391,000	350,000	381,000	302,200	361,000	410,000	460,000	482,000	307,000	4,487,200
Growth Related Expenditures											
Comprehensive User Fee Study		50,000				50,000					100,000
Development Charges Study			100,000					100,000			200,000
	-	50,000	100,000	-	-	50,000	-	100,000	-	-	300,000
Total Annual Capital Expenditures	1,043,000	441,000	450,000	381,000	302,200	411,000	410,000	560,000	482,000	307,000	4,787,200
Non-Growth Related Funding											
Capital Reserve - Tax Funded	1,024,000	391,000	350,000	381,000	302,200	361,000	410,000	460,000	482,000	307,000	4,468,200
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded											-
Grants											-
Other Revenue	19,000										19,000
	1,043,000	391,000	350,000	381,000	302,200	361,000	410,000	460,000	482,000	307,000	4,487,200
Growth Related Funding											
Development Charges		45,000	90,000			45,000		90,000			270,000
Capital Reserve - Tax Funded		5,000	10,000			5,000		10,000			30,000
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											
	-	50,000	100,000	-	-	50,000	-	100,000	-	-	300,000
Total Annual Capital Funding	1,043,000	441,000	450,000	381,000	302,200	411,000	410,000	560,000	482,000	307,000	4,787,200

DEPARTMENT: CORPORATE SERVICES

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	(43,022,289)	(42,286,090)	(42,286,090)	(879,560)	(279,860)	(160,000)	-	(1,775,470)	(45,380,980)	7.3%	(3,094,890)
Expenses	12,476,403	13,417,390	13,417,390	71,500	625,540	313,900	141,080	1,006,750	15,576,160	16.1%	2,158,770
TOTAL BY DEPARTMENT	**(30,545,886)**	**(28,868,700)**	**(28,868,700)**	**(808,060)**	**345,680**	**153,900**	**141,080**	**(768,720)**	**(29,804,820)**	**3.2%**	**(936,120)**
Department Administration	602,649	933,910	933,910	9,500	-	-	4,620	8,630	956,660	2.4%	22,750
Finance	720,619	707,150	707,150	3,000	-	-	16,700	51,410	778,260	10.1%	71,110
Treasury	(38,105,624)	(37,707,900)	(37,707,900)	(626,560)	(136,130)	-	21,390	(224,400)	(38,673,600)	2.6%	(965,700)
Purchasing	365,397	413,600	413,600	17,000	(4,700)	600	10,840	1,790	439,130	6.2%	25,530
Information Technology	1,415,406	1,466,800	1,466,800	-	63,500	-	11,200	2,530	1,544,030	5.3%	77,230
Clerks	696,587	786,950	786,950	(11,500)	(1,000)	(700)	11,570	(1,270)	784,050	(0.4%)	(2,900)
Municipal Law Enforcement	1,499,538	1,569,570	1,569,570	(5,000)	(95,440)	4,000	35,720	33,330	1,542,180	(1.7%)	(27,390)
Non-Program	2,259,542	2,961,220	2,961,220	(194,500)	519,450	150,000	29,040	(640,740)	2,824,470	(4.6%)	(136,750)
TOTAL BY DIVISION	**(30,545,886)**	**(28,868,700)**	**(28,868,700)**	**(808,060)**	**345,680**	**153,900**	**141,080**	**(768,720)**	**(29,804,820)**	**3.2%**	**(936,120)**

DEPARTMENT: CORPORATE SERVICES
DIVISION: DEPARTMENT ADMINISTRATION

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(425,000)	(425,200)	(425,200)	-	-	-	-	-	(425,200)	0.0%	-
Expenses	1,027,649	1,359,110	1,359,110	9,500	-	-	4,620	8,630	1,381,860	1.7%	22,750
TOTAL BY DIVISION	**602,649**	**933,910**	**933,910**	**9,500**	**-**	**-**	**4,620**	**8,630**	**956,660**	**2.4%**	**22,750**
Department Administration	602,649	933,910	933,910	9,500	-	-	4,620	8,630	956,660	2.4%	22,750
TOTAL BY PROGRAM/ COST CENTRE	**602,649**	**933,910**	**933,910**	**9,500**	**-**	**-**	**4,620**	**8,630**	**956,660**	**2.4%**	**22,750**

DEPARTMENT: CORPORATE SERVICES
DIVISION: FINANCE

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(95,396)	(94,500)	(94,500)	-	-	-	-	(800)	(95,300)	0.8%	(800)
Expenses	816,015	801,650	801,650	3,000	-	-	16,700	52,210	873,560	9.0%	71,910
TOTAL BY DIVISION	**720,619**	**707,150**	**707,150**	**3,000**	**-**	**-**	**16,700**	**51,410**	**778,260**	**10.1%**	**71,110**
Administration	720,619	707,150	707,150	3,000	-	-	16,700	51,410	778,260	10.1%	71,110
TOTAL BY PROGRAM/ COST CENTRE	**720,619**	**707,150**	**707,150**	**3,000**	**-**	**-**	**16,700**	**51,410**	**778,260**	**10.1%**	**71,110**

DEPARTMENT: CORPORATE SERVICES
DIVISION: TREASURY

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(39,070,802)	(39,025,050)	(39,025,050)	(641,060)	(136,130)	-	-	(217,870)	(40,020,110)	2.5%	(995,060)
Expenses	965,178	1,317,150	1,317,150	14,500	-	-	21,390	(6,530)	1,346,510	2.2%	29,360
TOTAL BY DIVISION	**(38,105,624)**	**(37,707,900)**	**(37,707,900)**	**(626,560)**	**(136,130)**	**-**	**21,390**	**(224,400)**	**(38,673,600)**	**2.6%**	**(965,700)**
Administration	(38,078,564)	(37,707,900)	(37,707,900)	(626,560)	(136,130)	-	21,390	(224,400)	(38,673,600)	2.6%	(965,700)
Registered Properties	(27,060)	-	-	-	-	-	-	-	-		-
TOTAL BY PROGRAM/ COST CENTRE	**(38,105,624)**	**(37,707,900)**	**(37,707,900)**	**(626,560)**	**(136,130)**	**-**	**21,390**	**(224,400)**	**(38,673,600)**	**2.6%**	**(965,700)**

DEPARTMENT: CORPORATE SERVICES
DIVISION: PURCHASING

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	-	-	-	-	(5,000)	-	-	-	(5,000)		(5,000)
Expenses	365,397	413,600	413,600	17,000	300	600	10,840	1,790	444,130	7.4%	30,530
TOTAL BY DIVISION	**365,397**	**413,600**	**413,600**	**17,000**	**(4,700)**	**600**	**10,840**	**1,790**	**439,130**	**6.2%**	**25,530**
Administration	266,316	313,450	313,450	-	(4,700)	-	5,340	2,790	316,880	1.1%	3,430
Corporate	99,081	100,150	100,150	17,000	-	600	5,500	(1,000)	122,250	22.1%	22,100
TOTAL BY PROGRAM/ COST CENTRE	**365,397**	**413,600**	**413,600**	**17,000**	**(4,700)**	**600**	**10,840**	**1,790**	**439,130**	**6.2%**	**25,530**

DEPARTMENT: CORPORATE SERVICES GEORGINA - 2018 BUDGET
DIVISION: INFORMATION TECHNOLOGY

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(85,594)	(86,100)	(86,100)	-	-	-	-	-	(86,100)	0.0%	-
Expenses	1,501,000	1,552,900	1,552,900	-	63,500	-	11,200	2,530	1,630,130	5.0%	77,230
TOTAL BY DIVISION	**1,415,406**	**1,466,800**	**1,466,800**	**-**	**63,500**	**-**	**11,200**	**2,530**	**1,544,030**	**5.3%**	**77,230**
Administration	1,064,731	1,069,420	1,069,420	-	-	-	10,540	(310)	1,079,650	1.0%	10,230
Corporate	206,080	244,710	244,710	-	60,000	-	660	(6,500)	298,870	22.1%	54,160
Geographic Information Syste	69,816	103,230	103,230	-	-	-	-	-	103,230	0.0%	-
Broadband Service	74,779	49,440	49,440	-	3,500	-	-	9,340	62,280	26.0%	12,840
TOTAL BY PROGRAM/ COST CENTRE	**1,415,406**	**1,466,800**	**1,466,800**	**-**	**63,500**	**-**	**11,200**	**2,530**	**1,544,030**	**5.3%**	**77,230**

DEPARTMENT: CORPORATE SERVICES
DIVISION: CLERK'S

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(84,035)	(75,800)	(75,800)	(11,500)	(1,000)	(260,000)	-	-	(348,300)	359.5%	(272,500)
Expenses	780,622	862,750	862,750	-	-	259,300	11,570	(1,270)	1,132,350	31.2%	269,600
TOTAL BY DIVISION	**696,587**	**786,950**	**786,950**	**(11,500)**	**(1,000)**	**(700)**	**11,570**	**(1,270)**	**784,050**	**(0.4%)**	**(2,900)**
Administration	526,714	663,310	663,310	(11,500)	(1,000)	-	11,570	(1,270)	661,110	(0.3%)	(2,200)
Elections	163,756	115,000	115,000	-	-	(700)	-	-	114,300	(0.6%)	(700)
Georgina Heritage Committee	5,801	7,040	7,040	-	-	-	-	-	7,040	0.0%	-
Fence Viewers and Livestock	316	1,600	1,600	-	-	-	-	-	1,600	0.0%	-
TOTAL BY PROGRAM/ COST CENTRE	**696,587**	**786,950**	**786,950**	**(11,500)**	**(1,000)**	**(700)**	**11,570**	**(1,270)**	**784,050**	**(0.4%)**	**(2,900)**

DEPARTMENT: CORPORATE SERVICES GEORGINA - 2018 BUDGET
DIVISION: MUNICIPAL LAW ENFORCEMENT

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(717,284)	(736,940)	(736,940)	(5,000)	(127,730)	-	-	-	(869,670)	18.0%	(132,730)
Expenses	2,216,822	2,306,510	2,306,510	-	32,290	4,000	35,720	33,330	2,411,850	4.6%	105,340
TOTAL BY DIVISION	**1,499,538**	**1,569,570**	**1,569,570**	**(5,000)**	**(95,440)**	**4,000**	**35,720**	**33,330**	**1,542,180**	**(1.7%)**	**(27,390)**
Administration	641,296	683,920	683,920	(5,000)	(5,000)	-	12,500	(21,350)	665,070	(2.8%)	(18,850)
Crossing Guards	311,379	378,750	378,750	-	-	-	6,270	21,490	406,510	7.3%	27,760
Weed Control	813	-	-	-	-	-	-	-	-		-
Animal Shelter	450,546	395,700	395,700	-	(90,440)	-	16,950	33,190	355,400	(10.2%)	(40,300)
Animal Control	87,645	99,200	99,200	-	-	4,000	-	-	103,200	4.0%	4,000
PAWS Program	7,859	12,000	12,000	-	-	-	-	-	12,000	0.0%	-
TOTAL BY PROGRAM/ COST CENTRE	**1,499,538**	**1,569,570**	**1,569,570**	**(5,000)**	**(95,440)**	**4,000**	**35,720**	**33,330**	**1,542,180**	**(1.7%)**	**(27,390)**

DEPARTMENT: CORPORATE SERVICES
DIVISION: NON-PROGRAM

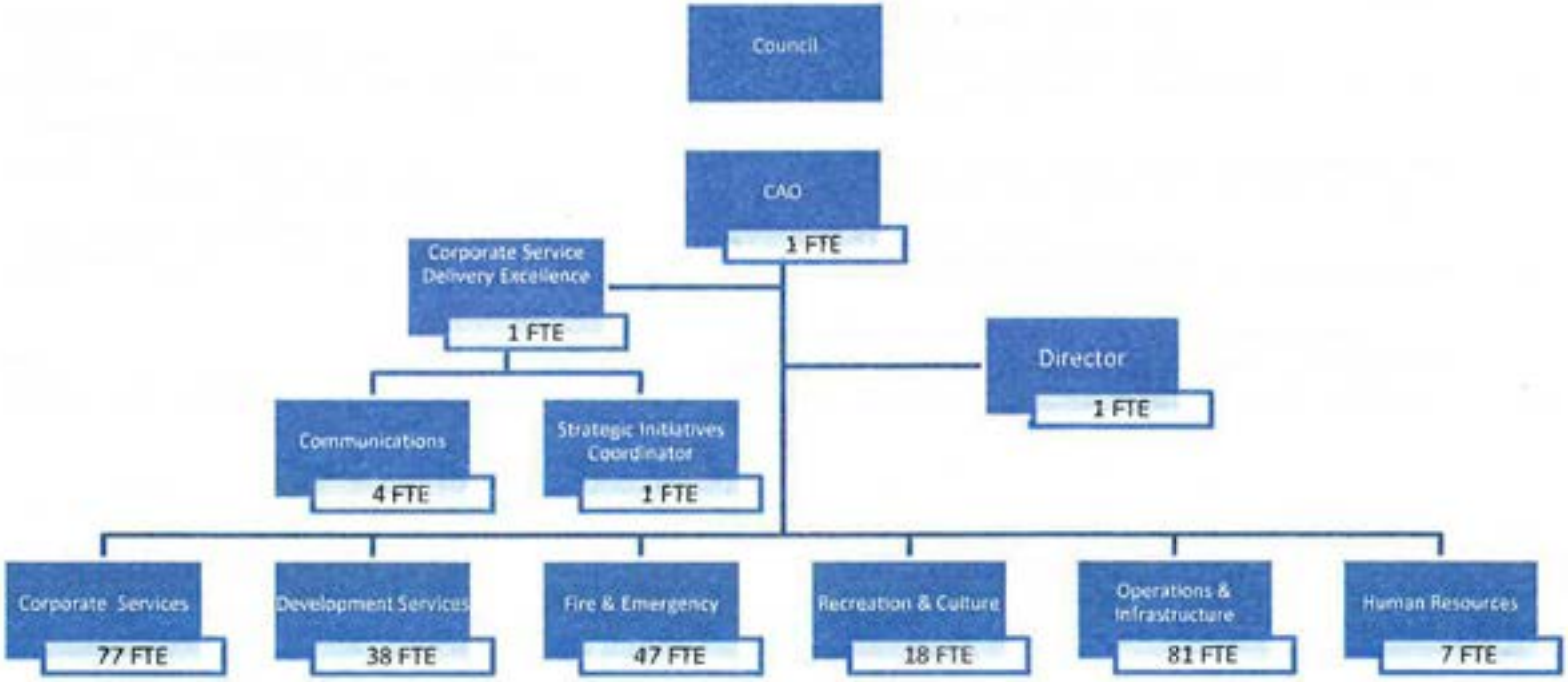
GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(2,544,178)	(1,842,500)	(1,842,500)	(222,000)	(10,000)	100,000	-	(1,556,800)	(3,531,300)	91.7%	(1,688,800)
Expenses	4,803,720	4,803,720	4,803,720	27,500	529,450	50,000	29,040	916,060	6,355,770	32.3%	1,552,050
TOTAL BY DIVISION	**2,259,542**	**2,961,220**	**2,961,220**	**(194,500)**	**519,450**	**150,000**	**29,040**	**(640,740)**	**2,824,470**	**(4.6%)**	**(136,750)**
Miscellaneous Income	(1,228,364)	(1,125,000)	(1,125,000)	(75,000)	-	-	-	(350,000)	(1,550,000)	37.8%	(425,000)
Reserve Contributions	2,530,650	2,530,650	2,530,650	-	468,450	50,000	-	(17,000)	3,032,100	19.8%	501,450
Grants	2,000,570	2,000,570	2,000,570	27,500	51,000	-	29,040	64,370	2,172,480	8.6%	171,910
Prior Year Surplus	(100,000)	(100,000)	(100,000)	-	-	100,000	-	-	-	(100.0%)	100,000
Administrative Allocations	-	(20,000)	(20,000)	-	-	-	-	(338,110)	(358,110)	1690.6%	(338,110)
Routes Connecting Communiti	55,000	55,000	55,000	-	-	-	-	-	55,000	0.0%	-
Green Initiatives	60,000	60,000	60,000	-	-	-	-	-	60,000	0.0%	-
Alternate Energy	5,000	5,000	5,000	-	-	-	-	-	5,000	0.0%	-
Payments in Lieu of Property T	(327,271)	(295,000)	(295,000)	-	-	-	-	-	(295,000)	0.0%	-
Property Tax Adjustments	261,790	150,000	150,000	-	-	-	-	-	150,000	0.0%	-
Supplementary Property Taxes	(997,833)	(300,000)	(300,000)	(147,000)	-	-	-	-	(447,000)	49.0%	(147,000)
TOTAL BY PROGRAM/ COST CENTRE	**2,259,542**	**2,961,220**	**2,961,220**	**(194,500)**	**519,450**	**150,000**	**29,040**	**(640,740)**	**2,824,470**	**(4.6%)**	**(136,750)**

GEORGINA

Chief Administrative Officer (CAO): Departmental Overview

The Office of the CAO strives to deliver exceptional leadership and organizational excellence to the Town. The CAO is responsible for providing best options for the Council decision making process; and the execution of those decisions in a timely manner. The Head of the Corporate Service Delivery Excellence Division, under guidance of the CAO, manages corporate continuous quality improvement and through Communications staff, continuously provides information to both internal and external stakeholders to meet organizational goals and to ensure the public, staff and media are aware of up-to-date and accurate info at the Town of Georgina through; Internal communications, External communications, Social Media, Community Engagement/Customer Service, Media relations, Branding and Council/Issues Management



Accomplishments

Actions for Goals # 1, 2 and 3 are included in Departmental Plans

Actions (Goal # 4)	Accomplishments	Lead
4.1 Continue to implement the Customer Service Strategy	• The Customer Service Program is well underway. The Civic Centre Service Georgina is open for business. The additional hub for Development Services is in the planning stages	All
4.2 Complete the Civic Centre Strategic Accommodation Options Plan with a view to determining optimal functional design of Town Hall services and customer service opportunities	• The Strategic Accommodations Options Plan was received by Council in November 2016. • In May 2017, the future site selection of the new Town Hall was determined to be the current Civic Centre Road campus.	All
4.8 Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software	• Implemented the Public Service Request module for internal use with the external use function forthcoming. • Mobile work stations have been implemented. • The implementation of time sheet entry at source, electronic purchasing requisition and customer access to property tax and water and sewer accounts via secure password are next in the queue.	All
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study.	• The Investment Attraction Strategy was approved. It was undertaken to assess Georgina's investment readiness customer service issues. Data and information are now hands on and ready to respond. • Stormwater management was studied and long-term recommendations provided.	All

	• Service Delivery Review underway to identify gaps in service delivery and opportunities to build capacity from within the organization. • Process mapping exercise being undertaken to streamline and improve development application processes.	

4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• Chief Building Officials met with a goal of consistency in implementation of septic system re-inspection programs.
	• 2017 N6 initiatives include:
	  o Renewal of the solid waste collection contract (10-Year GFL contract).
	  o Fire Master Plans
	  o Fire Services Collaboration Initiatives
	  o Audit Services
	  o Animal Shelter Services
	  o Animal Control Services
	  o Economic development initiatives
	• In May 2017 the N6 Chief Administrative Officers participated in a facilitated session to reaffirm the partnership.
	• The N6 Shared Services Protocol and Specialized Resource Sharing Protocol were ratified.
		All

4.11 Continue to implement the Municipal Asset Management Plan and supporting assessments to ensure municipal infrastructure is being managed sustainably through inventory and condition assessments.	• The Water/Wastewater Operational Plan, Water/Wastewater Financial Plan, State of the Infrastructure – Roads, Storm Drainage Master Plan, and Building Condition Audits are all in place in support of the parent Asset Management Plan. • Park standards and service levels have been developed. • A comprehensive plan to deal with Roads and buried infrastructure has been completed. • An Asset Management Plan including life-cycle costing has been completed. • The development of a scheduled maintenance plan to manage assets more effectively is an ongoing task.	All

	• The development of a SCADA project, and increased monitoring capability of water and wastewater core service is substantially complete. • Development of responsible management protocols around the former transfer station, gravel pits is helping to mitigate significant Town risks. • Implementation and continuous development of a house garage is underway. • Development of a Road occupancy program and municipal consent is completed with anticipated new revenue for 2018 approximately $100K. • Homeowners are now responsible for installing new culverts, new staff time was created to be used on the enhanced ditching program for 2017. • Developed winterization bylaw, allowing rates increasing level of service, greater efficiency, well reducing costs. 2016 pilot test complete, view of implementation for future years. • Development of revamping program that will reduce the energy and carbon footprint well reducing energy per square foot is ongoing.	
4.13 Ensure maintenance of Planning policy documents	• Official Plan and Secondary Plans have been updated.	All

Additional Accomplishments

Accomplishments	Lead

GEORGINA

• Completion of Service Delivery Review (Phase 1) • Organizational Realignment for higher efficiency	CAO CAO
• Enhanced Budget Process • Developed a "Report Card" of progress made on Strategic Goals and Objectives	CAO CAO

Key Positive Trends

Actions for Goals # 1, 2 and 3 are included in Departmental Plans

Actions (Goal # 4)	Key Positive Trends	Lead
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.	• In June 2017 a tri-party consulting team was retained to undertake a Service Delivery Review. Initial review reports are scheduled to be before Council in August and September 2017.	CAO

4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• Funding application has been submitted to the Municipal Streetscape Partnership Program to help fund crosswalk enhancements at intersections on Dalton Road. • An example of leveraging an opportunity is the Burke, Garrette Dr/West Street project. $3M in funding was received. • The Town was the recipient of $376,360, one of the largest rebate checks in Ontario, to recognize the investment and energy savings in our street light conversion program. • Design for the MURC will progress to ensure the project is shovel ready for funding.	CAO/Fin
4.7 Explore alternative service delivery options and opportunities, including public private partnerships	• Request For Proposal for partnership opportunities was issued for the MURC. • Efforts for occupancy of the licensees into The Link continue • Council approved investigating potential private/public opportunities to expedite development of the Keswick Business Park.	CAO/ALL
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• All Departments have been tasked with updating Town policies. • Policy documents that are statutorily required to be updated are kept compliant.	CAO/ALL
4.15 Continue the collaborative efforts for resolution of Lake Drive shoreline jurisdiction issues	• The recommendations of the Lake Drive Shoreline Jurisdiction Ad Hoc Committee were received by Council in May 2017. • The proposed Work Plan required to process the recommendations was endorsed by Council in July 2017. • The preparation of the series of reports as outlined in the Work Plan are underway.	CAO/ALL
4.16 Develop a Human Resource Management Strategy to effectively address staff retention and recruitment, staff training and excellence, information transfer and	• The various components of the Human Resource Strategic Plan have been identified and many are in progress. • The 2017 Budget included the creation of a Learning and Development Specialist position and the incumbent started with the Town in July.	CAO/ALL

knowledge retention and succession planning		
4.18 Develop a formal Internal Communications Strategy (Plan) to enhance inter-departmental communications and the advancement of a whole team approach.	• Internal communication via the Town intranet, the Town's internal newsletter – "The Twist", CAO communications, information sessions etc. are all in place. • The formal Internal Communications Plan is being developed as part of the Service Delivery Review.	CAO

2018 Actions, Performance Plans and Lead

Action (Goal # 1)	Performance Plans	Lead
1.11 Continue development of the Town Branding & Marketing Strategy	• On-going external communications promoting strategy and overall awareness of Economic Development activities (website, social media, print, Council Highlights, event attendance) • Approval and implementation of Brand Guidelines document • Continue to enforce appropriate logo use internally/externally • Re-examine template inventory to see what needs to be done; grow and adapt template library as needed • Hire a photographer to take professional shots addressing gaps in current inventory • Finalize approval of registered mark for Town logo from Canadian Intelligence Agency	EcD/COMM

Action (Goal # 2)	Performance Plans	Lead
2.1 Promote active healthy living through direct programming and community partnerships	• On-going support of the Healthy Kids Community Challenge supporting contests and promotions via social media and production of brochures, posters and media releases • Completed graphic and content contributions for two annual Recreation/Municipal Guides • On-going communication efforts supporting Recreation programs, services and events	REC/Comm

Action (Goal # 3)	Performance Plans	Lead

GEORGINA

3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	Work closely with Council and Clerk's division to identify the needs and the solutions for the committees.	ALL
3.2 Implement a Community Engagement Strategy	• Continue to research best practices • Sustain current engagement activities until full strategy implementation. • Continue to work in collaboration with EcD on BIA interest pieces • Finalize and implement Community Engagement Strategy	COMM
3.3 Formalize an External Communications Strategy	• Continue to engage current tools including print, online, social media, weekly 2-page Town Page to inform the community • Create/Implement public campaign to launch Service Georgina • Support all Departments of Town with public-facing communication needs. • Complete and Implement External Communications Strategy	COMM
3.4 Develop a Media Relations Strategy	• Continue to research best practices, survey local and extended media to inform strategy development • Finalize/approve/launch media relations policy • Finalize and implement completed strategy in Q1 2018	COMM
3.5 Develop a Social Media Strategy	• Continue daily posting/response to residents across all six channels. • Survey internal/external stakeholders to inform strategy • Develop KPIs for growth and development of all channels to track and evaluate progress • Create social media use/guidelines policy for staff • Finalize/Approve/Implement Social Media Strategy	COMM
3.6 Promote Website functionality/self-help options	To review potentials, possibilities and industry trends as part of the IT Strategic Plan and Customer Service Program	ALL

3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	Collaboration and partnerships will continue to be fundamental to delivering broad and efficient services	ALL

Action (Goal # 4)	Performance Plans	Lead
4.1 Continue to implement the Customer Service Strategy	• First Floor Hub performance monitoring will continue • Third Floor Hub development will continue • Public education and self-help opportunities will be pursued	CAO
4.2 Complete the Civic Centre Strategic Accommodation Options Plan with a view to determining optimal functional design of Town Hall services and customer service opportunities	• 2018 will see the planning phase of the project carried out through up to the conceptual design	CAO
4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards	• Continuous improvement programs will be inherent in the operations	ALL
4.5 Implement the Long Term Financial Strategy	• As per enhanced budget process	Corp Serv/FIN
4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	• Staff will actively explore funding opportunities	ALL
4.7 Explore alternative service delivery options and opportunities, including public private partnerships	• Such opportunities will be contemplated as part of the capital delivery program	ALL

4.8 Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software	• HRIS and CRM software to be pursued	ALL
4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study	• See 4.4	ALL
4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	• N6 CAO's to pursue recognition and award opportunities	ALL
4.11 Continue to implement the Municipal Asset Management Plan and supporting assessments to ensure municipal infrastructure is being managed sustainably through inventory and condition assessments.	• Delivered via Capital Budget	O&E
4.12 Continue to undertake reviews of Corporate Policies/By-laws	• Mandate for all departments	ALL
4.13 Ensure maintenance of Planning policy documents	• To provide underlying growth management support	ALL
4.14 Explore opportunities for enhanced records management	• To be coordinated by the Clerk's Division	ALL
4.15 Continue the collaborative efforts for resolution of Lake Drive shoreline jurisdiction issues	• Progress Reports to continue	ALL
4.18 Develop a formal Internal Communications Strategy to enhance inter- departmental	• As identified in the Service Delivery Review	COMM

communications and the advancement of a whole team approach		

2018 New Initiatives, Performance Plans and Lead

New Initiatives	2018 Performance Plans	Lead
Develop an Annual Community Report to present departmental accomplishment and Audited Financial Statements/Information	Gather departmental information on completed tasks	CAO/COMM/All

Major Operating Drivers

- Divisional and Departmental Work-plans
- Issues Management & Emerging Issues
- Staff Resourcing
- Policy and Legislative Changes
- Continued Service Delivery Review and Continuous Improvement Program

Town of Georgina

2018 Budget - Summary of Capital Projects

Chief Administrative Officer (Office of the CAO, Communications)

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Chief Administrative Officer									
18-CAO-1	General Land Acquisition	1,000,000							1,000,000
18-CAO-2	Civic Centre Replacement Program Next Steps	1,500,000							1,500,000
TOTAL CAPITAL INVESTMENT		**2,500,000**	-	-	-	-	-	-	**2,500,000**

Town of Georgina

10 Year Capital Plan

Chief Administrative Officer (Office of the CAO, Communications)

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Land Acquisition - General	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
Minor Capital		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
New Civic Centre	1,500,000		25,000,000								26,500,000
Carry Forward Capital	49,230										49,230
	2,549,230	1,010,000	26,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	36,639,230
Growth Related Expenditures											
											-
											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	2,549,230	1,010,000	26,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	36,639,230
Non-Growth Related Funding											
Capital Reserve - Tax Funded	49,230	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	139,230
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded	2,500,000	1,000,000	26,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	36,500,000
Grants											-
Other Revenue											-
	2,549,230	1,010,000	26,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	36,639,230
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											-
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding	2,549,230	1,010,000	26,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000	36,639,230

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	-	-	-	(10,000)	-	-	-	-	(10,000)		(10,000)
Expenses	905,976	893,630	893,630	10,000	275,890	-	14,770	99,380	1,293,670	44.8%	400,040
TOTAL BY DEPARTMENT	**905,976**	**893,630**	**893,630**	-	**275,890**	-	**14,770**	**99,380**	**1,283,670**	**43.6%**	**390,040**
Office of the CAO	519,811	499,500	499,500	-	204,230	-	7,880	73,150	784,760	57.1%	285,260
Communications	386,165	394,130	394,130	-	71,660	-	6,890	26,230	498,910	26.6%	104,780
TOTAL BY DIVISION	**905,976**	**893,630**	**893,630**	-	**275,890**	-	**14,770**	**99,380**	**1,283,670**	**43.6%**	**390,040**

DEPARTMENT: OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER **GEORGINA - 2018 BUDGET**

DIVISION: CHIEF ADMINISTRATIVE OFFICER

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	-	-	-	(10,000)	-	-	-	-	(10,000)		(10,000)
Expenses	519,811	499,500	499,500	10,000	204,230	-	7,880	73,150	794,760	59.1%	295,260
TOTAL BY DIVISION	**519,811**	**499,500**	**499,500**	**-**	**204,230**	**-**	**7,880**	**73,150**	**784,760**	**57.1%**	**285,260**
Administration	519,811	499,500	499,500	-	204,230	-	7,880	73,150	784,760	57.1%	285,260
TOTAL BY PROGRAM/ COST CENTRE	**519,811**	**499,500**	**499,500**	**-**	**204,230**	**-**	**7,880**	**73,150**	**784,760**	**57.1%**	**285,260**

DEPARTMENT: OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER **GEORGINA - 2018 BUDGET**

DIVISION: COMMUNICATIONS

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	-	-	-	-	-	-	-	-	-		-
Expenses	386,165	394,130	394,130	-	71,660	-	6,890	26,230	498,910	26.6%	104,780
TOTAL BY DIVISION	**386,165**	**394,130**	**394,130**	**-**	**71,660**	**-**	**6,890**	**26,230**	**498,910**	**26.6%**	**104,780**
Administration	386,165	394,130	394,130	-	71,660	-	6,890	26,230	498,910	26.6%	104,780
TOTAL BY PROGRAM/ COST CENTRE	**386,165**	**394,130**	**394,130**	**-**	**71,660**	**-**	**6,890**	**26,230**	**498,910**	**26.6%**	**104,780**

GEORGINA







Town Council

DEPARTMENT: MAYOR AND COUNCIL

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	(67,196)	-	-	(61,590)	-	-	-	-	(61,590)		(61,590)
Expenses	388,498	395,580	395,580	61,590	-	-	6,310	2,960	466,440	17.9%	70,860
TOTAL BY DEPARTMENT	**321,302**	**395,580**	**395,580**	**-**	**-**	**-**	**6,310**	**2,960**	**404,850**	**2.3%**	**9,270**
Mayor & Council	321,302	395,580	395,580	-	-	-	6,310	2,960	404,850	2.3%	9,270
TOTAL BY DIVISION	**321,302**	**395,580**	**395,580**	**-**	**-**	**-**	**6,310**	**2,960**	**404,850**	**2.3%**	**9,270**

DEPARTMENT: OFFICE OF THE MAYOR AND COUNCIL **GEORGINA - 2018 BUDGET**

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(67,196)	-	-	(61,590)	-	-	-	-	(61,590)		(61,590)
Expenses	388,498	395,580	395,580	61,590	-	-	6,310	2,960	466,440	17.9%	70,860
TOTAL BY DIVISION	**321,302**	**395,580**	**395,580**	**-**	**-**	**-**	**6,310**	**2,960**	**404,850**	**2.3%**	**9,270**
Mayor and Council	357,985	395,580	395,580	-	-	-	6,310	2,960	404,850	2.3%	9,270
Mayor's Golf Tournament	(36,262)	-	-	-	-	-	-	-	-		-
Mayor's Charity Bike Ride	(421)	-	-	-	-	-	-	-	-		-
TOTAL BY PROGRAM/ COST CENTRE	**321,302**	**395,580**	**395,580**	**-**	**-**	**-**	**6,310**	**2,960**	**404,850**	**2.3%**	**9,270**

GEORGINA

Strategic Goals and Outcomes

Library Strategic Goal # 1	Outcomes
Community Connections (Town Goal #3)	New partnerships and joint programming created through new community relationships.

Library Strategic Goal # 2	Outcomes
Spaces (Town Strategic Goal #2)	The Library as a welcoming, flexible and fully accessible structures that accommodates a variety of needs: quiet space, place for virtual and live meetings, conferences, performance/programming, and maker/innovation spaces.

Library Strategic Goal # 3	Outcomes
People & Leadership (Town Strategic Goal #4)	Staff are connecting, welcoming, flexible, engaging, personable, forward-thinking, and creative in a culture of adaption and reasonable experimental risk-taking.

Library Strategic Goal # 4	Outcomes
Collections & Programs (Town Strategic Goal #2)	The Library is the informal learning hub of the community.

Library Strategic Goal # 5	Outcomes
Technology (Town Strategic Goal #1 & 2)	A digital literate and intelligent community.

GEORGINA

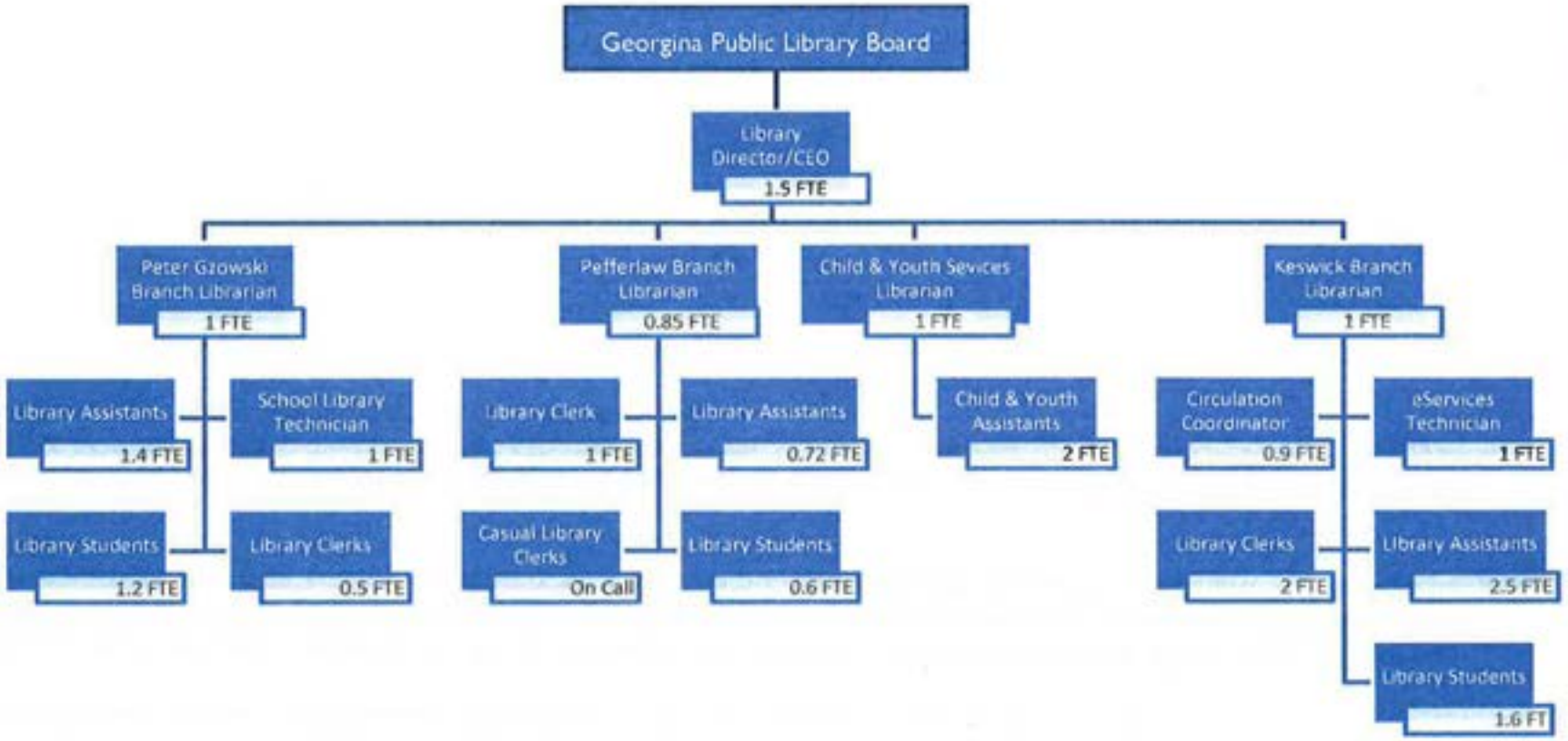
Georgina Public Library: Overview

The 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 3 branches located in Keswick, Pefferlaw and Sutton. Branches are open 6 days a week for a total of 153 hours per week.

The Library's services include books, in regular, large print and audio and e-book formats, Wi-Fi, public broadband Internet service, reference resources, access to online resources and digital services, community information, early literacy programming for children, programs for teens and adults, including mini-courses, seminars, lectures, crafts and art exhibits.

The Georgina Public Library Board initiated a strategic planning process in 2016 to identify future trends, community needs and demographic directions. This process has resulted in the current strategic plan and facilities master plan which will guide the Library forward from 2017 to the year 2021.

Georgina Public Library



GEORGINA

Accomplishments
Library Strategic Goal #1 – Community Connections

Further enhance the reputation of the library by building community relationships and updating our branding and marketing.

Actions	Accomplishments	Lead
1.1 Expand community outreach engagement and dialogue, generate new partnerships and jointly develop new programs.	The Library was able to engage a number of local businesses and agencies to provide enhanced services and programs in 2017. Boston Pizza supplied free pizza for a number of library events along with 1,000 free kids meal coupons for the Summer Reading Program. The Foch Family Real Estate donated $500 to cover expenses for the Children's Summer Reading Program Party. Giant Tiger donated $500 in gift cards for the Summer Reading Program. Donations were also received from 24/7 NRG Fitness, We Print T-Shirts, Uptown Gift & Décor, Crock-a-Doodle, Kumon Keswick and Rockets Candy in support of the Summer Reading Program.	LIB
1.2 Integral part of community / resources / partnerships – a library without walls.	Over 104,124 visits were made to the library's new website (georginalibrary.ca) in 2016. Traffic to the new website has increased 11% over last year. Outreach activities have included programming at Jericho After School Program, Deer Park PS, Black River PS, Morning Glory PS and Sutton High School. Library Staff visited local schools and spoke with 3,884 students to promote our Summer Reading Club.	LIB

	Library Staff attended the Sutton Fair and Sutton Farmers Market to promote library services to the community. Library Staff supported The Friends of the Georgina Public Library's "The Grate Groan-Up Spelling Bee" fundraiser.	
1.3 Open to all: Customer-first focus.	An estimated 203,528 visits were made to library branches in 2016. Approximately 14,400 library cards are in active use in Georgina.	LIB
1.4 Update the Library's branding and marketing.	The Library continues to have a strong presence in social media. The Library's Facebook page has a 4.8 / 5 star rating, with 925 likes and 912 followers. The Library's Twitter account has 1,398 followers.	LIB

GEORGINA

Accomplishments
Library Strategic Goal #2 - Spaces

The Library as a welcoming, flexible and fully accessible structure that accommodates a variety of needs: quiet space, place for virtual and live meetings, conferences, performance/programming, and maker/innovation spaces.

Actions	Accomplishments	Lead
2.1 Incorporate recommendations from the 2016 Library Services and Facility Master Plan	The Library Board incorporated the findings and recommendations of the report in the development of its new Strategic Plan 2017-2021.	LIB Board
2.2 Actively work with the municipality in the design and construction of a new branch in the south end of Keswick.	The Library will continue to work with the Town to design the library space within the MURC.	OPS
2.3 Ensure all our facilities are fully accessible.	There were 18,728 uses of the Library's public WIFI in our branches in 2016. Power receptacles were retrofitted with USB plugs to facilitate mobile device users at all branches. New lounge chairs were purchased for the fireplace area at the Keswick branch, along with a small settee and two chairs for the Teen's area. A settee and two chairs were purchased for the Peter Gzowski Branch's lounge area. The entrance doors to the Peter Gzowski Branch were replaced. The Peter Gzowski Branch was reorganized to create a more welcoming atmosphere. A coffee machine pilot was conducted in the Keswick Branch by Two Monks Coffee to make the Library a more welcoming space.	LIB

Accomplishments Library Strategic Goal #3 – People and Leadership Cultivate staff as connectors and adapters (strengthen organizational capacity)		
Actions	**Accomplishments**	**Lead**
3.1 Build staff capacity to meet evolving needs through training, succession planning and organizational review, and build a culture of adaptation and reasonable experimental risk-taking.	A Young Canada Works grant was received to hire a temporary Summer Reading Club Assistant to enable the Library to meet the increased demand for our TD Summer Reading Club program.	LIB
3.2 Enhance Board-Community connections through outreach, awareness, and advocacy.	The Board successfully advocated a library presence at the proposed MURC site. Two new Trustees were appointed to the Library Board to fill vacancies.	LIB Board
3.3 Recruit and develop staff that are connecting, welcoming, flexible, engaging, personable, forward-thinking, and creative.	A new Library Director/CEO was recruited in August 2017.	LIB Board
	Two Branch Librarians were hired to fill vacant positions in November 2017.	LIB

GEORGINA

Accomplishments
Library Strategic Goal #4 – Collections & Programs

Position the Library as the informal learning hub for the community.

Actions	Accomplishments	Lead
4.1 Maintain up-to-date reference, book, media collections, and digital resources to meet the evolving needs or our community.	Patrons borrowed 262,662 items in 2016 of which 42,580 items were in digital formats (eBooks, downloadable audiobooks, etc.). 6,326 new items were added to the Library's collection in 2016. Two DVD spinner shelves were purchased for the Keswick and Sutton branches to accommodate the Library's growing collection of DVDs. The Library implemented automatic release plans (ARPs) for best seller books with its book supplier that greatly streamlined the acquisition process of new popular library materials.	LIB
4.2 Offering a variety of programming and adult learning opportunities.	710 programs were held at our 3 branches with an overall attendance 17,529.	LIB
4.3 Building on the strength of our children/teen programming.	The Library's Summer Reading Program experienced a considerable increase in attendance in 2017 over the previous year. Of the 1,117 children registered in the program, 534 achieved Level 4 status. This success rate was largely due to June school visits by Library Staff. FanFest2 was held in Saturday April 1st 2017 at the Keswick Branch. Approximately 1,200 people attended the event along with superheroes and princesses. Participating organizations included the Georgina Kennel & Obedience Club, York Region Health Department, York Region Police and the Georgina Fire Department.	LIB

Accomplishments

Library Strategic Goal #5 – Technology

A digital literate and intelligent community.

Actions	Accomplishments	Lead
5.1 Support digital skills development and increase self-service options.	New library website launched in 2016 and visits continue to grow. A Self-Serve Online Patron Registration Module was added to the Library's website.	LIB
5.2 Maintain up-to-date technology and integrate innovative options.	Mobile Print for wireless printing was installed at the Keswick and Sutton library branches. Videogames were added to our collections in 2016 and continue to grow in 2017. Town IT continues to manage and upgrade computers within the branches on an annual basis. The Library upgraded to Microsoft Office 16 via TechSoup Canada at a substantial cost savings. A landscape format portable projection screen for presentations and programs was purchased as well as two video game projectors. The Friends of the Georgina Library donated a green screen, an iMac computer and 4 iPads for library technology and STEAM programs for children and teens. Computer webcams were installed in all branches in anticipation of a CIC grant-funded pilot project to utilize distance reference interviews in multiple languages to access government services.	LIB & IT

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Additional Accomplishments	
The Library Board established its new Strategic Plan 2017-2021	LIB Board

Key Positive Trends

Library Strategic Goal #1 – Community Connections

Further enhance the reputation of the library by building community relationships and updating our branding and marketing.

Actions	Key Positive Trends	Lead
1.1 Expand community outreach engagement and dialogue, generate new partnerships and jointly develop new programs.	The Library continues to maintain a relationship with the LINK by attending LINK Steering Committee meetings. Library staff attend quarterly Salvation Army Community Committee meetings to proactively address issues between the Sutton Youth Shelter and the Library. Staff regularly liaises with York Regional Police through their Community Officers. Library staff attend Chamber of Commerce "BreaknNet" events to promote library services to local businesses. The GPL continues to maintain a relationship with the Georgina Island First Nations Public Library. All library branches remain in close contact with the Welcome Centre in Newmarket and mutually promote each other's services.	LIB
1.2 Integral part of community / resources / partnerships – a library without walls.	Continue to identity and work with community organizations to conduct off-site programs and small book deposits.	LIB
1.3 Create a customer-first focus.	Continue to review Library policies and procedures to ensure customer-first focused services.	LIB & LIB Board

GEORGINA

Key Positive Trends

Library Strategic Goal #2 – Spaces

The Library as a welcoming, flexible and fully accessible structure that accommodates a variety of needs: quiet space, place for virtual and live meetings, conferences, performance/programming, and maker/innovation spaces.

Actions	Key Positive Trends	Lead
2.1 Incorporate recommendations from the 2016 Master Plan to develop a facilities plan to achieve a variety of spaces across the GPL systems.	Identify renovation needs of branches and create a 10 year capital plan.	OPS
2.2 Actively work with the municipality in the design and construction of a new branch in the south end of Keswick.	Based on the recommendations of the Facilities Master Plan, plan and design a new library service point at the proposed South Keswick MURC.	OPS
2.3 Ensure all our facilities are fully accessible.	Investigate partnerships and develop programs with Routes, GTTI, York Region Transit and other local agencies to break down transportation barriers to access library services.	LIB

Key Positive Trends
Library Strategic Goal #3 – People & Leadership

Cultivate staff as connectors and adapters (strengthen organizational capacity)

Actions	Key Positive Trends	Lead
3.1 Build staff capacity to meet evolving needs through training, succession planning and organizational review, and build a culture of adaptation and reasonable experimental risk-taking.	The Library continues to take advantage of training opportunities provided by the Southern Ontario Library Services, the Ontario Library Association, the Federation of Ontario Public Libraries, the N6 libraries and other library associations. Webinars have proven to be an efficient and cost effective method of training for Library Staff.	LIB
3.2 Enhance Board-Community connections through outreach, awareness, and advocacy.	The Library Board will continue to hold its annual Ontario Public Library Week Open House event.	LIB
3.3 Recruit and develop staff that are connecting, welcoming, flexible, engaging, personable, forward-thinking, and creative.	With the assistance of Town HR, the Library will continue to recruit forward thinking and creative staff that will drive the Board's vision.	LIB

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Key Positive Trends
Library Strategic Goal #4 – Collections and Programs

Position the Library as the informal learning hub for the community.

Actions	Key Positive Trends	Lead
4.1 Maintain up-to-date reference, books, media collections, and digital resources to meet the evolving needs of our community.	Continue to leverage partnership opportunities with other N6 Libraries or other Ontario public libraries to obtain consortium purchases of electronic resources, products or services. Continue to use and develop expertise in evidence based collection management using CollectionHQ analytical software to increase circulation.	LIB
4.2 Offering a variety of programming and adult learning opportunities. 4.3 Building on the strength of our children/teen programming.	The Library will continue to create and evolve programs to meet the changes in community needs and interests. Ongoing programs include digital literacy workshops (Ancestry, Facebook and basic computer use) as well as Edible Food Walks, Chicken Chat, Paint Nights, Book Clubs, Knitting Clubs and Scrabble Clubs to name but a few.	LIB
4.1 Maintain up-to-date reference, books, media collections, and digital resources to meet the evolving needs of our community.	Continue to leverage partnership opportunities with other N6 Libraries or other Ontario public libraries to obtain consortium purchases of electronic resources, products and services. Continue to use and develop expertise in evidence based collection management using CollectionHQ analytical software to increase circulation.	LIB

Key Positive Trends
Library Strategic Goal #5 – Technology
A digital literate and intelligent community.

Actions	Key Positive Trends	Lead
5.1 Support digital skills development and increase self-service options.	The Library will continue to investigate technological advances in library automation within consortium agreements to introduce new services at affordable costs.	LIB
5.2 Maintain up-to-date technology and integrate innovative options.	The Library will acquire new "gadgets" for digital literacy programs through donations by the Friends of the Library.	LIB
5.3 Provide extended hours for technology support.	Continue to investigate community needs in regards to technology and how the Library could support this demand. Continue to urge the Town to provide IT support during evenings and weekends to ensure library operations and services to patrons.	LIB

GEORGINA

2018 Actions, Performance Plans and Lead

Library Strategic Goal #1 – Community Connections

Further enhance the reputation of the library by building community relationships and updating our branding and marketing.

Actions	Performance Plans	Lead
1.1 Expand community outreach engagement and dialogue, generate new partnerships and jointly develop new programming.	Continue to investigate and identify outreach opportunities in the community that promote the strategic objectives of the Library. Advocate for the Library with stakeholders and funders.	LIB & LIB Board
1.2 Become an integral part of community /resource /partnerships – a library without walls.	Develop and promote partnerships and outreach programs with community groups and agencies.	LIB
1.3 Create a customer-first focus.	Develop a Customer service training program for staff with Town HR. Ongoing review of Library policies and procedures with Board and Staff to ensure customer-first focused services.	LIB & HR & LIB Board
1.4 Update the Library's Branding and create a marketing strategy.	Continued to promote the Library and its services via social media.	LIB & LIB Board

2018 Actions, Performance Plans and Lead

Library Strategic Goal #2 - Spaces

The Library as a welcoming, flexible and fully accessible structure that accommodates a variety of needs: quiet space, place for virtual and live meetings, conferences, performance/programming, and maker/innovation spaces.

Actions	Performance Plans	Lead
2.1 Incorporate recommendations from the 2016 Master Plan to develop a facilities plan to achieve a variety of spaces across the GPL systems.	Review all present facilities based on recommendations from the Master Facilities Plan.	
2.2 Actively work with the municipality in the design and construction of a new branch for the south end of Keswick.	Based on community needs, scope out the focus of the new branch in terms of use, collection size, programming space, equipment and furniture in 2018.	OPS & LIB
2.3 Ensure all our facilities are fully accessible.	Continue to ensure that the library collections, services and programs are accessible.	LIB

GEORGINA

2018 Actions, Performance Plans and Lead Library Strategic Goal #3 – People & Leadership Cultivate staff as connectors and adapters (strengthen organizational capacity)		
Actions	**Performance Plans**	**Lead**
3.1 Build staff capacity to meet evolving needs through training, succession planning and organizational review, and build a culture of adaptation and reasonable experimental risk-taking.	Work with Town's Learning & Development Consultant and library agencies to continue to identify staff training needs and training opportunities that will encourage a culture of adaptation and service excellence.	HR & LIB
3.2 Enhance Board-Community connections through outreach, awareness, and advocacy.	Plan and conduct library open house events and tours at branches for the public and 2018 election candidates.	LIB Board
3.3 Recruit and develop staff who are connecting, welcoming, flexible, engaging, personable, forward-thinking, and creative.	As required.	HR & LIB

2018 Actions, Performance Plans and Lead

Library Strategic Goal #4 – Collections and Programs

Position the Library as the informal learning hub for the community.

Actions	Performance Plans	Lead
4.1 Maintain up-to-date reference, books, media collections, and digital resources to meet the evolving needs of our community.	Continue to leverage partnership opportunities with other N6 Libraries or other Ontario public libraries to obtain consortium purchases of electronic resources and services at reduced prices.	LIB
4.2 Offering a variety of programming and adult learning opportunities.	Develop and plan a "Human Library" event in 2018 to showcase the hidden talents within our community. Implement the use of surveys to better understand the outcomes of library programs and services to the library patrons.	LIB
4.3 Build on the strength of our children/teen programming.	Continue to build on our success of our Children's programming and hire additional Summer Children's programming staff. Use surveys in order to better identify program outcomes and impacts on the community.	LIB

GEORGINA

2018 Actions, Performance Plans and Lead
Library Strategic Goal #5 – Technology
A digital literate and intelligent community.

Actions	Performance Plans	Lead
5.1 To support digital literacy, virtual access and efficient services.	Continue to evaluate the impact and relevance of the library's digital literacy programs and plan the introduction of new programs and services as technology advances.	LIB
5.2 Support digital skills development and increase self-service options.	Support the Town's efforts to enhance broadband access and connectivity in Georgina and York Region.	EcDev
5.3 Maintain up-to-date technology and integrate innovative options.	Continue to replace and upgrade library equipment to avoid obsolescence and introduce new technologies to library makerspace and STEAM programming.	LIB & IT
5.4 Provide extended hours for technology support.	Investigate and determine what technology services and supports could be provided to meet community needs in 2018, with the launch of new programs in 2019.	LIB

2018 New Initiatives, Performance Plans and Lead

New Initiatives	2018 Performance Plans	Lead
Update the Library's branding and create a marketing strategy.	Hire a Consultant to develop a new Library Brand and Marketing Strategy.	LIB
Conduct a Return on Investment (ROI) Study of Library Services to the community.	Demonstrate the Library's value to the community using a proven Return on Investment (ROI) methodology for public libraries.	LIB
People Counter Installation at Branch Entrances	Install electronic counters at all branches to provide more accurate information concerning library visits in order to better plan programs and services.	LIB
Redesign of the Sutton Branch service desk.	Design a new service desk at the Sutton Branch that provides a better work flow for staff and complies with AODA standards.	LIB
Board Legacy Document	Prepare a legacy document for the incoming 2019-2022 Library Board.	LIB Board
Summer Reading Club Children Programmer	Hired a Summer Student to focus on our 2018 Summer Reading program. Apply for Canada Summer Jobs / Young Canada Works grants to subside the position salary.	LIB
E-Learning Resources Service	To identify and purchase a web-based learning service for library patrons.	LIB
Pefferlaw Branch Librarian - Additional Hours	To increase this position's hours to 35 hours per week in order to increase programming, community outreach and marketing of Library services to the public based on the worked done by the Branding and Marketing Consultant.	LIB

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Major Operating Drivers

- Weak Canadian Dollar in relationship to US Dollar over time has reduced the Library`s purchasing power in terms of collections and electronic resources.
- Minimum Wage increase will place extra stress on the Library's salary budget.
- Decrease in availability federal and provincial grants to public libraries.
- Continuing pressure to maintain and replace technology in support of library operations and patron instruction.
- Demographics – providing services for a growing and aging population in Georgina.

High Level Summary of Key Capital Projects

The Georgina Public Library's 2018 Theme will be "Telling Our Stories".

The 2018 budget requests will support and enable the Library to advertise and promote its collections, programs and services to our community. The request for a Marketing and Branding Consultant will be essential in helping GPL to tell its many stories. The additional 5 hours for the Pefferlaw Branch Librarian will be an important part of implementing the marketing and branding plan created for the Library.

Town of Georgina

2018 Budget - Summary of Capital Projects

Public Library Board

Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
		$	$	$	$	$	$	$	$
Georgina Public Library Board									
18-LIB-1	Sutton Branch Service Desk	40,000	40,000						
18-LIB-2	Marketing and Branding Consultant	29,000	29,000						
TOTAL CAPITAL - PUBLIC LIBRARY BOARD		**69,000**	**69,000**	-	-	-	-	-	-

Town of Georgina

10 Year Capital Plan

Public Library Board

Capital Project	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Sutton Branch Service Desk	40,000										40,000
Marketing and Branding Consultant	29,000										29,000
Library Furniture Replacement		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Carry Forward Capital Projects	30,000										30,000
	99,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	189,000
Growth Related Expenditures											
Library Space at Multi-Use Recreation Centr			2,984,000								2,984,000
Additional Collection Materials	-	56,000	56,000	56,000	56,000	56,000	56,000	56,000	91,000	91,000	574,000
Library Master Plan					40,000						40,000
	-	56,000	3,040,000	56,000	96,000	56,000	56,000	56,000	91,000	91,000	3,598,000
Total Annual Capital Expenditures	99,000	66,000	3,050,000	66,000	106,000	66,000	66,000	66,000	101,000	101,000	3,787,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	99,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	189,000
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded											-
Grants											
Other Revenue											-
	99,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	189,000
Growth Related Funding											
Development Charges		50,300	1,136,000	50,300	86,300	50,300	50,300	50,300	82,000	82,000	1,637,800
Capital Reserve - Tax Funded		5,700	304,000	5,700	9,700	5,700	5,700	5,700	9,000	9,000	360,200
Reserve Funds - Federal Gas Tax											-
Debenture - DC Funded			1,600,000								1,600,000
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	56,000	3,040,000	56,000	96,000	56,000	56,000	56,000	91,000	91,000	3,598,000
Total Annual Capital Funding	99,000	66,000	3,050,000	66,000	106,000	66,000	66,000	66,000	101,000	101,000	3,787,000

DEPARTMENT: LIBRARY

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DEPARTMENT TOTALS											
Revenue	(2,332,544)	(2,336,050)	(2,336,050)	(47,200)	(51,000)	-	(29,040)	(40,130)	(2,503,420)	7.2%	(167,370)
Expenses	2,168,855	2,336,050	2,336,050	47,200	51,000	-	29,040	40,130	2,503,420	7.2%	167,370
TOTAL BY DEPARTMENT	**(163,689)**	-	-	-	-	-	-	-	-		-
Library	(163,689)	-	-	-	-	-	-	-	-		-
TOTAL BY DIVISION	**(163,689)**	-	-	-	-	-	-	-	-		-

DEPARTMENT: LIBRARY

GEORGINA - 2018 BUDGET

	2017 ACTUALS TO DATE	2017 APPROVED BUDGET	2018 BASE BUDGET	2018 GROWTH RELATED	2018 SERVICE LEVEL	2018 LEGISLATIVE CHANGES	2018 INFLATION RELATED	2018 OTHER ITEMS	2018 DRAFT BUDGET	% BUD/BUD VARIANCE	$ BUD/BUD VARIANCE
DIVISION TOTALS											
Revenue	(2,332,544)	(2,336,050)	(2,336,050)	(47,200)	(51,000)	-	(29,040)	(40,130)	(2,503,420)	7.2%	(167,370)
Expenses	2,168,855	2,336,050	2,336,050	47,200	51,000	-	29,040	40,130	2,503,420	7.2%	167,370
TOTAL BY DIVISION	**(163,689)**	-	-	-	-	-	-	-	-		-
Administration	(1,959,810)	(1,934,600)	(1,934,600)	(27,500)	(22,000)	-	(29,040)	(41,930)	(2,055,070)	6.2%	(120,470)
Keswick Library	1,131,397	1,235,500	1,235,500	9,000	18,000	-	17,960	97,250	1,377,710	11.5%	142,210
Sutton Library	467,102	433,500	433,500	-	3,300	-	6,810	(59,810)	383,800	(11.5%)	(49,700)
Pefferlaw Library	197,622	265,600	265,600	18,500	700	-	4,270	4,490	293,560	10.5%	27,960
TOTAL BY PROGRAM/ COST CENTRE	**(163,689)**	-	-	-	-	-	-	-	-		-

For information regarding the Town of Georgina's 2018 Budget, contact:

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Corporate Services Department
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Corporation of the Town of Georgina
26557 Civic Centre Road, Keswick, Ontario, Canada, L4P 3G1

1. Capital & Operating Summary

2. Capital Business Cases

3. Operating Business Cases

4. New Staffing Business Cases

5. Operating Budget Detail

Town of Georgina

2018 Budget - Summary of Capital Projects

Page	Capital Investment		Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
			$	$	$	$	$	$	$	$
	Operations & Infrastructure									
6-9	18-PWK-1	Fleet Replacement - Back Hoe	150,000	115,000					35,000	
		Fleet Replacement - Front End Loader	225,000	170,000					55,000	
		Fleet Replacement - 1 Ton Dump Truck	80,000	75,000					5,000	
		Fleet Replacement - 1 Ton Pickup Truck	80,000	72,500					7,500	
		Fleet Replacement - Pickup Truck	52,000	51,000					1,000	
		Fleet Replacement - Pickup Truck (Split with Water/Wastewater)	18,750	18,750						
10-12	18-PWK-2	Equipment Replacement - Two Chipper Caps for Tandem Dump Truck	32,000	32,000						
		Equipment Replacement - Asphalt Hot Box	20,000	20,000						
		Equipment Replacement - Culvert Steamer	20,000	20,000						
		Equipment Replacement - Pole (Culvert) Trailer	30,000	30,000						
13-15	18-PWK-3	Roads: Maintenance Program (McCowan Road)	2,020,000	2,020,000						
16-18	18-PWK-4	Roads: Now Needs (Duclos Point, Smith Boulevard, Church Street)	1,700,000	200,000	1,500,000					
19-20	18-PWK-5	Portable Sidewalk Grinder	10,000	10,000						
21-23	18-PWK-6	Speed Radar Signs	14,000	14,000						
24-26	18-PWK-7	Bridge and Culvert Inspections	12,000		12,000					
27-28	18-PWK-8	East Sidewalk on Dalton Road	85,000		85,000					
29-30	18-PWK-9	De La Salle Park Flex Beam	36,500	36,500						
	18-PWK-10	Thorah Park Blvd	43,650	43,650						
31-34	18-PRK-1	Fleet Replacement - Truck and Garbage Compactor	200,000	197,000					3,000	
		Fleet Replacement - F350 Truck	67,000	64,000					3,000	
		Fleet Replacement - Pickup Truck	35,000	34,500					500	
		Fleet Replacement - Pickup Truck	32,000	31,500					500	
		Fleet Replacement - Pickup Truck	35,000	34,500					500	
		Fleet Replacement - Truck	65,000	61,000					4,000	
35-37	18-PRK-2	Equipment Replacement - Two Lawn Tractors	40,000	34,000					6,000	
38-40	18-PRK-3	Sutton (NWSDA) Community Park Design	150,000							150,000
41-43	18-PRK-4	Bayview Bridge Refurbishment	35,000		35,000					
44-45	18-PRK-5	Continuation EAB Program	365,000	365,000						
46-49	18-PRK-6	West Park Redevelopment	850,000							850,000
50-51	18-PRK-7	Woodbine Ave. Streetscape Improvements – Median Replanting	60,000	60,000						
52-55	18-ROC-1	Relocation of Ball Diamond Fencing	60,000					60,000		
56-59	18-ROC-2	Sports Lighting at ROC Field 4	200,000					200,000		
60-62	18-HAL-1	TSSA Projects	40,000	40,000						
63-65	18-HAL-2	AODA - Sutton Seniors	100,000	100,000						
66-67	18-HAL-3	Fixed Ladder Replacement	30,000	30,000						
68-69	18-HAL-4	Pefferlaw Lion's Hall - Domestic Hot Water Tank	15,000	15,000						
70-71	18-HAL-5	Roaches Point Memorial Hall - Roof Shingle Replacement	15,000	15,000						
72-73	18-HAL-6	Tables for Town Facilities	12,500	12,500						
74-75	18-HAL-7	Belhaven Community Hall Parking Improvements	94,800	94,800						
76-77	18-HAL-8	Udora Community Hall Parking Improvements	111,500	111,500						

Town of Georgina

2018 Budget - Summary of Capital Projects

		Capital Investment	Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
			$	$	$	$	$	$	$	$
78-80	18-ICE-1	Ice Palace Sections 1 and 7 Roof Replacements	230,000	230,000						
81-82	18-ICE-2	Equipment Replacement - Ice Resurfacer	97,000	97,000						
83-87	18-LNK-1	The LINK: Phase 2 and 3 ($880,000 Approved in 2017)	905,000							905,000
88-90	18-GLP-1	Pump Motor Valve Replacement	30,000	30,000						
			8,503,700	4,585,700	1,632,000	-	-	260,000	121,000	1,905,000
		Recreation & Culture								
91-94	18-CUL-1	Georgina Pioneer Village (GPV) Schoolhouse – Design	15,000	15,000						
95-97	18-CUL-2	SLT – Safety and Security Improvements	10,000	10,000						
98-99	18-CUL-3	The Link – Accessibility and Signage	12,000	12,000						
100-102	18-REC-1	Waterfront Safety Signage	20,000	20,000						
103-105	18-REC-2	Pefferlaw Ice Pad Roof ($786,225 Approved in 2016)	267,550		267,550					
106-107	18-REC-3	Keswick Cenotaph Relocation	155,000	155,000						
			479,550	212,000	267,550	-	-	-	-	-
		Fire & Emergency Services								
108-109	18-FIR-1	Replacement of Aerial Apparatus (S163) ($1,300,000 Total, $650,000	650,000	650,000						
110-111	18-FIR-2	Fleet Replacement: Fire Prevention Vehicle (1403)	45,000	43,500					1,500	
		Fleet Replacement: Emergency Response Pick Up Truck (U140)	70,000	67,500					2,500	
		Fleet Replacement: Emergency Response Vehicle (CH1-2)	60,000	57,500					2,500	
112-114	18-FIR-3	Replacement of Fire Suppression Equipment	44,000	44,000						
115-116	18-FIR-4	Purchase of Heavy Hydraulic Auto Extrication Rescue Equipment	40,000	40,000						
117-118	18-FIR-5	Purchase of Pagers, Tablets and Fire Investigation Equipment	17,700	17,700						
119-120	18-FIR-6	Purchase of Bunker Gear and PPE	40,000	40,000						
121-122	18-FIR-7	Purchase of Portable Radios	30,000	30,000						
123-125	18-FIR-8	Keswick Fire Station Repairs	102,000	102,000						
126-127	18-FIR-9	Sutton Fire Station Repairs	46,200	46,200						
128-129	18-FIR-10	Pefferlaw Fire Station ($3,740,000 Total, $1,850,000 in 2019)	1,890,000							1,890,000
			3,034,900	1,138,400	-	-	-		6,500	1,890,000
		Development Services								
130-132	18-PLN-1	Planning Application Fees Review	30,000	3,000			27,000			
131-134	18-ENG-1	New Truck	40,000	40,000						
			70,000	43,000	-	-	27,000	-	-	-
		Corporate Services								
135-138	18-ITS-1	Corporate IT Cycling - Software	61,500	61,500						
		Corporate IT Cycling - Desktop - Laptops	87,000	87,000						
		Corporate IT Cycling - Servers & Network Infrastructure	91,000	91,000						
		Corporate IT Cycling - Wireless Broadband	110,000	110,000						
139-140	18-ITS-2	CRM Solution for Customer Service	100,000	100,000						
141-143	18-ITS-3	Corporate IT Strategic Plan	60,000	60,000						
144-145	18-ITS-4	Security Camera Upgrades	25,000	25,000						
146-149	18-ITS-5	Council/Committee Agenda Software	19,000	19,000						

Town of Georgina

2018 Budget - Summary of Capital Projects

		Capital Investment	Gross Costs to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
			$	$	$	$	$	$	$	$
150-152	18-MLE-1	Fleet Replacement - Two SUV's for Bylaw Division	70,000	70,000						
153-155	18-MLE-2	Animal Shelter Lobby Renovations	29,000	29,000						
156-157	18-MLE-3	Mobile Parking Ticketing System	36,000	36,000						
			688,500	688,500	-	-	-	-	-	-
		Chief Administrative Officer								
158-159	18-CAO-1	General Land Acquisition	1,000,000							1,000,000
160-162	18-CAO-2	Civic Centre Replacement Program Next Steps	1,500,000							1,500,000
			2,500,000	-	-	-	-	-	-	2,500,000
		Georgina Public Library Board								
163-164	18-LIB-1	Sutton Branch Service Desk	40,000	40,000						
165-166	18-LIB-2	Marketing and Branding Consultant	29,000	29,000						
			69,000	69,000	-	-	-	-	-	-
		Capital Projects In Process	9,343,050	3,392,080	2,068,150	1,135,760	67,000	314,500	1,280,560	1,085,000
		TOTAL CAPITAL INVESTMENT	**24,688,700**	**10,128,680**	**3,967,700**	**1,135,760**	**94,000**	**574,500**	**1,408,060**	**7,380,000**
		Water and Wastewater (Operations & Infrastructure)								
167-168	18-WAT-1	BCA Improvements	10,000	10,000						
169-171	18-WAT-2	Fleet/Equipment Replacement - Cube Van (50%)	55,000	55,000						
		Fleet/Equipment Replacement - Two Pickup Trucks (50%)	37,500	37,500						
		Fleet/Equipment Replacement - Pickup Truck (25%)	9,380	9,380						
		Fleet/Equipment Replacement - Steamer (50%)	7,500	7,500						
172-173	18-WAT-3	SCADA Enhancements	29,500	29,500						
174-176	18-WAT-4	Wexford Pump Upgrade ($1,000,000 Total, $750,000 in 2019)	250,000							250,000
177-178	18-WAT-5	Church Street Water Service Replacement	150,000	150,000						
179-180	18-WAT-6	Engineering for Watermain Project	75,000	75,000						
181-182	18-SEW-1	Roof Replacement	22,000	22,000						
183-184	18-SEW-2	BCA Improvements	120,000	120,000						
185-187	18-SEW-3	Fleet/Equipment Replacement - Cube Van (50%)	55,000	55,000						
		Fleet/Equipment Replacement - Two Pickup Trucks (50%)	37,500	37,500						
		Fleet/Equipment Replacement - Pickup Truck (25%)	9,370	9,370						
		Fleet/Equipment Replacement - Steamer (50%)	7,500	7,500						
188-189	18-SEW-4	SCADA Enhancements	52,500	52,500						
			927,750	677,750	-	-	-	-	-	250,000
		Capital Projects In Process	2,252,850	743,330		1,009,520				500,000
		TOTAL CAPITAL - WATER/ WASTEWATER	**3,180,600**	**1,421,080**	**-**	**1,009,520**	**-**		**-**	**750,000**
		TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA	**27,869,300**	**11,549,760**	**3,967,700**	**2,145,280**	**94,000**	**574,500**	**1,408,060**	**8,130,000**

TOWN OF GEORGINA
2018 BUDGET - SUMMARY OF NEW INITIATIVES

2018 New Initiatives Summary

			Amount
	Operations & Infrastructure		
190-191	NI-PWK-1	Storm Water Management - Ditching Program	87,000
192-193	NI-PRK-1	Afforestation Plan	7,500
194-195	NI-PRK-2	Fencing	10,000
196-198	NI-PRK-3	Streetscape Maintenance	30,000
199-200	NI-WAT-1	FOB Access	6,000
201-202	NI-WAT-2	SCADA Maintenance	2,600
203-204	NI-WAT-3	Fire Hydrant Painting	25,000
205-206	NI-SEW-1	FOB Access	6,000
	Recreation and Culture		
207-209	NI-CUL-1	Lighting Console for SLT	7,500
210-211	NI-CUL-2	GEDAC Music in the Streets	3,000
212-213	NI-REC-1	Canada 150 Projects Celebration	3,000
214-215	NI-REC-2	Georgina 200	32,350
216-218	NI-REC-3	Georgina Gym Photocopier	4,800
219-221	NI-REC-4	Special Events - Walkie Talkies	5,000
	Fire & Rescue Services		
222-223	NI-FIR-1	Dispatch	10,900
224-225	NI-FIR-2	Overtime	14,000
226-227	NI-FIR-3	Public Education	7,600
228-229	NI-FIR-4	Mobile Phones	7,500
	Development Services		
230-232	NI-ECD-1	Grant Incentive Program (Funded by Reserves)	100,000
233-235	NI-ECD-2	Sutton Fountain	2,280
	Corporate Services		
236-239	NI-ITS-1	HRIS Software	60,000
	CAO		
240-242	NI-COM-1	Annual Community Report	10,000
243-244	NI-CAO-1	Various Studies (DC Funded)	10,000
	Library		
245-246	NI-LIB-1	eLearning	10,000
247-248	NI-LIB-2	Furniture, Fixtures, & Equipment	5,000
249-250	NI-LIB-3	Library Technology Updates	4,500
251-252	NI-LIB-4	Self Check Station Upgrades	5,200
	Total		**476,730**

2018 New Staffing Initiatives Summary

Permanent Full Time Positions

			Amount	
	Operations & Infrastructure		**2018**	**2019**
253-258	SR-PWK-2	Technologist (Q2)	71,230	96,400
259-262	SR-WAT-1	Compliance Officer (Q2)	71,230	96,400
	Development Services			
263-265	SR-BLD-1	Application Examiner (Q2)	23,070	45,430
266-268	SR-ENG-1	Inspector (Q2)	69,080	93,490
269-271	SR-ENG-2	Technologist (Q2)	75,560	102,260
	SR-ECD-2	Economic Development Position (Q4)	25,000	100,000
	CAO			
272-277	SR-COM-1	Communications Specialist (Q2)	60,460	81,820
	Total Salaries and All Other Payroll Costs - Permanent Full-Time		**395,630**	**615,800**

Contract & Part-Time Positions

	Operations & Infrastructure			
278-280	SR-PWK-1	Fleet Capital Administrative Assistant (Q2) - Temp	53,870	-
	Development Services			
281-284	SR-ECD-1	Summer Student	7,940	8,500
	CAO			
285-288	SR-CAO-1	Executive Director of Capital Project Delivery (Q1)	204,230	207,300
	Library			
289-291	SR-LIB-1	Additional Hours Pefferlaw Branch (Q2)	17,000	23,010
292-293	SR-LIB-2	Administrative Assistant (Q3)	17,000	34,510
294-296	SR-LIB-3	Children's Summer Reading Club Assistant	9,000	9,630
	Total Salaries and All Other Payroll Costs - Contract/Part-Time		**309,040**	**282,950**

* 2018 Cost includes Salary and associated payroll costs
* 2019 Has been annualized and includes step increases

TOWN OF GEORGINA
2018 BUDGET - SUMMARY OF NET BUDGET BY DEPARTMENT

		2017	2018								
		Approved Budget (Net)	Base Budget (Net)	Growth	Service Level	Legislative	Inflationary	Other	Proposed Budget (Net)	Bud/Bud Increase	Bud/Bud Increase
		$	$	$	$	$	$	$	$	$	%
Page	**Operations and Infrastructure**										
297	Department Administration	103,990	103,990	-	-	-	3,270	(15,570)	91,690	(12,300)	(11.83%)
298-313	Roads	4,870,070	4,870,070	27,000	208,100	34,080	106,150	(169,870)	5,075,530	205,460	4.22%
314-316	Refuse and Recycling	1,149,490	1,149,490	119,660	140,120	-	13,450	40,910	1,463,630	314,140	27.33%
317-328	Parks	3,354,140	3,354,140	5,750	49,850	216,320	37,190	69,680	3,732,930	378,790	11.29%
329-342	Facilities	4,110,100	4,110,100	1,000	20,150	81,450	101,570	48,650	4,362,920	252,820	6.15%
343	Mechanics	254,310	254,310	-	-	-	6,020	2,080	262,410	8,100	3.19%
344-346	Cemeteries	26,510	26,510	-	5,000	-	-	-	31,510	5,000	18.86%
347-348	Water	-	-	-	-	-	-	-	-	-	
349-350	Wastewater	-	-	-	-	-	-	-	-	-	
	Recreation and Culture										
351	Department Administration	257,090	257,090	-	-	-	4,310	6,020	267,420	10,330	4.02%
352-359	Recreation and Programs	2,514,780	2,514,780	31,500	40,350	110,810	14,220	80	2,711,740	196,960	7.83%
360-363	Culture	614,700	614,700	800	10,500	5,920	7,270	(4,410)	634,780	20,080	3.27%
	Fire and Emergency Services										
364-367	Fire and Emergency Services	7,668,400	7,668,400	-	15,100	-	11,510	73,910	7,768,920	100,520	1.31%
	Development Services										
368	Department Administration	275,310	275,310	-	-	-	4,570	7,220	287,100	11,790	4.28%
369-370	Building	-	-	(18,000)	13,770	(334,720)	20,380	318,570	-	-	
371-373	Planning	616,120	616,120	(93,500)	-	-	14,720	135,840	673,180	57,060	9.26%
374-376	Economic Development	698,650	698,650	-	66,220	-	5,330	21,860	792,060	93,410	13.37%
377-378	Development Engineering	311,270	311,270	(151,360)	-	5,600	13,160	(16,240)	162,430	(148,840)	(47.82%)
	Human Resources										
379-380	Human Resources	754,560	754,560	7,360	-	-	10,870	186,470	959,260	204,700	27.13%
	Corporate Services										
381	Department Administration	933,910	933,910	9,500	-	-	4,620	8,630	956,660	22,750	2.44%
382	Finance	707,150	707,150	3,000	-	-	16,700	51,410	778,260	71,110	10.06%
383-384	Treasury	(37,707,900)	(37,707,900)	(626,560)	(136,130)	-	21,390	(224,400)	(38,673,600)	(965,700)	2.56%
385-386	Purchasing	413,600	413,600	17,000	(4,700)	600	10,840	1,790	439,130	25,530	6.17%
387-389	Information Technology Services	1,466,800	1,466,800	-	63,500	-	11,200	2,530	1,544,030	77,230	5.27%
390-392	Clerks	786,950	786,950	(11,500)	(1,000)	(700)	11,570	(1,270)	784,050	(2,900)	(0.37%)
393-396	Municipal Law Enforcement	1,569,570	1,569,570	(5,000)	(95,440)	4,000	35,720	33,330	1,542,180	(27,390)	(1.75%)
397-400	Non-Program	2,961,220	2,961,220	(194,500)	519,450	150,000	29,040	(640,740)	2,824,470	(136,750)	(4.62%)
	Office of the Chief Administrator										
401	Office of the Chief Administrator	499,500	499,500	-	204,230	-	7,880	73,150	784,760	285,260	57.11%
402	Communications	394,130	394,130	-	71,660	-	6,890	26,230	498,910	104,780	26.59%
	Office of Mayor and Council										
403-404	Office of Mayor and Council	395,580	395,580	-	-	-	6,310	2,960	404,850	9,270	2.34%
	Public Library Board										
405-408	Public Library Board	-	-	-	-	-	-	-	-	-	
	Total	-	-	**(877,850)**	**1,190,730**	**273,360**	**536,150**	**38,820**	**1,161,210**	**1,161,210**	**2.95%**

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PWK-1

1. **Nature of Request:** Fleet Replacement

Date: November 30/2017

Department: Operations & Infrastructure

Division: Roads

Project Description:
This procurement will see various vehicles within the Roads Division disposed of and replaced with new vehicles as per the vehicle replacement program. Maintaining safe and efficient vehicles; is essential in providing excellent service to the community and residents.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4:"Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE.

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

To reduce maintenance costs and to improve reliability.
To replace current vehicles that have met their life expectancy.
To meet MTO regulatory weight limits.

Back Hoe Replacement V18-00 – Replacement Cost $150,000 –It's anticipated the resale value of the existing unit is $35,000.

Purchased in 2010 and estimated life cycle of (10) years is due for replacement due to multiple costly breakdowns. Fleet recommends this be replaced and upgraded to the specifications required for Roads operations.

Note: This will be ahead of the VERS schedule by (2) years

Total cost of repairs since January 2017 is $13,426.45, with a service disruption of two months, requiring a rental replacement, which incurred additional costs.

Roads - Replacement of Front End Loader V0-19, 2007 – Total Replacement Cost: $225,000. It is anticipated the trade in value of the existing unit is $55,000.

Operations include the loading of sand for winter operations, loading trucks of all necessary material to support the Ditching Program, snow removal through the BIA's and intersections, brush cleanup after storms, the management of fill material at the municipal depots and fill storage sites etc.

The new unit will include a weigh scale to accurately load material in trucks and stay within legal load limits.

This unit has a long history of being out of service due to maintenance requirements. Repair costs since January 2017 are $17,062.11. The unit was out service for one month requiring a rental replacement to ensure the municipality could meet its MMS obligations with the delivery of winter operations.

Roads - Replacement of 1 Ton Dump Truck V0-10 5500 (Series Heavy Duty Truck with a Plow and Sander Unit – Belhaven). – Total Replacement Cost $80,000. The anticipated resale value of the existing unit is $5,000.

This unit has reached the end of its life cycle and is due for replacement as identified in the VERS capital forecast. This vehicle has very limited operational uses due to it not meeting regulatory requirements.

The truck needs to be upgraded to heavier 5500 series due to weight restrictions that now extremely limit our haulage capabilities. Note, upgrades will include plow and sander to leverage efficiencies in addressing the level of service for municipal Water and Waste Water facilities and Town and private laneways.

Roads - Replacement of 1 Ton Pickup Truck V0-13 5500 - Egypt (Series Heavy Duty Truck with a Plow and Sander Unit). Total Replacement cost $ 80,000. The anticipated resale value of the existing unit is $7,500.

This unit has reached the end of its life cycle and is due for replacement as identified in the VERS capital forecast. This vehicle has very limited operational uses due to it not meeting regulatory requirements.

The truck needs to be upgraded to heavier 5500 series due to weight restrictions that now extremely limit our haulage capabilities. Note, upgrades will include plow and sander to leverage efficiencies in addressing the level of service for Town and private laneways.

Roads - Replacement of a 2003 Dodge Pickup 910-3MA - Total Replacement Cost: $52,000. The anticipated trade in value is $1000.

This is a VERS replacement truck that will be utilized for the Technologist to complete studies such as sign reflectivity, speed studies, locates, storm pond inspections etc., continued use as truck to transport signs and Crews to various projects as well as for emergency situations.

Roads/Water/Wastewater - Replacement of Pickup 01-10 – Roads share $18,750

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: Procurements will be tendered through a formal RFQ process.
- Consultants: N/A.
- Purchase of Assets:$ 605,750
- Materials/Supplies: N/A.
- Trade in: $ 103,500

Total Cost: $605,750

7. Other Considerations or Efficiency Options:

Can you defer the request? No, proposed vehicles are required in order to ensure service levels are being maintained and essential services to the Town are being provided.

Is it more efficient to contract out the initiative? Future lease options are being reviewed.

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

Can you change the services model to reduce this demand without reducing service levels? Yes.

Can you better leverage technology? Yes, this was part of the evaluation.

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

8. Short-term results expected:

Reduce equipment down time and expensive repairs

Reduced maintenance costs, minimized disruption to current service levels.

9. Long-term Results expected:

Safe and efficient vehicles with reduced financial burden due to extensive maintenance costs.

Reliable productivity for the delivery of mandated services.

Operate within regulatory requirements when transporting equipment and materials.

10. Other Comments:

Vehicles are absolute necessities in delivering core related services. Without them, we cannot get to and from work sites and respond to work schedules and customer service requests. Having a modern, maintenance-reduced vehicle fleet ensures services can be delivered when and where required as well as displaying a positive corporate image, which is essential part of any organizations success.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PWK-2

1. **Nature of Request:** Equipment Replacement

Date: November 30/17

Department: Operations & Infrastructure

Division: Roads

Project Description:

This procurement will see various equipment within the Roads Division disposed of and replaced with new equipment. Maintaining safe and functioning equipment is essential in providing excellent service to the community.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4:"Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE.

5. Main/Desired Goal or Outcomes/Benefits:

Roads - 2 x Chipper Caps for Tandem Dump Trucks - $16,000 * 2 - Total Cost $32,000.

To date we have used homebuilt wood caps that have deteriorated and are no longer serviceable.

For the health and safety of staff and reduce hazards to the public. New caps are required to ensure loose chipped brush does not become a hazard to the public and staff while loading via chipper to the dump box.

The caps will enhance the efficiency of brushing operations for both preventative maintenance programs as well as when responding to emergencies.

Roads - Replace a 1996 Asphalt Hot Box - Purchase of Assets: $ 35,000 - 15,000 From 2015 budget, unspent monies. Total Cost: $ 20,000. There is no salvage value from the current hot box. The current Hot Box is currently not in use and is no longer serviceable.

Roads - Culvert Steamer VERS Replacement - Total Cost: $20,000.

This unit is used for steaming frozen culverts during spring thaw, this prevents flooding of roads and private property.

Roads - Replacement of a 1975 Pole (culvert)Trailer - Total Cost: $30,000
No trade in value.
This Pole trailer requires replacement due to age and is at the end of its service life, 1975 extended life service as per VERS of 10 years to be replaced in 1985

This homemade trailer does not have weight and limitations plate as required by current MTO standards.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: Procurements will be tendered through a formal RFQ process.
- Consultants: N/A.
- Purchase of Assets: $102,000
- Materials/Supplies: N/A.
- Other: N/A.

Total Cost: $ 102,000 with 2% HST, there is no trade in value.

7. Other Considerations or Efficiency Options:

Can you defer the request? No, proposed Equipment is required in order to ensure service levels being maintained and essential services to the Town are being provided in a safe manner.
Is it more efficient to contract out the initiative? No
Can you combine this initiative with other present functions? No.
Can you change the services model to reduce this demand without reducing service levels? No.
Can you better leverage technology? Yes, improved equipment will be more efficient and cut down on repair and operating costs.
Can you share service delivery with other Town Departments/Agencies or municipalities? No.

8. Short-term results expected:

Reduce equipment down time and expensive repairs
Reduced maintenance costs, minimized disruption to current service levels.

9. Long-term Results expected:

Safe and efficient equipment with reduced financial burden due to extensive maintenance costs.
Reliable productivity for the delivery of mandated services.

10. Other Comments:

Operational equipment is necessary in delivering core related services. Having operational/cost effective equipment ensures services are provided when and where required.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PWK-3

1. **Nature of Request:** Asset Management of Core Infrastructure " MAINTENANCE NEEDS"

Date: October 18, 2017

Department: Operations and Infrastructure

Division: Roads

Project Description: Roads 2018 Maintenance Program

As identified in the 4 Roads State of the Infrastructure report in the fall of 2015: Capital works funding for Georgina's roads system need to increase up to $3,200,000 through an annual 200 k increase. Staff are requesting $2,020,000 for capital works as part of a ten year trajectory to the funding benchmark. The road identified for 2018 is McCowan Road from Ravenshoe Road to Baseline Road. Staff repaired part of the road in 2013 as was necessary from deterioration. Staff intend to pulverize the non-repaired sections and similarly place 150mm of expanded asphalt with a top layer of 50mm HL3. Staff then intend to pave the entire distance from Ravenshoe to Baseline with a 50mm layer of HL3. Upon reviewing the State of the Infrastructure report, sections of McCowan Road were slated for replacement over the next several years. Staff interpreting this, with efficiencies and risk in mind, propose this road being completed in entirety in 2018.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE.

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

Staff wish to treat the proposed list of roads as a "living" document. As Georgina progresses towards the municipal funding goal, the plan is structured to hold the condition of the road network and fix deteriorating roads as opposed to those that are "already broken". Changes may need to be made to the plan to account for safety concerns or better information from inspections and building upon the success of previous works.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services: $2,020,000
   - Consultants:
   - Purchase of Assets:
   - Materials/Supplies:
   - Other:

   Total Cost: $2,020,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request?

No, the deferment of an already underfunded roads system would be an acceleration to the decline of road quality.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? Yes, "Now" needs.

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?

Town staff are conducting this paving exercise with similar works in the Roads (Now Needs) Capital sheet for economies of scale.

8. **Short-term results expected:**

-Increased Road Quality
-Reduced Road Risk

9. Long-term Results expected: -Step Towards "Cost-Recovery" on the Georgina Roads System
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital or Operating Initiatives
18-PWK-4

1. **Nature of Request -** NOW need Roads

Date: December 1, 2017

Department: Operations and Infrastructure

Division: Roads

Project Description: Roads 2018 Construction Capital Plan - Now Needs

Based on feedback from residents and Council directive on July 19, 2017, staff have brought forward this business case for NOW roads. Being proposed is the rehabilitation of Duclos Point Road and Smith Boulevard (Park Road to 3.6km east of Park Road). Staff have done analysis of each road segment and are recommending the most economical technology for these roads. Staff recommend: Duclos Point Road- Expanded Asphalt and HL4 ($500,000), Smith Boulevard - DST Rehab and Slurry Seal ($500,000). Staff are proposing a full reconstruction to an urban standard (curb and gutter) of Church Street from Metro to Shorecrest Rd. (320m). ($700,000)

2. **Proposed Year of Initiative: 2018** (Please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE.

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

Council, Staff and Residents all benefit in the investment of funds in critical infrastructure in the Town of Georgina.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - **Contracted Services: $1,700,000**
   - **Consultants:**
   - **Purchase of Assets:**
   - **Materials/Supplies:**
   - **Other:**

   Total Cost: $1,700,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? Yes, but to the detriment of the road network

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? Yes, Roads "maintenance" needs

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?

Town Staff are conducting this paving exercise with similar works in the Roads Capital Construction sheet for economies of scale.

8. **Short-term results expected:**

-Increased Road Quality

-Reduced Road Risk

9. Long-term Results expected: -Step Towards "Cost-Recovery" and ensuring that we maintain Georgina Roads System responsibly
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PWK-5

1. **Nature of Request:** Purchase of Portable Sidewalk Grinder

Date: Sept 27, 2017

Department: Operations & Infrastructure

Division: Roads

Project Description: Portable Sidewalk Grinder

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☒ Legislative, ☒ Growth ☒ Risk Management, ☒ Customer Service, ☒ Service level Change

☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study

☐ Other (please specify)_____

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

GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE.

5. Main/Desired Goal or Outcomes/Benefits:

To deal with trip hazards more immediately, and ensure Minimum Maintenance Standards

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets: $10,000
- Materials/Supplies:
- Other:

Total Cost: $10,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but deferral would not support risk management practice

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Yes

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

Can you better leverage technology? No

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

8. Short-term results expected:

Grind trip hazards on sidewalks in the more narrow and confined areas and conform to MMS Standards

9. Long-term Results expected:

Grind trip hazards on sidewalks in the more narrow and confined areas as well as use for asphalt / curb road repairs and conform to MMS Standards

10. Other Comments:

The Town does own a large grinder attached to a Cubex sidewalk winter maintenance unit but is restricted and or limited for downtown use.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PWK-6

1. **Nature of Request:** Safe Street Committee Request

Date: September 28, 2017

Department: Operations & Infrastructure

Division: Roads

Project Description: 4 Speed Radar Signs

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE.

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

Assist in curbing driver behaviors by reducing speeds on the streets, and making the streets safer by providing feedback to the driver and statistical data to validate corrective action through either enforcement or secondary speed control. (street narrowing as an example)

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services:
   - Consultants:
   - Purchase of Assets: $3378 per unit
   - Materials/Supplies:
   - Other:

   Total Cost: $14,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? Yes, but the Committee request is for 2018

Is it more efficient to contract out the initiative? No in-house more cost effective

Can you combine this initiative with other present functions? Yes

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

Can you better leverage technology? Yes

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

8. **Short-term results expected:**

Assist drivers in realizing their speed to ensure the safety of the public

9. Long-term Results expected:

Assist drivers in realizing their speed to ensure the safety of the public as well use for Traffic Studies data collection.

By moving around location to location we can keep up a continued speed awareness program in keeping in line with YRP and Safe Streets suggestions.

10. Other Comments:

This was on the budget for 2017, endorsed by the Safe Streets Committee, and will be endorsed again for 2018.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PWK-7

1. **Nature of Request:** OSIM (Ontario Structural Inspection Manual) Bridge and Culvert inspection

Date: October 19, 2017

Department: Operations and Infrastructure

Division: Roads

Project Description: Every 2 years Municipalities are required to inspect bridges and culverts. O.Reg 104/97 biannual inspections are required to assess the condition of bridges, and any culvert over a 3 meter span.

2. **Proposed Year of Initiative: 2018**

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

☒ Legislative, ☒ Risk Management, ☐ Customer Service,
☐ Strategic Priority, ☐ Efficiency,
Other (please specify)

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

GOAL 4 "Provide Exceptional Municipal Service" – OGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Preventative Maintenance that ensures safe access to link communities over rivers and water courses.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants: $12,000
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $12,000

7. Other Considerations or Efficiency Options:

Can you defer the request?

No, legislatively required.

Is it more efficient to contract out the initiative?

Yes, do not have structural Engineering resources in house nor the skill sets to complete the repairs.

Can you combine this initiative with other present functions?

N/A

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

No, without bridges/culverts the roads would not provide the same level of service

Can you better leverage technology?

N/A

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

Have not looked into such a delivery method. Economies of scale could be explored as all municipalities have bridges and culverts.

8. Short-term results expected:

- Maintaining safe and opened bridges and culverts.

9. Long-term Results expected:

- Sustainable road systems

10. Other Comments:

This is a legislative requirement and a best practice. Funding of bridges/culverts and their maintenance and rehabilitation helps sustain our roads system. Some bridges as observed by the Mossington Bridge (blue bridge) help to sustain a communities' heritage.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PWK-8

1. **Nature of Request:** Asset Replacement of East Side Walk on Dalton Road:

Date: Oct 4 2017

Department: Operations & Infrastructure

Division: Roads

Project Description: Dalton Rd sidewalk rehab on the east side

Dalton road is currently undergoing a $6 million dollar water and sewer main rehab project with the Region of York. The project includes resurfacing of the road and enhanced streetscapes. Dalton Road when completed will be revitalized with streetscape, new asphalt, line painting, and sidewalk on the west side. The east sidewalk is asphalt and in poor condition. Both the Region and Town support replacement of east sidewalk after the work is complete.

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well): This would be a spring installation of the new sidewalk on the east side.

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify): This area of Lake Dr. is susceptible to sever erosion due to high winds.

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

Strategic Goal 4: "Provide Exceptional Municipal Service" ORGANIZATION & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Through the cost sharing agreement with the Region for the Dalton project the Town negotiated 40 % cost share to the benefit of the Town for sidewalks. Normally sidewalks regardless if the Region right of way, are the Town's responsibility 100%. This project allowed for the cost sharing opportunity, staff strongly recommend that we replace the east pedestrian walkway currently asphalt to standardized concrete sidewalks. The Town would be saving 60% of the cost similar to the new sidewalks on the west side.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $85,000, cost share with the region
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $85,000 for the town

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however leveraging economics of scale and the partnership opportunity would be lost

Is it more efficient to contract out the initiative? yes

Can you combine this initiative with other present functions? Yes, via the work by the contractor already in place, we have very good unit costing built in the terms of the contract.

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

Can you better leverage technology? No

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

8. Short-term results expected:

Fully developed urbanized "new" main street in Sutton. The appeal and functionality has increased.

9. Long-term Results expected:

25 to 50 year lifecycle replacement.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PWK-9

1. **Nature of Request:** De La Salle Park, Flex Beam

Date: October 20, 2017

Department: Operations and Infrastructure

Division: Recreation & Facilities and Parks

Project Description: This project complements the Canada 150 accessibility projects done to date, by adding an additional safety feature. This project includes an installation of a flex beam along the north side of Lake Drive within the Park boundaries creating a physical barrier from vehicles or bikes falling off the slope.

2. **Proposed Year of Initiative:____2018__** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☒ Service level Change
☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify) Improved pedestrian safety at a location where traffic conflicts exist and space is at a premium

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

GOAL 2: "Promote a High Quality of Life" - HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 4: "Provide Exceptional Municipal Service" - ORAGNIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Physical barrier between vehicles/bikes and pedestrians

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies: Supply and install pedestrian upgraded lighting system and flex beam**
- **Other:**

Total Cost:$36,500

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Improved pedestrian road crossing, and physical barrier

9. Long-term Results expected:

Improved overall safety of park visitors and reduced erosion of road edge

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PRK-1

1. **Nature of Request:** Parks and Facilities Vehicle Replacement

Date: November 30, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This procurement will see various vehicles within the Parks and Facility Division disposed of and replaced with new vehicles as per vehicle replacement program. Maintaining safe and efficient vehicles is essential in providing services to the community and residents.

2. **Proposed Year of Initiative:**___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change

☐ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study

☐ Other (please specify)_____

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

GOAL 4: "Provide Exceptional Municipal Service" – ORAGANIZATIONAL & OPERATIONAL EXCELLENCE

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

Main goal of this procurement is to replace current vehicles that have met their life expectancy.

Parks - Truck Replacement – P1-08 (5500) and **Garbage Compactor ($200k)** – Truck and compactor purchased in 2008, 10 year life expectancy. Both the truck and garbage compactor require immediate replacement due to life cycling and current deterioration of the truck and compactor. Both have extensive rusting. Additionally, the importance of garbage pickup from parks and waterfronts cannot be under estimated. It is essential to have an operating vehicle/compactor in order to maintain service levels and avoid potential health concerns of backed up garbage cans. Anticipated Trade in value 3k

Parks - Truck Replacement – P3-10 (F350) ($67k) – Purchased in 2010, predominately used for shuttling grass cutting crews and towing grass cutting equipment across the Town on a daily basis for 6 months of the year. Anticipated Trade in value 3k

Parks - Truck Replacement – P4-07 (Dakota Crew Cab) ($35k) – Purchased in 2008, approximately $8k in repairs required. Truck predominately used for grooming baseball diamonds and painting lines on sports fields. Based on value of work required the vehicle is more suitable for disposal based on current resale value. Anticipated Trade in value .5k

Parks - Truck Replacement – P2-05 (Dodge RAM) ($32k) – Purchased in 2005 off of a lease, truck currently has significant mechanical issues that are not longer practical in repairing (cost/benefit) and it is Fleet's recommendation to dispose of the vehicle. The waterfront staff use the truck extensively during summer months. Anticipated Trade in value .5k

Parks - Truck Replacement – P2-07 (Dodge RAM) ($35k) – Purchased in 2008, truck is used to preform maintenance tasks at road ends and other day-to-day operations during summer months. During the winter, facility supervisors use this truck in order to carry out their assigned duties. Anticipated Trade in value .5k

Forestry - Truck Replacement – H-109 ($65k) – Purchased in 2009, used to tow water tanks for watering flowers across the Town. During the summer months the vehicle is used extensively. Numerous repairs have been completed over the years and cost of repairs is no longer economically feasible due to the extent and frequency of repairs. Anticipated Trade in value 4k

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: Procurements will be tendered through a formal RFQ process.
- Consultants: N/A.
- Purchase of Assets: $434,000
- Materials/Supplies: N/A.

Total Cost: $ 434,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No, proposed vehicles are required in order to ensure service levels are being maintained and essential services to the Town are being provided.

Is it more efficient to contract out the initiative? A study would need to be conducted.

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

Can you change the services model to reduce this demand without reducing service levels? Yes

Can you better leverage technology? Yes, improved technology will be more efficient and cut down on repair and operating costs.

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

8. Short-term results expected:

Reduced maintenance costs, minimized disruption to current service levels.

9. Long-term Results expected:

Safe and efficient vehicles with reduced financial burden due to extensive maintenance costs.

10. Other Comments:

Vehicles are absolute necessities in delivering parks and facilities related services. Without them, we cannot get to and from work sites and respond to resident, user groups, and council members concerns in a timely fashion. In a lot of circumstances an inability to respond can lead to health and safety

related situations which places unnecessary risk and liability on the Town. Having a modern, maintenance-reduced vehicles ensures services can be delivered when and where required as well as displaying a positive corporate image which is essential part of any organizations success.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PRK-2

1. **Nature of Request:** Equipment Replacement

Date: November 30, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This procurement will see equipment within the Parks and Facility Division replaced with new equipment. Maintaining safe and efficient equipment is essential in providing services to the community.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change

☐ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study

☐ Other (please specify)_____

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

GOAL 2: "Promote a High Quality of Life"

GOAL 4 "Provide Exceptional Municipal Services"

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

Main goal of this procurement is to replace current vehicles that have met their life expectancy.

Parks – **Lawn Tractor Replacement (2 x John Deere ZTraks) ($20k/each)** – Current mowers are 6-7 years old, during the summer months they are used approximately 40 hours/week. Mowers are worn out and require immediate replacement. Additionally, there are no additional units in the event that one of these were to go down with maintenance concerns during the summers months. Having reliable mowers will allow for service levels to be maintained with minimal disruption due to breakdown maintenance. Anticipated Trade in value of 3k each.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services: Procurements will be tendered through a formal RFQ process.
   - Consultants: N/A.
   - Purchase of Assets: $40,000
   - Materials/Supplies: N/A.
   - Trade in: $6,000
   - Other:

   Total Cost: $40,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No, proposed vehicles are required in order to ensure service levels are being maintained and essential services to the Town are being provided.

Is it more efficient to contract out the initiative? A study would need to be done to answer this accurately.

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

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

Can you better leverage technology? Yes, improved technology will be more efficient and cut down on repair and operating costs.

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

8. Short-term results expected:

Reduced maintenance costs, minimized disruption to current service levels.

9. Long-term Results expected:

Safe and efficient vehicles with reduced financial burden due to extensive maintenance costs.

10. Other Comments:

Equipment noted above is necessary in delivering Parks and Facilities related services. Inability to respond can lead to health and safety related situations, which places unnecessary risk and liability on the Town. Having a modern, maintenance-reduced equipment ensures services will be delivered when and where required as well as displaying a positive corporate image, which is essential part of any organizations success.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PRK-3

1. **Nature of Request:** Sutton (NWSDA) Community Park Design

Date: November 21, 2017

Department: Recreation and Culture

Division: Recreation

Project Description:

- Use design concept from Cosburn Giberson as guide
- Public Information Session(s) to obtain feedback
- Preparation of Detailed Design drawings
- Preparation of Contract Documents for 2019 construction
- Preparation of construction cost estimate for 2019 Capital Budget
- Project management /co-ordination for project development stages

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Preparation of tender ready drawings in advance of 2019 construction (subject to Council approval).

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants: Landscape Architecture Consultants including sub consultants, $150,000 based on 10% of $1.5m construction value
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $150,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No, required as part of development agreement

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Preparation of RFP for Landscape Architecture services.
Award of contract for design.
Design work and public info sessions commencing.

9. Long-term Results expected: Tender-ready drawings completed and construction cost estimate prepared in time for 2019 Capital Budget deliberations.
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PRK-4

1. **Nature of Request:** Asset management :Bayview Bridge Refurbishment

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This project will see the Bayview Bridge refurbished. The project will include replacement of bridge decking, grinding/sandblasting surface rust, and repainting the metal components of the bridge.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

This project specifically relates to Strategic Goal #4 and specifically 4.11 (Continue to implement the Municipal Asset Management Plan). In order to provide safe and efficient infrastructure, routine repairs are required that exceed operating budget thresholds. This project supports the parks' asset management plan.

5. Main/Desired Goal or Outcomes/Benefits:

The main goal of this project is to ensure that the Bayview Bridge remains operational throughout the year as it is a main thoroughfare for students travelling to several Keswick area schools on a daily basis. Without a functional bridge walk times are significantly increased as well as posing a safety risk to users of Bayview Park.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $35,000
- Consultants: N/A.
- Purchase of Assets: N/A.
- Materials/Supplies: N/A.
- Other: N/A.

Total Cost: $35,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No, action is required now in order to safeguard public safety and ensure the bridge remains operational.

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

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

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

Can you better leverage technology? No.

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

8. Short-term results expected:

A safe pedestrian bridge that provides access to several walking trails that lead to several schools within the immediate vicinity.

9. Long-term Results expected:

Safe and efficient asset that will last another 10 years with minimal maintenance costs.

10. Other Comments:

The Community has expressed concerns regarding the state of the current pedestrian bridge. On 06 Sep 17, it was reported that deck boards were vandalized/broken due to the poor state of repair causing a gap in the bridge walkway. Staff were immediately sent out to the site to repair the damaged boards. Upon further inspection the remaining deck boards require replacement due to rot. In addition the metal components of the bridge should be sandblasted and repainted.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PRK-5

1. **Nature of Request:** Continuation EAB Program

Date: October 02/17

Department: Operations & Infrastructure

Division: Park and Facilities

Project Description:

This project is an extension of the multi-year Emerald Ash Borer program. The program for 2018 will continue to conduct the tree inventory, removal of ash trees, and replanting of new trees within the community.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

This project specifically relates to Strategic Goal #2 (Promote a High quality of Life) and specifically Goal #2.9 – Continue to Implement the Emerald Ash Borer Management Plan.

5. Main/Desired Goal or Outcomes/Benefits:

Main goal of this project is to inventory, remove, and plant trees in order to offset the tree canopy loss because of the emerald ash borer.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** Yes. Multi-year contract already in existence. $365,000
- **Consultants:** N/A.
- **Purchase of Assets:** N/A.
- **Materials/Supplies:** N/A.
- **Other:** N/A.

Total Cost: $365,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No.

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

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

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

Can you better leverage technology? N/A.

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

8. Short-term results expected:

Continued execution of the EAB management plan. Removal of 350 ash trees, planting of 137 new trees, and inventories completed of woodlots not previously inventoried.

9. Long-term Results expected:

No net loss in the urban tree canopy.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PRK-6

1. **Nature of Request:** Full Redevelopment of West Park (Design Portion)

Full redevelopment of West Park. Request is for the design component so that the project can be 'tender ready'. If approved, it is anticipated that construction costs will be requested in 2019 Capital Budget process. Any opportunities that arise for financial support will be pursued once design is complete. Consultation with sports groups and general public will be included to obtain feedback. Also, based on LSRCA consultation a stormwater/subwatershed/functional servicing study is required as part of the LSRCA permit process.

Date: October 24, 2017

Department: Operations and Infrastructure

Division: Facilities and Parks

Project Description:

West Park is overdue for redevelopment. Council resolution C-2017-0302, dated May 31, 2017 from Report RC-2017-0015 by Recreation and Culture stated that *"Council direct staff to improve/rebuild ball diamonds at West Park based on direction provided at a later time in conjunction with the 2018 Capital Budget"*. Redevelopment options were presented in the report, ranging from 'status quo' to 'full redevelopment'. Due to the nature of the existing soils, high water table, and proximity to a Provincially Significant Wetland, the site is perpetually water-logged, causing poor drainage and frost heaving and settling of the facilities. The full redevelopment option envisions significant soils remediation and total facility replacement comparable to the ROC facilities.

This proposal is for the Design portion of the full rebuild of West Park. This would get the project to the point of being 'shovel ready' which will open up opportunities to apply for funding support for the construction of the project.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☒ Service level Change

☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study

☒ Other (please specify)_Council advised that West Park remain in its current location

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

GOAL 2: "Promote a High Quality of Life" HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 3: "Engage Our Community & Build Partnerships" COMMUNICATION, ENGAGEMENT, COLLABORATION AND PARTNERSHIP

GOAL 4: "Provide Exceptional Municipal Service" ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Total redevelopment of a sports park that was initially developed in the 1980s.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants: $740,000 based on 10% of construction cost of $7,400,000
- Purchase of Assets:
- Materials/Supplies:
- Other: $60,000 (LSRCA Permits); $50,000 (Subwatershed Study)

Total Cost: $850,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however public needs will not be met

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Full design documents completed in order to be ready to tender for construction in 2019.

9. Long-term Results expected:

Full redevelopment of West Park to a Level A facility (ROC).

10. Other Comments:

West Park was subject to a 2001 Master Plan process. The 2001 Master Plan envisioned a large scale redevelopment of the sports facilities, park components and wetland features. Since that time, only incremental and small scale work has been done to keep the facilities useable and to address the demand. Also, Lake Simcoe Conservation Authority (LSRCA) and Ministry of the Environment and Climate Change (MNRFCC) have since restricted development in the identified wetlands to the immediate north, however LSRCA is supportive of redevelopment of the park portion, subject to obtaining LSRCA permits for their regulated area that cover much of the site. Council Resolution C-2016-0374 directed Staff to proceed with topographical analysis and concept design in order to obtain LSRCA blessing, which is now complete. As per Council Resolution No. C-2017-0301, Council supported improving/rebuilding ball diamonds at West Park site in conjunction with the 2018 budget.

West Park serves as a major destination in South Keswick, both for residents and visitors. Its location is along the Lake to Lake Cycling Route and at Georgina's south western boundary making West Park a potential gateway feature with great potential. The drainage and soil challenges can be turned into a benefit and an educational opportunity for visitors to experience Low Impact Development (LID) and stormwater/wetland management in a park setting, along with the premier sports fields and associated park facilities. A total rebuild of West Park is recommended by Staff and supported by LSRCA and the ball user groups. The total rebuild will correct the problematic site drainage issues, mitigate the annual operating costs associated with standing water and soils settlement/heaving, and solidify the programming expectations for the user groups.

In addition to community desire and LSRCA's support, servicing existing needs with an existing site is logical, versus taking up future parkland dedication for the purpose of servicing an existing need.

	Table shared in staff report RC-2017-0015			
	West Park Site			New Site
Option	#1 Total Rebuild	#2 Renovation	#3 Replace/Repair	#4 Build New
	Bring the entire park up to ROC Field equivalent, including full grading/drainage plan (ROC rated 'A' diamonds, West Park currently 'C' diamonds)	Renovate 4 Ball diamonds in 'pinwheel' formation with lights, recycle posts/mesh for batting cages, some grading/drainage ('B' rated diamonds)	Improvements to above ground infrastructure to increase functionality (incl. adding lighting to 2 diamonds), no grading or drainage ('C' rated diamonds)	Build new 4 lit ball diamonds on new site ('A' rated)
Cost Est.	$7-8mil	$5mil	$3mil	$6mil

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PRK-7

1. Nature of Request : Woodbine Ave. Streetscape Improvements – Median Replanting

Date: October 18, 2017

Department: Operations and Infrastructure

Division: Facilities and Parks

Project Description:

Removal of existing plants/soil and pop up irrigation heads and replacement with new soil, plantings, and drip irrigation to improve aesthetics and operating costs, and minimize Town vehicles and staff presence on busy corridor.

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify: Poor condition of the median plantings has resulted in public complaints

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

GOAL 2: "Promote a High Quality of Life" HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 4: "Provide Exceptional Municipal Service" ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Improved streetscape plantings within medians and positive feedback

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $60,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $60,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but the Town receives frequent negative comments on the existing streetscape

Is it more efficient to contract out the initiative? yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Improved streetscape

9. Long-term Results expected:

Positive feedback

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ROC-1

1. **Nature of Request:** Relocation of ball field fencing to convert ROC #3 ball diamond to a minor (smaller) field
Date: October 24, 2017

Department: Operations and Infrastructure/ Recreation and Culture

Division: Parks & Facilities

Project Description:

In order to accommodate ongoing growth pressures and to satisfy growing demand for the scheduling of minor ball groups, ROC #3 diamond should be converted (reduced in size), including the relocation of fencing and repositioning of the infield.

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☒ Growth ☐ Risk Management, ☒ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify): Demand - Town has had to turn away ball groups; should West Park be redeveloped, relocation of ball groups will be required during construction.

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

GOAL 2: "Promote a High Quality of Life" HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 3: "Engage Our Community & Build Partnerships" COMMUNICATION, ENGAGEMENT, COLLABORATION & PARTNERSHIPS

GOAL 4: "Provide Exceptional Municipal Service" ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Satisfy minor ball group demands for additional schedule space in evenings on a field that is size-appropriate.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $60,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost:$60,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but community needs will not be met.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Provide an age-appropriate facility for ball groups.

9. Long-term Results expected:

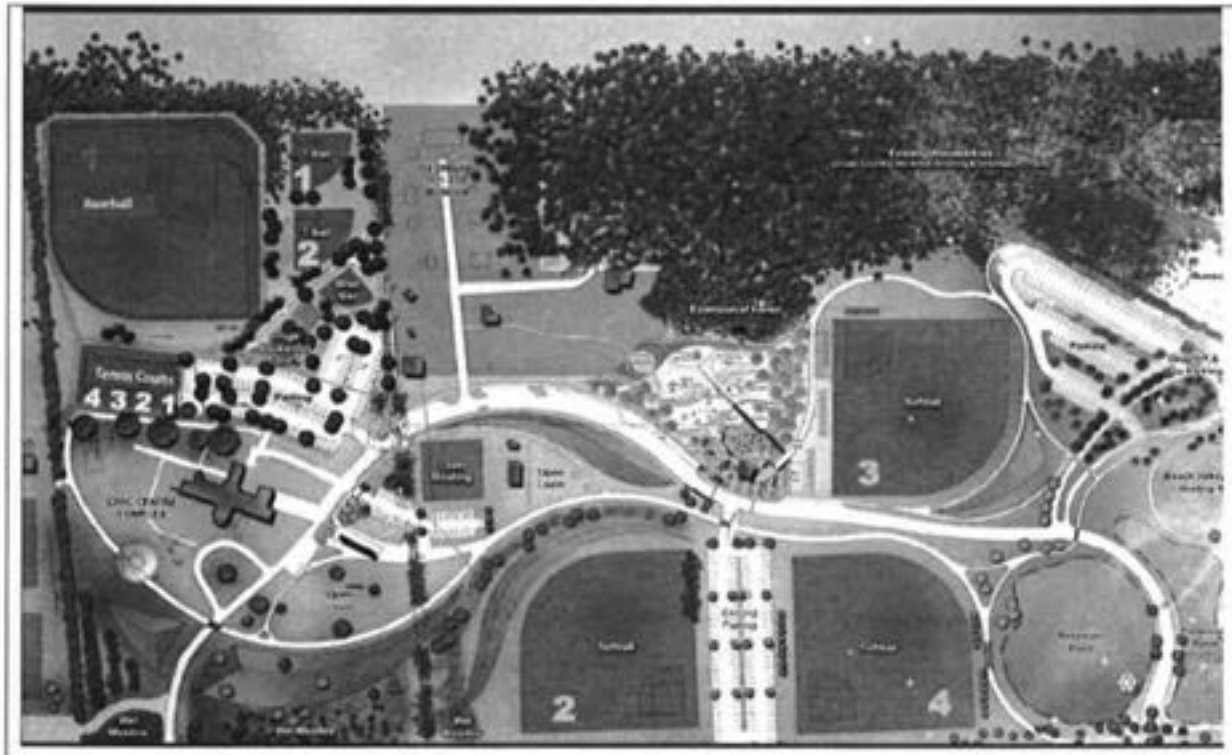
Address current and future demand for minor ball facilities.

Other Comments: To reduce the diamond to a standard size diamond is the intent. Historically, the hardball diamond from Sutton High School was relocated to where ROC 3 sits. With the ROC build in 2011, a premium hardball diamond was built behind the Civic Centre and ROC 3 was converted to a

standard diamond, however, the infield fencing was never reduced. Minor and Adult groups report equally that the backstop fencing is too large for a standard diamond and standard play. While we have designated ROC 3 an A type diamond, it does not meet the standard diamond size.

Registrations	2017	2016	2015	2014	2013	2012
Adult Leagues	**1011**	1106	1042	978	1003	**882**
Georgina Minor Baseball	**493**	439	277	254	256	**247**
Lake Simcoe Minor Softball	**405**	375	347	340	307	**174**
Totals	**1909**	1920	1666	1573	1566	**1303**

Baseball Revenue	2017	2016	2015	2014	2013	2012
Totals	**$52,764**	$56,916	$46,805	$47,875	$45,875	**$39,373**


Baseball
1
2
Tennis Courts
4 3 2 1
3
2
4

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ROC-2

1. Nature of Request: Supply and installation of sports lighting at ROC Field #4.
Date: October 24, 2017

Department: Operations and Infrastructure

Division: Facilities and Parks

Project Description:

In order to accommodate ongoing growth pressures and to satisfy demand for the scheduling of ball diamonds at the ROC, lighting of ROC Ball Diamond #4 will provide time slot for 1 additional game per night. ROC #4 is currently not lit.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☒ Growth ☐ Risk Management, ☒ Customer Service, ☒ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify): Demand - Town has had to turn away ball groups; should West Park be redeveloped, relocation of ball groups will be required during construction.

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

GOAL 2: "Promote a High Quality of Life" HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 3: "Engage Our Community & Build Partnerships" COMMUNICATION, ENGAGEMENT, COLLABORATION AND PARTNERSHIPS

GOAL 4: "Provide Exceptional Municipal Service" ORGANIZATION & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Satisfy ball group demands for additional schedule space in evenings.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $200,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost:$200,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but community needs will not be met

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Provision of a fourth **lit** sports field at The ROC. It will also reduce scheduling pressures if and when West Park is under redevelopment (1 – 2 seasons potential loss)

9. Long-term Results expected:

Address current and future demand for lit facilities and added schedule space.

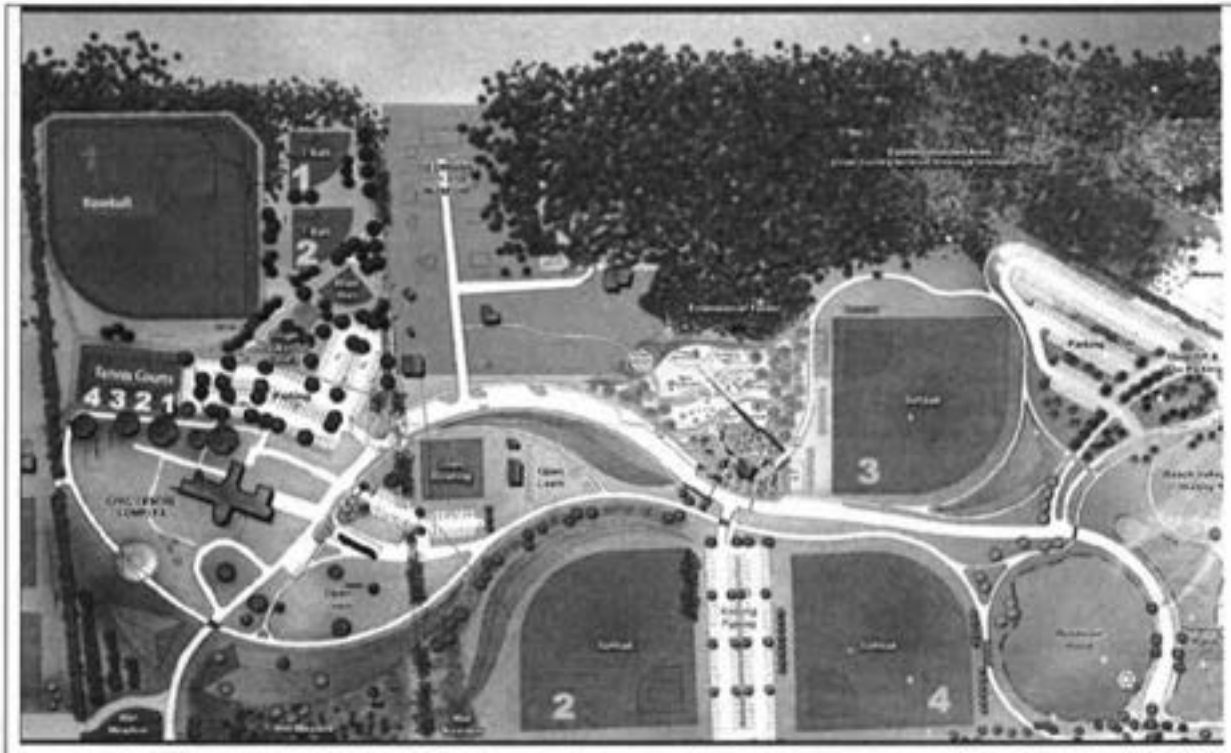
10. Other Comments:

Registrations	2017	2016	2015	2014	2013	2012
Adult Leagues	**1011**	1106	1042	978	1003	**882**
Georgina Minor Baseball	**493**	439	277	254	256	**247**
Lake Simcoe Minor Softball	**405**	375	347	340	307	**174**
Totals	**1909**	1920	1666	1573	1566	**1303**

Baseball Revenue	2017	2016	2015	2014	2013	2012
Totals	**$52,764**	$56,916	$46,805	$47,875	$45,875	**$39,373**

Increase of 600 new registrations since 2012 results in approximately 50 new teams (average 12/team) to accommodate within existing ball diamonds. Some leagues have had to cap there numbers and turn participants away. The Town's Field Allocation policy outlines the priority is to service Youth first then other local leagues and finally non-resident users. In order to accommodate the increasing youth rates, the 6:30pm timeslot is required and yet some adult leagues are using those slots as there is only a portion of the diamonds with lights. Based on the allocation policy the youth should get priority but this would result in adult leagues being forced out of the 6:30pm slot without enough 8:30pm slots available. This would result in some adult leagues closing up operation.

With added lights to ROC #4, this adds a timeslot every night of the week at 8:30pm (equates to servicing 14 teams at 8:30pm), freeing up the 6:30pm slot for youth teams.


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GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-HAL-1

1. Nature of Request : Georgina Ice Palace - TSSA Project

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

The generator powering emergency power, lighting, and exit lighting at the Georgina Ice Palace requires an engineering review/TSSA inspection. This project also includes any associated work identified as a result of the inspection. The review of the generating system is a code compliance requirement. Current code (CSA B139) became effective in 2002. To date this generator has not been inspected for code compliance.

2. **Proposed Year of Initiative:**___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

This project is specifically related to Strategic Goal #4 and specifically to 4.11 (Continue to implement the Municipal Asset Management Plan). Deficiencies that have been identified are documented in the building condition assessment (BCA) reports for each facility. BCAs are directly linked and feed the 10-year capital plan. Executing this project demonstrates the Town's commitment to achieving its 10-year asset management plan.

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

Code compliance is essential as it can often result in fines to the owner. The main goal of this project is to identify any deficiencies with the generator through a formal inspection and make any necessary repairs to become compliant with governing codes.

6. **Cost/ Financial Impact, Recovery and Net impact**

- Contracted Services: Any deficiencies identified in consultant report will be addressed through contracted services (~$25k).
- Consultants: Based on project value the project will be tendered through a formal RFQ process for inspection services (~$15k).
- Purchase of Assets: N/A.
- Materials/Supplies: N/A.
- Other: N/A.

Total Cost: $40,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No, action required now due to potential for non-compliance.

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

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

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

Can you better leverage technology? No.

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

8. **Short-term results expected:**

Code compliant generator that provides emergency back up power for building, lighting, and exit lighting.

9. **Long-term Results expected:**

N/A.

10. Other Comments:

Failing to perform inspection and associated repairs puts the facility and the public at risk in the event of an emergency. Properly functioning emergency lighting is essential in the event of an emergency and an OBC requirement.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-HAL-2

1. **Nature of Request:** Club 55 – Sutton Modifications

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

1)Basement modifications:
2) Front porch, exterior doors, interior stairs, and restroom modifications, basement modifications. This will meet Ontario Building Code (OBC) and Accessibility for Ontarians with Disabilities Act.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

Projects specifically related to Strategic Goal #4 and specifically 4.11 (Continue to implement the Municipal Asset Management Plan). Deficiencies that have been identified are documented in the building condition assessment (BCA) reports for each facility. BCAs are directly linked and feed the 10-year capital plan. Executing these projects demonstrates the Town's commitment to achieving its 10-year asset management plan.

5. Main/Desired Goal or Outcomes/Benefits:

Sutton Senior's Centre ($100k) – Front porch, exterior doors, interior stairs, and restroom modifications, basement modifications. These capital improvements will be the first step in making this Town facilities more accessible, which is consistent with the Provincial Government's initiative for achieving an accessible Ontario by 2025.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: Project will use a variety of in house resources and external contractors. Requirements will vary based on complexity of individual projects.
- Consultants: Certain design services will be required for the design of ramps/stairs to ensure compliance with OBC/AODA.
- Purchase of Assets: N/A.
- Materials/Supplies: Individual projects may require material/supplies to be purchased by facilities/maintenance staff.
- Other:

Total Cost: $100,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, will create heavier financial burden in future years as well as cost significantly more to implement.

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

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

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

Can you better leverage technology? No.

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

8. Short-term results expected:

Facilities identified will be compliant with the OBC and AODA.

9. Long-term Results expected:

That Town of Georgina facilities are compliant with OBC/AODA and that facilities are more accessible to persons with disabilities.

10. Other Comments:

Requirements are a necessity under the OBC and AODA. The Town requires a clear multi-year strategy in order to achieve the requirements of an accessible Ontario that the provincial government has established. Aggressively pursuing this initiative now will cost less dollars to the tax payer and demonstrate to the community the Town's commitment to achieving legislative requirements. Additionally, pursuing now demonstrates the Town's commitment to persons with disabilities and making Town facilities more accessible to those that may require specific accommodation.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-HAL-3

1. **Nature of Request:** Fixed Ladder Replacement

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

Kin Hall requires 3 x roof access ladders to be replaced as a result of non-compliance with to the Ontario Building Code (OBC). In 2017, eight buildings were identified for access ladders to be replaced. Due to budgetary restraints, the remaining ladders in Town facilities are proposed for inclusion in the 2019 budget.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify) Health and Safety

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

This project specifically relates to Strategic Goal #4 and specifically 4.11 (Continue to implement the Municipal Asset Management Plan). Deficiencies that have been identified are documented in the building condition assessment (BCA) reports for each facility. BCAs are directly linked and feed the 10-year capital plan. Executing this project demonstrates the Town's commitment to achieving its 10-year asset management plan.

5. Main/Desired Goal or Outcomes/Benefits:

Main goal of this project is to ensure that the roof access ladders are compliant with the OBC.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $30,000
- Consultants: N/A.
- Purchase of Assets: N/A.
- Materials/Supplies: N/A.
- Other: N/A.

Total Cost: $30,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No, action required now in order to be compliant with OBC.

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

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

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

Can you better leverage technology? N/A.

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

8. Short-term results expected:

Fully compliant ladders.

9. Long-term Results expected:

N/A.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-HAL-4

1. **Nature of Request :** Pefferlaw Lion's Hall - Domestic Hot Water Tank

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This project will replace the domestic hot water tank at Pefferlaw Lion's Community Hall. Current boiler is under recall (2006) due to the potential for the burner plate and flue hood seal failing. If seals were to fail, flue gases and carbon monoxide could leak causing consequences for users of the facility. Pre-approval for this project si included in the Budget Release Report.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

This project specifically relates to Strategic Goal #4 and specifically to 4.11 (Continue to implement the Municipal Asset Management Plan). Deficiencies that have been identified are documented in the building condition assessment (BCA) reports for each facility. BCAs are directly linked and feed the 10-year capital plan. Executing this project demonstrates the Town's commitment to achieving its 10-year asset management plan.

5. Main/Desired Goal or Outcomes/Benefits:

Main goal of this project is to ensure that the water heater is safe, functional, and not exposing users of the facility to any unnecessary risk.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $15,000
- Consultants: N/A.
- Purchase of Assets: N/A.
- Materials/Supplies: N/A.
- Other: N/A.

Total Cost: $15,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No, action required now in order to address health/safety concerns.

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

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

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

Can you better leverage technology? N/A.

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

8. Short-term results expected:

Safe and efficient hot water service delivery to facility users.

9. **Long-term Results expected:**

N/A.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-HAL-5

Nature of Request : Roches Point Memorial Hall - Roof Shingle Replacement

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This project will see the replacement of asphalt shingles on the Roaches Point Memorial Hall. Current asphalt shingles have come to the end of their expected lifespan. Replacement is required before water can begin penetrating the building envelope.

1. **Proposed Year of Initiative:**___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

This project specifically relates to Strategic Goal #4 and specifically to 4.11 (Continue to implement the Municipal Asset Management Plan). Deficiencies that have been identified are documented in the building condition assessment (BCA) reports for each facility. BCAs are directly linked and feed the 10-year capital plan. Executing this project demonstrates the Town's commitment to achieving its 10-year asset management plan.

5. Main/Desired Goal or Outcomes/Benefits:

The main goal of this project is to ensure the health and safety of hall users and prevent water damage to the facility. Replacing asphalt shingles prior to them failing is essential for the overall health of the facility. The benefit of completing now is that future water damage repair costs will be avoided as well as the minimization of health related concerns such as mould.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $15,000
- Consultants: N/A.
- Purchase of Assets: N/A.
- Materials/Supplies: N/A.
- Other: N/A.

Total Cost: $15,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No, action required now in order safeguard public health and ensure the facility remains operational.

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

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

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

Can you better leverage technology? Yes, improved technology will make the system more efficient and cut down on operating costs.

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

8. Short-term results expected:

Asphalt shingles replaced and water damage avoided.

9. Long-term Results expected:

Same as short-term results.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-HAL-6

1. **Nature of Request:** New tables for existing Town facilities (Kin Hall, Club 55 Keswick)
Date: October 18, 2017

Department: Operations and Infrastructure

Division: Facilities and Parks

Project Description:

Supply of new tables to replace damaged/broken ones at existing Town facilities.

2. **Proposed Year of Initiative:___2018__** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☐ Risk Management, ☒ Customer Service, ☐ Service level Change

☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study

☒ Other (please specify: Having permanent tables stationed at existing Facilities will reduce the need to move them from one location to another, causing potential damage, staff time and inconvenience to staff and users.

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

GOAL 2: "Promote a High Quality of Life" HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 3: "Engage Our Community & Build Partnerships" COMMUNICATION, ENGAGEMENT, COLLABORATION AND PARTNERSHIPS

GOAL 4: "Provide Exceptional Municipal Service" ORAGANIZATIONAL & OPERATIONAL EXCELLANCE

5. Main/Desired Goal or Outcomes/Benefits:

Replace broken and/or damaged tables; permanent furniture at Town facilities for more efficient use of staff time, reduced damage and deterioration and reduced replacements.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets: $12,500
- Materials/Supplies:
- Other:

Total Cost: $12,500

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but inefficiencies will continue and assets will remain in a poor state of repair

Is it more efficient to contract out the initiative? Supply only

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Permanent tables for existing facilities.

9. Long-term Results expected:

Reduced staff time, reduced damage and deterioration of furniture from moving back and forth.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-HAL-7

1. **Nature of Request:** Belhaven Community Hall Parking Lot Upgrades

Date: November 30, 2017

Department: Operations and Infrastructure

Division: Facilities and Parks

Project Description: The Belhaven Community Hall Board is requesting that parking be expanded in order to accommodate greater numbers of vehicles (in marked stalls) for events. Currently vehicles fill the 14 stalls behind the Hall, and then park along Warden Ave. and in the north open space in a disorganized manner. This creates inefficiency as well as a safety concern (especially during winter months/snow events) along the edge of the travelled portion of Warden Ave. The sidewalk in front of the building also needs to be replaced/widened as it does not meet current standards. Lighting is poor, therefore 3 new solar light standards are needed.

2. **Proposed Year of Initiative:____2018__** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 2: "Promote a High Quality of Life" HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 3: "Engage Our Community & Build Partnerships" COMMUNICATION, ENGAGEMENT, COLLORATION AND PARTNERSHIPS

GOAL 4: "Provide Exceptional Municipal Service" ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Organized, efficient and expanded parking provision and improved safety of users.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $88,800
- Consultants: $6,000 (Survey and Testing)
- Purchase of Assets:
- Materials/Supplies: Supply and install pedestrian upgraded lighting system
- Other:

Total Cost:$94,800

7. Other Considerations or Efficiency Options:

Can you defer the request? No, not from a risk management perspective

Is it more efficient to contract out the initiative? Yes, We will partner this with all other parking lot projects for better costing.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Improved parking provision and comfort/safety of users

9. Long-term Results expected:

Improved parking provision and comfort/safety of users

10. Other Comments:

Correspondence from the Belhaven Community Hall Board provided detailed rationale for these improvements.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-HAL-8

1. **Nature of Request:** Udora Community Hall Parking Lot

Date: November 30, 2017

Department: Operations and Infrastructure

Division: Facilities and Parks

Project Description: The Udora Community Hall parking lot requires immediate replacement. Over the years the parking lot has been temporarily patched and regraded to mitigate potholes, however the existing materials (mix of old asphalt, crushed stone, cold patch and dirt) make an inconsistent surface for public access and for maintenance. By removal of the existing base and replacement with a new, compacted and consistent base, plus 2 lifts of asphalt paving will consolidate the surface, reduce maintenance and provide an improved parking area for users.

2. **Proposed Year of Initiative:____2018__** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 2: "Promote a High Quality of Life" HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 3: "Engage Our Community & Build Partnerships" COMMUNICATION, ENGAGEMENT, COLLABORATION AND PARTNERSHIPS

GOAL 4: "Provide Exceptional Municipal Service" ORAGANIZATION & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Paved parking lot.

6. Cost/ Financial Impact, Recovery and Net impact
   - Contracted Services: $105,000
   - Consultants: $6,500 (survey and testing)
   - Purchase of Assets:
   - Materials/Supplies: Supply and install pedestrian upgraded lighting system
   - Other:

   Total Cost:$111,500

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes, We will partner this with all other parking lot projects for better costing.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Improved parking provision and comfort of users

9. Long-term Results expected:

Improved parking provision and comfort of users

10. Other Comments:

Photos of the parking lot are attached.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ICE-1

1. **Nature of Request:** Asset Management: Ice Palace Sections 1 and 7 Roof Replacements

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

Flat roofing systems at the Georgina Ice Palace have been leaking for several years. Periodically, repair jobs have been completed in order to prevent interior water damage. The current roofing system has met and surpassed its expected lifespan. Replacement is required in order to prevent water penetrating the building envelope and potentially causing water damage and unsafe/slippery conditions inside the building. This project will address the replacement of Section 1 (front lobby) and Section 7 (mechanical room) of the Ice Palace roof.
This will complete the original (1996) flat roof. The library and gym roofs were built in 2002 and are still in good shape however will need to be budgeted for in future year's budget.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

This project specifically relates to Strategic Goal #4 and specifically to 4.11 (Continue to implement the Municipal Asset Management Plan). Deficiencies that have been identified are documented in the building condition assessment (BCA) reports for each facility. BCAs are directly linked and feed the 10-year capital plan. Executing this project demonstrates the Town's commitment to achieving its 10-year asset management plan.

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

Flat roofing systems lifespans typically range from 15-25 years. The current flat roofing systems are approximately 20 years in age and have surpassed their life expectancy. Replacing these two sections of flat roofing will minimize the potential for interior water damage, the prevention of mould due to water leaks, and unsafe conditions for user groups and Town staff.

6. Cost/ Financial Impact, Recovery and Net impact
   - Contracted Services: $230,000
   - Consultants: N/A.
   - Purchase of Assets: N/A.
   - Materials/Supplies: N/A.
   - Other: N/A.

   Total Cost: $230,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No, action required now in order safeguard the health of the asset.

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

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

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

Can you better leverage technology? No.

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

8. **Short-term results expected:**

Roof replaced prior to significant failure. Health and safety concerns avoided.

9. **Long-term Results expected:**

Low maintenance roofing system installed that is guaranteed for the next 20 years to be leak/defect free.

10. Other Comments:

The majority of flat roofs across the Town require replacement due to their age and current condition. The creation and implementation of a flat roofing preventative maintenance system should be established in order to properly predict and forecast when roof replacements should occur. Adherence to this plan is critical. Spot patching and seam sealing can only extend the life of a roof system for so long before replacement is required.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ICE-2

1. **Nature of Request:** Replacement Primary Ice Resurfacer at the Georgina Ice Palace

Date: December 1, 2017

Department: Operations and Infrastructure

Division: Facilities

Project Description: Replacement of the one primary ice resurfacer at the Georgina Ice Palace includes a 9 month procurement timeline before receipt of the machine, in time for the 2018/2019 ice season. The 2010 machine has required extensive maintenance ($20k over past 2 years). PIP is out of commission for 2017/18 season.

2. **Proposed Year of Initiative:_2018_** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify)_Life Cycle Costing/VERS_____

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

GOAL 2: "Promote a High Quality of Life" HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

GOAL 4: "Provide Exceptional Municipal Service" ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

The Corporation needs to follow VERS standards and restart Life Cycle costing approach for the ice resurfacers.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets: $97,000
- Materials/Supplies:
- Trade in:

Total Cost: $97,000 (less any return on the sale of the 2010 Olympia)

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? Yes

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

8. Short-term results expected:

Reduced maintenance costs, more reliable machine, assurance that repairs/downtime is limited and guaranteed service to the public.

9. Long-term Results expected:

Restart life cycle/VERS commitment and maintain reliable ice resurfacers.

10. Other Comments:

Recommend new machine to be Zamboni side-dumps (can be used in all locations).

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-LNK-1

1. Nature of Request: The Link Phase II and III Interior Renovations

Date: October 17, 2017

Department: Operations & Infrastructure and Recreation & Culture

Division:

Project Description:

On June 7, 2017, Council passed Resolution No. C-2017-0317, part of which stated that capital costs for Phase II and III be deferred to the 2018 budget for consideration.

Please see the attached spreadsheet for detailed cost estimates for the interior construction related to Phases II and II of The Link. Total construction costs for both Phases are estimated at $1,784,240, including net applicable taxes.

$880,000 was allocated from the 2017 budget for Phase II and III renovations. The increase to $1,784,240 is due to the addition of the roof replacement, estimated at $550,000, as well as a 20% contingency added to the entire project budget.

York Region's Community and Health Services Department, Community Living, Peaceful Hearts, and Jericho Youth Services have expressed interest in space in Phase II and III, however, before they can be granted occupancy, the Town must undertake the requisite base building requirements.

In addition to approximately $96,000 of licensee revenue that the Town would recuperate annually, residents would receive access to a range of programs and services that would directly impact their quality of life. A sample of the types of programs that would be offered to residents if Phase II and III renovations are undertaken include:

- Breastfeeding clinics
- Healthy Babies Healthy Children
- Harm reduction programs
- Dental screening and preventative services
- Sexual health clinics
- Vaccine clinics
- Tobacco cessation workshops
- Car seat clinics
- Nutrition and referral services
- Recreational, social and educational services for individuals with developmental disabilities

As indicated in the table below, it is estimated that the Annual Costs Net of Revenue to be ultimately funded by the tax levy would be $65,570 for Phase II and $177,660 for Phases II and III together.

Because of the higher licensee fees proposed for Phase II and III tenants, the Town's level of subsidization for operating the entire facility is lower than for Phase I alone, where licensee rates are lower and the greater amount of square feet dedicated to common space (e.g. kitchen, event hall, programming rooms and washrooms) means there is a lower proportion of licensable space to earn revenue from.

THE LINK	**Phase 2**	**Phase 3**	**Total - Phases 2 and 3**
square feet	4,885	9,095	13,980
Construction Costs (P=$1,784,240)	690,935	1,093,305	1,784,240
I = 3.29%			

Term = 30 years (semi-annual)

Annual Debt Repayments Costs	35,780	56,620	92,400
Annual Building Maintenance Costs (average)	42,538	79,198	121,736
Utility Costs (Hydro/Gas) (average)	20,832	38,786	59,618
Total Annual Costs	99,150	174,604	273,754
Projected Lease Revenue	33,580	62,510	96,090
Annual Net Costs (Tax Levy)	65,570	112,094	177,664

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

Strategic Goal 2 – Provide High Quality of Life
Strategic Goal 3 – Engage Our Community & Build Partnerships
Strategic Goal 4 – Provide Exceptional Municipal Service
The Link Business Plan

The Link aligns with the goals of the Town's Corporate Strategic Plan (2014-2018), and in particular the Town's efforts to Engage Our Community and Build Partnerships and Promote a High Quality of Life. Furthermore, The Link is an extension of ongoing efforts to boost the municipality's impact through consolidated investments in programs and services that build and strengthen networks, leverage the community's knowledge, and support local business and innovation.

5. Main/Desired Goal or Outcomes/Benefits:

In order to realize the projected revenue for Phase 2 and 3 base building requirements must be completed before new licensees can occupy their respective spaces. Prospective tenants include York Region Community and Health Services, Community Living, Peaceful Hearts, and Jericho Youth Services.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** $1,785,000
- **Consultants: TBD**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: $1,785,000 ($880,000 was approved in 2017)

7. Other Considerations or Efficiency Options:

Can you defer the request? No
Is it more efficient to contract out the initiative? Yes
Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No

8. Short-term results expected:

Ability to move forward with a timetable for occupancy for those organizations that have expressed interest in space (i.e. York Region, Community Living, Jericho Youth Services, and Peaceful Hearts)

9. Long-term Results expected:

- More efficient, sustainable services, and some economies of scale that are achieved through sharing of resources among co-located organizations and the Town
- Increased access to services and programs for residents and reduction of duplication among service providers, leading to better outcomes for people
- Delivery of programs that address challenges facing residents including skills development, training, food (in)security, youth retention, and more
- Greater community wellbeing, safer neighbourhoods, and growth in economic development activity
- Improved community engagement

10. Other Comments:

The inclusion of this line is recommended will same time in the process of property acquisition and will ensure the Town does not miss any opportunity as may be presented.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-GLP-1

1. **Nature of Request:** Georgina Leisure Pool – Pump Motor Valve Replacement

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This project will see the replacement of pumps, motors, and valves that distribute, collect, and filter water circulating through the Georgina Leisure Pool. This project is Phase II of the project, which was initiated in 2017. The potential consequences of one of these components failing can lead to extensive delays/shutdowns of the pool and possible violations of health/safety legislative requirements (water cannot be filtered/recharged according to Public Health requirements).

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Customer Service, ☐ Service level Change

☐ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study

☐ Other (please specify)_____

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

This project specifically relates to Strategic Goal #4 and specifically to 4.11 (Continue to implement the Municipal Asset Management Plan). Deficiencies that have been identified are documented in the building condition assessment (BCA) reports for each facility. BCAs are directly linked and feed the 10-year capital plan. Executing this project demonstrates the Town's commitment to achieving its 10-year asset management plan.

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

The main goal of this project is to ensure the health and safety of pool users as well as reduce the amount of closures due to equipment failure. A tertiary benefit is that with new pumps, motors, and valves the system will be more efficient and reduce operating costs such as hydro costs. Government rebates are also available to offset the costs of this project.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services: $30,000
   - Consultants: N/A.
   - Purchase of Assets: N/A.
   - Materials/Supplies: N/A.
   - Other: N/A.

   Total Cost: $30,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No, action required now in order safeguard public health and ensure the facility remains operational.

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

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

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

Can you better leverage technology? Yes, improved technology will make the system more efficient and cut down on operating costs.

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

8. **Short-term results expected:**

All operating valves, pumps, and motors are replaced and previous service interruptions are reduced.

9. Long-term Results expected:

Reduced operating costs, less disruption to programming, and increased ability to ensure the health and well-being of pool users.

10. Other Comments:

Primary deficiencies found in the Georgina Leisure Pool Audit (2014) were surrounding the replacement of pumps, motors, and valves as most are more than 20 years old. BCAs also supported the replacement of these system components as they have a useful life and have surpassed it. Failure of any one component can cause extensive down time and disruption to pool operations. A deliberate approach to replacement is required instead of waiting until failure. Additionally, the Ontario Building Code and Ontario Health Regulations govern the construction, maintenance, and operation of a pool. Failure to comply with these regulations puts risk on the Town as owner of the facility.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-CUL-1

1. **Nature of Request:** Georgina Pioneer Village (GPV) Schoolhouse – Design

Date: 16 October 2017

Department: Recreation and Culture

Division: Culture

Project Description:

The GPV schoolhouse was built circa 1880 and was originally located in Cedar Brae (at the northeast corner of Old Shiloh Road and Park Road, Lot 7, Concession 2, former Georgina Township), where it served as the local one-room school house (S.S. #6) for grades one to ten. Since being moved to the GPV in the early 1980s it has hosted numerous education programs, camps, and special events.

On April 9, 2001, Council passed By-law 2001-0030 (HO-1) designating the GPV as a heritage property. By designating the GPV property, the Town demonstrated its commitment to preserving the various buildings at the GPV and signalled the importance of interpreting Georgina's rich history through high quality historical programs that engage our community.

The schoolhouse was inspected by E7 Engineering on September 27, 2016 to determine if the existing roof structure would be sufficient to support the weight of a newly built replica bell tower. Following the inspection, E7 Engineering submitted a report that made the following observations:

1. The building is in poor condition with numerous structural and cosmetic deficiencies;
2. The existing roof framing at the west end of the school is bowed inward several inches and the roof rafter connections have partially failed. The roof wood framing is dry and appears sound;
3. The north and south walls of the school are leaning to the north by at least 4";
4. The bottom ends of the lumber board and batten siding are in contact with the ground and are rotting; and

5. It also likely that the timber beams and joists at ground level in contact with the ground will also be deteriorating.

The report concluded that the "existing roof and building framing is not structurally sound and suitable to support the new bell tower" and that "the building should not be occupied if the roof snow depth exceeds 6"."

E7 Engineering also recommended that the building be restored with major reconstruction and or reinforcing of the roof and wall framing on a new elevated foundation. The existing roof trusses also need to be significantly modified as part of the major renovation.

Since receiving E7 Engineering's report, the schoolhouse has been closed to the public, impacting the quality and size of education programs, camps, and special events available to schools and the general public. Without access to the schoolhouse, staff must rent a large tent to accommodate the need for a large gathering space for events like Old Fashioned Christmas and Festival of Lights.

In order to prevent the schoolhouse from further deterioration, staff propose the following scope of work be undertaken in 2018:

- Contract a consulting engineer to obtain measurements of the building, document existing materials and finishes, prepare design drawings for a reconstructed schoolhouse, and provide a full set of permit application drawings necessary for costing and construction.

The construction phase is proposed for 2019.

Staff have consulted with the Georgina Historical Society and the Georgina Heritage Committee to ensure that as stewards of the Town's history and heritage they support the scope of work proposed by staff. At their September 20, 2017 meeting, the Heritage Committed passed Resolution No. GHC-2017-0048 as follows:

That the Georgina Heritage Committee:

1. Receive the presentation from Phil Rose-Donahoe, Manager of Cultural Services relating to the deteriorated structural integrity of the Pioneer Village School House.
2. Recommend Council approve the undertaking of an RFP to rebuild the School House in the likeness of the existing structure incorporating as much of the original salvageable attributes (based on a staff analysis) as possible.

Carried.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☒ (Ontario Heritage Act) Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study

☒ Other (please specify) Heritage Designation Bylaw_____

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

Goal 2 – Promote a High Quality of Life
Goal 3 – Engage Our Community & Build Partnerships
Goal 4 – Provide Exceptional Municipal Service

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

A reconstructed schoolhouse will fulfill the Town's commitment to preserving GPV structures as protected by heritage designation under the Ontario Heritage Act. It will also enable the Town to provide high quality education programming, lead to increased rental revenue, and provide a public gathering space for various events, programs and camps.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services:
   - Consultants: $15,000
   - Purchase of Assets:
   - Materials/Supplies:
   - Other:

   Total Cost: $15,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

- Confirmation of the Town's commitment to protect historically significant structures it has designated under the Ontario Heritage Act
- Higher quality education programs for students of various grade levels
- Greater rental revenue for meetings, wedding photographs and other similar functions

9. Long-term Results expected:

- Preservation of a historically significant structure for public benefit and enjoyment
- Recognition of how heritage buildings and historical programming contribute to quality of life and community wellbeing
- Promotion of good stewardship and conservation throughout the community

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-CUL-2

1. **Nature of Request:** SLT – Safety and Security Improvements

Date: 17 October 2017

Department: Recreation and Culture

Division: Culture

Project Description:

As a result of a Crime Prevention Through Environmental Design (CPTED) Assessment that was conducted by YRP District 3 Crime Diversion Officer, a number of items were identified that if implemented would mitigate the potential of criminal activity while enhancing the safety and security of Theatre and Club 55 staff. The CPTED Assessment was conducted as a result of increased late night activity at the facility that raised concerns about the security of staff who occasionally work alone late at night. The items listed below have been identified as priorities:

- Wireless panic buttons for SLT and Club 55 staff - $2,500
- Roll cages for box office and Club 55 office - $2,500
- Loading dock door replacement - $5,000

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify) Items identified during a CPTED Assessment conducted by YRP District 3 Crime Diversion Officer.

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

Goal 4 – Provide Exceptional Municipal Service

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

- To mitigate the likelihood of criminal activity at the facility
- To increase the safety and security of staff that work alone at night

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services: $10,000
   - Consultants:
   - Purchase of Assets:
   - Materials/Supplies:
   - Other:

   Total Cost: $10,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. **Short-term results expected:**

The panic buttons will provide staff a means by which to notify authorities or security provider in case of emergency. The roll cages on the Theatre and Club 55 offices will increase the security of staff who are responsible to collect, count and store cash in the office safes, often while alone and at night. The loading dock doors were identified as a possible point of entry due to the deterioration of the threshold and locking mechanism.

9. Long-term Results expected:

These measures are part of a longer process to address the remaining items identified during the CPTED Assessment. The long-term goal is to continually improve the security of the facility and to provide staff with a sense of safety while working alone and after regular business hours.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-CUL-3

1. **Nature of Request:** The Link –Signage and Tables

Date: 17 October 2017

Department: Recreation and Culture

Division: Culture

Project Description:

- Illuminated box exterior signage - $8,500; sign will feature The Link logo along with the logos of the tenant organizations
- 10 tables for meeting room 1 – $3,500 ($350 per table x 10). Once Chamber of Commerce relocates to their permanent space, meeting room 1 will require tables to accommodate meetings, workshops and other similar rentals.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

Strategic Goal 3 – Engage Our Community & Build Partnerships

Strategic Goal 4 – Provide Exceptional Municipal Service

5. Main/Desired Goal or Outcomes/Benefits:

- The exterior signage will make the facility more readily visible to the public and notify visitors of the organizations occupying The Link
- The tables will ensure there are two programming/meeting rooms equipped with furniture for use by the Town, tenants, and user groups

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets: $12,000
- Materials/Supplies:
- Other:

Total Cost: $12,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

- Increased visibility of The Link, both for the Town and the organizations housed there
- Properly equipped meeting space to meet user group demand for various programs and events offered to the public

9. Long-term Results expected:

Same as above

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-REC-1

1. **Nature of Request:** Waterfront Safety Signage and Equipment

Date: October 10, 2017

Department: Recreation and Culture

Division: Recreation Services

Project Description:

Town of Georgina prides itself on the connection with Lake Simcoe. Waterfront safety is very important and we need to ensure the community is aware of any potential risks associated with the Town promoted swim areas (i.e. no lifeguards on duty). Staff completed an audit on 12 Town waterfronts (see attached) against the Lifesaving Society Waterfront Safety Guidelines. These guidelines are recommendations not legislation. According to the guidelines, the suggested criteria for determining the need to supervise a waterfront has not been met at this time to warrant the implementation of a patrol or lifeguard supervision. Staff will continue to monitor the criteria.

Below are the staff recommendations for investment into the following pieces of safety equipment for each unsupervised beach site:

- Reaching Pole
- Ring Buoy with a line
- Signage that includes:
  - "Swimming area is not supervised; children require direct supervision by parents or adults." "Don't swim alone." "Waterfront conditions (depth, bottom, etc.) may change."
  - Location of telephone for emergency use (other communication device), and nearest first aid station
  - Diving can result in serious injury or death; patrons cautioned against diving, or to perform only foot-first entries in areas unsafe for diving or where uncertain of water depth
  - Report any site deficiencies to:_____
  - Warning for no motorized watercraft in swim area

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):
   - 2nd Quarter

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

☐ Legislative, ☐Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☒Other (please specify)___Follows the Lifesaving Waterfront Recommendations_____

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

Goal 2 – Promote a High Quality of Life
- Feeling safe at waterfronts that are promoted for swimming

Goal 4 – Provide Exceptional Municipal Services
- Ensuring lifesaving equipment is available to the public in a promoted swim area
- Create signage to reduce risk and ensure public are aware of the dangers prior to participating in the swimming activity.

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

- Informing the public of the risk, provide lifesaving equipment in case of an emergency and communicate the rules of the waterfront.
- Create a signage strategy at beach locations to be informative.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services: $17,000
   - Consultants:
   - Purchase of Assets:
   - Materials/Supplies: $3,000
   - Other:

   Total Cost: $20,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

- Community awareness
- Provide lifesaving equipment in case of emergency

9. Long-term Results expected:

- Reduce risk
- Create a signage strategy and reduce the number of signs at the Parks

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-REC-2

1. Nature of Request: Canada 150 – PIP Roof – Additional Funds to Cover Shortfall
Date: October 24, 2017

Department: Recreation and Culture

Division:

Project Description:

As per Council Resolution C-2017-0428, staff were delegated authority to award the contract and to find a funding option for the shortfall. The shortfall amount has been confirmed to be $267,546.

Original Project Budget	$ 786,225
Revised Project Cost	$1,053,771
Variance (shortfall)	$ 267,546
CIP 150 Contribution	$ 315,000
Town Contribution (original)	$ 471,225 – Funds already approved to be covered through Gas Tax.
Town Contribution (revised)	$ 738,771

2. Proposed Year of Initiative: 2018
Canada 150 Project was originally approved in the 2016 budget and carried forward during project duration. Funding envelope ends March 31, 2018, therefore, construction must be complete by that date.

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

☐ Legislative, ☒ Growth ☐ Risk Management, ☒ Customer Service, ☒ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study ☒ Other (please specify): FedDev Funding program for the PIP Roof.

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

GOAL 2: "Promote a High Quality of Life"

GOAL 3: "Engage Our Community & Build Partnerships"

GOAL 4: "Provide Exceptional Municipal Service"

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

Desire to proceed with project even though it came in over budget. Leverage of funding provided by FedDev which covers a portion of the project cost.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services: $267,550
   - Consultants:
   - Purchase of Assets:
   - Materials/Supplies:
   - Other:

   Total Cost:$ 267,550

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. **Short-term results expected:**

Fed Dev Funding end March 31, 2018. Roof must be complete to meet the requirement of the grant.

9. **Long-term Results expected:**

Roof will provide year round enjoyment of the outdoor pad and will extend the life of the winter operations.

10. Other Comments:
Council already approved matching funds for this project, and have confirmed they want to fund the additional shortfall to make sure the project is completed.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-REC-3

1. **Nature of Request:** Keswick Cenotaph Relocation

Request from Royal Canadian Legion, Georgina Branch 356: Relocation of the Keswick Cenotaph from its current location at Church and The Queensway to a new location.

Date: October 18, 2017

Department: Operations and Infrastructure

Division: Facilities and Parks

Project Description:

Relocation of the Keswick Cenotaph

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☐ Risk Management, ☒ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify: Current site does not allow for ease of access by vets and those physically challenged; too small for ceremonial gatherings; low profile.

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

GOAL 2: "Promote a High Quality of Life"
GOAL 3: "Engage Our Community & Build Partnerships"

5. Main/Desired Goal or Outcomes/Benefits:

New, larger, more accessible, more visible site to accommodate the Cenotaph.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $140,000 (Construction)
- Consultants: $15,000 (Survey/Design/Contract Admin.)
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: :$155,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but current community concerns would remain

Is it more efficient to contract out the initiative? Yes – Construction/Relocation of elements

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Design of site that is acceptable to stakeholders.

9. Long-term Results expected:

Improved access for vets, higher profile will attract and educate youth/public, larger site will allow for formal ceremonial gatherings to take place effectively

10. Other Comments:

Existing site can be repurposed as urban park and public space for BIA/Keswick residents (separate budget required)

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-1

1. Nature of Request: Replacement of Aerial Apparatus (S163)

Date: September 2017

Department: Fire & Rescue Services

Division: Suppression

Project Description: Replacement of Aerial Apparatus (S163)

2. Proposed Year of Initiative: 2018 and 2019 – cost to be split between the two years.

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

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

- Fire Underwriters Survey (FUS) no longer recognizes apparatus over 20 years of age for insurance purposes.
- S163 was purchased in 1998
- The National Fire Protection Association Standard (NFPA) 1901 Standard for Automotive Fire Apparatus recommends that after 15 years, apparatus that have been properly maintained and are still in serviceable condition be placed in reserve status and upgraded in accordance with NFPA 1912 Standard for Fire Apparatus Refurbishing.
- Require reliable response apparatus.
- Promote a healthy, active accessible lifestyle improving the overall quality of life for residents.

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- S163 has been in service for 20 years (since 1998).
- Replace S163 with a new Aerial apparatus.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets: $1,300,000**
- **Materials/Supplies:**
- **Other: (cost to be split over 2 budget years)**
- **Salvage Value: $15,000**

Total Cost: $1,300,000 (2018 - $650,000 and 2019 - $650,000)

7. Other Considerations or Efficiency Options:

Can you defer the request? No

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

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

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

Can you better leverage technology? N/A

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

8. Short-term results expected:

- Effective firefighting/rescue response.

9. Long-term Results expected:

- This purchase is identified and in line with our planned fleet replacement schedule.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-2

1. Nature of Request: Replacement of Fire & Rescue Service Vehicles
Date: September 2017

Department: Fire & Rescue Services

Division: Fire Prevention/Training/Administration

Project Description: This procurement is for the disposal and replacement of various vehicles within the Fire & Rescue Services. Maintaining safe and efficient vehicles, is essential in responding to incidents and/or investigations within the community.

2. Proposed Year of Initiative: 2018

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

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

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

The main goal of this procurement is to replace current vehicles that have met their life expectancy.

Fire Prevention – FP 1403 - 2009 Dodge Caliber is 9 years old. Vehicle was scheduled for replacement in 2017 budget but management determined it could be left in service for one more year. Based on years of service it is recommended for replacement in 2018. The purchase of a new vehicle will take into consideration the intended purpose of the vehicle for fire inspections and investigations. $45,000. Salvage Value: $1,500.

Training – U140 – 2007 dodge pickup is 10 years old and has had little repairs and can remain in service and is being reassigned to Fire Prevention to replace 1402 (Impala) which is scheduled for replacement in 2018. The replacement pickup truck will be utilized to pull our Command Post and the Marine Unit. U140 will have increased towing capacity. Fire Prevention and Training will have a suitable vehicle for their activities that will not impact emergency response apparatus. $70,000. Salvage Value: $2,500.

Administration - CH-1-2 - This emergency response vehicle is now 8 years old and has had extensive use and repairs. It was purchased in 2010. Management determined it could be left in service for one more year in 2017 budget but is now in need of replacement in 2018. The replacement of this vehicle will be a reliable emergency response/command vehicle. $60,000. Salvage Value $2,500.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets: $175,000**
- **Materials/Supplies:**
- **Other:**
- **Salvage Value: $6,500**

Total Cost: $175,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No, proposed vehicles are required in order to ensure service levels are being maintained and essential services to the Town are being provided.

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

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

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

Can you better leverage technology? N/A

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

8. Short-term results expected:

- Reduced maintenance costs, minimized disruption to current service levels.

9. Long-term Results expected:

- Safe and efficient vehicles with reduced financial burden due to extensive maintenance costs
- Purchases are identified and in line with our planned fleet replacement schedule.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-3

1. Nature of Request: Replacement of Suppression Equipment
Date: September 2017

Department: Fire & Rescue Services

Division: Suppression

Project Description: Replacement of Suppression Equipment

2. Proposed Year of Initiative: 2018

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

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

- Purchase of new SCBA cylinders to continue a gradual replacement program which began in 2015 and to avoid a costly changeover of all SCBA items in one year.
- Purchase of replacement fire hose that has reached its end of service life.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

4. Main/Desired Goal or Outcomes/Benefits:

SCBA Cylinders

- In 2007 Georgina Fire purchased new SCBA Units, Cylinders, Face pieces, and other related items.
- The Fire Department has an allotted amount of SCBA cylinders and most are due for replacement in 2022.

- Since 2015, we have been replacing cylinders to ensure that when 2022 arrives, it will be a normal cycle period of removing 10 to 15 cylinders (end of lifespan) versus the removal of the entire inventory of cylinders (over 100). The maximum lifespan for our cylinders is 15 years.
- We endeavour to continue a process we began in 2015 which continues a "phase in" process, whereby each year we will budget for the replacement of some cylinders which allows us to always ensure we are injecting new cylinders into our inventory.
- 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.

Fire Hose

- Annually fire hose inventory is required to be tested and inspected.
- The majority of hose that is 65mm and 100mm in diameter is well over 10 years of age and some hose is now failing 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.
- We have identified that we now need to begin to turnover our 65mm and 100mm hoses.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets: $44,000**
- **Materials/Supplies:**
- **Other:**

Total Cost: $44,000

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however it will greatly impact future budgets and our potential level of service.

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

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

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

Can you better leverage technology? No

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

7. Short-term results expected:

- On-going annual request to continue our life cycle replacement strategy.
- Efficient, safe and the ability to address current vehicle structure components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.

8. Long-term Results expected:

- On-going annual request to continue our life cycle replacement strategy.
- Ability of meet the demands of increased traffic flow within the municipality.
- Safe and efficient equipment for fire suppression.

9. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-4

1. Nature of Request: Purchase of Heavy Hydraulic Auto Extrication Rescue Equipment
Date: September 2017

Department: Fire & Rescue Services

Division: Suppression

Project Description: Purchase of Heavy Hydraulic Auto Extrication Rescue Equipment

2. Proposed Year of Initiative: 2018

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

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

- Purchase of new Heavy Hydraulic equipment is essential for firefighters to carry out their duties while responding to an emergency incident. The structural changes in newer vehicles has impacted the effectiveness of our current auto extrication equipment.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

4. Main/Desired Goal or Outcomes/Benefits:

Heavy Hydraulic Auto Extrication Equipment

- This equipment will be utilized to assist firefighters with auto extrication when attending motor vehicle collisions. To date there has been 125% increase in 2017 of the number of auto extrications performed at motor vehicle collisions as compared to 2016.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets: $40,000**
- **Materials/Supplies:**
- **Other:**

Total Cost: $40,000

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however it will greatly impact future budgets and our potential level of service.

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

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

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

Can you better leverage technology? No

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

7. Short-term results expected:

- On-going annual request to continue our life cycle replacement strategy.
- Efficient, safe and the ability to address current vehicle structure components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.

8. Long-term Results expected:

- On-going annual request to continue our life cycle replacement strategy.
- Ability of meet the demands of increased traffic flow within the municipality.
- Safe and efficient equipment for fire suppression.

9. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-5

1. Nature of Request: Purchase of Pagers, Tablets and Fire Investigation Equipment
Date: September 2017

Department: Fire & Rescue Services

Division: Suppression/Fire Prevention

Project Description: Purchase of Pagers Tablets for Apparatus and Fire Investigation Equipment

2. Proposed Year of Initiative: 2018

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

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

- Replacement of pagers.
- Purchase of additional tablets and mounting equipment
- Planned discontinued use of Mobile Data Terminal Technology (MDT) equipment.
- Purchase of high resolution camera for fire investigations

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- Pagers are continuously requiring replacement and repair. The maximum lifespan of a pager is typically 5 years. The cost of a pager is $500 each. We will be purchasing 10 pagers.
- Volunteer and off duty firefighters are notified exclusively via pagers.

- Advancement in technology have allowed tablets to take the place of MDTs with greater cost efficiency while providing increased functionality and increased service abilities for the same costs. The cost of a tablet is $1,300 which includes mounting hardware. We will be purchasing 9 tablets.
- This will ensure improved emergency response i.e., mapping, preservice planning and water source locations for emergency response apparatus.
- The high resolution camera will enhance investigative processes $1,000

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets: : $17,700**
- **Materials/Supplies**
- **Other:**

Total Cost: $17,700

7. Other Considerations or Efficiency Options:

Can you defer the request? No, pagers are required for emergency notification; tablets will also improve our emergency response.

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

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

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

Can you better leverage technology? Yes. This technology will benefit our service capabilities.

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

8. Short-term results expected:

- Adequate supply of pagers for volunteer firefighters and off duty firefighters.
- Improved response capabilities with increased technological abilities, i.e. mapping and pre-planning.

9. Long-term Results expected:

- Adequate supply of pagers for volunteer firefighters and off duty firefighters.
- Improved response capabilities with increased technological abilities, i.e. mapping and pre-planning.

10. Other Comments:

- Collaboration with N6 municipalities may reflect cost savings.

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-6

1. Nature of Request: Purchase of Bunker Gear and PPE
Date: September 2017

Department: Fire & Rescue Services

Division: Suppression

Project Description: Purchase of Bunker Gear and PPE

2. Proposed Year of Initiative: 2018

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

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

- On-going annual cycle replacement of bunker gear and other Personal Protective Equipment (PPE) items to ensure firefighters have bunker gear and PPE that meet Occupational Health and Safety Requirements.
- RFP FES2017-039 was issued on the basis of a 3 year contract with the option to renew for two additional years should the Town wish to proceed.

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- In order to be fiscally responsible and remove large increases in the capital budget to meet our requirements, a harmonized purchase level of bunker gear/PPE is used to ensure a stable and consistent budget line. This also allows the Town to introduce improved bunker gear/PPE as standards and quality are improved gradually.
- NFPA 1851 "Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting" states that bunker gear shall be removed from service after 10 years from the manufacture date.

- We aim to be able to provide every firefighter (fulltime/volunteer) with access to a second set of bunker gear (between 5-10 yrs of age) to maintain our service levels while the primary set is decontaminate and or repaired.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets: $40,000**
- **Materials/Supplies:**
- **Other:**

Total Cost: $40,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

- The continued safety of firefighters.

9. Long-term Results expected:

- The continued safety of firefighters.
- Second set of gear available to firefighters.
- Continuation of 2017 FES2017-039 contract.

10. Other Comments:

- Collaboration with N6 municipalities may reflect cost savings.

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-7

1. Nature of Request: Purchase of Portable Radios
Date: September 2017

Department: Fire & Rescue Services

Division: Suppression

Project Description: Purchase of Portable Radios

2. Proposed Year of Initiative: 2018

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

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

- To ensure that every firefighter that responds in an emergency vehicle will have access to a portable radio for safety purposes.

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- Providing an opportunity for firefighters to have a method of two way communication is recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes.
- In 2016, we identified the need to purchase approximately 8-10 portable radios to become compliant with the suggested best practice. In 2017 we purchased 4 with a remaining balance of four to purchase in 2018.
- The cost of each portable radio is approximately $7,200.00.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets: $30,000**
- **Materials/Supplies:**
- **Other:**

Total Cost: $30,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

- To become complaint with best practices as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes.

9. Long-term Results expected:

- To become complaint with best practices as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-8

1. Nature of Request: Station 1-4 Repairs and Expansion
Date: September 2017

Department: Fire & Rescue Services

Division: Facility

Project Description: Station 1-4 Repairs and Expansion

2. Proposed Year of Initiative: 2018

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

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

- This capital project is based on the Building Audit Report recommendations prepared by Brown and Beattie and presented to Council in 2017.
- Identified in the 2016 Fire Master Plan.

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- To ensure the existing facility is a safe environment for staff to carry out their day to day duties.
- Expansion of our existing headquarters to develop a training lab, offices and storage space for equipment and archive files.
- To create a corporate training facility. Recent analysis has identified that facilities such as the ROC Chalet, the Link etc.. are being burdened by internal bookings for staff training.

Repairs include:

- Sealant Replacement - $10,000
- Elevated Concrete Repairs - $10,000
- Localized Steel Handrail Repairs and Repainting - $5,000
- Interior/Exterior Door Replacement - $15,000
- Roof Replacement Ladders - $20,000
- Interior Painting - $7,000
- Parking Lot Repairs - $5,000
- Renovation of vacant space - $20,000
- Installation of Backflow Preventer - $10,000

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services: $102,000**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: $102,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however the items listed in the building audit will not be addressed and our current headquarters is lacking in much needed space for all staff of the Georgina Fire & Rescue Services.

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

- To ensure the existing facility is a safe environment for staff to carry out their day to day duties.
- Creation of a dedicated training facility.
- Storage space for equipment.
- Office space for administration staff

9. Long-term Results expected:

- Increase the functionality of the building until such time as the station is replacement.
- A number of needs identified in the 2016 Fire Master Plan would be addressed until such time as a new headquarters is constructed.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-9

1. Nature of Request: Station 1-6 Repairs
Date: September 2017

Department: Fire & Rescue Services

Division: Facility

Project Description: Station 1-6 Repairs

2. Proposed Year of Initiative: 2018

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

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

- This capital project is based on the Building Audit Report recommendations prepared by Brown and Beattie and presented to Council in 2017.

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- To ensure the existing facility is a safe environment for staff to carry out their day to day duties.
  Repairs include:
- Installation of Carbon Monoxide Detector for Air Compressor - $8,000
- Installation of Backflow Preventer - $10,000
- Interior painting - $6,000
- Installation of Captain's Office - $6,000

- Fan Replacement - $16,200

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services: $46, 200**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: $46,200

7. Other Considerations or Efficiency Options:

Can you defer the request? No

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

- To ensure the existing facility is a safe environment for staff to carry out their day to day duties.

9. Long-term Results expected:

- Increase the functionality of the building until such time as the station is replacement.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital
18-FIR-10

1. Nature of Request: Station 1-8 Rebuild
Date: September 2017

Department: Fire & Rescue Services

Division: Facility

Project Description: Station 1-8 Rebuild

2. Proposed Year of Initiative: 2018

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

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

- This capital project is a continuation of a 2017 project to design and rebuild Station 1-8 in Pefferlaw.
- $40,000 also included to cover the rental cost to relocate Stn 1-8 apparatus during construction
- Cost to be split over two budget years.

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- Continuation of our 2017 capital project of the design and rebuild as Station 1-8 in Pefferlaw

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services: $3,740,000.00**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other: (cost to be split over two budget years)**

Total Cost: $3,740,000.00 (2018 - $1,890,000 and 2019 - $1,850,000)

7. Other Considerations or Efficiency Options:

Can you defer the request? No

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

- A new station will incorporate space required for newer and larger apparatus, proper training facilities for volunteer staff working from this station, a proper storage area for bunker gear/PPE to meet health and safety requirements as well as have proper hygienic facilities for staff after an emergency and also meet Ontario Accessibility requirements.
- The new station will have sufficient parking for responding volunteers, so they are not required to park on the road.

9. Long-term Results expected:

- Ability to meet the Town's overall growth plan over the next 50 years.
- Items identified in the 2016 Fire Master Plan would be addressed.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-PLN-1

1. Nature of Request: Planning Application Fees Review

Date: October 10, 2017

Department: Development Services

Division: Planning

Project Description: Planning Application Fees Review

This is to entail a review and adjustment of the fee structure for development applications processed primarily under the Planning Act and Municipal Act. The process would involve specialized consulting services, which would apply application processing cost methodologies to assess the appropriateness of the Town's planning application fee structure. The study is intended to ensure that the Town's Fees are up to date and accurately reflect the cost of delivering services. It is anticipated that the review would lead to recommended amendments to By-law 2011-0015 – Planning Applications and Services Fee By-law.

2. Proposed Year of Initiative: 2018

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

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

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

GOAL 4: "Provide Exceptional Municipal Service" - ORGANIZATIONAL & OPERATIONAL EXCELLENCE

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

Review and adjustment of the Fees Structure for development applications processed under the Planning Act and Municipal Act. To ensure the fee is up to date and accurately reflects the cost of delivering the service in accordance with the provisions of the Planning Act. The review is anticipated to lead to the preparation and passage of an amendment to By-law 2011-0015 – Planning Applications and Services Fee By-law.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services:
   - Consultants: $30,000
   - Purchase of Assets:
   - Materials/Supplies:
   - Other:

   Total Cost: $30,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? Not recommended. The By-law has not been reviewed for several years and is out of date.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? Not recommended. Specialized and standardized methodologies employed by consultants ensure thoroughness and consistency with other municipalities

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

Can you better leverage technology? N/A

Can you share service delivery with other Town Departments/Agencies or municipalities? Not recommended. Work is customized to the business processes and functions of the Town, primarily the Development Services Department. Consultant will necessarily integrate with other Town Departments as necessary.

8. Short-term results expected: Background work towards a new Planning Applications and Services Fee By-law
9. Long-term Results expected: Revenues generated from planning applications will better reflect the cost of service delivery.
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ENG-1

1. **Nature of Request:** New Vehicle to Support Two FTE's

Date: October 13, 2017

Department: Development Services

Division: Development Engineering

Project Description: Purchase of additional vehicle/pick-up truck for new Development Inspector and Development Technologist

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

- Grow our economy
- Engage our community and build partnerships
- Provide exceptional municipal services

5. Main/Desired Goal or Outcomes/Benefits:

This additional vehicle is required to allow the new Development Inspector and Technologist to carry out and perform his duties.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets: $40,000
- Materials/Supplies:
- Other:

Total Cost: $40,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Subject to the approval of new Development Inspector and Technologist

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? The truck would be used by other Development Engineering staff

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

Can you better leverage technology? Not in this case

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

8. Short-term results expected:

Improved customer service via the additional Development Inspector and Technologist

9. Long-term Results expected:

Improved customer service via the additional Development Inspector

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ITS-1

Nature of Request: Annual Corporate Information and Communications Technology (ICT) Cycling program.

Date: October 25, 2017

Department: Corporate Services

Division: Information Technology Services

Project Description:

Annual Corporate Desktop and Notebook Cycling: $87,000
Annual 25% cycling of desktop workstations (including only "original equipment manufacturer" operating system), computer monitors, standard notebooks, ruggedized notebooks, docking stations and other end-point terminals to ensure a 4-year year equipment lifecycle.

Annual Corporate COTS (commercial off-the-self) Software Cycling: $61,500
Annual 25% cycling of workstation software for desktop computers, standard notebooks, ruggedized notebooks, tablets, docking stations and end-point terminals to ensure a 4-year software lifecycle.

All corporate standard software packages that reside on end-user workstations such as MS Office (MS Word, MS Excel, MS Power Point, MS Outlook, MS OneNote, MS Publisher, etc.), Adobe, AntiVirus, AntiMalware, etc. are included in this category.

Geographical Information Systems software and other specialized applications used throughout the organization are not included in this category.

Annual Corporate Network Infrastructure Cycling: $91,000
Annual cycling and replacement of various application servers, switching equipment, firewalls, thin-client, remote access devices, server infrastructure and other network infrastructure equipment based on a 5-year to 7-year cycling plan.

Annual Wireless Broadband Infrastructure Cycling: $110,000

The Town of Georgina acquired the assets of the former South Shore Community Broadband consortium on August 30, 2013.

WirelessWorks Solutions Ltd. completed a review of the existing Wireless Broadband Service (WBS) infrastructure in the summer of 2015 and provided a report noting findings and recommendations based on the current state of the infrastructure, as well as evaluating several options for the future of the infrastructure.

The report also noted that the Wireless Broadband Service currently suffers from high levels of self-generated interference. The primary causes for this self-generated interference are sub-optimal radio spectrum channel planning and antenna selections for portions of the back-haul network.

Recommended actions for the 2018 budget year: Continue to Maintain and Manage the Network by replacing/upgrading equipment to continue to improve services.

1. **Proposed Year of Initiative:** 2018 (Pending outlook of IT Strategic Plan)

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

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

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

GOAL 4: "PROVIDE EXCEPTIONAL MUNICIPAL SERVICE" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

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

Annual Corporate Desktop and Notebook Cycling:
Maintaining a 25% equipment lifecycle policy ensures that end-user equipment is cycled within a 4-year period, which helps to ensure optimized performance, reliability and security of data. This is a typical industry standard lifecycle-metric for end-user equipment.

The Town of Georgina reallocates computer equipment where possible to maximize benefit to the organization and all stakeholders, including residents and ratepayers. The municipality participates in a refurbishing program in a limited capacity to ensure that "usable" computer equipment that meet/exceed organizational lifecycle timelines are donated to schools, families in need and other non-profit community groups through a local charity.

Computer equipment that is deemed to be obsolete or no longer useful is decommissioned through the Waste Electrical and Electronic Equipment (WEEE) program administered by Ontario Electronic Stewardship, which is an agency of the Government of Ontario. This agency is responsible for ensuring that equipment is recycled through various environmentally friendly methods depending on the material(s) being reclaimed to ensure a zero-landfill policy. Equipment is collected, sorted and shredded before pieces are melted down to recover their component materials for manufacturing re-use. Hard drive storage devices are removed from equipment before it is donated or recycled and data is disposed of in a secure method after a set holding period.

Annual Corporate COTS (commercial off-the-self) Software Cycling:
Maintaining a 25% software lifecycle policy ensures that end-user software applications are updated and cycled within a 4-year period. This helps to ensure optimized performance, reliability and security of equipment and infrastructure. This is also a typical industry standard lifecycle-metric for end-user computer software and matches the hardware lifecycle schedule.

The return on investment for the majority of client-based software packages used throughout the organization is approximately 3.3 years. Standardization on software versions and continually investing in licensing updates helps to ensure that the organization maintains "built-in" upgrades with limited use of software assurance subscription programs.

Annual Corporate Network Infrastructure Cycling:
Maintaining a reasonable equipment lifecycle for server equipment and associated infrastructure will help to ensure optimized performance, reliability and security.

Additional opportunities for equipment reallocation, virtualization and services consolidation to find efficiencies or meet specific regulatory and industry-sanctioned requirements will also be planned and implemented as part of the cycling process.

Annual Wireless Broadband Infrastructure Cycling:
Many municipal facilities as well as rural residential and business customers located in under-serviced areas of the community rely on this infrastructure.

Maintaining and Managing the Network will involve continuing to remove and replace older access point equipment with new Ubiquiti equipment. Replacing and repointing antennas to gain more effective radio links will help to ensure optimized performance, reliability and security of the wireless broadband infrastructure.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $9,500
- Consultants:
- Purchase of Assets: $340,000
- Materials/Supplies:
- Other:

Total Cost: $349,500

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Optimized performance, reliability and security of information and communications technology equipment, infrastructure and supporting software throughout the organization, including the Georgina Public Library.

9. Long-term Results expected:

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ITS-2

Nature of Request: Customer Relationship Management (CRM) solution

Date: October 26, 2017

Department: Corporate Services

Division: Information Technology Services

Project Description:

Customer relationship management (CRM) is a term that refers to practices, strategies and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships with customers. CRM systems are designed to compile information on customers across different channels -- or points of contact between the customer and the organization, which could include the company's website, telephone, live chat, direct mail, marketing materials, social media and other channels. CRM systems also give customer-facing staff detailed information on customers' information, history, preferences and concerns.

CRM software consolidates customer information and documents into a single CRM database so business users can more easily access and manage the relationship. The main functions of this software include recording various customer interactions (over email, telephone calls, social media or other channels, depending on system capabilities), automating various workflow processes such as tasks, calendars and alerts, and giving managers the ability to track performance and productivity based on information logged within the system.

This system will augment and work with existing systems, portals and websites already in place.

2. Proposed Year of Initiative: 2018. Pending the outcome of the IT Strategy Plan.

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

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

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

GOAL 4: "PROVIDE EXCEPTIONAL MUNICIPAL SERVICE" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

To achieve a "single view of the customer," where many different data sets can be seamlessly accessed and organized in a single dashboard or interface to create one view of a customer's account and relevant information.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets: $100,000**
- **Materials/Supplies:**
- **Other:**

Total Cost: $100,000

7. Other Considerations or Efficiency Options:

Can you defer the request?
Is it more efficient to contract out the initiative?
Can you combine this initiative with other present functions?
Can you change the services model to reduce this demand without reducing service levels?
Can you better leverage technology?
Can you share service delivery with other Town Departments/Agencies or municipalities?

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ITS-3

1. Nature of Request

Corporate Information Technology Strategic Plan

Date: October 26, 2017

Department: Corporate Services

Division: Information Technology Services

Project Description:

This project will focus on developing a plan that will help to guide the direction that the Town of Georgina as an organization takes to best use and leverage technology solutions and information communications technology (ICT) infrastructure over the next 5-years.

The development of a comprehensive information technology (IT) strategic plan will involve reviewing our current environment to identity possible areas of improvement that could allow the organization to further leverage and/or provide better or more cost effective government services using appropriate technology solutions.

The project will involve reviewing the current environment, including infrastructure, business processes and workflows to identify possible items that may help to improve efficiency, security, accuracy and increased functionality. In addition, current service delivery standards and staff practices, including those involving connectivity, data and information handling will be part of the strategic plan.

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4: "PROVIDE EXCEPTIONAL MUNICIPAL SERVICE" – ORAGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

An independent assessment of corporate IT and ICT infrastructure that will result in the development of a comprehensive corporate IT strategic plan to allow the organization to further leverage and/or provide better or more cost effective government services.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:** $60,000
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: $60,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but this would be contrary to Service Delivery Review and best practice recommendations

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected: The development of a comprehensive corporate IT strategic plan and the identification of possible areas of improvement in information technology services and ICT infrastructure.
9. Long-term Results expected: The development of benchmarks for future key performance indicators and metrics to help guide future use and the leveraging of technology solutions throughout the organization.
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ITS-4

1. **Nature of Request:** Security Camera Upgrades

Date: October 26, 2017

Department: Corporate Services

Division: Information Technology Services

Project Description:

Installation of additional security cameras and supporting equipment within and outside the Civic Centre.
Aggressive behaviours are curbed when surveillance systems exist and staff are more comfortable in their environment.

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Customer Service, ☐ Service level Change
☒ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify) Security and Protection of People/Property

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

GOAL 4: "PROVIDE EXCEPTIONAL MUNICIPAL SERVICE" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- Would-be criminal offenders perceive a greater risk of being caught if they know they are being monitored.
- Law-abiding citizens perceive an enhanced sense of safety where surveillance systems exist.
- Recorded footage documenting criminal activity may aid investigations and prosecutions.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** $25,000
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: $25,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

9. Long-term Results expected:

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-ITS-5

1. **Nature of Request:** Council/Committee Agenda Software

Date: October 19, 2017

Department: Corporate Services

Division: Information Technology Services

Project Description: To procure an agenda software suite which will assist in automating Council and Committee meeting agendas and the preparation of reports, provide more accessibility to Council meetings via video closed captioning capabilities, allow automated agenda alerts to the general public and link agenda items to video recordings on the Town website.

2. **Proposed Year of Initiative:** 2018 (Pending outcome of IT Strategic Plan)

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

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

1. Growth: As the number of Council and committee and board meetings have increased, so has the requirement for staff resources. For example, in 2018, the Clerk's Division is responsible for providing support (including agenda preparation and minutes) for approximately 106 Council and committee meetings. In addition, other boards and committees (EDC, Committee of Adjustment, etc.) can utilize this software. The Clerks Division estimates that the number of additional Town committee or board meetings that it does not provide support for will number 44 in 2018.

2. Customer Service: Enhanced customer service will be achieved by this initiative. For instance, new video capabilities will allow Council meetings to be closed captioned for the first time. At this time, this is not offered by any York Region municipality. As well, agendas will be published on the Town website and each topic will be easily searchable independently. For example, instead of browsing a full PDF agenda, any person can simply click the link of a report or presentation and be presented with that document only. In addition, another click of a report or agenda item will bring forward the video portion of that meeting. An added feature of an agenda software program is that members of the public can request agendas and notification on the Town website without staff being responsible for such requests.

3. Service Level Change: As the number of Council and committee meetings have increased, without agenda software to handle the increase, additional staff resources will be needed.

4. Strategic Priority: On August 9, 2017, Council endorsed in principle the Top Priority Service Areas identified by the CAO (Report No. CAO-2017-0005). Among those strategic priorities were: 1- Resource Allocation; and 6-Improved Council/Committees Process/Support. Both of these priority service areas are supported by this initiative. An agenda software system **has** the capability to add additional functionality in the future (Councillor vote tallies and voting records, etc.)

5. Efficiency- The first efficiency gained from an agenda software system is that it reduces the need for staff. Please be aware that this may change depending on the Council and committee structure deemed necessary by Council. Regardless, such a system will allow report writing and submissions to be streamlined, allow for rapid publication of agendas, and reduce the number of paper copies that will be required. One suggested use of this system is that it would obviate the need for paper copies of agendas by Council members. While this would be a personal choice, agenda software systems are designed to work effortlessly with computer tablets.

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

GOAL 4: "Provide Exceptional Municipal Services" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE
This initiative is linked to the CAO/Senior Management determined/recommended Top Priority Service Areas for review as outlined in Report No. ACA-2017-0005 as it supports an Enhanced Resource Allocation and an Improved Council/Committees Process/Support.

5. Main/Desired Goal or Outcomes/Benefits:

As stated above, the main goal and outcome/benefit of an agenda software system is to increase customer service levels through additional self-help and accessibility options for the public, drive efficiencies in the agenda preparation and report-writing activities, reduce the need for additional staffing in the Clerk's Division (assuming that the number of Council and committee meetings do not increase), and allow for shared technology throughout the Town.

6. Cost/ Financial Impact, Recovery and Net Impact

The costs identified below are approximate (but realistic) costs based on discussions and demonstrations by two Canadian vendors of agenda software. As well, Clerk's Division staff included the Information Technology Division in our discussions with vendors and the Town's IT Division has expressed a level of comfort with respect to the agenda software capabilities and the compatibilities with our current infrastructure.

- Contracted Services:
  $2,500 (first year only)
- Consultants:
  Installation costs and training are included in the Contracted Services item
- Purchase of Assets:
  $15,500 per year. The software system is not for sale, it is only available from vendors on a licensing/lease arrangement.
- Materials/Supplies:
  $1,000 (first year only). This would cover the cost of hardware in the Council chambers.
- Other:

Total Cost: $19,000 (first year only), $14,000 per year after first year (not including HST).

Other: Based on an estimate provided from one vendor, it is estimated that the total annual savings and efficiencies gained by this system is approximately $92,330. This includes the report writing component, public agenda distribution, printing cost savings and agenda preparation activities. Clerk division calculations yield similar potential cost savings. This ROI does NOT include extra staff that are not needed at this time given the current Council and **committee** meeting schedule. However, without agenda software, it is anticipated that additional staffing will be required to assist with our rigorous meeting schedule.

7. Other Considerations or Efficiency Options:

Can you defer the request? No. Georgina is the only York Region municipality that does not utilize an agenda software system.

Is it more efficient to contract out the initiative? This is not an option.

Can you combine this initiative with other present functions? Yes, the agenda and video components of the system will increase efficiency and provide enhanced accessibility.

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

Can you better leverage technology? Yes, this system will allow us to better utilize our current technology to realize savings in time, resources, and supplies while increasing our service delivery.

Can you share service delivery with other Town Departments/Agencies or municipalities? Each department that submits reports to Council will benefit from this software in terms of labour savings and the approval process. In addition, those departments who provide administrate support to any boards or committees will be able to utilize the agenda software system.

8. Short-term results expected:

The short-term result is that staff (and interested Council members) will be provided the brief training required in order to utilize the system. Once the installation and training is complete, the expectation is that the system will be utilized in very short course.

9. Long-term Results expected:

1. Significant and on-going savings in terms of staff labour and time.
2. Increased Customer service through enhanced technology.
3. Council service level increase.
4. Reduction in the number of staff required to provide administrative services to Council and committees/boards.

10. Other Comments:

Staff have spent significant time and resources researching ways to improve current systems in order to enhance service level. Unfortunately, due to increased demands and challenges, it is no longer feasible for us to continue to provide consistent levels of service without utilizing available technology. Georgina is the only municipality in York Region that does not utilize an agenda software system. Such a system will also assist in the effort at our next drive: a proper and comprehensive record retention and categorization system.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-MLE-1

1. **Nature of Request:** Asset/Fleet Replacement

Date: October 22, 2017

Department: Corporate Services

Division: Municipal Law Enforcement

Project Description: Vehicle Fleet Replacement- Life Cycle

Replacing 2- 2009 Toyota Corollas with 2 new mid-size SUV's and required markings and safety lighting.

Our current fleet is nearing the end of its life cycle. Vehicles mileages for our existing 4 vehicles range between 246,000 km to 290,000 km. The replacement of 2 vehicles will provide for the following benefits;

- Provide the necessary room for mobile equipment for PSR and file management
- Reduce vehicle down time due to maintenance
- Increased clearance for use when required in rural locations or unmaintained properties
- Improved ergonomics for officers during enforcement duties when required to frequently get in and out of the vehicle.
- Increased cargo space for sign removal

2. **Proposed Year of Initiative:** 2018

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change

☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study

☒ Other (please specify) Replacement

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

GOAL 4 "Providing Exceptional Municipal Services" – Organizational Operational Excellence sections 4.12, 4.8 and 4.11

5. Main/Desired Goal or Outcomes/Benefits:

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets: $70,000
- Materials/Supplies:
- Other:

Total Cost: $70,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? Yes

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

8. Short-term results expected:

Less vehicle downtime

Mobile Equipment installation for Officers to process PSR's and File Management. (More time on the Road).

9. Long-term Results expected:

- Positive image
- Less vehicle downtime/repairs

10. Other Comments:

All 4 vehicles are 2009 by replacing 2 vehicles it will offset the cycle of replacing all 4 vehicles at the same time. This will also provide for the use of mobile equipment for officers when utilizing the 2 new vehicles.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-MLE-2

1. **Nature of Request:** Animal Shelter Lobby Renovation, Storage and Additional Access Controls

Date: October 22, 2017

Department: Corporate Services

Division: Municipal Law Enforcement – Animal Shelter

Project Description: Animal Shelter Front Lobby Updating and Storage Room Cabinets

New counter in reception area, paint, furniture and LCD TV for promoting animals available for adoption. New storage cabinets for storage room to ensure space is adequately utilized so materials are contained in closed units to minimize the transmission of pathogens. Additional doors installed with access controls. This will contribute to Security and Health & Safety in the facility.

2. **Proposed Year of Initiative:** 2018

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

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

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
GOAL 4 "Providing Exceptional Municipal Services" – Organizational Operational Excellence sections 4.10, 4.11

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

To provide an environment of customer services excellence and maintain our asset. To increase the positive atmosphere for the visiting public and staff providing service.

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services:
   - Consultants:
   - Purchase of Assets: $20,000
   - Materials/Supplies: $9,000
   - Other:

   Total Cost: $29,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Partially

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

Can you better leverage technology? Yes

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

8. **Short-term results expected:**

To provide an environment of customer services excellence, health & safety and maintain our asset. To increase the positive atmosphere for the visiting public and staff providing service.

9. **Long-term Results expected:**

Increase Health and Safety for staff utilizing damaged furniture and maintain a positive image by providing an environment of customer services excellence and maintaining our asset. To increase the positive atmosphere for the visiting public and staff providing service. This will be reflective of the service excellence embraced by Animal Shelter Services.

10. Other Comments:

As Animal Shelter Services is a N6 Partnership it is additionally important to maintain our asset and have a positive environment. Our municipal partners are contributing to capital improvements/maintenance and this will assist to fund the project. The consultant completing the building facility assessment identified these items as deficiencies.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-MLE-3

1. **Nature of Request:** Mobile Parking Ticketing

Date: October 22, 2017

Department: Corporate Services

Division: Municipal Law Enforcement

Project Description: Mobile Parking Ticketing Software/Hardware

This will provide for the issuance of parking infractions through the utilization of technology and manage the transfer of the required parking infractions into our ticket tracer parking ticket management system.

2. **Proposed Year of Initiative:** 2018

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

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

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
GOAL # 4 Providing Exceptional Municipal Services – Organizational Operational Excellence sections 4.10, 4.11

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

Increase efficiency of officer's time, reduce administration time for manually entering parking infractions, improved accuracy by reducing the likelihood of spoiled tickets from officer error or data entry and offer the ability for prompter payment for the public.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $16,000
- Consultants:
- Purchase of Assets: $20,000
- Materials/Supplies:
- Other:

Total Cost: $36,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but efficiency gains would be forfeited

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? Yes

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

8. Short-term results expected:

Reduce administration time and improve accuracy, which will contribute to increased revenues.
More professional appearance to tickets to contribute to exceptional municipal service delivery

9. Long-term Results expected:

Increased revenues, exceptional municipal services by being a progressive organization with respect to our enforcement of parking infractions.

10. Other Comments:

There will be a requirement to have a support and service agreement of approximately $6,000 annually commencing in the 2019 Operating Budget.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-CAO-1

1. **Nature of Request:** Land/Property Acquisition For Broad Corporate Purposes

Date: November 27, 2017

Department: Corporate Services

Division:

Project Description: General Land/Property Acquisition

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 2: "Promote a High Quality of Life"
GOAL 3: "Engage Our Community & Build Partnerships"
GOAL 4: "Provide Exceptional Municipal Service"

5. Main/Desired Goal or Outcomes/Benefits:

This capital budget item should be included in all annual budget process as from time-to-time Town Council may identify a need to purchase a parcel of land, building, etc. As per Ontario Municipal Act, these discussions and decisions usually take place in a closed session. This is mainly to ensure not to influence the market and not to disclose Council's intention prematurely, it is recommended to maintain this line in the annual budget, but any transaction will be subject to Council approval. The Council also has the authority to provide funding for any variance between the budgeted amount and the actual cost.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services: TBD**
- **Consultants: TBD**
- **Purchase of Assets: $1,000,000 (land/property acquisition)**
- **Materials/Supplies: TBD**
- **Other: Total Cost: $1,000,000 (any variance will be addressed as part of Council reports)**

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Yes, when the purchase is solely linked to a specific project/program.

Can you change the services model to reduce this demand without reducing service levels? TBD

Can you better leverage technology? No

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

8. Short-term results expected:

Land acquisition and property can possibly be achieved in 2018.

9. Long-term Results expected:

As the Town entering a growth period, land availability may become more challenging and if/when available, they will go for higher price. Early transactions may provide better options at a lower cost.

10. Other Comments:

The inclusion of this line is recommended will same time in the process of property acquisition and will ensure the Town does not miss any opportunity as may be presented.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-CAO-2

1. Nature of Request: Civic Centre Replacement Program – Next Steps

Date: November 28, 2017

Department: CAO

Division: NA

Project Description:

On November 2, 2016 Council received the Strategic Accommodations Options Plan pertaining to the replacement of the Town of Georgina Civic Centre, as prepared by Pivotal Projects Inc. On April 26, 2017 after reviewing options for site location of a new facility, Council identified the current site as the preferred site for a future Civic Centre. Paralleling these reports the Town received the Building Condition Assessment for the Civic Centre as prepared by Brown and Beattie Ltd. which identified approximately $5,000,000 in deficiencies on the date of evalution (in 2017 dollars). In the summer of 2017 the Town's Service Delivery Review identified the impacts on the effectiveness of Town service delivery caused by the physical limitations of the current facility.

With respect to continued development of the replacement program, in 2018 staff will proceed to the next steps of evaluation being 1 - an assessment of renovate + addition versus new build, 2 – development of a site plan for the Civic Centre property campus, 3 – conceptual design for the replacement facility. This project would be managed by the proposed Capital Service Delivery position. The total estimated construction value is approximately $25m, the architectural and engineering services required for the design phase would be $1,500,000.

2. Proposed Year of Initiative:____2018_____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☒ Legislative, ☐X Growth ☒ Risk Management, ☒ Customer Service, ☒ Service level Change

☒ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study

☐ Other (please specify)_____

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

GOAL 1: ``Grow Our Economy`- SUSTAINABLE ECONOMIC GROWTH & EMPLOYMENT
GOAL 4: ``Provide Exceptional Municipal Service` - ORGANIZATIONAL AND OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

To conclude the next steps in the Replacement Plan for the Town of Georgina Civic Centre.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:** $1,500,000
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: $1,500,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? The project will be approached with a hybrid approach of internal and external resources

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? Technology will be leveraged in all aspects of the project Can you share service delivery with other Town Departments/Agencies or municipalities? No
8. Short-term results expected: Continuation of the development of the Civic Centre replacement program
9. Long-term Results expected: The efficient serving of the community via the establishment of an effectively functioning Civic Centre.
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-LIB-1

1. **Nature of Request :** Sutton Library Branch – Service Desk - Redesign

Date: 2018

Department: Georgina Public Library

Project Description: To redesign the service counter at the Sutton library Branch to meet AODA accessibility standards and provide a more efficient and ergonomic workspace for staff.

2. **Proposed Year of Initiative:** 2018 and 2019

Phase I (2018): Hire an architect to provide blueprints, specifications, project estimates and tender documents for a new circulation counter.
Phase II (2019): Project management, demolition and construction of a new counter, carpeting and flooring.

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

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

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

This request links directly to the Library Strategic Goal #3 to create welcoming and flexible spaces and the Library's commitment to providing a barrier free environment and services for library patrons.

5. Main/Desired Goal or Outcomes/Benefits:

To provide an accessible service desk in compliance with AODA specifications and a more efficient work space for staff.

6. Cost/ Financial Impact, Recovery and Net impact

Phase 1 Cost: $40,000

Note: Phase 1 will determine the scope of work and provide a project estimate to proceed to Phase 2

Note: The Town's Accessibility Committee might be able to provide some funding for the project.

Total Cost: $40,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but not recommended.

Is it more efficient to contract out the initiative? Yes. An architect will have the necessary skills and knowledge to properly carry out the design of the project.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

A more welcoming, appealing and accessible environment the will encourage greater use of the library and its services.

A more efficient design for staff to provide library services to the public.

9. **Long-term Results expected:**

See above.

10. Other Comments:

At present the desk design is so poorly designed that staff are colliding with each other when sitting at their workstations.

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-LIB-2

1. **Nature of Request:** Marketing and Branding Consultant

Date: 2018

Department: Georgina Public Library

Project Description: To promote library services by hiring a market consultant to develop a new library brand and marketing strategy.

2. **Proposed Year of Initiative: 2018**

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

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

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

The Library Board's Strategic Plan identifies the need to update the Library's branding and create a marketing strategy as a key goal (Goal #1)

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

Increased awareness and use of the library resources and services offered to the residents of Georgina.

6. **Cost/ Financial Impact, Recovery and Net Impact**
   - Consultants: $22,500
   - Materials/Supplies: $6,500

   Total Cost: $29,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but this is a central requirement in the Library's 2018 Strategic Initiative to "Tell Our Stories".

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

Can you combine this initiative with other present functions? No. Outside expertise in marketing and branding is required.

Can you change the services model to reduce this demand without reducing service levels? N/A - The objective is to increase the use of library resources and services by the public.

Can you better leverage technology? N/A

Can you share service delivery with other Town Departments/Agencies or municipalities? No – this will be unique to Georgina Public Library.

8. Short-term results expected:

Increased awareness of the Library and use of its services and resources by the public.

9. Long-term Results expected:

An enhanced reputation of the Library and a more literate, creative, prosperous and healthy community.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-WAT-1

1. **Nature of Request:** Water Building Condition Assessments
Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: To obtain the services of a consultant to provide Town staff with a complete building overview of the Simcoe Landing Water Booster Station. Please note this was not part of the BCA for town buildings, as this is budgeted within the user rate fee. Similarly, items will include structural, mechanical, electrical, plumbing, flooring, roofing/façade etc. Using this information, the consultant will identify the following: Items requiring immediate attention, Current Deficiencies, Issues of non-compliance with applicable codes, Items that should be placed on a preventative maintenance schedule, necessary preventative maintenance schedule, facility replacement cost etc. This is a multi year request. 2018, and 2019. See 18-SEW-2

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

N/A

5. Main/Desired Goal or Outcomes/Benefits:

Obtain the necessary information to properly analyze and assess the current state of town assets. This will assist Town staff to achieve the maximum life expectancy of each asset. The gap analysis data will allow the staff to strategically set aside reserve money through the next rate study. Certain funding programs divest monies to municipalities based upon assets under ownership, Georgina's pumping stations have not been properly captured to this point.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $10,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $10,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, At the expense of Building & System Management Risks, Asset Management Practises, Potential Grant Funding and Potential Reserve Funding.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? No – Staff anticipate specialized criteria and delivery timeframes

8. Short-term results expected:

-Additional Operational Information
-Additional Budgetary Information
-Improved Financial Reserves/Preparedness

9. Long-term Results expected:

-Increased system operational efficiency
-Increased Building "Uptime"
-Identification of potential future operational problems
-Establishment of proper reserves for facilities

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-WAT-2

1. **Nature of Request:** Vehicle Replacement & Purchase
Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: End of Life Replacement of W6-05 – Cube Van, W7-10 - Pickup, O1-10 - Pickup (Split with Roads) and the Thompson Steamer.

Replacement of W1-12 Pick-up one year early due to mechanics' analysis.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4 "Provide Exceptional Municipal Services" - ORAGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Replacement of vehicles according to asset management plan, replacement of W1-12 one year early due to market analysis.

Replacing	Budget	Water	Sewer	Roads
W6-05	$110,000 (Cube Van)	55,000	55,000	x
W7-10	$37,500 (Truck)	18,750	18,750	x
W1-12	$37,500 (Truck)	18,750	18,750	x
O1-10	$37,500 (Truck)	9,375	9,375	18,750
SG-1	$15,000 (Steam Generator)	7,500	7,500	x
Total	x	$109,375	$109,375	$18,750

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets: $46,875 pick ups (2*37,500/2) & (1*37,500/4) $7,500 steamer (15,000/2) $110,000 hydrant vehicle (110,000/2)
- Materials/Supplies:
- Other:
- Total Cost: $ 109,375

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, At the expense of vehicle reliability and increased maintenance costs. Additionally at the cost of potential efficiency of operator #7.

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

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No (Short Answer, Would require review of Water and Wastewater Division)

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes – Staff Anticipate working with the Parks Division to tender two additional double cab pickups.

8. **Short-term results expected:**
   -Lower Maintenance costs
   -Increased Water and Wastewater operator efficiency

9. **Long-term Results expected:**
   -Increased Water and Wastewater operator efficiency

10. **Other Comments:**
    N/A

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-WAT-3

1. **Nature of Request:** SCADA Enhancements

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: This capital sheet deals with several SCADA enhancements that deal with both long-term cost savings and risk management implementations. This includes Software Enhancements: that allow the long term lowering of service and maintenance charges through more remote capabilities, Additional Inputs: at the Simcoe Landing site to protect the pumps from burning out based on prior issues, Station Design Packages: 90% Control Design standards for future pumping stations, Chemical Tank Control: Bioxide dosing control for PS23 & 24, Power Monitoring for Select Site: Inputs at 16,17,18,20,21,23,24 to help with diagnosis issues, Panel Heaters: For the protection of SCADA equipment at PS22 & 25 and enhanced Security reports.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

N/A

5. Main/Desired Goal or Outcomes/Benefits:
Each item in the enhancement package aims to either reduce long term costs or lower risk, through additional control/diagnosis capability.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $29,500
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $29,500

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, At the expense of operation expense, equipment risk and new pumping station design cost risk. Note

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:
N/A

9. Long-term Results expected:
- Reduce long term operating costs
-Additional control diagnosis capability

10. Other Comments:
N/A

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-WAT-4

1. **Nature of Request:** Asset Replacement Strategy for Wexford Pumping Station

Date: October 2017

Department: Operations & Infrastructure

Division: Water/ Wastewater

Project Description: Upgrade of Wexford pumping station. There is an opportunity to partner with Treasure Hill and Greystone/Middleburg subdivisions to deal with a historical problem of low water pressures. This upgrade of the station, or its ultimate replacement, would deal with a 30-year-old pumping station and deal with the following zones that have lower water pressures. The one station approach is also beneficial for the Operations and Infrastructure Department, as we are not adding another required pumping station to our inventory. An added pump station has additional annual operating costs that are perpetual within the water distribution system.

Other benefits:

- Cost savings of additional $500k for the municipality to deal with the upgrades to the Wexford pumping station and ultimately its replacement at the end of its life cycle.
- Fire flows improved
- Reduced operating costs of having one pumping station vs two pumping stations
- A Refurbished Wexford pump station
- Elimination of one closed loop that affects water quality and chlorine residual. Less operator time to deal with flushing the system.
- Reduce the point of failure at the residents home by eliminating the need for booster pumps

- Energy grants potentially available to increase the efficiency of the 30+ year old existing pumps.

2. **Proposed Year of Initiative**: end of 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

2019 the project will be completed and commissioned

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

☒ Legislative, ☐ Growth ☐ Risk Management, ☒ Customer Service, ☐ Service level Change

☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study

☐ Other (please specify)_____

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

GOAL 4 "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

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

To deal with historic localized pressure problems within Keswick area. Remove the need for resident booster pumps within the areas identified. A refurbished Wexford booster station without adding any new booster station for the developments of Treasure Hill and Greystone/Middleburg subdivisions. The operating and future maintenance costs will not increase substantially compared to independent pumping stations for each development.
Capitalizing on partnerships similar to the Dalton project, there will be coordination, and cost benefits to this partnership.

6. **Cost/ Financial Impact, Recovery and Net impact Shared cost with the following developments Treasure Hill and Greystone/Middleburg subdivisions.**

- Contracted Services:
- Consultants: we would partner with development engineers
- Purchase of Assets:
- Materials/Supplies:
- Other:
- 2018 forth quarter $250,000 , 2019 $750,000

Total Cost: $250,000

7. Other Considerations or Efficiency Options:

Can you defer the request? This opportunity is time sensitive

Is it more efficient to contract out the initiative? We a collaborating with the developments this project would be covered within the development. Minimal resources needed from OI department to support project.

Can you combine this initiative with other present functions? This the strategy proposed

Can you change the services model to reduce this demand without reducing service levels? Proposed

Can you better leverage technology? Resources and cost sharing is the initiative

Can you share service delivery with other Town Departments/Agencies or municipalities? Development and OI Department are collaborating.

8. Short-term results expected:

Until this project commissioned, there will be no intermediate benefits.

9. Long-term Results expected:

Turnkey operating cost savings solution also will deal with historical pressure problems in the zones on attached diagram.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Capital or Operating Initiatives
18-WAT-5

1. **Nature of Request :** Church Street Water Service Replacement

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: Staff have brought forward the 2018 Roads Capital Plan which involves the reconstruction of Church Street between Metro Road and Shorecrest in Keswick. Staff have identified the water services on this section of road to be poly material. Staff recommend the replacement of these services at the same time as the road reconstruction to prevent future service cuts in the new road surface. Previously when Church Street was repaved from The Queensway North to Metro: immediately following construction, water services required repair causing cuts to the new road surface. Staff want to avoid this going forward by installing seamless copper services and preserving the integrity of the new services.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4 "Provide Exceptional Municipal Services"

5. Main/Desired Goal or Outcomes/Benefits:

Preserve new road surface quality

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services: $150,000**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: $150,000

7. Other Considerations or Efficiency Options:

Can you defer the request?

Yes, at the expense of water loss and service cut risk

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? Yes – Road Project

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

Can you better leverage technology? No

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

8. Short-term results expected:

N/A

9. Long-term Results expected:

Road Integrity

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-WAT-6

1. **Nature of Request :** Engineering for Watermain Project

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: Referring to the Water and Wastewater Criticality Analysis from GM Blueplan, and the 4 Roads State of the Infrastructure and System knowledge, staff will identify the next priority watermain project. Staff will then retain the services of a consultant to design the project in order to make it "Shovel Ready".

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GM Blue Plan Water & Wastewater Criticality Analysis
4 Roads – Roads State of the Infrastructure

5. Main/Desired Goal or Outcomes/Benefits:

Shovel ready project to improve workflows and project quality. Additionally to have a project ready for potential future funding programs (eg. Past Clean Water and Wastewater Fund).

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $75,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $75,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, at the expense of long term project workflows, and funding readiness.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

-Funding Readiness
-Improved Project Workflows

9. Long-term Results expected:

-Funding Readiness
-Improved Project Workflows

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-SEW-1

Nature of Request : Asset Replacement: Pumping Station Roof Replacement(s)

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: An inspection of Pumping Station 23 (Willow Beach SPS) in 2015 indicated a recommended roof replacement in 2017, which Water and Wastewater staff were able to defer to 2018. Staff recommend the replacement of roofing with asphalt shingles.

Further, an inspection at Pumping Station 24 (Salvation Army) recommended roof replacement in 2022. No leaks were identified at the time. Replacement was recommended in 2022 for $12,000. Currently a strong odour is being emitted from the roof and further investigation is required. Staff are budgeting $12,000 for estimate purposes but further study is required.

1. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GM Blue Plan Water & Wastewater Criticality Analysis
4 Roads – Roads State of the Infrastructure

5. Main/Desired Goal or Outcomes/Benefits:
Protection of Building Asset

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $22,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $22,000

7. Other Considerations or Efficiency Options:

Can you defer the request?
Yes, at the risk of building integrity

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:
-Building Integrity

9. Long-term Results expected:
-Better performance of building long term from replacing roof prior to leakage and damage.

10. Other Comments:
N/A

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-SEW-2

1. **Nature of Request:** Wastewater Building Condition Assessments
Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: To obtain the services of a consultant to provide Town staff with a complete building overview of all eighteen wastewater pumping stations. Items will include: structural, mechanical, electrical, plumbing, flooring, roofing/façade etc. Using this information, the consultant will identify the following: Items requiring immediate attention, Current Deficiencies, Issues of non-compliance with applicable codes, items that should be placed on a preventative maintenance schedule, necessary preventative maintenance schedule, facility replacement cost etc.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4 "Provide Exceptional Municipal Services" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Obtain the necessary information to properly analyze and assess the current state of town assets. This will assist Town staff to achieve the maximum life expectancy of each asset. The gap analysis data will allow the staff to strategically set aside reserve money through the next rate study. Certain funding programs divest monies to municipalities based upon assets under ownership, Georgina's pumping stations have not been properly captured to this point.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $120,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $120,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, At the expense of Building & System Management Risks, Asset Management Practises, Potential Grant Funding and Potential Reserve Funding.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

No – Staff anticipate specialized criteria and delivery timeframes

8. Short-term results expected:

-Additional Operational Information
-Additional Budgetary Information
-Improved Financial Reserves/Preparedness

9. Long-term Results expected:

-Increased system operational efficiency
-Increased Building "Uptime"
-Identification of potential future operational problems
-Establishment of proper reserves for facilities

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-SEW-3

1. **Nature of Request:** Vehicle Replacement

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: End of Life Replacement of W6-05 – Cube Van, W7-10 - Pickup, O1-10 - Pickup (Split with Roads) and the Thompson Steamer.

Replacement of W1-12 one year early due to mechanics analysis.

Pick Ups $37,500 Each, Steam Jenny $15,000, One Hydrant Maintenance Vehicle $110,000 (presently F550 Cube Van). Sell all existing vehicles

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
X Other (please specify) Replacement

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

GOAL 4 " Provide Exceptional Municipal Services" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

Replacement of vehicles according to asset management plan, replacement of W1-12 one year early due to market analysis.

Replacing	Budget	Water	Sewer	Roads
W6-05	$110,000 (Cube Van)	55,000	55,000	x
W7-10	$37,500 (Truck)	18,750	18,750	x
W1-12	$37,500 (Truck)	18,750	18,750	x
O1-10	$37,500 (Truck)	9,375	9,375	18,750
SG-1	$15,000 (Steam Generator)	7,500	7,500	x
Total	x	$109,375	$109,375	$18,750

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets: $46,875 pick ups (2*37,500/2) & (1*37,500/4) $7,500 steamer (15,000/2) $110,000 hydrant vehicle (110,000/2)
- Materials/Supplies:
- Other:

Total Cost: $ 109,375

7. Other Considerations or Efficiency Options:

Can you defer the request?

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

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No (Short Answer, Would require review of Water and Wastewater Division)

Can you better leverage technology? No

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

Yes – Staff Anticipate working with the Parks Division to tender two additional double cab pickups.

8. Short-term results expected:

-Lower Maintenance costs

-Increased Water and Wastewater operator efficiency

9. Long-term Results expected:

-Increased Water and Wastewater operator efficiency

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Capital Initiatives
18-SEW-4

1. **Nature of Request:** SCADA Enhancements

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: This capital sheet deals with several SCADA enhancements that deal with both long-term cost savings and risk management implementations. This will include software enhancements: that allow the long term lowering of service and maintenance charges through more remote capabilities, Additional Inputs: at the Simcoe Landing site to protect the pumps from burning out based on prior issues, Station Design Packages: 90% Control Design standards for future pumping stations, Chemical Tank Control: Bioxide dosing control for PS23 & 24, Power Monitoring for Select Site: Inputs at 16,17,18,20,21,23,24 to help with diagnosis issues, Panel Heaters: For the protection of SCADA equipment at PS22 & 25 and enhanced Security reports.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
N/A

5. Main/Desired Goal or Outcomes/Benefits:

Each item in the enhancement package aims to either reduce long term costs or lower risk, through additional control/diagnosis capability.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $52,500
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $52,500

7. Other Considerations or Efficiency Options:

Can you defer the request?

Yes, At the expense of operation expense, equipment risk and new pumping station design cost risk. Note

Is it more efficient to contract out the initiative?

Yes

Can you combine this initiative with other present functions?

No

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

No

Can you better leverage technology?

No

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

No

8. Short-term results expected:

N/A

9. Long-term Results expected:

- Reduce long term operating costs
-Additional control diagnosis capability

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-PWK-1

1. **Nature of Request :** Storm Water Management – Road Side Ditching

Date: Sept 27 2017

Department: Operations & Infrastructure

Division: Roads

Project Description: Expanded Ditching Program

2. **Proposed Year of Initiative:** 2018 (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 4 "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE.

5. Main/Desired Goal or Outcomes/Benefits:

Develop a preventative maintenance plan that is scheduled and proactive. By proactively providing the service, reduce the volume of ditching related PSR's. Communicate the plan to residents to increase understanding of the program.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $87,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $87,000 per year fee

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? Yes

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

Can you better leverage technology? Yes

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

8. Short-term results expected:

Reduce potential flooding from storm surges by addressing outstanding drainage issues.

9. Long-term Results expected:

Develop a preventative maintenance program to address drainage issues for the 540 kilometers of open ditch inventory.

10. Other Comments:

This program is an enhancement of our current delivery by supplementing the in house services with contracted services.

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-PRK-1

1. **Nature of Request :** Afforestation Plan

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This new initiative project will amend the closure plan of the old Georgina landfill site. The old landfill site was closed in 1997. At that time it was capped with 3 metres of clay. Having the amendment to the closure plan will allow the Town to begin planting trees at this site in order to offset the loss of the tree canopy due to the Emerald Ash Borer (EAB).

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒Risk Management, ☐ Customer Service, ☐ Service level Change
✦ Other (please specify)_____

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

This project is specifically related to Strategic Goal #2 (Promote a High quality of Life) and specifically Goal #2.8 – Celebrate, protect, and recognize Georgina's Natural Environment and Goal#2.9 Continue to implement the EAB management plan.

5. Main/Desired Goal or Outcomes/Benefits:

The main goal of this project is to increase the overall tree canopy across the Town. Having space to plant trees at this location allows the Town to quickly re-establish some of the lost tree canopy due to the EAB.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $7,500
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $7,500

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes.

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

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

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

Can you better leverage technology? N/A.

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

8. Short-term results expected:

Updating the amendment will allow trees to be planted immediately to make up for lost tree canopy as well provide a location to dispose of any biomass (leaves, trees, brush, wood chips, etc.) accumulated by Town staff during forestry operations.

9. Long-term Results expected:

A well maintained wood lot that promotes Georgina's natural beauty and increases the overall % of tree canopy within the community.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-PRK-2

1. **Nature of Request:** GL Dedicated to the Maintenance and Repair of Fencing

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This new initiative seeks funding for the establishment of a permanent GL dedicated to the maintenance and repair of fencing across the Town of Georgina. This GL would be inserted into the Parks section of the operating budget under Grounds Maintenance.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

This project specifically related to Strategic Goal #4 (Provide Exceptional Municipal Services).

5. Main/Desired Goal or Outcomes/Benefits:

Numerous kilometers of Town owned fencing exists across the Town of Georgina. Fencing is currently being maintained under Repair GL's throughout the budget. In certain circumstances when an appropriate GL is not available, repair costs are being captured under another GL with the same business unit. This new initiative seeks to correct this budgetary inconsistency due to the quantity of fence repair tasks that are completed on an annual basis and dedicate financial resources directly to this task. Fencing repairs will include, but not be limited to repairs at baseball diamonds, park fences, and other Town owned fencing.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other: $10,000

Total Cost: $10,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No.

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

Can you combine this initiative with other present functions? Yes, staff currently complete repairs either in-house or through contracted. Require increase in budget and new GL created.

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

Can you better leverage technology? N/A.

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

8. Short-term results expected:

Better care, repair, and preventative maintenance of fencing across the Town.

9. Long-term Results expected:

Extended life of existing fences.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-PRK-3

1. **Nature of Request** Permanent GL dedicated to the Maintenance and Repair of Key Streetscapes

Date: October 2, 2017

Department: Operations & Infrastructure

Division: Parks & Facilities

Project Description:

This new initiative seeks funding for the establishment of a permanent GL dedicated to the maintenance and repair of key streetscapes within the Town of Georgina. This GL would be inserted into the Parks portion of the operating budget but be the responsibility of the forestry/horticulture/infrastructure section.

2. **Proposed Year of Initiative:** ___2018____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

This project is specifically related to Strategic Goal #4 (Provide Exceptional Municipal Services) and specifically Goal 4.10. Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6.

5. Main/Desired Goal or Outcomes/Benefits:

When the Woodbine and Metro Road corridors were established, the Town entered into multi-year maintenance agreements with York Region. In order to meet contractual obligations dedicated funding is required to support the maintenance of streetscape infrastructure (bollards, lighting, flower gardens, landscaping features, etc) along these roadways. The outcome of this project will see better care and maintenance of streetscapes that are Town responsibilities.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other: $30,000

Total Cost: $30,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No.

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

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

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

Can you better leverage technology? N/A.

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

8. Short-term results expected:

Better care and maintenance of streetscapes across the Town of Georgina while satisfying contractual obligations with York Region.

9. Long-term Results expected:

Extended life of streetscape assets due to regular maintenance.

10. Other Comments:

During 2017, there were numerous accidents along the Woodbine corridor (>3 in the matter of 6 weeks in the same location). Accidents resulted in significant damage to streetscape features. In each circumstance damages resulted in excessive staff time, the requirement for contracted/specialized services, and funding in order to address the damages. On most occasions, damages were approximately $4-6k per accident. The current operational budget does not have the means to support accident damages that cannot be recouped from driver insurance policies. Every effort is to recoup damages. However, this is not always possible unless there is a police investigation/report.

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-WAT-1

1. **Nature of Request :** Remote Building Security Access

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: Installation of Key FOB Building Access at the Waterworks Yard (four doors). Funding to be split with Wastewater.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

N/A

5. **Main/Desired Goal or Outcomes/Benefits:**
Key Fob access for protection of records maintained under the Safe Drinking Water Act and Drinking Water Works Permit. Protection of physical assets and SCADA terminal access.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $6000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $6000

7. Other Considerations or Efficiency Options:

Can you defer the request?

Yes, should Top Management be willing to continue the risk of building security vulnerabilities at the waterworks yard.

Is it more efficient to contract out the initiative?

Yes

Can you combine this initiative with other present functions?

No

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

No

Can you better leverage technology?

No

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

Staff plan on using the existing IT building access system for this implementation.

8. Short-term results expected:

-Increased Security of Building and Records
-Increased security of inventory

9. Long-term Results expected:

N/A

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-WAT-2

1. **Nature of Request :** SCADA Maintenance Contract

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: This New item will be ongoing and consists of a contract with 4 additional one year option terms. The contract deals with SCADA preventative maintenance and a retainer for a 24/7 on-call availability and a basic repertoire of services. Additional time and material rates will be agreed to in this contract but paid for from the contracted services line.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

Quality Management Policy: The Town of Georgina and its water distribution system shall comply with all relevant legislation and regulations for the consistent delivery of safe drinking water to its residential and commercial/industrial customers.

5. Main/Desired Goal or Outcomes/Benefits:

Maintaining an automated plant or facility operating efficiently and without interruption is the aim of every municipal water and wastewater operations. The proper and uninterrupted operation of the SCADA assets controlling and monitoring the plant processes is vital to the municipality's delivery of essential water and wastewater services.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $2,600
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $2,600

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

-Required for operation of water and wastewater distribution system

9. Long-term Results expected:

-Required for operation of water and wastewater distribution system

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-WAT-3

1. **Nature of Request:** Fire Hydrant Painting

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: Painting of Town of Georgina owned Fire Hydrants. Staff recommend setting aside $25,000 for budget year 2018 to commence a hydrant painting program. Staff will investigate, design and implement a program for painting hydrants and will return to Council for 2019 budget with a capital program to paint the remaining hydrants. This is a multi year program.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify) **protect the iron body of the hydrant**

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

GOAL 4 "Provide Exceptional Municipal Services" – ORGANIZATION & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

The Town of Georgina currently owns 1387 Fire Hydrants, the painting is to protect the iron body of the hydrant. Currently hydrants around town are showing to be in need of rust removal and paint.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: $25,000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $25,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, At the expense of hydrant condition. Hydrants are checked annually to ensure they are operations.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? Staff Intend to Leverage the GIS GDB for work planning

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes, Staff are considering piggy back clauses with neighbouring municipalities, should the specifications be agreeable to Georgina's requirements.

8. Short-term results expected:

-Creation of hydrant painting specifications
-Commencement of hydrant painting in Georgina
-Protection of the hydrant iron bodies for hydrants that are painted in 2018

9. Long-term Results expected:

-Completion of hydrant painting in future years
-"Tender Ready" specifications for when hydrant painting is required the next time.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-SEW-1

1. **Nature of Request:** Remote Building Security Access

Date: October 11, 2017

Department: Operations and Infrastructure

Division: Water and Wastewater

Project Description: Installation of Key FOB Building Access at the Waterworks Yard (four doors). Funding to be split with Water.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

N/A

5. **Main/Desired Goal or Outcomes/Benefits:**
Key Fob access for protection of records maintained under the Safe Drinking Water Act and Drinking Water Works Permit. Protection of physical assets and SCADA terminal access.

6. **Cost/ Financial Impact, Recovery and Net impact**

- Contracted Services: $6000
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $6000

7. Other Considerations or Efficiency Options:

Can you defer the request?

Yes, should Top Management be willing to continue the risk of building security vulnerabilities at the waterworks yard.

Is it more efficient to contract out the initiative?

Yes

Can you combine this initiative with other present functions?

No

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

No

Can you better leverage technology?

No

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

Staff plan on using the existing IT building access system for this implementation.

8. Short-term results expected:

-Increased Security of Building and Records
-Increased security of inventory

9. Long-term Results expected:

N/A

10. Other Comments:

N/A

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-CUL-1

1. **Nature of Request:** Stephen Leacock Theatre – Light Console Board

Date: 17 October 2017

Department: Recreation and Culture

Division: Culture

Project Description:

The current lighting board is 15 years old and becoming obsolete. Scene storage capacity is nonexistent for theatre productions as the board still uses diskettes for storage. We need to upgrade for multiple scene storage capacity that can be saved for consecutive performances. Some performances have required scenes to be reset because they disappear, which negatively impacts the quality of the performance. Rental groups are seeking more professional lighting effects which the current board is not capable of handling. A new board would allow for a more "user friendly" experience and the newer technology would make for a safer work environment by limiting the now necessary physical manipulation of hot lights for scene focusing and adjustments. With newer technology this task can be done from the tech booth instead of having to access the catwalk. In the past 3-5 years, a number of lights have been replaced and upgraded, making them more energy efficient. The current board we have does not allow for the full capacity of experiencing this energy efficiency and will be obsolete very soon.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

Strategic Goal 3 – Engage Our Communities & Build Partnerships
Strategic Goal 4 – Provide Exceptional Municipal Service

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

- Newer technology what will meet the demands for a variety of performances
- Greater energy efficiency by maximizing the use of LEDs lights recently installed
- Safer work environment for theatre staff who currently must manipulate lights while working from heights on the 30+ year old catwalk
- Better audience experience

6. **Cost/ Financial Impact, Recovery and Net impact**
   - **Contracted Services: $7,500**
   - **Consultants:**
   - **Purchase of Assets:**
   - **Materials/Supplies:**
   - **Other:**

   Total Cost: $7,500

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No, equipment is becoming obsolete
Is it more efficient to contract out the initiative? Yes
Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? Yes, this initiative does so
Can you share service delivery with other Town Departments/Agencies or municipalities? No

8. **Short-term results expected:**

- Energy efficiency
- Improved renter and audience experience

- Improved health and safety for staff
- Higher quality customer service

9. Long-term Results expected:

Same as above

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-CUL-2

1. **Nature of Request:** Georgina Equity and Diversity Advisory Committee (GEDAC) – "Music in the Streets"

Date: October 10, 2017

Department: Recreation and Culture

Division: Cultural Services

Project Description:

GEDAC wishes to continue its community outreach efforts by enhancing its contribution to the Music in the Streets Festival. They will do this by securing more multicultural performers, renting a tent and stage/flooring, and by purchasing items that can be handed out to the public.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify): Community Outreach Initiative

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

Goal 3 – Engage Our Community & Build Partnerships

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

The goal is to bring greater awareness to the work undertaken by GEDAC on behalf of the municipality, including the promotion of equity and diversity in the Town of Georgina. GEDAC's outreach efforts are aimed at letting residents and others know that Georgina is an inclusive community that values how diversity contributes to the richness, resourcefulness and innovation of our communities.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets:
- Materials/Supplies: $3,000
- Other:

Total Cost: $3,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. Short-term results expected:

Greater awareness of the work undertaken by GEDAC on behalf of the municipality.

9. Long-term Results expected:

Greater acceptance among the community of how diversity contributes to a rich and thriving community.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-REC-1

1. **Nature of Request:** Canada 150 Project Celebrations

Date: October 20, 2017

Department: Recreation and Culture

Division: Recreation Services

Project Description:

Ribbon cutting for the two Canada 150 projects (Pefferlaw Ice Pad and De La Salle)

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):
   - 2nd /3rd Quarters

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

☐ Legislative, ☐Growth ☐ Risk Management, X Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
X Other (please specify)___Canada 150 projects_____

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

Goal 2 – Promote a High Quality of Life

- Promote Healthy Active Lifestyles

Goal 3 – Engage our Community & Build Partnerships

- Celebrate the completion of the two Canada 150 projects

Goal 4 – Provide Exceptional Municipal Services

- Improve client experience at the Pefferlaw Ice Pad and the De Las Salle locations

5. Main/Desired Goal or Outcomes/Benefits:

- Celebrate the completion of the two Canada 150 projects (PIP and DLS)

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies: $3,000**
- **Other:**

Total Cost: $3,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes (Parks/Fac)

8. Short-term results expected:

- Build community awareness
- Celebrate the completion

9. Long-term Results expected:

- Positive experience for all clients at each location with the improvements

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-REC-2

1. **Nature of Request:** Georgina 200 Celebrations

Date: October 10, 2017

Department: Recreation and Culture

Division: Cultural Services

Project Description:

In 2018, Georgina celebrates its 200th anniversary. In order to mark this milestone, funds are needed for the following:

i. Marketing and promotion
ii. Branded swag and online calendar (Georgina200.ca) that features 200 Georgina events during 2018 with information and links to the organizing groups – in partnership with Chamber of Commerce
iii. Historical displays to be shared among Town facilities and community groups
iv. Purchase of 12 light post signs along ROC Parkway that commemorate significant historical moments (similar to those made for 2017 Can Day Celebrations)
v. Enhancements to Canada Day Celebrations to be organized in partnership with the G200 Planning Committee

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Customer Service, ☐ Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify) Historical Milestone/Significant Community Anniversary

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

Goal 3 – Engage Our Community & Build Partnerships

5. **Main/Desired Goal or Outcomes/Benefits:**
   i. Increased opportunity for the Town to work with local groups to commemorate Georgina's history and heritage
   ii. Greater awareness of Georgina's rich history and the changing nature of our communities
   iii. Increased opportunity for local organizations, event organizers and others to incorporate the Georgina 200 into their events and programs by offering branded swag and other promotional material

6. **Cost/ Financial Impact, Recovery and Net impact**
   - Contracted Services: $3,500 (advertising/marketing)
   - Consultants:
   - Purchase of Assets: $6,600
   - Materials/Supplies: $22,250 (swag - $10,000; historical displays - $750; Canada Day enhancements - $15,000)
   - Other:

   Total Cost: $32,350

7. **Other Considerations or Efficiency Options:**

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Yes.

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

Can you better leverage technology? No

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

8. **Short-term results expected:**
   i. Increase community partnerships and collaboration with various organizations
   ii. Increase pride in Georgina's past and present
   iii. Added attractions to Canada Day Celebrations
   iv. Greater awareness of historical moments and personalities that defined Georgina past and present

9. **Long-term Results expected:**

Purchase of historical sign posts and the creation of historical displays that can be displayed beyond 2018 as an ongoing reminder and celebration of Georgina's past

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-REC-3

1. **Nature of Request:** Georgina Gym – Lease Photocopier/Printer

Date: October 10, 2017

Department: Recreation and Culture

Division: Recreation Services

Project Description:

With the increasing participation levels at the gym, 20 sessional staff and a full time staff member working from this location, more cost efficient printing equipment is required. The recommended machine will replace the two printers and fax machine onsite. The all-in-one recommended machine will replace and add new capabilities to assist with the day to day duties such as scanning to emails. This machine will save staff on time from driving to the Civic Centre to complete a large photocopying job when it can be completed from this office location, increase productivity and efficiency.

In 2017 Budget review, Senior management suggested to utilize the photocopier/printer in the Library at the Georgina Ice Palace location. Staff were faced with road blocks which proved to limit the use of the machine.

- Key was needed to bypass the public pay for use of the machine
- There was a wait time with a shared use machine
- No confidential paperwork could be permitted as it was in a public space
- Library is closed on Monday

Staff continued to use the in house residential machine at the Gym and ink costs increased over the 2017 year.

As programming participation increases at the Gym so does the need for access to a commercial printer.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

- 1st Quarter

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

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

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

Goal 2 – Promote a High Quality of Life
- Assists with registering and promoting recreation services

Goal 4 – Provide Exceptional Municipal Services
- Creates the one stop show at the Georgina Gym for clients and programming staff in the most efficient and effective way.

5. Main/Desired Goal or Outcomes/Benefits:

- Provides frontline, programming and full time staff a tool which will assist with their day to day duties and be more cost efficient and effective

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: 4,800.00
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: $4,800.00

7. Other Considerations or Efficiency Options:

Can you defer the request? No
Is it more efficient to contract out the initiative? Yes
Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No

8. Short-term results expected: - Improve work efficiency - Improve customer service
9. Long-term Results expected: - Ink cost savings - Staff productivity and efficiency
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-REC-4

1. **Nature of Request:** Special Event and Programming Walkie Talkies

Date: October 10, 2017

Department: Recreation and Culture

Division: Recreation Services

Project Description:

As our special events continue to grow not only in the number of events we offer but in attendance from the public, communication is essential for delivering excellence and ensuring safety for all.

Each year, emergency plans continue to improve and the purchase of 10 walkie talkies will assist in the successful delivery of reacting to an emergency.

During this past Canada Day celebration we had implemented an emergency plan with the YRP and Fire. We had three minor incidents however through that procedure it was identified the use of the events team's cellphones was not ideal in emergency situations. It was recommended that walkie talkies was the most efficient form of communication for emergency.

The rationale for the higher priced walkie talkie versus local store brand is due to the quality, use in concrete buildings, rugged wise which can hold up to damage (i.e. dropping), higher quality of warranty, battery life span, number of channels, connectivity to other existing Town owned devices and the distance that can be reached. Local store products only provide 25% percent of power and cannot provide secure/private channels (i.e. families that buy the same radio can hear and interfere with event communication).

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):
   - 1st Quarter

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

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

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

Goal 2 – Promote a High Quality of Life
- Feeling safe at community events

Goal 4 – Provide Exceptional Municipal Services
- Increasing the level of communication to assist with risk management

5. Main/Desired Goal or Outcomes/Benefits:

- Being prepared for an emergency

6. Cost/ Financial Impact, Recovery and Net impact
- Contracted Services:
- Consultants:
- Purchase of Assets:
- Materials/Supplies: 10 x $500.00
- Other:

Total Cost: $5,000.00

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? Yes, by purchasing the proposed product

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

8. Short-term results expected: - Improve work efficiency - Assist with risk management during a special event - Improve communication onsite
9. Long-term Results expected: - Continue to update emergency plans for all special events
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for Operating Initiatives
NI-FIR-1

1. **Nature of Request:** YRP/Fire Department's Shared Dispatch – Fee Increase
Date: September 2017

Department: Fire & Rescue Services

Division: Firefighting Force

Project Description: The contract for dispatch services has been reviewed with resulting cost adjustments.

2. **Proposed Year of Initiative:** 2018

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

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

- This operating initiative is reflective of the 2018 increase in our cost sharing for radio usage and related equipment from York Regional Police.

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. **Main/Desired Goal or Outcomes/Benefits:**
   - To fund our portion of the York Region Joint Radio System.
   - To fund increased dispatch costs

6. **Cost/ Financial Impact, Recovery and Net impact**
   - **Contracted Services: $128,000 (RICHMOND HILL)**
   - **Contracted Services: $25,000 (YRP)**
   - **Consultants:**
   - **Purchase of Assets:**

- **Materials/Supplies:**
- **Other: $4,275 (MDTs projected 6 month usage)**

Total Cost: $157,275 less current operating cost of $146,380 – total increase is $10,895

7. Other Considerations or Efficiency Options:

Can you defer the request? No

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

- To fund our portion of the York Region Joint Radio System.

9. Long-term Results expected:

- To fund our portion of the York Region Joint Radio System.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for Operating Initiatives
NI-FIR-2

1. **Nature of Request:** Overtime to Accommodate Mandatory "Road to Mental Readiness" Training
Date: September 2017

Department: Fire & Rescue Services

Division: Firefighting Force

Project Description: Overtime to ensure staff meet NFPA requirements and legislative requirements for Critical Incident Stress Training.

2. **Proposed Year of Initiative:** 2018

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

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

- Work towards training requirements of NFPA standards and ensure an adequate level of response to paged calls.

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

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

- Work towards training requirements of NFPA standards and ensure an adequate training of response staff.

6. **Cost/ Financial Impact, Recovery and Net impact**

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other: $14,000.00**

Total Cost: $14,000.00

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes but would impact our service level.

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

- Work towards training requirements of NFPA standards (Road to Mental Readiness).

9. Long-term Results expected:

- Work towards training requirements of NFPA standards (Road to Mental Readiness).

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for Operating Initiatives
NI-FIR-3

1. Nature of Request: Increased Public Education
Date: November 2017

Department: Fire & Rescue Services

Division: Prevention

Project Description: Increased Fire Safety Awareness for Risk Groups

2. Proposed Year of Initiative: 2018

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

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

- To ensure funds will be available from reserves for future purchasing of apparatus replacement based on life cycle.

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 3: "Engage our Community & Build Partnerships" – COMMUNICATION, ENGAGEMENT, COLLABORATION, AND PARTNERSHIPS

5. Main/Desired Goal or Outcomes/Benefits:

- Maximizing the outreach to our community and creating mitigation strategies for areas of fire risks. Hosting a pilot project; a focused community program and the purchase of various resource materials for specific age groups within our community who may be at risk.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies: $7,600.00**

- **Other:**

Total Cost: $7,600.00

7.

8. Other Considerations or Efficiency Options:

Can you defer the request? Yes but would impact our service level.

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

Can you combine this initiative with other present functions? Yes it will be hosted in conjunction with other Town programs currently offered, such as summer day camps.

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

Can you better leverage technology? No

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

9. Short-term results expected:

- Increased awareness by various age groups of fire risk and safety measures.

10. Long-term Results expected:

- Increased community outreach and decreased fire risk in areas of community.

11. Other Comments:

GEORGINA

Town of Georgina
Business Case for Operating Initiatives
NI-FIR-4

1. Nature of Request: Tablet/Software Programming Fees (See Capital Project)
Date: November 2017

Department: Fire & Rescue Services

Division: Firefighting Force

Project Description: Tablet/Software Programming Fees

2. Proposed Year of Initiative: 2018

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

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

- To cover the software programing fees associated with the purchase of tablets on our apparatus which will offset our costs associated with the use of MDTs.

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
GOAL 2: "Promote a High Quality of Life" – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES
GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE

5. Main/Desired Goal or Outcomes/Benefits:

- Staff will be replacing the used of MDTs on our apparatus with IPADS to provide a more proficient means of communication.
- Advancement in technology has allowed tablets to take the place of MDTs with greater cost efficiency while providing increased functionality and increased service abilities for the same costs.
- This will ensure improved emergency response i.e., mapping, preservice planning and water source locations for emergency response apparatus.
- Currently we have 5 tablets and are seeking to purchase 9 tablets in Capital Business Case FIR-7. In 2017 the programming fees for the 5 tablets were included with the capital projects.

- Programing fees for each tablet are approximately $44.15 per.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services: $7,500.00**
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: $7,500.00

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes but would impact our service level.

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

- Increase functionality and increased service abilities.

9. Long-term Results expected:

- Increase functionality and increased service abilities.
- Future cost reduction.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-ECD-1

1. **Nature of Request:** Economic Incentive Grant Program
Date: October 10, 2017

Department: Development Services Department

Division: Economic Development

Project Description: This grant program would provide incentives to help encourage new investment in the Town of Georgina. The Economic Development Division would implement the program through a policy being developed by finance staff. It has been recommended that the funds to support this proposed program be identified in the annual operating budget.

2. **Proposed Year of Initiative: 2018**

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

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

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

Corporate Strategic Plan:
Goal #1 Grow our Local Economy
-- Action 1.2 Target New Business Development
--Action 1.3 Prepare an Investment Attraction Strategy for the Keswick Business Park

Economic Strategy and Action Plan

--Activity 1.43 Enter into co-operative marketing campaign to market the first phase of Business Park & Establish Joint Venture relationship with owners of the Keswick Business Park

--Action 4.1 Review and monitor regulatory and policy impact on Town business to identify options to improve/expedite.

--Activity 4.21 Make recommendations to Council for exemptions for Development Charges classes of development.

5. Main/Desired Goal or Outcomes/Benefits:

Opportunities to expedite development of the Keswick Business Park and attraction of end users to these lands and other ICI properties. Goal is to increase non-residential tax base and employment opportunities.

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other: $100,000

Total Cost: $100,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but it is not recommended

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Yes with Customer Service and Business Class programs

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

Can you better leverage technology? No

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

8. Short-term results expected:

Promotion of the Town's ability to consider options for streamlining and encouraging development of the Keswick Business Park and other ICI properties. This program would complement the proposed Business Class program and help to promote the Business Friendly Culture that has been identified in the Town's Investment Attraction Strategy.

9. Long-term Results expected: Business Park lands are placed on the market and a user/company is confirmed. Increase in ICI building activity, job creation and non-residential tax base.
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-ECD-2

1. **Nature of Request:** Annual support for the payment of hydro services required to facilitate the operation of a water fountain in the Sutton Mill Pond. This project would be in partnership with the Sutton BIA

Date: October 2018

Department: Development Services Department

Division: Economic Development & Tourism

Project Description: This funding request was made by the Sutton Business Improvement Area to help assist with the costs associated with this project.

2. **Proposed Year of Initiative:** 2018

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

☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Customer Service, X Service level Change
☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)__beautification efforts for the Sutton Business Improvement Area_____

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

The Economic Development Office supports the efforts of the Business Improvement Areas to market these areas as a destination for visitors and to encourage beautification of these areas.

5. Main/Desired Goal or Outcomes/Benefits:

The goal of the Business Improvement Area is to have the water fountain installed before the 2018 Summer season. This location within the BIA at the High Street bridge is highly visible to both residents and visitors and would create an attractive focal point within the business area.

6. Cost/ Financial Impact, Recovery and Net impact

Total Annual Operating Budget Request: $2,280 **Note** this amount is to cover the monthly cost of the hydro service (12x$40=$480) and the hydro for 6 months during operation of the fountain (6x$300=$1800).

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but the BIA request is for 2018

Is it more efficient to contract out the initiative? A portion of the project will be contracted out by the BIA.

Can you combine this initiative with other present functions? This is a partnership project

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? Partnership with BIA that will help with beautification efforts.

8. Short-term results expected:

Creation of a focal point at the High Street bridge in Sutton.

9. Long-term Results expected:

Beautification efforts such as this when combined with additional marketing and streetscape efforts can improve the overall appearance of the area and ultimately encourages increased visitation and spending within the area.

10. Other Comments:

The Sutton BIA had approached Council earlier this year requesting that the Town provide annual operating funds that would cover the installation, maintenance and removal of the water fountain as well as the monthly hydro service fee and utility costs ($3,780)

- **Contracted Services: $1,500/year (installation, maintenance and removal)**
- **Purchase of Assets: $10,307.11 incl taxes purchase of fountain**
- **hydro service fee = $480/year ($40/month x 12)**

- **hydro use cost = $1,800/year ($300/month x 6 months)**

Total Cost: $14,087.11 Funding requested by the Sutton BIA = $3,780

Staff recommend that the Town fund the annual costs associated with the hydro service and utilities fee ($2,280).

This amount has been included in the operating budget as a new miscellaneous account.

In discussions with the Director of Operations, it was determined that the BIA should endeavour to hire a local contractor to install and remove the water fountain and the Town currently does not have the resources to install and maintain this type of feature (ie. Boat to install, staff resources with experience to maintain this type of installation).

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-ITS-1

1. **Nature of Request:** Human Resources Information System Software

Date: October 19, 2017

Department: Corporate Services

Division: Information Technology Services (with Human Resources Department)

Project Description: Enterprise wide Human Resources Information System/Performance Software.

As organizations grow, transactional necessities increase. Whether it is hiring, onboarding, or payroll, automation becomes a key asset for HR. HRIS software saves time and money by automating operational tasks, it increases the strategic value HR provides.

HRIS includes:

1. Employee Database
2. Current and Past Employee Data
3. Employee Self-Service
4. Automated Onboarding/Offboarding
5. Employee Self-Onboarding
6. Integrated Applicant Tracking System
7. Time-Off Tracking
8. Who's Out Calendar
9. Benefit Tracking
10. Training Tracking
11. Standard Reporting w/Custom Report Builder
12. ACA Tracking
13. Custom Permission Groups & Access Levels
14. Custom Workflows & Approval Workflows
15. Custom Tabs and Fields (If Needed)
16. Integrated Electronic Signatures
17. Company Announcement Board
18. Employee Directory & Org Chart
19. Mobile Application
20. Document Storage
21. Email & In-System Alerts
22. Audit Trail

Performance Management Includes:

1. 360° Review
2. Goals
3. Peer Feedback
4. Self-Assessment
5. Manager Assessment
6. Assessment Progress Report
7. Know who has completed their assessments and when
8. Employee Performance Report
9. Charts employee performance and engagement
10. Filter by assessment period, department, division, location, and manager
11. Email and in-system notifications and reminders
12. Employees
13. Goals
14. Peer Feedback
15. Assessment Due
16. Management
17. Team Goals
18. Peer Feedback
19. Assessment Due

2. **Proposed Year of Initiative:** 2018

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

☒ Legislative, ☒ Growth ☒ Risk Management, ☒ Customer Service, ☒ Service level Change
☐ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study
☐ Other (please specify)__beautification efforts for the Sutton Business Improvement Area_____

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

Corporate Strategic Plan Goal #4 Providing Exceptional Municipal Services – Organizational and Operational Excellence, subsections 4.12, 4.16 and 4.17.
Human Resources Strategic Plan – identified significant gaps in the following areas requiring immediate attention: Training and Development, Leadership Development, Employee & Labour Relations, Recruitment, Staff Recognition, Policy Development, Employee Terminations/Employee Exits, Compensation Strategy, Succession Planning, Metrics & Measurements, HR Division Structure.
HR Business Plan – trending, and new initiatives
In order for Human Resources to successfully complete the above HR Initiatives a functioning HRIS/Performance Management Software System is required.

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

As the municipality grows, a bigger workforce means more data, and more critical strategic consequences compounding the losses in time and money. HR becomes more responsible for recruiting and retention, establishing and maintaining culture, improving engagement, and monitoring performance.

- Shift in culture
- Improved leadership competencies
- Building Trust
- Staff Engagement through self-serve features
- Performance Management
- Overall service and operational excellence

6. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other: Annual licenses fee $60,000
- Total Cost: $60,000

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Yes, the proposed software is an open Application Programming Interface, which makes it easy to integrate other applications such as our current payroll system Vadim iCity.

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

Can you better leverage technology? Not our current technology

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

8. Short-term results expected:

Aligns with Corporate and HR Strategic Plans to effectively address staff retention and recruitment, staff training and excellence, information transfer and knowledge retention and succession planning. More accurate and complete employee records. System that is more robust will create better efficiencies in executing HR duties and responsibilities.

9. Long-term Results expected:

1. Highly secure paperless repository for complete and accurate HR personnel files.
2. Better metrics and reporting functionality.
3. Accountability for performance measures.
4. Self-serve functions allow the employees to be engaged by taking ownership for professional development and personal information.
5. Legislative compliance for mandatory training, on the job licenses and required certifications.
6. Opens the door to the strategic side of HR – the side where HR not only helps the bottom line, but also has the analytical tools to prove their worth in dollars, cents, and hours saved at any level.
7. Risk management – Health & Safety, less grievances, legal fees, etc.
8. Overall service and operational excellence.

GEORGINA

Town of Georgina
Business Case for Operating Initiatives
NI-COM-1

1. **Nature of Request :** Annual Community Report Funding

Date: December 5, 2017

Department: Chief Administrative Office

Division: Communications

Project Description:

The introduction of an Annual Community Report was initially presented in May of 2017 during the CAO's corporate update. When the initial results of the Service Delivery Review were presented, external communications was identified as an area where opportunities for improvement exist.
A Community Report, a common external communication publication among municipalities, would highlight the wide-ranging progress and achievements the Town has made on an annual basis in relation to the Strategic Plan. This good news publication would combine Georgina's growth across all business areas, our plans for the future while also sharing our consolidated financial data supporting our commitment to transparency and openness.
When the one-year update on the Strategic Plan was presented in August, it was noted that we had undertaken an interim approach to the update, leading up to a more formalized approach that would be unveiled in 2018 through a Community Report.
The Community Report would be made available online and in print for distribution at Town facilities.

2. **Proposed Year of Initiative: Q2- 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 3 "Engage Our Community & Build Partnerships"
GOAL 4 "Provide Exceptional Municipal Service"
Communications Division Business Plan – New Initiatives

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

An annual Community Report would further communicate the many achievements of the Town showcasing our progress, providing an enhanced understanding of municipal government to residents and capturing our key financial data.

6. Cost/ Financial Impact, Recovery and Net impact
   Photography, printing, outside design support, promotion/advertising of report
   Estimated Recurring Cost: $10,000

7. **Other Considerations or Efficiency Options:**

Can you defer the request? Yes, should Council desire alternate communications priorities for 2018

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

8. **Short-term results expected:**
   - Improved external communications
   - Greater awareness of municipal government to residents
   - Introduction of new initiative to highlight good news stories

9. **Long-term Results expected:**
   - Improved external communications
   - Greater awareness of municipal government to residents
   - Introduction of new initiative to highlight good news stories

10. **Other Comments:**
Publishing an Annual Community Report is an extensive undertaking primarily for the Communications Division which will also require participation from all Divisions/Departments and contracted services (i.e. photography, printing). The introduction of this new significant public facing document represents a substantial work addition to the Communications Business Plan under the current staffing model. To ensure that current communication deliverables are not compromised to make room for this new initiative, a separate business case for additional staffing has been submitted to ensure we are well positioned to meet the growing demands of our Division.

GEORGINA

Town of Georgina
Business Case for Operating Initiatives
NI-CAO-1

1. **Nature of Request:** Various Growth Studies/Reviews

Date: November 29, 2017

Department: CAO

Division:

Project Description: Corporate-wide studies required to accommodate growth plan, if/when necessary.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well): As projected in the Development Charges Background Study

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

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

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

GOAL 2: "Promote a High Quality of Life"
GOAL 4: "Provide Exceptional Municipal Service"

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

As part of the development of the Development Charges Background Study in 2016, a total of $250,000 was allocated to various studies to accommodate the planned growth within five years. Although most of such studies are planning related and are conducted by the Development Services Department, other related corporate-wide studies to prepare the Town for servicing growth are also eligible for DC funding. The latter studies are generally handled through the Office of the CAO.

As such, it is recommended to include a budget line in the CAO section of the operating budget to accommodate this activity, when needed.

6. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services: $10,000**
- **Consultants: TBD**
- **Purchase of Assets:**
- **Materials/Supplies: N/A**
- **Other: Total Cost: $10,000 (any variance will be addressed as part of the project)**

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

To identify opportunities or process to accommodate the planned growth.

9. Long-term Results expected:

With the Town in a growth period, and to accommodate a full range of future growth demands, from time-to-time, specific reviews are required to ensure that the Town is fully prepared to deal with complications and impediments that could potentially cause issues or delay of accommodating growth. Process mapping of functions with Customer Service and Development Services application processing are a good example of such potential issues. This project will be funded from Development Charges – Corporate Studies.

10. Other Comments:

To continue building business cases on the findings of the Service Delivery Review (Generate New Revenues), the inclusion of this line is recommended to ensure the Town does not miss any improvement opportunities.

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-LIB-1

1. **Nature of Request :** E-Learning Resources

Date: 2018

Department: Georgina Public Library

Project Description: To provide the community with Lynda.com, a web-based online video platform that can access thousands of expert-led tutorials. Tutorials include courses on business, professional development, marketing and sales, computer applications, web development and coding, and design and photography.

2. **Proposed Year of Initiative:** 2018

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

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

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

This web-based product speaks to a number of the Library's Strategic objectives. It will position the Library as an informal learning hub by being a "library without walls" that supports the educational aspirations of the community.

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

To create a more educated, creative, prosperous and healthy community through the use of products that enable life-long learning.

6. Cost/ Financial Impact, Recovery and Net impact

- **Licence Cost:** $10,000 per annum

Total Cost: $10,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but not recommended.

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

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

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

Can you better leverage technology? This is a web-based technology.

Can you share service delivery with other Town Departments/Agencies or municipalities? The Library can purchase this produce through a provincial public library purchasing consortium to reduce its cost.

8. Short-term results expected:

A more educated, creative, prosperous and healthy community.

9. Long-term Results expected:

A more educated, creative, prosperous and healthy community.

10. Other Comments:

Any Georgina Public Library card holder will have access to this resource.

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-LIB-2

1. **Nature of Request :** Library Furniture Replacements

Date: 2018

Department: Georgina Public Library

Project Description: To replace worn out furniture and improve shelving in the children's and teen areas of the branch libraries.

2. **Proposed Year of Initiative:** 2018

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

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

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

These purchases link directly to the Library Strategic Goal #3 to create welcoming and flexible spaces. These items will continue with the replacement and upgrade of library furniture of the teen's and children's area of the branches begun in prior years. The requested shelving will replace stacked milk cartons used for children's books in Sutton.

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

To provide fresh and welcoming spaces for children, teens and families within our branches.

6. **Cost/ Financial Impact, Recovery and Net impact**

Sutton Branch
2 Teen Chairs & 1 Ottoman - $1,900
2 Board Book Shelving Units - $1,400

Keswick Branch
2 Children's Activity Tables: $1,000

Pefferlaw Branch
Book cart: $700

Total Cost: $5,000

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but not recommended.

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

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

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

Can you better leverage technology? No

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

8. Short-term results expected:

A more welcoming and appealing environment the will encourage greater use of the library and its services.

9. Long-term Results expected:

See above.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-LIB-3

1. **Nature of Request :** Library Technology Updates

Date: 2018

Department: Georgina Public Library

Project Description: To upgrade and replace obsolete or non-functioning equipment at branches.

2. **Proposed Year of Initiative:** 2018

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

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

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

These purchases link directly to the Library Strategic Goal #5 - Technology that aims to ensure that the Library has up-to-date technologies and offers innovative options for use by the public and staff.

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

At present the Library cannot track the number of visits to our branches. This statistic is a key indicator of library use and the success of library programs. The current people counter unit at the Keswick branch is broken and needs to be replaced. New units are requested for all branches in order to provide reliable and consistent statistics.

The current bulky tube television used for after school programming at the Pefferlaw branch is in need of replacement. A flat screen TV and mount is requested to replace the current unit.

6. Cost/ Financial Impact, Recovery and Net impact

All Branches
Purchase and installation of people counters at all branch entrances: $2,500

Pefferlaw Branch
New Flat Screen Television and Wall Mount for programming: $2,000

Total: $4,500

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but not recommended.
Is it more efficient to contract out the initiative? N/A
Can you combine this initiative with other present functions? N/A
Can you change the services model to reduce this demand without reducing service levels? N/A
Can you better leverage technology? Yes, thus the request.
Can you share service delivery with other Town Departments/Agencies or municipalities? No

8. Short-term results expected:

The people counters will allow the Library to identify and monitor peak periods of library usage at all branches. This will provide more exact statistics for reporting to the Library Board and Ministry.

9. Long-term Results expected:

More responsive services and programs to the public.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for New Operating Initiatives
NI-LIB-4

1. **Nature of Request :** Library Self-Check Stations Upgrades

Date: 2018

Department: Georgina Public Library

Project Description: To upgrade the hardware and software of the two library self-check stations.

2. **Proposed Year of Initiative:** 2018

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

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

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

These purchases link directly to the Library Strategic Goal #5 - Technology that aims to ensure that the Library has up-to-date technologies and offers innovative options for use by the public and staff.

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

At present the Library has two old 3M selfCheck stations that allow patrons to check out their own materials. Many patrons prefer this method of check-out since it provides an added level of privacy to the transaction. The current stations are approximately 7 years old and are running on the Windows XP operating system. Support for this operating system ended in April 2014.

This purchase will also position the units for a future upgrade to Radio Frequency Identification (RFID) technology. RFID is used by many public libraries for circulating items in their collections.

6. Cost/ Financial Impact, Recovery and Net Impact

Upgrade the hardware and software of the self-check stations in the Keswick and Sutton branch.

Total: $5,200

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but not recommended.

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

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

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

Can you better leverage technology? Yes, thus the request.

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

8. Short-term results expected:

An increase in the use of the self-check units by the public, which frees up staff to provide better customer service to our patrons.

9. Long-term Results expected:

More responsive services and programs to the public.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-PWK-2

1. **Nature of Request:** Roads Technologist
Date: Sept 27 2017

Department: Operations & Infrastructure

Division: Roads

Proposed Position Title: Roads Technologist

2. **Proposed Year of Initiative:_2018_____** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

First Year proposed

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

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

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

Proactive financial and municipal asset management, progressive organizational practices, Exceptional service delivery.

5. Main/Desired Goal or Outcomes/Benefits:

Proactive financial and municipal asset management, Progressive organizational practices, Exceptional service delivery. To ensure that the Division can maintain the Roads report card and continuous improvement reporting.(i.e.: Winterization Report)

6. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	54,790	74,150	75,270
Benefits	16,440	22,250	22,580
Total Expenditures			
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	71,230	96,400	97,850

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but asset management programs and continuous improvement programs will suffer
Is it more efficient to contract out the initiative? No
Can you combine this initiative with other present functions? Technical skill level higher than Attendant
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? This would leverage technology
Can you share service delivery with other Town Departments/Agencies or municipalities? No

8. Short-term results expected:

- Data collection and analysis for all Roads activities
- Identify and recommend opportunities for improvement.
- Research, identify and recommend industry best practices.
- Perform traffic studies and draft recommendations based on empirical data ,
- Manage locates , collect and analyse data from a number of activities such as winter operations and storm water management,
- Research files in support of the Municipalities defence when litigated
- Prepare and track Divisional PSR's and available for Road Patrol.

9. Long-term Results expected:

Duties of a Roads Technologist:

- Ensures asset management activities are aligned with the Town's AMP;
- Develops asset management best policies and procedures, business plans and strategic objectives;
- Leads and plans the development of a functional work order system in support of asset performance analysis and decision making that is consistent, sustainable and measurable;
- Assists in asset operating and maintenance planning and lifecycle value analysis;
- Manages and updates databases for Roads infrastructure assets (including new, replacement and rehabilitation) working with a variety of internal and external stakeholders, storm water systems, roads and streetlights;
- Must stay up to date with changing legislation; managing and reporting on legislative compliance and developing plans to achieve compliance;
- Must keep the Division current in technology research, trends and developments with a focus on making recommendations to improve asset management processes/practices;
- Provides leadership in the implementation of asset information management technology and data strategies;
- Assists the department in the budgeting process.
- Develops specifications for contracted and consulting services;
- Liaises with the Town's Procurement Division;
- Participates in pre-contract, during contract and post contract meetings;
- Follows the levels of inspection, both in terms of frequency of inspection and the time spent on site for inspection;
- Administers contracts including ensuring the contract is carried out as per the provisions of the contract and verifying invoices;
- Monitors and manages operational budget for contracted services for the division;
- Ensures compliance and updates of The Minimum Maintenance Standards

- Liaises with other Town Divisions;
- Research and Implement relevant technologies.
- Gathers, creates and compiles data for integration into the GIS and maintains regular upgrades to the system;
- Organizes and implements datasets for specific projects based on Divisional needs;
- Manages the acquisition and distribution of digital data and mapping for internal and external customers;
- Analyzes data pertaining to assets (condition, criticality, age) to plan for future operations, growth, renewal and replacement;
- Interprets engineering drawings, registered plans and legal descriptions for GIS database development efforts;

- Maintains Work Orders:

  -Responsible for creating, updating, and closing work orders for Roads Superintendent/Supervisors.
  -Assist with retrieving or gathering info from previous work orders.
  -Gather info from field/job site pertaining to work order.

- **Tickets:**
  -Responsible for gathering tickets from salt/gravel truck drivers.
  -Compile ticket info into a spreadsheet for material tracking.
- **Sign Reflectivity:**
  -Utilize reflectometer to record sign reflectivity for town owned signs in Georgina.
  -Upload and compile data to create database of failed signs.
- **Speed & Traffic Studies:**
  -Responsible for setting up and take down of speed radar counters.
  -Download data from counters and compile reports for speed and volume studies.
  -Schedule counters to be placed in various locations.
  -Schedule Speed Radar Trailer locations in the summer.
  -Update and provide reports for Roads Superintendent and Safe Streets Committee.
  -Conduct pedestrian count for All-way stop sign requests.
  -Ensure proper settings on installed Speed Radar Board signs.
- **Sweeping Records and Maps:**
  -Create route maps utilizing AutoCAD to show route and hydrant locations for Roads Workers.
  -Create data sheet for information gathering. (E.g.: Amount of loads, time start/end, Issues)
  -Compile data into spreadsheet for Information Gathering.
  -Verify invoices to Sweeping records for billing discrepancies.
  -Contact contractor to clarify any issues with billing discrepancies.

- **Snow Plow Routes and Material tracking:**
  -Create route maps utilizing AutoCAD to show Mains and Secondary routes for Plow Drivers
  -Create data sheet for information gathering. (E.g.: Amount of mix used, weather, tonnage, km driven)
  -Compile data into spreadsheet for Information Gathering.
  -Compile information into easy to read day summary.
  -Gather information from GPS based on Work orders/complaints.
- **Contractors:**
  -Contact Contractors to request quotes for information (E.g.: Speed signs, street name signs)
  -Research nearby contractors for specific jobs (E.g.; Ditching, paving, sandbags)
  -Call material suppliers for MSDS sheets
  -Liaison with contractors for any support needed based on our contracts with them. (E.g.; BSM for GPS, Amtec for weather)
- **Sidewalk Inventory:**
  -Print and create sidewalk inventory list.
  -Compile defect list for sidewalk grinding.
  -Upload information onto X:Drive
- **Storm water:**
  -Inspect storm water ponds for basic deficiencies. (E.g.; locked gates, fences, debris, vegetation cover.)
  -Compile data into spreadsheet.
  -Inform Roads Supervisors/Superintendent of possible defects (Missing locks, signs, etc.).
  -Inspect catch basins and culverts for possible blockages utilizing a rod mounted spycam.
  -Report findings of blockages to Roads Foreman/Superintendent
- **Mapping/ Surveying:**
  -Utilize GIS and LSRCA maps to find conservation boundaries of various areas.
  -Stake out and paint boundaries in affected areas to correct.
  -Assist Roads Foreperson/Superintendent with map printouts as needed.
  -Utilize GIS and YorkMaps to find property lines.
  -Request surveys from Building Department or from Records for Property line disputes. (E.g.; tree ownership, encroaching fences.)
  -Use total station to determine grades.
  -Utilize bar finder to locate property pins.
- **Assistance:**
  -Assist Roads Supervisors with any duties as required. (E.g.; Work orders, debris on road, road patrol in inclement weather, TCP, Technical Support)
  -Assist Roads Superintendent with any duties as required. (E.g.; Work orders, streetlight complaints, Survey complaints, Safe Streets Meetings, Technical support)
  -Assist Operations with any duties (E.g.; Tenders, Grading, Mosquito Control Testing)

- Assists with Safe Streets Committee Road Safety Campaign, line painting pilot project and traffic study requests

10. Other Comments:

With the changing technology and changes to the Minimum Maintenance Standards Road Attendants are not qualified to deliver the service levels required and expected.

The pilot project of having Seasonal Techs has shown the service level and end products go up during their tenure but go down when they leave as technical skills not available.

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-WAT-1

1. **Nature of Request:** Compliance Co-ordinator
Date: October 2017

Department: Operations & Infrastructure

Division: Water/Waste Water

Proposed Position Title: Compliance Coordinator

2. **Proposed Year of Initiative:**_____ (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
Strategic plan# 4

GOAL 4: Provide Exceptional Municipal Service

5. Main/Desired Goal or Outcomes/Benefits:

To ensure Legislative compliance at the administrative and Supervisory levels (the current model sees the admin function carried by the Supervisor which challenges Supervisory compliance efforts) (Current compliance is being achieved by seconding the Human Resources staff to assist with the admin role):

1. Prepares, coordinates and maintains the Town's Drinking Water Quality Management Standard (DWQMS). Reviews applicable provincial legislation and regulations with respect to the Safe Drinking Water Act to ensure compliance relating to water and wastewater services. Maintains a daily log as per DWQMS protocols and best practices. Monitors the Town's water/wastewater and storm water operations to ensure compliance with applicable legislation and regulations including Lead Testing requirements as well as respond to resident inquiries into these systems. Develops and implements documentation and forwards any necessary corrective actions relating to adverse results and audit non-conformances to the Manager, Water/Wastewater and appropriate agencies.

2. Ensures Water/Wastewater staff meet training and licence requirements according to Ministry legislation and schedules/coordinates required specialized training. Maintains a database, paper and electronic records on operator licenses/certificates, training hours and continuing education units (CEU's); track operator license renewal dates in accordance with legislation.

3. Assists the Overall Responsible Operator (ORO) with Ministry of Environment (MOE) inspections, compliance requirements and remains current on all Ministry of Environment Regulations for Water/Waste Water training / licensing compliance by monitoring of both the Ministry of Environment and Ontario Environment Training Consortium website/publications.

4. Analyzes water consumption data, system operations and growth forecasts to assist with water/wastewater budget preparation and cost controls. Assists with identifying capital budget maintenance items relating to roads, water distribution, sanitary and storm water. On behalf of Public Works Services, provides input/comments in the review of the Town's capital design and new development proposals.

5. Assists Water / Wastewater Supervisor in providing support to Engineering and Public Works Services Department staff with existing infrastructure and implementation/installation of new infrastructure as per the DWQMS and Drinking Water Works Permit (DWWP) and the Municipal Drinking Water License (MDWL). including application & fee review, analysis of engineering drawings, water modeling and coordination between Town staff, Regional staff and contractors/consultants to facilitate alterations or additions to the Town's Drinking Water System (DWS), providing input into the Capital infrastructure database, sourcing data for reports, and assisting other agencies.

6. Assists the Water/Wastewater Supervisor to liaise with contractors, Town staff, utilities etc. to facilitate water shut-offs, new connections, locates, construction coordination and system repairs in the areas of water and wastewater and stormwater.

7. Assists Supervisor in preparing RFQ/RFP's, develop and distribute award letters and conduct analysis of tender/project results.

8. Develops/amends/updates policies and procedures to the Operational Plan, as required to meet new/amended standards. Updates standards documents for water/sanitary, storm sewers and materials/supplies/services as required. Develops additional preventative maintenance programs, health & safety guidance documents.

9. Assists the Water/Wastewater Supervisor by liaising with the meter reading contractor to facilitate meter repairs/replacements, invoice coding and troubleshooting

10. Interprets acts, regulations and trends from the MOE, and ensures the ORO, Operations management and senior management are aware of their individual and corporate responsibilities and liabilities.

6. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	54,790	74,150	75,270
Benefits	16,440	22,250	22,580
Total Expenditures	71,230	96,400	97,850
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	71,230	96,400	97,850

7. Other Considerations or Efficiency Options:

Can you defer the request? No, legislative compliance is being challenged
Is it more efficient to contract out the initiative? No
Can you combine this initiative with other present functions? Yes with solid waste activities
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? This position will ensure technology is leveraged
Can you share service delivery with other Town Departments/Agencies or municipalities? No

8. Short-term results expected:

Regulated process related to:

- Contract administration, record keeping in Safe Drinking Water Act and supporting regulations
- Ministry of Environment Legislation/Regulations
- Ontario Water Resources Act and supporting regulations
- Clean Water Act and supporting regulations
- Water Opportunities Act and supporting regulations
- Environmental Protection Act and supporting regulations
- Municipal standards
- Occupational Health & Safety Act

9. Long-term Results expected:

Compliance and a well-developed program that removes admin time from the Supervisor. Build internal capacity for succession planning.

10. Other Comments:

Risk to the organization is high, if not initiated.

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-BLD-1

1.

Nature of Request : Application Examiner

Date: October 10, 2017

Department: Development Services

Division: Building

Proposed Position Title: Application Examiner

2. Proposed Year of Initiative (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well): 2018 – 2nd quarter

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

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

4. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
Goal 4: Provide Exceptional Municipal Services

5. Main/Desired Goal or Outcomes/Benefits: Provide support to existing Application Examiners, Plans Examiner and Zoning Examiners to provide improved front-line customer service and permit review services at the 3rd floor Development Services Hub in order to reduce the time to issue permits.

This request for one additional staff responds to service delivery expectations of permit applicants and additional workloads introduced by the efficiency transfer of some of Development Engineering's processes on the Building Division's front-line Application Examiners.

In addition, to provide synergy in customer service the two existing Application Examiners in the Building Division now carry out the bulk of the Development Engineering Division's permit application services. Application Examiners and Zoning Examiners have seen an increase in information service requests from prospective purchasers and for the sales of homes. As an example, Zoning Examiners are currently spending approximately 25% of their time answering Zoning By-law enquiries about properties. This detracts from time available to carry out plan review of permit applications resulting in increased processing times. In addition, to provide synergy in customer service.

The time it takes to issue permits for less complicated applications, such as pool enclosures, decks, and garden sheds, does not meet the needs or expectations of permit applicants. Permit applications for these smaller projects go into queue with all other types of permits. Presently, the wait time to commence Zoning and Applicable Law reviews is between two to four weeks after accepting the permit application in the Building Division. It is typical that permits, including small projects like decks, pool enclosures and garden sheds, can take up to 4 to 6 weeks to issue.

Introducing a 3rd Application Examiner will provide the support needed to improve the speed of issuing permits. An additional Application Examiner will allow the Application Examiners time to assist with carrying out the Zoning, Applicable Law and OBC technical review of permit applications and prepare the permit for issuance. This will remove the workload of smaller, less complicated applications on the Zoning Examiners and Plans Examiner and provide improved and quicker service to permit applicants and owners. It is expected that processing times for these less complicated permit types may see a turn-around rate from submission of a suitably complete application to issuance of a permit in approximately 2 weeks; with a goal of providing an even better timeframe. In turn, redirecting some workload from the Zoning Examiners is expected to generally improve processing time of all permit applications.

6. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Below is the net impact of adding a permanent full-time Applications Examiner and removing a part-time building inspector. Based on a Q2 start date.

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	13, 130	34,950	35,470
Benefits	9,940	10,480	10,640
Total Expenditures	23,070	45,430	46,110
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	23,070	45,430	46,110

7. Other Considerations or Efficiency Options:

Can you defer the request? It is preferred that the position be filled as soon as possible. This will allow valuable training time in readiness for the busier summer construction season.
Is it more efficient to contract out the initiative? Improved customer service would be realized with a full-time, permanent position.
Can you combine this initiative with other present functions? The nature of the job description accounts for a variety of duties such as direct, front-line customer service plus dedicated technical review processes.
Can you change the services model to reduce this demand without reducing service levels? Staff are already at more than 100% capacity that negatively impact excellence in timely service delivery (permit review and issuance)
Can you better leverage technology? iCity has been implemented into the Development Engineering Division's processes to better track Site Alteration Permits.
Can you share service delivery with other Town Departments/Agencies or municipalities? Workloads are such that a compliment of 3 full-time Application Examiners will be tasked with various related duties all year.

8. **Short-term results expected:**
   Immediate help for various customer service and technical services related to Ontario Building Code, Zoning By-law and applicable law service delivery.

9. **Long-term Results expected:**
   Provides an entry-level technical position to support succession-planning needs.

10. **Other Comments:**
    The addition of an Application Examiner will make one summer student position redundant. Via continued workflow analysis it is anticipated that further functions (i.e. Entrance Permits) will transition to the 3rd Floor Hub.

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-ENG-1

1. **Nature of Request:** Development Inspector

Date: October 13, 2017

Department: Development Services

Division: Development Engineering

Proposed Position Title: Development Inspector

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
   - Grow our economy
   - Engage the community & build better partnerships
   - Provide exceptional municipal services

5. Main/Desired Goal or Outcomes/Benefits:

The additional staff is necessary to address demands related to growth from new development. It is
The goal to increase customer service with expedited development/site alteration permit review and inspection enhancing the ability of the Division to respond in a timelier manner.

6. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Costs associated with the new staff are related to the consideration by Council of the new development engineering fees. The final report considered on October 18, 2017, and By-law 2017-0116 authorized rate increases to existing fees together with imposition of new fees which reflect the additional staffing resources.

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	53,140	71,920	72,990
Benefits	15,940	21,570	21,900
Total Expenditures	69,080	93,490	94,890
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	69,080	93,490	94,890

7. Other Considerations or Efficiency Options:

Can you defer the request? No, required to address work volume and approval of ongoing fees
Is it more efficient to contract out the initiative? No
Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No Can you better leverage technology? All technology current available is used. Further use supported. Can you share service delivery with other Town Departments/Agencies or municipalities? No
8. Short-term results expected: Improved customer service
9. Long-term Results expected: Improved customer service
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-ENG-2

1. **Nature of Request:** Development Engineering Technologist

Date: October 13, 2017

Department: Development Services

Division: Development Engineering

Proposed Position Title: Development Engineering Technologist

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

- Grow our economy
- Engage the community & build better partnerships

- Provide exceptional municipal service

5. Main/Desired Goal or Outcomes/Benefits:

The additional staff is necessary to address demands related to growth from new development. It is our goal to increase customer service with expedited development review and enhance the ability of the Division to respond in a timelier manner.

6. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Costs associated with the new staff are related to the consideration by Council of the new development engineering fees. The final report considered on October 18, 2017, and By-law 2017-0116 authorized rate increases to existing fees together with imposition of new fees which reflect the additional stations resources.

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	58,120	78,660	79,840
Benefits	17,440	23,600	23,950
Total Expenditures	75,560	102,260	103,790
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept.			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	75,560	102,260	103,790

7. Other Considerations or Efficiency Options:

Can you defer the request? No, required to address work volume and approval of ongoing fees.
Is it more efficient to contract out the initiative? No
Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No Can you better leverage technology? All technology available is used. Support further use. Can you share service delivery with other Town Departments/Agencies or municipalities? No
8. Short-term results expected: Improved customer service
9. Long-term Results expected: Improved customer service
10. Other Comments:

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-COM-1

1. **Nature of Request:** Communications Specialist

Date: November 17, 2017
Department: Chief Administrative Office
Division: Communications
Proposed Position Title: Communications Specialist

2. **Proposed Year of Initiative:** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well)

   Q1: 2018. Following Budget approval, recruitment would commence immediately to support 2018 Corporate Communications business goals and completion of five substantial deliverables under the 2014-2018 Strategic Plan.

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

☐ Legislative, X Growth ☒ Risk Management, ☒ Customer Service, ☒ Service level Change

☒ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study

☐ Other (please specify)_____

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
   Goal # 1 Grow our Economy - 1.11 Continue development of Town Branding & Marketing Strategy
   Goal #2 Promote a high quality of life- 2.1 Promote active healthy living through direct programming and community partnerships

Goal # 3 Engage Our Community & Build Partnerships - 3.2 – Implement a Community Engagement Strategy, 3.3 Formalize an External Communications Strategy, 3.4 Develop a Media Relations Strategy, 3.5 Develop a Social Media Strategy

5. Main/Desired Goal or Outcomes/Benefits:

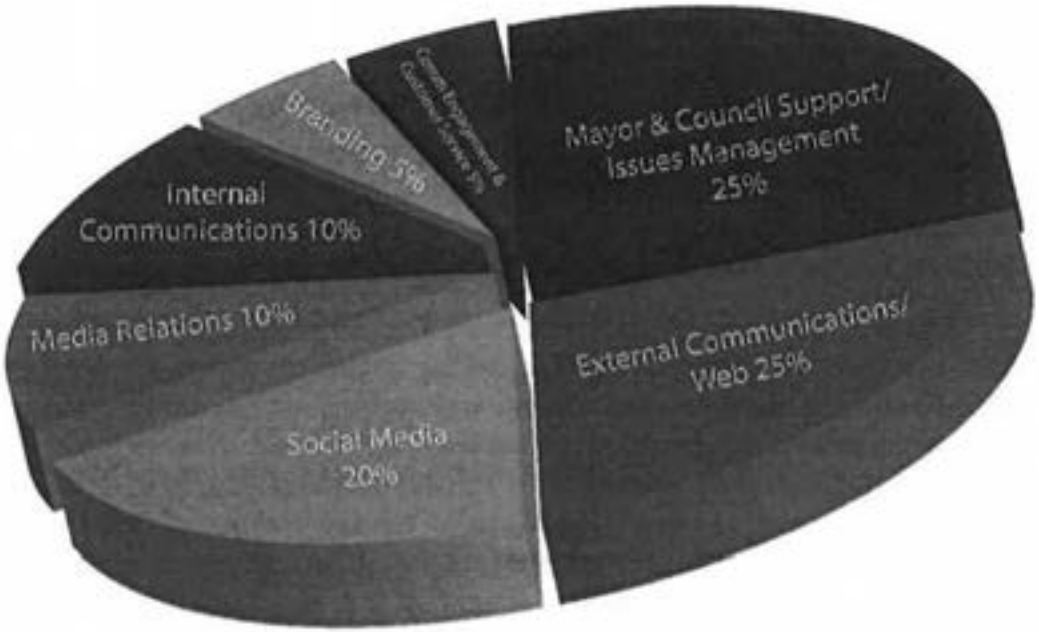
The Communications Division is ready to grow and continue the journey toward our mission: To provide exceptional, progressive communication products and services which inform and engage all audiences, supporting the Town in fulfilling its objective as a trusted municipal leader.

With just two full-time communications staff and one graphic designer, the team is providing a high volume of day-to-day support to the entire organization, regularly attending to after-hours meetings, events and requests, and providing 24/7 social media monitoring and maintenance of six corporate social media channels. As one of the youngest and smallest communications divisions among our municipal counterparts, the Communications Division is maturing, and ready to move forward with the development of our foundational strategic documents and policies. This is a task which requires a high degree of research and development, as well as consultation with stakeholders. Driving these essential documents forward under the current workload and with the current staffing levels available is proving challenging. A total of five strategic documents are currently outlined in the 2014 to 2018 Strategic Plan for completion in the first two quarters of 2018. Although preliminary work has been completed and progress is being made, maintaining existing service levels for the organization and the community is leaving little room for this critical work. An added staff member would support the Division in our day-to-day needs, as well as completing and implementing strategies to support our 7 core business areas identified in our Communications Program Framework: Internal communications, External communications, Social Media, Community Engagement, Media Relations, Branding, Council/Issues Management.

Through the Service Delivery Review, improved internal and external communications were identified as areas where opportunities for improvement exist. A new Communications Specialist would serve to support all areas of the Communications Program Framework and provide needed resourcing to help implement, monitor and evaluate new initiatives resulting from new strategies.

Although the Communications Division has identified 7 core business areas, four are notably underserved under current staffing limitations.

Communications Time Use, Current Resources



In order to continue meeting our day-to-day obligations, as well as grow and improve our ability to provide exceptional communication services, additional resourcing is required. The majority of staff resources are currently expended in the areas of external communications/web, mayor & council support/issues management, and social media. While the desire exists to grow and bolster our other service areas (community engagement/customer service, internal communications, branding, media relations) these areas are currently underserved, and will continue to be served on a limited basis under our current resource restrictions.

The Service Delivery Review identified that our internal communications program requires attention. Corporate initiatives require dedicated internal communication efforts to ensure understanding, inclusivity and support to Town staff and internal stakeholders. The Customer Service Program next steps include public education of our service levels/standards, and understanding of our Town processes. Communication staff will be required for this

public education program. The Strategic Plan requires the creation of an Annual Community Report, an initiative that requires Communications Division resourcing. Custom projects such as the desired anti-litter campaign would also require additional resources for staff to absorb the initiative.

As Georgina continues to rapidly grow and change, we want to show our progressive spirit and ensure consistent two-way communication between our organization, staff and residents/stakeholders is a demonstrated top priority. This will require ongoing engagement through events and activities outside of business hours, on evenings and weekends when residents and stakeholders are not at work. An additional staff member will help carry the load of overtime and after-hours communication needs.

6. Cost/ Financial Impact, Recovery and Net impact (Estimate)

Union Base Salary Grade level – 13 $33.37 - $37.07/hr Annually – $60,733.40 – $67,467.40
Salary & Benefits – $78,953.42 – $87,707.62
Plus Workstation/Onboarding costs

Start Q2 / 2018

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	46,510	62,940	63,880
Benefits	13,950	18,880	19,170
Total Expenditures	60,460	81,820	83,050
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	60,460	81,820	83,050

7. Other Considerations or Efficiency Options:

Can you defer the request? No. Staff cannot deliver the expectations of the Strategic Plan, the Customer Service Program or the Service Delivery Review without additional resources.

Is it more efficient to contract out the initiative? No. The creation and execution of a 5 new foundational strategy documents will present new multi-year tasks and actions requiring additional and sustained resourcing.

Can you combine this initiative with other present functions? The Communications Division would be unable to substantially increase the types and frequency of internal/external communication supports without additional resources.

Can you change the services model to reduce this demand without reducing service levels? Current service levels can be maintained, but additional communications expansion/growth will be limited without additional resources.

Can you better leverage technology? Communications requires a human touch. Web and self-help opportunities will be leveraged.

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

8. **Short-term results expected:**
   Supporting this position will send clear messages to both internal and external stakeholders that their opinions and needs matter – and two-way communication is a top priority. A new staff member would be tasked to start an immediate and thorough data capture to better understand our various audiences and needs, which would then be analyzed and used to inform the creation of the deliverables under the 2014-2018 Strategic Plan. The addition of a new staff person would help us more effectively complete our business plans for 2018 onward, as a new body will greatly impact our ability to either maintain current service levels, OR with more help, plan for growth.

9. **Long-term Results expected:**
   Demonstrated leadership as a progressive municipality where employees and citizens are actively engaged in the positive growth and development of their community. Support of the Communications Division Vision and Mission.

CORPORATE COMMUNICATIONS VISION

To ensure all members of public, staff and stakeholders are well-served by timely, accurate communications in all matters related to Town of Georgina.

MISSION

To provide exceptional, progressive communication products and services which will inform and engage all audiences, supporting the Town in fulfilling its objective as a trusted municipal leader.

10. Other Comments:
Potential Risk/Exposure:

Currently Georgina's Communications Division consists of three staff, two non-union and one unionized. This is among the smallest of the nine local municipalities. In addition to increasing two-way dialogue with internal and external audiences – the additional position would help reduce the potential exposure that currently exists with a small Division that has a critical role during crisis/EOC incidents. While the Division has three staff –the Graphic Designer is specialized, and has limited capacity to support non-design communication initiatives and needs.

Coming into an election year in 2018, followed by the onboarding and support of a new term of Council, communication needs outside of the regular course of business are likely to be required for 2018/2019. To put our best foot forward with the new term of council and the next Strategic Plan, 2018 is an ideal time to introduce new staffing to the Communications Division.

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-PWK-1

1. **Nature of Request Additional Staffing:** Temporary Administrative Assistant – Fleet and Capital Projects
Date: Sept 26 2017

Department: Operations and Infrastructure

Division: Fleet and Capital

Proposed Position Title: Temporary Administrative Assistant – Fleet and Capital Projects

2. **Proposed Year of Initiative:** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

First Year proposed

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

☒ Legislative, ☐ Growth ☒ Risk Management, ☒ Customer Service, ☐ Service level Change

☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study

☐ Other (please specify)__Legislative (CVOR) Risk (documentation) Customer Service (Town stakeholders) Efficiency (processing Capital Admin / Fleet documentation currently being done by Manager/Supervisor) _____

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

Strategic Goal # 4 Providing Exceptional Municipal Service – Fleet is mostly behind the scenes but Capital is a direct service to residents, Council, contractors, agencies and staff

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

Fleet – Meet CVOR legislative requirements including establishing a systematic fleet maintenance and repair program. All maintenance and repair to be tracked through Work Tech.
Provide dedicated (50%) capital project Admin support for large, multi million dollar projects. Currently Admin duties being completed by Mechanics and Fleet Supervisor (Fleet) and Capital Manager (Capital Projects). 2018 proposed Project Manager also requires administrative support.
Evaluate and determine admin split, and validate the effectiveness for a potential 2019 budget ask.
Benefits hours saved:
Currently Supervisors carrying out admin work 1040 hrs (provides corporate support including Fire Dept)
950 hrs mechanics hrs on admin
Will free up 110 hrs of the Operations Coordinators time
Currently the $1.7 million annual preventative maintenance Roads capital program is being administered by Capital projects manager.

6. **Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)**

Costs	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Salary	41,440		
Benefits	12,430		
Total Expenditures			
Transfers	**Year 1 (Pro-rate as applicable)**	**Year 2 (Annualized)**	**Year 3 (Annualized)**
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1 (Pro-rate as applicable)**	**Year 2 (Annualized)**	**Year 3 (Annualized)**
Total Revenues			
Net Budget Impact	53,870		

7. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Possible to contract?

Can you combine this initiative with other present functions? Yes split 50/50 Capital and Fleet

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

Can you better leverage technology? Yes but Administrative person needed to drive the implementation of Work Tech throughout corporate fleet – all divisions with vehicles/equipment

Can you share service delivery with other Town Departments/Agencies or municipalities? 50/50 Capital and Fleet

8. Short-term results expected:

Lead implementation of Work Tech tracking to all business units' consistency dealing with Fleet. Let licensed mechanics and Supervisor do the job they were hired for.

Administrative support for increased Project Management function.

9. Long-term Results expected:

Effective delivery to preventative maintenance and project management programs.

10. Other Comments:

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-ECD-1

1. **Nature of Request:** Information Outreach Coordinator
Date: October 2017

Department: Development Services

Division: Economic Development & Tourism Division

Proposed Position Title: Information Outreach Coordinator – Summer Student 13 +/- weeks – efforts will be made to apply for summer jobs funding programs to help offset costs.

2. **Proposed Year of Initiative: 2018** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

☐ Legislative, ☐Growth, ☐ Risk Management, ☒ Customer Service, ☒ Service level Change

☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study

☐ Other (please specify)_____

4. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
Corporate Strategic Plan –
Goal #3 Engage our Community and Build Partnerships
Goal #1 Grow our Economy – Sustainable Economic Growth and Employment

- Action Item 1.4 Support work of our Chamber and other partners

- Action Item 1.5 Leverage the Economic Impact of Agriculture, Food and Agri-tourism

Economic Strategy and Action Plan

- Activity 3.11 Support the development of the Agri-tourism sector, farmers market
- Activity 3.12 Ensure Town's agricultural businesses are well represented in Regional programs and --develop linkages to tourism promotions programs.
- Activity 1.11 Continue with activities in BR&E Report ie. Develop and strengthen relationships with existing business community.

5. Main/Desired Goal or Outcomes/Benefits:

This Summer student position would work in conjunction with our BIA's and community partners by attending the majority of events where there is an opportunity for the Town to conduct community engagement. This would be a position that is scheduled for weekends, weeknights and would be required to attend at the various events where residents and visitors congregate. This may also include events out of town that provide a greater exposure for the municipality. This staff person would ensure the presence of a Town booth at these many events and work with our Communications team to increase the awareness of Town events, programs and initiatives. This initiative would help to strengthen the Town's relationship with BIA's/ Farmers Market tourism and business partners. The position would also be required to provide back up in the Economic Development Office as required. This staff person may also assist with Georgina 200 promotions.

6. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Based on 2017 funding levels provided by the Town for summer student positions this position would necessitate an increased operating budget of approximately $8,848.

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	6,830	6,540	6,670
Benefits	1,110	1,960	2,000
Total Expenditures	7,940	8,500	8,670
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	7,940	8,500	8,670

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but contrary to the Economic Development Strategy
Is it more efficient to contract out the initiative? No
Can you combine this initiative with other present functions? It will be combined with initiatives being undertaken by other departments ie. Communication
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? Yes

8. Short-term results expected

This initiative would have an impact during the summer months by reducing overtime of current full time staff members and thereby creating a more efficient use of resources. Community groups/business partners would acknowledge a Town presence by way of a dedicated Town Information Station at key events.

This is an opportunity to have staff at events take photos and build photo library for the Town and refer social media posts to Communications Team for posting. This positon would be assisting with the distribution of tourism information and promotion related to Georgina 200.

Student would set up Town Booth at Festivals and Events including but not limited to the following:

- Bi-weekly Attendance at Famers Market
- Music in the Streets
- Festival on High
- Summer Events held at the ROC
- The Ones Car Show
- Painted Perch Festival
- Pefferlaw PAR Picnic
- Take a Kid Fishing
- Sutton Fair
- And events held by our local partners ie GTTI, Chamber, OWC etc.

The booth set up would provide Council and Town departments a location from which to promote special initiatives, and Ward Chats

9. Long-term Results expected:

This is an opportunity to engage new business owners who may not yet be connected with existing programs and service and to strengthen relationships with existing community partners.

10. Other Comments:

This initiative would support the Town's desire for enhanced external engagement and outreach to new businesses.

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-CAO-1

1. Nature of Request : Executive Director Capital Delivery Initiatives

Date: October 17, 2017

Department: Office of the CAO

Division: Supporting Corporate Initiatives

Proposed Position Title: Executive Director Capital Delivery Initiatives

The Town of Georgina is in an unprecedented period of concurrently planning/implementing several significant community related capital initiatives. These initiatives include the South Keswick MURC, the Civic Centre replacement, Phase 2 and 3 of the Link and the rebuild of Station 1-8. Of these projects, only Station 1-8 is in the execution phase. The MURC, Civic Centre, and LINK Phase 2 and 3 are all in the project definition and planning phase. The significance of the planning phase for the MURC and the Civic Centre cannot be underestimated. Together they represent just under $60 million in investment. With respect to the Link, it should be recognized that the ownership and operation of a community hub moves Town service delivery out of the realm of core services, and therefore financial sustainability of the project is of the utmost importance. The estimate for the Link project is $1.8 m.

Report OID-2017-0015, provided an assessment of project management needs across the organization and proposed transitioning to the establishment of an internal Project Management Office (PMO) in order centralize capital projects management. Project management, as referenced in Report OID-2017-0015 was however more technical in nature ie: managing the technical aspects of capital project delivery such as design, engineering and construction. Staff continue to recommend a transition to centralized project management, it must however be recognized that due to the complexity, community nature, and total

investment of the MURC, the Civic Centre and the Link projects , management of these capital initiatives requires considerably more sophisticated project management expertise.

Paralleling the initiation of the capital projects identified above, the Town is proactively moving to enhanced long range financial management. It is therefore imperative that the planning phase of these substantial projects include detailed financial analysis and business planning, both from a capital financing perspective and from an operational sustainability perspective. Again, this requires sophisticated project management expertise.

It is therefore the recommendation of staff that to responsibly plan and manage the MURC, Civic Centre and Link projects a dedicated project management professional experienced in all aspects of community capital delivery (financial analysis, community consultation, capital construction methodology) should be retained on a 3 – 5 year basis to ensure these substantive capital projects are sustainable over the long term. This temporary position would also coordinate any third party managed capital projects ie: West Park rebuild. Finally, this position would evaluate the balance of the capital project management needs of the organization and make recommendations to Council via the annual budget process re the establishment of a PMO and the recommended organizational model. Until such time as this evaluation is complete this initial position would reside in the CAO's Office which is typical of civic centre type projects.

2. **Proposed Year of Initiative:__2018_____** (please indicate if this represents a mid-year implementation or a deferral from a request made in a previous year, specify the years or the year of your original request as well):

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

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

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

GOAL 2: "Promote a High Quality of Life" – HEALTH, SAFE, SUSTAINABLE COMMUNITIES.

GOAL 4: "Provide Exceptional Municipal Service" – ORGANIZATIONAL & OPERATIONAL EXCELLENCE.

5. **Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)**

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	157,100	159,460	161,850
Benefits	47,130	47,840	48,560
Total Expenditures	204,230	207,300	210,410
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	204,230	207,300	210,410

6. **Other Considerations or Efficiency Options:**

Can you defer the request? Yes, but to the detriment of responsible project management and long term financial sustainability.
Is it more efficient to contract out the initiative? No, contracted services would exceed the cost of providing the service in house.
Can you combine this initiative with other present functions? Yes with broader capital project management
Can you change the services model to reduce this demand without reducing service levels? TBD
Can you better leverage technology? Yes, project management software would be leveraged
Can you share service delivery with other Town Departments/Agencies or municipalities? Yes, other Town Departments

7. **Short-term results expected:**

Responsible consideration, evaluation and determination of project scope for several legacy capital projects.

8. **Long-term Results expected:**

Construction of financially responsible and operationally sustainable community infrastructure.
9. Other Comments: Successful project management includes responsible planning, execution, performance management and evaluation. Risk to the organization and the community is high if capital project delivery is not appropriately managed.

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-LIB-1

1. **Nature of Request :** Additional Hours – Pefferlaw Branch Librarian
Date: 2018

Division: Georgina Public Library

2. **Proposed Year of Initiative:** 2018

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

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

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

At present the Pefferlaw Branch Librarian only works 30 hours per week. The Library is requesting that the position be made into a full 35 hours per week position to bring it in line with the other Branch Librarian positions. The additional five hours a week will allow for the creation of new partnerships and joint programming through community outreach and marketing library services (Library Strategic Goal #1). It will also assist to make the Library as the informal learning hub of the community (Library Strategic Goal #4).

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

Increased awareness and use of the library resources and services offered to the residents of Georgina. Enhanced services in the Pefferlaw Branch for local residents.

6. **Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)**

Additional 5 hours Wage and Benefits to Existing Position: $13,000 + $4,000

Total Cost: $17,000

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	$13,000	$17,700	$17,970
Benefits	$4,000	$5,310	$5,390
Total Expenditures	$17,000	$23,010	$23,360
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	$17,000	$23,010	$23,360

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but not recommended.

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

Can you combine this initiative with other present functions? Current Branch managers are currently tasked to their limits with managing their own branches, programming and professional duties within each branch.

Can you change the services model to reduce this demand without reducing service levels?
These five additional hours will allow for more community outreach and community connections which is a key strategic objective of the Library.

Can you better leverage technology? N/A

Can you share service delivery with other Town Departments/Agencies or municipalities? No – unique to Georgina Public Library.

8. Short-term results expected:

Increase use of library resources and attendance at programs at the Pefferlaw branch and other locations.

9. Long-term Results expected:

An enhanced reputation of the Library and a more literate, creative, prosperous and healthy community.

10. Other Comments:

This is a less expensive approach than requesting a full-time Community Outreach Librarian position.

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-LIB-2

1. **Nature of Request:** Library Administration Assistant (Part Time)

Date: 2018

Department: Georgina Public Library

Proposed Position Title: Library Administration Assistant (Part-Time)

2. **Proposed Year of Initiative:** 2018

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

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

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

This position was recommended in the 2011 GPL Organizational Structure & Staffing Report, as a part-time position, and again in the Library's Master Plan in 2016. Current general administration tasks are being performed by the Library CEO and Branch Librarians, with Board secretarial support from the Clerks Department. Core management priorities compromised include time for leadership, staff coaching, development of community connections, developing partnerships, planning, and program & collection development. This request aligns with the Library's Strategic Goal #3 of "People & Leadership".

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

To provide a more efficient and responsive management team that can better plan and meet the demands of our community.

6. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Estimate Wages at $27,000(17.5 hours per week – Non Union Scale) and Benefits at $7,000 per year. Employee would be hired half way through the year.

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	13,500	26,550	26,950
Benefits	3,500	7,960	8,080
Total Expenditures	17,000	34,510	35,030
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	17,000	34,510	35,030

7. Other Considerations or Efficiency Options:

Can you defer the request? This request has already been deferred twice by Council.
Is it more efficient to contract out the initiative? N/A
Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? N/A
Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No

8. Short-term results expected:

A more efficient and effective library. This position will free up the Library Director and Branch Librarians from routine administrative work and allow them to concentrate more of their time on providing enhanced services, programs and outreach activities.

9. Long-term Results expected:

Same as above.

GEORGINA

Town of Georgina
Business Case for Additional Staffing
SR-LIB-3

1. **Nature of Request :** Children's Summer Reading Club Assistant (Summer Student)

Date: 2018

Division: Georgina Public Library

Proposed Position Title: Children's Summer Reading Club Assistant (Summer Student)

2. **Proposed Year of Initiative: 2018**

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

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

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

This position reflects the Library Strategic Goal # 4 of becoming an "informal learning hub for the community" by supporting the Library's Summer Reading programme for Children.

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

To create a dedicated Summer Student position to support the TD Summer Reading Club Program in order to maintain and improve literacy levels of children over the summer.

6. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Estimated Wages and Benefits: $9,000

In 2017, the Library applied for and received a grant from Young Canada Works for 50% of this position's salary. While grants remain unpredictable, the Library requests funds to establish a permanent summer student position. The Library will continue to apply for available grants (e.g. Canada Summer Jobs Program or Young Canada Works) to support this position in the future.

Costs	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Salary	8,000	7,410	7,550
Benefits	1,000	2,220	2,270
Total Expenditures	9,000	9,630	9,820
Transfers	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	**Year 1** (Pro-rate as applicable)	**Year 2** (Annualized)	**Year 3** (Annualized)
Total Revenues			
Net Budget Impact	9,000	9,630	9,820

7. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but not recommended. There is a great demand for this service.
Is it more efficient to contract out the initiative? N/A
Can you combine this initiative with other present functions? No. This would be a dedicated position for the Summer Reading Program. Current Children's and Youth Staff are already tasked with running their existing programs.
Can you change the services model to reduce this demand without reducing service levels? Public demand for this Children's programming is increasing.
Can you better leverage technology? N/A
Can you share service delivery with other Town Departments/Agencies or municipalities? No

8. Short-term results expected:

A continued increase in participation by children in the Summer Reading program.

In 2017, the Library received a grant from Young Canada Works to fund a part-time summer student position to support of the program. Due to this position, participation by children increased to 1,117 in 2017 from 803 in 2016.
9. Long-term Results expected: Children are better prepared to return to school in the Fall and gain a love of reading.
10. Other Comments:

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: DEPARTMENT ADMINISTRATION

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Department Administration									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1510000-1110	Permanent Positions	148,820				2,600	7,920	159,340	
1-2-1510000-1130	Overtime Pay	-						-	
1-2-1510000-1150	All Other Payroll Costs	38,350				670	(1,020)	38,000	
1-2-1510000-1210	F/T Salaries Recovered	(93,580)					(22,970)	(116,550)	Increase in transfer to Water/WW
1-2-1510000-2925	Meeting Expenses	200						200	
1-2-1510000-3110	Travel Expenses	500						500	
1-2-1510000-3140	Memberships	400						400	
1-2-1510000-3150	Professional Development	2,500						2,500	
1-2-1510000-3211	Courier & Delivery	-					500	500	
1-2-1510000-3283	Mobile Phones	800						800	
1-2-1510000-3320	Consultants Fees	6,000						6,000	
Total Expenses		103,990	-	-	-	3,270	(15,570)	91,690	
Net Department Administration		**103,990**	**-**	**-**	**-**	**3,270**	**(15,570)**	**91,690**	
Revenue		-	-	-	-	-	-	-	
Expenses		103,990	-	-	-	3,270	(15,570)	91,690	
TOTAL BY DIVISION		**103,990**	**-**	**-**	**-**	**3,270**	**(15,570)**	**91,690**	
Department Administration		103,990	-	-	-	3,270	(15,570)	91,690	
TOTAL BY PROGRAM/ COST CENTRE		**103,990**	**-**	**-**	**-**	**3,270**	**(15,570)**	**91,690**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: ROADS

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-1511000-0705	Miscellaneous Fees	-						-	
1-1-1511000-0718	Municipal Consent	-					(40,000)	(40,000)	New user fee
1-1-1511000-0816	Municipal Service Fee	-					(600)	(600)	
1-1-1511000-0818	Road Occupancy Permit	-					(25,000)	(25,000)	New user fee
1-1-1511000-0858	Entrance Permit	-					(10,000)	(10,000)	New user fee
1-1-1511000-0897	Costs Recovered	-	(20,000)					(20,000)	Unassumed Subdivisions
1-2-1511000-1210	F/T Salaries Recovered	(182,210)					(116,370)	(298,580)	Water/WW administrative transfer
Total Revenues		(182,210)	(20,000)	-	-	-	(191,970)	(394,180)	
Expenses									
1-2-1511000-1110	Permanent Positions	471,200		96,230		8,250	(1,750)	573,930	CUPE/step increases, SNI-PWK-1: Administrative Assistant, SNI-PWK-2: Technologist
1-2-1511000-1120	Non-Permanent Positions	11,500						11,500	
1-2-1511000-1130	Overtime Pay	4,500						4,500	
1-2-1511000-1150	All Other Payroll Costs	140,370		28,870		2,460	(9,160)	162,540	CUPE/step increases, SNI-PWK-1: Administrative Assistant, SNI-PWK-2: Technologist
1-2-1511000-2275	Drafting Supplies	1,000						1,000	
1-2-1511000-2310	Repairs	700						700	
1-2-1511000-2312	Internal Vehicle Maintenance	-						-	
1-2-1511000-2330	Licences	250						250	
1-2-1511000-2364	Survey Equipment	1,500						1,500	
1-2-1511000-2610	General Stationery & Office Sp	6,000						6,000	
1-2-1511000-2650	Office Equipment	3,000						3,000	
1-2-1511000-2925	Meeting Expenses	200						200	
1-2-1511000-3110	Travel Expenses	4,000						4,000	
1-2-1511000-3140	Memberships	2,100						2,100	
1-2-1511000-3150	Professional Development	-						-	
1-2-1511000-3410	Contracted Services	7,000					5,500	12,500	
1-2-1511000-3640	Machine Time - Own	-						-	
1-2-1511000-3905	Miscellaneous	1,000						1,000	
1-2-1511000-3910	Insurance Premiums	2,870						2,870	
1-7-1511000-8168	Reserve For Future Expenditure	80,000						80,000	
Total Expenses		737,190	-	125,100	-	10,710	(5,410)	867,590	
Net Administration		**554,980**	**(20,000)**	**125,100**	**-**	**10,710**	**(197,380)**	**473,410**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Bridges									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512411-1110	Permanent Positions	57,670						57,670	
1-2-1512411-1120	Non-Permanent Positions	5,000						5,000	
1-2-1512411-1130	Overtime Pay	-						-	
1-2-1512411-1150	All Other Payroll Costs	24,010					(13,000)	11,010	Payroll reallocation
1-2-1512411-2299	Sundry Materials	1,500						1,500	
1-2-1512411-3510	Sub-Contracting	1,000						1,000	
1-2-1512411-3640	Machine Time - Own	57,760						57,760	
Total Expenses		146,940	-	-	-	-	(13,000)	133,940	
Net Bridges		**146,940**	-	-	-	-	**(13,000)**	**133,940**	
Grass Mowing									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512421-1110	Permanent Positions	25,000						25,000	
1-2-1512421-1120	Non-Permanent Positions	1,500						1,500	
1-2-1512421-1130	Overtime Pay	-						-	
1-2-1512421-1150	All Other Payroll Costs	9,250						9,250	
1-2-1512421-3510	Sub-Contracting	26,500						26,500	
1-2-1512421-3640	Machine Time - Own	21,100						21,100	
Total Expenses		83,350	-	-	-	-	-	83,350	
Net Grass Mowing		**83,350**	-	-	-	-	-	**83,350**	
Brush,Tree,Trim									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512422-1110	Permanent Positions	60,000						60,000	
1-2-1512422-1120	Non-Permanent Positions	5,320						5,320	
1-2-1512422-1130	Overtime Pay	2,000						2,000	
1-2-1512422-1150	All Other Payroll Costs	17,860						17,860	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: ROADS

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1512422-2299	Sundry Materials	2,000						2,000	
1-2-1512422-3640	Machine Time - Own	28,300						28,300	
Total Expenses		115,480	-	-	-	-	-	115,480	
Net Brush,Tree,Trim		**115,480**	-	-	-	-	-	**115,480**	
Ditching									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512423-1110	Permanent Positions	115,000				5,000	50,000	170,000	5 year average is $170,000
1-2-1512423-1120	Non-Permanent Positions	19,100						19,100	
1-2-1512423-1130	Overtime Pay	1,000						1,000	
1-2-1512423-1150	All Other Payroll Costs	37,610				2,000	48,000	87,610	Payroll reallocation
1-2-1512423-2299	Sundry Materials	30,000						30,000	
1-2-1512423-3510	Sub-Contracting	1,000	5,000	78,000		4,000		88,000	NI-PWK-1: Storm Water Management - Ditching Program
1-2-1512423-3640	Machine Time - Own	133,980						133,980	
1-2-1512423-3905	Miscellaneous	-						-	
Total Expenses		337,690	5,000	78,000	-	11,000	98,000	529,690	
Net Ditching		**337,690**	**5,000**	**78,000**	-	**11,000**	**98,000**	**529,690**	
Catch Basins, Curbs, Storms									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512424-1110	Permanent Positions	10,000						10,000	
1-2-1512424-1120	Non-Permanent Positions	500	1,500					2,000	
1-2-1512424-1130	Overtime Pay	1,000						1,000	
1-2-1512424-1150	All Other Payroll Costs	3,000	1,000					4,000	
1-2-1512424-2299	Sundry Materials	3,000						3,000	
1-2-1512424-3510	Sub-Contracting	57,500	3,000		10,000	2,000		72,500	MOECC controlled material disposal
1-2-1512424-3640	Machine Time - Own	5,740						5,740	
Total Expenses		80,740	5,500	-	10,000	2,000	-	98,240	
Net Catch Basins, Curbs, Storms		**80,740**	**5,500**	-	**10,000**	**2,000**	-	**98,240**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

GEORGINA - 2018 BUDGET

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Debris, Litter									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512425-1110	Permanent Positions	10,800	2,000					12,800	
1-2-1512425-1120	Non-Permanent Positions	1,500						1,500	
1-2-1512425-1130	Overtime Pay	1,000						1,000	
1-2-1512425-1150	All Other Payroll Costs	6,690						6,690	
1-2-1512425-3416	Tipping Fees	3,000				1,000		4,000	
1-2-1512425-3640	Machine Time - Own	15,400						15,400	
Total Expenses		38,390	2,000	-	-	1,000	-	41,390	
Net Debris, Litter		**38,390**	**2,000**	-	-	**1,000**	-	**41,390**	
Routine Patrols									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512426-1110	Permanent Positions	33,590						33,590	
1-2-1512426-1130	Overtime Pay	-						-	
1-2-1512426-1150	All Other Payroll Costs	14,780						14,780	
1-2-1512426-3640	Machine Time - Own	10,000						10,000	
Total Expenses		58,370	-	-	-	-	-	58,370	
Net Routine Patrols		**58,370**	-	-	-	-	-	**58,370**	
Winter Patrols									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512427-1110	Permanent Positions	11,000					(3,000)	8,000	
1-2-1512427-1120	Non-Permanent Positions	26,000	500	2,000		500	2,500	31,500	
1-2-1512427-1130	Overtime Pay	1,000						1,000	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1512427-1150	All Other Payroll Costs	3,600						3,600	
1-2-1512427-3640	Machine Time - Own	15,000						15,000	
Total Expenses		56,600	500	2,000	-	500	(500)	59,100	
Net Winter Patrols		**56,600**	**500**	**2,000**	**-**	**500**	**(500)**	**59,100**	
Patching, Spraying									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512431-1110	Permanent Positions	57,630	6,000	5,000		1,370		70,000	Payroll reallocation
1-2-1512431-1120	Non-Permanent Positions	15,000						15,000	
1-2-1512431-1130	Overtime Pay	-						-	
1-2-1512431-1150	All Other Payroll Costs	23,590						23,590	
1-2-1512431-2261	Asphalt-Cold Mix	20,000				2,000		22,000	
1-2-1512431-2262	Asphalt-Hot Mix	65,000					(5,000)	60,000	
1-2-1512431-2299	Sundry Materials	2,000						2,000	
1-2-1512431-3510	Sub-Contracting	10,000						10,000	
1-2-1512431-3640	Machine Time - Own	77,870						77,870	
Total Expenses		271,090	6,000	5,000	-	3,370	(5,000)	280,460	
Net Patching, Spraying		**271,090**	**6,000**	**5,000**	**-**	**3,370**	**(5,000)**	**280,460**	
Sweeping,Flushing,Cleaning									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512432-1110	Permanent Positions	50,000					(4,000)	46,000	
1-2-1512432-1120	Non-Permanent Positions	2,000						2,000	
1-2-1512432-1130	Overtime Pay	10,280	2,000					12,280	
1-2-1512432-1150	All Other Payroll Costs	17,820					(2,000)	15,820	
1-2-1512432-3510	Sub-Contracting	68,000	8,000			6,000	7,000	89,000	To meet 2018 contractual obligations
1-2-1512432-3640	Machine Time - Own	62,200					(10,000)	52,200	Internal reallocation
Total Expenses		210,300	10,000	-	-	6,000	(9,000)	217,300	
Net Sweeping,Flushing,Cleaning		**210,300**	**10,000**	**-**	**-**	**6,000**	**(9,000)**	**217,300**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — **GEORGINA - 2018 BUDGET**

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Shoulder Maintenance									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512433-1110	Permanent Positions	19,320					(4,000)	15,320	
1-2-1512433-1120	Non-Permanent Positions	1,000					2,000	3,000	
1-2-1512433-1150	All Other Payroll Costs	9,150					(5,000)	4,150	
1-2-1512433-2299	Sundry Materials	1,000				1,000		2,000	
1-2-1512433-3640	Machine Time - Own	10,830						10,830	
Total Expenses		41,300	-	-	-	1,000	(7,000)	35,300	
Net Shoulder Maintenance		**41,300**	-	-	-	**1,000**	**(7,000)**	**35,300**	
Resurfacing									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512434-1110	Permanent Positions	7,020					(2,000)	5,020	
1-2-1512434-1120	Non-Permanent Positions	1,000						1,000	
1-2-1512434-1130	Overtime Pay	-						-	
1-2-1512434-1150	All Other Payroll Costs	3,270					(2,000)	1,270	
1-2-1512434-3510	Sub-Contracting	2,500				1,000		3,500	
1-2-1512434-3640	Machine Time - Own	1,500						1,500	
Total Expenses		15,290	-	-	-	1,000	(4,000)	12,290	
Net Resurfacing		**15,290**	-	-	-	**1,000**	**(4,000)**	**12,290**	
Patching and Washouts									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512441-1110	Permanent Positions	7,760						7,760	
1-2-1512441-1120	Non-Permanent Positions	2,800						2,800	
1-2-1512441-1130	Overtime Pay	-						-	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: ROADS

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1512441-1150	All Other Payroll Costs	1,640						1,640	
1-2-1512441-3640	Machine Time - Own	10,700						10,700	
Total Expenses		22,900	-	-	-	-	-	22,900	
Net Patching and Washouts		**22,900**	-	-	-	-	-	**22,900**	
Grading and Scarifying									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512442-1110	Permanent Positions	10,000						10,000	
1-2-1512442-1120	Non-Permanent Positions	500	1,500					2,000	
1-2-1512442-1130	Overtime	-						-	
1-2-1512442-1150	All Other Payroll Costs	3,170						3,170	
1-2-1512442-3640	Machine Time - Own	14,920						14,920	
Total Expenses		28,590	1,500	-	-	-	-	30,090	
Net Grading and Scarifying		**28,590**	**1,500**	-	-	-	-	**30,090**	
Dust Layer									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512443-1110	Permanent Positions	1,760						1,760	
1-2-1512443-1130	Overtime Pay	-						-	
1-2-1512443-1150	All Other Payroll Costs	770						770	
1-2-1512443-2425	Calcium-35%	20,000					(5,000)	15,000	
1-2-1512443-3640	Machine Time - Own	2,000					(1,000)	1,000	
Total Expenses		24,530	-	-	-	-	(6,000)	18,530	
Net Dust Layer		**24,530**	-	-	-	-	**(6,000)**	**18,530**	
Gravel Resurfacing									
Revenues									
1-6-1512445-0945	Provision From Reserve	(5,000)					5,000	-	
Total Revenues		(5,000)	-	-	-	-	5,000	-	
Expenses									
1-2-1512445-1110	Permanent Positions	2,260						2,260	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1512445-1120	Non-Permanent Positions	300						300	
1-2-1512445-1150	All Other Payroll Costs	1,850						1,850	
1-2-1512445-2220	Gravel	25,000						25,000	
1-2-1512445-3640	Machine Time - Own	2,440						2,440	
Total Expenses		31,850	-	-	-	-	-	31,850	
Net Gravel Resurfacing		**26,850**	**-**	**-**	**-**	**-**	**5,000**	**31,850**	
Snow Plowing and Removal									
Revenues									
1-6-1512451-0945	Provision from Reserve	-					(100)	(100)	
Total Revenues		-	-	-	-	-	(100)	(100)	
Expenses									
1-2-1512451-1110	Permanent Positions	190,000					(10,000)	180,000	Payroll reallocation
1-2-1512451-1120	Non-Permanent Positions	3,600		1,400				5,000	
1-2-1512451-1130	Overtime Pay	70,000					(5,000)	65,000	
1-2-1512451-1150	All Other Payroll Costs	64,630					(15,000)	49,630	Payroll reallocation
1-2-1512451-3510	Sub-Contracting	130,000					40,000	170,000	Internal reallocation
1-2-1512451-3640	Machine Time - Own	192,410					(15,000)	177,410	Internal reallocation
Total Expenses		650,640	-	1,400	-	-	(5,000)	647,040	
Net Snow Plowing and Removal		**650,640**	**-**	**1,400**	**-**	**-**	**(5,100)**	**646,940**	
Sanding and Salting									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512452-1110	Permanent Positions	84,470					10,000	94,470	Payroll reallocation
1-2-1512452-1120	Non-Permanent Positions	1,900						1,900	
1-2-1512452-1130	Overtime Pay	38,000						38,000	
1-2-1512452-1150	All Other Payroll Costs	37,350					(5,000)	32,350	
1-2-1512452-2255	Sand	150,000					(70,000)	80,000	Adjust to reflect program delivery upgrade
1-2-1512452-2256	Salt	100,000	5,000			32,000	85,000	222,000	Adjust to reflect program delivery upgrade
1-2-1512452-3510	Sub-Contracting	-					-	-	
1-2-1512452-3640	Machine Time - Own	65,000						65,000	
Total Expenses		476,720	5,000	-	-	32,000	20,000	533,720	
Net Sanding and Salting		**476,720**	**5,000**	**-**	**-**	**32,000**	**20,000**	**533,720**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: ROADS

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Snow Fence, Culvert Thawing									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512453-1110	Permanent Positions	53,080					(20,860)	32,220	Payroll reallocation
1-2-1512453-1120	Non-Permanent Positions	-					3,000	3,000	
1-2-1512453-1130	Overtime Pay	13,000					(8,000)	5,000	
1-2-1512453-1150	All Other Payroll Costs	20,000					(10,000)	10,000	Payroll reallocation
1-2-1512453-2299	Sundry Materials	2,000						2,000	
1-2-1512453-3640	Machine Time - Own	35,460					(7,000)	28,460	
Total Expenses		123,540	-	-	-	-	(42,860)	80,680	
Net Snow Fence, Culvert Thawing		**123,540**	-	-	-	-	**(42,860)**	**80,680**	
Winter Standby									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512454-1110	Permanent Positions	-						-	
1-2-1512454-1145	Standby Time	27,070						27,070	
1-2-1512454-1150	All Other Payroll Costs	8,000						8,000	
Total Expenses		35,070	-	-	-	-	-	35,070	
Net Winter Standby		**35,070**	-	-	-	-	-	**35,070**	
Signs and Markings									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512462-1110	Permanent Positions	40,000	10,000			2,000		52,000	Payroll reallocation
1-2-1512462-1120	Non-Permanent Positions	1,500			5,000			6,500	
1-2-1512462-1130	Overtime Pay	-						-	
1-2-1512462-1150	All Other Payroll Costs	14,240					(2,000)	12,240	
1-2-1512462-2245	Signs	15,000					(2,000)	13,000	
1-2-1512462-2246	Flashing Beacons	2,000						2,000	
1-2-1512462-2299	Sundry Materials	3,000	1,000			1,000		5,000	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1512462-3510	Sub-Contracting	23,000	10,000	5,000		3,000		41,000	Crosswalks, twice/year centre line, 2018 new contract required
1-2-1512462-3640	Machine Time - Own	22,000	5,000					27,000	
Total Expenses		120,740	26,000	5,000	5,000	6,000	(4,000)	158,740	
Net Signs and Markings		**120,740**	**26,000**	**5,000**	**5,000**	**6,000**	**(4,000)**	**158,740**	
Guiderails									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512463-1110	Permanent Positions	6,500					(1,500)	5,000	
1-2-1512463-1120	Non-Permanent Positions	500	500					1,000	
1-2-1512463-1150	All Other Payroll Costs	3,670					(670)	3,000	
1-2-1512463-2248	Guide Rail Supplies	1,500				1,000		2,500	
1-2-1512463-3410	Contracted Services	-			9,000			9,000	
1-2-1512463-3640	Machine Time - Own	870	330					1,200	
Total Expenses		13,040	830	-	9,000	1,000	(2,170)	21,700	
Net Guiderails		**13,040**	**830**	**-**	**9,000**	**1,000**	**(2,170)**	**21,700**	
Railroad Crossing									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512464-3410	Contracted Services	15,000						15,000	
Total Expenses		15,000	-	-	-	-	-	15,000	
Net Railroad Crossing		**15,000**	**-**	**-**	**-**	**-**	**-**	**15,000**	
Summer Standby									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512472-1145	Standby Time	28,000	4,000					32,000	
1-2-1512472-1150	All Other Payroll Costs	6,920	2,000					8,920	
Total Expenses		34,920	6,000	-	-	-	-	40,920	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Net Summer Standby		**34,920**	**6,000**	-	-	-	-	**40,920**	
Misc Maintenance									
Revenues									
1-6-1512473-0945	Provision From Reserves	-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512473-1110	Permanent Positions	9,100						9,100	
1-2-1512473-1120	Non-Permanent Positions	400						400	
1-2-1512473-1150	All Other Payroll Costs	3,910						3,910	
1-2-1512473-3410	Contracted Services	20,000				1,000	(15,000)	6,000	Reflect historical expense
1-2-1512473-3640	Machine Time - Own	2,000					(1,000)	1,000	
Total Expenses		35,410	-	-	-	1,000	(16,000)	20,410	
Net Misc Maintenance		**35,410**	-	-	-	**1,000**	**(16,000)**	**20,410**	
Labour Allocation									
Revenues									
1-2-1512481-1210	F/T Salaries Recovered	(1,588,260)	(31,000)	(8,400)	(6,240)	(10,870)	55,790	(1,588,980)	
1-2-1512481-1211	P/T Salaries Recovered	(97,680)						(97,680)	
Total Revenues		(1,685,940)	(31,000)	(8,400)	(6,240)	(10,870)	55,790	(1,686,660)	
Expenses									
1-2-1512481-1110	Permanent Positions	1,094,650				19,160	20,450	1,134,260	CUPE/step increases
1-2-1512481-1120	Non-Permanent Positions	81,400			15,080			96,480	Bill 148 Impact
1-2-1512481-1130	Overtime Pay	102,350						102,350	
1-2-1512481-1131	Shift Premium	-						-	
1-2-1512481-1145	Standby Time	-						-	
1-2-1512481-1150	All Other Payroll Costs	407,540				7,130	(61,100)	353,570	Reduction in benefit estimates
1-2-1512481-3640	Machine Time - Own	-						-	
1-2-1512481-3911	Insurance Claims	-						-	
Total Expenses		1,685,940	-	-	15,080	26,290	(40,650)	1,686,660	
Net Labour Allocation		-	**(31,000)**	**(8,400)**	**8,840**	**15,420**	**15,140**	-	
Machine Shed									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-2-1512483-1110	Permanent Positions	75,000					(45,000)	30,000	Payroll reallocation
1-2-1512483-1120	Non-Permanent Positions	37,000						37,000	
1-2-1512483-1130	Overtime Pay	-						-	
1-2-1512483-1150	All Other Payroll Costs	32,900					(10,000)	22,900	Payroll reallocation
1-2-1512483-2299	Sundry Materials	5,000						5,000	
1-2-1512483-2810	Hydro	16,000				4,000		20,000	
1-2-1512483-2815	Gas	12,000					(2,000)	10,000	
1-2-1512483-2820	Heating Oil	17,000						17,000	
1-2-1512483-3215	Telephone	16,200						16,200	
1-2-1512483-3216	Internet Access	2,000						2,000	
1-2-1512483-3420	Building Repairs & Maintenance	15,000				1,000	4,000	20,000	
1-2-1512483-3514	Internal Maintenance Sub-Cont	5,000					(1,000)	4,000	
1-2-1512483-3640	Machine Time - Own	1,000					9,000	10,000	
1-2-1512483-3905	Miscellaneous	-						-	
Total Expenses		234,100	-	-	-	5,000	(45,000)	194,100	
Net Machine Shed		**234,100**	**-**	**-**	**-**	**5,000**	**(45,000)**	**194,100**	
Other Overhead									
Revenues									
1-1-1512484-0738	Sale of Misc. Items	-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512484-2350	Small Tools	2,500				500		3,000	
1-2-1512484-2512	Cleaning Of Uniforms	5,000					(5,000)	-	
1-2-1512484-2535	Clothing/Boot Allowance	20,000						20,000	
1-2-1512484-3150	Professional Development	17,500						17,500	
1-2-1512484-3410	Contracted Services	-						-	
1-2-1512484-3905	Miscellaneous	2,000				500		2,500	
1-2-1512484-3910	Insurance Premiums	53,520						53,520	
Total Expenses		100,520	-	-	-	1,000	(5,000)	96,520	
Net Other Overhead		**100,520**	**-**	**-**	**-**	**1,000**	**(5,000)**	**96,520**	
Vehicle Maintenance									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512491-1110	Permanent Positions	33,650						33,650	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1512491-1120	Non-Permanent Positions	-						-	
1-2-1512491-1130	Overtime Pay	2,000						2,000	
1-2-1512491-1150	All Other Payroll Costs	-						-	
1-2-1512491-3640	Machine Time - Own	12,000						12,000	
Total Expenses		47,650	-	-	-	-	-	47,650	
Net Vehicle Maintenance		**47,650**	-	-	-	-	-	**47,650**	
Street Name Signs									
Revenues									
1-1-1512493-0738	Sale of Materials	-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1512493-1110	Permanent Positions	7,520					(2,500)	5,020	
1-2-1512493-1120	Non-Permanent Positions	1,000						1,000	
1-2-1512493-1150	All Other Payroll Costs	2,760					(760)	2,000	
1-2-1512493-2245	Signs	6,000						6,000	
1-2-1512493-3640	Machine Time - Own	2,500						2,500	
Total Expenses		19,780	-	-	-	-	(3,260)	16,520	
Net Street Name Signs		**19,780**	-	-	-	-	**(3,260)**	**16,520**	
Gravel Pit									
Revenues									
1-1-1512494-0705	Miscellaneous Fees	(3,000)						(3,000)	
Total Revenues		(3,000)	-	-	-	-	-	(3,000)	
Expenses									
1-2-1512494-1110	Permanent Positions	3,760			1,240			5,000	
1-2-1512494-1120	Non-Permanent Positions	500						500	
1-2-1512494-1150	All Other Payroll Costs	1,380						1,380	
1-2-1512494-2299	Sundry Materials	1,000						1,000	
1-2-1512494-2330	Licences	1,600					(1,600)	-	
1-2-1512494-3640	Machine Time - Own	1,000					4,000	5,000	
Total Expenses		9,240	-	-	1,240	-	2,400	12,880	
Net Gravel Pit		**6,240**	-	-	**1,240**	-	**2,400**	**9,880**	
Road-side Trees									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-2-1512495-3510	Sub-Contracting	5,000						5,000	
Total Expenses		5,000	-	-	-	-	-	5,000	
Net Road-side Trees		**5,000**	-	-	-	-	-	**5,000**	
Fleet									
Revenues									
1-2-1512503-9002	Transfer to Other Business Units	(800,110)	(5,330)		-	-	21,000	(784,440)	Reflects actual machine time
Total Revenues		(800,110)	(5,330)	-	-	-	21,000	(784,440)	
Expenses									
1-2-1512503-2310	Repairs	33,420						33,420	
1-2-1512503-2311	Repair Labour	-						-	
1-2-1512503-2312	Internal Vehicle Mtce	155,000						155,000	
1-2-1512503-2325	Fuel-Vehicles	180,000						180,000	
1-2-1512503-2330	Licences						25,000	25,000	Not previously budgeted. Reflects actual cost.
1-7-1512503-8171	Reserve For Roads	513,200						513,200	
Total Expenses		881,620	-	-	-	-	25,000	906,620	
Net Fleet		**81,510**	**(5,330)**	-	-	-	**46,000**	**122,180**	
Sidewalks									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1513000-3510	Sub-Contracting	10,000	10,000			3,000		23,000	Reflect historical expense
Total Expenses		10,000	10,000	-	-	3,000	-	23,000	
Net Sidewalks		**10,000**	**10,000**	-	-	**3,000**	-	**23,000**	
Dams									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1514000-1010	F/T-Salaries Transferred	1,000						1,000	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET
DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1514000-1110	Permanent Positions	-						-	
1-2-1514000-1150	All Other Payroll Costs	140						140	
1-2-1514000-3640	Machine Time - Own	600						600	
1-2-1514000-3905	Miscellaneous	1,000						1,000	
Total Expenses		2,740	-	-	-	-	-	2,740	
Net Dams		**2,740**	-	-	-	-	-	**2,740**	
Street Lighting									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1516000-1110	Permanent Positions	2,000						2,000	
1-2-1516000-1120	Non-Permanent Positions	1,480						1,480	
1-2-1516000-1150	All Other Payroll Costs	980						980	
1-2-1516000-2270	Parts For Maintenance	15,000						15,000	
1-2-1516000-2810	Hydro	225,000	5,000			5,000		235,000	Reflects actual expense
1-2-1516000-3341	Inspection Fees	1,500						1,500	
1-2-1516000-3510	Sub-Contracting	370,000					(300,000)	70,000	Reallocation of expense
1-2-1516000-4210	Long-Term Loan Principal	-					129,020	129,020	Reallocation of expense
1-2-1516000-4215	Long-Term Loan Interest	-					181,240	181,240	Reallocation of expense
Total Expenses		615,960	5,000	-	-	5,000	10,260	636,220	
Net Street Lighting		**615,960**	**5,000**	-	-	**5,000**	**10,260**	**636,220**	
Mosquito Control									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1517000-2299	Sundry Materials	500				150		650	
1-2-1517000-2330	Licences	100					(100)	-	
1-2-1517000-3140	Memberships	500					(300)	200	
1-2-1517000-3250	Advertising	1,000					(1,000)	-	
1-2-1517000-3410	Contracted Services	126,000						126,000	
Total Expenses		128,100	-	-	-	150	(1,400)	126,850	
Net Mosquito Control		**128,100**	-	-	-	**150**	**(1,400)**	**126,850**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

GEORGINA - 2018 BUDGET

DIVISION: ROADS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
	Revenue	(2,676,260)	(56,330)	(8,400)	(6,240)	(10,870)	(110,280)	(2,868,380)	
	Expenses	7,546,330	83,330	216,500	40,320	117,020	(59,590)	7,943,910	
	TOTAL BY DIVISION	**4,870,070**	**27,000**	**208,100**	**34,080**	**106,150**	**(169,870)**	**5,075,530**	
	Administration	554,980	(20,000)	125,100	-	10,710	(197,380)	473,410	
	Bridges	146,940	-	-	-	-	(13,000)	133,940	
	Grass Mowing	83,350	-	-	-	-	-	83,350	
	Brush,Tree,Trim	115,480	-	-	-	-	-	115,480	
	Ditching	337,690	5,000	78,000	-	11,000	98,000	529,690	
	Catch Basins, Curbs, Storms	80,740	5,500	-	10,000	2,000	-	98,240	
	Debris, Litter	38,390	2,000	-	-	1,000	-	41,390	
	Routine Patrols	58,370	-	-	-	-	-	58,370	
	Winter Patrols	56,600	500	2,000	-	500	(500)	59,100	
	Patching, Spraying	271,090	6,000	5,000	-	3,370	(5,000)	280,460	
	Sweeping,Flushing,Cleaning	210,300	10,000	-	-	6,000	(9,000)	217,300	
	Shoulder Maintenance	41,300	-	-	-	1,000	(7,000)	35,300	
	Resurfacing	15,290	-	-	-	1,000	(4,000)	12,290	
	Patching and Washouts	22,900	-	-	-	-	-	22,900	
	Grading and Scarifying	28,590	1,500	-	-	-	-	30,090	
	Dust Layer	24,530	-	-	-	-	(6,000)	18,530	
	Gravel Resurfacing	26,850	-	-	-	-	5,000	31,850	
	Snow Plowing and Removal	650,640	-	1,400	-	-	(5,100)	646,940	
	Sanding and Salting	476,720	5,000	-	-	32,000	20,000	533,720	
	Snow Fence, Culvert Thawing	123,540	-	-	-	-	(42,860)	80,680	
	Winter Standby	35,070	-	-	-	-	-	35,070	
	Signs and Markings	120,740	26,000	5,000	5,000	6,000	(4,000)	158,740	
	Guiderails	13,040	830	-	9,000	1,000	(2,170)	21,700	
	Railroad Crossing	15,000	-	-	-	-	-	15,000	
	Summer Standby	34,920	6,000	-	-	-	-	40,920	
	Misc Maintenance	35,410	-	-	-	1,000	(16,000)	20,410	
	Labour Allocation	-	(31,000)	(8,400)	8,840	15,420	15,140	-	
	Machine Shed	234,100	-	-	-	5,000	(45,000)	194,100	
	Other Overhead	100,520	-	-	-	1,000	(5,000)	96,520	
	Vehicle Maintenance	47,650	-	-	-	-	-	47,650	
	Street Name Signs	19,780	-	-	-	-	(3,260)	16,520	
	Gravel Pit	6,240	-	-	1,240	-	2,400	9,880	
	Road-side Trees	5,000	-	-	-	-	-	5,000	
	Fleet	81,510	(5,330)	-	-	-	46,000	122,180	
	Sidewalks	10,000	10,000	-	-	3,000	-	23,000	
	Dams	2,740	-	-	-	-	-	2,740	
	Street Lighting	615,960	5,000	-	-	5,000	10,260	636,220	
	Mosquito Control	128,100	-	-	-	150	(1,400)	126,850	
	TOTAL BY PROGRAM/ COST CENTRE	**4,870,070**	**27,000**	**208,100**	**34,080**	**106,150**	**(169,870)**	**5,075,530**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: REFUSE AND RECYCLING

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Collection									
Revenues									
1-1-1515306-0487	Province of Ontario Grant	(4,000)					4,000	-	
1-1-1515306-0711	Charge Re Service Provided	-						-	
1-1-1515306-0735	Revenue From Tag Sales	(160,000)						(160,000)	
Total Revenues		(164,000)	-	-	-	-	4,000	(160,000)	
Expenses									
1-2-1515306-1110	Permanent Positions	-						-	
1-2-1515306-1120	Non-Permanent Positions	-						-	
1-2-1515306-1130	Overtime Pay	5,000						5,000	
1-2-1515306-1150	All Other Payroll Costs	1,390					(1,390)	-	
1-2-1515306-2299	Sundry Materials	500					(500)	-	
1-2-1515306-2312	Internal Vehicle Maintenance	900						900	
1-2-1515306-2325	Fuel-Vehicles	4,000					(4,000)	-	
1-2-1515306-2330	Licences	100					(100)	-	
1-2-1515306-2535	Clothing/Boot Allowance	400					(400)	-	
1-2-1515306-2610	General Stationery & Office Sp	200					(200)	-	
1-2-1515306-3150	Professional Development	500					(500)	-	
1-2-1515306-3250	Advertising	2,000						2,000	
1-2-1515306-3255	Printing	2,500						2,500	
1-2-1515306-3256	Calendar	7,000						7,000	
1-2-1515306-3283	Mobile Phones	1,500					(1,500)	-	
1-2-1515306-3320	Consultants Fees	-						-	
1-2-1515306-3410	Contracted Services	321,000	49,500	25,500		3,750		399,750	2018 contract price
Total Expenses		346,990	49,500	25,500	-	3,750	(8,590)	417,150	
Net Collection		**182,990**	**49,500**	**25,500**	**-**	**3,750**	**(4,590)**	**257,150**	
Weed Harvesting									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1515308-3410	Contracted Services	153,000					10,000	163,000	2018 contract price
1-2-1515308-3510	Sub-Contracting	1,000					(1,000)	-	
Total Expenses		154,000	-	-	-	-	9,000	163,000	
Net Weed Harvesting		**154,000**	**-**	**-**	**-**	**-**	**9,000**	**163,000**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: REFUSE AND RECYCLING

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Blue Boxes									
Revenues									
1-1-1515361-0615	Region Of York - WDO Funding	(183,100)						(183,100)	
1-1-1515361-0885	Sale of Blue Boxes	(10,000)						(10,000)	
Total Revenues		(193,100)	-	-	-	-	-	(193,100)	
Expenses									
1-2-1515361-2259	Blue Boxes	12,000						12,000	
1-2-1515361-2360	Equipment Purchases	500						500	
1-2-1515361-3110	Travel Expenses	200						200	
1-2-1515361-3140	Memberships	1,200						1,200	
1-2-1515361-3410	Contracted Services	435,000	21,400	75,980		5,100		537,480	2018 contract price
1-2-1515361-3905	Miscellaneous	200						200	
1-7-1515361-8040	Reserve For Equipment Repla	5,000						5,000	
Total Expenses		454,100	21,400	75,980	-	5,100	-	556,580	
Net Blue Boxes		**261,000**	**21,400**	**75,980**	**-**	**5,100**	**-**	**363,480**	
Green Bins									
Revenues									
1-1-1515362-0885	Sale of Green Bins	(7,000)						(7,000)	
Total Revenues		(7,000)	-	-	-	-	-	(7,000)	
Expenses									
1-2-1515362-2259	Green Bins	10,000						10,000	
1-2-1515362-3410	Contracted Services	390,000	48,760	38,640		4,600		482,000	2018 contract price
Total Expenses		400,000	48,760	38,640	-	4,600	-	492,000	
Net Green Bins		**393,000**	**48,760**	**38,640**	**-**	**4,600**	**-**	**485,000**	
Composting									
Revenues									
1-1-1515363-0885	Sale Of Misc. Items	(500)						(500)	
Total Revenues		(500)	-	-	-	-	-	(500)	
Expenses									
1-2-1515363-2258	Purchase of Composters	500						500	
Total Expenses		500	-	-	-	-	-	500	
Net Composting		-	-	-	-	-	-	-	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: REFUSE AND RECYCLING

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Leaf Collection									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1515364-3510	Sub-Contracting	155,000					36,500	191,500	2018 contract price
Total Expenses		155,000	-	-	-	-	36,500	191,500	
Net Leaf Collection		**155,000**	-	-	-	-	**36,500**	**191,500**	
CFC Reclamation									
Revenues									
1-1-1515367-0897	Costs Recovered	-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1515367-3510	Sub-Contracting	3,500						3,500	
Total Expenses		3,500	-	-	-	-	-	3,500	
Net CFC Reclamation		**3,500**	-	-	-	-	-	**3,500**	
Revenue		(364,600)	-	-	-	-	4,000	(360,600)	
Expenses		1,514,090	119,660	140,120	-	13,450	36,910	1,824,230	
TOTAL BY DIVISION		**1,149,490**	**119,660**	**140,120**	-	**13,450**	**40,910**	**1,463,630**	
Collection		182,990	49,500	25,500	-	3,750	(4,590)	257,150	
Weed Harvesting		154,000	-	-	-	-	9,000	163,000	
Blue Boxes		261,000	21,400	75,980	-	5,100	-	363,480	
Green Bins		393,000	48,760	38,640	-	4,600	-	485,000	
Composting		-	-	-	-	-	-	-	
Leaf Collection		155,000	-	-	-	-	36,500	191,500	
CFC Reclamation		3,500	-	-	-	-	-	3,500	
TOTAL BY PROGRAM/ COST CENTRE		**1,149,490**	**119,660**	**140,120**	-	**13,450**	**40,910**	**1,463,630**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: PARKS

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-1531101-0705	Miscellaneous Fees	(84,500)						(84,500)	
1-1-1531101-0896	Recovered Re: Diamond Lights	(20,000)						(20,000)	
1-2-1531101-1210	F/T Salaries Recovered	(661,850)					67,740	(594,110)	Internal reallocation
1-2-1531101-1211	P/T Salaries Recovered	(281,520)					8,520	(273,000)	
Total Revenues		(1,047,870)	-	-	-	-	76,260	(971,610)	
Expenses									
1-2-1531101-1010	F/T-Salaries Transferred	30,970					(30,970)	-	Internal reallocation
1-2-1531101-1110	Permanent Positions	693,390			50,000	12,130	21,050	776,570	Bill 148, CUPE, step increases
1-2-1531101-1120	Non-Permanent Positions	234,600						234,600	
1-2-1531101-1130	Overtime Pay	21,500						21,500	
1-2-1531101-1145	Standby Time	17,500						17,500	
1-2-1531101-1150	All Other Payroll Costs	290,590			6,000	5,090	(35,640)	266,040	Reduction in benefit estimates
1-2-1531101-2310	Repairs	1,000						1,000	
1-2-1531101-2312	Internal Vehicle Maintenance	-					100,000	100,000	Internal maintenance allocation
1-2-1531101-2325	Fuel-Vehicles	6,050						6,050	
1-2-1531101-2330	Licences	1,490						1,490	
1-2-1531101-2535	Clothing/Boot Allowance	13,500				1,000		14,500	
1-2-1531101-2610	General Stationery & Office Sp	4,950						4,950	
1-2-1531101-2810	Hydro	32,000						32,000	
1-2-1531101-2825	Water/Sewer	600						600	
1-2-1531101-3110	Travel Expenses	3,560						3,560	
1-2-1531101-3140	Memberships	2,000						2,000	
1-2-1531101-3150	Professional Development	7,500						7,500	
1-2-1531101-3215	Telephone	15,000						15,000	
1-2-1531101-3216	Internet Access	1,000						1,000	
1-2-1531101-3420	Building Repairs & Maintenance	2,200					1,600	3,800	
1-2-1531101-3620	Equipment Rentals	15,500						15,500	
1-2-1531101-3905	Miscellaneous	1,400						1,400	
1-2-1531101-3907	Georgina 200	-						-	
1-2-1531101-3910	Insurance Premiums	6,960						6,960	
1-2-1531101-3911	Insurance Claims	-						-	
1-7-1531101-8168	Reserve For Future Expenditure	304,200						304,200	
Total Expenses		1,707,460	-	-	56,000	18,220	56,040	1,837,720	
Net Administration		**659,590**	**-**	**-**	**56,000**	**18,220**	**132,300**	**866,110**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: PARKS

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Holmes Point									
Revenues									
1-1-1531341-0702	Admission Fees	(57,000)						(57,000)	
1-1-1531341-0831	Miscellaneous Fees	(1,000)						(1,000)	
Total Revenues		(58,000)	-	-	-	-	-	(58,000)	
Expenses									
1-2-1531341-1120	Non-Permanent Positions	13,000			4,000			17,000	
1-2-1531341-1130	Overtime Pay	-						-	
1-2-1531341-1150	All Other Payroll Costs	1,000						1,000	
1-2-1531341-2625	Equipment Supplies	1,500						1,500	
1-2-1531341-2810	Hydro	660						660	
1-2-1531341-3215	Telephone	900						900	
1-2-1531341-3250	Advertising	100						100	
1-2-1531341-3255	Printing	250						250	
1-2-1531341-3410	Contracted Services	-						-	
1-2-1531341-3420	Building Repairs & Maintenance	500						500	
Total Expenses		17,910	-	-	4,000	-	-	21,910	
Net Holmes Point		**(40,090)**	**-**	**-**	**4,000**	**-**	**-**	**(36,090)**	
Snow Removal									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1531355-1110	Permanent Positions	95,000						95,000	
1-2-1531355-1120	Non-Permanent Positions	25,000						25,000	
1-2-1531355-1130	Overtime Pay	13,500						13,500	
1-2-1531355-1145	Standby Time	17,500						17,500	
1-2-1531355-1150	All Other Payroll Costs	52,600						52,600	
1-2-1531355-2310	Repairs	28,000						28,000	
1-2-1531355-2312	Internal Vehicle Maintenance	-						-	
1-2-1531355-2325	Fuel-Vehicles	26,280	1,000					27,280	
1-2-1531355-2330	Licences	490						490	
1-2-1531355-2360	Equipment Purchases	5,000		500				5,500	
1-2-1531355-3410	Contracted Services	16,000						16,000	
Total Expenses		279,370	1,000	500	-	-	-	280,870	
Net Snow Removal		**279,370**	**1,000**	**500**	**-**	**-**	**-**	**280,870**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Garbage Collection									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1531356-1110	Permanent Positions	49,000						49,000	
1-2-1531356-1120	Non-Permanent Positions	38,000						38,000	
1-2-1531356-1130	Overtime Pay	1,000						1,000	
1-2-1531356-1150	All Other Payroll Costs	23,250						23,250	
1-2-1531356-2250	Cleaning Supplies	9,500						9,500	
1-2-1531356-2310	Repairs	5,000						5,000	
1-2-1531356-2312	Internal Vehicle Maintenance	-						-	
1-2-1531356-2325	Fuel-Vehicles	14,520						14,520	
1-2-1531356-2330	Licences	620						620	
1-2-1531356-2360	Equipment Purchases	10,000						10,000	
1-2-1531356-3416	Tipping Fees	4,400		600				5,000	
Total Expenses		155,290	-	600	-	-	-	155,890	
Net Garbage Collection		**155,290**	**-**	**600**	**-**	**-**	**-**	**155,890**	
Facilities									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1531357-1110	Permanent Positions	175,940						175,940	
1-2-1531357-1120	Non-Permanent Positions	52,000						52,000	
1-2-1531357-1130	Overtime Pay	3,000						3,000	
1-2-1531357-1150	All Other Payroll Costs	72,700						72,700	
1-2-1531357-2225	Grd. Maint. Materials	35,500				1,000		36,500	
1-2-1531357-2230	Lumber,Building Materials	4,000						4,000	
1-2-1531357-2232	Paint	1,500						1,500	
1-2-1531357-2245	Signs	17,000						17,000	
1-2-1531357-2249	Welding Supplies	1,900						1,900	
1-2-1531357-2250	Cleaning Supplies	1,280						1,280	
1-2-1531357-2310	Repairs	11,300						11,300	
1-2-1531357-2312	Internal Vehicle Maintenance	-						-	
1-2-1531357-2325	Fuel-Vehicles	16,940						16,940	
1-2-1531357-2330	Licences	580						580	
1-2-1531357-2350	Small Tools	2,000					1,000	3,000	
1-2-1531357-2360	Equipment Purchases	7,360						7,360	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1531357-2520	Safety Supplies	2,000				500		2,500	
1-2-1531357-2731	First Aid Supplies	190						190	
1-2-1531357-2810	Hydro	5,100						5,100	
1-2-1531357-3410	Contracted Services	20,000						20,000	
1-2-1531357-3412	Contracted Serv-Toilets	38,000						38,000	
1-2-1531357-3415	Equipment Repairs	1,500						1,500	
1-2-1531357-3417	Park Improvements	9,970						9,970	
1-2-1531357-3420	Building Repairs & Maintenance	6,180						6,180	
1-2-1531357-3514	Internal Maintenance Sub-Cont	900						900	
1-2-1531357-3620	Equipment Rentals	500		250				750	
1-7-1531357-8168	Reserve For Future Expenditure	75,000						75,000	
Total Expenses		562,340	-	250	-	1,500	1,000	565,090	
Net Facilities		**562,340**	**-**	**250**	**-**	**1,500**	**1,000**	**565,090**	
Playgrounds									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1531359-1110	Permanent Positions	5,000						5,000	
1-2-1531359-1120	Non-Permanent Positions	2,800						2,800	
1-2-1531359-1150	All Other Payroll Costs	2,100						2,100	
1-2-1531359-2225	Grd. Maint. Materials	7,000						7,000	
1-2-1531359-2325	Fuel-Vehicles	1,210						1,210	
1-2-1531359-2360	Equipment Purchases	1,000						1,000	
1-2-1531359-2825	Water/Sewer	5,500						5,500	
1-2-1531359-3410	Contracted Services	10,000						10,000	
1-2-1531359-3415	Equipment Repairs	5,000						5,000	
1-7-1531359-8168	Reserve For Future Expenditure	60,000						60,000	
Total Expenses		99,610	-	-	-	-	-	99,610	
Net Playgrounds		**99,610**	**-**	**-**	**-**	**-**	**-**	**99,610**	
Keswick Skate Park									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1531361-1110	Permanent Positions	5,450						5,450	
1-2-1531361-1120	Non-Permanent Positions	500						500	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE | GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1531361-1150	All Other Payroll Costs	1,720						1,720	
1-2-1531361-3415	Equipment Repairs	1,000						1,000	
1-2-1531361-3939	Vandalism-Repairs	2,000						2,000	
Total Expenses		10,670	-	-	-	-	-	10,670	
Net Keswick Skate Park		**10,670**	-	-	-	-	-	**10,670**	
Grounds Maintenance									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1531701-1110	Permanent Positions	80,000						80,000	
1-2-1531701-1120	Non-Permanent Positions	95,000						95,000	
1-2-1531701-1130	Overtime Pay	-						-	
1-2-1531701-1150	All Other Payroll Costs	50,240						50,240	
1-2-1531701-2310	Repairs	10,000						10,000	
1-2-1531701-2312	Internal Vehicle Maintenance	-						-	
1-2-1531701-2325	Fuel-Vehicles	16,340						16,340	
1-2-1531701-2326	Fencing	-		10,000				10,000	NI-PRK-2: Fencing
1-2-1531701-2360	Equipment Purchases	7,930						7,930	
1-2-1531701-2520	Safety Supplies	1,500				500		2,000	
1-2-1531701-2810	Hydro	-						-	
1-2-1531701-3510	Sub-Contracting	35,000					45,000	80,000	Operational efficiency realignment. Will lease two Case Tractors instead of purchasing
Total Expenses		296,010	-	10,000	-	500	45,000	351,510	
Net Grounds Maintenance		**296,010**	-	**10,000**	-	**500**	**45,000**	**351,510**	
Ball Diamonds									
Revenues									
1-1-1531702-0897	Costs Recovered	(56,000)						(56,000)	
Total Revenues		(56,000)	-	-	-	-	-	(56,000)	
Expenses									
1-2-1531702-1110	Permanent Positions	25,570					20,000	45,570	Payroll reallocation
1-2-1531702-1120	Non-Permanent Positions	8,200						8,200	
1-2-1531702-1130	Overtime Pay	1,000						1,000	
1-2-1531702-1150	All Other Payroll Costs	6,250						6,250	
1-2-1531702-2225	Grd. Maint. Materials	17,500						17,500	
1-2-1531702-2310	Repairs	4,500						4,500	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1531702-2312	Internal Vehicle Maintenance	-						-	
1-2-1531702-2325	Fuel-Vehicles	9,680						9,680	
1-2-1531702-2360	Equipment Purchases	8,490						8,490	
1-2-1531702-2810	Hydro	12,210						12,210	
1-2-1531702-3410	Contracted Services	7,110					2,000	9,110	
1-2-1531702-3412	Contracted Serv-Toilets	12,000						12,000	
1-2-1531702-3440	Parking Lot Repairs	3,500						3,500	
1-2-1531702-3514	Internal Maintenance Sub-Cont	600						600	
Total Expenses		116,610	-	-	-	-	22,000	138,610	
Net Ball Diamonds		**60,610**	-	-	-	-	**22,000**	**82,610**	
Soccer Pitches									
Revenues									
1-1-1531706-0897	Costs Recovered	(49,000)						(49,000)	
Total Revenues		(49,000)	-	-	-	-	-	(49,000)	
Expenses									
1-2-1531706-1110	Permanent Positions	10,200						10,200	
1-2-1531706-1120	Non-Permanent Positions	6,000						6,000	
1-2-1531706-1130	Overtime Pay	3,000						3,000	
1-2-1531706-1150	All Other Payroll Costs	5,260						5,260	
1-2-1531706-2225	Grd. Maint. Materials	29,500						29,500	
1-2-1531706-2232	Paint	6,500					6,500	13,000	
1-2-1531706-2245	Signs	1,000						1,000	
1-2-1531706-2310	Repairs	7,000						7,000	
1-2-1531706-2312	Internal Vehicle Maintenance	-						-	
1-2-1531706-2325	Fuel-Vehicles	6,600						6,600	
1-2-1531706-2810	Hydro	14,490						14,490	
1-2-1531706-2825	Water/Sewer	500						500	
1-2-1531706-3412	Contracted Serv-Toilets	11,800						11,800	
1-2-1531706-3514	Internal Maintenance Sub-Cont	2,000						2,000	
Total Expenses		103,850	-	-	-	-	6,500	110,350	
Net Soccer Pitches		**54,850**	-	-	-	-	**6,500**	**61,350**	
North Gwillimbury									
Revenues									
1-1-1531717-0702	Admission Fees	(17,700)						(17,700)	
Total Revenues		(17,700)	-	-	-	-	-	(17,700)	
Expenses									
1-2-1531717-1011	P/T-Salaries Transferred	3,500						3,500	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1531717-2625	Equipment Supplies	600						600	
1-2-1531717-3283	Mobile Phones	1,100						1,100	
1-2-1531717-3410	Contracted Services	-						-	
Total Expenses		5,200	-	-	-	-	-	5,200	
Net North Gwillimbury		**(12,500)**	**-**	**-**	**-**	**-**	**-**	**(12,500)**	
Planting Program									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1531718-1110	Permanent Positions	288,170				5,040	(53,150)	240,060	Payroll reallocation
1-2-1531718-1120	Non-Permanent Positions	57,700						57,700	
1-2-1531718-1130	Overtime Pay	2,230						2,230	
1-2-1531718-1145	Standby Time	1,000						1,000	
1-2-1531718-1150	All Other Payroll Costs	102,840				1,800	(26,780)	77,860	Payroll reallocation
1-2-1531718-2225	Grd. Maint. Materials	31,000						31,000	
1-2-1531718-2310	Repairs	6,000						6,000	
1-2-1531718-2325	Fuel-Vehicles	7,990						7,990	
1-2-1531718-2330	Licences	-						-	
1-2-1531718-2360	Equipment Purchases	5,000						5,000	
1-2-1531718-2520	Safety Supplies	800						800	
1-2-1531718-2810	Hydro	500						500	
1-2-1531718-2815	Gas	6,000						6,000	
1-2-1531718-2825	Water/Sewer	2,800						2,800	
1-2-1531718-3150	Professional Development	-						-	
1-2-1531718-3410	Contracted Services	17,200		7,500				24,700	NI-PRK-1: Afforestation plan
1-2-1531718-3414	Streetscaping	-		30,000				30,000	NI-PRK-3: Streetscaping
1-2-1531718-3514	Internal Maintenance Sub-Cont	500						500	
Total Expenses		529,730	-	37,500	-	6,840	(79,930)	494,140	
Net Planting Program		**529,730**	**-**	**37,500**	**-**	**6,840**	**(79,930)**	**494,140**	
481 Lake Drive									
Revenues									
1-1-1531767-0831	Land Rental	(1,760)						(1,760)	
Total Revenues		(1,760)	-	-	-	-	-	(1,760)	
Expenses									
1-2-1531767-2810	Hydro	1,500						1,500	
1-2-1531767-2815	Gas	1,500						1,500	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1531767-3410	Contracted Services	2,500						2,500	
1-2-1531767-3420	Building Repairs & Maintenance	2,000						2,000	
Total Expenses		7,500	-	-	-	-	-	7,500	
Net 481 Lake Drive		**5,740**	**-**	**-**	**-**	**-**	**-**	**5,740**	
The ROC									
Revenues									
1-1-1532000-0722	Challenge Course	(47,500)						(47,500)	
1-1-1532000-0779	Catering	-						-	
1-1-1532000-0830	Discounts	-					63,450	63,450	Reallocation
1-1-1532000-0832	Building Rental	(27,500)						(27,500)	
1-1-1532000-0835	TNT Park	(317,250)					(63,450)	(380,700)	Reallocation
1-1-1532000-0839	Chalet Concession	(75,600)						(75,600)	
Total Revenues		(467,850)	-	-	-	-	-	(467,850)	
Expenses									
1-2-1532000-1110	Permanent Positions	247,180				4,330	11,070	262,580	CUPE/step increases
1-2-1532000-1120	Non-Permanent Positions	339,730			110,000		(60,000)	389,730	Bill 148 impact
1-2-1532000-1130	Overtime Pay	16,000						16,000	
1-2-1532000-1150	All Other Payroll Costs	145,870			13,200	2,550	(40,180)	121,440	Reduction in benefit estimates
1-2-1532000-2250	Cleaning Supplies	7,000						7,000	
1-2-1532000-2310	Repairs	15,000					2,000	17,000	
1-2-1532000-2312	Internal Vehicle Maintenance	11,500					2,000	13,500	
1-2-1532000-2325	Fuel-Vehicles	7,970						7,970	
1-2-1532000-2350	Small Tools	8,490						8,490	
1-2-1532000-2520	Safety Supplies	1,250						1,250	
1-2-1532000-2535	Clothing/Boot Allowance	3,600						3,600	
1-2-1532000-2610	General Stationery & Office Sp	6,380				500		6,880	
1-2-1532000-2810	Hydro	85,000					25,000	110,000	Increase to reflect historical expense
1-2-1532000-2815	Gas	10,000						10,000	
1-2-1532000-2825	Water/Sewer	44,000						44,000	
1-2-1532000-2920	Refreshments	45,000						45,000	
1-2-1532000-2925	Meeting Expenses	1,500						1,500	
1-2-1532000-3110	Travel Expenses	1,000						1,000	
1-2-1532000-3125	Special Events	5,500						5,500	
1-2-1532000-3140	Memberships	1,700						1,700	
1-2-1532000-3150	Professional Development	5,000						5,000	
1-2-1532000-3215	Telephone	5,400					2,000	7,400	
1-2-1532000-3216	Internet Access	750						750	
1-2-1532000-3232	Marketing	50,000					(10,000)	40,000	Decrease to reflect historical expense
1-2-1532000-3320	Consultants Fees	-						-	
1-2-1532000-3410	Contracted Services	58,500					5,000	63,500	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1532000-3420	Building Repairs & Maintenance	15,500					5,000	20,500	
1-2-1532000-3514	Internal Maintenance Sub-Cont	4,550						4,550	
1-2-1532000-3620	Equipment Rentals	5,000						5,000	
1-2-1532000-3910	Insurance Premiums	15,000						15,000	
1-2-1532000-4010	Bank Charges	2,200						2,200	
1-7-1532000-8168	Reserve For Future Expenditure	144,730						144,730	
Total Expenses		1,310,300	-	-	123,200	7,380	(58,110)	1,382,770	
Net The ROC		**842,450**	**-**	**-**	**123,200**	**7,380**	**(58,110)**	**914,920**	
Jackson's Point Harbour									
Revenues									
1-1-1533338-0702	Parking Revenue	(7,000)						(7,000)	
1-1-1533338-0703	Transient Slips	(2,000)		1,000				(1,000)	
1-1-1533338-0705	Miscellaneous Fees	(500)						(500)	
1-1-1533338-0706	Sail Georgina	(22,000)		(6,000)				(28,000)	
1-1-1533338-0720	Seasonal Rentals	(14,200)						(14,200)	
Total Revenues		(45,700)	-	(5,000)	-	-	-	(50,700)	
Expenses									
1-2-1533338-1120	Non-Permanent Positions	12,300		5,200	4,000			21,500	
1-2-1533338-1130	Overtime Pay	1,000						1,000	
1-2-1533338-1150	All Other Payroll Costs	2,130		800			(650)	2,280	
1-2-1533338-2610	General Stationery & Office Sp	200						200	
1-2-1533338-2625	Equipment Supplies	500						500	
1-2-1533338-2810	Hydro	1,220						1,220	
1-2-1533338-2825	Water/Sewer	900					3,500	4,400	
1-2-1533338-3215	Telephone	1,500					350	1,850	
1-2-1533338-3250	Advertising	3,500						3,500	
1-2-1533338-3410	Contracted Services	-						-	
1-2-1533338-3420	Building Repairs & Maintenance	1,940						1,940	
1-2-1533338-3423	Park Security	4,000						4,000	
1-2-1533338-3514	Internal Maintenance Sub-Cont	1,000						1,000	
1-2-1533338-3910	Insurance Premiums	2,650						2,650	
Total Expenses		32,840	-	6,000	4,000	-	3,200	46,040	
Net Jackson's Point Harbour		**(12,860)**	**-**	**1,000**	**4,000**	**-**	**3,200**	**(4,660)**	
Jackson's Point Washrooms									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-2-1533342-1120	Non-Permanent Positions	1,000						1,000	
1-2-1533342-1150	All Other Payroll Costs	160					(40)	120	
1-2-1533342-2810	Hydro	1,220						1,220	
1-2-1533342-2825	Water/Sewer	500						500	
1-2-1533342-3420	Building Repairs & Maintenance	500						500	
1-2-1533342-3514	Internal Maintenance Sub-Cont	450						450	
Total Expenses		3,830	-	-	-	-	(40)	3,790	
Net Jackson's Point Washrooms		**3,830**	-	-	-	-	**(40)**	**3,790**	
Wharves									
Revenues									
1-1-1533781-0702	Parking Revenue	(10,000)						(10,000)	
1-1-1533781-0831	Island Grove Lease	(3,100)						(3,100)	
Total Revenues		(13,100)	-	-	-	-	-	(13,100)	
Expenses									
1-2-1533781-1010	F/T-Salaries Transferred	2,500						2,500	
1-2-1533781-2810	Hydro	770						770	
1-2-1533781-3410	Contracted Services	-						-	
1-2-1533781-4930	Lease Payments	150						150	
Total Expenses		3,420	-	-	-	-	-	3,420	
Net Wharves		**(9,680)**	-	-	-	-	-	**(9,680)**	
Willow Wharf									
Revenues									
1-1-1533782-0702	Parking Revenue	(9,000)						(9,000)	
Total Revenues		(9,000)	-	-	-	-	-	(9,000)	
Expenses									
1-2-1533782-3410	Contracted Services	-						-	
Total Expenses		-	-	-	-	-	-	-	
Net Willow Wharf		**(9,000)**	-	-	-	-	-	**(9,000)**	
Willow Beach									
Revenues									
1-1-1533783-0702	Parking Revenue	(155,000)						(155,000)	
Total Revenues		(155,000)	-	-	-	-	-	(155,000)	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE — **GEORGINA - 2018 BUDGET**

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-2-1533783-1120	Non-Permanent Positions	16,950			6,000			22,950	
1-2-1533783-1130	Overtime Pay	-						-	
1-2-1533783-1150	All Other Payroll Costs	-			720		2,030	2,750	
1-2-1533783-2250	Cleaning Supplies	-						-	
1-2-1533783-2625	Equipment Supplies	500						500	
1-2-1533783-2810	Hydro	1,100						1,100	
1-2-1533783-2825	Water/Sewer	1,300						1,300	
1-2-1533783-3215	Telephone	4,000						4,000	
1-2-1533783-3255	Printing	250						250	
1-2-1533783-3410	Contracted Services	30,110						30,110	
1-2-1533783-3420	Building Repairs & Maintenance	2,500						2,500	
1-2-1533783-3514	Internal Maintenance Sub-Cont	1,000						1,000	
Total Expenses		57,710	-	-	6,720	-	2,030	66,460	
Net Willow Beach		**(97,290)**	**-**	**-**	**6,720**	**-**	**2,030**	**(88,540)**	
De La Salle Park									
Revenues									
1-1-1533784-0702	Parking Revenue	(200,000)						(200,000)	
1-1-1533784-0830	Discounts-DLS	-					250	250	
1-1-1533784-0831	Building Rental	(18,000)						(18,000)	
1-1-1533784-0832	Lease Revenue	(3,100)						(3,100)	
Total Revenues		(221,100)	-	-	-	-	250	(220,850)	
Expenses									
1-2-1533784-1120	Non-Permanent Positions	65,650			20,000			85,650	Bill 148 impact
1-2-1533784-1130	Overtime Pay	5,000						5,000	
1-2-1533784-1150	All Other Payroll Costs	13,530			2,400		(5,650)	10,280	
1-2-1533784-2250	Cleaning Supplies	1,900						1,900	
1-2-1533784-2325	Fuel-Vehicles	1,870					1,130	3,000	
1-2-1533784-2535	Clothing/Boot Allowance	1,800	2,000					3,800	
1-2-1533784-2625	Equipment Supplies	1,600						1,600	
1-2-1533784-2810	Hydro	19,980						19,980	
1-2-1533784-2815	Gas	5,000						5,000	
1-2-1533784-2825	Water/Sewer	25,000						25,000	
1-2-1533784-3215	Telephone	1,000						1,000	
1-2-1533784-3255	Printing	700						700	
1-2-1533784-3410	Contracted Services	16,750				2,750		19,500	
1-2-1533784-3420	Building Repairs & Maintenance	4,500						4,500	
1-2-1533784-3423	Park Security	16,250	2,750					19,000	
1-2-1533784-3514	Internal Maintenance Sub-Cont	2,700						2,700	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE | GEORGINA - 2018 BUDGET

DIVISION: PARKS

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-1533784-3910	Insurance Premiums	11,740						11,740	
1-2-1533784-4926	Property Taxes	1,600						1,600	
Total Expenses		196,570	4,750	-	22,400	2,750	(4,520)	221,950	
Net De La Salle Park		**(24,530)**	**4,750**	**-**	**22,400**	**2,750**	**(4,270)**	**1,100**	
Revenue		(2,142,080)	-	(5,000)	-	-	76,510	(2,070,570)	
Expenses		5,496,220	5,750	54,850	216,320	37,190	(6,830)	5,803,500	
TOTAL BY DIVISION		**3,354,140**	**5,750**	**49,850**	**216,320**	**37,190**	**69,680**	**3,732,930**	
Administration		659,590	-	-	56,000	18,220	132,300	866,110	
Holmes Point		(40,090)	-	-	4,000	-	-	(36,090)	
Snow Removal		279,370	1,000	500	-	-	-	280,870	
Garbage Collection		155,290	-	600	-	-	-	155,890	
Facilities		562,340	-	250	-	1,500	1,000	565,090	
Playgrounds		99,610	-	-	-	-	-	99,610	
Keswick Skate Park		10,670	-	-	-	-	-	10,670	
Grounds Maintenance		296,010	-	10,000	-	500	45,000	351,510	
Ball Diamonds		60,610	-	-	-	-	22,000	82,610	
Soccer Pitches		54,850	-	-	-	-	6,500	61,350	
North Gwillimbury		(12,500)	-	-	-	-	-	(12,500)	
Planting Program		529,730	-	37,500	-	6,840	(79,930)	494,140	
481 Lake Drive		5,740	-	-	-	-	-	5,740	
The ROC		842,450	-	-	123,200	7,380	(58,110)	914,920	
Jackson's Point Harbour		(12,860)	-	1,000	4,000	-	3,200	(4,660)	
Jackson's Point Washrooms		3,830	-	-	-	-	(40)	3,790	
Wharves		(9,680)	-	-	-	-	-	(9,680)	
Willow Wharf		(9,000)	-	-	-	-	-	(9,000)	
Willow Beach		(97,290)	-	-	6,720	-	2,030	(88,540)	
De La Salle Park		(24,530)	4,750	-	22,400	2,750	(4,270)	1,100	
TOTAL BY PROGRAM/ COST CENTRE		**3,354,140**	**5,750**	**49,850**	**216,320**	**37,190**	**69,680**	**3,732,930**	

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Halls - General									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534101-2310	Generator Repairs	13,510		4,000				17,510	
1-2-1534101-2325	Generator Fuel	1,200		900				2,100	
1-2-1534101-2825	Water/Sewer	4,850						4,850	
1-7-1534101-8168	Reserve For Future Expenditure	218,100						218,100	
Total Expenses		237,660	-	4,900	-	-	-	242,560	
Net Halls		**237,660**	-	**4,900**	-	-	-	**242,560**	
Electrical Maintenance									
Revenues									
1-2-1534219-3514	Internal Maintenance Sub-Cont	(73,790)						(73,790)	
Total Revenues		(73,790)	-	-	-	-	-	(73,790)	
Expenses									
1-2-1534219-1110	Permanent Positions	383,320				6,710	11,090	401,120	CUPE/step increases
1-2-1534219-1130	Overtime Pay	11,400						11,400	
1-2-1534219-1145	Standby Time	10,000						10,000	
1-2-1534219-1150	All Other Payroll Costs	139,020				2,430	(15,750)	125,700	Reduction in benefit estimates
1-2-1534219-2250	Cleaning Supplies	100	400					500	
1-2-1534219-2252	Electrical Supplies	3,500						3,500	
1-2-1534219-2310	Repairs	2,000						2,000	
1-2-1534219-2312	Internal Vehicle Maintenance	6,000	1,500					7,500	
1-2-1534219-2325	Fuel-Vehicles	20,500						20,500	
1-2-1534219-2330	Licences	1,500	500					2,000	
1-2-1534219-2350	Small Tools	8,000						8,000	
1-2-1534219-2535	Clothing/Boot Allowance	3,500						3,500	
1-2-1534219-2625	Equipment Supplies	3,000		1,000				4,000	
1-2-1534219-3150	Professional Development	6,500						6,500	
1-2-1534219-3215	Telephone	5,300						5,300	
1-2-1534219-3620	Equipment Rentals	8,000						8,000	
1-2-1534219-3910	Insurance Premiums	1,430						1,430	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: FACILITIES

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
1-2-1534219-3939	Vandalism-Repairs	-					2,000	2,000	
1-7-1534219-8168	Reserve For Future Expenditure	26,600						26,600	
Total Expenses		639,670	2,400	1,000	-	9,140	(2,660)	649,550	
Net Electrical Maintenance		**565,880**	**2,400**	**1,000**	**-**	**9,140**	**(2,660)**	**575,760**	
165 The Queensway									
Revenues									
1-1-1534371-0831	Lease Revenues	(15,000)					15,000	-	
Total Revenues		(15,000)	-	-	-	-	15,000	-	
Expenses									
1-2-1534371-2810	Hydro	1,000					(1,000)	-	
1-2-1534371-2815	Gas	-						-	
1-2-1534371-4926	Property Taxes	12,610					(12,610)	-	
Total Expenses		13,610	-	-	-	-	(13,610)	-	
Net 165 The Queensway		**(1,390)**	**-**	**-**	**-**	**-**	**1,390**	**-**	
Pefferlaw Church									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534376-2810	Hydro	2,000						2,000	
1-2-1534376-2815	Gas	2,000						2,000	
1-2-1534376-3215	Telephone	800						800	
1-2-1534376-3410	Contracted Services	350						350	
1-2-1534376-3415	Equipment Repairs	750						750	
1-2-1534376-3420	Building Repairs & Maintenance	4,000						4,000	
1-2-1534376-3514	Internal Maintenance Sub-Cont	750						750	
1-2-1534376-3910	Insurance Premiums	12,080					(2,000)	10,080	
Total Expenses		22,730	-	-	-	-	(2,000)	20,730	
Net Pefferlaw Church		**22,730**	**-**	**-**	**-**	**-**	**(2,000)**	**20,730**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: FACILITIES

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Arts Centre & Gallery									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534377-3420	Building Repairs & Maintenance	1,500		1,000	10,000			12,500	Required elevator upgrades
Total Expenses		1,500	-	1,000	10,000	-	-	12,500	
Net Arts Centre & Gallery		**1,500**	-	**1,000**	**10,000**	-	-	**12,500**	
Family Life Centre									
Revenues									
1-1-1534611-0831	Lease Revenues	(9,920)						(9,920)	
Total Revenues		(9,920)	-	-	-	-	-	(9,920)	
Expenses									
1-2-1534611-3410	Contracted Services	4,080		1,500				5,580	
1-2-1534611-3420	Building Repairs & Maintenance	500		500				1,000	
1-2-1534611-3910	Insurance Premiums	840						840	
1-2-1534611-4926	Property Taxes	5,000						5,000	
Total Expenses		10,420	-	2,000	-	-	-	12,420	
Net Family Life Centre		**500**	-	**2,000**	-	-	-	**2,500**	
Operations Centre									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534751-2610	General Stationery & Office Sp	2,000					(2,000)	-	
1-2-1534751-2810	Hydro	7,000						7,000	
1-2-1534751-2815	Gas	6,000					1,000	7,000	
1-2-1534751-2825	Water/Sewer	450					550	1,000	
1-2-1534751-3110	Travel Expenses	-						-	
1-2-1534751-3215	Telephone	5,500						5,500	
1-2-1534751-3410	Contracted Services	13,000						13,000	
1-2-1534751-3420	Building Repairs & Maintenance	5,000						5,000	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
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GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
1-2-1534751-3514	Internal Maintenance Sub-Cont	2,500						2,500	
1-2-1534751-3910	Insurance Premiums	3,380						3,380	
Total Expenses		44,830	-	-	-	-	(450)	44,380	
Net Operations Centre		**44,830**	-	-	-	-	**(450)**	**44,380**	
The Link									
Revenues									
1-1-1534755-0423	Miscellaneous Grants	-					5,000	5,000	
1-1-1534755-0706	Program Registrations	(41,000)					10,000	(31,000)	Decrease due to more limited programming space, increased rentals and programming by tenants; offset by decrease in programming expenditures
1-1-1534755-0832	Building Lease/Rental	(116,000)	(11,300)					(127,300)	More tenants moving in/ more rentals
1-1-1534755-0892	Donations	-					(2,000)	(2,000)	
Total Revenues		(157,000)	(11,300)	-	-	-	13,000	(155,300)	
Expenses									
1-2-1534755-1110	Permanent Positions	119,380				2,090	470	121,940	
1-2-1534755-1120	Non-Permanent Positions	10,000			2,000		(2,000)	10,000	
1-2-1534755-1130	Overtime Pay	5,000						5,000	
1-2-1534755-1150	All Other Payroll Costs	43,030				750	(2,990)	40,790	
1-2-1534755-2610	General Stationery & Office	1,500					(300)	1,200	
1-2-1534755-2810	Hydro	76,200						76,200	
1-2-1534755-2815	Gas	-					8,800	8,800	
1-2-1534755-3110	Travel Expenses	-						-	
1-2-1534755-3140	Membership	130						130	
1-2-1534755-3150	Professional Development	1,000						1,000	
1-2-1534755-3215	Telephone	4,500						4,500	
1-2-1534755-3216	Internet Access	2,500						2,500	
1-2-1534755-3250	Advertising	9,000					(1,000)	8,000	
1-2-1534755-3410	Contracted Services	15,000			5,000			20,000	
1-2-1534755-3418	Cleaning Services	23,000						23,000	
1-2-1534755-3420	Building Repairs & Maintenance	20,000						20,000	
1-2-1534755-3514	Internal Maintenance Sub-Cont	5,000						5,000	
1-2-1534755-3703	Programs	26,400					(4,500)	21,900	
1-2-1534755-3910	Insurance Premiums	12,500						12,500	
1-2-1534755-4010	Bank Charges	2,500						2,500	
1-2-1534755-4926	Property Taxes	44,760						44,760	

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
1-7-1534755-8168	Reserve for Future Expenditures	6,120						6,120	
1-7-1534755-5110	Provision for Capital Fund	74,050						74,050	
Total Expenses		501,570	-	-	7,000	2,840	(1,520)	509,890	
Net The Link		**344,570**	**(11,300)**	**-**	**7,000**	**2,840**	**11,480**	**354,590**	
Civic Centre									
Revenues									
1-1-1534756-0838	Machine Revenues	(650)						(650)	
Total Revenues		(650)	-	-	-	-	-	(650)	
Expenses									
1-2-1534756-1110	Permanent Positions	112,980				1,980	420	115,380	
1-2-1534756-1120	Non-Permanent Positions	-						-	
1-2-1534756-1130	Overtime Pay	-						-	
1-2-1534756-1150	All Other Payroll Costs	28,810				500	10,170	39,480	Reallocation of payroll
1-2-1534756-2250	Cleaning Supplies	7,500						7,500	
1-2-1534756-2350	Small Tools	250						250	
1-2-1534756-2360	Equipment	-					20,000	20,000	Furniture/computers for new positions
1-2-1534756-2535	Clothing/Boot Allowance	1,200						1,200	
1-2-1534756-2651	Water Coolers	4,000						4,000	
1-2-1534756-2810	Hydro	50,820						50,820	
1-2-1534756-2815	Gas	16,500						16,500	
1-2-1534756-2825	Water/Sewer	3,000						3,000	
1-2-1534756-2910	Pop	700						700	
1-2-1534756-2915	Kitchen Supplies	5,500						5,500	
1-2-1534756-3410	Contracted Services	40,000						40,000	
1-2-1534756-3420	Building Repairs & Maintenance	31,850						31,850	
1-2-1534756-3514	Internal Maintenance Sub-Cont	2,500						2,500	
1-2-1534756-3905	Miscellaneous	500						500	
1-7-1534756-8168	Reserve For Future Expenditure	137,500						137,500	
Total Expenses		443,610	-	-	-	2,480	30,590	476,680	
Net Civic Centre		**442,960**	**-**	**-**	**-**	**2,480**	**30,590**	**476,030**	
Kinsmen Hall									
Revenues									
1-1-1534769-0830	Discounts-KIN	-	-				4,240	4,240	
1-1-1534769-0832	Building Rental	(19,780)	(10,000)					(29,780)	Increase in rentals
Total Revenues		(19,780)	(10,000)	-	-	-	4,240	(25,540)	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
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GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Expenses							-		
1-2-1534769-1110	Permanent Positions	5,000					(5,000)	-	
1-2-1534769-1120	Non-Permanent Positions	2,000					(2,000)	-	
1-2-1534769-1150	All Other Payroll Costs	570					(570)	-	
1-2-1534769-2250	Cleaning Supplies	1,500						1,500	
1-2-1534769-2810	Hydro	6,600						6,600	
1-2-1534769-2815	Gas	4,000						4,000	
1-2-1534769-2825	Water/Sewer	1,200						1,200	
1-2-1534769-3410	Contracted Services	4,000						4,000	
1-2-1534769-3420	Building Repairs & Maintenance	7,500						7,500	
1-2-1534769-3514	Internal Maintenance Sub-Cont	1,000						1,000	
1-2-1534769-3910	Insurance Premiums	5,850						5,850	
Total Expenses		39,220	-	-	-	-	(7,570)	31,650	
Net Kinsmen Hall		**19,440**	**(10,000)**	-	-	-	**(3,330)**	**6,110**	
Belhaven Hall									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534771-2810	Hydro	1,760						1,760	
1-2-1534771-2815	Gas	3,000						3,000	
1-2-1534771-3420	Building Repairs & Maintenance	5,000		1,000				6,000	
1-2-1534771-3514	Internal Maintenance Sub-Cont	1,000						1,000	
1-2-1534771-3910	Insurance Premiums	2,490						2,490	
Total Expenses		13,250	-	1,000	-	-	-	14,250	
Net Belhaven Hall		**13,250**	-	**1,000**	-	-	-	**14,250**	
Egypt Hall									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534772-2810	Hydro	9,000						9,000	
1-2-1534772-2815	Gas	3,000						3,000	

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
1-2-1534772-3410	Contracted Services	2,500						2,500	
1-2-1534772-3420	Building Repairs & Maintenance	5,000						5,000	
1-2-1534772-3514	Internal Maintenance Sub-Cont	490						490	
1-2-1534772-3910	Insurance Premiums	4,100						4,100	
Total Expenses		24,090	-	-	-	-	-	24,090	
Net Egypt Hall		**24,090**	-	-	-	-	-	**24,090**	
Elmgrove Hall									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534773-2810	Hydro	500						500	
1-2-1534773-3420	Building Repairs & Maintenance	500		250				750	
1-2-1534773-3910	Insurance Premiums	2,260						2,260	
Total Expenses		3,260	-	250	-	-	-	3,510	
Net Elmgrove Hall		**3,260**	-	**250**	-	-	-	**3,510**	
Pefferlaw Lions Hall									
Revenues									
1-1-1534774-0830	Discounts-PLH	-					100	100	
1-1-1534774-0831	Building Rental	(19,000)						(19,000)	
Total Revenues		(19,000)	-	-	-	-	100	(18,900)	
Expenses									
1-2-1534774-1110	Permanent Positions	3,000					(3,000)	-	
1-2-1534774-2250	Cleaning Supplies	1,500						1,500	
1-2-1534774-2810	Hydro	14,000						14,000	
1-2-1534774-2815	Gas	6,100						6,100	
1-2-1534774-3215	Telephone	900						900	
1-2-1534774-3410	Contracted Services	28,000						28,000	
1-2-1534774-3420	Building Repairs & Maintenance	8,000						8,000	
1-2-1534774-3514	Internal Maintenance Sub-Cont	3,000						3,000	
1-2-1534774-3910	Insurance Premiums	10,410						10,410	
Total Expenses		74,910	-	-	-	-	(3,000)	71,910	
Net Pefferlaw Lions Hall		**55,910**	-	-	-	-	**(2,900)**	**53,010**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: FACILITIES

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Roches Point Hall									
Revenues									
1-1-1534775-0831	Lease Revenues	(2,400)						(2,400)	
Total Revenues		(2,400)	-	-	-	-	-	(2,400)	
Expenses									
1-2-1534775-3420	Building Repairs & Maintenance	500		250				750	
1-2-1534775-3910	Insurance Premiums	2,420						2,420	
Total Expenses		2,920	-	250	-	-	-	3,170	
Net Roches Point Hall		**520**	-	**250**	-	-	-	**770**	
Udora Hall									
Revenues									
1-1-1534776-0617	Rev.Fr.Other Municipalities	(5,000)						(5,000)	
Total Revenues		(5,000)	-	-	-	-	-	(5,000)	
Expenses									
1-2-1534776-2810	Hydro	12,000						12,000	
1-2-1534776-3420	Building Repairs & Maintenance	15,000						15,000	
1-2-1534776-3514	Internal Maintenance Sub-Cont	2,000						2,000	
1-2-1534776-3910	Insurance Premiums	6,590						6,590	
Total Expenses		35,590	-	-	-	-	-	35,590	
Net Udora Hall		**30,590**	-	-	-	-	-	**30,590**	
Virginia Hall									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534777-2810	Hydro	750						750	
1-2-1534777-2815	Gas	600						600	
1-2-1534777-3420	Building Repairs & Maintenance	500		250				750	
1-2-1534777-3910	Insurance Premiums	1,880						1,880	
Total Expenses		3,730	-	250	-	-	-	3,980	
Net Virginia Hall		**3,730**	-	**250**	-	-	-	**3,980**	

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Port Bolster Hall									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534778-2810	Hydro	4,400						4,400	
1-2-1534778-2815	Gas	1,800						1,800	
1-2-1534778-3420	Building Repairs & Maintenance	6,000		2,000				8,000	
1-2-1534778-3514	Internal Maintenance Sub-Cont	1,000						1,000	
1-2-1534778-3910	Insurance Premiums	2,080						2,080	
Total Expenses		15,280	-	2,000	-	-	-	17,280	
Net Port Bolster Hall		**15,280**	-	**2,000**	-	-	-	**17,280**	
Lawn Bowling									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1534882-2825	Water/Sewer	-						-	
1-2-1534882-3420	Building Repairs & Maintenance	3,000						3,000	
1-2-1534882-3514	Internal Maintenance Sub-Cont	1,000						1,000	
Total Expenses		4,000	-	-	-	-	-	4,000	
Net Lawn Bowling		**4,000**	-	-	-	-	-	**4,000**	
Pefferlaw Ice Pad									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1535360-1110	Permanent Positions	-						-	
1-2-1535360-1120	Non-Permanent Positions	-						-	
1-2-1535360-1130	Overtime Pay	1,000						1,000	
1-2-1535360-1150	All Other Payroll Costs	600						600	
1-2-1535360-2310	Repairs	2,300						2,300	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
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GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
1-2-1535360-2325	Fuel-Vehicles	2,700						2,700	
1-2-1535360-2360	Equipment Purchases	250						250	
1-2-1535360-2810	Hydro	20,000						20,000	
1-2-1535360-3215	Telephone	250						250	
1-2-1535360-3410	Contracted Services	650	1,500					2,150	
1-2-1535360-3420	Building Repairs & Maintenance	1,900	2,400	2,000				6,300	
1-2-1535360-3461	Ice Plant Repairs	4,500						4,500	
1-2-1535360-3910	Insurance Premiums	2,050						2,050	
Total Expenses		36,200	3,900	2,000	-	-	-	42,100	
Net Pefferlaw Ice Pad		**36,200**	**3,900**	**2,000**	-	-	-	**42,100**	
Georgina Ice Palace									
Revenues									
1-1-1535661-0709	Ice Skating Revenues	(6,200)						(6,200)	
1-1-1535661-0724	Advertising Revenues	(18,000)						(18,000)	
1-1-1535661-0828	Parking Lot Rental(Yard Sales)	(9,000)						(9,000)	
1-1-1535661-0830	Discounts-GIP	-					2,970	2,970	
1-1-1535661-0831	Lease Revenues	(79,900)						(79,900)	
1-1-1535661-0832	Hall Rental	(42,000)						(42,000)	
1-1-1535661-0833	Ice Rentals	(587,700)						(587,700)	
1-1-1535661-0834	Storage/Meeting Rm Rental	(15,000)						(15,000)	
1-1-1535661-0836	Arena Floor Rental	(7,000)						(7,000)	
1-1-1535661-0837	Refreshments	-						-	
Total Revenues		(764,800)	-	-	-	-	2,970	(761,830)	
Expenses									
1-2-1535661-1110	Permanent Positions	556,580				9,740	24,610	590,930	Cupe/step increases
1-2-1535661-1120	Non-Permanent Positions	70,000			10,000		(20,000)	60,000	Bill 148 Impact
1-2-1535661-1130	Overtime Pay	15,000						15,000	
1-2-1535661-1131	Shift Premium	6,000						6,000	
1-2-1535661-1150	All Other Payroll Costs	201,190			1,200	3,520	(12,120)	193,790	
1-2-1535661-2250	Cleaning Supplies	14,500				2,500		17,000	
1-2-1535661-2312	Internal Vehicle Maintenance	-					3,000	3,000	
1-2-1535661-2325	Fuel-Vehicles	11,000						11,000	
1-2-1535661-2330	Licences	600						600	
1-2-1535661-2360	Equipment Purchases	9,000						9,000	
1-2-1535661-2520	Safety Supplies	600						600	
1-2-1535661-2535	Clothing/Boot Allowance	8,000						8,000	
1-2-1535661-2610	General Stationery & Office Sp	2,000						2,000	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: FACILITIES

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
1-2-1535661-2810	Hydro	273,200						273,200	
1-2-1535661-2815	Gas	36,100				10,000		46,100	Reflect actuals
1-2-1535661-2825	Water/Sewer	28,000				5,000		33,000	
1-2-1535661-3110	Travel Expenses	1,000						1,000	
1-2-1535661-3140	Memberships	750			250			1,000	
1-2-1535661-3150	Professional Development	7,000						7,000	
1-2-1535661-3215	Telephone	4,800				1,200		6,000	
1-2-1535661-3216	Internet Access	2,500				500		3,000	
1-2-1535661-3255	Printing	500						500	
1-2-1535661-3410	Contracted Services	14,000	3,000		3,000			20,000	
1-2-1535661-3415	Equipment Repairs	25,000	5,000					30,000	
1-2-1535661-3420	Building Repairs & Maintenance	25,000	5,000					30,000	
1-2-1535661-3430	Garbage Collection	4,000						4,000	
1-2-1535661-3461	Ice Plant Repairs	20,000					5,000	25,000	
1-2-1535661-3514	Internal Maintenance Sub-Cont	10,000						10,000	
1-2-1535661-3620	Equipment Rentals	7,000						7,000	
1-2-1535661-3910	Insurance Premiums	45,580						45,580	
1-2-1535661-3939	Vandalism-Repairs	5,000						5,000	
1-2-1535661-4926	Property Taxes	9,500						9,500	
1-7-1535661-8040	Reserve For Equipment Replace	52,900						52,900	
1-7-1535661-8168	Reserve For Future Expenditure	97,300						97,300	
Total Expenses		1,563,600	13,000	-	14,450	32,460	490	1,624,000	
Net Georgina Ice Palace		**798,800**	**13,000**	**-**	**14,450**	**32,460**	**3,460**	**862,170**	
Sutton Arena									
Revenues									
1-1-1535663-0709	Ice Skating Revenues	(1,600)						(1,600)	
1-1-1535663-0724	Advertising Revenues	(6,000)						(6,000)	
1-1-1535663-0832	Hall Rental	(10,500)	1,500					(9,000)	
1-1-1535663-0833	Ice Rentals	(200,000)						(200,000)	
1-1-1535663-0836	Arena Floor Rental	(2,000)						(2,000)	
1-1-1535663-0837	Refreshments	-						-	
1-1-1535663-0854	Lease Revenue	(4,400)						(4,400)	
Total Revenues		(224,500)	1,500	-	-	-	-	(223,000)	
Expenses									
1-2-1535663-1110	Permanent Positions	274,900				4,810	940	280,650	
1-2-1535663-1120	Non-Permanent Positions	45,000			10,000		(10,000)	45,000	
1-2-1535663-1130	Overtime Pay	3,800						3,800	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: FACILITIES

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
1-2-1535663-1150	All Other Payroll Costs	97,590			1,200	1,710	(8,680)	91,820	
1-2-1535663-2250	Cleaning Supplies	5,000						5,000	
1-2-1535663-2312	Internal Vehicle Maintenance	-					2,000	2,000	
1-2-1535663-2325	Fuel-Vehicles	5,900				600		6,500	
1-2-1535663-2360	Equipment Purchases	3,500		3,500				7,000	
1-2-1535663-2535	Clothing/Boot Allowance	3,000						3,000	
1-2-1535663-2610	General Stationery & Office Sp	500						500	
1-2-1535663-2810	Hydro	72,000					30,000	102,000	Reflect actuals
1-2-1535663-2815	Gas	12,000						12,000	
1-2-1535663-2825	Water/Sewer	11,000		4,000				15,000	
1-2-1535663-3110	Travel Expenses	2,000						2,000	
1-2-1535663-3140	Memberships	600						600	
1-2-1535663-3150	Professional Development	2,500						2,500	
1-2-1535663-3215	Telephone	3,150	1,500					4,650	
1-2-1535663-3216	Internet Access	2,000				350		2,350	
1-2-1535663-3255	Printing	600						600	
1-2-1535663-3410	Contracted Services	17,000					9,000	26,000	
1-2-1535663-3415	Equipment Repairs	9,500						9,500	
1-2-1535663-3420	Building Repairs & Maintenance	11,000					5,000	16,000	
1-2-1535663-3430	Garbage Collection	2,000				450		2,450	
1-2-1535663-3461	Ice Plant Repairs	7,500					2,500	10,000	
1-2-1535663-3514	Internal Maintenance Sub-Cont	7,000						7,000	
1-2-1535663-3620	Equipment Rentals	4,000						4,000	
1-2-1535663-3910	Insurance Premiums	29,160						29,160	
1-7-1535663-8040	Reserve For Equipment Replace	15,000						15,000	
1-7-1535663-8168	Reserve For Future Expenditure	42,000						42,000	
Total Expenses		689,200	1,500	7,500	11,200	7,920	30,760	748,080	
Net Sutton Arena		**464,700**	**3,000**	**7,500**	**11,200**	**7,920**	**30,760**	**525,080**	
Georgina Leisure Pool									
Revenues									
1-1-1536349-0706	Program Registration	(308,000)		(2,000)				(310,000)	
1-1-1536349-0738	Sale of Miscellaneous Items	(3,500)						(3,500)	
1-1-1536349-0757	General Admissions	(88,000)						(88,000)	
1-1-1536349-0815	Pool Rental	(20,000)						(20,000)	
Total Revenues		(419,500)	-	(2,000)	-	-	-	(421,500)	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: FACILITIES

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Expenses									
1-2-1536349-1110	Permanent Positions	576,520				10,090	5,740	592,350	CUPE/step increases
1-2-1536349-1120	Non-Permanent Positions	190,000			33,800	33,200		257,000	Bill 148 impact/ market adjustments
1-2-1536349-1130	Overtime Pay	7,500						7,500	
1-2-1536349-1150	All Other Payroll Costs	196,480			5,000	3,440	12,900	217,820	Bill 148 impact/ market adjustments
1-2-1536349-2250	Cleaning Supplies	16,000						16,000	
1-2-1536349-2510	Clothing- T Shirts	4,000						4,000	
1-2-1536349-2535	Clothing/Boot Allowance	2,250						2,250	
1-2-1536349-2610	General Stationery & Office Sp	2,000						2,000	
1-2-1536349-2625	Equipment Supplies	4,900						4,900	
1-2-1536349-2810	Hydro	144,500					1,980	146,480	
1-2-1536349-2815	Gas	22,000					(1,000)	21,000	
1-2-1536349-2825	Water/Sewer	15,000						15,000	
1-2-1536349-2915	Pro Shop	2,000						2,000	
1-2-1536349-2926	Course Materials	11,700						11,700	
1-2-1536349-3110	Travel Expenses	1,100						1,100	
1-2-1536349-3140	Memberships	500						500	
1-2-1536349-3150	Professional Development	8,100						8,100	
1-2-1536349-3215	Telephone	4,000						4,000	
1-2-1536349-3216	Internet Access	1,200						1,200	
1-2-1536349-3255	Printing	3,500						3,500	
1-2-1536349-3410	Contracted Services	15,400					7,000	22,400	
1-2-1536349-3415	Equipment Repairs	10,000						10,000	
1-2-1536349-3420	Building Repairs & Maintenance	16,000					7,500	23,500	
1-2-1536349-3421	Multi-Use Admin Shared Costs	55,000					(43,920)	11,080	Shared services agreement adjustment
1-2-1536349-3430	Garbage Collection	2,000					(850)	1,150	
1-2-1536349-3435	Snow Removal	15,000					(5,800)	9,200	
1-2-1536349-3436	Security	1,410					(1,240)	170	
1-2-1536349-3514	Internal Maintenance Sub-Cont	2,500						2,500	
1-2-1536349-3905	Miscellaneous	-						-	
1-2-1536349-3910	Insurance Premiums	10,030						10,030	
1-7-1536349-8168	Reserve For Future Expenditure	60,000						60,000	
Total Expenses		1,400,590	-	-	38,800	46,730	(17,690)	1,468,430	
Net Georgina Leisure Pool		**981,090**	**-**	**(2,000)**	**38,800**	**46,730**	**(17,690)**	**1,046,930**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: FACILITIES

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
	Revenue	(1,711,340)	(19,800)	(2,000)	-	-	35,310	(1,697,830)	
	Expenses	5,821,440	20,800	22,150	81,450	101,570	13,340	6,060,750	
	TOTAL BY DIVISION	**4,110,100**	**1,000**	**20,150**	**81,450**	**101,570**	**48,650**	**4,362,920**	
	Halls - General	237,660	-	4,900	-	-	-	242,560	
	Electrical Maintenance	565,880	2,400	1,000	-	9,140	(2,660)	575,760	
	165 The Queensway	(1,390)	-	-	-	-	1,390	-	
	Pefferlaw Church	22,730	-	-	-	-	(2,000)	20,730	
	Arts Centre & Gallery	1,500	-	1,000	10,000	-	-	12,500	
	Family Life Centre	500	-	2,000	-	-	-	2,500	
	Operations Centre	44,830	-	-	-	-	(450)	44,380	
	The Link	344,570	(11,300)	-	7,000	2,840	11,480	354,590	
	Civic Centre	442,960	-	-	-	2,480	30,590	476,030	
	Kinsmen Hall	19,440	(10,000)	-	-	-	(3,330)	6,110	
	Belhaven Hall	13,250	-	1,000	-	-	-	14,250	
	Egypt Hall	24,090	-	-	-	-	-	24,090	
	Elmgrove Hall	3,260	-	250	-	-	-	3,510	
	Pefferlaw Lions Hall	55,910	-	-	-	-	(2,900)	53,010	
	Roches Point Hall	520	-	250	-	-	-	770	
	Udora Hall	30,590	-	-	-	-	-	30,590	
	Virginia Hall	3,730	-	250	-	-	-	3,980	
	Port Bolster Hall	15,280	-	2,000	-	-	-	17,280	
	Lawn Bowling	4,000	-	-	-	-	-	4,000	
	Pefferlaw Ice Pad	36,200	3,900	2,000	-	-	-	42,100	
	Georgina Ice Palace	798,800	13,000	-	14,450	32,460	3,460	862,170	
	Sutton Arena	464,700	3,000	7,500	11,200	7,920	30,760	525,080	
	Georgina Leisure Pool	981,090	-	(2,000)	38,800	46,730	(17,690)	1,046,930	
	TOTAL BY PROGRAM/ COST CENTRE	**4,110,100**	**1,000**	**20,150**	**81,450**	**101,570**	**48,650**	**4,362,920**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: MECHANIC'S GARAGE

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Mechanic's Garage									
Revenues									
1-2-1512485-0898	Costs Recovered	(223,570)					(135,000)	(358,570)	Increase in recovery from business units
1-6-1512485-0945	Provision from Reserve	-					(100)	(100)	
Total Revenues		(223,570)	-	-	-	-	(135,100)	(358,670)	
Expenses									
1-2-1512485-1110	Permanent Positions	264,670				4,630	1,590	270,890	
1-2-1512485-1130	Overtime Pay	-						-	
1-2-1512485-1150	All Other Payroll Costs	79,410				1,390	(3,510)	77,290	
1-2-1512485-2299	Sundry Materials	6,100						6,100	
1-2-1512485-2313	Vehicle Parts	90,000					70,000	160,000	Increase to reflect actuals. Underbudgeted in the past
1-2-1512485-2330	Licences	300						300	
1-2-1512485-2350	Small Tools	5,000						5,000	
1-2-1512485-2512	Cleaning Of Uniforms	2,000						2,000	
1-2-1512485-2535	Clothing/Boot Allowance	-					3,000	3,000	
1-2-1512485-2810	Hydro	3,000						3,000	
1-2-1512485-2815	Gas	2,000						2,000	
1-2-1512485-3150	Professional Development	3,000						3,000	
1-2-1512485-3215	Telephone	1,000						1,000	
1-2-1512485-3410	Contracted Services	15,000					65,000	80,000	Increase to reflect actuals. Underbudgeted in the past
1-2-1512485-3420	Building Repairs & Maintenance	1,500						1,500	
1-7-1512485-8168	Reserve For Future Expendit	4,900					1,100	6,000	
Total Expenses		477,880	-	-	-	6,020	137,180	621,080	
Net Mechanic's Garage		**254,310**	-	-	-	**6,020**	**2,080**	**262,410**	
Revenue		(223,570)	-	-	-	-	(135,100)	(358,670)	
Expenses		477,880	-	-	-	6,020	137,180	621,080	
TOTAL BY DIVISION		**254,310**	-	-	-	**6,020**	**2,080**	**262,410**	
Mechanic's Garage		254,310	-	-	-	6,020	2,080	262,410	
TOTAL BY PROGRAM/ COST CENTRE		**254,310**	-	-	-	**6,020**	**2,080**	**262,410**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: CEMETERIES

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Cemeteries - Keswick									
Revenues									
1-1-1537692-0734	Foundations	(10,000)						(10,000)	
1-1-1537692-0742	Burial Charges	(6,000)						(6,000)	
1-1-1537692-0743	Sale Of Plots	(5,000)						(5,000)	
1-1-1537692-0861	Bank Interest	-						-	
1-1-1537692-0863	Interest on Investments	(20)						(20)	
Total Revenues		(21,020)	-	-	-	-	-	(21,020)	
Expenses									
1-2-1537692-1160	Honorariums	3,200					(300)	2,900	
1-2-1537692-2330	Licencing Fees	750						750	
1-2-1537692-3413	Contracted Serv-Ground Maint	7,000		5,000				12,000	
1-2-1537692-3417	Park Improvements	2,000						2,000	
1-2-1537692-3515	Contracted Services	19,000						19,000	
1-2-1537692-3905	Miscellaneous	-					300	300	
1-7-1537692-8168	Reserve For Future Expenditure	6,800						6,800	
Total Expenses		38,750	-	5,000	-	-	-	43,750	
Net Cemeteries - Keswick		**17,730**	-	**5,000**	-	-	-	**22,730**	
Cemeteries - Sheppard's									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1537693-3515	Contracted Services	500						500	
Total Expenses		500	-	-	-	-	-	500	
Net Cemeteries - Sheppard's		**500**	-	-	-	-	-	**500**	
Cemeteries - Baldwin									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: CEMETERIES

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-2-1537694-3515	Contracted Services	1,600						1,600	
Total Expenses		1,600	-	-	-	-	-	1,600	
Net Cemeteries - Baldwin		**1,600**	-	-	-	-	-	**1,600**	
Cemeteries - Cooke's									
Revenues									
1-1-1537695-0611	Town of Georgina Operating	-						-	
1-1-1537695-0742	Burial Charges	-						-	
1-1-1537695-0743	Sale of Plots	-						-	
1-1-1537695-0861	Bank Interest	-						-	
1-1-1537695-0892	Donations	-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-1537695-1160	Honorariums	1,000						1,000	
1-2-1537695-2330	Licencing Fees	-						-	
1-2-1537695-3413	Contracted Serv-Ground Maint	4,300						4,300	
1-2-1537695-3905	Miscellaneous	-						-	
1-2-1537695-3925	Grants & Donations	1,000						1,000	
1-7-1537695-8168	Reserve for Future Expenditure	-						-	
Total Expenses		6,300	-	-	-	-	-	6,300	
Net Cemeteries - Cooke's		**6,300**	-	-	-	-	-	**6,300**	
Cemeteries - Johnson's									
Revenues									
1-1-1537696-0863	Interest On Investments	(20)						(20)	
Total Revenues		(20)	-	-	-	-	-	(20)	
Expenses									
1-2-1537696-3515	Contracted Services	400						400	
Total Expenses		400	-	-	-	-	-	400	
Net Cemeteries - Johnson's		**380**	-	-	-	-	-	**380**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: CEMETERIES

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Revenue		(21,040)	-	-	-	-	-	(21,040)	
Expenses		47,550	-	5,000	-	-	-	52,550	
TOTAL BY DIVISION		**26,510**	**-**	**5,000**	**-**	**-**	**-**	**31,510**	
Cemeteries - Keswick		17,730	-	5,000	-	-	-	22,730	
Cemeteries - Sheppard's		500	-	-	-	-	-	500	
Cemeteries - Baldwin		1,600	-	-	-	-	-	1,600	
Cemeteries - Cooke's		6,300	-	-	-	-	-	6,300	
Cemeteries - Johnson's		380	-	-	-	-	-	380	
TOTAL BY PROGRAM/ COST CENTRE		**26,510**	**-**	**5,000**	**-**	**-**	**-**	**31,510**	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE
DIVISION: WATER

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Water									
Revenues									
4-1-1511000-0181	Direct Water Bill	(5,608,780)	(11,380)	(63,210)	(2,000)	44,610	(536,830)	(6,177,590)	Reflects rates
4-1-1511000-0187	Capital Recovery Charge	(461,070)				(53,090)		(514,160)	Reflects rates
4-1-1511000-0199	Local Improvements	(667,260)					23,000	(644,260)	Reflects actuals
4-1-1511000-0705	Miscellaneous Fees	(12,000)						(12,000)	
4-1-1511000-0719	New Services	(196,000)						(196,000)	
4-2-1511000-1210	F/T Salaries Recovered	(523,910)		(35,620)		(8,480)	(8,560)	(576,570)	Increase in Waste Water salary recovery
Total Revenues		(7,469,020)	(11,380)	(98,830)	(2,000)	(16,960)	(522,390)	(8,120,580)	
Expenses									
4-2-1511000-1010	F/T-Salaries Transferred	222,410					194,090	416,500	Increase in Roads/Tax salary allocations
4-2-1511000-1110	Permanent Positions	729,530		54,790		12,770	23,570	820,660	SNI-WAT-1: Compliance Officer, CUPE/step increases
4-2-1511000-1120	Non-Permanent Positions	12,000			2,000			14,000	
4-2-1511000-1130	Overtime Pay	42,000						42,000	
4-2-1511000-1145	Standby Time	29,000						29,000	
4-2-1511000-1150	All Other Payroll Costs	239,300		16,440		4,190	(12,450)	247,480	
4-2-1511000-2245	Signs	1,000	1,000					2,000	
4-2-1511000-2285	Waterworks Supplies	50,000						50,000	
4-2-1511000-2299	Sundry Materials	1,500	(500)					1,000	
4-2-1511000-2310	Repairs	-	2,000					2,000	
4-2-1511000-2312	Internal Vehicle Maintenance	7,000					500	7,500	
4-2-1511000-2325	Fuel-Vehicles	28,000	(4,000)					24,000	
4-2-1511000-2330	Licences	3,500						3,500	
4-2-1511000-2350	Small Tools	4,000						4,000	
4-2-1511000-2360	Equipment Purchases	-					15,000	15,000	Replacement of small equipment, bar finders, hydrant pumps, field test kits, gas monitors.
4-2-1511000-2512	Cleaning Of Uniforms	4,000	(4,000)					-	
4-2-1511000-2520	Safety Supplies	13,000						13,000	
4-2-1511000-2535	Clothing/Boot Allowance	8,000	4,000					12,000	
4-2-1511000-2610	General Stationery & Office Sp	4,000	(1,500)					2,500	
4-2-1511000-2625	Equipment Supplies	4,000	(4,000)					-	
4-2-1511000-2810	Hydro	44,000						44,000	
4-2-1511000-2815	Gas	7,900						7,900	
4-2-1511000-3140	Memberships	4,000						4,000	
4-2-1511000-3150	Professional Development	18,000						18,000	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: WATER

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
4-2-1511000-3210	Postage	21,000						21,000	
4-2-1511000-3215	Telephone	15,000	(5,000)					10,000	
4-2-1511000-3216	Internet Access	4,400	1,600					6,000	
4-2-1511000-3255	Printing	2,200						2,200	
4-2-1511000-3310	Auditing	5,000						5,000	
4-2-1511000-3321	Laboratory Services	22,000						22,000	
4-2-1511000-3325	Data Processing Charges	60,200						60,200	
4-2-1511000-3410	Contracted Services/Locates	2,400	1,600					4,000	
4-2-1511000-3415	Equipment Repairs	2,000					8,000	10,000	Control Valve Maintenance PS#16 and #9
4-2-1511000-3416	Tipping Fees	1,000						1,000	Split with wastewater
4-2-1511000-3420	Building Repairs & Maintenance	4,000					8,000	12,000	Replacement of access doors PS7, 8 and 24
4-2-1511000-3503	Sub-Contracting/Emergencies	250,000						250,000	
4-2-1511000-3510	Sub-Contracting	560,000		27,600			6,000	593,600	NI-SEW-1: FOB, NI-SEW-2: SCADA
4-2-1511000-3512	Sub-Contracting - Bill/Meters	31,400						31,400	
4-2-1511000-3620	Equipment Rentals	1,000						1,000	
4-2-1511000-3640	Machine Time - Own	1,000	(1,000)					-	
4-2-1511000-3905	Miscellaneous	1,000						1,000	
4-2-1511000-3910	Insurance Premiums	12,880						12,880	
4-2-1511000-3911	Insurance Claims	15,000						15,000	
4-2-1511000-3995	Regional Charges-Operating	3,549,770	21,180					3,570,950	9% Increase in Region rates. Over budgeted in prior year
4-2-1511000-4210	Debenture Principal	315,880					15,140	331,020	Increase in principal repaid
4-2-1511000-4215	Debenture Interest	183,600					67,060	250,660	Decrease in interest expense
4-2-1511000-4913	Discounts	58,500						58,500	
4-2-1511000-4926	Property Taxes	21,830						21,830	
4-7-1511000-8040	Reserve For Equipment Replace	31,450						31,450	
4-7-1511000-8168	Reserve For Future Expenditure	652,650					220,420	873,070	Excess revenue over expenditures transferred to reserve
4-7-1511000-8169	Reserve For Willow Beach Debe	167,720					(22,940)	144,780	Reflects actuals
Total Expenses		7,469,020	11,380	98,830	2,000	16,960	522,390	8,120,580	
Net Water		-	-	-	-	-	-	-	
Revenue		(7,469,020)	(11,380)	(98,830)	(2,000)	(16,960)	(522,390)	(8,120,580)	
Expenses		7,469,020	11,380	98,830	2,000	16,960	522,390	8,120,580	
TOTAL BY DIVISION		-	-	-	-	-	-	-	
Water		-	-	-	-	-	-	-	
TOTAL BY PROGRAM/ COST CENTRE		-	-	-	-	-	-	-	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**
DIVISION: WASTEWATER

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Wastewater									
Revenues									
5-1-1512000-0191	Direct Sewer Bill-Residential	(6,319,460)	(71,870)	(35,620)		(518,450)	139,470	(6,805,930)	Reflects new rates
5-1-1512000-0197	Capital Recovery Charge	(437,480)				(33,460)		(470,940)	Reflects new rates
5-1-1512000-0199	Local Improvements	(1,005,700)					39,320	(966,380)	Reflects actuals
5-1-1512000-0719	New Services	(42,000)						(42,000)	
Total Revenues		(7,804,640)	(71,870)	(35,620)	-	(551,910)	178,790	(8,285,250)	
Expenses									
5-2-1512000-1010	F/T-Salaries Transferred	746,320		35,620		8,480	202,650	993,070	Increase in Roads/Tax salary allocations
5-2-1512000-2286	Sewerworks Supplies	26,000	(4,000)					22,000	
5-2-1512000-2310	Repairs	-	2,000					2,000	
5-2-1512000-2312	Internal Vehicle Maintenance	7,000	-				500	7,500	
5-2-1512000-2325	Fuel-Vehicles	24,000	-					24,000	
5-2-1512000-2400	Chemicals	26,000					(11,000)	15,000	Actual usage down
5-2-1512000-2520	Safety Supplies	20,000	(2,000)					18,000	
5-2-1512000-2610	General Stationery & Office Sp	4,000	(1,500)					2,500	
5-2-1512000-2810	Hydro	133,000						133,000	
5-2-1512000-2815	Gas	3,800						3,800	
5-2-1512000-2825	Water/Sewer	2,000						2,000	
5-2-1512000-3210	Postage	21,000						21,000	
5-2-1512000-3215	Telephone	15,000	5,000					20,000	
5-2-1512000-3255	Printing	2,500						2,500	
5-2-1512000-3325	Data Processing Charges	39,800						39,800	
5-2-1512000-3341	Inspection Fees	4,500	500					5,000	
5-2-1512000-3410	Contracted Services/Locates	2,400	1,600					4,000	
5-2-1512000-3415	Equipment Repairs	12,000					18,000	30,000	Repairs to Sewage Pumps Unanticipated
5-2-1512000-3416	Tipping Fees	1,000	1,500					2,500	
5-2-1512000-3503	Sub-Contracting/Emergencies	20,000	-					20,000	
5-2-1512000-3510	Sub-Contracting	70,000	-				6,000	76,000	NI-SEW-1: FOB Access
5-2-1512000-3511	Sewer Flushing	200,000	-					200,000	
5-2-1512000-3620	Equipment Rentals	500	-					500	
5-2-1512000-3905	Miscellaneous	700	(200)					500	
5-2-1512000-3910	Insurance Premiums	12,740						12,740	
5-2-1512000-3911	Insurance Claims	4,000						4,000	
5-2-1512000-3995	Regional Charges-Operating	4,926,700	68,970			543,430		5,539,100	9% Increase in Region rates.
5-2-1512000-4210	Debenture Principal	473,820					22,800	496,620	Increase in principal repaid
5-2-1512000-4215	Debenture Interest	275,400					(22,800)	252,600	Decrease in interest expense
5-2-1512000-4913	Discounts	53,880						53,880	
5-7-1512000-8040	Reserve For Equipment Replace	31,450						31,450	

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE **GEORGINA - 2018 BUDGET**

DIVISION: WASTEWATER

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
5-7-1512000-8168	Reserve For Future Expenditure	388,650					(355,620)	33,030	Excess revenue over expenditures transferred to reserve
5-7-1512000-8169	Reserve For Wb Debenture	256,480					(39,320)	217,160	Reflects actuals
Total Expenses		7,804,640	71,870	35,620	-	551,910	(178,790)	8,285,250	
Net Wastewater		-	-	-	-	-	-	-	
Revenue		(7,804,640)	(71,870)	(35,620)	-	(551,910)	178,790	(8,285,250)	
Expenses		7,804,640	71,870	35,620	-	551,910	(178,790)	8,285,250	
TOTAL BY DIVISION		-	-	-	-	-	-	-	
Wastewater		-	-	-	-	-	-	-	
TOTAL BY PROGRAM/ COST CENTRE		-	-	-	-	-	-	-	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: DEPARTMENT ADMINISTRATION

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Department Administration									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4510000-1110	Permanent Positions	191,520				3,350	7,370	202,240	CUPE/step increases
1-2-4510000-1130	Overtime Pay	-						-	
1-2-4510000-1150	All Other Payroll Costs	54,670				960	(1,350)	54,280	
1-2-4510000-2925	Meeting Expenses	200						200	
1-2-4510000-3110	Travel Expenses	500						500	
1-2-4510000-3140	Memberships	400						400	
1-2-4510000-3150	Professional Development	3,000						3,000	
1-2-4510000-3283	Mobile Phones	800						800	
1-2-4510000-3320	Consultants Fees	6,000						6,000	
Total Expenses		257,090	-	-	-	4,310	6,020	267,420	
Net Department Administration		**257,090**	-	-	-	**4,310**	**6,020**	**267,420**	
Revenue		-	-	-	-	-	-	-	
Expenses		257,090	-	-	-	4,310	6,020	267,420	
TOTAL BY DIVISION		**257,090**	-	-	-	**4,310**	**6,020**	**267,420**	
Department Administration		257,090	-	-	-	4,310	6,020	267,420	
TOTAL BY PROGRAM/ COST CENTRE		**257,090**	-	-	-	**4,310**	**6,020**	**267,420**	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: RECREATION

GEORGINA - 2018 DRAFT BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-4511000-0702	Multi-Use Rental Revenue	(1,000)						(1,000)	
1-1-4511000-0897	Costs Recovered	(23,000)					18,000	(5,000)	Landscape Architect cost recoverable was too high in this area
Total Revenues		(24,000)	-	-	-	-	18,000	(6,000)	
Expenses									
1-2-4511000-1110	Permanent Positions	500,130				8,750	5,670	514,550	Base budget adjusted for the transfer of employees to the HUB (tax division), CUPE/step increases
1-2-4511000-1120	Non-Permanent Positions	-						-	Base budget adjusted for the transfer of employees to the HUB (tax division)
1-2-4511000-1130	Overtime Pay	16,000						16,000	
1-2-4511000-1150	All Other Payroll Costs	170,570				2,980	(17,190)	156,360	Base budget adjusted for the transfer of employees to the HUB (tax division). Reduction in benefit estimate
1-2-4511000-2360	Equipment Purchases	1,000						1,000	
1-2-4511000-2610	General Stationery & Office Sp	3,800						3,800	
1-2-4511000-2625	Equipment Supplies	2,300						2,300	
1-2-4511000-2925	Meeting Expenses	200						200	
1-2-4511000-3110	Travel Expenses	1,000						1,000	
1-2-4511000-3140	Memberships	3,400						3,400	
1-2-4511000-3150	Professional Development	9,000					(3,500)	5,500	
1-2-4511000-3215	Telephone	4,450					(600)	3,850	
1-2-4511000-3250	Advertising	1,000						1,000	
1-2-4511000-3255	Brochure	11,000						11,000	
1-2-4511000-3410	Contracted Services	3,000						3,000	
1-2-4511000-3415	Equipment Repairs	400						400	
1-2-4511000-3905	Miscellaneous	1,000						1,000	
1-2-4511000-3910	Insurance Premiums	10,880						10,880	
1-2-4511000-3976	Community Ice Rinks	1,500						1,500	
1-2-4511000-4010	Bank Charges	43,500	35,000					78,500	Reflects actual charges
1-2-4511000-4913	Discounts	-						-	
1-7-4511000-5110	Provision For Capital Expenditur	590,290						590,290	
1-7-4511000-8168	Reserve For Future Expenditure	683,070						683,070	
Total Expenses		2,057,490	35,000	-	-	11,730	(15,620)	2,088,600	
Net Administration		**2,033,490**	**35,000**	-	-	**11,730**	**2,380**	**2,082,600**	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: RECREATION

GEORGINA - 2018 DRAFT BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
General Programs									
Revenues									
1-1-4513101-0706	Adult Registrations	(65,920)						(65,920)	
1-1-4513101-0730	Child/Youth Registrations	(96,800)						(96,800)	
1-1-4513101-0832	Birthday Party Rentals	-						-	
Total Revenues		(162,720)	-	-	-	-	-	(162,720)	
Expenses									
1-2-4513101-1120	Non-Permanent Positions	61,200			10,840		(6,500)	65,540	
1-2-4513101-1130	Overtime Pay	1,000						1,000	
1-2-4513101-1150	All Other Payroll Costs	6,120			4,690		(750)	10,060	
1-2-4513101-3410	Contracted Services	35,500						35,500	
1-2-4513101-3703	Program Costs	46,000					(16,000)	30,000	Reallocation
Total Expenses		149,820	-	-	15,530	-	(23,250)	142,100	
Net General Programs		**(12,900)**	-	-	**15,530**	-	**(23,250)**	**(20,620)**	
Healthy Kids Community Challenge									
Revenues									
1-1-4513105-0423	Miscellaneous Grants	(125,000)						(125,000)	
Total Revenues		(125,000)	-	-	-	-	-	(125,000)	
Expenses									
1-2-4513105-1120	Non-Permanent Positions	45,000						45,000	
1-2-4513105-1130	Overtime	-						-	
1-2-4513105-1150	Other Payroll Costs	5,000						5,000	
1-2-4513105-3703	Program Costs	75,000						75,000	
Total Expenses		125,000	-	-	-	-	-	125,000	
Net Healthy Kids Community Challenge		-	-	-	-	-	-	-	
Georgina Gym									
Revenues									
1-1-4513256-0832	Building Rental	(10,270)	(3,500)					(13,770)	
Total Revenues		(10,270)	(3,500)	-	-	-	-	(13,770)	
Expenses									
1-2-4513256-1110	Permanent Positions	-						-	
1-2-4513256-1120	Non-Permanent Positions	65,520			7,480			73,000	
1-2-4513256-1130	Overtime Pay	700						700	
1-2-4513256-1150	All Other Payroll Costs	7,900			6,600			14,500	
1-2-4513256-2250	Cleaning Supplies	3,000						3,000	
1-2-4513256-2610	General Stationery & Office Sp	700						700	

DEPARTMENT: RECREATION AND CULTURE — **GEORGINA - 2018 DRAFT BUDGET**

DIVISION: RECREATION

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-4513256-2810	Hydro	11,000						11,000	
1-2-4513256-2815	Gas	10,300						10,300	
1-2-4513256-3215	Telephone	2,700						2,700	
1-2-4513256-3216	Internet Access	2,300						2,300	
1-2-4513256-3250	Advertising	3,500						3,500	
1-2-4513256-3410	Contracted Services	-					4,800	4,800	NI-REC-3: Photocopier
1-2-4513256-3420	Building Repairs & Maintenance	13,000						13,000	
1-2-4513256-3514	Internal Maintenance Sub-Cont	500						500	
1-2-4513256-3703	Program Costs	-					14,500	14,500	Reallocation
1-2-4513256-3910	Insurance Premiums	3,240						3,240	
1-7-4513256-8168	Reserve For Future Expenditure	3,000						3,000	
Total Expenses		127,360	-	-	14,080	-	19,300	160,740	
Net Georgina Gym		**117,090**	**(3,500)**	**-**	**14,080**	**-**	**19,300**	**146,970**	
After School Program									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4513257-1120	Non-Permanent Positions	75,000			32,600		(5,000)	102,600	Bill 148 impact
1-2-4513257-1130	Overtime Pay	-						-	
1-2-4513257-1150	All Other Payroll Costs	7,500			14,100		(600)	21,000	Bill 148 impact
1-2-4513257-2610	General Stationery & Office Sp	750					1,500	2,250	
1-2-4513257-3250	Advertising	2,000						2,000	
1-2-4513257-3420	Building Repairs & Maintenance	-						-	
Total Expenses		85,250	-	-	46,700	-	(4,100)	127,850	
Net After School Program		**85,250**	**-**	**-**	**46,700**	**-**	**(4,100)**	**127,850**	
Day Camps									
Revenues									
1-1-4513742-0706	Program Registrations	(220,000)						(220,000)	
1-1-4513742-0707	Bus Rentals	-					(20,000)	(20,000)	Reallocation
Total Revenues		(220,000)	-	-	-	-	(20,000)	(240,000)	
Expenses									
1-2-4513742-1120	Non-Permanent Positions	136,750			30,000			166,750	Bill 148 impact
1-2-4513742-1130	Overtime Pay	2,500						2,500	
1-2-4513742-1150	All Other Payroll Costs	13,930			4,500			18,430	
1-2-4513742-2530	Clothing & Uniforms	-					2,000	2,000	
1-2-4513742-2625	Equipment Supplies	36,000						36,000	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: RECREATION

GEORGINA - 2018 DRAFT BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-4513742-2626	Bus Expense	-					18,000	18,000	Reallocation
1-2-4513742-3215	Telephone	2,000						2,000	
Total Expenses		191,180	-	-	34,500	-	20,000	245,680	
Net Day Camps		**(28,820)**	-	-	**34,500**	-	-	**5,680**	
Club 55 Administration									
Revenues									
1-1-4514101-0702	Membership Revenue	(11,600)						(11,600)	
1-1-4514101-0706	Program Registrations	(25,900)						(25,900)	
1-1-4514101-0830	Discounts-C55	-					120	120	
Total Revenues		(37,500)	-	-	-	-	120	(37,380)	
Expenses									
1-2-4514101-1120	Non-Permanent Positions	-					6,500	6,500	
1-2-4514101-1150	All Other Payroll Costs	-					750	750	
1-2-4514101-3140	Memberships	-						-	
1-2-4514101-3703	Program Costs	26,000						26,000	
Total Expenses		26,000	-	-	-	-	7,250	33,250	
Net Club 55 Administration		**(11,500)**	-	-	-	-	**7,370**	**(4,130)**	
Sutton Seniors Program									
Revenues									
1-1-4514107-0832	Building Rental	(8,500)						(8,500)	
Total Revenues		(8,500)	-	-	-	-	-	(8,500)	
Expenses									
1-2-4514107-2250	Cleaning Supplies	500						500	
1-2-4514107-2810	Hydro	3,300						3,300	
1-2-4514107-2815	Gas	900						900	
1-2-4514107-2825	Water/Sewer	800						800	
1-2-4514107-3216	Internet Access	900						900	
1-2-4514107-3410	Contracted Services	11,500						11,500	
1-2-4514107-3420	Building Repairs & Maintenance	200						200	
1-2-4514107-3514	Internal Maintenance Sub-Cont	350						350	
Total Expenses		18,450	-	-	-	-	-	18,450	
Net Sutton Seniors Program		**9,950**	-	-	-	-	-	**9,950**	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: RECREATION

GEORGINA - 2018 DRAFT BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Sutton Grant (G18)									
Revenues									
1-1-4514322-0487	Province Of Ontario Grant	(10,000)						(10,000)	
Total Revenues		(10,000)	-	-	-	-	-	(10,000)	
Expenses									
1-2-4514322-1010	F/T-Salaries Transferred	1,500						1,500	
1-2-4514322-3215	Telephone	800						800	
1-2-4514322-3615	Building Rentals	7,200						7,200	
1-2-4514322-3910	Insurance Premiums	3,000						3,000	
Total Expenses		12,500	-	-	-	-	-	12,500	
Net Sutton Grant (G18)		**2,500**	-	-	-	-	-	**2,500**	
Seniors Programs - Club 55									
Revenues									
1-1-4514354-0832	Building Rental	(1,950)						(1,950)	
Total Revenues		(1,950)	-	-	-	-	-	(1,950)	
Expenses									
1-2-4514354-1110	Permanent Positions	104,660				1,830	70	106,560	
1-2-4514354-1130	Overtime Pay	4,500						4,500	
1-2-4514354-1131	Shift Premium	1,000						1,000	
1-2-4514354-1150	All Other Payroll Costs	37,780				660	(1,850)	36,590	
1-2-4514354-2610	General Stationery & Office Sup	500						500	
1-2-4514354-2810	Hydro	22,000						22,000	
1-2-4514354-2815	Gas	8,000						8,000	
1-2-4514354-2825	Water/Sewer	3,400						3,400	
1-2-4514354-3140	Memberships	-					160	160	
1-2-4514354-3150	Professional Development	1,000						1,000	
1-2-4514354-3215	Telephone	1,800						1,800	
1-2-4514354-3216	Internet Access	1,900						1,900	
1-2-4514354-3410	Contracted Services	9,300						9,300	
1-2-4514354-3418	Cleaning Services	23,000						23,000	
1-2-4514354-3420	Building Repairs & Maintenance	5,000						5,000	
1-2-4514354-3514	Internal Maintenance Sub-Cont	2,500						2,500	
1-2-4514354-3910	Insurance Premiums	4,200						4,200	
Total Expenses		230,540	-	-	-	2,490	(1,620)	231,410	
Net Seniors Programs - Club 55		**228,590**	-	-	-	**2,490**	**(1,620)**	**229,460**	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: RECREATION

GEORGINA - 2018 DRAFT BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Seniors Games									
Revenues									
1-1-4514376-0706	Program Registrations	(4,000)						(4,000)	
Total Revenues		(4,000)	-	-	-	-	-	(4,000)	
Expenses									
1-2-4514376-3905	Miscellaneous	4,500						4,500	
Total Expenses		4,500	-	-	-	-	-	4,500	
Net Seniors Games		**500**	-	-	-	-	-	**500**	
Special Events - Administration									
Revenues									
1-1-4515335-0892	Donations	(1,000)						(1,000)	
Total Revenues		(1,000)	-	-	-	-	-	(1,000)	
Expenses									
1-2-4515335-1110	Permanent Positions	5,400						5,400	
1-2-4515335-1120	Non-Permanent Positions	-						-	
1-2-4515335-1130	Overtime Pay	3,500						3,500	
1-2-4515335-1150	All Other Payroll Costs	3,200						3,200	
1-2-4515335-3925	Agricultural Society Grant	4,500						4,500	
1-2-4515335-3937	Christmas Lights	8,000						8,000	
1-2-4515335-3970	Santa Claus Parades	1,000						1,000	
Total Expenses		25,600	-	-	-	-	-	25,600	
Net Special Events - Administration		**24,600**	-	-	-	-	-	**24,600**	
SnoFest									
Revenues									
1-1-4515345-0892	Donations	(3,000)						(3,000)	
Total Revenues		(3,000)	-	-	-	-	-	(3,000)	
Expenses									
1-2-4515345-3905	Miscellaneous	25,000						25,000	
Total Expenses		25,000	-	-	-	-	-	25,000	
Net SnoFest		**22,000**	-	-	-	-	-	**22,000**	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: RECREATION

GEORGINA - 2018 DRAFT BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Volunteer Appreciation									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4515348-3125	Reception	7,500						7,500	
1-2-4515348-3955	Awards	3,000						3,000	
Total Expenses		10,500	-	-	-	-	-	10,500	
Net Volunteer Appreciation		**10,500**	-	-	-	-	-	**10,500**	
Canada Day Festival									
Revenues									
1-1-4515716-0837	Refreshements	(1,000)						(1,000)	
1-1-4515716-0892	Donations	(4,500)						(4,500)	
Total Revenues		(5,500)	-	-	-	-	-	(5,500)	
Expenses									
1-2-4515716-2245	Event Supplies	1,000		5,000				6,000	NI-REC-4: Walkie Talkies
1-2-4515716-2920	Refreshments	4,000						4,000	
1-2-4515716-2921	Fireworks	11,000						11,000	
1-2-4515716-2922	Kidsworld	5,000						5,000	
1-2-4515716-2923	Entertainment	11,000		3,000				14,000	NI-REC-1: Canada 150 Projects Celebration
Total Expenses		32,000	-	8,000	-	-	-	40,000	
Net Canada Day Festival		**26,500**	-	**8,000**	-	-	-	**34,500**	
Georgina 200									
Revenues									
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4515718-3703	Georgina 200	-		32,350				32,350	NI-REC-2: Georgina 200
Total Expenses		-	-	32,350	-	-	-	32,350	
Net Georgina 200		-	-	**32,350**	-	-	-	**32,350**	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: RECREATION

GEORGINA - 2018 DRAFT BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Fleet									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4517000-2312	Internal Vehicle Maintenance	1,170						1,170	
1-2-4517000-2325	Fuel-Vehicles	550						550	
1-2-4517000-2330	Licences	150						150	
1-2-4517000-3910	Insurance Premiums	1,260						1,260	
1-7-4517000-8168	Reserve For Future Expenditure	3,900						3,900	
Total Expenses		7,030	-	-	-	-	-	7,030	
Net Fleet		**7,030**	-	-	-	-	-	**7,030**	
Revenue		(613,440)	(3,500)	-	-	-	(1,880)	(618,820)	
Expenses		3,128,220	35,000	40,350	110,810	14,220	1,960	3,330,560	
TOTAL BY DIVISION		**2,514,780**	**31,500**	**40,350**	**110,810**	**14,220**	**80**	**2,711,740**	
Administration		2,033,490	35,000	-	-	11,730	2,380	2,082,600	
General Programs		(12,900)	-	-	15,530	-	(23,250)	(20,620)	
Healthy Kids Community Challenge		-	-	-	-	-	-	-	
Georgina Gym		117,090	(3,500)	-	14,080	-	19,300	146,970	
After School Program		85,250	-	-	46,700	-	(4,100)	127,850	
Day Camps		(28,820)	-	-	34,500	-	-	5,680	
Club 55 Administration		(11,500)	-	-	-	-	7,370	(4,130)	
Sutton Seniors Program		9,950	-	-	-	-	-	9,950	
Sutton Grant (G18)		2,500	-	-	-	-	-	2,500	
Seniors Programs - Club 55		228,590	-	-	-	2,490	(1,620)	229,460	
Seniors Games		500	-	-	-	-	-	500	
Special Events - Administration		24,600	-	-	-	-	-	24,600	
SnoFest		22,000	-	-	-	-	-	22,000	
Volunteer Appreciation		10,500	-	-	-	-	-	10,500	
Canada Day Festival		26,500	-	8,000	-	-	-	34,500	
Georgina 200		-	-	32,350	-	-	-	32,350	
Fleet		7,030	-	-	-	-	-	7,030	
TOTAL BY PROGRAM/ COST CENTRE		**2,514,780**	**31,500**	**40,350**	**110,810**	**14,220**	**80**	**2,711,740**	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: CULTURE

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Stephen Leacock Theatre									
Revenues									
1-1-4521000-0423	Miscellaneous Grants	-						-	
1-1-4521000-0706	Program Registrations	(18,500)						(18,500)	
1-1-4521000-0762	Theatre Rentals	(44,500)						(44,500)	
1-1-4521000-0763	Box Office Receipts	(36,000)						(36,000)	
1-1-4521000-0778	Fund Raising Revenues	(3,800)						(3,800)	
1-1-4521000-0779	Bar/Snack Revenues	(3,500)						(3,500)	
Total Revenues		(106,300)	-	-	-	-	-	(106,300)	
Expenses									
1-2-4521000-1110	Permanent Positions	54,650				960	220	55,830	
1-2-4521000-1120	Non-Permanent Positions	11,000			2,200		(2,200)	11,000	
1-2-4521000-1130	Overtime Pay	5,500					(1,000)	4,500	
1-2-4521000-1131	Shift Premium	500						500	
1-2-4521000-1150	All Other Payroll Costs	22,080			260	390	(2,800)	19,930	
1-2-4521000-2610	General Stationery & Office Sp	800						800	
1-2-4521000-2810	Hydro	3,000						3,000	
1-2-4521000-2825	Water/Sewer	1,150						1,150	
1-2-4521000-2920	Refreshments	1,200	300					1,500	
1-2-4521000-3140	Memberships	-					300	300	
1-2-4521000-3150	Professional Development	500						500	
1-2-4521000-3215	Telephone	4,400						4,400	
1-2-4521000-3216	Internet Access	800						800	
1-2-4521000-3250	Advertising	8,500						8,500	
1-2-4521000-3410	Cultural Mapping	2,000						2,000	
1-2-4521000-3415	Equipment Repairs	2,500	500					3,000	
1-2-4521000-3418	Cleaning Services	14,500						14,500	
1-2-4521000-3420	Building Repairs & Maintenance	5,000						5,000	
1-2-4521000-3514	Internal Maintenance Sub-Cont	5,000						5,000	
1-2-4521000-3703	Program Costs	31,000						31,000	
1-2-4521000-3905	Miscellaneous	100		7,500				7,600	NI-CUL-1: Lighting Console for SLT
1-2-4521000-3910	Insurance Premiums	8,870						8,870	
1-7-4521000-8168	Reserve For Future Expenditure	27,000						27,000	
Total Expenses		210,050	800	7,500	2,460	1,350	(5,480)	216,680	
Net Stephen Leacock Theatre		**103,750**	**800**	**7,500**	**2,460**	**1,350**	**(5,480)**	**110,380**	

DEPARTMENT: RECREATION AND CULTURE — **GEORGINA - 2018 BUDGET**

DIVISION: CULTURE

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Pioneer Village									
Revenues									
1-1-4522000-0423	Miscellaneous Grants	(18,000)			(2,500)			(20,500)	
1-1-4522000-0706	Program Registrations	(27,700)						(27,700)	
1-1-4522000-0831	Building Rental	(2,500)						(2,500)	
1-1-4522000-0892	Donations	(1,500)						(1,500)	
Total Revenues		(49,700)	-	-	(2,500)	-	-	(52,200)	
Expenses									
1-2-4522000-1110	Permanent Positions	151,680				2,650	5,510	159,840	
1-2-4522000-1120	Non-Permanent Positions	38,000			4,700	2,310		45,010	
1-2-4522000-1130	Overtime Pay	2,000						2,000	
1-2-4522000-1150	All Other Payroll Costs	54,990			1,260	960	(4,940)	52,270	
1-2-4522000-2610	General Stationery & Office Sp	1,500						1,500	
1-2-4522000-2810	Hydro	7,200					(1,000)	6,200	
1-2-4522000-2815	Gas	1,800						1,800	
1-2-4522000-2825	Water/Sewer	1,000						1,000	
1-2-4522000-3140	Memberships	250						250	
1-2-4522000-3150	Professional Development	3,000						3,000	
1-2-4522000-3215	Telephone	850						850	
1-2-4522000-3216	Internet Access	820						820	
1-2-4522000-3250	Advertising	4,500					(1,000)	3,500	
1-2-4522000-3410	Contracted Services	4,500					2,500	7,000	
1-2-4522000-3420	Building Repairs & Maintenance	5,000						5,000	
1-2-4522000-3495	Property Improvements	3,800						3,800	
1-2-4522000-3514	Internal Maintenance Sub-Cont	2,000						2,000	
1-2-4522000-3703	Program Costs	10,000						10,000	
1-2-4522000-3910	Insurance Premiums	24,000						24,000	
1-7-4522000-8168	Reserve For Future Expenditure	20,000						20,000	
Total Expenses		336,890	-	-	5,960	5,920	1,070	349,840	
Net Pioneer Village		**287,190**	-	-	**3,460**	**5,920**	**1,070**	**297,640**	
Georgina Military Museum									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4523000-3925	Grants & Donations	24,000						24,000	
Total Expenses		24,000	-	-	-	-	-	24,000	
Net Georgina Military Museum		**24,000**	-	-	-	-	-	**24,000**	

DEPARTMENT: RECREATION AND CULTURE
DIVISION: CULTURE

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Georgina Arts Council									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4524000-3925	Grants & Donations	110,000						110,000	
Total Expenses		110,000	-	-	-	-	-	110,000	
Net Georgina Arts Council		**110,000**	-	-	-	-	-	**110,000**	
Accessibility Committee									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4525000-1160	Honorariums	4,160						4,160	
1-2-4525000-2620	Publications & Subscriptions	100						100	
1-2-4525000-3110	Travel Expenses	1,250						1,250	
1-2-4525000-3150	Professional Development	2,000						2,000	
1-2-4525000-3905	Miscellaneous	200						200	
1-7-4525000-8168	Reserve For Future Expenditure	75,000						75,000	
Total Expenses		82,710	-	-	-	-	-	82,710	
Net Accessibility Committee		**82,710**	-	-	-	-	-	**82,710**	
Equity and Diversity Committee									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-4526000-1160	Honorariums	2,400						2,400	
1-2-4526000-2620	Publications & Subscriptions	100						100	
1-2-4526000-3110	Travel Expenses	1,000						1,000	
1-2-4526000-3150	Professional Development	1,000						1,000	
1-2-4526000-3250	Advertising	2,000		3,000				5,000	NI-CUL-2: GEDAC Music in the Streets
1-2-4526000-3905	Miscellaneous	550						550	
Total Expenses		7,050	-	3,000	-	-	-	10,050	
Net Equity and Diversity Committee		**7,050**	-	**3,000**	-	-	-	**10,050**	

DEPARTMENT: RECREATION AND CULTURE | **GEORGINA - 2018 BUDGET**

DIVISION: CULTURE

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
	Revenue	(156,000)	-	-	(2,500)	-	-	(158,500)	
	Expenses	770,700	800	10,500	8,420	7,270	(4,410)	793,280	
	TOTAL BY DIVISION	**614,700**	**800**	**10,500**	**5,920**	**7,270**	**(4,410)**	**634,780**	
	Stephen Leacock Theatre	103,750	800	7,500	2,460	1,350	(5,480)	110,380	
	Pioneer Village	287,190	-	-	3,460	5,920	1,070	297,640	
	Georgina Military Museum	24,000	-	-	-	-	-	24,000	
	Georgina Arts Council	110,000	-	-	-	-	-	110,000	
	Accessibility Committee	82,710	-	-	-	-	-	82,710	
	Equity and Diversity Committee	7,050	-	3,000	-	-	-	10,050	
	TOTAL BY PROGRAM/ COST CENTRE	**614,700**	**800**	**10,500**	**5,920**	**7,270**	**(4,410)**	**634,780**	

DEPARTMENT: FIRE AND EMERGENCY SERVICES **GEORGINA - 2018 BUDGET**

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Firefighting Force									
Revenues									
1-1-2511000-0844	Inspection Fees						(2,000)	(2,000)	
1-1-2511000-0848	Burn Permits	-					(25,000)	(25,000)	Reallocation/increase in estimates
1-1-2511000-0850	Fire Protection Agreements	-					(25,000)	(25,000)	Reallocation/increase in estimates
1-1-2511000-0857	MVC Recoveries	-					(66,000)	(66,000)	Reallocation/increase in estimates
1-1-2511000-0859	Reports	-					(2,000)	(2,000)	
1-1-2511000-0711	Charge Re Service Provided	(60,000)					60,000	-	Reallocation
1-1-2511000-0892	Donations	-						-	
Total Revenues		(60,000)	-	-	-	-	(60,000)	(120,000)	
Expenses									
1-2-2511000-0893	Donation Expense	-						-	
1-2-2511000-1110	Permanent Positions	4,199,030					166,190	4,365,220	In Lieu of Stat Pay, step increases
1-2-2511000-1120	Non-Permanent Positions	21,370						21,370	
1-2-2511000-1130	Overtime Pay	166,000					14,000	180,000	NI-FIR-2: Increase in overtime
1-2-2511000-1131	Shift Premium	24,000					3,000	27,000	
1-2-2511000-1150	All Other Payroll Costs	1,309,550					(90,950)	1,218,600	Reduction in benefit estimates
1-2-2511000-1153	Group Insurance Premiums	10,100						10,100	
1-2-2511000-2360	Equipment Purchases	12,000						12,000	
1-2-2511000-2535	Clothing/Boot Allowance	32,450					980	33,430	
1-2-2511000-2650	Office Equipment	2,000						2,000	
1-2-2511000-2710	Firefighting Supplies	30,830					4,000	34,830	
1-2-2511000-2731	First Aid Supplies	-						-	
1-2-2511000-3150	Professional Development	9,500						9,500	
1-2-2511000-3225	Dispatch	146,380					10,900	157,280	NI-FIR-1: Dispatch
1-2-2511000-3255	Printing	3,500					1,500	5,000	
1-2-2511000-3283	Mobile Phones	8,700		7,500				16,200	NI-FIR-4: Mobile phones
1-2-2511000-3320	Consultants Fees	6,000						6,000	
1-2-2511000-3330	Programming Fees	9,000						9,000	
1-2-2511000-3415	Equipment Repairs	25,000					750	25,750	
1-2-2511000-3910	Insurance Premiums	61,000						61,000	
1-2-2511000-3925	Grants & Donations	500						500	
1-7-2511000-8168	Reserve For Future Expenditure	114,000						114,000	
Total Expenses		6,190,910	-	7,500	-	-	110,370	6,308,780	
Net Firefighting Force		**6,130,910**	-	**7,500**	-	-	**50,370**	**6,188,780**	

DEPARTMENT: FIRE AND EMERGENCY SERVICES

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Fleet									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-2511500-2310	Repairs	95,000					5,000	100,000	
1-2-2511500-2312	Internal Vehicle Maintenance	23,000					(5,000)	18,000	
1-2-2511500-2325	Fuel-Vehicles	30,000				9,000		39,000	
1-7-2511500-8173	Reserve For Equipment	474,900						474,900	
Total Expenses		622,900	-	-	-	9,000	-	631,900	
Net Fleet		**622,900**	-	-	-	**9,000**	-	**631,900**	
Emergency Management									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-2512000-2711	Emergency Materials	1,880						1,880	
1-2-2512000-3150	Professional Development	-						-	
1-2-2512000-3255	Printing	1,000						1,000	
1-2-2512000-3410	Contracted Services	16,000					2,300	18,300	
1-2-2512000-3420	Building Repairs & Maintenance	-						-	
Total Expenses		18,880	-	-	-	-	2,300	21,180	
Net Emergency Management		**18,880**	-	-	-	-	**2,300**	**21,180**	
Fire Prevention									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-2513000-1110	Permanent Positions	300,870					5,240	306,110	
1-2-2513000-1130	Overtime Pay	3,000						3,000	
1-2-2513000-1150	All Other Payroll Costs	89,420					(2,960)	86,460	
1-2-2513000-2711	Supplies	10,500		7,600				18,100	NI-FIR-3: Public Education
1-2-2513000-3150	Professional Development	4,500						4,500	
Total Expenses		408,290	-	7,600	-	-	2,280	418,170	
Net Fire Prevention		**408,290**	-	**7,600**	-	-	**2,280**	**418,170**	

DEPARTMENT: FIRE AND EMERGENCY SERVICES

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Training Officer									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-2514000-1110	Permanent Positions	112,530						112,530	
1-2-2514000-1130	Overtime Pay	2,000					1,000	3,000	
1-2-2514000-1150	All Other Payroll Costs	34,310					(3,460)	30,850	
1-2-2514000-2710	Firefighting Supplies	8,000						8,000	
1-2-2514000-3150	Professional Development	46,700					7,000	53,700	
Total Expenses		203,540	-	-	-	-	4,540	208,080	
Net Training Officer		**203,540**	-	-	-	-	**4,540**	**208,080**	
Keswick Fire Hall									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-2515000-1120	Non-Permanent Positions	62,700					8,000	70,700	
1-2-2515000-1150	All Other Payroll Costs	1,880						1,880	
1-2-2515000-2810	Hydro	18,130				550	5,100	23,780	
1-2-2515000-2815	Gas	10,100				300	1,000	11,400	
1-2-2515000-2825	Water/Sewer	1,600				50		1,650	
1-2-2515000-3215	Telephone	5,280				160		5,440	
1-2-2515000-3420	Building Repairs & Maintenance	20,000				590		20,590	
Total Expenses		119,690	-	-	-	1,650	14,100	135,440	
Net Keswick Fire Hall		**119,690**	-	-	-	**1,650**	**14,100**	**135,440**	
Sutton Fire Hall									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-2516000-1120	Non-Permanent Positions	53,600						53,600	
1-2-2516000-1150	All Other Payroll Costs	1,610						1,610	
1-2-2516000-2810	Hydro	8,000				240		8,240	
1-2-2516000-2815	Gas	5,250				160		5,410	

DEPARTMENT: FIRE AND EMERGENCY SERVICES — **GEORGINA - 2018 BUDGET**

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-2516000-2825	Water/Sewer	1,500				50		1,550	
1-2-2516000-3215	Telephone	3,400				110		3,510	
1-2-2516000-3420	Building Repairs & Maintenance	10,000				300		10,300	
Total Expenses		83,360	-	-	-	860	-	84,220	
Net Sutton Fire Hall		**83,360**	**-**	**-**	**-**	**860**	**-**	**84,220**	
Pefferlaw Fire Hall									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-2517000-1120	Non-Permanent Positions	66,800						66,800	
1-2-2517000-1150	All Other Payroll Costs	2,000					60	2,060	
1-2-2517000-2810	Hydro	5,010					150	5,160	
1-2-2517000-2815	Gas	1,520					50	1,570	
1-2-2517000-3215	Telephone	2,000					60	2,060	
1-2-2517000-3420	Building Repairs & Maintenance	3,500						3,500	
Total Expenses		80,830	-	-	-	-	320	81,150	
Net Pefferlaw Fire Hall		**80,830**	**-**	**-**	**-**	**-**	**320**	**81,150**	
Revenue		(60,000)	-	-	-	-	(60,000)	(120,000)	
Expenses		7,728,400	-	15,100	-	11,510	133,910	7,888,920	
TOTAL BY DIVISION		**7,668,400**	**-**	**15,100**	**-**	**11,510**	**73,910**	**7,768,920**	
Firefighting Force		6,130,910	-	7,500	-	-	50,370	6,188,780	
Fleet		622,900	-	-	-	9,000	-	631,900	
Emergency Management		18,880	-	-	-	-	2,300	21,180	
Fire Prevention		408,290	-	7,600	-	-	2,280	418,170	
Training Officer		203,540	-	-	-	-	4,540	208,080	
Keswick Fire Hall		119,690	-	-	-	1,650	14,100	135,440	
Sutton Fire Hall		83,360	-	-	-	860	-	84,220	
Pefferlaw Fire Hall		80,830	-	-	-	-	320	81,150	
TOTAL BY PROGRAM/ COST CENTRE		**7,668,400**	**-**	**15,100**	**-**	**11,510**	**73,910**	**7,768,920**	

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: DEPARTMENT ADMINISTRATION

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Department Administration									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-5510000-1110	Permanent Positions	204,180				3,570	8,130	215,880	Cupe, Step increases
1-2-5510000-1130	Overtime Pay	3,000						3,000	
1-2-5510000-1150	All Other Payroll Costs	57,130				1,000	(1,510)	56,620	
1-2-5510000-2925	Meeting Expenses	200						200	
1-2-5510000-3110	Travel Expenses	500						500	
1-2-5510000-3140	Memberships	800						800	
1-2-5510000-3150	Professional Development	3,000						3,000	
1-2-5510000-3211	Courier & Delivery	-					600	600	
1-2-5510000-3283	Mobile Phones	500						500	
1-2-5510000-3320	Consultants Fees	6,000						6,000	
Total Expenses		275,310	-	-	-	4,570	7,220	287,100	
Net Department Administration		**275,310**	**-**	**-**	**-**	**4,570**	**7,220**	**287,100**	
Revenue		-	-	-	-	-	-	-	
Expenses		275,310	-	-	-	4,570	7,220	287,100	
TOTAL BY DIVISION		**275,310**	**-**	**-**	**-**	**4,570**	**7,220**	**287,100**	
Department Administration		275,310	-	-	-	4,570	7,220	287,100	
TOTAL BY PROGRAM/ COST CENTRE		**275,310**	**-**	**-**	**-**	**4,570**	**7,220**	**287,100**	

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: BUILDING

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-5511000-0705	Miscellaneous Fees	(500)						(500)	
1-1-5511000-0715	Property Information Report Fe	(10,000)	(5,000)					(15,000)	
1-1-5511000-0766	Property Info-Septic	(1,000)						(1,000)	
1-1-5511000-0821	Revision Fees	(5,000)						(5,000)	
1-1-5511000-0844	Inspection Fees	(2,000)	(8,000)					(10,000)	
1-1-5511000-0845	Inspection Fees-Septic	(10,000)	(5,000)					(15,000)	
1-1-5511000-0846	Construction Permits	(1,400,000)						(1,400,000)	
1-1-5511000-0847	Pool Permits	(3,000)						(3,000)	
1-1-5511000-0867	Application Review Fees	(2,000)						(2,000)	
1-6-5511000-0945	Provision From Reserve	-			(227,790)			(227,790)	Bring tax levy to zero as per Building Code
Total Revenues		(1,433,500)	(18,000)	-	(227,790)	-	-	(1,679,290)	
Expenses									
1-2-5511000-1110	Permanent Positions	870,030		43,130		15,230	9,350	937,740	SNI-BLD-1: Application Examiner
1-2-5511000-1120	Non-Permanent Positions	51,300		(39,300)				12,000	SNI-BLD-1: Remove PTE Inspector and summer student
1-2-5511000-1130	Overtime Pay	3,000						3,000	
1-2-5511000-1150	All Other Payroll Costs	294,350		9,940		5,150	(23,190)	286,250	Reduction in benefit estimates
1-2-5511000-2535	Clothing/Boot Allowance	4,000						4,000	
1-2-5511000-2610	General Stationery & Office Sp	3,000						3,000	
1-2-5511000-2620	Publications & Subscriptions	2,000						2,000	
1-2-5511000-2650	Office Equipment	3,000						3,000	
1-2-5511000-2925	Meeting Expenses	500						500	
1-2-5511000-3110	Travel Expenses	3,000						3,000	
1-2-5511000-3140	Memberships	4,500						4,500	
1-2-5511000-3150	Professional Development	8,500						8,500	
1-2-5511000-3215	Telephone	7,000						7,000	
1-2-5511000-3255	Printing	1,500						1,500	
1-2-5511000-3320	Consultants Fees	25,000					(10,000)	15,000	Reflect actuals
1-2-5511000-3330	Programming Fees	-					12,000	12,000	Reflect actuals, not budgeted in prior year
1-2-5511000-3410	Contracted Services	500						500	
1-2-5511000-3905	Miscellaneous	500						500	

DEPARTMENT: DEVELOPMENT SERVICES **GEORGINA - 2018 BUDGET**

DIVISION: BUILDING

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-5511000-3914	Corporate Administration	-					358,110	358,110	Allocate corporate administration
1-7-5511000-8168	Reserve For Future Expenditure	106,930			(106,930)			-	Bring tax levy to zero as per Building Code
Total Expenses		1,388,610	-	13,770	(106,930)	20,380	346,270	1,662,100	
Net Administration		**(44,890)**	**(18,000)**	**13,770**	**(334,720)**	**20,380**	**346,270**	**(17,190)**	
Fleet									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-5512000-2312	Internal Vehicle Maintenance	4,000						4,000	
1-2-5512000-2325	Fuel-Vehicles	8,000						8,000	
1-2-5512000-2330	Licences	650					(130)	520	
1-2-5512000-3910	Insurance Premiums	5,840					(1,170)	4,670	
1-7-5512000-8168	Reserve For Future Expenditure	26,400					(26,400)	-	Reserve at target
Total Expenses		44,890	-	-	-	-	(27,700)	17,190	
Net Fleet		**44,890**	-	-	-	-	**(27,700)**	**17,190**	
Revenue		(1,433,500)	(18,000)	-	(227,790)	-	-	(1,679,290)	
Expenses		1,433,500	-	13,770	(106,930)	20,380	318,570	1,679,290	
TOTAL BY DIVISION		-	**(18,000)**	**13,770**	**(334,720)**	**20,380**	**318,570**	-	
Administration		(44,890)	(18,000)	13,770	(334,720)	20,380	346,270	(17,190)	
Fleet		44,890	-	-	-	-	(27,700)	17,190	
TOTAL BY PROGRAM/ COST CENTRE		-	**(18,000)**	**13,770**	**(334,720)**	**20,380**	**318,570**	-	

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: PLANNING

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-5521000-0705	Miscellaneous Fees	(500)						(500)	
1-1-5521000-0712	Rezoning Fees	(125,000)	(20,000)					(145,000)	Increase due to growth
1-1-5521000-0713	Development Area Plans Fees	(20,000)						(20,000)	
1-1-5521000-0716	Subdivision Application Fees	(80,000)	(40,000)					(120,000)	Increase due to growth
1-1-5521000-0717	Official Plan Amendment Fees	(40,000)						(40,000)	
1-1-5521000-0723	Communication Tower Appl'n Fe	(6,460)						(6,460)	
1-1-5521000-0746	Deeming Or Repeal Deeming Fe	(5,000)	(5,000)					(10,000)	
1-1-5521000-0747	Pt-Lot Control Exemption Fees	(4,000)	(1,000)					(5,000)	
1-1-5521000-0882	Sale Of Documents	(100)						(100)	
Total Revenues		(281,060)	(66,000)	-	-	-	-	(347,060)	
Expenses									
1-2-5521000-1110	Permanent Positions	580,950				10,170	108,250	699,370	Planner position approved in 2017, CUPE/step increases
1-2-5521000-1130	Overtime Pay	6,000						6,000	
1-2-5521000-1150	All Other Payroll Costs	184,050				3,220	21,010	208,280	Planner position approved in 2017
1-2-5521000-2245	Signs	500						500	
1-2-5521000-2535	Clothing/Boot Allowance	360						360	
1-2-5521000-2610	General Stationery & Office Sp	2,500						2,500	
1-2-5521000-2620	Publications & Subscriptions	1,250					250	1,500	
1-2-5521000-2650	Office Equipment	3,000						3,000	
1-2-5521000-2925	Meeting Expenses	1,000						1,000	
1-2-5521000-3110	Travel Expenses	1,250						1,250	
1-2-5521000-3140	Memberships	4,650					1,150	4,650	
1-2-5521000-3150	Professional Development	6,500					3,500	6,500	
1-2-5521000-3215	Telephone	200						200	
1-2-5521000-3250	Advertising	200					800	1,000	
1-2-5521000-3255	Printing	500						500	
1-2-5521000-3283	Mobile Phones	500					1,230	1,730	
1-2-5521000-3320	Consultants Fees	-						-	
1-2-5521000-3905	Miscellaneous	2,000						2,000	
1-2-5521000-3980	OMB Fees	250					50	300	
1-7-5521000-8168	Reserve for Future Expenditure	20,000						20,000	
Total Expenses		815,660	-	-	-	13,390	136,240	960,640	
Net Administration		**534,600**	**(66,000)**	**-**	**-**	**13,390**	**136,240**	**613,580**	

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: PLANNING

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Agricultural Advisory Committee									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-5522000-1160	Honorariums	2,240						2,240	
1-2-5522000-2620	Publications & Subscriptions	200						200	
1-2-5522000-3905	Miscellaneous	1,500						1,500	
Total Expenses		3,940	-	-	-	-	-	3,940	
Net Agricultural Advisory Committee		**3,940**	-	-	-	-	-	**3,940**	
Environmental Advisory Committee									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-5523000-1160	Honorariums	2,240						2,240	
1-2-5523000-2620	Publications & Subscriptions	200						200	
1-2-5523000-3150	Professional Development	500						500	
1-2-5523000-3250	Advertising	500						500	
1-2-5523000-3905	Miscellaneous	1,500						1,500	
Total Expenses		4,940	-	-	-	-	-	4,940	
Net Environmental Advisory Committee		**4,940**	-	-	-	-	-	**4,940**	
Tile Drainage									
Revenues									
1-1-5524000-0801	Debt Charges Recovered	(2,980)					2,980	-	
Total Revenues		(2,980)	-	-	-	-	2,980	-	
Expenses									
1-2-5524000-4210	Debenture Principal	2,760					(2,760)	-	
1-2-5524000-4215	Debenture Interest	220					(220)	-	
Total Expenses		2,980	-	-	-	-	(2,980)	-	
Net Tile Drainage		-	-	-	-	-	-	-	

DEPARTMENT: DEVELOPMENT SERVICES

GEORGINA - 2018 BUDGET

DIVISION: PLANNING

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Committee of Adjustment									
Revenues									
1-1-5525000-0705	Miscellaneous Fees	(500)						(500)	
1-1-5525000-0714	Minor Variance Fees	(16,500)	(3,500)					(20,000)	
1-1-5525000-0718	Consent Fees	(11,000)	(24,000)					(35,000)	Increased activity level
Total Revenues		(28,000)	(27,500)	-	-	-	-	(55,500)	
Expenses									
1-2-5525000-1110	Permanent Positions	56,310				990	200	57,500	
1-2-5525000-1130	Overtime Pay	500						500	
1-2-5525000-1150	All Other Payroll Costs	19,340				340	(600)	19,080	
1-2-5525000-1160	Honorariums	11,340						11,340	
1-2-5525000-2610	General Stationery & Office Sp	100						100	
1-2-5525000-2650	Office Equipment	500						500	
1-2-5525000-3110	Travel Expenses	1,750						1,750	
1-2-5525000-3140	Memberships	1,300						1,300	
1-2-5525000-3150	Professional Development	9,000						9,000	
1-2-5525000-3905	Miscellaneous	500						500	
Total Expenses		100,640	-	-	-	1,330	(400)	101,570	
Net Committee of Adjustment		**72,640**	**(27,500)**	**-**	**-**	**1,330**	**(400)**	**46,070**	
Revenue		(312,040)	(93,500)	-	-	-	2,980	(402,560)	
Expenses		928,160	-	-	-	14,720	132,860	1,071,090	
TOTAL BY DIVISION		**616,120**	**(93,500)**	**-**	**-**	**14,720**	**135,840**	**668,530**	
Administration		534,600	(66,000)	-	-	13,390	136,240	613,580	
Agricultural Advisory Committee		3,940	-	-	-	-	-	3,940	
Environmental Advisory Committee		4,940	-	-	-	-	-	4,940	
Tile Drainage		-	-	-	-	-	-	-	
Committee of Adjustment		72,640	(27,500)	-	-	1,330	(400)	46,070	
TOTAL BY PROGRAM/ COST CENTRE		**616,120**	**(93,500)**	**-**	**-**	**14,720**	**135,840**	**668,530**	

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: ECONOMIC DEVELOPMENT

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-5531000-0423	Miscellaneous Grants	-						-	
1-1-5531000-0738	Sale of Miscellaneous Items	(100)						(100)	
Total Revenues		(100)	-	-	-	-	-	(100)	
Expenses									
1-2-5531000-1110	Permanent Positions	233,010		19,230		4,080	6,250	262,570	CUPE/step increases
1-2-5531000-1120	Non-Permanent Positions	-		6,830				6,830	SNI-ECD-1: Summer Student
1-2-5531000-1130	Overtime Pay	1,320					2,000	3,320	
1-2-5531000-1150	All Other Payroll Costs	71,670		6,880		1,250	(2,020)	77,780	
1-2-5531000-2610	General Stationery & Office Sp	2,000		1,000				3,000	
1-2-5531000-2620	Publications & Subscriptions	1,000						1,000	
1-2-5531000-2925	Meeting Expenses	1,500						1,500	
1-2-5531000-3110	Travel Expenses	3,600						3,600	
1-2-5531000-3122	Promo/Ind Trade Shows	30,000						30,000	
1-2-5531000-3124	Business Attraction And Retenti	10,000						10,000	
1-2-5531000-3127	Regional Partnerships	8,000						8,000	
1-2-5531000-3128	Local Partnerships	10,000						10,000	
1-2-5531000-3140	Memberships	2,900						2,900	
1-2-5531000-3150	Professional Development	3,500						3,500	
1-2-5531000-3210	Postage	500						500	
1-2-5531000-3215	Telephone	2,000						2,000	
1-2-5531000-3250	Advertising	15,000						15,000	
1-2-5531000-3255	Printing	10,000						10,000	
1-2-5531000-3320	Consultants Fees	-						-	
1-2-5531000-3905	Miscellaneous	500						500	
1-7-5531000-8137	Contributions to Reserves	50,000						50,000	
Total Expenses		456,500	-	33,940	-	5,330	6,230	502,000	
Net Administration		**456,400**	**-**	**33,940**	**-**	**5,330**	**6,230**	**501,900**	
Grants and Sponsorships									
Revenues									
1-6-5532000-0945	Provision From Reserve	-					(100,000)	(100,000)	NI-ECD-1: Grant Incentive Program funded from the Tax Rate Stabilization Reserve
Total Revenues		-	-	-	-	-	(100,000)	(100,000)	

DEPARTMENT: DEVELOPMENT SERVICES — **GEORGINA - 2018 BUDGET**

DIVISION: ECONOMIC DEVELOPMENT

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-2-5532000-3905	Miscellaneous Expense	-						-	
1-2-5532000-3909	Economic Development Grants	40,000					100,000	140,000	NI-ECD-1: Grant Incentive Program
1-2-5532000-3925	Grants & Donations	5,000						5,000	
1-2-5532000-3927	Connect to Innovate Fund	-		30,000				30,000	Resolution C2017-0178
1-2-5532000-3928	Community Improvement Fund	34,200						34,200	
Total Expenses		79,200	-	30,000	-	-	100,000	209,200	
Net Grants and Sponsorships		**79,200**	-	**30,000**	-	-	-	**109,200**	
Georgina Chamber of Commerce									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-5533000-2810	Hydro	400		2,280				2,680	NI-ECD-2: Sutton Fountain Hydro
1-2-5533000-3411	Contract - Chamber Of Commer	95,280		(9,520)				85,760	Reduced Grant: Report DS-2018-0004
Total Expenses		95,680	-	(7,240)	-	-	-	88,440	
Net Georgina Chamber of Commerce		**95,680**	-	**(7,240)**	-	-	-	**88,440**	
Waterways Committee									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-5533100-1160	Honorariums	4,500						4,500	
1-2-5533100-3905	Miscellaneous	1,500						1,500	
Total Expenses		6,000	-	-	-	-	-	6,000	
Net Waterways Committee		**6,000**	-	-	-	-	-	**6,000**	
Streetscaping									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-5534000-3410	Contracted Services	17,000						17,000	
Total Expenses		17,000	-	-	-	-	-	17,000	

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: ECONOMIC DEVELOPMENT

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Net Streetscaping		**17,000**	-	-	-	-	-	**17,000**	
Economic Development Committee									
Revenues									
1-6-5535000-0945	Provision From Reserve	(15,630)					15,630	-	Funding no longer required
Total Revenues		(15,630)	-	-	-	-	15,630	-	
Expenses									
1-2-5535000-1160	Honorariums	4,500						4,500	
1-2-5535000-2925	Meeting Expenses	500						500	
1-2-5535000-3908	Economic Initiatives	5,000						5,000	
Total Expenses		10,000	-	-	-	-	-	10,000	
Net Economic Development Committee		**(5,630)**	-	-	-	-	**15,630**	**10,000**	
Georgina Trades Training Inc									
Revenues									
1-6-5536000-0945	Provision from Reserve	-		(35,480)				(35,480)	One time grant approved. See report DS-2018-0004. Partially funded from the Tax Rate Stabilization Reserve
Total Revenues		-	-	(35,480)	-	-	-	(35,480)	
Expenses									
1-2-5536000-3925	Grants & Donations	50,000		45,000				95,000	One time grant approved. See report DS-2018-0004
Total Expenses		50,000	-	45,000	-	-	-	95,000	
Net Georgina Trades Training Inc		**50,000**	-	**9,520**	-	-	-	**59,520**	
Revenue		(15,730)	-	(35,480)	-	-	(84,370)	(135,580)	
Expenses		714,380	-	101,700	-	5,330	106,230	927,640	
TOTAL BY DIVISION		**698,650**	-	**66,220**	-	**5,330**	**21,860**	**792,060**	
Administration		456,400	-	33,940	-	5,330	6,230	501,900	
Grants and Sponsorships		79,200	-	30,000	-	-	-	109,200	
Georgina Chamber of Commerce		95,680	-	(7,240)	-	-	-	88,440	
Waterways Committee		6,000	-	-	-	-	-	6,000	
Streetscaping		17,000	-	-	-	-	-	17,000	
Economic Development Committee		(5,630)	-	-	-	-	15,630	10,000	
Georgina Trades Training Inc		50,000	-	9,520	-	-	-	59,520	
TOTAL BY PROGRAM/ COST CENTRE		**698,650**	-	**66,220**	-	**5,330**	**21,860**	**792,060**	

DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: DEVELOPMENT ENGINEERING

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-5542000-0704	Engineering Fees	(475,000)	(275,000)					(750,000)	Increase due to growth
1-1-5542000-0737	Fill Administrative Fees	(35,000)	(35,000)					(70,000)	Increase due to growth
Total Revenues		(510,000)	(310,000)	-	-	-	-	(820,000)	
Expenses									
1-2-5542000-1110	Permanent Positions	572,650	111,260			10,020	(7,100)	686,830	SNI-ENG-1: Inspector, SNI-ENG-2: Technologist, CUPE/step increases
1-2-5542000-1120	Non-Permanent Positions	20,000			5,000			25,000	
1-2-5542000-1130	Overtime Pay	5,000	2,500					7,500	
1-2-5542000-1150	All Other Payroll Costs	179,350	33,380		600	3,140	(9,140)	207,330	SNI-ENG-1: Inspector, SNI-ENG-2: Technologist, reduction in benefit estimates
1-2-5542000-2299	Sundry Materials	-						-	
1-2-5542000-2330	Licences	200					-	200	
1-2-5542000-2535	Clothing/Boot Allowance	2,000	500					2,500	
1-2-5542000-2610	General Stationery & Office Sp	3,000						3,000	
1-2-5542000-2620	Publications & Subscriptions	1,500						1,500	
1-2-5542000-2650	Office Equipment	3,000						3,000	
1-2-5542000-2925	Meeting Expenses	1,000	500					1,500	
1-2-5542000-3110	Travel Expenses	3,000	1,000					4,000	
1-2-5542000-3140	Memberships	1,500	1,500					3,000	
1-2-5542000-3150	Professional Development	6,500	2,000					8,500	
1-2-5542000-3215	Telephone	5,000	500					5,500	
1-2-5542000-3250	Advertising	500						500	
1-2-5542000-3255	Printing	500						500	
1-2-5542000-3410	Contracted Services	1,000						1,000	
1-2-5542000-3415	Equipment Repairs	500						500	
1-2-5542000-3905	Miscellaneous	1,000						1,000	
1-7-5542000-8168	Reserve for Future Expenditures	-						-	
Total Expenses		807,200	153,140	-	5,600	13,160	(16,240)	962,860	
Net Administration		**297,200**	**(156,860)**	**-**	**5,600**	**13,160**	**(16,240)**	**142,860**	
Fleet									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	

DEPARTMENT: DEVELOPMENT SERVICES — **GEORGINA - 2018 BUDGET**

DIVISION: DEVELOPMENT ENGINEERING

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-2-5543000-2310	Repairs	500	500					1,000	
1-2-5543000-2312	Internal Vehicle Maintenance	2,000	2,000					4,000	
1-2-5543000-2325	Fuel-Vehicles	2,500	3,000					5,500	
1-2-5543000-3910	Insurance Premiums	2,870						2,870	
1-7-5543000-8168	Reserve For Future Expenditure	6,200						6,200	
Total Expenses		14,070	5,500	-	-	-	-	19,570	
Net Fleet		**14,070**	**5,500**	-	-	-	-	**19,570**	
Revenue		(510,000)	(310,000)	-	-	-	-	(820,000)	
Expenses		821,270	158,640	-	5,600	13,160	(16,240)	982,430	
TOTAL BY DIVISION		**311,270**	**(151,360)**	-	**5,600**	**13,160**	**(16,240)**	**162,430**	
Administration		297,200	(156,860)	-	5,600	13,160	(16,240)	142,860	
Fleet		14,070	5,500	-	-	-	-	19,570	
TOTAL BY PROGRAM/ COST CENTRE		**311,270**	**(151,360)**	-	**5,600**	**13,160**	**(16,240)**	**162,430**	

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-6-7911000-0945	Provision from Reserve	(130,000)					130,000	-	HR Position now funded by tax levy
Total Revenues		(130,000)	-	-	-	-	130,000	-	
Expenses									
1-2-7911000-1110	Permanent Positions	441,840				7,730	121,440	571,010	CUPE/step/market increases. Reallocation of salaries between accounts 1110 and 1120
1-2-7911000-1120	Non-Permanent Positions	180,000					(80,000)	100,000	Reallocation of salaries between accounts 1110 and 1120
1-2-7911000-1130	Overtime Pay	10,000						10,000	
1-2-7911000-1150	All Other Payroll Costs	179,590				3,140	6,230	188,960	
1-2-7911000-2610	General Stationery & Office Sup	3,740	260					4,000	
1-2-7911000-2620	Publications & Subscriptions	580						580	
1-2-7911000-2650	Office Equipment	1,000						1,000	
1-2-7911000-2925	Meeting Expenses	400						400	
1-2-7911000-3110	Travel Expenses	600					400	1,000	
1-2-7911000-3140	Memberships	1,750	3,250					5,000	
1-2-7911000-3150	Professional Development	4,500	3,000					7,500	
1-2-7911000-3283	Mobile Phones	650	850					1,500	
1-2-7911000-3320	Consultants Fees	6,000						6,000	
1-2-7911000-3410	Contracted Services	11,500						11,500	
Total Expenses		842,150	7,360	-	-	10,870	48,070	908,450	
Net Administration		**712,150**	**7,360**	-	-	**10,870**	**178,070**	**908,450**	
Corporate									
Revenues									
1-6-7912000-0945	Provision from Reserve	(15,000)					15,000	-	2017 training initiative completed
Total Revenues		(15,000)	-	-	-	-	15,000	-	
Expenses									
1-2-7912000-1150	All Other Payroll Costs	-					8,400	8,400	
1-2-7912000-3150	Training Courses	19,800					(15,000)	4,800	2017 training initiative completed
1-2-7912000-3250	Advertising	10,000						10,000	
Total Expenses		29,800	-	-	-	-	(6,600)	23,200	
Net Corporate		**14,800**	-	-	-	-	**8,400**	**23,200**	

DEPARTMENT: HUMAN RESOURCES

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Health and Safety									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-7913000-1155	Medical Consultations	10,300						10,300	
1-2-7913000-2520	Safety Supplies	650						650	
1-2-7913000-2535	Clothing/Boot Allowance	360						360	
1-2-7913000-2620	Publications & Subscriptions	250						250	
1-2-7913000-3110	Travel Expenses	400						400	
1-2-7913000-3150	Professional Development	6,500						6,500	
1-2-7913000-3283	Mobile Phones	650						650	
1-2-7913000-3410	Contracted Services	8,500						8,500	
Total Expenses		27,610	-	-	-	-	-	27,610	
Net Health and Safety		**27,610**	-	-	-	-	-	**27,610**	
Revenue		(145,000)	-	-	-	-	145,000	-	
Expenses		899,560	7,360	-	-	10,870	41,470	959,260	
TOTAL BY DIVISION		**754,560**	**7,360**	-	-	**10,870**	**186,470**	**959,260**	
Administration		712,150	7,360	-	-	10,870	178,070	908,450	
Corporate		14,800	-	-	-	-	8,400	23,200	
Health and Safety		27,610	-	-	-	-	-	27,610	
TOTAL BY PROGRAM/ COST CENTRE		**754,560**	**7,360**	-	-	**10,870**	**186,470**	**959,260**	

DEPARTMENT: CORPORATE SERVICES **GEORGINA - 2018 BUDGET**
DIVISION: DEPARTMENT ADMINISTRATION

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Department Administration									
Revenues									
1-2-3511000-0979	Trans Fr Oth Dept Re Insurance	(425,200)						(425,200)	Previously in Clerk's
Total Revenues		(425,200)	-	-	-	-	-	(425,200)	
Expenses									
1-2-3511000-0979	Insurance	-						-	
1-2-3511000-1110	Permanent Positions	205,570				3,600	5,820	214,990	
1-2-3511000-1130	Overtime Pay	2,670						2,670	
1-2-3511000-1150	All Other Payroll Costs	58,120				1,020	(2,890)	56,250	
1-2-3511000-2610	General Stationery & Office Sp	1,500						1,500	
1-2-3511000-2620	Publications & Subscriptions	2,500					(1,000)	1,500	
1-2-3511000-2925	Meeting Expenses	200					300	500	
1-2-3511000-3110	Travel Expenses	400					600	1,000	
1-2-3511000-3140	Memberships	1,700						1,700	
1-2-3511000-3150	Professional Development	3,000						3,000	
1-2-3511000-3210	Postage	80,500	9,500					90,000	
1-2-3511000-3211	Courier & Delivery	-					600	600	
1-2-3511000-3283	Mobile Phones	700					200	900	
1-2-3511000-3315	Legal Fees	250,000						250,000	Previously in Finance
1-2-3511000-3320	Consultants Fees	6,000						6,000	
1-2-3511000-3910	Insurance Premiums	581,250						581,250	Previously in Clerk's
1-2-3511000-3911	Insurance Claims	65,000					5,000	70,000	Previously in Clerk's
1-7-3511000-8168	Reserve for Future Expenditure	100,000						100,000	Previously in Finance
Total Expenses		1,359,110	9,500	-	-	4,620	8,630	1,381,860	
Net Department Administration		**933,910**	**9,500**	-	-	**4,620**	**8,630**	**956,660**	
Revenue		(425,200)	-	-	-	-	-	(425,200)	
Expenses		1,359,110	9,500	-	-	4,620	8,630	1,381,860	
TOTAL BY DIVISION		**933,910**	**9,500**	-	-	**4,620**	**8,630**	**956,660**	
Department Administration		933,910	9,500	-	-	4,620	8,630	956,660	
TOTAL BY PROGRAM/ COST CENTRE		**933,910**	**9,500**	-	-	**4,620**	**8,630**	**956,660**	

DEPARTMENT: CORPORATE SERVICES
DIVISION: FINANCE

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-2-3521000-0727	Charge Re Service Recovered	(84,000)						(84,000)	
1-1-3521000-0864	Miscellaneous Interest	-					(800)	(800)	
1-2-3521000-1210	F/T Salaries Recovered	(10,500)						(10,500)	
Total Revenues		(94,500)	-	-	-	-	(800)	(95,300)	
Expenses									
1-2-3521000-1110	Permanent Positions	541,260				9,470	43,720	594,450	CUPE/step/market increases
1-2-3521000-1130	Overtime Pay	14,850	3,000			4,150	3,000	25,000	Increase to reflect actuals
1-2-3521000-1150	All Other Payroll Costs	176,140				3,080	(1,010)	178,210	
1-2-3521000-2610	General Stationery & Office Sp	3,000						3,000	
1-2-3521000-2620	Publications & Subscriptions	500					2,500	3,000	
1-2-3521000-2925	Meeting Expenses	-					200	200	
1-2-3521000-3110	Travel Expenses	300					1,500	1,800	
1-2-3521000-3140	Memberships	2,800						2,800	
1-2-3521000-3150	Professional Development	6,000					2,000	8,000	
1-2-3521000-3255	Printing	2,000					(500)	1,500	
1-2-3521000-3283	Mobile Phones	-					800	800	
1-2-3521000-3310	Audit Expense	44,000						44,000	
1-2-3521000-3410	Contracted Services	4,800						4,800	
1-2-3521000-4010	Bank Charges	6,000						6,000	
Total Expenses		801,650	3,000	-	-	16,700	52,210	873,560	
Net Administration		**707,150**	**3,000**	**-**	**-**	**16,700**	**51,410**	**778,260**	
Revenue		(94,500)	-	-	-	-	(800)	(95,300)	
Expenses		801,650	3,000	-	-	16,700	52,210	873,560	
TOTAL BY DIVISION		**707,150**	**3,000**	**-**	**-**	**16,700**	**51,410**	**778,260**	
Administration		707,150	3,000	-	-	16,700	51,410	778,260	
TOTAL BY PROGRAM/ COST CENTRE		**707,150**	**3,000**	**-**	**-**	**16,700**	**51,410**	**778,260**	

DEPARTMENT: CORPORATE SERVICES
DIVISION: TREASURY

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-3531000-0701	Tax Certificates	(48,000)	(7,000)					(55,000)	
1-1-3531000-0705	Miscellaneous Fees	(10,000)	(5,000)					(15,000)	
1-1-3531000-0707	Water Certificates	(1,500)		(28,880)				(30,380)	New user fees
1-1-3531000-0708	Connection Charges Commuted	(11,000)	(4,000)					(15,000)	
1-1-3531000-0721	Duplicate Receipts	(1,500)	(500)					(2,000)	
1-1-3531000-0725	Info Research Charge	(200)						(200)	
1-1-3531000-0758	Water Final Reads	(25,000)						(25,000)	
1-1-3531000-0726	Title Search	-		(2,250)				(2,250)	
1-1-3531000-0727	Contracted Tax Sale Process	-		(2,250)				(2,250)	
1-1-3531000-0710	Tax Reminder Notice	-		(9,000)				(9,000)	New user fees
1-1-3531000-0731	Tax Account Ownership Change	-		(26,250)				(26,250)	New user fees
1-1-3531000-0732	Transfer Utility Arrears to Tax A	-		(67,500)				(67,500)	New user fees
1-1-3531000-0899	Miscellaneous Revenues	-						-	
	General Tax Levy	(38,720,350)	(624,560)					(39,344,910)	1.613% growth
1-2-3531000-1210	F/T Salaries Recovered	(200,000)					(217,870)	(417,870)	New estimate of overhead to Water/WW
Total Revenues		(39,017,550)	(641,060)	(136,130)	-	-	(217,870)	(40,012,610)	
Expenses									
1-2-3531000-1110	Permanent Positions	920860				16120	-4360	932620	Base budget adjusted for the transfer of employees to the HUB. CUPE/step increases
1-2-3531000-1120	Non-Permanent Positions	25,000						25,000	
1-2-3531000-1130	Overtime Pay	1,320						1,320	
1-2-3531000-1150	All Other Payroll Costs	301,120				5,270	(7,270)	299,120	
1-2-3531000-2610	General Stationery & Office Sp	3,500						3,500	
1-2-3531000-2650	Office Equipment	3,500						3,500	
1-2-3531000-3110	Travel Expenses	2,500	500					3,000	
1-2-3531000-3140	Memberships	400						400	
1-2-3531000-3150	Professional Development	7,000					4,500	11,500	
1-2-3531000-3255	Printing	9,250						9,250	
1-2-3531000-3283	Mobile Phones	1,200					600	1,800	
1-2-3531000-3410	Contracted Services	18,000	2,000					20,000	
1-2-3531000-3415	Equipment Repairs	1,000						1,000	
1-2-3531000-3905	Miscellaneous	500						500	
1-2-3531000-4010	Bank Charges	14,500	12,000					26,500	Increase to reflect actuals
Total Expenses		1,309,650	14,500	-	-	21,390	(6,530)	1,339,010	
Net Administration		**(37,707,900)**	**(626,560)**	**(136,130)**	**-**	**21,390**	**(224,400)**	**(38,673,600)**	

DEPARTMENT: CORPORATE SERVICES

GEORGINA - 2018 BUDGET

DIVISION: TREASURY

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Registered Properties									
Revenues									
1-1-3533000-0701	Processing Fees	(7,500)						(7,500)	
Total Revenues		(7,500)	-	-	-	-	-	(7,500)	
Expenses									
1-2-3533000-4912	Cancelled Reg'D Prop Fees	7,500						7,500	
Total Expenses		7,500	-	-	-	-	-	7,500	
Net Registered Properties		-	-	-	-	-	-	-	
Revenue		(39,025,050)	(641,060)	(136,130)	-	-	(217,870)	(40,020,110)	
Expenses		1,317,150	14,500	-	-	21,390	(6,530)	1,346,510	
TOTAL BY DIVISION		**(37,707,900)**	**(626,560)**	**(136,130)**	**-**	**21,390**	**(224,400)**	**(38,673,600)**	
Administration		(37,707,900)	(626,560)	(136,130)	-	21,390	(224,400)	(38,673,600)	
Registered Properties		-	-	-	-	-	-	-	
TOTAL BY PROGRAM/ COST CENTRE		**(37,707,900)**	**(626,560)**	**(136,130)**	**-**	**21,390**	**(224,400)**	**(38,673,600)**	

DEPARTMENT: CORPORATE SERVICES
DIVISION: PURCHASING

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-3541000-0882	Sale Of Documents	-		(5,000)				(5,000)	
Total Revenues		-	-	(5,000)	-	-	-	(5,000)	
Expenses									
1-2-3541000-1110	Permanent Positions	213,560				3,740	15,480	232,780	CUPE/step increases
1-2-3541000-1130	Overtime Pay	2,120						2,120	
1-2-3541000-1150	All Other Payroll Costs	79,940				1,400	(12,190)	69,150	Reduction in benefit estimates
1-2-3541000-2535	Clothing/Boot Allowance	360						360	
1-2-3541000-2610	General Stationery & Office Sp	900				200		1,100	
1-2-3541000-2620	Publications & Subscriptions	100						100	
1-2-3541000-2650	Office Equipment	1,500					(500)	1,000	
1-2-3541000-3110	Travel Expenses	750		300				1,050	
1-2-3541000-3140	Memberships	1,920						1,920	
1-2-3541000-3150	Professional Development	3,500						3,500	
1-2-3541000-3255	Printing	800						800	
1-2-3541000-3283	Mobile Phones	750						750	
1-2-3541000-3410	Contracted Services	7,250						7,250	
1-2-3541000-3905	Miscellaneous	-						-	
Total Expenses		313,450	-	300	-	5,340	2,790	321,880	
Net Administration		**313,450**	**-**	**(4,700)**	**-**	**5,340**	**2,790**	**316,880**	
Corporate									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-3542000-2010	Paper Stock	13,000	2,000		600	400	1,000	17,000	
1-2-3542000-2360	Equipment Purchases	650						650	
1-2-3542000-2610	General Stationery & Office Sp	2,000				100		2,100	
1-2-3542000-2625	Equipment Supplies	750					(250)	500	
1-2-3542000-2650	Office Equipment	750					(250)	500	
1-2-3542000-3211	Courier & Delivery	3,000					(1,500)	1,500	

DEPARTMENT: CORPORATE SERVICES | **GEORGINA - 2018 BUDGET**

DIVISION: PURCHASING

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-3542000-3410	Contracted Services	45,000	15,000			5,000		65,000	More projects, growth, election year
1-2-3542000-4930	Lease Payments	35,000						35,000	
Total Expenses		100,150	17,000	-	600	5,500	(1,000)	122,250	
Net Corporate		**100,150**	**17,000**	**-**	**600**	**5,500**	**(1,000)**	**122,250**	
Revenue		-	-	(5,000)	-	-	-	(5,000)	
Expenses		413,600	17,000	300	600	10,840	1,790	444,130	
TOTAL BY DIVISION		**413,600**	**17,000**	**(4,700)**	**600**	**10,840**	**1,790**	**439,130**	
Administration		313,450	-	(4,700)	-	5,340	2,790	316,880	
Corporate		100,150	17,000	-	600	5,500	(1,000)	122,250	
TOTAL BY PROGRAM/ COST CENTRE		**413,600**	**17,000**	**(4,700)**	**600**	**10,840**	**1,790**	**439,130**	

DEPARTMENT: CORPORATE SERVICES
DIVISION: INFORMATION TECHNOLOGY

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-2-3551000-1210	F/T Salaries Recovered	(23,000)						(23,000)	
Total Revenues		(23,000)	-	-	-	-	-	(23,000)	
Expenses									
1-2-3551000-1110	Permanent Positions	457,080				8,000	7,150	472,230	CUPE/step increases
1-2-3551000-1130	Overtime Pay	16,000						16,000	
1-2-3551000-1150	All Other Payroll Costs	144,900				2,540	(7,460)	139,980	
1-2-3551000-2610	General Stationery & Office Sp	1,940						1,940	
1-2-3551000-2625	Equipment Supplies	6,000						6,000	
1-2-3551000-3110	Travel Expenses	1,800						1,800	
1-2-3551000-3140	Memberships	2,200						2,200	
1-2-3551000-3150	Professional Development	5,500						5,500	
1-2-3551000-3330	Programming Fees	20,000						20,000	
1-2-3551000-3410	Contracted Services	63,000						63,000	
1-2-3551000-3415	Equipment Repairs	2,500						2,500	
1-7-3551000-8157	Reserve For Network Upgrades	183,100						183,100	
1-7-3551000-8158	Reserve For Computer Hardwar	188,400						188,400	
Total Expenses		1,092,420	-	-	-	10,540	(310)	1,102,650	
Net Administration		**1,069,420**	-	-	-	**10,540**	**(310)**	**1,079,650**	
Corporate									
Revenues									
1-1-3552000-0729	Telus Contract Savings	-						-	
1-1-3552000-0831	Lease Revenues	(11,000)						(11,000)	
Total Revenues		(11,000)	-	-	-	-	-	(11,000)	
Expenses									
1-2-3552000-2330	Licences	2,700						2,700	
1-2-3552000-3215	Telephone	10,000						10,000	
1-2-3552000-3216	Internet Access	53,000					(8,000)	45,000	
1-2-3552000-3271	Telephone 476-4301	45,000						45,000	
1-2-3552000-3272	Telephone 722-6516	5,000						5,000	
1-2-3552000-3273	Telephone 437-2210	2,500						2,500	
1-2-3552000-3276	Telephone-Long Distance Chgs	5,300						5,300	
1-2-3552000-3278	Fax Line 476-8100	2,000						2,000	

DEPARTMENT: CORPORATE SERVICES — **GEORGINA - 2018 BUDGET**

DIVISION: INFORMATION TECHNOLOGY

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-3552000-3281	Telephone - Modem - Computer	750						750	
1-2-3552000-3283	Mobile Phones	12,000						12,000	
1-2-3552000-3325	Software Licences and Maintena	117,460		60,000		660	1,500	179,620	NI-ITS-1: HRIS software
Total Expenses		255,710	-	60,000	-	660	(6,500)	309,870	
Net Corporate		**244,710**	**-**	**60,000**	**-**	**660**	**(6,500)**	**298,870**	
Geographic Information Systems									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-3553000-3330	Programming Fees	82,230						82,230	
1-2-3553000-3410	Contracted Services	21,000						21,000	
Total Expenses		103,230	-	-	-	-	-	103,230	
Net Geographic Information Systems		**103,230**	**-**	**-**	**-**	**-**	**-**	**103,230**	
Broadband Service									
Revenues									
1-1-3554000-0897	Costs Recovered	(52,100)						(52,100)	
Total Revenues		(52,100)	-	-	-	-	-	(52,100)	
Expenses									
1-2-3554000-1160	Honorariums	-						-	
1-2-3554000-2330	Licences	-		3,500			3,880	7,380	
1-2-3554000-2810	Hydro	3,000						3,000	
1-2-3554000-3410	Contracted Services	54,540					5,460	60,000	
1-2-3554000-3415	Equipment Repairs	20,000						20,000	
1-2-3554000-3910	Insurance Premiums	4,000						4,000	
1-7-3554000-8168	Reserve for Wireless Broadband	20,000						20,000	
Total Expenses		101,540	-	3,500	-	-	9,340	114,380	
Net Broadband Service		**49,440**	**-**	**3,500**	**-**	**-**	**9,340**	**62,280**	

DEPARTMENT: CORPORATE SERVICES | **GEORGINA - 2018 BUDGET**

DIVISION: INFORMATION TECHNOLOGY

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
	Revenue	(86,100)	-	-	-	-	-	(86,100)	
	Expenses	1,552,900	-	63,500	-	11,200	2,530	1,630,130	
	TOTAL BY DIVISION	**1,466,800**	**-**	**63,500**	**-**	**11,200**	**2,530**	**1,544,030**	
	Administration	1,069,420	-	-	-	10,540	(310)	1,079,650	
	Corporate	244,710	-	60,000	-	660	(6,500)	298,870	
	Geographic Information Systems	103,230	-	-	-	-	-	103,230	
	Broadband Service	49,440	-	3,500	-	-	9,340	62,280	
	TOTAL BY PROGRAM/ COST CENTRE	**1,466,800**	**-**	**63,500**	**-**	**11,200**	**2,530**	**1,544,030**	

DEPARTMENT: CORPORATE SERVICES
DIVISION: CLERK'S

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-3561000-0489	Lottery Fees	(10,000)	(7,000)					(17,000)	
1-1-3561000-0705	Miscellaneous Fees	(4,500)					(500)	(5,000)	
1-1-3561000-0725	Info Research Charge	(2,500)					500	(2,000)	
1-1-3561000-0776	Civil Marriages	(14,500)	(4,500)					(19,000)	
1-1-3561000-0822	Licenses	(19,500)	1,500					(18,000)	
1-1-3561000-0824	Marriage Licences	(10,500)	(1,500)					(12,000)	
1-1-3561000-0855	Certificates	(5,500)		(1,000)				(6,500)	
Total Revenues		(67,000)	(11,500)	(1,000)	-	-	-	(79,500)	
Expenses									
1-2-3561000-1110	Permanent Positions	497,530				8,710	24,260	530,500	CUPE/step increases
1-2-3561000-1130	Overtime Pay	10,000						10,000	
1-2-3561000-1150	All Other Payroll Costs	163,530				2,860	(8,180)	158,210	
1-2-3561000-2610	General Stationery & Office Sp	12,500					(500)	12,000	
1-2-3561000-2620	Publications & Subscriptions	750					(350)	400	
1-2-3561000-2650	Office Equipment	2,500					(500)	2,000	
1-2-3561000-3110	Travel Expenses	2,500					(500)	2,000	
1-2-3561000-3140	Memberships	2,500					(500)	2,000	
1-2-3561000-3150	Professional Development	8,000						8,000	
1-2-3561000-3215	Telephone	2,500					(500)	2,000	
1-2-3561000-3250	Advertising	1,500						1,500	
1-2-3561000-3255	Printing	2,500					(1,500)	1,000	
1-2-3561000-3410	Contracted Services	23,000					(13,000)	10,000	Reflect actuals
1-2-3561000-3905	Miscellaneous	1,000						1,000	
Total Expenses		730,310	-	-	-	11,570	(1,270)	740,610	
Net Administration		**663,310**	**(11,500)**	**(1,000)**	-	**11,570**	**(1,270)**	**661,110**	
Elections									
Revenues									
1-1-3562000-0705	Miscellaneous Revenues	-						-	
1-6-3562000-0945	Provision from Reserve	-			(260,000)			(260,000)	
Total Revenues		-	-	-	(260,000)	-	-	(260,000)	Election year
Expenses									
1-2-3562000-1110	Permanent Positions	-						-	
1-2-3562000-1120	Non-Permanent Positions	-			116,000			116,000	
1-2-3562000-1130	Overtime Pay	-						-	

DEPARTMENT: CORPORATE SERVICES — **GEORGINA - 2018 BUDGET**

DIVISION: CLERK'S

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-3562000-1150	All Other Payroll Costs	-			10,000			10,000	
1-2-3562000-1160	Honorariums	-						-	
1-2-3562000-2610	General Stationery & Office Sup	-			30,000			30,000	
1-2-3562000-2620	Publications & Subscriptions	-			2,500			2,500	
1-2-3562000-2650	Office Equipment	-			5,000			5,000	
1-2-3562000-3110	Travel Expenses	-			2,000			2,000	
1-2-3562000-3150	Professional Development	-						-	
1-2-3562000-3210	Postage	-			6,000			6,000	
1-2-3562000-3250	Advertising	-			12,000			12,000	
1-2-3562000-3255	Printing	-			12,000			12,000	
1-2-3562000-3283	Mobile Phones	-			800			800	
1-2-3562000-3320	Consultant Fees	-			24,000			24,000	
1-2-3562000-3325	Software Licences & Maintenan	-			8,000			8,000	
1-2-3562000-3410	Contracted Services	-			10,000			10,000	
1-2-3562000-3415	Equipment Repairs	-			10,000			10,000	
1-2-3562000-3615	Building Rentals	-			10,000			10,000	
1-2-3562000-3620	Equipment Rentals	-						-	
1-2-3562000-3905	Miscellaneous	-			1,000			1,000	
1-7-3562000-8035	Reserve For Elections	115,000						115,000	
Total Expenses		115,000	-	-	259,300	-	-	374,300	Election year
Net Elections		**115,000**	-	-	**(700)**	-	-	**114,300**	
Georgina Heritage Committee									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-3563000-1160	Honorariums	2,240						2,240	
1-2-3563000-2620	Publications & Subscriptions	200						200	
1-2-3563000-3110	Travel Expenses	600						600	
1-2-3563000-3150	Professional Development	750						750	
1-2-3563000-3250	Advertising	500						500	
1-2-3563000-3320	Consultants Fees	-						-	
1-2-3563000-3905	Miscellaneous	2,750						2,750	
Total Expenses		7,040	-	-	-	-	-	7,040	
Net Georgina Heritage Committee		**7,040**	-	-	-	-	-	**7,040**	

DEPARTMENT: CORPORATE SERVICES — **GEORGINA - 2018 BUDGET**

DIVISION: CLERK'S

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Fence Viewers and Livestock									
Revenues									
1-1-3574000-0431	Wolf Damage	(7,000)						(7,000)	
1-1-3574000-0897	Costs Recovered	(1,800)						(1,800)	
Total Revenues		(8,800)	-	-	-	-	-	(8,800)	
Expenses									
1-2-3574000-3110	Travel Expenses	600						600	
1-2-3574000-3150	Training Courses	500						500	
1-2-3574000-3410	Contracted Services	2,000						2,000	
1-2-3574000-3905	Miscellaneous	300						300	
1-2-3574000-3940	Claims	7,000						7,000	
Total Expenses		10,400	-	-	-	-	-	10,400	
Net Fence Viewers and Livestock		**1,600**	-	-	-	-	-	**1,600**	
Revenue		(75,800)	(11,500)	(1,000)	(260,000)	-	-	(348,300)	
Expenses		862,750	-	-	259,300	11,570	(1,270)	1,132,350	
TOTAL BY DIVISION		**786,950**	**(11,500)**	**(1,000)**	**(700)**	**11,570**	**(1,270)**	**784,050**	
Administration		663,310	(11,500)	(1,000)	-	11,570	(1,270)	661,110	
Elections		115,000	-	-	(700)	-	-	114,300	
Georgina Heritage Committee		7,040	-	-	-	-	-	7,040	
Fence Viewers and Livestock		1,600	-	-	-	-	-	1,600	
TOTAL BY PROGRAM/ COST CENTRE		**786,950**	**(11,500)**	**(1,000)**	**(700)**	**11,570**	**(1,270)**	**784,050**	

DEPARTMENT: CORPORATE SERVICES
DIVISION: MUNICIPAL LAW ENFORCEMENT

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-1-3571000-0841	Parking	(90,000)	(5,000)					(95,000)	
1-1-3571000-0842	Court Fines	(70,000)						(70,000)	
1-1-3571000-0849	Sign Permits	(7,000)						(7,000)	
1-1-3571000-0856	Sign Removal Fees	(250)						(250)	
1-1-3571000-0857	Non-Compliance Inspection Fee	-		(5,000)				(5,000)	
1-1-3571000-0897	Costs Recovered	(15,000)						(15,000)	
Total Revenues		(182,250)	(5,000)	(5,000)	-	-	-	(192,250)	
Expenses									
1-2-3571000-1110	Permanent Positions	530,200				9,280	7,430	546,910	CUPE/step increases
1-2-3571000-1120	Non-Permanent Positions	28,740						28,740	
1-2-3571000-1130	Overtime Pay	6,740						6,740	
1-2-3571000-1131	Shift Premium	800						800	
1-2-3571000-1150	All Other Payroll Costs	183,920				3,220	(13,980)	173,160	Reduction in benefit estimates
1-2-3571000-1160	Honorariums	400						400	
1-2-3571000-2312	Internal Vehicle Maintenance	6,000						6,000	
1-2-3571000-2325	Fuel-Vehicles	11,000						11,000	
1-2-3571000-2330	Licences	540						540	
1-2-3571000-2535	Clothing/Boot Allowance	3,000						3,000	
1-2-3571000-2610	General Stationery & Office Sp	4,500						4,500	
1-2-3571000-2620	Publications & Subscriptions	200						200	
1-2-3571000-2650	Office Equipment	500						500	
1-2-3571000-3110	Travel Expenses	800						800	
1-2-3571000-3140	Memberships	570						570	
1-2-3571000-3150	Professional Development	6,000						6,000	
1-2-3571000-3215	Telephone	5,360						5,360	
1-2-3571000-3255	Printing	2,350						2,350	
1-2-3571000-3410	Contracted Services	5,000						5,000	
1-2-3571000-3425	Property Clean Up-Emerg Order	15,000						15,000	
1-2-3571000-3905	Miscellaneous	-					200	200	
1-2-3571000-3910	Insurance Premiums	5,150						5,150	
1-7-3571000-8168	Reserve for Future Expenditure	49,400					(15,000)	34,400	Align with VERS contribution
Total Expenses		866,170	-	-	-	12,500	(21,350)	857,320	
Net Administration		**683,920**	**(5,000)**	**(5,000)**	-	**12,500**	**(21,350)**	**665,070**	

DEPARTMENT: CORPORATE SERVICES
DIVISION: MUNICIPAL LAW ENFORCEMENT

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Crossing Guards									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-3572000-1110	Permanent Positions	297,930				5,210	1,230	304,370	
1-2-3572000-1120	Non-Permanent Positions	16,200						16,200	
1-2-3572000-1150	All Other Payroll Costs	60,320				1,060	20,260	81,640	Increase in benefit estimates
1-2-3572000-2535	Clothing/Boot Allowance	3,800						3,800	
1-2-3572000-3905	Miscellaneous	500						500	
Total Expenses		378,750	-	-	-	6,270	21,490	406,510	
Net Crossing Guards		**378,750**	-	-	-	**6,270**	**21,490**	**406,510**	
Weed Control									
Revenues									
1-1-3573000-0897	Charge Re Service Provided	(8,380)						(8,380)	
Total Revenues		(8,380)	-	-	-	-	-	(8,380)	
Expenses									
1-2-3573000-1120	Non-Permanent Positions	2,500						2,500	
1-2-3573000-1150	All Other Payroll Costs	400						400	
1-2-3573000-3110	Travel Expenses	1,300						1,300	
1-2-3573000-3150	Professional Development	80						80	
1-2-3573000-3255	Printing	100						100	
1-2-3573000-3510	Contracted Services	4,000						4,000	
Total Expenses		8,380	-	-	-	-	-	8,380	
Net Weed Control		-	-	-	-	-	-	-	
Animal Shelter									
Revenues									
1-1-3575000-0617	Revenue from Other Municipali	(390,670)		(122,730)				(513,400)	New agreement with Aurora
1-1-3575000-0705	Miscellaneous Fees	(4,390)						(4,390)	
1-1-3575000-0827	Pound Fees	(7,000)						(7,000)	
1-1-3575000-0883	Adoption Revenues - Cats	(25,000)						(25,000)	
1-1-3575000-0884	Adoption Revenues - Dogs	(15,000)						(15,000)	
1-1-3575000-0888	Service Fees	(7,250)						(7,250)	
1-1-3575000-0892	Donations	(20,000)						(20,000)	
1-1-3575000-0897	Costs Recovered	(7,000)						(7,000)	
Total Revenues		(476,310)	-	(122,730)	-	-	-	(599,040)	

DEPARTMENT: CORPORATE SERVICES | **GEORGINA - 2018 BUDGET**

DIVISION: MUNICIPAL LAW ENFORCEMENT

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-2-3575000-1110	Permanent Positions	353,790				8,530	143,000	505,320	Temp. Reclassed to Permenant
1-2-3575000-1120	Non-Permanent Positions	133,920					(133,920)	-	Temp. Reclassed to Permenant
1-2-3575000-1130	Overtime Pay	1,000					12,000	13,000	New agreement increases
1-2-3575000-1150	All Other Payroll Costs	166,630				2,920	(13,890)	155,660	Reduction in benefit estimates
1-2-3575000-2250	Cleaning Supplies	20,000						20,000	
1-2-3575000-2251	Medication Supplies	17,000						17,000	
1-2-3575000-2298	Pet Food	21,500						21,500	
1-2-3575000-2535	Clothing/Boot Allowance	2,000					4,000	6,000	
1-2-3575000-2610	General Stationery & Office Sp	6,050						6,050	
1-2-3575000-2650	Office Equipment	1,500						1,500	
1-2-3575000-2810	Hydro	13,500				3,000		16,500	
1-2-3575000-2815	Gas	4,000						4,000	
1-2-3575000-2825	Water/Sewer	2,100						2,100	
1-2-3575000-3110	Travel Expenses	750						750	
1-2-3575000-3150	Professional Development	5,500						5,500	
1-2-3575000-3215	Telephone	8,600					2,000	10,600	
1-2-3575000-3216	Internet Access	920						920	
1-2-3575000-3250	Advertising	1,500						1,500	
1-2-3575000-3317	Emergency Fund	20,000					10,000	30,000	New agreement increases
1-2-3575000-3318	Cost of Adoptions	50,000						50,000	
1-2-3575000-3410	Contracted Services	5,000					10,000	15,000	New agreement increases
1-2-3575000-3415	Equipment Repairs	1,000						1,000	
1-2-3575000-3420	Building Repairs & Maintenance	7,500				2,500		10,000	
1-2-3575000-3422	Cont Serv-Disp Of Animals	3,000						3,000	
1-2-3575000-3514	Internal Maintenance Sub-Cont	3,000						3,000	
1-2-3575000-3910	Insurance Premiums	500						500	
1-2-3575000-4010	Bank Charges	1,350						1,350	
1-7-3575000-8168	Reserve For Future Expenditure	20,400		32,290				52,690	New agreement increases
Total Expenses		872,010	-	32,290	-	16,950	33,190	954,440	
Net Animal Shelter		**395,700**	**-**	**(90,440)**	**-**	**16,950**	**33,190**	**355,400**	
Animal Control									
Revenues									
1-1-3575100-0823	Dog Licenses	(70,000)						(70,000)	
Total Revenues		(70,000)	-	-	-	-	-	(70,000)	
Expenses									
1-2-3575100-2720	Dog Tags	1,000						1,000	
1-2-3575100-3350	Commissions	10,000						10,000	

DEPARTMENT: CORPORATE SERVICES
DIVISION: MUNICIPAL LAW ENFORCEMENT

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-2-3575100-3360	Call Outs	13,000						13,000	
1-2-3575100-3410	Contracted Services	145,700			4,000			149,200	
Total Expenses		169,200	-	-	4,000	-	-	173,200	
Net Animal Control		**99,200**	-	-	**4,000**	-	-	**103,200**	
PAWS Program									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-3576000-3410	Contracted Services	10,000						10,000	
1-2-3576000-3925	Grants & Donations	2,000						2,000	
Total Expenses		12,000	-	-	-	-	-	12,000	
Net PAWS Program		**12,000**	-	-	-	-	-	**12,000**	
Revenue		(736,940)	(5,000)	(127,730)	-	-	-	(869,670)	
Expenses		2,306,510	-	32,290	4,000	35,720	33,330	2,411,850	
TOTAL BY DIVISION		**1,569,570**	**(5,000)**	**(95,440)**	**4,000**	**35,720**	**33,330**	**1,542,180**	
Administration		683,920	(5,000)	(5,000)	-	12,500	(21,350)	665,070	
Crossing Guards		378,750	-	-	-	6,270	21,490	406,510	
Weed Control		-	-	-	-	-	-	-	
Animal Shelter		395,700	-	(90,440)	-	16,950	33,190	355,400	
Animal Control		99,200	-	-	4,000	-	-	103,200	
PAWS Program		12,000	-	-	-	-	-	12,000	
TOTAL BY PROGRAM/ COST CENTRE		**1,569,570**	**(5,000)**	**(95,440)**	**4,000**	**35,720**	**33,330**	**1,542,180**	

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Miscellaneous Income									
Revenues									
1-1-9521000-0851	Penalties	(725,000)	(75,000)					(800,000)	Increase in penalties
1-1-9521000-0861	Investment Income	(400,000)					(350,000)	(750,000)	Increase in investment income
Total Revenues		(1,125,000)	(75,000)	-	-	-	(350,000)	(1,550,000)	
Expenses									
Total Expenses		-	-	-	-	-	-	-	
Net Miscellaneous Income		**(1,125,000)**	**(75,000)**	-	-	-	**(350,000)**	**(1,550,000)**	
Reserve Contributions									
Revenues									
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-7-9521000-8168	Contribution to Tax Rate Stabili	561,000			50,000		(17,000)	594,000	Contains contingencies for CUPE negotiations, Bill 148, job evaluations, pay equity, legal claims, grant opportunities
1-7-9522000-8168	Contribution to Corporate Capit	1,969,650		(931,550)				1,038,100	Reallocated to roads reserve
1-7-9525000-8168	Contribution to Roads Repair/Re	-		1,400,000				1,400,000	Reallocated to roads reserve
Total Expenses		2,530,650	-	468,450	50,000	-	(17,000)	3,032,100	
Net Reserve Contributions		**2,530,650**	-	**468,450**	**50,000**	-	**(17,000)**	**3,032,100**	
Grants									
Revenues									
1-1-9521000-0852	OCIF Grant	-					(891,490)	(891,490)	OCIF grant
1-6-9521000-0945	Provision from Reserve			(10,000)				(10,000)	Udora Grant approved during deliberations to be funded from the Tax Rate Stabilization Reserve
1-1-9522000-0423	OMPF Grant	(152,500)					22,800	(129,700)	Reduction in OMPF grant
Total Revenues		(152,500)	-	(10,000)	-	-	(868,690)	(1,031,190)	
Expenses									
1-2-8511000-3925	Town Library Grant	2,153,070	27,500	51,000		29,040	41,570	2,302,180	Increase in Town Library Grant
1-2-8511000-3926	Udora Grant			10,000				10,000	Udora Grant approved during deliberations

DEPARTMENT: CORPORATE SERVICES
DIVISION: NON-PROGRAM

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
1-7-9525000-8168	Contribution to Roads Repair/R	-					891,490	891,490	OCIF grant allocated to Roads reserve
Total Expenses		2,153,070	27,500	61,000	-	29,040	933,060	3,203,670	
Net Grants		**2,000,570**	**27,500**	**51,000**	**-**	**29,040**	**64,370**	**2,172,480**	
Prior Year Surplus									
Revenues									
1-2-9523000-0991	Prior Years Surplus	(100,000)			100,000			-	Remove budget for prior year surplus. Report No. CAO-2017-0016
Total Revenues		(100,000)	-	-	100,000	-	-	-	
Expenses									
Total Expenses		-	-	-	-	-	-	-	
Net Prior Year Surplus		**(100,000)**	**-**	**-**	**100,000**	**-**	**-**	**-**	
Administrative Allocations									
Revenues									
1-2-9524000-3914	Building Corporate Costs	-					(358,110)	(358,110)	Transfer of overhead to Building division
1-2-9524000-3150	Professional Development	(20,000)					20,000	-	Removal of prior year initiative
Total Revenues		(20,000)	-	-	-	-	(338,110)	(358,110)	
Expenses		-						-	
Total Expenses		-	-	-	-	-	-	-	
Net Administrative Allocations		**(20,000)**	**-**	**-**	**-**	**-**	**(338,110)**	**(358,110)**	
Routes Connecting Communities									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-9531000-3925	Grants & Donations	55,000						55,000	
Total Expenses		55,000	-	-	-	-	-	55,000	
Net Routes Connecting Communities		**55,000**	**-**	**-**	**-**	**-**	**-**	**55,000**	
Green Initiatives									
Revenues									

DEPARTMENT: CORPORATE SERVICES
DIVISION: NON-PROGRAM

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Expenses									
1-7-9541000-8168	Reserve For Future Expenditure	60,000						60,000	
Total Expenses		60,000	-	-	-	-	-	60,000	
Net Green Initiatives		**60,000**	-	-	-	-	-	**60,000**	
Alternate Energy									
Revenues									
		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-7-9542000-8168	Reserve For Future Expenditure	5,000						5,000	
Total Expenses		5,000	-	-	-	-	-	5,000	
Net Alternate Energy		**5,000**	-	-	-	-	-	**5,000**	
Payments in Lieu of Property Taxes									
Revenues									
1-1-9812000-0808	Share Of Payment In Lieu	(295,000)						(295,000)	
Total Revenues		(295,000)	-	-	-	-	-	(295,000)	
Expenses									
		-						-	
Total Expenses		-	-	-	-	-	-	-	
Net Payments in Lieu of Property Taxes		**(295,000)**	-	-	-	-	-	**(295,000)**	
Property Tax Adjustments									
Revenues									
1-1-9813000-4920	Tax Adjustments/Write offs	150,000						150,000	
Total Revenues		150,000	-	-	-	-	-	150,000	
Expenses									
		-						-	
Total Expenses		-	-	-	-	-	-	-	
Net Property Tax Adjustments		**150,000**	-	-	-	-	-	**150,000**	

DEPARTMENT: CORPORATE SERVICES
DIVISION: NON-PROGRAM

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Supplementary Property Taxes									
Revenues									
1-1-9814000-0141	Supplementary Res. & Farm	(300,000)	(147,000)					(447,000)	Increase in supplementary tax estimate
1-1-9814000-0151	Supplementary Comm. & Indust	-						-	
Total Revenues		(300,000)	(147,000)	-	-	-	-	(447,000)	
Expenses									
		-						-	
Total Expenses		-	-	-	-	-	-	-	
Net Supplementary Property Taxes		**(300,000)**	**(147,000)**	-	-	-	-	**(447,000)**	
Revenue		(1,842,500)	(222,000)	(10,000)	100,000	-	(1,556,800)	(3,531,300)	
Expenses		4,803,720	27,500	529,450	50,000	29,040	916,060	6,355,770	
TOTAL BY DIVISION		**2,961,220**	**(194,500)**	**519,450**	**150,000**	**29,040**	**(640,740)**	**2,824,470**	
Miscellaneous Income		(1,125,000)	(75,000)	-	-	-	(350,000)	(1,550,000)	
Reserve Contributions		2,530,650	-	468,450	50,000	-	(17,000)	3,032,100	
Grants		2,000,570	27,500	51,000	-	29,040	64,370	2,172,480	
Prior Year Surplus		(100,000)	-	-	100,000	-	-	-	
Administrative Allocations		(20,000)	-	-	-	-	(338,110)	(358,110)	
Routes Connecting Communities		55,000	-	-	-	-	-	55,000	
Green Initiatives		60,000	-	-	-	-	-	60,000	
Alternate Energy		5,000	-	-	-	-	-	5,000	
Payments in Lieu of Property Taxes		(295,000)	-	-	-	-	-	(295,000)	
Property Tax Adjustments		150,000	-	-	-	-	-	150,000	
Supplementary Property Taxes		(300,000)	(147,000)	-	-	-	-	(447,000)	
TOTAL BY PROGRAM/ COST CENTRE		**2,961,220**	**(194,500)**	**519,450**	**150,000**	**29,040**	**(640,740)**	**2,824,470**	

DEPARTMENT: OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER **GEORGINA - 2018 BUDGET**
DIVISION: CHIEF ADMINISTRATIVE OFFICER

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
1-6-7511000-0942	Provision from DC Reserve	-	(10,000)					(10,000)	NI-CAO-2: Various studies (DC funded)
Total Revenues		-	(10,000)	-	-	-	-	(10,000)	
Expenses									
1-2-7511000-1110	Permanent Positions	353,320		157,100		6,180	63,580	580,180	SDR Position Approved in 2017. 2017 budget for IT Business Analyst was reclassed to the base budget. SR-CAO-1: Executive Director of Capital Project Delivery Initiatives
1-2-7511000-1130	Overtime Pay	3,230						3,230	
1-2-7511000-1150	All Other Payroll Costs	97,350		47,130		1,700	5,270	151,450	SDR Position Approved in 2017. 2017 budget for IT Business Analyst was reclassed to the base budget. SR-CAO-1: Executive Director of Capital Project Delivery Initiatives
1-2-7511000-2610	General Stationery & Office Sp	1,000						1,000	
1-2-7511000-2650	Office Equipment	500						500	
1-2-7511000-2925	Meeting Expenses	700						700	
1-2-7511000-3110	Travel Expenses	1,000					500	1,500	
1-2-7511000-3126	Christmas Party	1,500						1,500	
1-2-7511000-3140	Memberships	1,000					500	1,500	
1-2-7511000-3150	Professional Development	3,000					2,500	5,500	
1-2-7511000-3283	Mobile Phones	900					800	1,700	
1-2-7511000-3311	Internal Audit	20,000						20,000	
1-2-7511000-3320	Consultants Fees	10,000						10,000	
1-2-7511000-3322	Various Studies	-	10,000					10,000	NI-CAO-2: Various studies (DC funded)
1-2-7511000-3965	Service Recognition Awards	6,000						6,000	
Total Expenses		499,500	10,000	204,230	-	7,880	73,150	794,760	
Net Administration		**499,500**	**-**	**204,230**	**-**	**7,880**	**73,150**	**784,760**	
Revenue		-	(10,000)	-	-	-	-	(10,000)	
Expenses		499,500	10,000	204,230	-	7,880	73,150	794,760	
TOTAL BY DIVISION		**499,500**	**-**	**204,230**	**-**	**7,880**	**73,150**	**784,760**	
Administration		499,500	-	204,230	-	7,880	73,150	784,760	
TOTAL BY PROGRAM/ COST CENTRE		**499,500**	**-**	**204,230**	**-**	**7,880**	**73,150**	**784,760**	

DEPARTMENT: OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER
DIVISION: COMMUNICATIONS

GEORGINA - 2018 BUDGET

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-7531000-1110	Permanent Positions	219,610		46,510		3,840	27,820	297,780	CUPE/step/market increases. SNI-COM-1: Communications Specialist
1-2-7531000-1120	Non-Permanent Positions	-						-	
1-2-7531000-1130	Overtime Pay	1,200						1,200	
1-2-7531000-1150	All Other Payroll Costs	75,120		13,950		1,310	(3,590)	86,790	SNI-COM-1: Communications Specialist
1-2-7531000-2610	General Stationery & Office Sup	1,000						1,000	
1-2-7531000-2620	Publications & Subscriptions	2,000						2,000	
1-2-7531000-2925	Meeting Expenses	500						500	
1-2-7531000-3110	Travel Expenses	2,000						2,000	
1-2-7531000-3150	Professional Development	3,500					2,000	5,500	
1-2-7531000-3250	Advertising	86,700				1,740		88,440	
1-2-7531000-3283	Mobile Phones	2,500		1,200				3,700	
1-2-7531000-3410	Contracted Services	-		10,000				10,000	NI-COM-1: Annual Community Report
Total Expenses		394,130	-	71,660	-	6,890	26,230	498,910	
Net Administration		**394,130**	**-**	**71,660**	**-**	**6,890**	**26,230**	**498,910**	
Revenue		-	-	-	-	-	-	-	
Expenses		394,130	-	71,660	-	6,890	26,230	498,910	
TOTAL BY DIVISION		**394,130**	**-**	**71,660**	**-**	**6,890**	**26,230**	**498,910**	
Administration		394,130	-	71,660	-	6,890	26,230	498,910	
TOTAL BY PROGRAM/ COST CENTRE		**394,130**	**-**	**71,660**	**-**	**6,890**	**26,230**	**498,910**	

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Mayor and Council Revenues		-						-	
Total Revenues		-	-	-	-	-	-	-	
Expenses									
1-2-6511000-1110	Regular Salaries & Wages	222,490				4,820	(1,070)	226,240	Reallocated base budget to transfer Executive Assistant salary to Clerk's
1-2-6511000-1130	Overtime Pay	500						500	
1-2-6511000-1150	All Other Payroll Costs	85,320				1,490	4,030	90,840	
1-2-6511000-2610	General Stationery & Office Sp	3,000						3,000	
1-2-6511000-2620	Publications & Subscriptions	250						250	
1-2-6511000-2650	Office Equipment	1,000						1,000	
1-2-6511000-2925	Meeting Expenses	4,500						4,500	
1-2-6511000-3110	Travel Expenses	10,900						10,900	
1-2-6511000-3125	Special Events	10,000						10,000	
1-2-6511000-3131	Mayor's Ride Expenses	-						-	
1-2-6511000-3140	Memberships	9,930						9,930	
1-2-6511000-3150	Professional Development	15,900						15,900	
1-2-6511000-3215	Telephone	1,460						1,460	
1-2-6511000-3216	Internet Access	530						530	
1-2-6511000-3230	Promotional Materials	3,200						3,200	
1-2-6511000-3231	Flowers/Memorials	3,000						3,000	
1-2-6511000-3255	Printing	500						500	
1-2-6511000-3283	Mobile Phones	12,000						12,000	
1-2-6511000-3410	Contracted Services	-						-	
1-2-6511000-3905	Miscellaneous	600						600	
1-2-6511000-3960	Projects - Mayor	3,000						3,000	
1-2-6511000-3961	Projects - Regional Councillor	2,500						2,500	
1-2-6511000-3962	Projects - Ward 1	1,000						1,000	
1-2-6511000-3963	Projects - Ward 2	1,000						1,000	
1-2-6511000-3964	Projects - Ward 3	1,000						1,000	
1-2-6511000-3966	Projects - Ward 4	1,000						1,000	
1-2-6511000-3967	Projects - Ward 5	1,000						1,000	
Total Expenses		395,580	-	-	-	6,310	2,960	404,850	
Net Mayor and Council		**395,580**	-	-	-	**6,310**	**2,960**	**404,850**	

DEPARTMENT: OFFICE OF THE MAYOR AND COUNCIL — GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
Mayor's Golf Tournament									
Revenues									
1-1-6512000-0778	Fund Raising Revenues	-	(56,590)					(56,590)	Mayor's Golf Tournament
1-6-6512000-0945	Provision from Reserve	-						-	
Total Revenues		-	(56,590)	-	-	-	-	(56,590)	
Expenses									
1-2-6512000-2299	Materials & Supplies	-	16,820					16,820	Mayor's Golf Tournament
1-2-6512000-3925	Grants & Donations	-	37,000					37,000	Mayor's Golf Tournament
1-7-6512000-0945	Reserve for Future Expenditures	-	2,770					2,770	
Total Expenses		-	56,590	-	-	-	-	56,590	
Net Mayor's Golf Tournament		-	-	-	-	-	-	-	
Mayor's Charity Bike Ride									
Revenues									
1-1-6513000-0778	Fund Raising Revenues	-	(5,000)					(5,000)	
1-6-6513000-0945	Provision from Reserve	-						-	
Total Revenues		-	(5,000)	-	-	-	-	(5,000)	
Expenses									
1-2-6513000-2299	Materials & Supplies	-	2,300					2,300	
1-2-6512000-3925	Grants & Donations	-						-	
1-7-6513000-8168	Reserve for Future Expenditures	-	2,700					2,700	
Total Expenses		-	5,000	-	-	-	-	5,000	
Net Mayor's Charity Bike Ride		-	-	-	-	-	-	-	
Revenue		-	(61,590)	-	-	-	-	(61,590)	
Expenses		395,580	61,590	-	-	6,310	2,960	466,440	
TOTAL BY DIVISION		**395,580**	-	-	-	**6,310**	**2,960**	**404,850**	
Mayor and Council		395,580	-	-	-	6,310	2,960	404,850	
Mayor's Golf Tournament		-	-	-	-	-	-	-	
Mayor's Charity Bike Ride		-	-	-	-	-	-	-	
TOTAL BY PROGRAM/ COST CENTRE		**395,580**	-	-	-	**6,310**	**2,960**	**404,850**	

Account Code	Account Description	2017 FINAL/ 2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	2018 DRAFT BUDGET	COMMENTS
Administration									
Revenues									
3-1-8510000-0423	Miscellaneous Grants	(5,080)					(4,160)	(9,240)	
3-1-8510000-0471	Public Library Grant	(62,600)						(62,600)	
3-1-8510000-0611	Town Library Grant	(2,153,070)	(27,500)	(51,000)		(29,040)	(41,570)	(2,302,180)	Increase in Town grant to support increased expenses
3-1-8510000-0778	Fund Raising	-						-	
3-1-8510000-0779	Spelling Bee Revenue	-						-	
3-6-8510000-0942	Provision from DC Reserve	-	(19,700)					(19,700)	DC funded new initiatives
Total Revenues		(2,220,750)	(47,200)	(51,000)	-	(29,040)	(45,730)	(2,393,720)	
Expenses									
3-2-8510000-1160	Honorariums	3,500					1,300	4,800	
3-2-8510000-2297	Library Supplies	6,000						6,000	
3-2-8510000-2350	Small Tools	3,000						3,000	
3-2-8510000-2610	General Stationery & Office Sp	6,500						6,500	
3-2-8510000-2650	Furniture, Fixtures, Equipment	-	4,500					4,500	NI-LIB-3 Library technology updates
3-2-8510000-3110	Travel Expenses	4,000						4,000	
3-2-8510000-3125	Volunteer Appreciation	500						500	
3-2-8510000-3140	Memberships	2,550						2,550	
3-2-8510000-3150	Professional Development	18,800						18,800	
3-2-8510000-3210	Postage	1,500						1,500	
3-2-8510000-3250	Advertising	4,000						4,000	
3-2-8510000-3310	Auditing	4,400						4,400	
3-2-8510000-3325	Software Licences & Maintenan	-	15,200					15,200	NI-LIB-1: eLearning, NI-LIB-4: Self check station upgrades
3-2-8510000-3346	Automation	34,000					1,500	35,500	
3-2-8510000-3703	Program Costs	4,000					1,000	5,000	
3-2-8510000-3905	Miscellaneous	-						-	
3-2-8510000-3910	Insurance Premiums	19,900						19,900	
3-2-8510000-3975	Freight Charges	2,000						2,000	
3-7-8510000-8168	Reserve for Future Expendit	171,500		29,000				200,500	Funding for marketing consultant
Total Expenses		286,150	19,700	29,000	-	-	3,800	338,650	
Net Administration		**(1,934,600)**	**(27,500)**	**(22,000)**	-	**(29,040)**	**(41,930)**	**(2,055,070)**	
Keswick Library									
Revenues									
3-1-8511000-0705	Miscellaneous Fees	(2,500)						(2,500)	
3-1-8511000-0706	Program Registrations	(4,000)						(4,000)	

DEPARTMENT: LIBRARY

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
3-1-8511000-0771	Photocopying Revenues	(4,300)					(400)	(4,700)	
3-1-8511000-0773	Room Rentals	(3,100)						(3,100)	
3-1-8511000-0774	Sale of Books	(1,500)						(1,500)	
3-1-8511000-0843	Fines	(18,500)						(18,500)	
3-1-8511000-0892	Donations	(1,500)						(1,500)	
Total Revenues		(35,400)	-	-	-	-	(400)	(35,800)	
Expenses									
3-2-8511000-1010	F/T-Salaries Transfered	32,000						32,000	
3-2-8511000-1110	Permanent Positions	705,100		13,500		12,340	130,010	860,950	SNI-LIB-2: Part-time Administrative Assistant. CUPE/step increases. Increase salaries to reflect actuals, salaries were underbudgeted in prior year
3-2-8511000-1120	Non-Permanent Positions	7,600	8,000					15,600	SNI-LIB-3: Children's Reading Club
3-2-8511000-1130	Overtime Pay	-						-	
3-2-8511000-1150	All Other Payroll Costs	229,300	1,000	3,500		4,010	(36,860)	200,950	Reduction in benefit estimates
3-2-8511000-2150	Lib. Collection-New Books	153,000					1,000	154,000	
3-2-8511000-2650	Furniture, Fixtures, Equipment	-		1,000				1,000	NI-LIB-2: Furniture/Fixtures
3-2-8511000-2810	Hydro	58,000				1,160		59,160	
3-2-8511000-2820	Heating Oil	22,500				450		22,950	
3-2-8511000-2825	Water/Sewer	1,300						1,300	
3-2-8511000-3215	Telephone	6,000						6,000	
3-2-8511000-3216	Internet Access	2,700						2,700	
3-2-8511000-3260	Library Photocopying Expenses	5,000					1,500	6,500	
3-2-8511000-3415	Equipment Repairs	2,000						2,000	
3-2-8511000-3418	Cleaning Services	40,000						40,000	
3-2-8511000-3420	Building Repairs & Maintenance	4,200					2,000	6,200	
3-2-8511000-3514	Internal Maintenance Sub-Cont	1,000						1,000	
3-2-8511000-3905	Miscellaneous	300						300	
3-2-8511000-4010	Bank Charges	900						900	
Total Expenses		1,270,900	9,000	18,000	-	17,960	97,650	1,413,510	
Net Keswick Library		**1,235,500**	**9,000**	**18,000**	**-**	**17,960**	**97,250**	**1,377,710**	
Sutton Library									
Revenues									
3-1-8531000-0705	Miscellaneous Fees	(500)						(500)	
3-1-8531000-0706	Program Registrations	(200)						(200)	
3-1-8531000-0711	Charge Re Service Provided	(58,500)						(58,500)	
3-1-8531000-0771	Photocopying Revenues	(2,500)						(2,500)	
3-1-8531000-0773	Room Rentals	(7,000)					6,000	(1,000)	
3-1-8531000-0774	Sale of Old Books	(700)						(700)	

DEPARTMENT: LIBRARY

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
3-1-8531000-0843	Fines	(7,400)						(7,400)	
3-1-8531000-0892	Donations	(300)						(300)	
3-6-8531000-0945	Provision from Reserve	-						-	
Total Revenues		(77,100)	-	-	-	-	6,000	(71,100)	
Expenses									
3-2-8531000-1110	Permanent Positions	289,400				5,060	(8,330)	286,130	
3-2-8531000-1120	Non-Permanent Positions	-						-	
3-2-8531000-1150	All Other Payroll Costs	94,100				1,650	(20,550)	75,200	Reduction in benefit estimates
3-2-8531000-2150	Lib. Collection-New Books	29,000					550	29,550	
3-2-8531000-2650	Furniture, Fixtures, Equipment	-		3,300				3,300	NI-LIB-2: Furniture/Fixtures
3-2-8531000-3215	Telephone	2,500						2,500	
3-2-8531000-3216	Internet Access	1,200				100		1,300	
3-2-8531000-3260	Library Photocopying Expenses	4,500						4,500	
3-2-8531000-3415	Equipment Repairs	1,000						1,000	
3-2-8531000-3418	Cleaning Services	15,500						15,500	
3-2-8531000-3420	Building Repairs & Maintenance	3,000						3,000	
3-2-8531000-3421	Multi-Use Admin Shared Costs	69,000					(37,480)	31,520	Updated shared services agreement
3-2-8531000-3514	Internal Maintenance Sub-Cont	500						500	
3-2-8531000-4010	Bank Charges	900						900	
Total Expenses		510,600	-	3,300	-	6,810	(65,810)	454,900	
Net Sutton Library		**433,500**	**-**	**3,300**	**-**	**6,810**	**(59,810)**	**383,800**	
Pefferlaw Library									
Revenues									
3-1-8541000-0705	Miscellaneous Fees	(100)						(100)	
3-1-8541000-0771	Photocopying Revenues	(1,300)						(1,300)	
3-1-8541000-0774	Sale of Books	(200)						(200)	
3-1-8541000-0843	Fines	(1,200)						(1,200)	
Total Revenues		(2,800)	-	-	-	-	-	(2,800)	
Expenses									
3-2-8541000-1110	Permanent Positions	167,400	13,000			2,930	11,710	195,040	SNI-LIB-1: Increased hours. CUPE/step increases
3-2-8541000-1120	Non-Permanent Positions	-						-	
3-2-8541000-1150	All Other Payroll Costs	54,400	4,000			950	(8,420)	50,930	
3-2-8541000-2150	Lib. Collection-New Books	15,300						15,300	
3-2-8541000-2650	Furniture, Fixtures, Equipment	-		700				700	NI-LIB-2: Furniture/Fixtures
3-2-8541000-2810	Hydro	9,500				190		9,690	
3-2-8541000-3215	Telephone	2,000						2,000	
3-2-8541000-3216	Internet Access	1,000				200		1,200	
3-2-8541000-3260	Library Photocopying Expenses	2,000	1,500					3,500	

DEPARTMENT: LIBRARY

GEORGINA - 2018 BUDGET

Account Code	Account Description	2018 BASE BUDGET	GROWTH	SERVICE LEVEL	LEGISLATIVE	INFLATIONARY	OTHER	DRAFT BUDGET	COMMENTS
3-2-8541000-3415	Equipment Repairs	500						500	
3-2-8541000-3418	Cleaning Services	7,500						7,500	
3-2-8541000-3420	Building Repairs & Maintenance	8,300					1,200	9,500	
3-2-8541000-3514	Internal Maintenance Sub-Cont	500						500	
Total Expenses		268,400	18,500	700	-	4,270	4,490	296,360	
Net Pefferlaw Library		**265,600**	**18,500**	**700**	**-**	**4,270**	**4,490**	**293,560**	
Revenue		(2,336,050)	(47,200)	(51,000)	-	(29,040)	(40,130)	(2,503,420)	
Expenses		2,336,050	47,200	51,000	-	29,040	40,130	2,503,420	
TOTAL BY DIVISION		-	-	-	-	-	-	-	
Administration		(1,934,600)	(27,500)	(22,000)	-	(29,040)	(41,930)	(2,055,070)	
Keswick Library		1,235,500	9,000	18,000	-	17,960	97,250	1,377,710	
Sutton Library		433,500	-	3,300	-	6,810	(59,810)	383,800	
Pefferlaw Library		265,600	18,500	700	-	4,270	4,490	293,560	
TOTAL BY PROGRAM/ COST CENTRE		-	-	-	-	-	-	-	