



GEORGINA

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

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

Project Description:

New Streetlight Installations

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

Remaining Streetlight LED Retrofit Program

In 2016, the Town underwent an LED retrofit program whereby Town streetlight fixtures using high-pressure sodium (HPS) or equivalent bulbs were switched out for energy efficient LED bulbs, reducing the Town's electricity consumption (carbon footprint) and associated costs. For a variety of reasons, whether under old sub-division agreements or not included in the original program, approximately 200 streetlight fixtures remain to be upgraded to LED. The benefits of this program are noted in the 2015 proposal submitted by Real-Term Energy. The first year of the program was delivered in 2022, and this is the second of the two-year program. The calculated return on investment period by upgrading is approximately 3.5 years. ESL of LED fixtures is 15+ years.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023								
2. Nature of Initiative/Review Factors (check and explain all that apply): ☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify) • Efficiency: Cost-benefit to the Town by reduction in maintenance and electricity costs.								
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.								
4. Main/Desired Goal or Outcomes/Benefits: Meet desired goal of greater than 95% LED fixtures within Town assets.								
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 150,000 Recovery: </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 150,000 Recovery:
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 150,000 Recovery:						

6. Other Considerations or Efficiency Options:

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

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

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

Project Description:

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

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

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

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
- ☐ Other (please specify)
- Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating assets.

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

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

4. Main/Desired Goal or Outcomes/Benefits: Meet the requirements for each asset class in ensuring safe passage and properly functioning assets.								
5. Cost/ Financial Impact, Recovery and Net impact: <table border="1"> <thead> <tr> <th>Budget type</th> <th>Funding Source</th> <th>Net Impact</th> </tr> </thead> <tbody> <tr> <td> ☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future) </td> <td> ☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other: </td> <td> Total Cost: \$ 75,000 _____ Recovery: </td> </tr> </tbody> </table>			Budget type	Funding Source	Net Impact	☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 75,000 _____ Recovery:
Budget type	Funding Source	Net Impact						
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 75,000 _____ Recovery:						
6. Other Considerations or Efficiency Options: Can the request be deferred? No, Deficiencies are found each year. Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No.								

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



GEORGINA

Town of Georgina

23-CI-OI-03

Capital Initiative

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

Project Description:

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

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

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

6. Other Considerations or Efficiency Options:

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

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

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

Background:

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

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

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

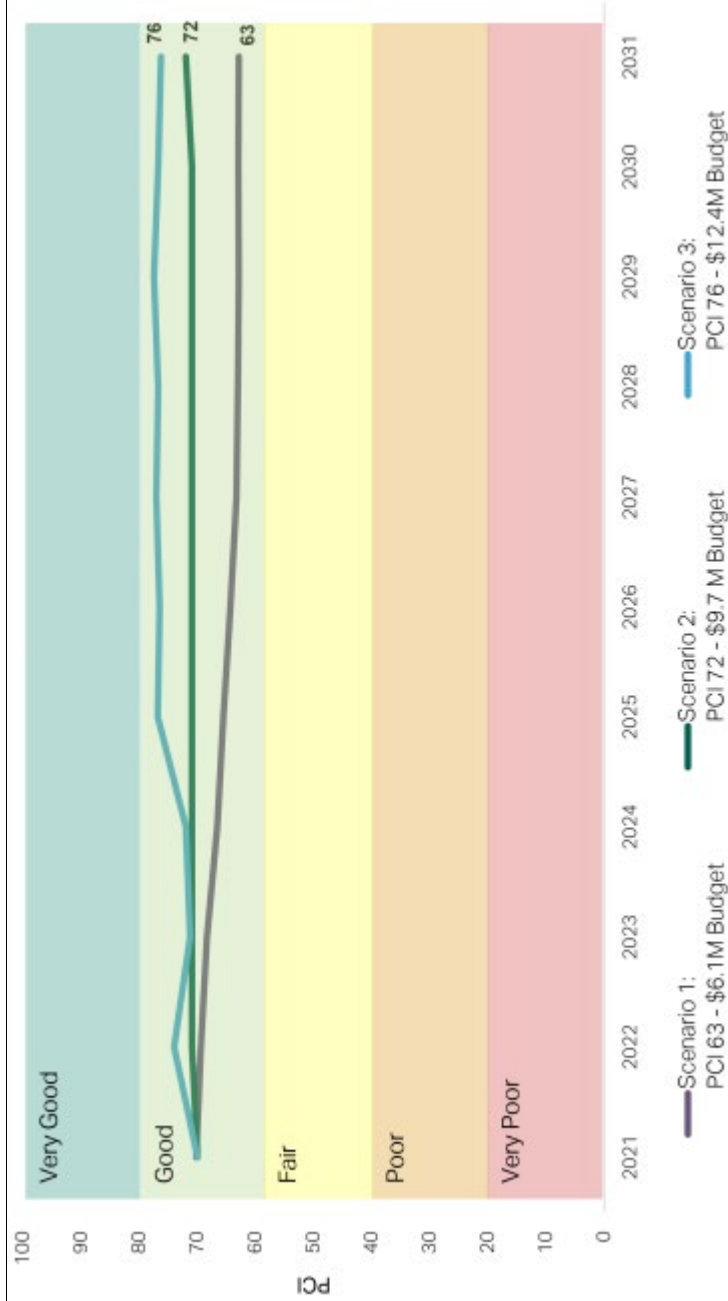


Figure 1: Funding scenarios and associated PCI forecast

Project Description:

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

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

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

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

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

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

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

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

1. Proposed Year of Initiative (Start date and End Date): Q1-Q4 2023

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

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

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

Strategic Priority: A key component of the Town's Asset Management Plans, specific to preserving the Road Inventory in a good state of repair

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

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

Asset Management Plan (Core Assets – 2022)

4. Main/Desired Goal or Outcomes/Benefits:

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

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 4,00,000 Recovery:

6. Other Considerations or Efficiency Options:

Can you defer the request?

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

Is it more efficient to contract out the initiative?

Yes, there are no available internal staff resources to support this type of program.

Can you combine this initiative with other present functions?

No.

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

No

Can you better leverage technology?

No

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

There are opportunities for group buying on some projects/methods of delivery

7. Other Comments / Gallery:

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



GEORGINA

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

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

Project Description:

Ontario Regulation 107/97 requires municipalities to undertake a detailed inspection of their bridge and large culvert (over 3m) inventory every two years using the Ontario Structure Inspection Manual (OSIM). The OSIM dictates the procedures and requirements for inspecting bridges and large culverts.

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023

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

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)
- Risk Management: Undertaking rehabilitation on assets ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

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

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

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



GEORGINA

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

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

Project Description:

EAB Tree Removal:

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

In response to this invasive pest the Town of Georgina has had an Ash Tree removal program that was anticipated to be completed over a 10-year period. The program began in 2013 with an inventory and assessment of Ash trees that might be affected. This program identified, tagged, assessed and prioritized Ash trees for removal based upon condition and risk. Since the start of this program, thousands of trees have been removed, yet over 3,000 still remain and are in worsening condition as time continues. At this point in time, the vast majority of Ash trees in boulevards and parks have died and require removal.

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q1 2025		
2. Nature of Initiative/Review Factors (check and explain all that apply): ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify) • Risk Management: Removing these dead trees will reduce liability for the Town		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: Removal of all Ash trees within Town property and within 10m buffer in woodlots to limit liability. Replanting of all urban street trees (parks, residential neighborhoods). Ash trees removed in Rural and woodlot settings will not be replanted.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater	Total Cost: \$ 2,500,000 Recovery:

☐ Other:

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

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

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

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, trees continue to fall and must be managed.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:





GEORGINA

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

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

Project Description:

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

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

Funding will be used for:

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

1. Proposed Year of Initiative (Start date and End Date): Q2 2023 – Q4 2023	
2. Nature of Initiative/Review Factors (check and explain all that apply):	☐ Legislative, ☐ Growth ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify) • Risk Management/Legislative: Ensuring our infrastructure assets are properly maintained to ensure legislative compliance and to avoid failures, thus reducing risk associated with deteriorating assets. • Service Level Change: Upgrading and installing new infrastructure assets into the road allowance adjacent to school zones ensuring a uniform and an increase level of service. The level of service increase will be in the additional safety provided to the road allowance users in the school zones • Efficiency: Consistency of age and infrastructure type within each school zone will allow for decrease costs of mobilization and increase efficiencies found in economies of scale sure lifecycle maintenance and replacement.
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:	
Priority: "Promote a High Quality of Life" - Build a healthy, safe and accessible community. Priority: "Deliver Exceptional Service" - Manage our finances and assets proactively.	
4. Main/Desired Goal or Outcomes/Benefits:	
To provide consistent and uniform infrastructure within areas adjacent to schools, promoting a high level of safety for all types and levels of road allowance users.	

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

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

6. Other Considerations or Efficiency Options:

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

7. Other Comments / Gallery:





GEORGINA

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

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

Project Description:

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

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

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023

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

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

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

6. Other Considerations or Efficiency Options:

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

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

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

Project Description:

The Town manages approximately 500 km of open ditch and culvert systems. Roadside ditches are intended to drain the road and Right-of-Way (ROW) and must be deep enough to ensure drainage of the granular base of the roads (minimum 400mm depth). The roadside ditches are also designed to accept drainage from private property that is directed towards the ROW. Due to the low elevations and flat topography in much of Georgina, standing water and flooding is an issue. Municipal staff evaluate all reported complaints of ponding and poor drainage in the road side ditches and have created a prioritized inventory of the necessary work, including extensive "heat maps" of complaint areas.

The ditch reconstruction program will reconstruct major sections of ditch and culvert to convey flow in a continuous manner from public and private property to stormwater outlets. The program includes replacement of driveway culverts and roadway cross-culverts where required. In order to re-construct the ditches effectively the program includes a portion of engineering work. The engineering work typically includes hydraulic study including elevations, and some minor design work. This work is required when a drainage sub-watershed is either unmaintainable in its current state, or, where a significant portion of the sub-watershed requires work, and should have some design to ensure flows are adequate.

2023 budget includes:

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023

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

☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify)		
Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating assets.		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: Replacement of culverts and reconstruction of ditches including site preparation, removal, replacement and resurfacing as required. Ditching, vegetation removal, outfall improvements including dredging (if required) and erosion protection.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 200,000 Recovery:
6. Other Considerations or Efficiency Options:		

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

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

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

Project Description:

Diagnostic Tooling

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

Return on investment

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

Hardware

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

Hoist

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

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

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

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

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes.

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

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

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

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



GEORGINA

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

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

Project Description:

Eye Wash/Deluge Shower

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

Electrical Upgrade

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

1. Proposed Year of Initiative (Start date and End Date): Q1-2023 – Q4-2023

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

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

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

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

Project Description:

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

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

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

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023

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

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



GEORGINA

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

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

Project Description:

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

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

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

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

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

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

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



GEORGINA

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

Title of Request:	Fleet Replacement Program (VERS)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-14
Division:	Fleet Services	Date: November 30, 2022
Budget Request:	\$2,439,000	Funding Source: Discretionary Reserve

Project Description:

The Vehicle and Equipment Replacement Program defines a lifecycle for each asset, based upon historical replacement and operating costs. A standard operating life (years) is assumed for each vehicle class and type. Once this lifecycle is met, equipment receives a mechanical inspection, and the asset may be added to the replacement program. By using industry standard lifecycles, the Town ensures its vehicle and equipment lifecycle costs are kept to a minimum; this being the total overall cost of an asset including purchase, licensing, insurance, maintenance, repairs, and revenue associated with disposal. By using a lifecycle costing model, some assets may have lower usage than expected prior to disposal, however, these assets retain much higher resale value, resulting in lower asset lifecycle costs. Some assets may also be disposed of earlier than the assumed standard operating life if the mechanical condition has deteriorated to the point where the cost to maintain and repair the vehicle is prohibitive.

In 2021, the Fleet Services Division combined all business cases related the Corporate vehicle replacement program, to provide clarity regarding the replacement of previously approved and acquired assets. By doing so, Town staff and Council are provided a fulsome view of all Fleet related assets and their associated costs.

The vehicle and equipment condition status, and the proposed replacement plan have been itemized below. All vehicles and equipment below have been assessed against expected lifecycle and condition to be included within this request. A condition rating of poor constitutes an operable piece of equipment requiring regular repairs (annual repairs between 4%-12% of the acquisition cost) and has current deficiencies at the time of inspection. A very poor condition rating constitutes either an inoperable asset or an asset requiring significant repairs (annual repairs greater than 13% of the acquisition value) or significant failure.

Item	1	Additional Funding	EQUPT000304	Type:	Equipment (Misc)
Department:		Operations and Infrastructure	Year: 1996	Make/Model:	Brush Chipper
Division:		Roads	Condition: Poor	Kilometers/Hours:	
Item	2	Additional Funding	EQUPT000388	Type:	Equipment (Misc)
Department:		Operations and Infrastructure	Year: 2006	Make/Model:	Salsco Chipper
Division:		Roads	Condition: Poor	Kilometers/Hours:	
Purpose of Asset:	To support Road Operations in tree and debris clean up.				
Procurement Requirements:	Previously approved in 2021 (\$30k replacement of two chippers). Require additional funding to support increases in acquisition costs.				
Budget Request:	\$65,000 (replacement for Item 1 and Item 2)			Lifecycle:	10

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1. Proposed Year of Initiative (Start date and End Date): Q1-Q4 2023	
2. Nature of Initiative/Review Factors (check and explain all that apply): ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify) • Risk Management: Ensure our lifecycle cost per unit is kept to a minimum, while ensuring equipment and vehicles are readily available for work, reducing potential high-cost repairs and unknown liabilities. • Efficiency: Equipment available in-house provides efficiencies reducing dependency on contractors, reduction in obtaining rentals/services from various sites often outside of Georgina and non-duplication of efforts during winter operations.	
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.	
4. Main/Desired Goal or Outcomes/Benefits: Efficient, effective and detailed asset management.	
5. Cost/ Financial Impact, Recovery and Net impact:	

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 2,439,000 Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? These requests could be deferred and would likely result in high repair costs. Is it more efficient to contract out the initiative? Supply and delivery done by others. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? The reduction and/or efficiency of sharing equipment, pooling equipment where possible is included in this analysis. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? Group buying can occur for some assets but does prove difficult with differing timelines and requirements.		
7. Other Comments / Gallery:		



GEORGINA

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

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

Project Description:

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

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023

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

- ☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)
- Legislative: Proper access required for personnel involved in accessing the roof at Georgina Sutton Arena.
 - Risk Management: All items to be addressed to mitigate risks/hazards.

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

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

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

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? Yes.

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

7. Other Comments / Gallery:



GEORGINA

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

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

Project Description:

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

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

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

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
- ☐ Other (please specify)
- Every five years the Challenge Course requires a complete safety inspection to maintain our compliance with CSA.

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

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



GEORGINA

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

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

Project Description:

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

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

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

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
- ☐ Other (please specify)
- Sever flooding is occurring throughout the Pioneer Village and around some low-lying areas within the ROC property.

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

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

Project Description:

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

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

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

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

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

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

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



GEORGINA

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

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

Project Description:

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

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

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

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
- ☐ Other (please specify)
- Replacement of unsafe picnic tables throughout all parks.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Reduce liability, improve service level.

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



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

Project Description:

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

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

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

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)
- Replacement of playgrounds throughout all parks.

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

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

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



GEORGINA

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

Title of Request:	Building Condition Assessment (BCA) Items	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 23-CI-CS-07
Division:	Special Capital Delivery	Date: November 30, 2022
Budget Request:	\$1,209,000	Funding Source: Discretionary Reserves

Project Description:

The Town of Georgina's Building Condition Assessment (BCA) Program was instituted in 2016 as a first step in the integration of sustainable management techniques. This approach emphasizes the long-term life cycle of a facility and provides recommendations as to the replacement of building components moving forward. This initiative has worked to identify a variety of improvements to our facilities, as well as providing a timeline and approximate costs.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023-Q4 2023

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

- ☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study
☒ Other (please specify)
- This work required is in accordance with the BCA program.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

a. Georgina Ice Palace Generator Overhaul:

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

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

b. Fire Station 1-4 Emergency Generator Overhaul:

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

c. Fire Station 1-6 Emergency Generator Replacement:

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

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

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

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

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

f. Georgina Ice Palace Kitchen and Bar Replacement:

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

g. Pool Filter Replacement:

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

h. HVAC Replacement – Sutton Arena:

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

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

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

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

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

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

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

	Budget	Operating (Including)	Allocation		
			2023	2023	2023-31
Expenditures:	Request	Annually	2023	2023	2023-31
1. Georgina Ice Palace Generator Overhaul	275,000		275,000		
2. Fire Station 1-4 Emergency Generator Overhaul	50,000		50,000		
3. Fire Station 1-6 Emergency Generator Replacement	52,000		52,000		
4. Fire Station 1-4 Structural Study / Repair of Settlement Cracks	75,000		75,000		
5. Fire Station Built-up Roofing scan and localized remedial repairs	82,000		82,000		
6. Georgina Ice Palace Kitchen and Bar Replacement	40,000		40,000		
7. Pool Filter Replacement	370,000		370,000		
8. HVAC Replacement – Sutton Arena	65,000		65,000		
9. Pool Deck Lighting Replacement – Georgina Leisure Pool	200,000		200,000		
Total Expenditures	\$1,209,000	\$ -	1,209,000		

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth	Total Cost: \$ 1,209,000

☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Recovery:
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6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

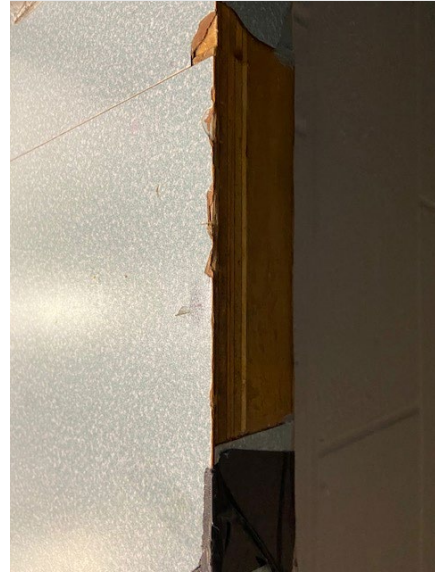
Can technology be leveraged? No.

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

7. Other Comments / Gallery:

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

Project: Georgina Ice Palace Kitchen and Bar Replacement





GEORGINA

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

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

Project Description:

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

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

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

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

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

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

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

Can technology be leveraged? No

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

7. Other Comments / Gallery:



GEORGINA

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

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

Project Description:

Purchase of Suppression Equipment.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 to Q4 2023

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

- ☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
- ☒ Other (please specify) NFPA standards
- Purchase of replacement fire hose and appliances that have reached end of service life \$10,000
 - Purchase of replacement SCBA cylinders \$53,000 (31@ ~\$1,710)
 - Purchase of replacement hazmat, gas detection and special operations equipment \$5,000
 - Purchase of replacement AEDs that have reached end of service life \$2,000 (one to be replaced)

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Hose and Appliances – \$10,000

- Annually fire hose is required to be tested and inspected. We continue to replace hose that is over 10 years of age and hose that fails annual testing. Our current hose specifications have extended warranty properties to ensure good value and have properties that ensure safety, longevity in hose and great operational value for our firefighters.

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

- The Fire Department requires that SCBA cylinders are replaced on a lifecycle basis and we require cylinders to maintain the replacement lifecycle.
- We endeavour to continue a process we began in 2015 which continues with lifecycle replacement whereby each year we will budget for the replacement of some cylinders which allows us to always ensure we are replacing cylinders that are at the end of their lifecycle.
- The 15 year lifecycle is driven by manufacturer recommendations, National Fire Protection Association Standards (NFPA) 1852 Standard on Selection, Care and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA), Canadian Standards Association (CSA), and industry best practice.

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

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

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

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

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

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

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



GEORGINA

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

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

Project Description:

Purchase of Communication Equipment.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 to Q4 2023

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

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
- ☒ Other (please specify)
- Purchase of replacement tablets \$2,000 (two to be replaced)
 - Purchase of pagers \$10,000 (16 @ \$625 each)
 - Purchase of radio/batteries \$13,000 (one radio @ \$8,000 and 23 batteries @ ~\$220 each)

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Purchase of radio batteries to continue use of current radios for firefighters that provide a method of two-way communication as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes. Communications equipment is a high priority item with health and safety implications. There is generally a limited life span for this equipment and must be replaced regularly to ensure functionality.

Pagers are continuously requiring replacement and repair. The maximum life span of a pager is typically five years. The cost of a pager is approximately \$600 each and we will be purchasing approximately 16 pagers in 2023 to allow us to continue with a sustainable and consistent replacement program.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 25,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:

- On-going annual request to continue our life cycle replacement strategy.
- Efficient, safe and the ability to address current components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.



GEORGINA

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

Title of Request:	Bunker Gear	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 23-CI-FS-03
Division:	Suppression	Date: November 30, 2022
Budget Request:	\$65,000	Funding Source: Discretionary Reserve

Project Description:

Purchase of bunker gear.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 to Q4 2023

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

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

On-going annual cycle replacement of bunker gear to ensure firefighters have bunker gear that meet Occupational Health and Safety Requirements.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

In order to refrain from large spikes in the capital budget every five years or so to meet our requirements, a harmonized purchase level of bunker gear is used to ensure a stable and consistent budget line. This also allows the Town to introduce improved bunker gear as standards and quality are gradually improved.

To maintain, our lifecycle replacement program we are required to purchase 17 bunker suits annually. In 2022 we went to tender for a new contract for three years with two optional years.

NFPA 1851 "Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting" dictates that bunker gear must be removed from service after 10 years from the manufacture date.

Our current lifecycle replacement process allows us to have an adequate supply of spare bunker gear for firefighters (full time/volunteer). Spare bunker gear is required to maintain our service levels while the primary set is decontaminated and/or repaired.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 65,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:

- On-going annual request to continue our lifecycle replacement strategy.
- Efficient, safe and the ability to address current components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.



GEORGINA

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

Title of Request:	Clothing/PPE and Bunker Gear for Four New Staff	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 23-CI-FS-04
Division:	Suppression and Fire Prevention	Date: November 30, 2022
Budget Request:	\$24,000	Funding Source: Discretionary Reserve

Project Description:

Station wear, dress uniforms, bunker gear and PPE for four additional firefighters.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 to Q4 2023

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

- ☒ Legislative, ☒ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study
☐ Other (please specify)
- Growth: This gear is required for four new staff members
 - Legislative: Fire staff are legislatively required to wear certain gear
 - Risk Management: Proper protective equipment protects staff
 - Efficiency: Use of proper equipment aids in efficient service delivery

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

Priority: "Promote a High Quality of Life" – Build a healthy, safe and accessible community.

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

4. Main/Desired Goal or Outcomes/Benefits:

Provide required clothing and PPE (including bunker gear) to newly hired staff.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 24,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:

Provide clothing and PPE for additional staff.



GEORGINA

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

Title of Request:	Development Tracking Solution	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 23-CI-DCAO-01
Division:	Information Technology Services	Date: November 30, 2022
Budget Request:	\$500,000	Funding Source: Development Charges

Project Description:

The municipality is seeking a new inclusive Development Tracking Solution to meet the requirements of all land development applications, approvals, permitting and inspections, and licensing for the Planning, Building, and Engineering divisions. This new enterprise solution will also coordinate all land and property-based processes to other areas in the organization such as Municipal Law Enforcement, Clerks, Operations, and Fire and Emergency Services. The new solution will be user and customer-centric in order to facilitate the transition from a complex manual process to a streamlined digital process with real-time processing, workflows, and application updates for internal users and external clients.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q2 2024

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

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

- Legislative: With the passing of Bill 109 on April 14, 2022, significant changes were made to the land use planning in Ontario. Completed applications are now subject to a statutory timeline for the Town to review planning applications, requiring a refund of fees to developers if the timelines are not met.

• Growth: The proposed solution will help streamline internal processes while meeting the increasing volume of applications year after year. • Strategic Priority: The proposed solution modernizes the delivery of key business processes, expands the Town's online service offerings, and aligns with the expectations residents seek (as per the most recent public survey). The solution will facilitate an electronic application process where residents/developers can submit submissions (application forms, drawings, reports, studies, etc.) and obtain updates. • Efficiency: The manual processes and the multiple application platforms adds unnecessary complexity and introduce challenges and risks when trying to find business efficiencies. The new solution will simplify the process by having one corporate system to coordinate all land and property-based processes, introduce data integration with the Town's GIS solutions, reduce data duplication, and provide a single repository of up-to-date information. • Adopted Plan / Study: As per the adopted 2018 ITS Strategic Plan, it was identified that there is an absence of a corporate Land and Property Management (LPMS) system in the Town's business systems architecture to effectively coordinate land and property-based processes within the organization. The Development Charges Background Study conducted in 2021 also supports the need for a Development Tracking Solution to help improve services resulting from development.	3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: • Information Technology Services Strategic Plan • Customer Service Strategy • Corporate Strategic Plan, Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.
4. Main/Desired Goal or Outcomes/Benefits: The proposed solution will be a single repository of all property and land-related processes and information for development-related applications, permits, inspections reports, property complaints/infractions, and licenses. With seamless integration with the Town's GIS, staff will have a "single view" where different data sets are consolidated to provide a full story of a customer/property. Workflows and automated business processes will drive efficiency throughout the lifecycle of an application.	5. Cost/ Financial Impact, Recovery and Net impact: The estimated cost for a Development Tracking Solution is \$500,000. A separate business case has been submitted for additional staffing resources to support the implementation project for this solution. There will be annual operating costs that will be determined and presented to Council for approval prior to award of contract.

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☐ Reserves ☐ User Fees ☐ Water/Wastewater ☒ Other: Development Charges	Total Cost: \$ 500,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:

The Town has already engaged in several workshops and process reviews to understand the technical needs and business requirements of a corporate Development Tracking solution. In 2021, the Town engaged with York Region to evaluate and consider the newly developed York Region's YorkTrax system. Unfortunately, YorkTrax does not incorporate all the needs from the local municipality's perspective. However, a

business requirement document was produced with key Subject Matter Experts and consultants from the Perry Group Consulting in preparation for a "Request for Information" and/or "Request for Proposal".



GEORGINA

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

Title of Request:	Additional Resources for Corporate IT Projects	Business Case Type: Capital Initiative
Department:	Corporate Services	Business Case number: 23-CI-DCAO-02
Division:	Information Technology Services	Date: November 30, 2022
Budget Request:	\$562,500	Funding Source: Discretionary Reserve

Project Description:

The Town is currently undergoing the implementation of a Human Resources Information System (HRIS) and will soon commence the procurement and implementation of a development tracking solution. While the HRIS implementation project is progressing well, there has been a significant demand for resources from both the Human Resources Department and Payroll departments. In order to meet the scheduled deadline and requirements, there has been a need to dedicate three additional full-time positions to the project. As such, these full-time personnel dedicated to the project has left a deficiency in the services offered by both Human Resources and Payroll. Therefore, there is a need to backfill those positions in order to continue to provide business services from both departments.

Moreover, with the anticipated procurement of a development tracking solution, scheduled to commence in March 2023, the Town envisages the project will be complex. Following a consultation with Development Services, who is the major stakeholder of the development tracking solution project, to determine available resources that will support the project, it was understood that the department does not have the available resources to support the project while continuing to support its business operations especially during the upcoming spring busy season.

It has been proposed that the Town acquire additional full-time resources to support the ongoing and future corporate IT projects.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q2 2024

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

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

- Service Level Change: Throughout the duration of both corporate IT projects, a significant amount of time and effort will be required from project staff and stakeholder departments. To ensure the projects meet their goals and objectives, the additional staffing resources are crucial. Additionally, the additional resources for these projects will ensure the stakeholder departments can continue to support their business operations, especially during the busy seasons.
- Strategic Priority: The proposed development tracking solution modernizes the delivery of key business processes, expands the Town's online service offerings, and aligns with the expectations of residents and business partners. The development tracking solution project will facilitate an electronic application process where residents/developers can submit submissions (application forms, drawings, reports, studies, etc.) and obtain updates. Furthermore, the HRIS solution will promote efficient HR and payroll processes, thereby boosting employee productivity, retention, and engagement.
- Other: The need for additional staffing resources align with the recommendation of current project vendor, to ensure we meet project schedule and scope.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

The additional staffing resources will support ongoing and future corporate IT projects to ensure we meet project timelines and scope.

5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 562,500 Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? No. Can this initiative be combined with other present functions? No. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? No. Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.		
7. Other Comments / Gallery:		



GEORGINA

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

Title of Request:	Stormwater Rate Study	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 23-CI-DCAO-03
Division:	Financial Strategy and Planning	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

The Town is facing upward financial pressure due to stormwater management costs. There are three major drivers for cost increases which are: aging infrastructure, changing regulatory requirements and design standards, and climate change.

The Municipal Act, 2001, s. 8.0. 2001 (the "Act"), authorizes a municipality to pass by-laws imposing fees and charges pertaining to a stormwater system pursuant to sections 9, 10, 11 and 391 of the Act.

The 2022 Asset Management Plan (AMP) identified an annual shortfall of \$509,448 in the storm operating budget. The infrastructure gap was projected to grow by approximately \$8.7 million over the next 10 years. The replacement value for storm assets was estimated at approximately \$487 million. To close the funding gap, the AMP recommended establishing a separate Stormwater Utility (rate), consistent with the practice in a number of other jurisdictions.

The following municipalities have already implemented a stormwater charge:

Whitchurch-Stouffville	St. Thomas	Richmond Hill
Vaughan	Middlesex Centre	Mississauga
Newmarket	North Middlesex	Guelph
Markham	Kitchener	London
Aurora	Waterloo	Ottawa

This study would provide steps to move forward on exploring the creation of a stormwater management rate. This rate could provide a sustainable financing source for the maintenance and replacement of the town's stormwater infrastructure

1. Proposed Year of Initiative (Start date and End Date): Q4 2023		
2. Nature of Initiative/Review Factors (check and explain all that apply): ☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify) Proactive financial and municipal asset management		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Corporate Strategic Plan, Priority: "Provide Exceptional Municipal Service"		
4. Main/Desired Goal or Outcomes/Benefits: Municipalities play a major role in stormwater management and current funding sources, mainly property taxes, have led to a funding gap for stormwater infrastructure. A stormwater management fee will provide the Town with a dedicated and stable funding source that allows long-range planning, preventative maintenance and large-scale capital improvements.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees	Total Cost: \$ 50,000

☐ Staffing re-occurring (2023 and future)	☐ Water/Wastewater ☐ Other:	Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? Yes, but this rate will provide a sustainable financing source for the maintenance and replacement of our stormwater infrastructure. Without it, we could face funding shortfalls Is it more efficient to contract out the initiative? Yes, while some of the work can be absorbed by current staff, additional resources will be required to enable the introduction of the stormwater management rate. Can this initiative be combined with other present functions? No Can the services model be changed to reduce this demand without reducing service levels? No Can technology be leveraged? No Can the service delivery be shared with other Town Departments/Agencies or municipalities? No		
7. Other Comments / Gallery:		



GEORGINA

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

Title of Request:	Delegated Authority Bylaw, Policy and Procedure	Business Case Type: Capital Initiative
Department:	Legislative Services	Business Case number: 23-CI-LS-01
Division:	Clerks Division	Date: November 30, 2022
Budget Request:	\$25,000	Funding Source: Discretionary Reserve

Project Description:

Allocate \$25,000 for consulting services to develop a Delegated Authority bylaw, policy and procedure.

1. Proposed Year of Initiative (Start date and End Date): Q2 2023 – Q4 2023

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

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

Efficiency: The resulting Delegated Authority bylaw, policy and procedure will allow both staff and Council to operate more efficiently.

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

Deliver exceptional service: This will allow staff to act more efficiently and effectively with the appropriate delegated authority. Council will also be more efficient as delegated authority will allow for a more effective flow at Council meetings.

4. Main/Desired Goal or Outcomes/Benefits:

Consultants will be retained to review current delegated authority and determine opportunities for increased delegated authority. In addition, consultants will draft a comprehensive delegated authority bylaw as well as accompanying policy and procedure. This will allow Council meetings to run more efficiently as staff will have increased delegated authority. The bylaw will capture all delegated authority in one place and the policy and procedure will provide clear direction for staff.

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

Budget type	Funding Source	Net Impact
☒ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☐ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 25,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes

Is it more efficient to contract out the initiative? This business case proposes contracting out the service for the delegated authority review as well as policy and procedure creation.

Can this initiative be combined with other present functions? N/A Can the services model be changed to reduce this demand without reducing service levels? N/A Can technology be leveraged? N/A Can the service delivery be shared with other Town Departments/Agencies or municipalities? The scope of this project is corporate wide.
7. Other Comments / Gallery:



GEORGINA

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

Title of Request:	Protective Vests	Business Case Type: Capital Initiative
Department:	Legislative Services	Business Case number: 23-CI-LS-02
Division:	Municipal Law Enforcement	Date: November 30, 2022
Budget Request:	\$10,000	Funding Source: Discretionary Reserve

Project Description:

As the role of a Municipal Law Enforcement Officer continues to evolve, we must ensure that officers are equipped with the most appropriate safety equipment. This equipment should include bullet proof/blade proof protective vests. A recent survey conducted by staff shows that Municipal Law Enforcement Officers in Georgina are the only by-law officers in York Region that do not wear protective vests. Our Animal Services Officers, provided by and in partnership with the Town of Aurora, wear protective vests while on patrol in Georgina. Officers work a variety of shifts, including days, afternoons, evenings, and overnights and are sometimes in secluded areas. Several steps have been taken to improve officer safety, however this additional step is necessary to provide optimal safety for officers. Protective vests will be required for seven permanent employees and 4-6 seasonal employees.

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

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

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

Risk Management: This request will increase staff safety		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Promote a High Quality of Life" – Build a healthy, safe and accessible community.		
4. Main/Desired Goal or Outcomes/Benefits: Optimal officer safety.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 10,000 _____ Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Safety must be improved immediately.		

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

Can this initiative be combined with other present functions? N/A

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

Can technology be leveraged? N/A

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

7. Other Comments / Gallery:

\$10,000 is enough to ensure all staff requiring protective vests are equipped. \$2,000 will be required in our annual operating budget for repair and replacement of protective vests.



GEORGINA

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

Title of Request:	Animal Shelter Equipment Upgrades	Business Case Type: Capital Initiative
Department:	Legislative Services	Business Case number: 23-CI-LS-03
Division:	Municipal Law Enforcement – Animal Shelter	Date: November 30, 2022
Budget Request:	\$40,000	Funding Source: Discretionary Reserve

Project Description:

The existing kennels in the dog incoming and observation rooms need to be replaced with double run guillotine enclosures. The current kennels do not allow staff to stand up and clean them properly or to walk in to secure a dog with a leash. This can also be very stressful for the dog since there is minimal space making it difficult to handle large dogs. For example, a giant breed such as a Great Dane cannot be housed in any of these kennels. The more space provided, the less likely the dog is to experience kennel stress, unwanted behaviours and potential stress related medical problems such as kennel cough or gastrointestinal problems. Providing kennels that have a separate space for eating/sleeping and if needed, eliminations will not only improve the animal's well being but also improve the efficiency of the centre's operations as the animals are less likely to be destructive in their kennel.

Improving this area of housing will also decrease the potential safety hazards such as staff hitting their heads while trying to clean or handle a difficult animal in a small, confined space. Guillotine kennels also reduce the risk to staff if the dog is potentially dangerous allowing staff to be able clean and feed the dog without needing to physically handle the dog. The safety of the dogs is also a concern. We typically see many more large dogs brought in as strays and with animal shelter numbers on the rise across the province, we need to be proactive and ensure that we are prepared with the necessary animal housing.

The animal shelter requires the installation of windows in animal housing rooms which are currently windowless. Windows are required in the three dog rooms, and the cat isolation room. The windows will provide increased airflow to reduce the spread of disease and improve the mental health of the animals housed in these rooms due to the added enrichment of natural light. Currently, the dogs and cats in these rooms are in complete darkness from 5 p.m. until 8:30 a.m. the next morning. There is a small window in the dog adoption kennel (in the door) but it doesn't provide much light.

The animal shelter requires 15 additional cat portals installed so that the use of the current cat cages can be maximized allowing for improved housing of cats. Giving access to increased kennel space provides added enrichment and it has been proven to reduce stress in cats resulting in a decrease of medical problems such as upper respiratory infections and idiopathic cystitis. This will also aid the staff in maintaining a cleaner housing environment since the cats are less likely to be destructive when they have access to different areas for sleeping, eating and eliminating. Portaled cat enclosures also provide safer access for staff to clean and disinfect housing for potentially dangerous cats. With portals installed, staff can isolate one part of the cage to clean with a potentially dangerous cat in the other part of the cage thus eliminating any potential risk of injury to themselves.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 - Q2 2023 (typically a slower part of the year for the centre).

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

- ☐ Legislative, ☒ Growth ☒ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☒ Other (please specify)
- This request will address staff safety issues, improve service efficiency and increase animal enrichment

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Improve staff safety measures, efficiency of animal handling and disinfection protocols. Decrease the potential for animal health and safety concerns. Provide added enrichment to animals in care.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 40,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, this is a health and safety concern for both animals and staff.

Is it more efficient to contract out the initiative? Our Maintenance division will manage and oversee the project and contract out where required.

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

Can the services model be changed to reduce this demand without reducing service levels? No, this is a safety concern.

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

Title of Request:	Economic Development and Tourism Strategy and Action Plan	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 23-CI-SI-01
Division:	Economic Development and Tourism	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project:

The 2019-2023 Corporate Strategic Plan approved by Council includes as deliverables the development of a new Economic Strategy and Action Plan and an Investment Attraction Strategy and Marketing Plan to lead the activities of the Economic Development and Tourism Division.

The current Economic Strategy and Action Plan was endorsed by Council in 2016, and a subsequent Investment Marketing Strategy was prepared in 2016. A Tourism Strategy in partnership with the Chamber was also undertaken in 2019 with the majority of action items well underway.

Given the time that has lapsed and the significant changes to the local and global economy in part due to the recent Pandemic, and that many of the initiatives outlined in these documents are well underway or have been completed, it is necessary to update the Economic Development and Tourism Strategy and prepare an action plan for immediate implementation with a focus on building Georgina's Brand. The way in which private and public business is conducted has changed dramatically since 2016 and a review of current marketing trends and best practices will be undertaken as part of this update.

The development of the Economic Development and Tourism Strategy and Action Plan will take into consideration input from the various community organizations that support Georgina's brand as a location to invest, live, work and play.

Deliverables:

- Review of current marketing trends and best practices relevant to municipalities in the GTA and southern Ontario.

- Development of a 5 year Economic Development and Tourism Strategy and Action Plan
- Commencement of the Year 1 implementation plan*

*Economic Development Staff will be involved in the process of developing the Corporate Strategic Planning process. Depending on the inputs that are received during this process from both Council and the Public, and level of focus that occurs with respect to Economic Development and Tourism Initiatives, staff may be able to scope the project and utilize a portion of the requested funding to commence with action items immediately.

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

A Strategy and Action Plan that reflects the priorities of the 2022-2026 term of Council will be developed.

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

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

- Grow our Local Economy

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

Priority: "Grow Our Local Economy" – Increase employment and investment.

Priority: "Engage and Build Our Community Partnerships" - Establish and strengthen partnerships.

4. Main/Desired Goal or Outcomes/Benefits:

Benefits may include but are dependent on outcome of the Corporate Strategic Plan and Economic and Tourism Strategy and Action Plan:

- Increased awareness of Georgina's brand as a location to invest, work, live and play.
- Purchase of refreshed trade show booth items to attend both investment and tourism type events.
- Enhanced website specific to investment attraction and tourism promotions.
- Expansion of programs available through Georgina's Entrepreneurial Hub (YSpace Georgina) and creation of a strong eco-system that supports local entrepreneurs.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 50,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, however in an effort to ensure Georgina remains current with marketing initiatives and trends, together with a desire to support economic recovery and the fact that the current Economic and Investment Strategy is over five years old, the budget is requested in 2023. The ability to leverage and utilize the inputs of the 2023-2027 Corporate Strategic Plan process is a significant cost savings in the development of an updated Economic Development and Tourism Strategy and Action Plan. Continuing to enhance marketing efforts to portray Georgina as a progressive and forward thinking municipality will help ensure that we are on the radar for future investment opportunities.

Is it more efficient to contract out the initiative? Given the current capacity and workload of existing staff it is much more efficient to contract out the development of the Economic Development and Tourism Strategy. However this work may be scoped depending on the outcome of the Corporate Strategic Planning Process thereby allowing any excess budget to be utilized for implementation of the Action Plan.

Can this initiative be combined with other present functions? This project will leverage the efforts undertaken in the development of the Corporate Strategic Plan.

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

Can technology be leveraged? Yes, this project will leverage online platforms and technology both in the development of the Strategy and Action Plan as well as implementation of the Action Plan.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes, collaboration with the Communications Division and Community Services Department is required.

7. Other Comments / Gallery:

This budget request will help ensure that initiatives undertaken are aligned with and reflect the current priorities of Council and the promotion of Georgina's Brand as a progressive and welcoming community with opportunities to invest, live, work and play.



GEORGINA

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

Title of Request:	Lead Generation – Investment Attraction	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 23-CI-SI-02
Division:	Economic Development and Tourism	Date: November 30, 2022
Budget Request:	\$25,000	Funding Source: Discretionary Reserve

Project Description:

This project is to secure a lead generation firm that will secure meetings with pre-qualified investment leads. This will allow Georgina to leverage upcoming activities being undertaken by York Region's Strategic Economic Initiatives Division.

York Region is currently investigating a number of international marketing opportunities (e.g. Trade Shows) with local municipalities and has advised that Regional funding is available to enhance Georgina's investment readiness and ability to participate in these trade shows. This Regional funding opportunity together with the ability to secure a firm to assist with lead generation will put Georgina in a stronger position to compete for investment.

The timing of this project is aligned with the knowledge that the Panattoni Group's first building is expected to be completed in late 2023 and Panattoni has indicated that they have a desire to work with the Town to secure tenants for the first building. This project would also benefit the balance of the business park owners and landowners across the entire municipality who are looking to extend their marketing reach and attract investment to their lands and tenants for buildings.

1. Proposed Year of Initiative (Start date and End Date): Q1-Q4 2023

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

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

This initiative will help to grown our local economy, which is in keeping with current strategic priorities		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Grow Our Local Economy" – Increase employment and investment. Priority: "Engage and Build Our Community Partnerships" – Establish and strengthen partnerships.		
4. Main/Desired Goal or Outcomes/Benefits: - Increased awareness of Georgina as a place to invest - Development of Georgina's value proposition - Ability to leverage the investment attraction opportunities being undertaken by the Regional Municipality of York and neighbouring municipalities. - Enhance marketing efforts in collaboration with Business Park landowners.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 25,000 _____ Recovery:

	6. Other Considerations or Efficiency Options: Can the request be deferred? Yes, however, in order to leverage efforts being undertaken by York Region in 2023 and the marketing efforts of the Panattoni Group and the timing of completion of their first building it is preferable to commence with this project in 2023. Is it more efficient to contract out the initiative? A portion of the requested funding will be used to retain a firm with expertise in lead generation. Can this initiative be combined with other present functions? Yes this project will be combined with marketing efforts being undertaken by the Town, Region of York and Business Park owners. Can the services model be changed to reduce this demand without reducing service levels? No. Can technology be leveraged? Yes. Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes, collaboration with the Communications Division will be required.
	7. Other Comments / Gallery: Lead generation firms provide an area of expertise that is contracted by municipalities to assist with investment attraction. This project will support Georgina's investment attraction and job creation objectives. And, will help Georgina target investment that is aligned with Georgina's value proposition.



GEORGINA

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

Title of Request:	Community and Tourism Wayfinding Signage Installation	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 23-CI-SI-03
Division:	Economic Development and Tourism	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

As we move into the recovery phase and encourage visitation to our community and residents reconnect with their community, staff are in the process of developing a Tourism and Wayfinding Strategy (Strategy) with a completion date of Q4 2022. A working group consisting of Town staff and external stakeholders will provide input into the development of the Strategy and the Strategy will be presented to Council in Q1 of 2023. This Strategy will identify locations for signage that will direct visitors to key tourism destination with a focus on directing these visitors through commercial areas and scenic routes to promote increased spending in these areas.

Staff are requesting a budget of \$50,000 for the implementation of the tourism and wayfinding signage that will be identified in the Strategy. Due to the financial and staff resources to implement the Strategy, the implementation will need to be phased over the next 2-3 years.

Deliverables: 10-15** New Tourism and Wayfinding Signs

**It is difficult to determine the exact number of signs that can be installed within the proposed budget as it is entirely dependent on the size and type of sign required for each location that is identified in the Signage Strategy. However, based on recent signage installations 10-15 new signs may be possible. Upon completion of the Strategy, staff will present the Strategy to Council and begin to prioritize the signage installations that will occur in 2023.

Upon completion of this Strategy, the Town will investigate grant opportunities that may be available from Central Counties Tourism. Having this Strategy completed will put the Town in a better position to apply for additional grant funding.

Due to the length of time that has lapsed since the Town's signage guidelines were developed in 2014 as part of this project staff will be reviewing and updating the signage guidelines to reflect the Town's refreshed logo and to update the size and scale of the signage to ensure high visibility for the various road typologies. This new signage will help to strengthen the Town's Tourism Brand.

1. Proposed Year of Initiative (Start date and End Date): Q1-Q4 2023

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

- ☐ Legislative, ☒ Growth ☐ Risk Management, ☒ Service Level Change, ☒ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
- ☐ Other (please specify)
- This initiative will address increased service requirements due to growth and will align with the Tourism and Wayfinding Strategy

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

Priority: "Grow Our Local Economy" – Promote Town identity.
Priority: "Deliver Exceptional Service" – Ensure exceptional service delivery.

4. Main/Desired Goal or Outcomes/Benefits:

- Increased awareness of tourism assets and local business areas
- Enhance Georgina's Brand by creating welcoming signage
- Enhance the customer experience

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 50,000 _____ Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, however an enhanced focus on signage is required to promote Georgina and enhance customer service and civic pride.

Is it more efficient to contract out the initiative? An RFP will be issued for the signage installations.

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

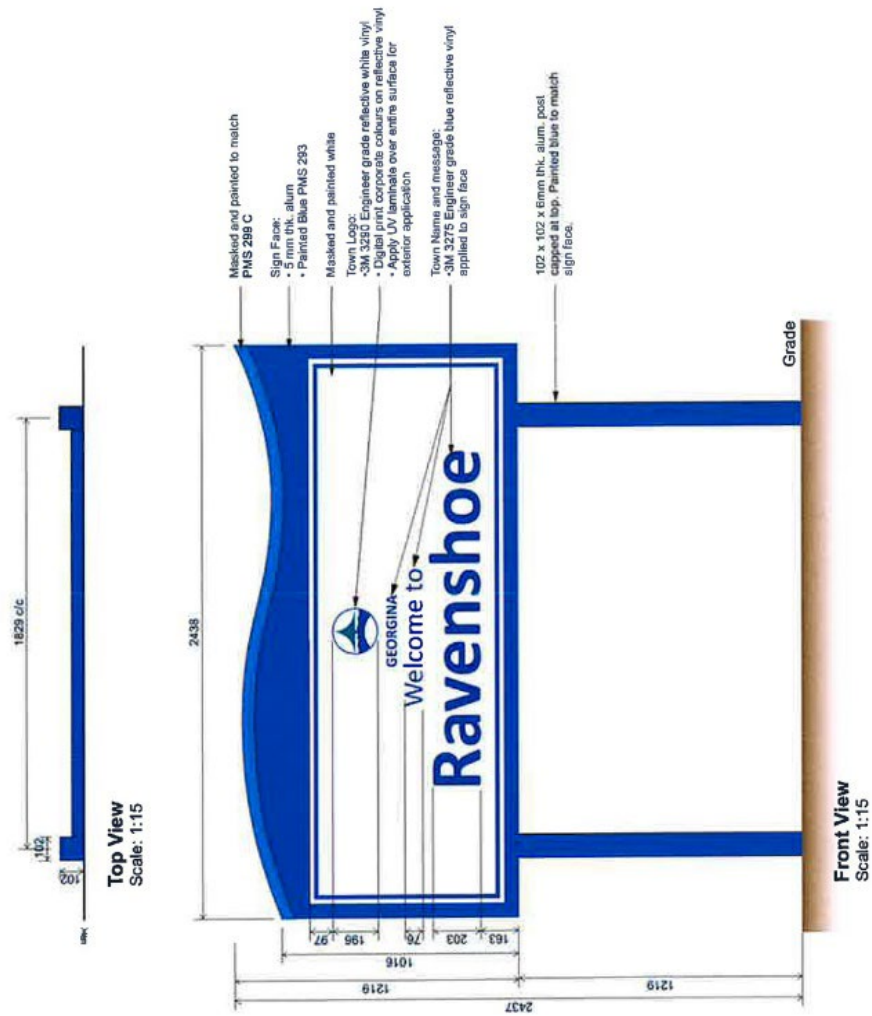
Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? This initiative will be combined with other online promotion to increase awareness of Georgina as a place to invest, live, work and play.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes, collaboration with the Communications Division and Community Services Department is required.

7. Other Comments / Gallery:

Provided below is a recent prototype of an updated signage design.





GEORGINA

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

Title of Request:	Security Gates	Business Case Type: Capital Initiative
Department:	Public Library	Business Case number: 23-CI-LI-01
Division:	Library	Date: November 30, 2022
Budget Request:	26,500	Funding Source: Library Reserve

Project Description:

Security gates are reaching end of life. These gates help ensure the security of the investment we have made in our collection of library materials.

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

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

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)
- Mitigate risk of loss of collection

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

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

4. Main/Desired Goal or Outcomes/Benefits: Protect the investment in our library collections, ensuring access to a variety of materials for residents.		
5. Cost/ Financial Impact, Recovery and Net impact: \$15,000 for Keswick gates; \$11,500 for Pefferlaw gates, including installation, plus 1.8% tax → all reflected in total cost		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 26,500 Recovery:
6. Other Considerations or Efficiency Options: Can the request be deferred? No. Is it more efficient to contract out the initiative? No. Can this initiative be combined with other present functions? No.		

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

Title of Request:	Keswick Branch Alcove Renovation	Business Case Type: Capital Initiative
Department:	Public Library	Business Case number: 23-CI-LI-02
Division:	Library	Date: November 30, 2022
Budget Request:	\$15,000	Funding Source: Library Reserve

Project Description:

Keswick branch lacks sufficient office space for our current staff complement, therefore the Georgina Public Library Board approved moving forward with this renovation as early as possible. While we had expected to have this project completed in 2022, challenges in securing various contractors has delayed the project.

1. Proposed Year of Initiative (Start date and End Date): Q3 2022-Q2 2023

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

- ☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☒ Adopted Plan/Study
- ☐ Other (please specify)
- Ties into the 2016 Library Services and Facility Master Plan

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

The 2016 Library Services and Facility Master Plan recommends reviewing the use of the alcove space near the entrance of the Keswick branch.

4. Main/Desired Goal or Outcomes/Benefits:

Additional office space will allow us to return the Keswick Branch Board Room to public use.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 15,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? Yes, contracting is the plan.

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

Title of Request:	Water Meter Replacement Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-WAT-01
Division:	Operations	Date: November 30, 2022
Budget Request:	\$200,000	Funding Source: Discretionary Reserve

Project Description:

Change out 500+ residential water meters out of the 13,000+ that are installed. From 2018-2022 combined there has been approximately 1500 meters changed out and with approval of this we will enter year six of a multiyear change out program. Our Water meters are reaching their life expectancy of 20 years and have the potential to contribute to our water loss. The new meters installed are read with radio frequency technology and offer our team additional information when dealing with high water bills.

1. Proposed Year of Initiative (Start date and End Date): Due to contract renewal date this project would commence in Q3 2023 and be completed by Q4 2023.

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

- ☐ Legislative, ☒ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
- ☐ Other (please specify)
- Growth: As the Town grows so does the number of water meters and accounts. We want a continuous change out program that will constantly change out meters as soon as they reach their life expectancy of 20 years. Some of the original meters were installed in 1996/1997. Risk Management: If the 20 year old + meters start to slow down they may not capture all the water that runs through them, which is a risk issue and will contribute to water loss. The other risk is that if we do not do a continuous change out program then there is the possibility that in future if there is a major issue with the older meters and it could become a major capital item.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

- New meters with updated technology that benefit staff and the resident.
- Warranty on new meters.
- Change out a small amount of meters each year instead of doing a major replacement in the years to come (major capital item). Limit water loss.

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 200,000 Recovery: should be a small amount recovered through a decline in water loss. New meters will be 1-2% more accurate

Based on the testing of the meters in 2018, we can expect that there will be at least 1-2% more accurate readings off the meters. This 1-2% will be realized revenue for the next 20 years, resulting in potentially less work orders that our contractor will have to attend to going forward (savings on the maintenance side).

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, however it will delay the replacement program.

Is it more efficient to contract out the initiative? It is contracted.

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

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



GEORGINA

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

Title of Request:	Polybutylene Service Replacement Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-WAT-02
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$400,000	Funding Source: Discretionary Reserve

Project Description:

This annual program addresses deficiencies found in water service connections in the existing water distribution system related to aging polybutylene pipe services installed in the 1980s that are now failing.

The Town has identified over 420 services laterals made of polybutylene material in Keswick South (see list of streets on the table below). The annual program is intended to replace approximately 100 services per year on a street by street basis. Detailed design has been completed and tender package preparation and construction phasing was structured in three (3) construction packages for years 1, 2, and 3 for the identified services.

In 2022, business case 22-CI-WAT-01 of \$500,000 was approved for purposes to construct one (1) contract. The construction package currently being implemented is to undertake the replacement of services on Hollywood Drive and Tampa Drive. This business case requests funding for the construction of a second construction package.

Street Name	Polybutylene Services To Be Repaired
Royal Road	49
Lake Drive South	190
Bayview Avenue	76
Tampa Drive	46
Hollywood Drive	61
Total	422

Construction packages are coordinated with other programs to ensure underground utilities are repaired or replaced, followed by surface repairs the following year (once warranty expires). It is expected to design tender packages in three-year blocks, and to construct one package every year for the foreseeable future. For example: 2022: Design Years 1,2,3 2023: Construct Year 1 2024: Construct Year 2; Resurface Year 1 2025: Design Year 4,5,6; Construct Year 3; Resurface Year 2 2026: Construct Year 4; Resurface Year 3 Etc.	
1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023	
2. Nature of Initiative/Review Factors (check and explain all that apply): ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify) • Risk Management: Polybutylene water services installed in the 1980s have reached the end of their life expectancy and are beginning to fail. These service pipes need to be replaced to eliminate leaks and service disruptions. By implementing a rehabilitation and replacement program for these service lines, which are prone to failure, the Town is reducing risks, potential costly emergency repairs and ensuring residents continue to have a reliable drinking water service to their residences. • Efficiency: It is more efficient to replace services in larger contracts rather than replacing them individually as they fail. On average, the cost to fix three to five emergency water leaks associated with these types of old service lines could cover 10 to 12 repairs under a contract.	
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: “Deliver Exceptional Service” – Manage our finances and assets proactively.	
4. Main/Desired Goal or Outcomes/Benefits: Replacing failing polybutylene water service pipes not only will reduce unanticipated failures and added costs, but will also reduce the potential for increased water leaks in the system.	

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 400,000 Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes. Deferring the request could result in increased costly emergency repairs and reduced service life of Town assets.

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

Can this initiative be combined with other present functions? Yes. This work will be coordinated with the Road Rehabilitation Program to ensure economies of scale.

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:





GEORGINA

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

Title of Request:	Cockburn Subdivision Watermain Construction – Additional Funds	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-WAT-03
Division:	Capital Delivery	Date: November 30, 2022
Budget Request:	\$1,900,000	Funding Source: Long-term Debt

Project Description:

Watermains in the Cockburn Subdivision on Faircrest Avenue, Sunnisdale Boulevard, Grew Boulevard, and Meadowlea Avenue require replacement and upsizing from the existing 150 mm ductile iron watermain to PVC watermains in order to accommodate for maximum day demand and fire flow conditions.

Ductile iron watermains have an expected lifecycle of 50-65 years. The watermains in the subdivision were installed between 1965 – 1967 and are approaching 60 years in age and the end of their lifecycle.

Residents in the area, particularly on Faircrest Avenue, have reported persistent discoloured water (rusty water) and sediment in the drinking water. Staff observations confirm that the watermain is heavily corroded on the interior of the pipe. This corrosion and tubercles can break off leading to discolouration and sediment discharge. Staff have attempted to resolve this issue through flushing the watermain to attempt to maintain chlorine residual and improve water quality. Despite daily flushing, these efforts have proven to be insufficient.

The Cockburn Watermain project commenced with Capital Project 20-WAT-6. The 20-WAT-6 project approved \$2,014,000 for the detailed design, contract administration, inspection, and construction of the watermains. After undertaking an engineering analysis, the detailed design indicated that the ideal solution is to replace all the watermains within the subdivision. The initial budget of \$2,014,000 is insufficient to cover the full cost of reconstructing the watermains. In order to construct the watermains in the Cockburn Subdivision, an additional \$1,900,000 is required.

It is recommended to install all of the watermains in one construction project. This is due to economies of scale, remobilization costs for the contractor, and the additional costs of installing temporary infrastructure and restoration works.

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023	
2. Nature of Initiative/Review Factors (check and explain all that apply): ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify)	• Risk Management: Replacing the watermains in this area will mitigate many water quality issues such as discoloured water, taste and odour issues, and low chlorine residual. • Efficiency: Town staff have continued to 'flush' this area of watermain on a daily to weekly basis for exceptionally long durations. Flushing allows water to move through the watermain such that older water can be replaced by fresh, clean, and chlorinated water. This process not only uses staff time and effort, it also wastes significant amounts of treated water. If the watermain is flushed too aggressively, the sediment and tuberculation in the pipes can be stirred up, leading to additional taste and odour issues, and discolouration.
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exceptional Service" – Manage our finances and assets proactively.	
4. Main/Desired Goal or Outcomes/Benefits: 1) Reduce or eliminate taste, odour, and discoloured water. 2) Reduce or eliminate watermain breaks and leaks. 3) Increase efficiency through reduced pumping costs, reduced water usage, and reduced staff effort spent repairing leaks, flushing, and processing resident concerns. 4) Increase design efficiency to reduce future stagnant water while increasing fire flows.	

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

Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater ☐ Other:	Total Cost: \$ 1,900,000 _____ Recovery:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

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

Can this initiative be combined with other present functions? Yes. This work will be coordinated with the Road Rehabilitation Program to ensure economies of scale.

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

Can technology be leveraged? No.

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

7. Other Comments / Gallery:



Title of Request:	Condition Assessment of Joe Dales WBPS	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-WAT-04
Division:	Asset Management and Technical Services	Date: November 30, 2022
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

This project will undertake a comprehensive condition assessment of Joe Dales Water Booster Pump Station (WBPS). Water pump stations are a core asset under Ontario Asset Management Planning Regulation 588/17. Condition assessment of vertical core infrastructure inventory such as water and wastewater pump stations are undertaken every five years as per the Town's Asset Management Plan. The next assessment will be for both WBS in the year 2028.

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

1. Proposed Year of Initiative (Start date and End Date): Q1 2023 – Q4 2023

2. Nature of Initiative/Review Factors (check and explain all that apply): ☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify)		
- Legislative: The Town of Georgina owns and operates two water booster pump stations, which are considered core assets under Ontario Asset Management Planning Regulation 588/17 (O.Reg 588/17). Condition assessment is necessary to support preventative maintenance and rehabilitation planning for these assets to ensure they remain in a state of good repair as required by O.Reg. 588/17. - Risk Management: Developing and implementing appropriate condition assessment practices ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.		
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exception Service" – Manage our finances and assets proactively.		
4. Main/Desired Goal or Outcomes/Benefits: A comprehensive assessment of infrastructure will assist Town staff in the development of future budgets and identify the need for immediate repairs, preventative maintenance and capital rehabilitation and replacement.		
5. Cost/ Financial Impact, Recovery and Net impact:		
Budget type	Funding Source	Net Impact
☐ Operating one-time (2023 only) ☐ Operating re-occurring (2023 and future) ☒ Capital one-time ☐ Staffing one-time (2023 only) ☐ Staffing re-occurring (2023 and future)	☐ Tax Levy ☐ Assessment Growth ☒ Reserves ☐ User Fees ☐ Water/Wastewater	Total Cost: \$ 50,000 Recovery:

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