

Strategic Initiatives

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

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

2022 Success Story

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

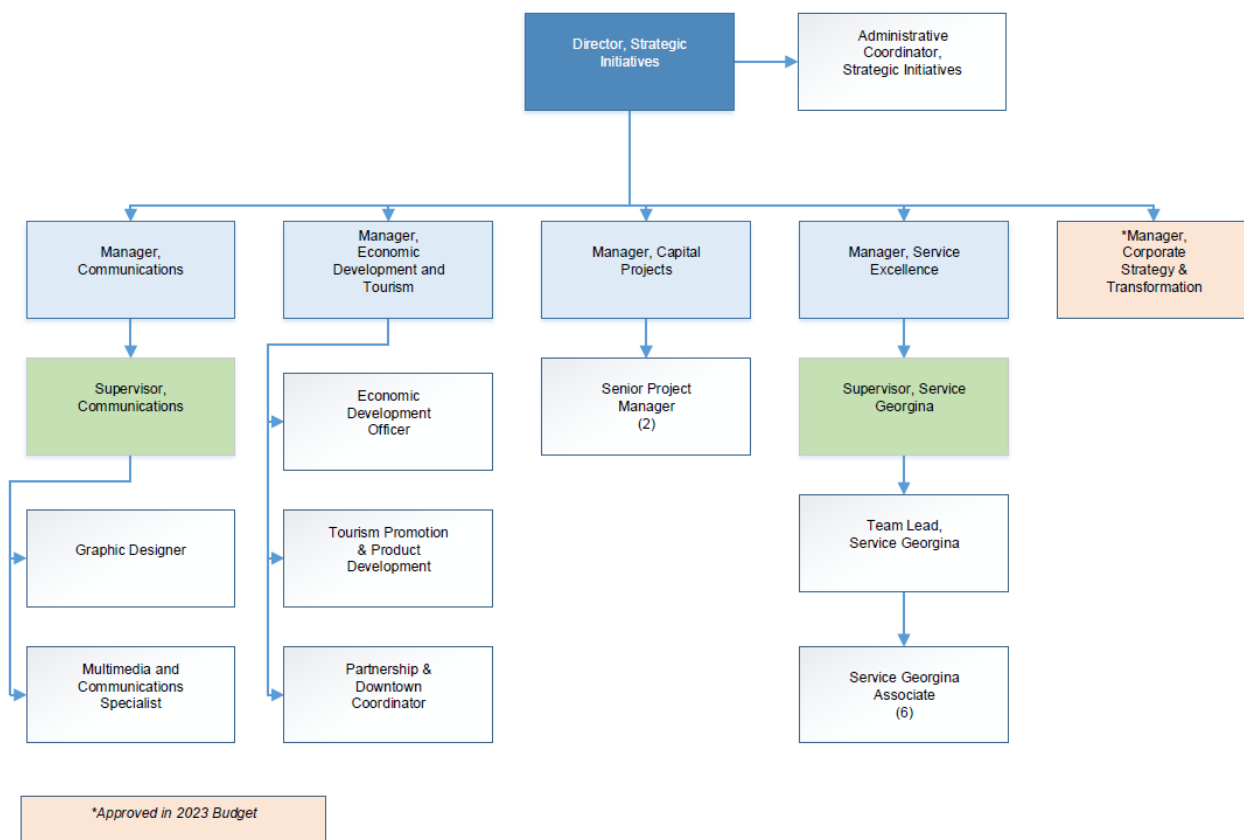


STRATEGIC INITIATIVES

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

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

Organizational Chart



Divisions

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

Major Operating Drivers

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

Major Initiatives Planned for 2023

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



GEORGIA

2023 OPERATING BUDGET

Strategic Initiatives - Department Administration - Budget Details

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

Strategic Initiatives – Communications Division

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

In a world of 24/7 information exchange, the Communications Division needs to be agile and responsive. It works with Council and staff to share information about Town programs, services and events with the public in addition to emergency or crisis situations, such as the COVID-19 pandemic. The division works to ensure messages are clear and consistent, and encourages public participation while supporting Georgina's commitment to open, transparent and accessible government.

Services provided by the Communications Division include:

- Branding, marketing and graphic design
- Community engagement
- Council support and issues management
- External communications
- Internal communications
- Media relations
- Social media

1,435* – Monthly eNews subscribers

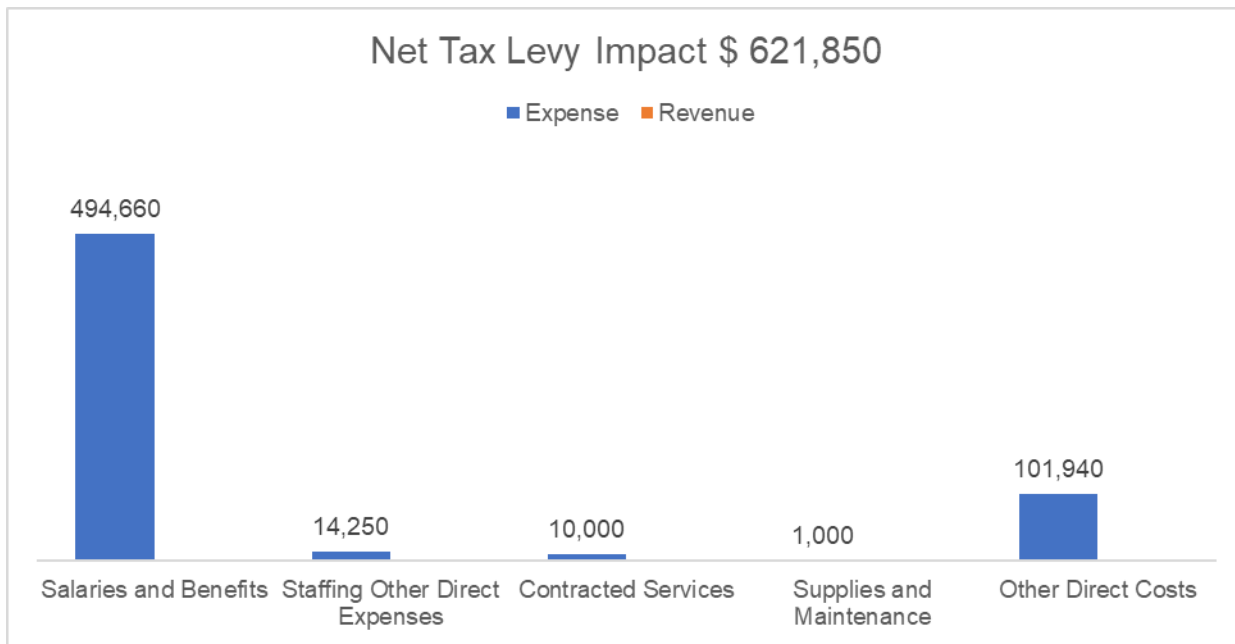
27,900* – Social media followers

38* – Media releases

1,029,380* – Website views

*as of Oct 30, 2022

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

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

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

Key Projects for 2023

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



GEORGINA

2023 OPERATING BUDGET

Strategic Initiatives - Communications - Budget Details

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

Strategic Initiatives – Economic Development and Tourism Division

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

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

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

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

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

Services provided by the Economic Development and Tourism Division:

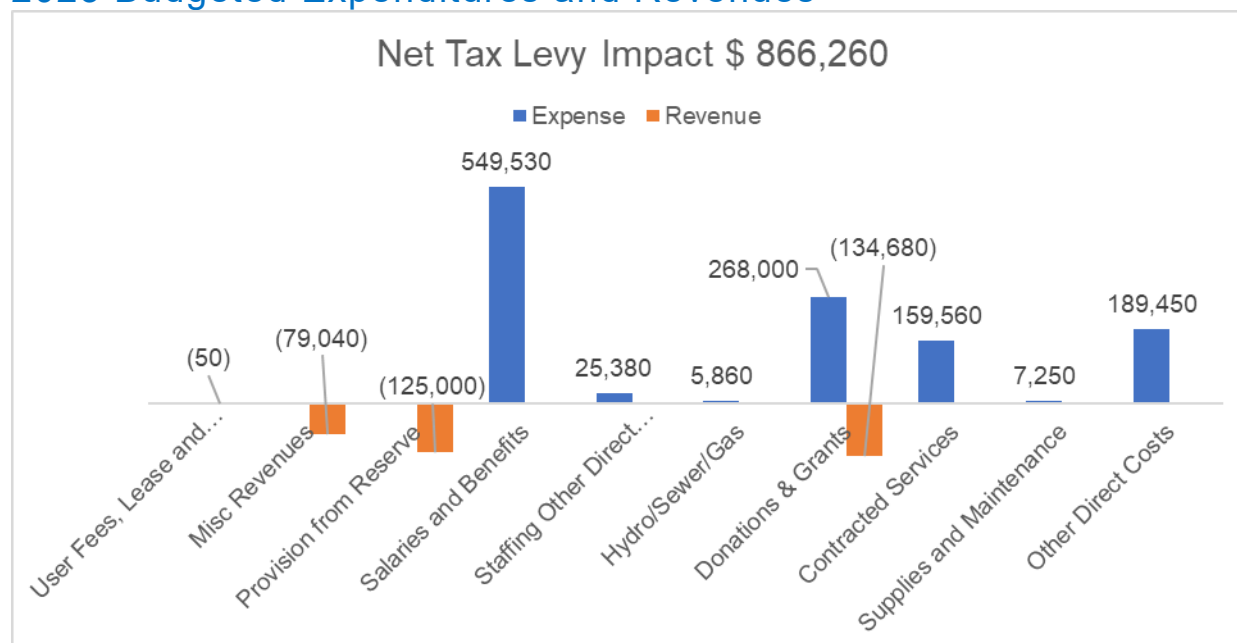
- Community Improvement Plan Grant Programs to support façade, heritage, and accessibility and landscape enhancements in Business Improvement Areas (BIA's)
- Supports investment with the Development Application Fee Rebate Program
- Promotes tourism visitation through Town led events and support via marketing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



STRATEGIC INITIATIVES – ECONOMIC DEVELOPMENT AND TOURISM DIVISION

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

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

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



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

Key Projects for 2023

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

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



GEORGIA

2023 OPERATING BUDGET

Strategic Initiatives - Economic Development - Budget Details

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



GEORGINA

2023 OPERATING BUDGET

Strategic Initiatives - Economic Development - Budget Details

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

Strategic Initiatives – Service Excellence

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

Services provided by the Service Excellence Division include:

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

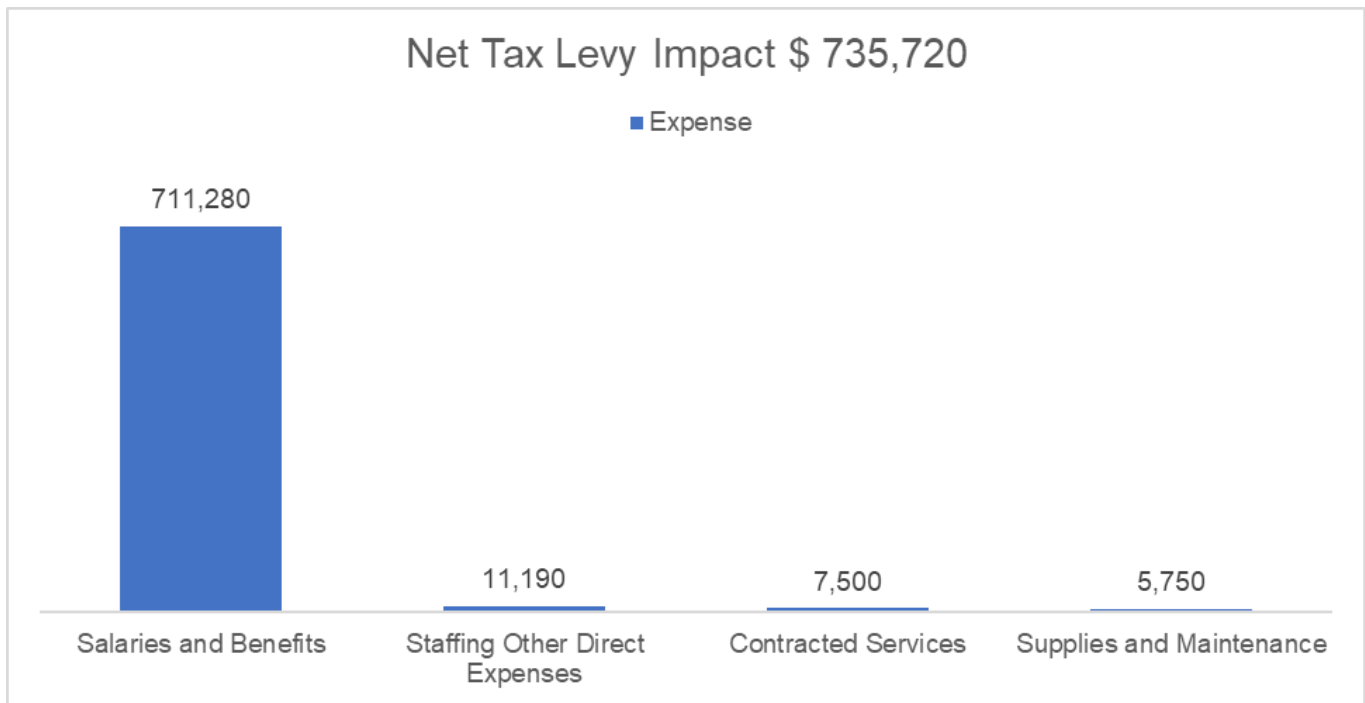
45,101 – Total calls received to Service Georgina

2,135 – Public service requests processed

23,829 – Bag tags sold

1,553 – Large item tags sold

2023 Budgeted expenditures and revenues



2022 Accomplishments

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

Key Projects for 2023

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



GEORGIA

2023 OPERATING BUDGET

Strategic Initiatives - Service Excellence - Budget Details

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

Strategic Initiatives – Capital Projects

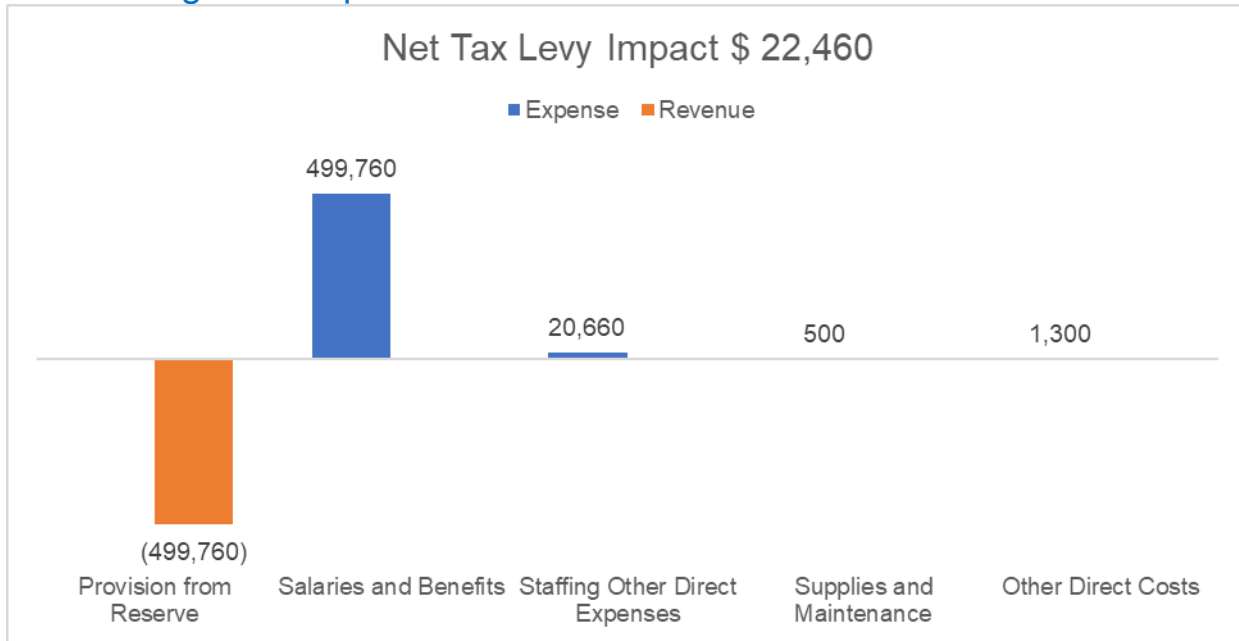
The Capital Projects division works to establish a project governance framework for a structured approach to plan, support and govern major capital projects for the Town. This includes everything from the new Multi-use Recreation Complex and replacement Civic Centre to upgrades at the Link and Georgina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

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

\$83M – Total projects budget

25 – Total number of programs and projects completed and ongoing

2023 Budgeted Expenditures and Revenue



2022 Accomplishments

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

Key Projects for 2023

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



GEORGIA

2023 OPERATING BUDGET

Strategic Initiatives - Capital Projects - Budget Details

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

Strategic Initiatives – Corporate Strategy and Transformation Division

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

Services provided by the Strategy Division include:

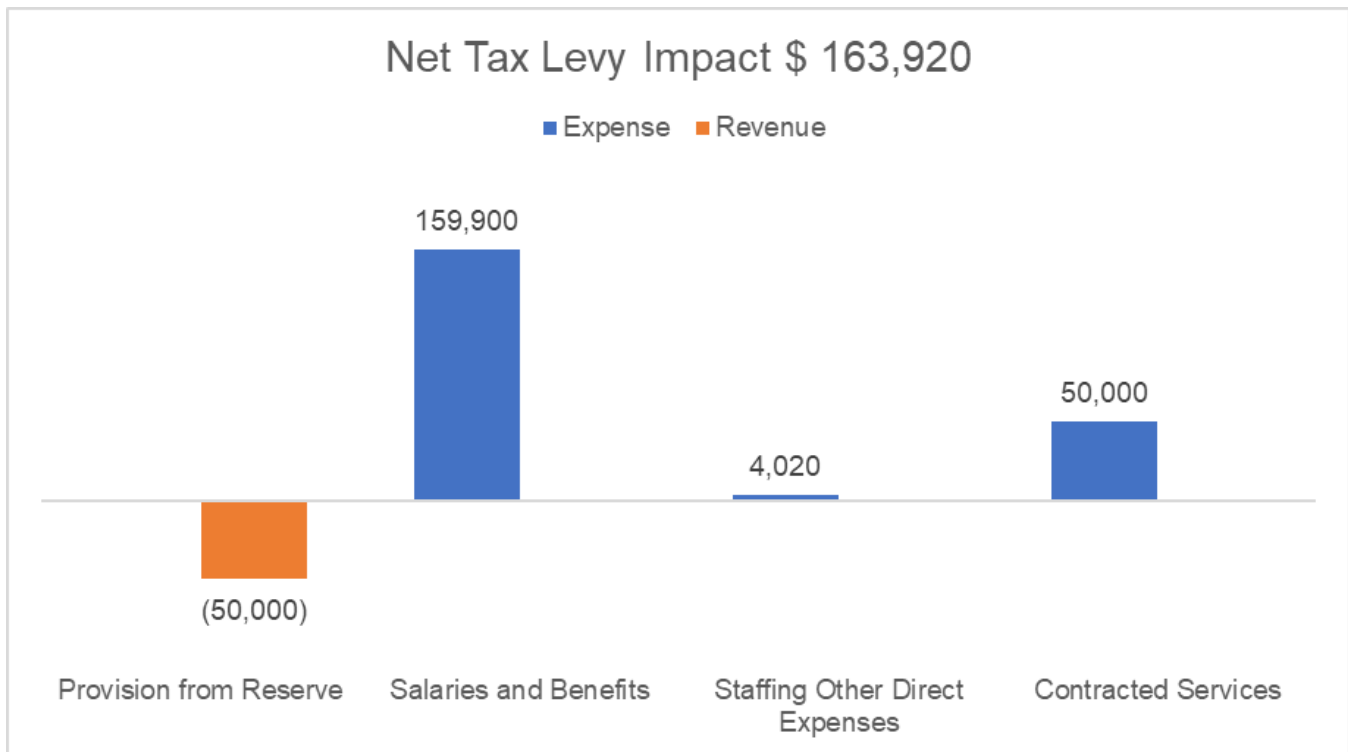
- Corporate Strategy and Business Planning
- Modernization and Continuous Improvement Program
- Grant funding program
- Business Continuity Planning
- Corporate Sustainability Plan
- Corporate project leadership and support

\$2M – Competitive grants received across multiple applications

Now live: 20+ forms and corresponding processes

Total online applications received 12,718+

2023 Budgeted Expenditures and Revenues



2022 Accomplishments

- In 2022, the Town has received more than \$2M in competitive grants across multiple applications
- Business Process Modernization is well underway. The core components of this initiative include expanding online self-serve options through the introduction of automated forms and additional online payment options, as well as website enhancements and online chat
- Commencement of the 2023-2027 Corporate Strategic Plan development
- Commencement of the Corporate Sustainability Plan development
- Providing project support and leadership for a Joint Fire Services Assessment in collaboration with the Town of East Gwillimbury is in progress. This project is intended to explore the question as to a desired state for Georgina and East Gwillimbury Fire and Emergency Services: would both communities be better served by a consolidated composite department servicing both Towns or modernized composite departments for each municipality

Key Projects for 2023

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



GEORGINA

2023 OPERATING BUDGET

Strategic Initiatives - Corporate Strategy and Transformation - Budget Details

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