

2023

Georgina Strategic Plan Annual Report



GEORGINA

[georgina.ca/StrategicPlan](https://www.georgina.ca/StrategicPlan)

Vision

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

Mission

To promote a high quality of life for our community through the delivery of exceptional services, inclusive engagement and a commitment to support a thriving economy and sustainable environment.

Values

Respect: We are empathetic, fair, welcoming and inclusive.

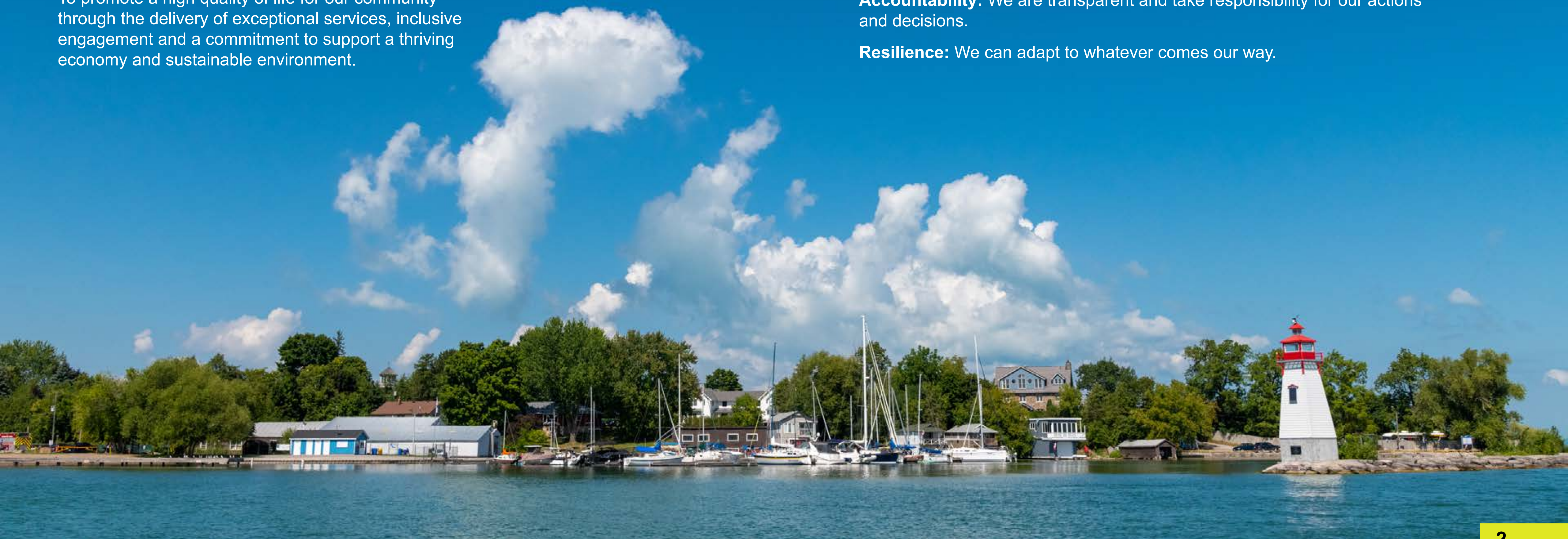
Excellence: We strive to go the extra mile.

Communication: We actively listen and are responsive to what we hear.

Teamwork: We achieve our goals together.

Accountability: We are transparent and take responsibility for our actions and decisions.

Resilience: We can adapt to whatever comes our way.



Land Acknowledgment

The Town of Georgina recognizes and acknowledges that we are on lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and on behalf of the Mayor and Council, we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with which we strive to build a cooperative and respectful relationship.

We also recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands, and we join them in these responsibilities.



Table of Contents

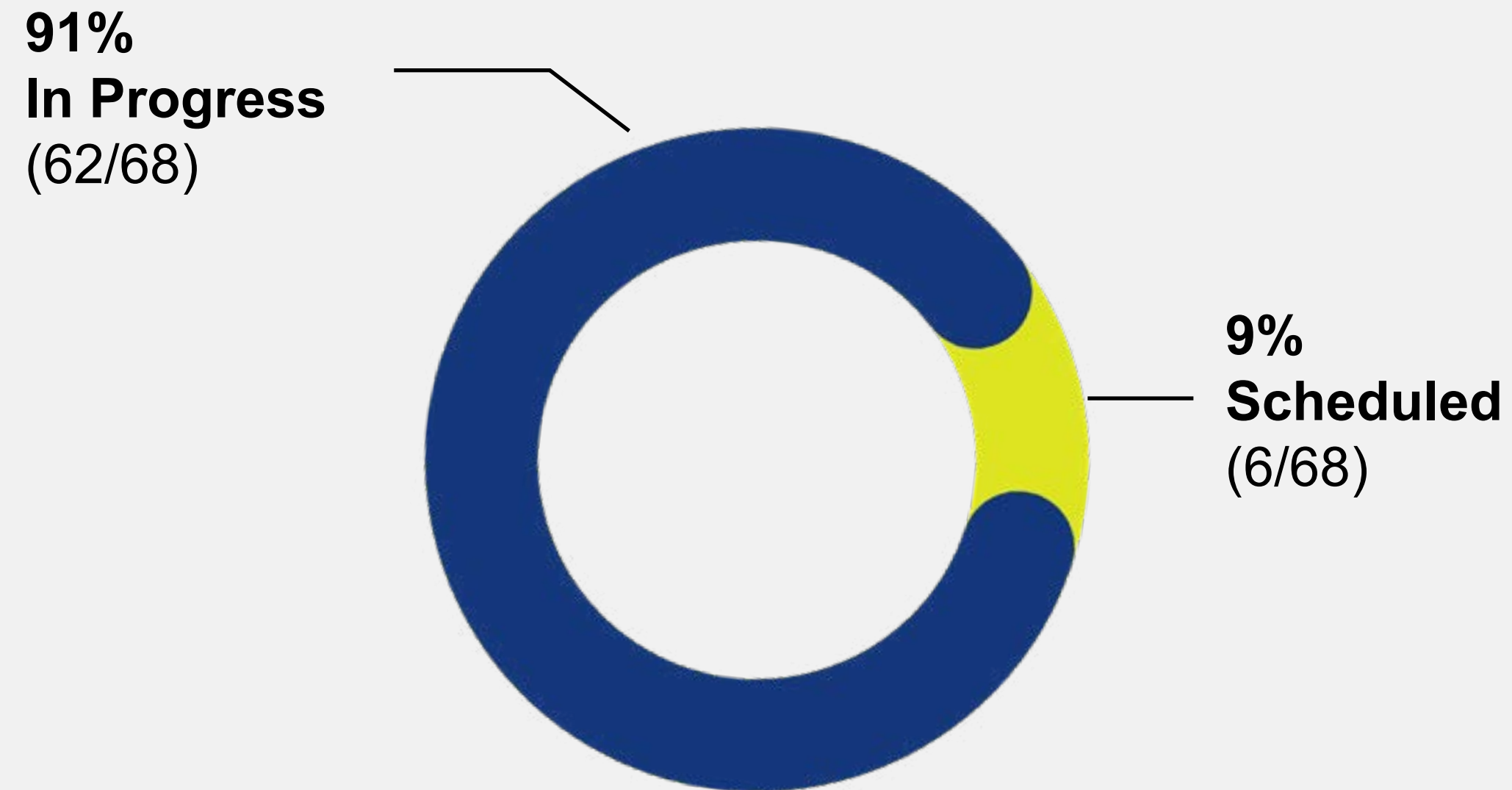
Progress Overview	5
Goals and Initiatives - 2023 Status and Key Accomplishments	6
Delivering Service Excellence	7
Ensuring Balanced Growth	11
Diversifying Our Local Economy	14
Creating a Vibrant, Healthy and Safe Community for All	16
Advancing Environmental Sustainability	19
Performance Indicators/Measures - 2023 Data and Trend Status	21
Delivering Service Excellence	22
Ensuring Balanced Growth	26
Diversifying our Local Economy	28
Creating a Vibrant, Healthy and Safe Community for All	30
Advancing Environmental Sustainability	33



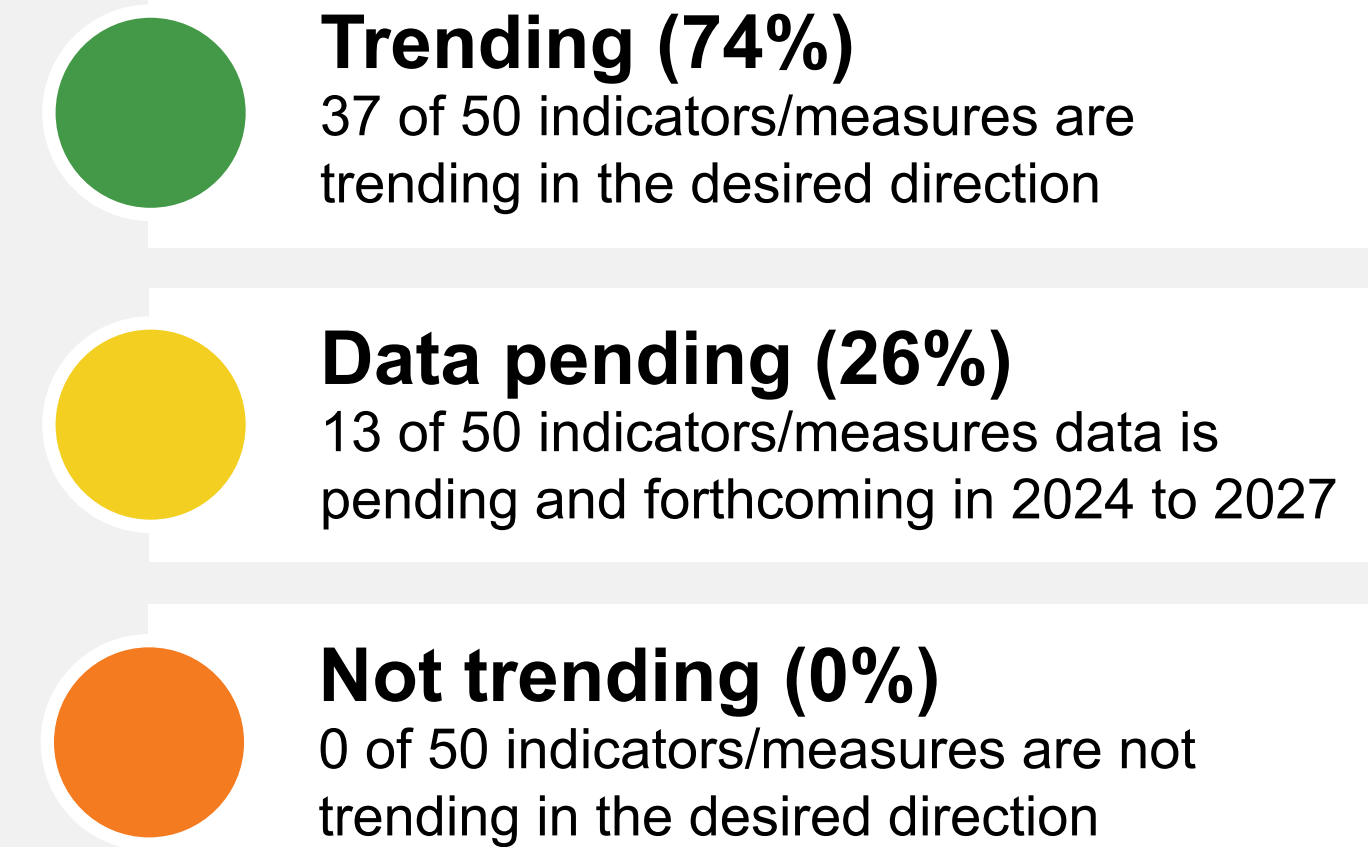
Progress Overview

Reporting period – Jan. 1 to Dec. 31, 2023.

2023 Initiative Status



2023 Performance Measures and Indicators Trend Status



Initiatives completed within the first part of 2024 will be reported through the next annual update in 2025.

Goals and Initiatives

2023 Status and Key Accomplishments



GEORGINA

[georgina.ca/StrategicPlan](https://www.georgina.ca/StrategicPlan)



Delivering Service Excellence

Goal 1: Commit to Citizen-Centric Services

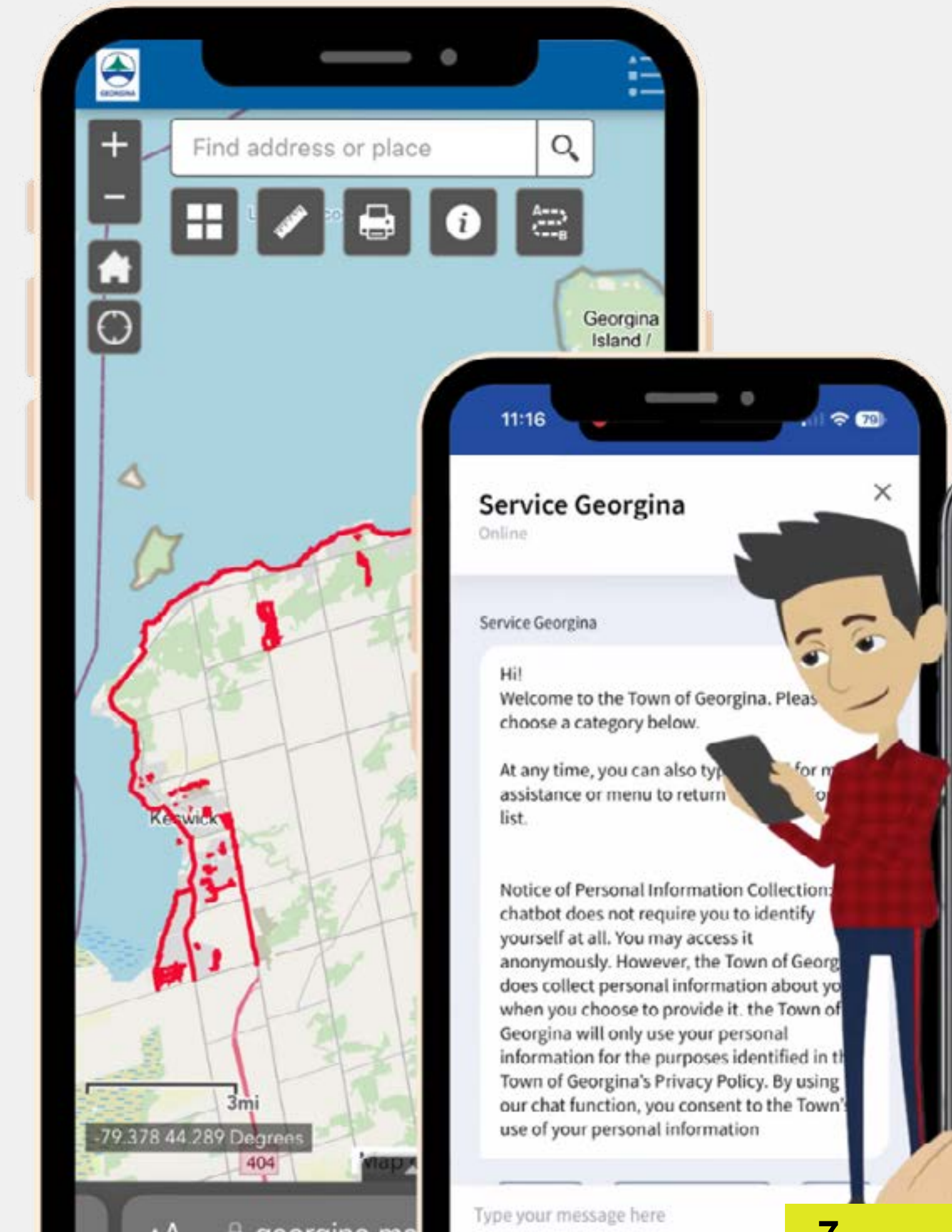
Initiative	Status	Key accomplishments
1. Implement Customer Service Strategy	●	<ul style="list-style-type: none"> Implemented Corporate Service Guide Delivered training on Exceptional Municipal Service and Managing Difficult Customers
2. Continue to modernize and digitize internal and external programs and services	●	<ul style="list-style-type: none"> Development Tracking System (DTS)/Case Management System (CMS) project initiated, RFP to be released Q2, 2024 Records Management technology implementation is in progress Human Resource Information System (HRIS) realized savings in Human Resources and Payroll with year-end activities - continue to modernize processes into solution in 2024
3. Implement 2023-2026 Corporate Communications Plan	●	<ul style="list-style-type: none"> Issued 2022 Community Snapshot Implemented website enhancements – chatbot, interactive trails map Increased social media following by 6.5 per cent
4. Develop and implement a Business Continuity Plan (BCP), aligned with the Emergency Management Plan (EMP)	●	<ul style="list-style-type: none"> Feedback collected from all departments to inform the approach to BCP Working in partnership with York Region to update the plan
5. Conduct statistically significant resident satisfaction surveys (2024 and 2027)	●	<ul style="list-style-type: none"> Planning in progress
6. Update the Recreation and Culture Master Plan	●	<ul style="list-style-type: none"> Initiative to begin in 2025, no updates at this time

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Delivering Service Excellence

Goal 2: Support employee engagement, development and well-being

Initiative	Status	Key accomplishments
1. Refresh and implement the Human Resources Strategy	●	<ul style="list-style-type: none"> • Staff feedback collected to help inform the actionable items captured in the HR Strategy • Scheduled the Working Minds training for Supervisors through the Mental Health Commission of Canada • Wellness Committee has been formed and are beginning to meet • Steps Challenge held in September 2023
2. Develop and implement an Equity, Diversity and Inclusion Strategy	●	<ul style="list-style-type: none"> • Initiative is in progress

Goal 3: Ensure continued financial sustainability and accountability

Initiative	Status	Key accomplishments
1. Develop and implement a long-range financial plan	●	<ul style="list-style-type: none"> • Pending data from Asset Management Plan (AMP)
2. Continue to strengthen the Corporate Grants Program to acquire grants on behalf of the Town	●	<ul style="list-style-type: none"> • Secured \$1.176M in competitive grants in 2023 • Several other grant applications have been submitted and are under review
3. Conduct a review and implement a streamlined Municipal Funding Program for Community Agencies	●	<ul style="list-style-type: none"> • Review completed in 2023 • Non-profit grant process transitioned to Corporate Strategy and Transformation Division, Strategic Initiatives Department • Intake one report presentation to Council - January 2024
4. Implement the Corporate Sponsorship Program	●	<ul style="list-style-type: none"> • Advertising and sponsorship webpage and pricing updated • In discussions with prospective sponsor using newly-created MURC pitch document

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Delivering Service Excellence

Goal 4: Build a future-focused, results-driven organization

Initiative	Status	Key accomplishments
1. Establish centralized project oversight for corporate transformation initiatives	●	<ul style="list-style-type: none"> Senior IT Project Manager position transitioned to Corporate Strategy and Transformation Division, Strategic Initiatives Department Development Tracking System/Case Management System implementation is in progress
2. Develop and implement internal service standards	●	<ul style="list-style-type: none"> Planning is in progress
3. Develop a Data Management Strategy	●	<ul style="list-style-type: none"> Started the cleanup process, in preliminary stages of planning
4. Develop and implement a Delegated Authority Bylaw to help streamline processes and approvals	●	<ul style="list-style-type: none"> Documents submitted to Procurement to begin process
5. Review and refresh the Town’s procurement policy	●	<ul style="list-style-type: none"> Policy, associated procedures and related procurement templates updated Orientation to be provided to employees in Q1, 2024
6. Support implementation of the Library Strategic/Master Plan	●	<ul style="list-style-type: none"> Launched the new Library Strategic/Master Plan (fall 2023) Partnered with Rescue Lake Simcoe Coalition to offer Lake Simcoe Defenders program (fall 2023)

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Delivering Service Excellence

Goal 5: Proactively manage infrastructure and assets to ensure service continuity

Initiative	Status	Key accomplishments
1. Improve and modernize Public Works	●	<ul style="list-style-type: none"> • Completion of 2023 Road Repairs Program, Cockburn watermain replacement and Hedge Road bank stabilization • Replacement of 107 aging polybutylene water service connections • Completed repairs to gravity sewer systems • Completed digital public map advancements including roads resurfacing plan, disruption portal and sidewalk operations tracker
2. Continue to modernize, maintain, and enhance accessibility of facilities and spaces	●	<ul style="list-style-type: none"> • Many Town facilities and parks (e.g. Pepperlaw Park) have added accessibility features including ramps, touchless water faucets and toilets, automatic doors, gravel trails and accessible playground equipment • Using accessibility as a standard consideration for all Building Condition Assessments (BCA) and capital-related improvements
3. Develop and implement the Asset Management Plan (AMP) for non-core assets, including creation of an Invest/Divest Strategy for facilities and vacant lands	●	<ul style="list-style-type: none"> • Retained consulting services to complete the project in 2024 • 40 per cent non-core Asset Management Plan (AMP) component complete in 2023, on track to meet legislative deadline
4. Continue to advance the Lake Drive Shoreline Action Plan	●	<ul style="list-style-type: none"> • Retained a Planner/GIS Technologist • Procured Communications and Surveyor consultants • Ongoing stakeholder engagement with eligible property owners and beach associations

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Ensuring Balanced Growth

Goal 1: Promote and ensure responsible growth and long-term planning

Initiative	Status	Key accomplishments
1. Complete Official Plan Review	●	<ul style="list-style-type: none"> Region has engaged with a consultant to work with the municipalities on the transition plan
2. Complete Phase 1 – Countryside Bylaw	●	<ul style="list-style-type: none"> New Countryside Zoning Bylaw 600 was approved by Town Council in November 2023 (currently under appeal) Staff report back Q2, 2024 with recommendations on agriculture-related and on farm diversified uses
3. Complete Phase 2 – Comprehensive Zoning Bylaw Review	●	<ul style="list-style-type: none"> Initiative is scheduled for 2025
4. Review and update the Town’s sanitary sewer and water allocation	●	<ul style="list-style-type: none"> Work plan development in progress
5. Conduct various studies and update fees to plan for growth: Complete: User Fee Bylaw Update, Stormwater Fee Study, Development Charges (DC) Study, Water and Wastewater Fee Study	●	<ul style="list-style-type: none"> Procurement in progress for Water and Wastewater Fee Study Stormwater Fee Study to be completed in Q2, 2024 User Fee By-Law updates will be put forward to Council for approval in January 2024
6. Explore additional revenue opportunities	●	<ul style="list-style-type: none"> Obtained consultant to conduct Stormwater Fee Study which may identify potential sources of revenue to fund the Stormwater infrastructure gap - on the Council Agenda for Q2, 2024
7. Update the municipal design engineering standards	●	<ul style="list-style-type: none"> Funding was approved as part of 2024 budget

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Ensuring Balanced Growth

Goal 2: Support a diversity of housing types in Georgina

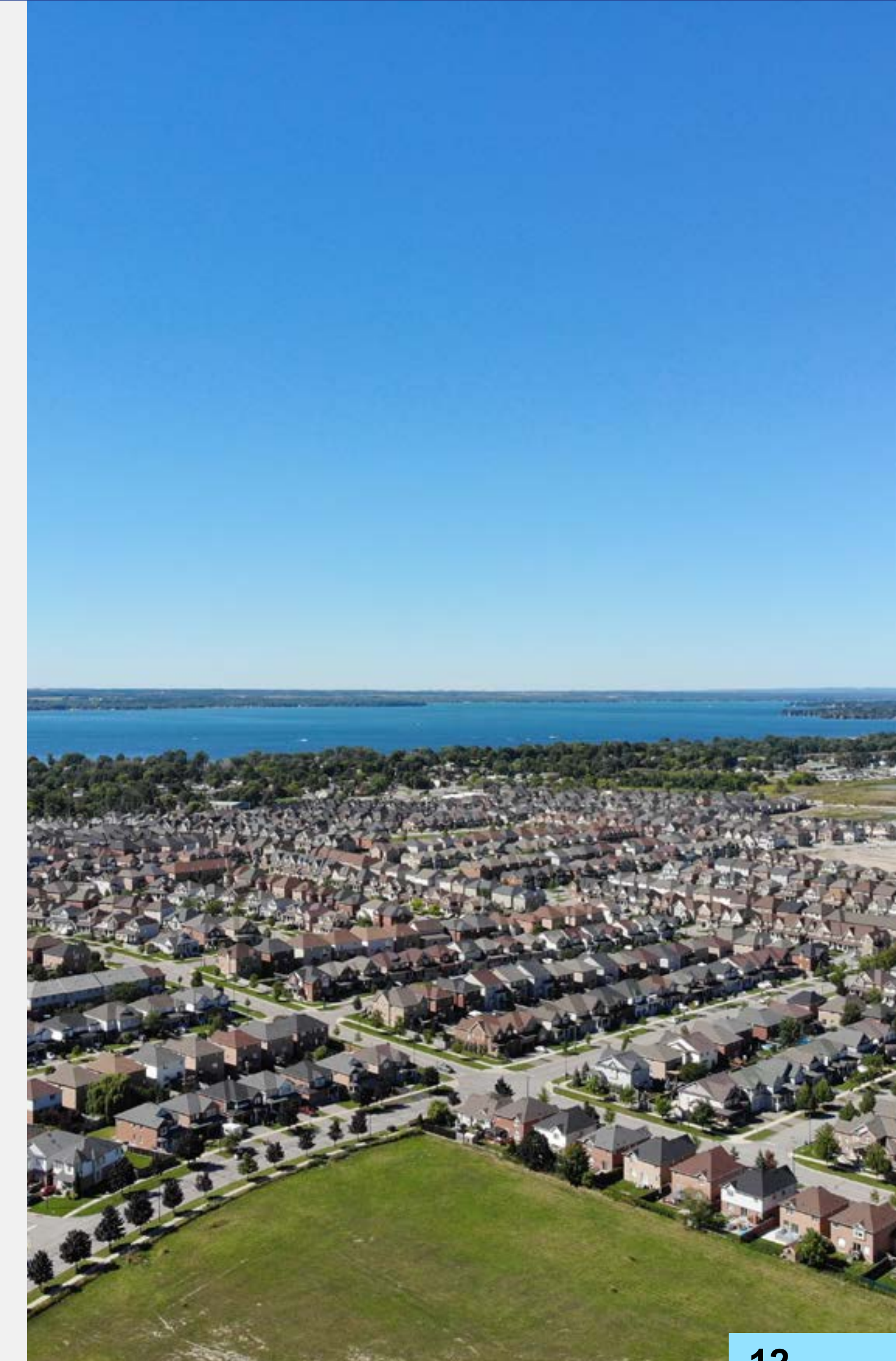
Initiative	Status	Key accomplishments
1. Complete and/or update Secondary Plans (Keswick, Pepperlaw, Sutton)	●	<ul style="list-style-type: none"> New Keswick Secondary Plan adopted by Council July 2023 and approved by York Region September 2023 (currently under appeal)
2. Update zoning bylaws to implement provisions for additional residential units	●	<ul style="list-style-type: none"> Additional Residential Units (ARU) provisions were adopted in new Countryside Zoning Bylaw ARU provisions for urban areas identified as action item in Town’s Housing Accelerator Fund application
3. Advocate for and support building new residential units with a range of affordability and explore opportunities for partnerships and collaboration with York Region	●	<ul style="list-style-type: none"> Continued collaboration with York Region on potential municipal land contribution for affordable housing
4. Review the Town’s development approvals process to identify potential opportunities for streamlining	●	<ul style="list-style-type: none"> Implemented online permitting enhancements for Site Alteration and Entrance Permits
5. Advocate for timely construction and delivery of regional water and sewer servicing infrastructure to facilitate growth	●	<ul style="list-style-type: none"> The Development Tracking System/Case Management System technology implementation is underway and will continue into 2024 The Town participated in meetings and discussions with York Region that included advocacy for Georgina Various projects are proceeding including a review and update of the Town’s Sanitary Sewer and Water Servicing Distribution Policy

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Ensuring Balanced Growth

Goal 3: Improve physical and communications infrastructure

Initiative	Status	Key accomplishments
<p>1. Enhance public transportation options in Georgina in collaboration with other governments</p> <ul style="list-style-type: none"> • Advocate for improved public transit • Continue to advocate to the Province for the Hwy 404 extension into Keswick Business Park in collaboration with York Region • Align with regional transportation goals 	●	<ul style="list-style-type: none"> • Advocated and achieved improved transit routes within Georgina – Route 51 (MURC related) • Advocacy efforts for Highway 404 extension into the Keswick Business Park planned for 2024 • Continued strong partnerships with regional and provincial partners
<p>2. Continue to implement the Corporate Broadband Roadmap</p>	●	<ul style="list-style-type: none"> • Broadband expansion is in progress in collaboration with YorkNet and Internet Service Providers

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing





Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Diversifying Our Local Economy

Goal 1: Support investment attraction, job creation, business retention and expansion, including within our agricultural sector

Initiative	Status	Key accomplishments
1. Refresh and begin implementation of the Economic Development and Tourism Strategy and Action Plan		<ul style="list-style-type: none"> Working to develop a five-year strategy, have engaged with 344 stakeholders to provide input Report to go to Council in February 2024
2. Support expedited approvals for ICI (Industrial, Commercial, Institutional) developments and small and medium sized enterprises (SMEs) that encourage job creation and an increase in the non-residential tax base		<ul style="list-style-type: none"> 23,371 sq. ft. of ICI floor space created Worked with employment land developers to secure first tenant in Georgina Business Park Received national exposure through National Post advertorial on employment lands Supported 189 Georgina-based entrepreneurs to expand through six skills-training program through York University's YSpace Entrepreneurship and Innovation Hub
3. Develop an investment attraction program (i.e., trade shows, marketing, investment micro-site, etc.)		<ul style="list-style-type: none"> In partnership with York Region, secured \$15,000 to facilitate investment readiness and attraction projects Launched choosegeorgina.ca, to attract and retain businesses and talent Created a video highlighting investment opportunities within the Georgina Business Park (26K views)
4. Advocate to increase post-secondary and skill/training programs for Georgina including pursuing the extension of YSpace and the Entrepreneurship Hub Pilot in collaboration with York University		<ul style="list-style-type: none"> Secured \$151,500 in external funding to support programming until 2026 for York University's YSpace Entrepreneurship and Innovation Hub

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks

Diversifying Our Local Economy

Goal 2: Continue to support Georgina’s tourism sector as an economic driver

Initiative	Status	Key accomplishments
1. Deliver the Waterfront Parks Master Plan and apply recommendations for future development considerations	●	<ul style="list-style-type: none"> Working with consultants to deliver the final report to Council in May 2024
2. Enhance partnerships with private sector tourism stakeholders	●	<ul style="list-style-type: none"> Partnered with 63 stakeholders to grow events and cross promote joint projects In partnership with York Region, secured \$5,000 to increase awareness of signature agri-tourism event, Field to Table Supported 18 event organizers with \$42,540 in Economic, Culture, and Community Betterment Grants
3. Implement BIA beautifications and enhance placemaking/revitalization efforts through infrastructure and streetscaping projects	●	<ul style="list-style-type: none"> Installed new place making banners and two wayfinding signs Installed three public Indigenous cultural art pieces Revitalized Uptown and Jackson’s Point Parkettes
4. Continue to enhance Georgina’s brand as a tourism destination	●	<ul style="list-style-type: none"> Promoted 28 events to attract visitors outside of Georgina Attended three trade shows Distributed 12,500 tourism guides Expanded two signature events bringing in more than \$53,000 in revenue to businesses

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Creating a Vibrant, Healthy and Safe Community for All

Goal 1: Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation

Initiative	Status	Key accomplishments
1. Engage in regular consultations with the Chippewas of Georgina Island First Nation to strengthen the partnership and understand how to best support the advancement of UNDRIP, TRC Calls to Action and other key priorities	●	<ul style="list-style-type: none"> Supported Truth and Reconciliation flag raising event Facilitated Truth and Reconciliation staff training with Georgina Island First Nation band member Led the Town booth at the annual Pow Wow
2. Establish employee training and learning opportunities to support relationship building and staff learning and development	●	<ul style="list-style-type: none"> Four Equity, Diversity and Inclusion (EDI) training modules – dates are being finalized with roll out to begin Q2, 2024
3. Continue to support the Chippewas of Georgina Island First Nation with the addition to the reserve process, including the advancement of a municipal service agreement	●	<ul style="list-style-type: none"> Ongoing collaboration with the Chippewas of Georgina Island First Nation on municipal service agreement

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing








Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Creating a Vibrant, Healthy and Safe Community for All

Goal 2: Support a safe, inclusive and healthy community

Initiative	Status	Key accomplishments
1. Advance implementation of the Fire Services Master Plan		<ul style="list-style-type: none"> Of 102 recommendations: 66 are completed, 22 in progress, two are ongoing, three are no longer applicable and 11 remain outstanding
2. Advance recommendations from the Joint Fire Services Assessment in collaboration with East Gwillimbury		<ul style="list-style-type: none"> Held discussions and project is currently on hold due to change in leadership in East Gwillimbury
3. Continue to evaluate and revise the Community Risk Reduction Plan in relation to the risks		<ul style="list-style-type: none"> Completed as legislated in 2023; continuously ongoing with live data application that is in place
4. Advocate for enhanced health and wellness services, partnerships and investment attraction for Georgina		<ul style="list-style-type: none"> Report presented to Council and budget approved for development of a Health Care Strategy Project to start in Q2, 2024
5. Update the Active Transportation Master Plan, including trails and expansion of the traffic and road safety program		<ul style="list-style-type: none"> Completed planning study for Lake Drive corridor improvements and begun first phase of improvements Implemented speed hump pilot program in Georgina Created new consolidated traffic bylaw (first in 21 years)
6. Update the 2018-2022 Multi Year Accessibility Plan, including Accessibility for Ontarians with Disabilities Act (AODA) compliance		<ul style="list-style-type: none"> Budget approved for development of Accessibility/AODA Compliance Program Briefing note presentation to committee - February 2024
7. Create a Town of Georgina Anti-Racism Policy		<ul style="list-style-type: none"> Completed training for 22 attendees through Canadian Centre for Diversity and Inclusion (CCDI) in September 2023

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks

Creating a Vibrant, Healthy and Safe Community for All

Goal 3: Continue to invest in community amenities and spaces

Initiative	Status	Key accomplishments
1. Complete construction of the MURC and open to the public	●	<ul style="list-style-type: none"> • Occupancy achieved in December 2023 • Grand opening - March 2, 2024
2. Complete design and construction of the Civic Centre	●	<ul style="list-style-type: none"> • Revised project budget approved • Finalization of design in progress • Tender deadline April 2024
3. Update and implement the ROC and LINK Business Plans	●	<ul style="list-style-type: none"> • Initiative is ongoing with updates scheduled for 2024
4. Create the Parks Master Plan	●	<ul style="list-style-type: none"> • Scope of work is completed, tender scheduled for Q1, 2024
5. Continue to optimize and invest in improvements to local parks, facilities, and recreational amenities	●	<ul style="list-style-type: none"> • Pefferlaw Park Sports Zone in progress • Gwendolyn and Bayview Parks revitalized and AODA compliant • Keswick Cemetery received Wind Phone, first in York Region • Keswick Cemetery Master Plan and Pioneer Cemeteries Management Plan completed in October 2023 • 35 picnic tables replaced to make them accessible • Outdoor court resurfacing at ROC scheduled for tender Q1, 2024 • Ice Palace shutters replaced, kitchen and bar area revitalized • New roofing at Jackson’s Point Parkette and Willow Beach washrooms • Completed ditching and drainage at Georgina Pioneer Village with work continuing into 2024 • Sutton Arena received access hatch to the roof • North Gwillimbury Pavilion renovated in partnership with Sutton District High School

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Advancing Environmental Sustainability

Goal 1: Celebrate and respect Georgina’s natural environment, including Lake Simcoe

Initiative	Status	Key accomplishments
1. Work with Lake Simcoe Region Conservation Authority on watershed health, including improving Stormwater management to reduce pollutants entering Lake Simcoe	●	<ul style="list-style-type: none"> Implemented LittaTrap one-year pilot program to reduce pollutants entering waterways, fully funded by Lake Simcoe Region Conservation Authority (LSRCA) Funding approved for baseline assessment of 20 stormwater ponds, management of wet ponds and six dry ponds in Georgina; work with LSRCA to complete assessments for Stormwater assets Implementation of annual maintenance including sweeping, catch basin cleaning and salt reduction measures in progress Implementation of salt mix product that activates faster and is more effective so less can be used to treat roads (additional information in Report No.OI-2023-0005) in progress Explored grant opportunities alongside LSRCA, with submission in 2024
2. Advocate and support the advancement of Council’s 2023 resolution related to the federal government’s Freshwater Action Plan Fund and in particular funding related to Lake Simcoe	●	<ul style="list-style-type: none"> Lake Simcoe Freshwater Ecosystem Initiative will be released late January 2024 Explored grant opportunities alongside LSRCA, with submission in 2024
3. Review and update the Town’s tree preservation and compensation policy	●	<ul style="list-style-type: none"> Procured arborist consultant Released public survey, ongoing stakeholder engagement in progress
4. In partnership with the Environmental Advisory Committee and environmental stakeholders, coordinate an annual Earth Day event and other educational and awareness opportunities	●	<ul style="list-style-type: none"> Town provided free seedlings and pollinator packs to residents at Earth Day 2023 event Planning for the Earth Day 2024 event in March, the Environmental Advisory Committee will be engaged
5. Advocate for the construction of the Holland Marsh phosphorus recycling facility	●	<ul style="list-style-type: none"> Feasibility study in progress by the Ministry, Town to keep updated on the status, work to begin post study

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks

Advancing Environmental Sustainability

Goal 2: Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation

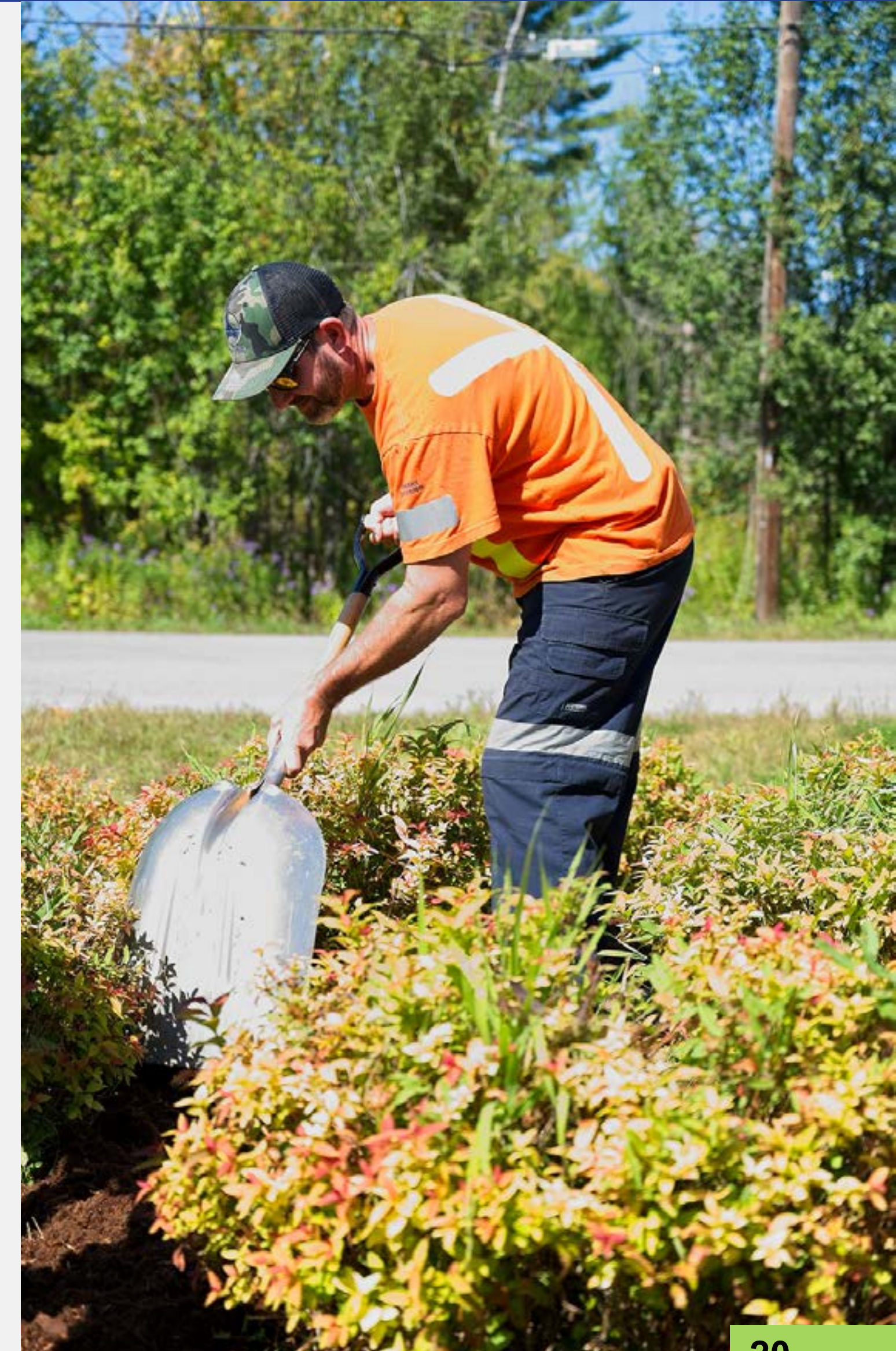
Initiative	Status	Key accomplishments
1. Update Energy Conservation Demand Management Plan	●	<ul style="list-style-type: none"> • Student position was posted, hiring to begin in January 2024 • New electric vehicle (EV) user fee bylaw set for Council February 2024 • New dual port EV charging station installed at Pefferlaw Lions Hall, to be on-line March 2024 • New EV charging stations to be opened at the MURC in 2024
2. Develop Climate Change Action Plan (CCAP) to define a path forward for the Town that focuses on high value initiatives	●	<ul style="list-style-type: none"> • Budget approved for the development of the CCAP • Planning for this initiative is in progress
3. Conduct a feasibility study to consider opportunities and options to greening the fleet	●	<ul style="list-style-type: none"> • Switching the first 50 per cent of the ice resurfacers to electric power (yet to be received)
4. Continue to implement the Waste Management Plan (corporate and community)	●	<ul style="list-style-type: none"> • Working with the Northern Six Municipalities (N6) to achieve waste contract extensions in-line with the blue box transition

Status legend

In Progress: the initiative is underway, in the course of being done or ongoing

Scheduled: the initiative has yet to begin; with a start date in 2024 or beyond

Completed: the initiative is fully complete with no outstanding projects/tasks



Performance Measures and Indicators

2023 Data and Trend Status



GEORGINA

[georgina.ca/StrategicPlan](https://www.georgina.ca/StrategicPlan)



Delivering Service Excellence

Goal 1: Commit to Citizen-Centric Services

Performance Indicators/Measures	2023	Trend	Comments
Per cent of first contact resolution	data pending	●	• Customer Relationship Management (CRM) system is required to provide this data
Calls answered live by Service Georgina	90%	●	• 40,810/45,436 (90%) calls serviced live by Service Georgina
Resident satisfaction survey scores (number of respondents, per cent satisfied)	data pending	●	• Survey to be delivered in 2024, with results reported through the next annual update
Average time for building permit issuance/permit type	data pending	●	• There are a number of factors and inputs impacting this indicator – further development will continue to confirm this indicator for 2024

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.

Quick facts

299 marriage licences

223 pet adoptions

72 weddings officiated

160 animals were returned home

67 pet transfers for adoption elsewhere



Delivering Service Excellence

Goal 2: Support employee engagement, development and well-being

Performance Indicators/Measures	2023	Trend	Comments
Number of employees completed professional development	107	●	<ul style="list-style-type: none"> Minimum of one course and a minimum of one hour defines professional development, can include multiple professional development activities as this is counting the employee
Number of employees completed compliance/technical related training	82	●	<ul style="list-style-type: none"> Can be multiple training activities as this is counting the employee
Number of employees completed Health and Safety related training	97	●	<ul style="list-style-type: none"> Can be multiple training activities as this is counting the employee 18 employees also did compliance/technical related training, 18 did professional development type training and six did compliance/technical and professional development type training combined
Number of employees completed corporate policy training	155	●	<ul style="list-style-type: none"> Respectful Workplace Training was conducted over five sessions Q4, 2023
Employee Engagement Survey results	74.8% engagement rate 64% response rate	●	<ul style="list-style-type: none"> Of the 64% that responded, the overall result was 74.8% engaged Conducted 70 sessions with staff to review results and obtain feedback

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.

Quick facts

1.57M views at georgina.ca

35% growth in eNews subscribers

30K+

followers for Facebook, Twitter/X, Instagram and LinkedIn
6.5% increase year over year and a 12% increase on Instagram

10,020 active library members

276,797 total books, movies and online items circulated through Georgina Public Library

Delivering Service Excellence

Goal 3: Ensure continued financial sustainability and accountability

Performance Indicators/Measures	2023	Trend	Comments
Dollars spent and/or per cent variance in accordance with approved budget	data pending	●	• Pending 2023 year-end financial statements
Dollars and in-kind contribution generated through corporate sponsorship program	\$47,130	●	• \$27,784.00 from special events • \$19,345.55 from advertising
Dollars generated through Corporate Grants Program	\$1.176 Million	●	• As of December 2023, various grants have been submitted and are under review

Goal 4: Build a future-focused, results-driven organization

Performance Indicators/Measures	2023	Trend	Comments
Number of service standards established and tracked	data pending	●	• Planning for initiative in progress, measures to be determined through the development process

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.

Quick facts

\$42,540 provided to local organizations in support of local festivals and events through 18 Economic, Culture and Community Betterment Grants

\$358K Waterfront parking revenue from all parking lots

Supported **community engagement** through surveys:

- 2024 budget survey
- Keswick Master Plan survey
- Lake Drive Assessment Survey
- Off-road vehicles survey
- Pefferlaw Pump Track and Skatepark survey
- Pigeons in residential areas survey
- Pioneer Village community survey
- Tree preservation survey
- Waterfront vendor survey

Delivering Service Excellence

Goal 5: Proactively manage infrastructure and assets to ensure service continuity

Performance Indicators/Measures	2023	Trend	Comments
Per cent of core assets in better than fair condition (by replacement value)	Roads: 81% Water: 94% Wastewater: 91% Urban Stormwater: 99%*	●	<ul style="list-style-type: none"> 99%* - age-based condition, excluding: ditches, road crossing culverts, OGS, and SWM ponds
Per cent of non-core assets in better than fair condition (by replacement value)	data pending	●	<ul style="list-style-type: none"> Indicators/measures to be determined through non-core Asset Management Program (AMP) in 2024

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.

Quick facts

40 times winter maintenance vehicles were deployed

12.67KM of two-lane road resurfaced

6,285K drinking water samples analyzed from our distribution systems



Ensure Balanced Growth

Goal 1: Promote and ensure responsible growth and long-term planning

Performance Indicators/Measures	2023	Trend	Comments
Dollars in total contribution in capital reserves	\$9.2M	●	<ul style="list-style-type: none"> \$10.5M set for 2024 contribution Council approved capital reserve contribution (including Water/Wastewater)
Per cent of increase in ICI (industrial, commercial, institutional) tax base (average assessment for each category)	Commercial: 0.7% Industrial: 49.63%	●	<ul style="list-style-type: none"> Georgina Business Park being added to roll contributed to large industrial increase
Number of building permits issued - residential and ICI	717	●	<ul style="list-style-type: none"> This data point includes both 279 ICI and 438 residential housing permits
Per cent reduction in rezoning applications in countryside	data pending	●	<ul style="list-style-type: none"> Not applicable at this time as the Countryside Zoning By-law was approved by Council November 2023 and is under appeal Tracking to commence upon final approval of the bylaw

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.







Quick facts

\$198M total construction value of building permits issued.



Ensure Balanced Growth

Goal 2: Support a diversity of housing types in Georgina

Performance Indicators/Measures	2023	Trend	Comments
Per cent of households in Georgina that spend less than 30% income on housing	data pending		<ul style="list-style-type: none"> Data from 2021 Statistics Canada Census reports the indicator/measure at 23.5%, a decrease from 27.79% in 2016 Recognizing the needs related to affordable housing and homelessness in Georgina, Council is set to hold a Special Meeting on March 5, 2024 to discuss the issues and recommend next steps
Ratio of housing starts (by type)	438 approved; 398 singles, 2 semis, 38 accessory apartments/ additional residential units		<ul style="list-style-type: none"> Further diversification of this data will continue moving forward
Number of advocacy efforts initiated to support housing supply and affordability that have translated to tangible deliverables/direct action or dollar value in additional revenue that supports increase in housing supply and affordability that have translated to tangible deliverables/direct action	data pending		<ul style="list-style-type: none"> Further development will continue to confirm this indicator for 2024
Number of lane kms of road network improved in Georgina	193.2 km		<ul style="list-style-type: none"> This indicator measures pavement management and road reconstruction projects – physical (shovels in the ground)
Number of road network assets improved in Georgina	data pending		<ul style="list-style-type: none"> This indicator will measure other assets associated with the road network – physical (shovels in the ground)
Broadband coverage in Georgina	Additional Bell fibre connection options provided to approximately 12,000 homes/businesses		<ul style="list-style-type: none"> To date, Bell has completed approximately 12,000 homes on a plan to provide next generation fibre network connection option to roughly 18,000 homes and businesses in Georgina - substantial completion within Sutton has already taken place YorkNet’s network expansion funded through the Universal Broadband Fund is well underway; more than 800 eligible homes in rural and underserved areas of Georgina will have access to high-speed internet services by the end of 2025

Status legend
Trending: indicator/measure is trending in the desired direction
Data pending: data is pending and forthcoming in 2024 to 2027
Not trending: indicator/measure is not trending in the desired direction.

Diversifying our Local Economy

Goal 1: Support investment attraction, job creation, business retention and expansion, including within our agricultural sector infrastructure

Performance Indicators/Measures	2023	Trend	Comments
Number of new businesses Total number of businesses	50 1,094	●	<ul style="list-style-type: none"> • 50 is from biennial York Region Employment Survey (YRES) 2019-2022 • 1,094 is from Statistics Canada Data
Increase in ICI (Industrial, Commercial, Institutional) floor area in square feet	23,371	●	<ul style="list-style-type: none"> • 370,000 sq. ft. in total as of December 2022
Per cent of net employment growth	2.2%	●	<ul style="list-style-type: none"> • 2.2% is from biennial YRES, 2019-2022 - accuracy depends on capacity and data can have limitations (limited to store fronts only/farms not included) • 2022 survey reports an increase from 2019

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.



Diversifying our Local Economy

Goal 2: Continue to support Georgina’s tourism sector as an economic driver

Performance Indicators/Measures	2023	Trend	Comments
Number of partnerships with private sector tourism stakeholders	63	●	<ul style="list-style-type: none"> • Direct partnerships to cross promote and/or grow events • EcDev is tracking to ensure increased accuracy to data
Number and size of events that attract visitors from outside Georgina	28	●	<ul style="list-style-type: none"> • EcDev is tracking to ensure increased accuracy to data
Number of improvements to infrastructure that enhance the visitor experience	13	●	<ul style="list-style-type: none"> • 13 projects were a joint effort between EcDev and Community Services

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.

Quick Facts

Field to Table Nine farms welcomed up to 300-500 visitors throughout Georgina bringing in more than \$28,000 to participating farms

189 Georgina-based entrepreneurs assisted through York University’s six YSpace skills-training programs

Taste of Georgina more than \$25,000 spent at 12 participating restaurants throughout Georgina



Creating a Vibrant, Healthy and Safe Community for All

Goal 1: Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation

Performance Indicators/Measures	2023	Trend	Comments
Indicators/measures to be developed in partnership with the Chippewas of Georgina Island First Nation	data pending	●	<ul style="list-style-type: none"> Work with the Chippewas of Georgina Island First Nation is in progress
Number of employee training/learning opportunities/number of employees trained to be developed in partnership with the Chippewas of Georgina Island First Nation	22 employees	●	<ul style="list-style-type: none"> Plans for 2024 will include to complete refresher training as part of the annual review Enhancements to training approach are ongoing

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.



Creating a Vibrant, Healthy and Safe Community for All

Goal 2: Support a safe, inclusive and healthy community

Performance Indicators/Measures	2023	Trend	Comments
Compare and continue to evaluate risk in eight communities	Reduction of fires: Smoking, 80% Electrical, 60% Cooking, 25%	●	• Top three risks in Georgina overall for 2022/2023
Number of emergency calls responded to	2,564	●	• Responded to: <ul style="list-style-type: none"> □ 1,563 medical calls, 368 Alarms, 166 Motor Vehicle Accidents, 108 Gas Leaks/HazMat Spills/Other Hazards, 95 Open Air Burning Complaints, 90 fire calls, 41 structure fires, nine Water/Ice Rescue □ 165 Other Responses
Per cent of Career Apparatus Staffing Levels (apparatus staffed level of four)	75%	●	• Hiring of four additional firefighters in 2023 resulted in an increase of career trucks staffed with four to 75% in 2023, compared to 38% in 2022
Number of fire safety inspections completed	416	●	• 261 Inspections, 55 re-inspections and 100 Fire Safety Plan Reviews/Site Visits
Number of plan reviews completed by Fire and Rescue Services	319	●	• Majority workload of the Fire Prevention Officer (FPO)
Number of accessible parks, facilities, and services	3	●	• Work is ongoing
Enhanced health and wellness measures	data pending	●	• Indicators/measures to be determined through development of Health Care Strategy initiative in 2024

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.

Creating a Vibrant, Healthy and Safe Community for All

Goal 3: Continue to invest in community spaces and amenities

Performance Indicators/Measures	2023	Trend	Comments
Number of new or improved local parks, recreation amenities and community spaces	30	●	• Work on this initiative is ongoing

Status legend
Trending: indicator/measure is trending in the desired direction
Data pending: data is pending and forthcoming in 2024 to 2027
Not trending: indicator/measure is not trending in the desired direction.

Quick Facts

43,000+ ROC visitors for the 2022-2023 winter season

55KM of hiking, biking and walking trails

8,690 tickets sold for 41 shows at Stephen Leacock Theatre of Performing Arts

89,500 visitors and program participants to the Link

Georgina Fire and Rescue Services

- Attended 776 residences through the Community Captains Program
- Inspected 1,022 residences through the Home Safe Home (Smoke Alarms Program)
- Reached 5,006 adults; 6,210 children and 1,152 seniors 65+
- Total of 12,368 people, attended 65 community events



Advancing Environmental Sustainability

Goal 1: Celebrate and respect Georgina’s natural environment, including Lake Simcoe

Performance Indicators/Measures	2023	Trend	Comments
Total number of hectares of park land owned by the Town	160.21	●	• The Town reported on 160.21 hectares for the purpose of the draft 2024 Non-Core Asset Management Plan (AMP)
Per cent increase in canopy cover	44.4%	●	• Canopy cover is 2016 data point, the next update will be 2025 and then beyond the Strategic Plan period
Phosphorus reduction from restoration projects in the town	6.4 kg	●	• Work on phosphorus reduction opportunities and discussions with LSRCA are ongoing
Capital dollars spent on improving Lake Simcoe water quality	\$26,961	●	• Dollar contributions are from LSRCA to achieve the water quality benefits • \$21,462 Hedge Road Bank Stabilization Project and \$5,499 Catch-basin Filters Pilot Project – with additional \$75,463 to be funded and spent on this project in 2024
Number of new and/or replacement trees planted (to be developed and discussed further)	375	●	• Work related to this initiative is ongoing
Number of environmental education and awareness initiatives coordinated by the Town	1	●	• Provided free seedlings and pollinator packs for Earth Day 2023 • Work is ongoing for the Town to become a ‘Bee City’ in Q2, 2024

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.

Advancing Environmental Sustainability

Goal 2: Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation

Performance Indicators/Measures	2023	Trend	Comments
Per cent of energy and water consumption reduction in Town facilities	data pending	●	<ul style="list-style-type: none"> • Ongoing initiative that relates to the Climate Change Action Plan (CCAP) • Baseline measures are being established in order to gain accuracy in consumption
Number of environmental sustainability initiatives developed and implemented by the Town	10	●	<ul style="list-style-type: none"> • 10 initiatives in-progress as reported by the Town to the Environmental Advisory Committee • Staff will track and report against environmental initiatives as identified and developed through the Climate Change Action Plan (CCAP)

Status legend

Trending: indicator/measure is trending in the desired direction

Data pending: data is pending and forthcoming in 2024 to 2027

Not trending: indicator/measure is not trending in the desired direction.



2023

Georgina Strategic Plan Annual Report

Stay connected



26557 Civic Centre Rd., Keswick

905-476-4301

georgina.ca



GEORGINA