

# 2026 BUDGET

Building Community and Revitalizing Spaces



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**Town of Georgina**  
26557 Civic Centre Rd., Keswick, ON L4P 3G1

# Opening content





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Georgina  
Ontario**

For the Fiscal Year Beginning

**January 01, 2025**

*Christopher P. Morill*

Executive Director

# A message from **Mayor Quirk**

I am proud to present the 2026 budget, an ambitious yet responsible roadmap that reflects our shared vision for a growing, inclusive and vibrant community.

This year's budget stands as a significant milestone in our journey, highlighted by major investments such as the Replacement Civic Centre. This long-awaited project is more than a new building, it represents our commitment to better service delivery, increased accessibility and long-term sustainability as our Town continues to grow.

Growth brings both opportunity and responsibility. In 2026, we will be investing in some major waterfront projects including the Willow Beach Park revitalization that will connect the park's green space directly to the water's edge. We will continue to improve our roads through the Pavement Management Program, and planning will move forward for the new south Keswick Fire Station for our growing community. At the same time, we remain steadfast in our commitment to fiscal responsibility. Every dollar spent is aligned with strategic priorities, ensuring maximum value for our residents.

We are also taking action on the most pressing challenges facing municipalities throughout the province, particularly housing shortages and homelessness. Through partnerships, policy initiatives and targeted funding, Georgina is advancing solutions that promote affordability, dignity and inclusivity.

These achievements are only possible thanks to the hard work and dedication of our Town staff. Their time, expertise and passion have shaped this budget and drive the progress we are seeing in our community every day.

I would also like to thank the residents of Georgina for your input and engagement throughout the budget process. Your voices guide our priorities and ensure that we remain connected to the real needs of our community.

Together, we are building a stronger Georgina - one that balances growth with care, innovation with tradition, and ambition with accountability.



**Margaret Quirk**  
Mayor

# A message from **Georgina's CAO**

The 2026 budget outlines our key objectives and reaffirms the Town's responsible and strategic approach to managing public finances. We remain focused on investing in Georgina's long-term future while ensuring we deliver strong value to both residents and local businesses.

We are continually exploring ways to streamline operations, reduce costs and improve efficiency throughout all departments. Our commitment is to make the most of every tax dollar, respect our taxpayers' contributions and provide high-quality services that meet the needs of our growing community.

Numerous capital projects are currently underway. These investments are critical to maintaining and enhancing the infrastructure that supports our residents and encourages new business opportunities.

In 2025, the Town received its second Distinguished Budget Presentation Award, the most prestigious award in government budgeting from the Government Finance Officers Association (GFOA). Achieving this award reflects the Town's commitment to investing in the community's future while providing the most value to residents and businesses. The Distinguished Budget Presentation Awards Program recognizes municipalities that prepare budget documents at the highest quality reflecting the GFOA's best practices.

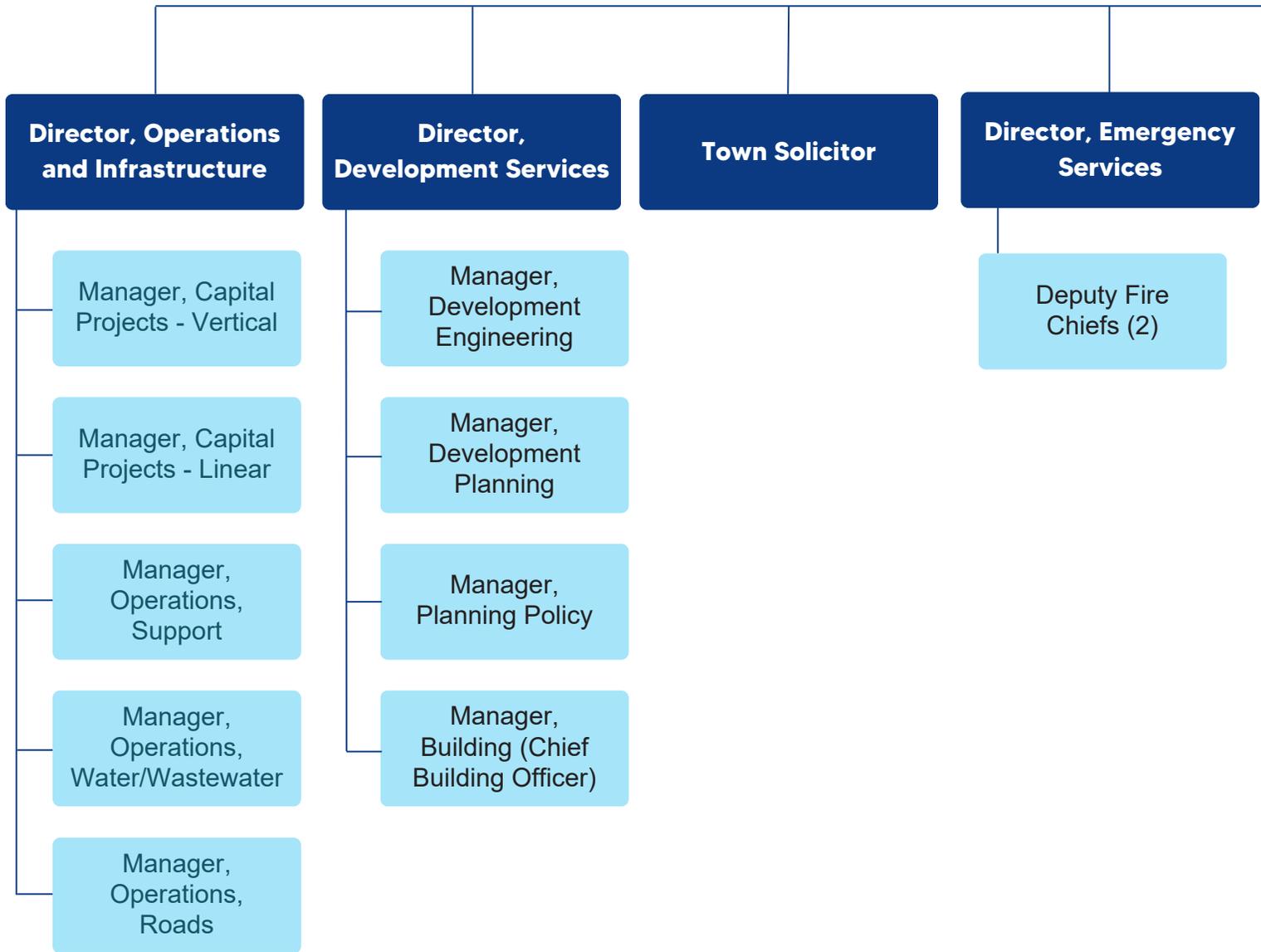
I would like to extend a sincere thank you to the community members who took the time to engage in the budget process, through surveys and participation in our public information sessions. Your input plays an important role in shaping our priorities.

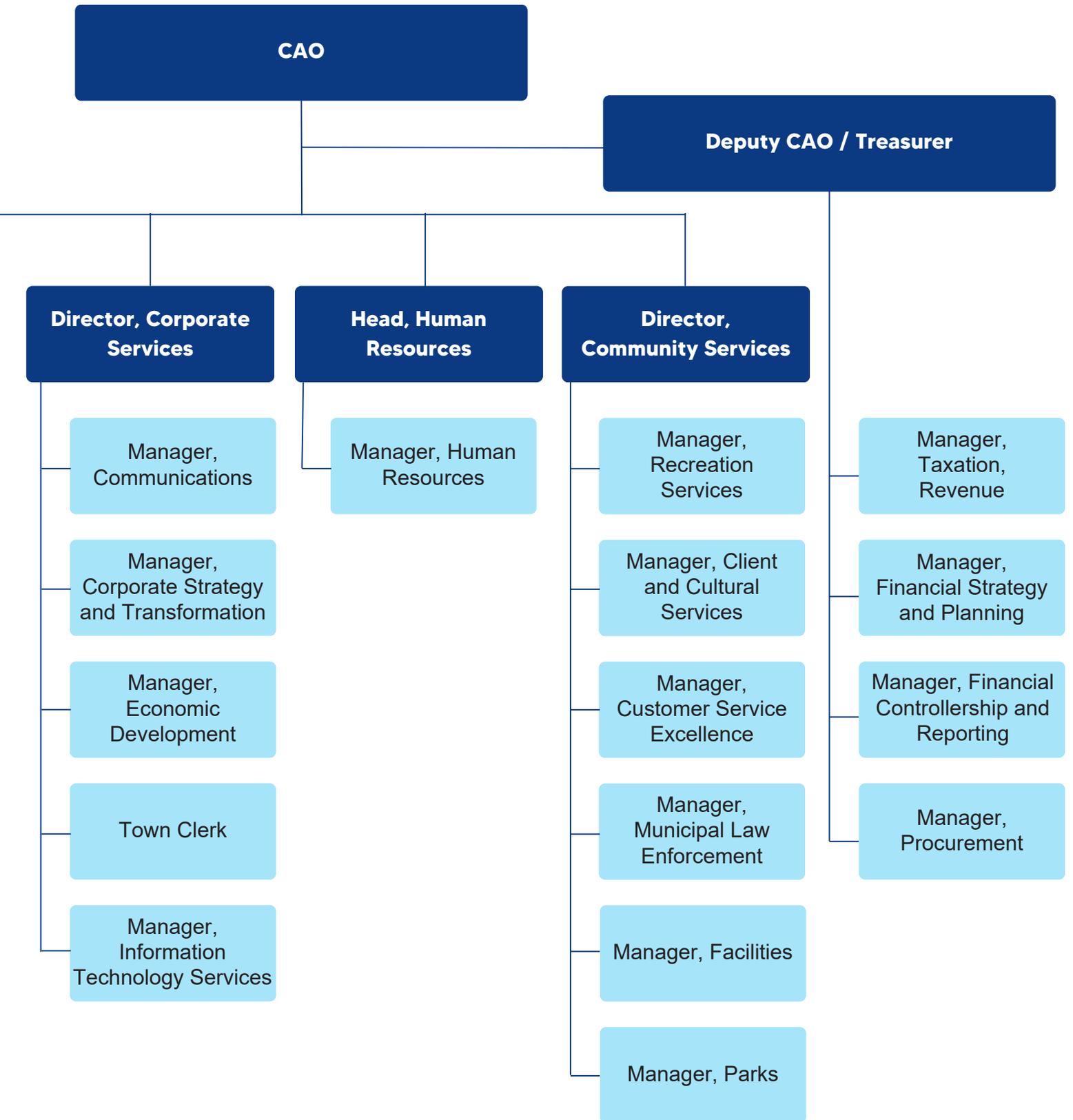
The development of this budget is truly a collaborative effort. I'm incredibly proud of our Senior Leadership Team and staff, whose dedication and hard work continue to build a vibrant, inclusive and welcoming Georgina.

**Ryan Cronsberry**  
Chief Administrative Officer



# Organizational chart







# Town of Georgina organizational structure

The governing body of the Town of Georgina is Town Council, guided by provincial legislation, who establish policies by resolutions and by-laws. Town Council meetings are open to the public and can be viewed online.

The Town of Georgina operates under a ward boundary system, whereby the entire municipality is divided up into five sections with each section being represented by a Ward Councillor.

While the Mayor and Regional Councillor are elected as representatives for the entire municipality, the Ward Councillors are elected as representatives of the residents in their ward.

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Mayor Margaret Quirk

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Regional Councillor - Naomi Davison

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Ward 1 Councillor - Charlene Biggerstaff

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Ward 2 Councillor - Dan Fellini

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Ward 3 Councillor - Dave Neeson

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Ward 4 Councillor - Dale Genge

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Ward 5 Councillor - Lee Dale

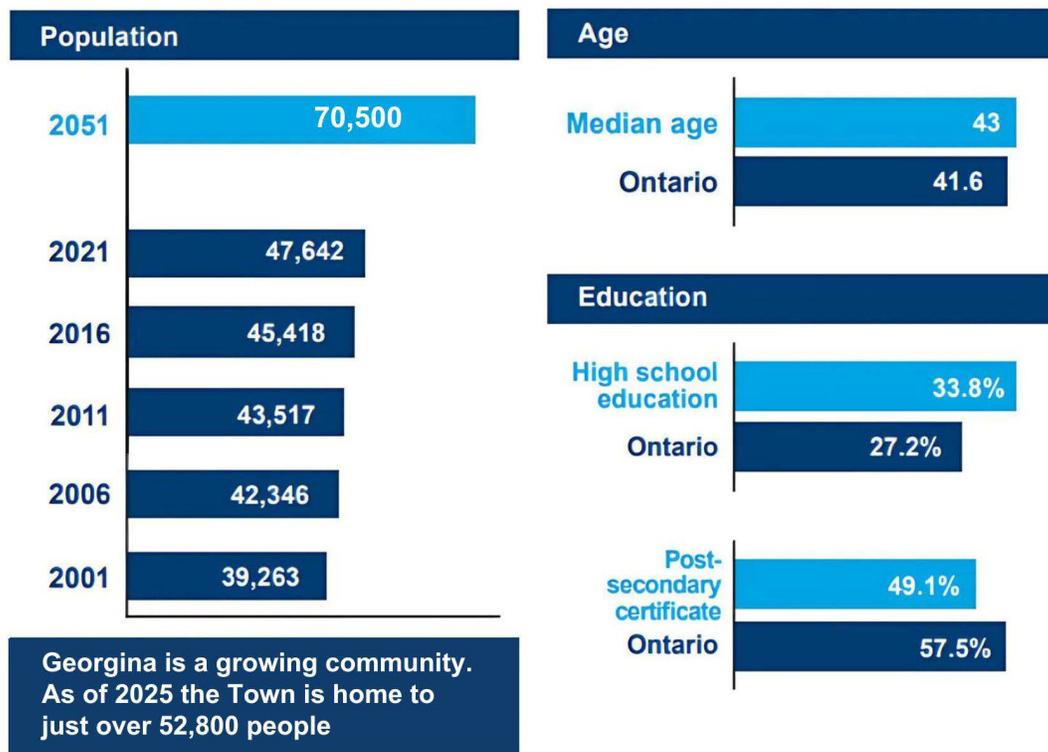
As the Town of Georgina continues to grow and evolve, the organizational structure remains flexible to respond to the needs of the community as staff work together to deliver on Council’s priorities and the shared commitment to service excellence.

The Town of Georgina is made up of a variety of departments:

- |                                     |                               |
|-------------------------------------|-------------------------------|
| Mayor and Council                   | Fire and Rescue Services      |
| Chief Administrative Officer        | Town Solicitor                |
| Deputy Chief Administrative Officer | Operations and Infrastructure |
| Community Services                  | Public Library                |
| Development Services                | Corporate Services            |

## Population and demographics

The data and information below is from the following sources: Statistics Canada Census Data, Town of Georgina Community Profile, Province of Ontario Labour Market Report, York Region Population Estimate (March 31, 2023), 2022 York Region Employment Survey.



## Household and earnings

76.5 per cent of Georgina’s population spends less than 30 per cent or more of total income on shelter costs, with 23.5 per cent spending more than 30 per cent (compared to 75.8 per cent and 24.2 per cent, respectively, in Ontario).



**731**

Storefront businesses



**25,580**

Workers employed



**81.4%**

Home ownership

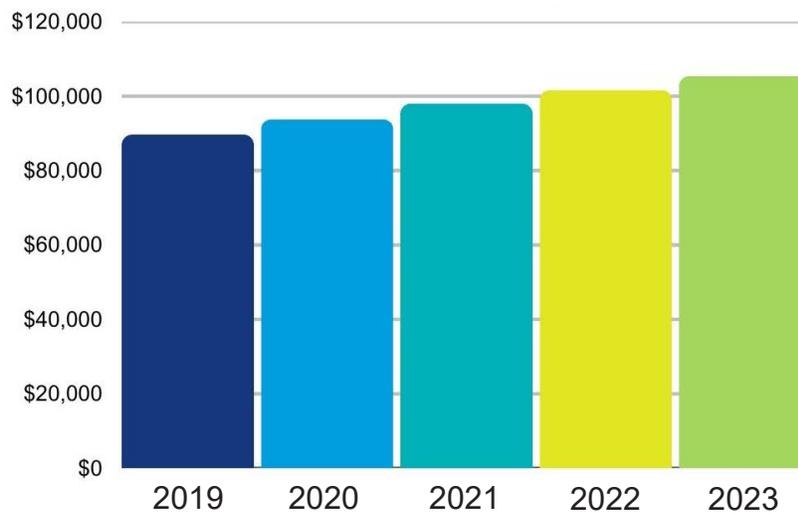


**18.6%**

Renters



### Median household income



Source: Localintel Estimates, Statistics Canada - Table: 11-0009-01, Statistics Canada - Census Profile



Woodbine Avenue and Old Homestead Road future housing development

## Labour force and local economy

Georgina's top five employment sectors:

1. Construction
2. Retail Trade
3. Healthcare and Social Services
4. Manufacturing
5. Educational Services



**9,270**

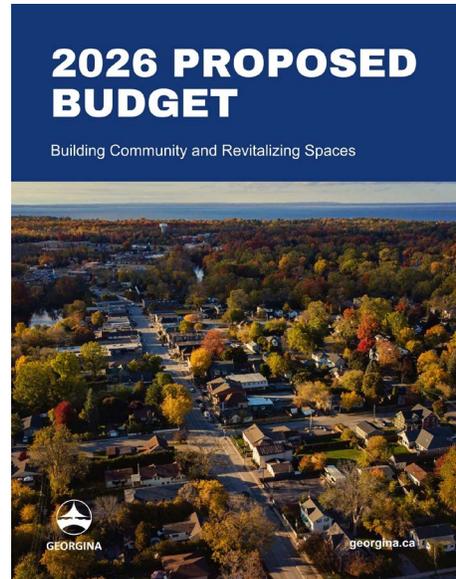
Georgina residents commute out of town to work



# About this document

Developing the budget is a significant undertaking that involves Members of Council, Town staff and public consultation. Thanks and appreciation are extended to the following for their efforts:

- Mayor Margaret Quirk
- Regional Councillor, Naomi Davison
- Ward 1 Councillor, Charlene Biggerstaff
- Ward 2 Councillor, Dan Fellini
- Ward 3 Councillor, Dave Neeson
- Ward 4 Councillor, Dale Genge
- Ward 5 Councillor, Lee Dale
- Ryan Cronsberry, CAO
- Rob Wheeler, Deputy CAO and Treasurer
- Michael Vos, Director of Operations and Infrastructure
- Denis Beaulieu, Director of Development Services
- Steve Lee-Young, Director of Community Services
- Ron Jenkins, Director of Emergency Services/Fire Chief
- Michael Bigioni, Town Solicitor
- Shawn Nastke, Director of Corporate Services
- Joseph Moncada, Director of Library Services/CEO
- Dina Havkin, Manager of Financial Strategy and Planning, and Deputy Treasurer
- Tamara Edmunds, Capital Asset Accountant
- Becky Ridding, Senior Financial Analyst
- Tanya Thompson, Manager, Communications
- Anne Winstanley, Communications Supervisor
- Melissa Moss, Graphic Designer, Communications Division
- Members of the public who provided comments and feedback
- All staff who contributed towards the budget



## Assumptions

For the purposes of this budget document in general all monetary figures are rounded to the nearest dollar and all other numbers are rounded to the nearest decimal as appropriate.

## Basis of budgeting

The Town of Georgina prepares the annual budget in accordance with O. Reg. 284/09 Budget Matters.

## Release dates

To increase the time available for Council and the public to review specific sections of the budget, this document was released:

- Proposed budget released to Council, the Clerk and the public on Nov. 4, 2025
- Budget report included on Nov. 5, 2025 Council agenda by addendum
- Council budget deliberations on Dec. 2 and Dec. 3, 2025
- Final budget will be deemed adopted at the end of the legislated timelines, unless shortened by Mayor and Council

## Accessibility

If you require this document or any of the enclosed charts and tables in an alternative format, contact the Finance Division at:

Georgina Civic Centre  
26557 Civic Centre Rd.,  
Keswick, ON  
L4P 3G1

905-476-4301  
info@georgina.ca

## Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a second Distinguished Budget Presentation Award to the Town of Georgina for its annual budget for the fiscal year beginning Jan. 1, 2025.

This award represents a significant achievement by the Town. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting.

In order to receive the budget award, the Town had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well the Town's budget serves as:

- a policy document
- a financial plan
- an operations guide
- a communications device

Budget documents must be rated "proficient" in all four categories, and in the fourteen mandatory criteria within those categories, to receive the award.

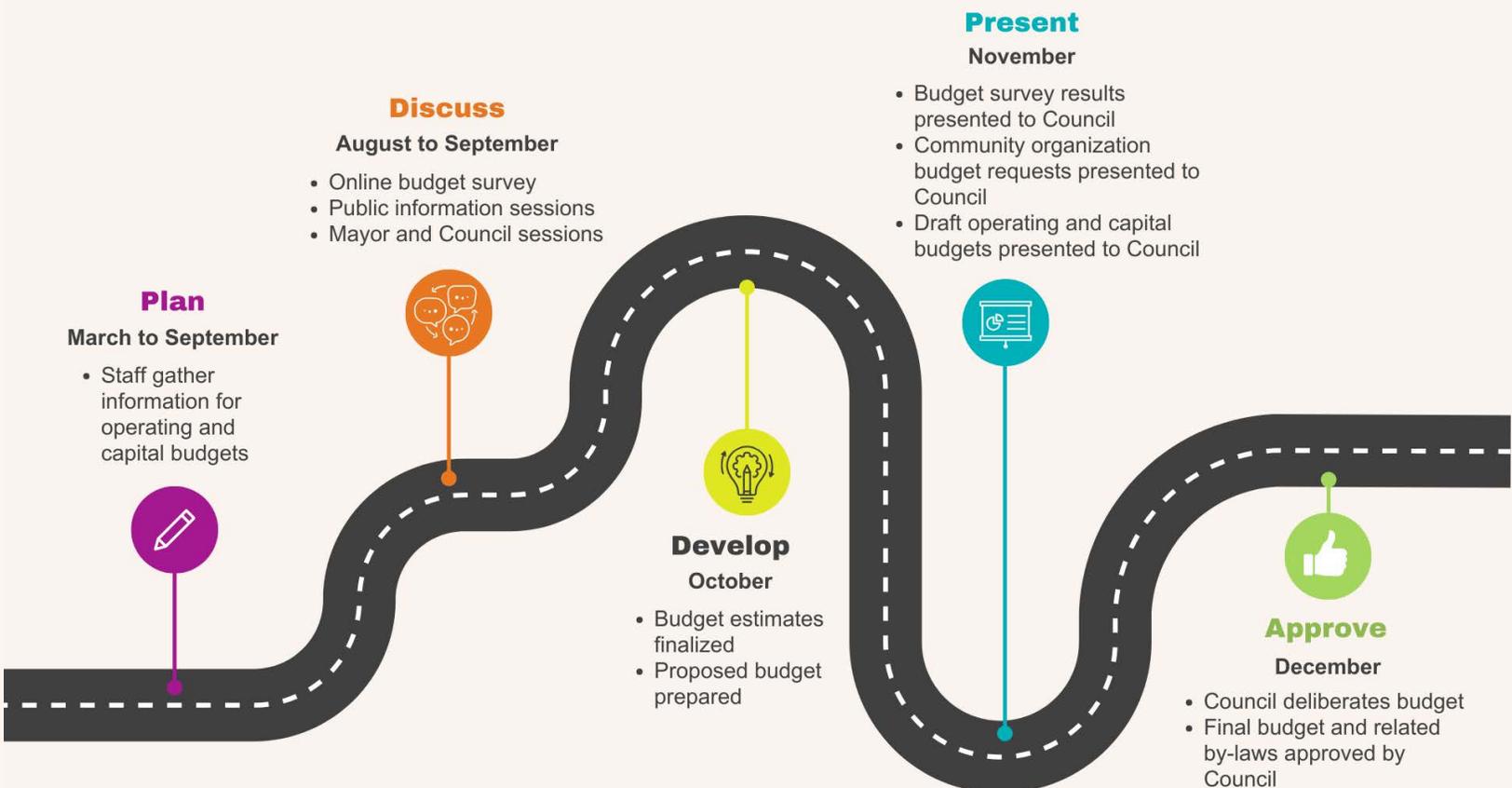
There are more than 1,700 participants in the Budget Awards Program. Award recipients have pioneered efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America.

# Budget roadmap

In 2023, the Town unveiled Georgina’s Game Plan, the [2023-2027 Corporate Strategic Plan](#). It outlines the priorities for the organization, ensuring a common direction and purpose for Council and staff over the four-year term. The budget is focused on the delivery of core municipal services and achieving the Corporate Strategic Plan.

The annual budget process is lengthy. Town management and staff started to work on the 2026 budget as early as March 2025. In the initial stages of the budget process, staff gathered information, analyzed financial trends and considered the economic climate. In the summer, there was a public survey and three public information sessions. All of this information was then taken into consideration when the final budget was consolidated in October.

Council endorsed the process and timetable for the budget deliberation early in the year, setting Dec. 2 and Dec. 3, 2025, as Special Council meetings for budget deliberations. To allow sufficient time to review and provide feedback on the proposed budget, copies were released on Nov. 4 for Council and public review.





Black River

# What makes Georgina great



The Town of Georgina is a lakeside community located on the southern shores of Lake Simcoe. It offers year-round fun with numerous amenities, businesses and activities for residents and visitors alike. It is a community of communities, with each area having a unique and historical identity, all united and proud to collectively call Georgina home.

From fishing and boating to beaches and parks, Georgina is a great place for families taking day trips, a weekend getaway or vacation. Only an hour north of Toronto, Georgina is the perfect place to escape the city, and experience the beauty and charm of a thriving community on the lake.

The Township of Georgina was named and declared open for settlement on Aug. 28, 1818. North Gwillimbury Township was settled in approximately 1803 and the Village of Sutton around 1819. Both were amalgamated with Georgina Township in 1971. Georgina was granted Town status in 1986.

## Geographical features

- Georgina is the northernmost municipality in York Region.
- At 288 square kilometres, it is one of the largest municipalities in the region.
- Georgina has 52 kilometres of Lake Simcoe shoreline.
- Georgina consists of three urban centres, Keswick, Sutton/Jackson's Point and Pefferlaw, and six hamlets – Virginia, Udora, Baldwin, Belhaven, Brownhill and Ravenshoe.
- Georgina is bordered by Lake Simcoe to the north, Township of Brock to the east, Cook's Bay and the Town of Bradford-West Gwillimbury to the west, and the Town of East Gwillimbury and the Township of Uxbridge to the south.
- Georgina is part of a two-tier municipality. The upper-tier – York Region, delivers select services for its nine local municipalities – Aurora, East Gwillimbury, Georgina, King, Markham, Newmarket, Richmond Hill, Stouffville and Vaughan.

## Economy

- The Town has designated 550 acres on the east side of Woodbine Avenue at the Highway 404 extension for the development of a business park. More than 200 acres is currently being developed, making it one of the largest development opportunities within an ideal distance of Toronto.
- Georgina is dedicated to facilitating local economic growth and prosperity, and to ensuring that the infrastructure and development policies are in place to provide for a healthy community, which meets the social, economic and cultural needs of the residents and business owners.
- Georgina is home to 1,155 businesses with employees.

## Population and demographics

- Population of 52,800 [York Region]
- Georgina residents speak more than 106 different languages [Census 2021]

## Attractions

- Georgina Village Museum
- Stephen Leacock Theatre of Performing Arts
- The Georgina Centre for Arts and Culture
- The ROC, Recreational Outdoor Campus
- Waterfront parks



Stephen Leacock Theatre of Performing Arts



# Advancing healthcare in Georgina

The Town of Georgina continues to work with its partners, [Southlake Health and Northern York South Simcoe Ontario Health Team](#) (NYSS OHT) to advance the delivery of healthcare services in the community, including the development of a new Advanced Care Campus in Georgina.

The Children's Care and Primary Care clinics are fully operational and located in Keswick. The clinics continue to welcome/accept new patients with family doctors and nurse practitioners available to provide comprehensive care including detailed assessments, diagnosis and treatment for a variety of health conditions.

To meet growing demand, on June 20, 2025, Southlake Health announced it was expanding its Cardiac Prevention and Rehabilitation Program in Georgina to bring leading edge cardiac care closer to home for patients in the community. The program will offer regular classes at the Multi-Use Recreational Complex (MURC) supporting patients' recovery and long-term heart health for up to six months following a cardiac event.

In partnership with the Town of Georgina, the Northern York South Simcoe Ontario Health Team has been running a Health and Wellness Education Series throughout the community. The series features 10 in-person sessions, four virtual sessions and two special engagement events. The topics for the series include aging, mental health, caregiver support, chronic disease and more, ensuring accessible, relevant care information for all residents.



# Housing and homelessness



The Town took steps in 2025 to address housing challenges in the community. In February 2025, a Request for Expression of Interest (REOI) was developed. The purpose of the REOI was to solicit input from qualified organizations able to deliver affordable housing as part of the [Housing Accelerator Fund](#) (HAF) program and beyond. The Town’s REOI was released on April 29, 2025 and closed on June 17, 2025.

Through this REOI, the Town sought to identify potential partners such as non-profit organizations, co-operative housing providers, community agencies, government entities, and private-sector developers with the interest and capacity to invest in and manage affordable housing projects in Georgina.

Town staff anticipate reporting back to Council on the results of the REOI in fall 2025.

## Homelessness

Homelessness remains a growing challenge throughout York Region and in Georgina.

The Town meets with York Region staff through monthly operational meetings and works closely with them and other community partners to address the critical issues relating to homelessness and affordable housing in Georgina.

Over the 2024/2025 winter season, York Region, in partnership with Inn from the Cold, opened a seasonal shelter at the Georgina Community Church from February to April 2025.

Other supports include York Region’s Outreach Services and Encampment Response Team, emergency and transitional housing at Sutton Youth Services and the Bridge, which are operated by the Salvation Army, and an expanded drop-in program at the Link, operated by Inn from the Cold in partnership with Salvation Army.

The Town and York Region continue to work together to identify resident needs and enhance programs and services for individuals experiencing homelessness.



# Keswick Business Park

Phase 1 of the 404 Logistics Park is well underway, creating new employment opportunities and contributing to the Town's non-residential tax base. Three tenants have already occupied more than half of the first 370,000-square-foot building, resulting in the creation of more than 200 jobs.

The full vision for the park includes up to eight buildings and a naturalized trail system along the Maskinonge River, which will be developed in stages as construction progresses.

The Town's Development Services Department and the Economic Development Division continue to work to finalize approvals required for completing Phase 1 and to market investment and business opportunities. As of July 2025, the second lot has been sold and development of the third lot is in its early stages. Upon full build-out of Phases 2 and 3, the Logistics Park is expected to support more than 1,000 jobs.

Beyond the Logistics Park, the balance of the 500-acre [Keswick Business Park](#) employment area is being developed to support a diverse range of industrial, institutional and small-scale commercial uses. This includes more than 50 acres being developed by the Canadian Life Science and Technology Park. The remaining land is privately owned and staff are actively engaged with landowners to explore future development opportunities.

The Town continues to work closely with York Region to expand water and wastewater infrastructure to support this development. In addition, the Town and Region are collaborating with the Province of Ontario to advance the extension of Highway 404 through the employment lands, which will support the complete build-out of the business park.

# We're strategic about Georgina's future

The Town of Georgina [2023-2027 Corporate Strategic Plan](#) was approved by Council in June 2023. The plan outlines the priorities for the organization, ensuring a common direction and purpose for Council and staff over the four years of the plan.

The strategic plan includes the collaborative input of more than 1,200 stakeholders, representing a diverse range of perspectives. All of this input and feedback shaped the priorities that are at the core of the Town of Georgina's 2023-2027 Corporate Strategic Plan.

The plan contains five strategic areas that are key to the success of the Town's mission and specific goals that will help achieve progress. The five strategic areas are:

- **Delivering service excellence**
- **Ensuring balanced growth**
- **Diversifying our local economy**
- **Creating a vibrant, healthy and safe community for all**
- **Advancing environmental sustainability**

## 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

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

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

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

**Teamwork:** We achieve our goals together.

**Excellence:** We strive to go the extra mile.

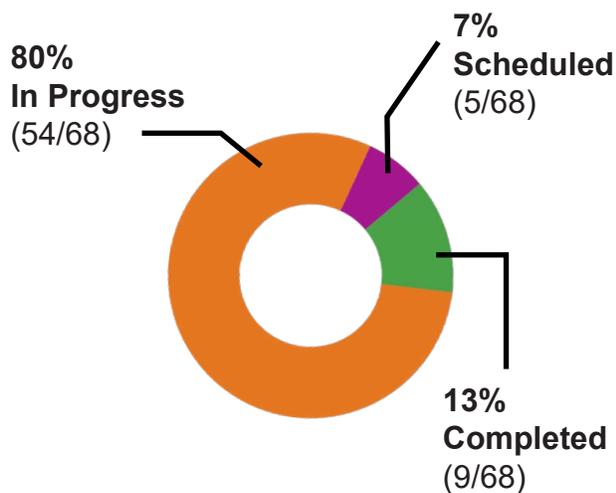
**Resilience:** We can adapt to whatever comes our way.



On June 4, 2025, staff presented a report to Council with a summary of the progress made and actions undertaken by staff in 2024, the second year of the 2023-2027 Strategic Plan annual reporting, in support of achieving the approved goals and objectives.

The [2024 Strategic Plan Annual Update Report](#) is the second in a series of updates, with a reporting period of Jan. 1 – Dec. 31, 2024. Initiatives completed within the first part of 2025 will be reported through the next annual update in 2026.

**Reporting period  
– Jan. 1 to Dec. 31, 2024**



**2024 Performance Measures and Indicators Trend Status**



**Trending (70%)**

35 of 50 indicators/measurements are trending in the desired direction



**Data pending (30%)**

15 of 50 indicators/measurements data is pending and forthcoming in 2024 to 2027



**Not trending (0%)**

0 of 50 indicators/measurements are not trending in the desired direction

# Performance Measures

The Town of Georgina’s [2023–2027 Corporate Strategic Plan](#) serves as the overarching framework guiding all other corporate planning documents, including the Official Plan, master plans, strategic initiatives, and the Town’s annual business plans and budgets. It is also a key instrument for communicating the Town’s priorities to the public.

The strategic plan is a living document that can adapt and evolve to changing circumstances, such as legislative changes or unforeseen events. Flexibility was built into the plan to ensure it remains responsive to emerging needs and challenges.

To support implementation of the strategic plan, Town staff have developed an implementation plan that sets out high-level timelines and corporate performance measures for each strategic initiative that is updated on an annual basis. The initiatives were assigned to individual divisions and the progress of the achievements are tracked using performance measurement tools.

The tables below shows the progress toward accomplishing the Town’s Corporate Strategic Plan. For a full list of performance measures, please refer to the [Georgina Strategic Plan 2024 Annual Report](#).

## Delivering Service Excellence

Number of employees completed professional development			
107	134	140	147
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Number of employees completed compliance/technical related training			
82	133	140	147
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Number of employees completed Health and Safety related training			
97	154	240	252
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Number of employees completed corporate policy training			
155	120	240	252
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

## Ensure Balanced Growth

Number of building permits issued - residential and ICI

717	496	<b>400</b>	500
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Ratio of housing starts - Accessory Apartments/Additional residential units

38	30	<b>22</b>	25
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Dollars in total contribution in capital reserves funded by tax levy (millions)

8.6	9.6	<b>10.7</b>	11.4
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Kilometre (by lane) of road network improved in Georgina

193.2	105.2	<b>100.0</b>	100.0
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

## Diversifying Our Local Economy

Number of new business

50	40	<b>25</b>	25
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Per Cent of net employment growth

2.2%	1.1%	<b>1.0%</b>	1.0%
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Number of partnerships with private sector tourism stakeholders

63	103	<b>100</b>	100
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Number and size of events that attract visitors from outside Georgina

28	30	<b>30</b>	30
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

## Creating a Vibrant, Healthy and Safe Community for All

Number of emergency calls responded to

2,564	2,680	<b>2,800</b>	2,927
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Number of fire safety inspections completed

416	481	<b>450</b>	500
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Number of revitalized and new accessible playgrounds

3	2	<b>2</b>	2
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Number of new or improved local parks, recreation amenities and community spaces

30	37	<b>40</b>	40
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

## Advancing Environmental Sustainability

Number new and/or replacement trees planted

375	1,525	<b>1,500</b>	1,500
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected

Total Number Hectares of Park Land owned by the Town

160	162	<b>163</b>	165
2023	2024	2025	2026
Actuals	Actuals	Estimates	Projected



Udora Park



# Building community and revitalizing spaces



The 2026 budget is focused on enhancing the spaces that define everyday life in Georgina including parks, neighbourhoods, cultural venues and shared public areas. As the community continues to grow, so does the Town's commitment to making it a place where people live well, gather safely and thrive together. This budget reflects strategic investments that respect the Town's history and prepare for the future.

Major enhancements to public parks, including the construction of Willow Beach Park and the development of a new 2.46-hectare park in Simcoe Landing Phase 9, will expand access to high-quality outdoor spaces, promote active lifestyles and support community gatherings. Through the Parks Repairs and Remediation Program, critical upgrades throughout the existing parks network will be addressed to ensure safety, accessibility and long-term sustainability.

At the same time, revitalization efforts are extended into key cultural, historical and municipal spaces. Cultural infrastructure is also receiving investment through significant upgrades at the [Stephen Leacock Theatre of Performing Arts](#) and the Georgina Centre for Arts and Culture.

Collectively, these investments reflect the Town's commitment to building community and revitalizing public spaces. Through strategic investment in parks, cultural venues and heritage sites, the 2026 budget seeks to enhance quality of life, promote municipal pride, and ensure Georgina remains a welcoming and vibrant place for residents and visitors, today and into the future.



# Corporate efficiencies



Throughout 2025, the Town advanced the development and implementation of initiatives aimed at improving operational efficiency and enhancing service delivery. These efforts have helped reduce costs, save time and optimize resource utilization, ultimately benefiting both staff and residents.

Efficiencies have been created throughout the Town as follows:

## Development tracking system

- Development Services is working on implementing Phase 1 of the Development Tracking System to leverage technology to modernize business processes
- The Development Tracking System aims to enhance customer experience by streamlining application submissions and providing clear status updates

## Community partnerships

- Under the Memorandum of Understanding with Southlake Regional Health Centre and the Northern York South Simcoe Ontario Health Team, significant progress has been made resulting in new clinics, wellness programs and health partnerships
- Georgina Animal Shelter and Adoption Centre partnered with local pet stores to provide care and shelter for animals up for adoption

## Competitive grants

- More than \$2.3 million in new competitive grants were secured in 2025 to fund Town initiatives, while \$355,250 was administered to local non-profits in 2025 to support community projects

## Interdepartmental efficiencies

- Town Solicitor partnered with Human Resources to share the cost of a legal research platform, to reduce expenses and provide access to legal research tools, case law and analysis
- Community Services department pooled the use of vehicles with other departments to ensure maximum usage of fleet inventory

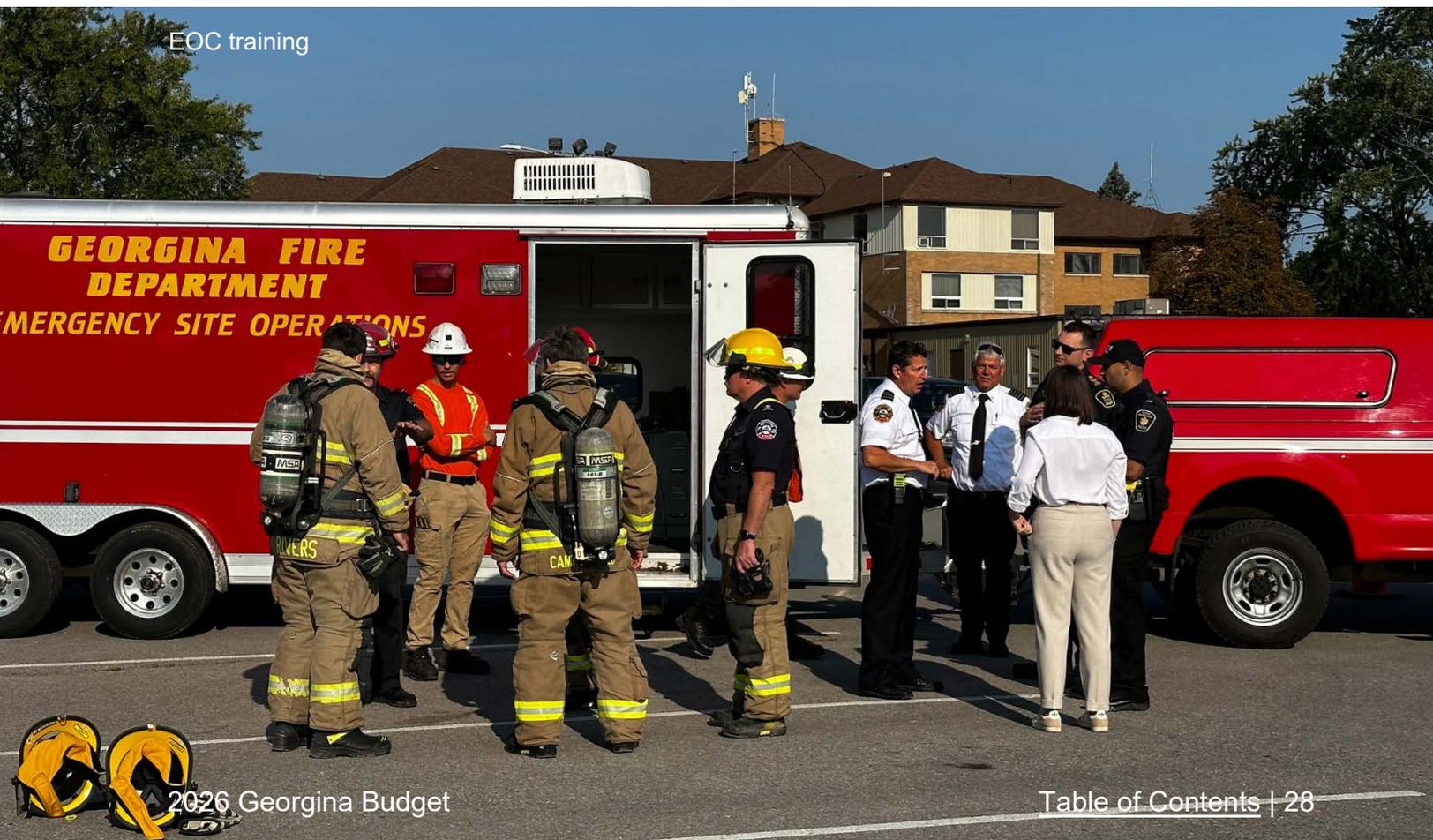
## Environmental efficiencies

- Municipal Law Enforcement officers used e-bikes to minimize use of gasoline
- New ice plant controllers at the Georgina Ice Palace automatically adjust ice temperatures based on occupancy and ice use

## Training efficiencies

- Georgina Fire and Rescue Services utilized learning contracts for in-house training by on-duty crews to augment training of volunteer firefighters
- Human Resources continued to implement modules in the online employee portal, which automates manual and time-consuming processes

EOC training



# Building GEORGINA



The Town continued to move forward with some exciting projects in 2025. This included the Lake Drive Multi-Use Pathway, a new playground for High Castle Park and upgrades to the Sutton Cenotaph and the Pefferlaw Memorial. These [Building Georgina](#) projects are designed to bring the community together and improve our public spaces.

## Lake Drive Multi-Use Pathway

The new seasonal [Multi-Use Pathway \(MUP\)](#) on Lake Drive officially opened on June 26, 2025. The MUP runs between Civic Centre Road and South Drive. Pedestrians and cyclists use the lakeside lane while the other lane is a one-way eastbound vehicular lane. This exciting change for Lake Drive allows pedestrians, cyclists, families and visitors to enjoy this beautiful lakeside space during the summer season. The MUP was removed Oct. 3, 2025, and will be re-installed in spring 2026.

## Parks and playgrounds

Improvements were made at a few parks in 2025. This included Replacement of the playground equipment at [High Castle Park](#). The new playgrounds feature creative and interactive designs for play spaces that are fun and engaging for the whole community. Playground equipment is inclusive and accessible. Some of the playground equipment pieces include:

- Composite structure with slides and climbing features
- Swings
- Curbed protective surface with engineered wood fibre
- An accessible walkway to the playground



Gwendolyn Park

The Town has developed designs to revitalize the Jackson's Point Parkette. Construction will begin in spring 2026.

## Sutton Cenotaph

The Town worked in partnership with the Sutton Legion, the Chippewas of Georgina Island First Nation and Veterans Affairs Canada to make significant upgrades to the Sutton Cenotaph. The memorial includes a new plaque honouring contributions of Indigenous veterans to military service in Canada.

The Sutton Cenotaph project included:

- A new granite cenotaph on a concrete foundation
- In-ground recessed lighting to illuminate the new monument
- Custom 'Lest We Forget' benches
- Landscaping improvements

## Pefferlaw Memorial

The Pefferlaw Memorial showed signs of deterioration and required upgrades to preserve its dignity and purpose. The Town worked in partnership with the Pefferlaw Lions and the Chippewas of Georgina Island First Nation to conduct general upgrades and improvements to the memorial.

The Pefferlaw Memorial project included:

- Cleaning and repainting of the existing monument
- Removal of the heaving pavers and walkways
- A new concrete walkway and seating area with custom 'Lest We Forget' benches
- New wreath holders
- A new commemorative plaque
- Landscaping improvements

These improvements are part of the Town's ongoing commitment to preserving spaces that support remembrance and public engagement.



Rendering of High Castle Park



Sutton Cenotaph



Memorial bench



September 2025

# Replacement Civic Centre

Construction of the [Replacement Civic Centre](#) is progressing well as the new building continues to take shape. The project remains on budget and on track with staff expected to move into the Replacement Civic Centre in Q1 2026.

Over the past year, staff have been preparing for the transition to the new building through file digitization, cleanup efforts and the development of new procedures to aid staff in working in an open environment. Work will continue on various outdoor components, including landscaping and final paving with completion expected at the end of Q2 2026.

The Replacement Civic Centre will be an inclusive, fully accessible building that will provide a healthy and safe environment for Town staff and visitors both now and in the future.

Funding for the Replacement Civic Centre comes from a combination of a short-term debenture and internal borrowings against Town reserves. The project budget is expected to be fully repaid within 13.5 years of the completed Replacement Civic Centre building with no additional tax increases related to the new building in future budgets.



Original Civic Centre built in 1958



# National Day for Truth and Reconciliation

The Town of Georgina held a flag raising in partnership with the Chippewas of Georgina Island in honour of [National Day for Truth and Reconciliation](#) on Sept. 30, 2025. Flags were also raised at Ravenshoe Road and Woodbine, and at Dalton Road and Lake Drive. Members of Council, dignitaries and Town staff joined members of the Chippewas of Georgina Island First Nation and members of the public for this special event. A smudging ceremony was performed at the ceremonial event.

The Town honours Indigenous voices, working to promote awareness and pave the way for a future that prioritizes healing through truth and reconciliation.

The Town has two Indigenous sculptures and both were created by sculptor Ron Baird with input from Indigenous consultant Jared Big Canoe. Nanabush is located at the revitalized Uptown Keswick Parkette and Old Fox Woman is located at the Georgina Centre for Arts and Culture.

The Town has two Every Child Matters crosswalks, created in partnership with the Chippewas of Georgina Island First Nation. One is located at Dalton Road and Black River Road. The other is located in front of the Island View Business Centre/Georgina Island Ferry dock. The crosswalks serve to raise awareness of the victims and survivors of Canada's residential school system, while also helping to advance reconciliation through renewed relationships with Indigenous partners.





# 2026 Budget overview



The Town of Georgina is dedicated to building a vibrant community and continually enhancing its infrastructure. As such, the 2026 Budget was built with the commitment of building community and revitalizing spaces in mind. There are multiple capital investments the Town has embarked on to ensure sustainable future planning. These include the [Replacement Civic Centre](#), [High Street revitalization](#), and the Willow Beach Park revitalization as outlined in the [Waterfront Parks Master Plan](#).

The 2026 Budget was developed with an emphasis on fiscal responsibility while meeting the needs of the growing community, exemplified through the numerous capital projects the Town is undertaking. The Town is committed to ensuring every tax dollar is spent responsibly and that residents receive maximum value for their contributions.

# Developing the budget

The municipality is required by provincial law (*Municipal Act*, Section 291) to balance its operating budget each year. To balance the budget, the municipality can either increase its revenue stream through raised property taxes and fees or manage expenses through adapting or reducing the cost of programs and services.

## The goals of the budget are to:

- Deliver a fiscally responsible budget, while maintaining a sustainable financial position for the municipality
- Continue analysis on reducing costs and creating more efficient processes
- Build municipal reserve funds to address infrastructure funding gaps
- Implement the priorities in the [2023-2027 Corporate Strategic Plan](#)
  - Delivering service excellence
  - Ensuring balanced growth
  - Diversifying our local economy
  - Creating a vibrant, healthy and safe community for all
  - Advancing environmental sustainability

## Key priorities and issues considered during development of the budget include:

- Focus on enhancing transparency, accountability and continuous service improvement
- Mitigate risks from inflationary pressures and supply-chain delays
- Mitigate risks from legislative and regulatory changes
- Incorporate public feedback gathered at various outreach initiatives
- Provide a balance between investing in the community and maintaining financial sustainability

Throughout the year, staff closely monitored the budget-to-actual spending to ensure the municipality was on track to sustain current levels of service and respond to the budgetary pressures associated with continued growth and prosperity.

Staff worked to reduce costs wherever possible to deliver the most efficient and effective services to residents and local businesses.

Within the recommended tax rate increase, the Town has the fundamental building blocks of a well-considered balanced municipal budget that encompasses all the key goals and priorities.

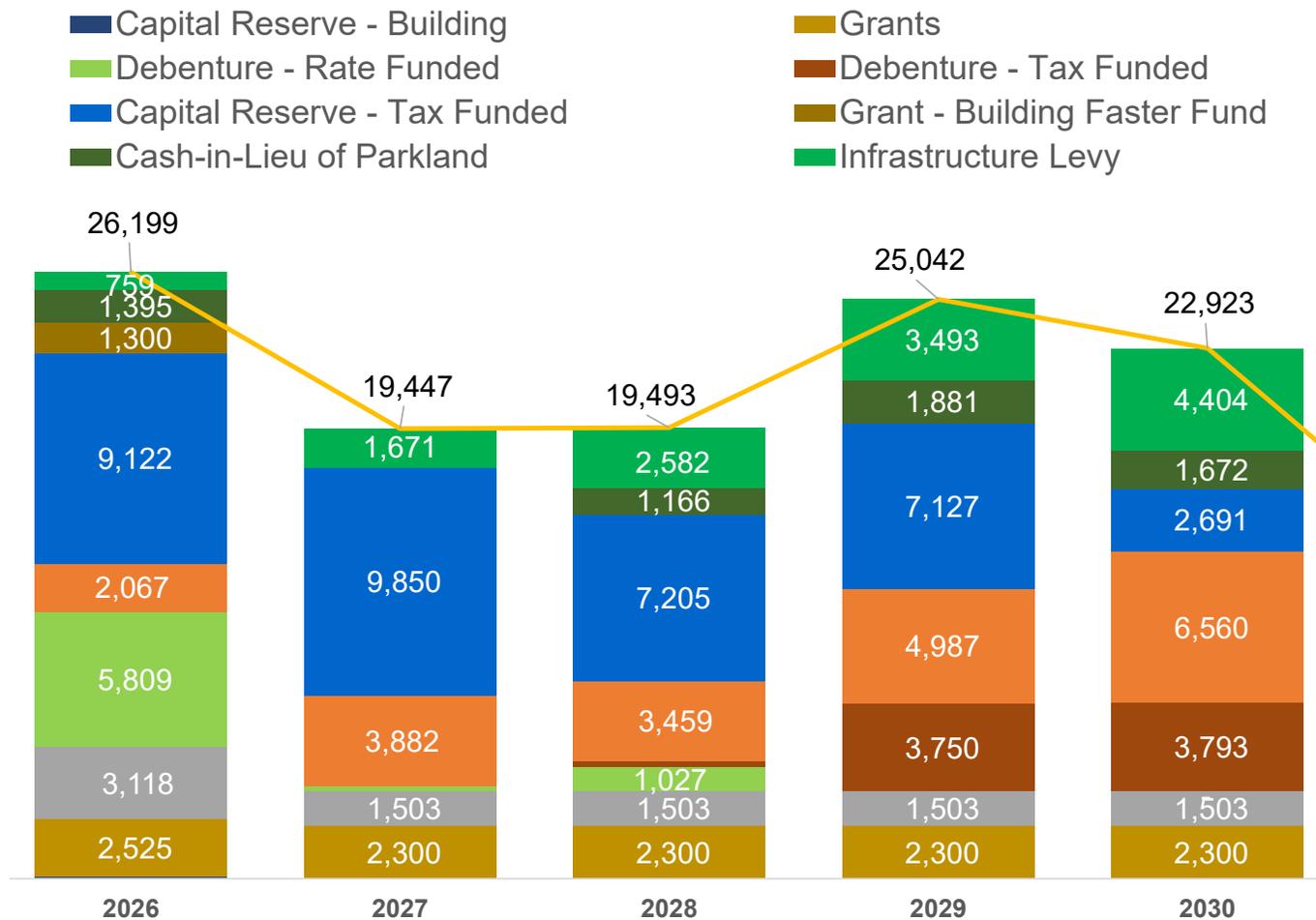
# Ten-year Capital Financial Plan and Capital Infrastructure Levy

The 10-year Capital Financial Plan is a financial plan to ensure the Town can fully fund its 10-year capital plan. The Town's updated 10-year capital plan is set at \$311.8 million, which includes \$221.4 million in non-growth-related expenditures and \$90.4 million in growth related expenditures.

The proposed infrastructure levy is 1.5 per cent annually for a 15-year period, with the exception of 2026. In 2025, the Town received \$1.3 million from the Building Faster Fund (BFF) from the Province of Ontario. It is designed to support municipalities in constructing more homes and infrastructure towards set housing targets. The Town will utilize these funds towards its pavement management program in 2026 and continue to build on its roads infrastructure. The BFF received will offset the infrastructure levy in 2026, resulting in a reduced levy of 1.25 per cent for 2026.

## Non-Growth Related Funding Sources

Total Non-Growth Related Funding is \$221.4 Million

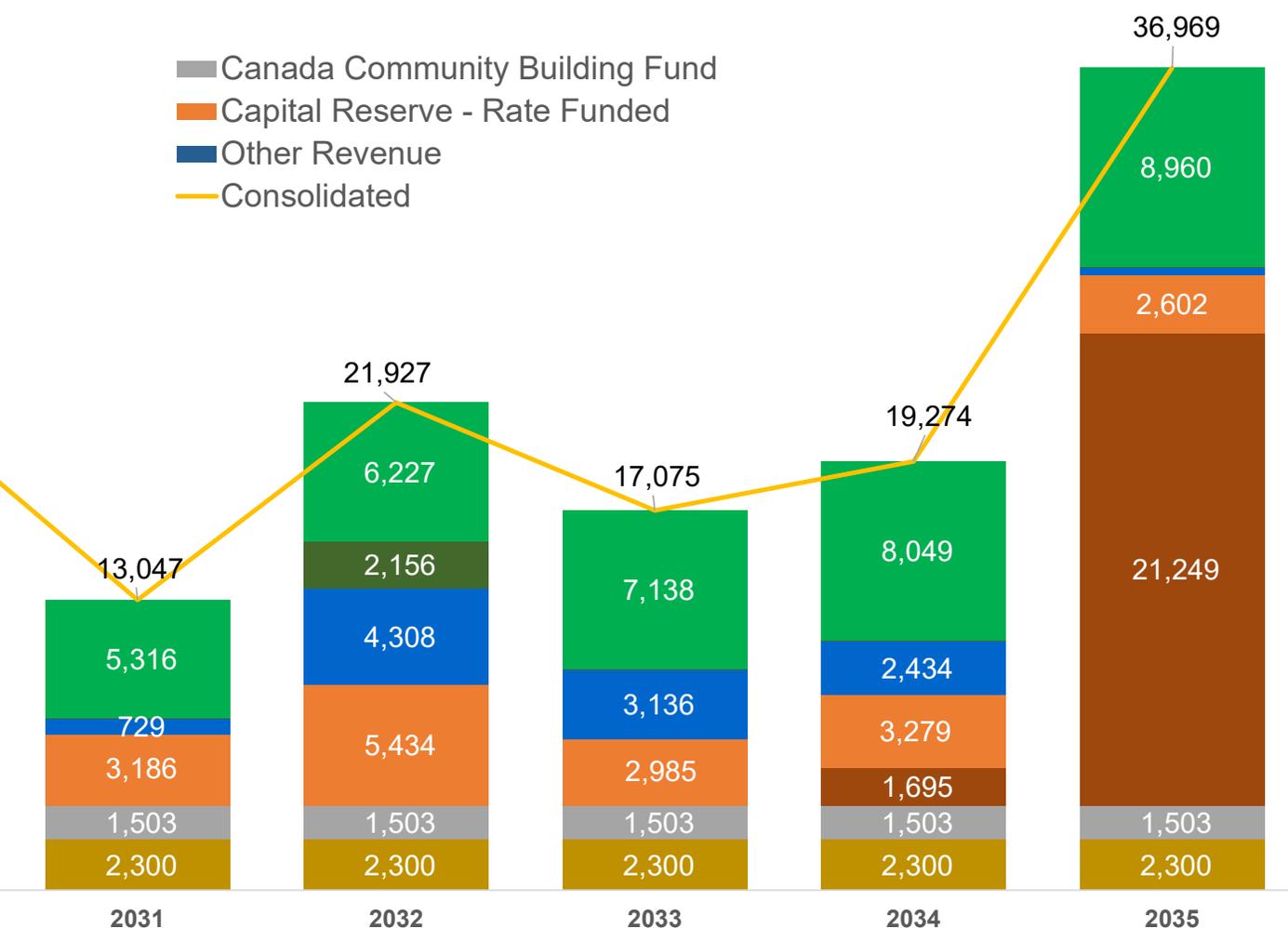


The graph below breaks down the associated funding sources over the next 10 years relating to the \$221.4 million in non-growth expenditures. It shows that the proposed 1.25 per cent will result in an infrastructure levy of \$759,360 in 2026 and \$911,230 in 2027 and annually thereafter at 1.5 per cent. The 2026 levy will result in \$7.6 million in infrastructure investments within the 10-year capital plan. A 1.25 per cent increase in the tax levy results in a 7 per cent increase to the 2026 capital reserve contributions.

The proposed infrastructure levy of 1.25 per cent in 2026 and 1.5 per cent annually thereafter will ensure the Town can continue to keep its infrastructure in a state of good repair. This levy is determined based on current information from our Asset Management Plans and the 2025 Development Charge study. Service levels for core and non-core asset management were endorsed by Council as part of phase three of the asset management plan developed in 2025.

Staff will continue to review the infrastructure levy annually to ensure it is at the required amount needed to maintain service levels, continue to close the infrastructure funding gaps and to deliver on the 10-year capital plan.

Based on the 10-year capital plan today, the Town is forecasting the below allocations:



## Operating and capital budgets

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

The Town of Georgina's 2026 operating budget, including contributions to discretionary reserves of \$18.9 million, is \$114.8 million. The 2026 capital budget is \$52.5 million, for a total operating and capital budget of \$167.3 million.

The estimated assessment growth for 2026 is estimated to be 3.11 per cent. This estimate is based on projected growth in 2025 which will be added to the tax roll in 2026.



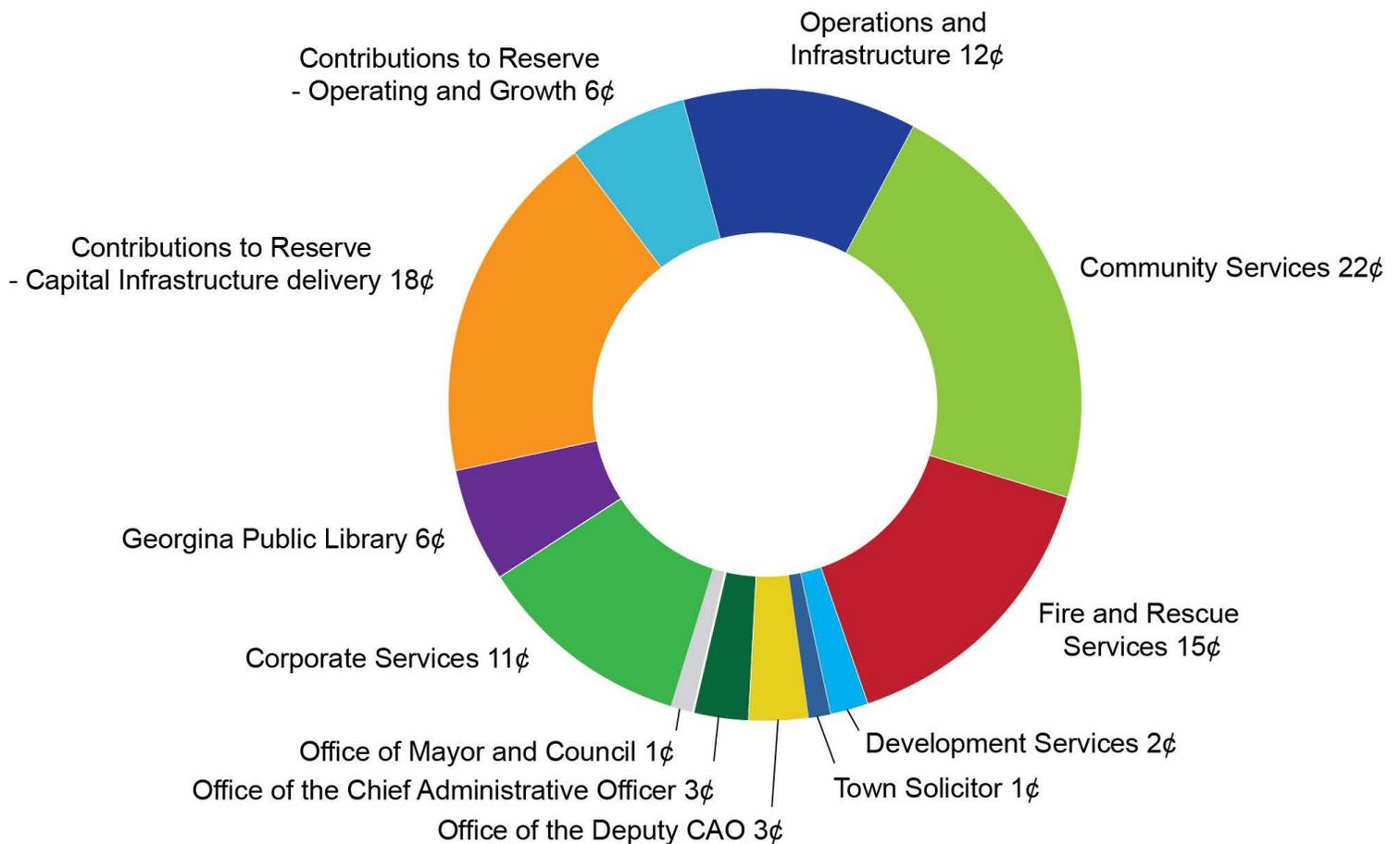
## Property tax levy

The tax levy for Georgina is \$62.9 million, which results in an increase of 2.25 per cent for operating, and an additional 1.25 per cent for infrastructure levy, for a total increase of 3.5 per cent.

The 1.25 per cent infrastructure levy contribution to capital reserves is essential in order to address the funding shortfalls identified in the Asset Management Plan. The annual contributions are used to deliver on the \$311.8 million 10-year capital plan, which includes the infrastructure investments necessary to continue to provide high-quality services to residents.



## How your tax dollar is spent



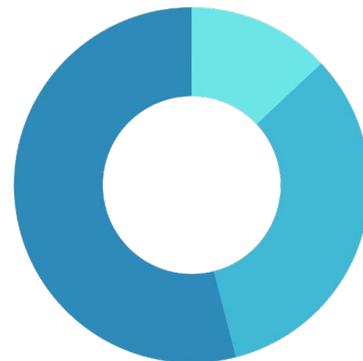


## Where your residential tax dollars go

While the Town of Georgina collects all property taxes, funds are distributed to other levels of government as well. Property taxes are divided between the Town of Georgina, York Region and the Ministry of Education. Here is a breakdown of how the funds are divided:



### Where your residential tax dollars go



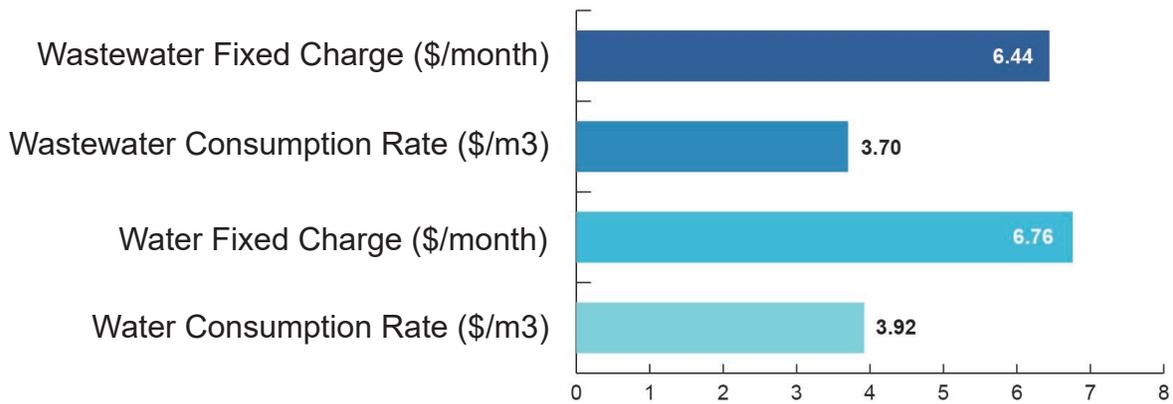
- 54% Town of Georgina
- 33% York Region
- 13% Ministry of Education

## Water and wastewater rates

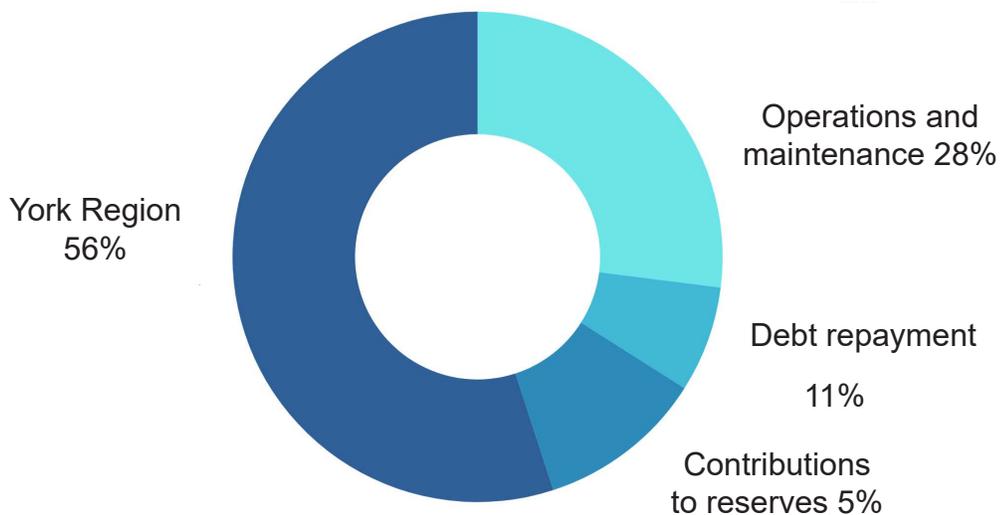
The Town of Georgina is responsible for the local distribution of water and collection of wastewater. York Region is responsible for the supply of water, and the treatment and disposal of wastewater.

Georgina's water and wastewater budget includes its own costs, as well as those water and wastewater costs billed by the Region. The primary funding source for the operating budget is water and wastewater rates. The rates are collected from those on municipal services. The local water and wastewater rates have been established based on the anticipated water consumption and related wastewater discharge for 2026. An average single family detached dwelling will see their water and wastewater bill increase by nine per cent.

### Water and wastewater rates



### Where your water and wastewater dollars are spent



# 2026 Budget summaries



The following summaries correspond to the information presented in Tabs 2-14 of the 2026 Budget Book.

## Summary of new capital projects

This table lists all new capital projects in the 2026 Budget. It includes the total estimated cost of each project and its associated funding source. Detailed business cases for these projects are found in [Tab 14](#), with corresponding page numbers provided in the table for reference.

## 10-year capital plan summary

This table presents a corporate-level overview of the Town's 10-year capital plan, organized by department. While the Town approves budgets annually, this multi-year outlook is used for long-term planning purposes and is presented in current (non-inflated) dollars. Project-specific details by department are included in [Tab 12](#).

## 2026 Operating budget

### Tax levy supported

This table shows the overall impact of the 2026 Budget by department on the tax levy.

Detailed breakdowns of each department's operating budget are included in the respective departmental business plans, located in Tabs 2-11.

### Rate supported

Includes two tables showing the rate impacts for:

- Stormwater services
- Water and wastewater services

## 2026 staffing and operating initiatives

These tables outline all staffing and operating initiatives included in the 2026 Budget. For each initiative, the tables provide cost estimates and the planned funding sources. Detailed business cases for each request are available in [Tab 13](#), with corresponding page numbers provided in the tables for reference.

Jackson's Point lighthouse



### **Estimated reserve funds**

This table summarizes the Town's reserve fund activity, showing:

- Uncommitted opening balances
- Planned contributions and withdrawals in 2026
- Projected closing balances

A detailed breakdown of reserve funds is available in [Tab 12](#).

### **Internal borrowing schedule**

This table outlines the repayment plan for the Replacement Civic Centre.

### **2026 staffing complement**

This table provides a historical overview of the Town's staffing levels, along with the new staffing requests for 2026. Further details on the 2026 staffing requests can be found in the Staffing Initiatives Table and in [Tab 13](#).

# Summary of new capital projects

Page	Capital business case ID	Capital investment	Gross costs to complete	Discretionary reserve	Canada Community-Building Fund	Grants	Development charges (DC)	Cash-in-lieu of parkland	Long term debt (tax, DC, or water/wastewater rates)	Other sources
			\$	\$	\$	\$	\$	\$	\$	\$
<b>Operations and Infrastructure</b>										
311	26-CI-OI-01	Streetlight condition assessment	40,000	40,000						
313	26-CI-OI-02	Streetlight new installations and rehabilitations	40,000	40,000						
315	26-CI-OI-03	Minor capital - concrete	105,000	105,000						
317	26-CI-OI-04	Pavement management system program	3,927,500		425,470	3,502,030				
321	26-CI-OI-05	Fleet and equipment	3,255,000	3,255,000						
325	26-CI-OI-06	Station Road, Old Homestead Road improvements and multi-use path	1,063,000		739,645	323,355				
328	26-CI-OI-07	Sign and pavement marking upgrades	30,000	30,000						
330	26-CI-OI-08	Walkways and through connections	65,000	65,000						
332	26-CI-OI-09	Growth related fleet and equipment	625,000	30,000			565,000			30,000
336	26-CI-OI-10	Lake Drive North revetment - construction	928,000		928,000					
340	26-CI-OI-11	Guiderail upgrades program – Year 1 design and construction	300,000		300,000					
343	26-CI-OI-12	2026 OSIM bridge, culvert and pedestrian bridge condition assessment	50,000	50,000						
345	26-CI-OI-13	Waste Management Plan development	80,000	80,000						
348	26-CI-OI-14	Improvements at closed landfill site	50,000	50,000						
351	26-CI-OI-15	Update of Core Asset Management Plan	100,000		100,000					
353	26-CI-OI-16	Enhanced winter maintenance communications plan	20,000	20,000						
356	26-CI-OI-17	Traffic calming measures at Community Safety Zones	50,000	50,000						
359	26-CI-OI-18	Combination flusher, vacuum and excavator unit	47,500				47,500			
			<b>10,776,000</b>	<b>3,815,000</b>	<b>2,493,115</b>	<b>3,825,385</b>	<b>612,500</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
<b>Community Services</b>										
362	26-CI-CS-01	Facilities repair and remediation program	2,145,000	2,145,000						
368	26-CI-CS-02	Stephen Leacock Theatre upgrades	421,000	421,000						
371	26-CI-CS-03	Sports Hall of Fame	30,000	30,000						
373	26-CI-CS-04	Two-way radios for MLE Officers	14,000	14,000						
375	26-CI-CS-05	Willow Beach Park construction	8,367,800	1,394,500			5,578,800	1,394,500		
377	26-CI-CS-06	Parks repairs and remediation program	640,000	586,700			53,300			
381	26-CI-CS-07	Sutton Cenotaph reassembly	20,000	20,000						
383	26-CI-CS-08	Recreation and Culture Master Plan	100,000				100,000			
385	26-CI-CS-09	Simcoe Landing Phase 9 Community Park – design	512,000				512,000			
387	26-CI-CS-10	Subdivision entrance features revitalization	50,000	50,000						
			<b>12,299,800</b>	<b>4,661,200</b>	<b>-</b>	<b>-</b>	<b>6,244,100</b>	<b>1,394,500</b>	<b>-</b>	<b>-</b>

# Summary of new capital projects

Page	Capital business case ID	Capital investment	Gross costs to complete	Discretionary reserve	Canada Community-Building Fund	Grants	Development charges (DC)	Cash-in-lieu of parkland	Long term debt (tax, DC, or water/wastewater rates)	Other sources
			\$	\$	\$	\$	\$	\$	\$	\$
<b>Fire and Rescue Services</b>										
389	26-CI-FS-01	Fire equipment	211,200	211,200						
392	26-CI-FS-02	Station 1-6 renovation	245,000		245,000					
394	26-CI-FS-03	South Keswick Fire Hall Station	15,300,000					15,300,000		
			<b>15,756,200</b>	<b>211,200</b>	<b>245,000</b>	-	-	-	<b>15,300,000</b>	-
<b>Development Services</b>										
396	26-CI-DS-01	10 Year Official Plan review	150,000				75,000			75,000
398	26-CI-DS-02	Black River sidewalk and multi-use path	2,450,000	490,000			1,960,000			
			<b>2,600,000</b>	<b>490,000</b>	-	-	<b>2,035,000</b>	-	-	<b>75,000</b>
<b>Corporate Services</b>										
401	26-CI-CO-01	Development of a 2027-2031 Corporate Strategic Plan	85,000	85,000						
403	26-CI-CO-02	Service Georgina Modernization	285,000	285,000						
406	26-CI-CO-03	Annual Information and Communication (ICT) Cycling	200,000	200,000						
408	26-CI-CO-04	Website improvements	25,000	25,000						
411	26-CI-CO-05	Seasonal holiday pole display - replacement lights	41,000	41,000						
			<b>636,000</b>	<b>636,000</b>	-	-	-	-	-	-
<b>Library</b>										
413	26-CI-LI-01	Collection budget increases	10,000				10,000			
415	26-CI-LI-02	Minor capital investments – annual furniture and capital needs	10,000	10,000						
417	26-CI-LI-03	Secure print release and public printing infrastructure upgrade	20,000	20,000						
420	26-CI-LI-04	Website replacement	37,500	37,500						
			<b>77,500</b>	<b>67,500</b>	-	-	<b>10,000</b>	-	-	-
<b>Total capital investment (excluding stormwater, water and wastewater)</b>			<b>42,145,500</b>	<b>9,880,900</b>	<b>2,738,115</b>	<b>3,825,385</b>	<b>8,901,600</b>	<b>1,394,500</b>	<b>15,300,000</b>	<b>105,000</b>

# Summary of new capital projects

Page	Capital business case ID	Capital investment	Gross costs to complete	Discretionary reserve	Canada Community-Building Fund	Grants	Development charges (DC)	Cash-in-lieu of parkland	Long term debt (tax, DC, or water/wastewater rates)	Other sources
			\$	\$	\$	\$	\$	\$	\$	\$
<b>Stormwater</b>										
422	26-CI-SWM-01	Expansion of the catch basin filters program – phases 1 and 2	100,000	100,000						
426	26-CI-SWM-02	Ditch, culvert, and outlet rehabilitation	250,000	250,000						
428	26-CI-SWM-03	Drainage improvements – construction (area 1 – Duclos point)	380,000		380,000					
431	26-CI-SWM-04	Flow forward: Laying the foundation for stormwater resilience	200,000	200,000						
434	26-CI-SWM-05	Post Office Road drainage assessment	125,000	125,000						
436	26-CI-SWM-06	Integrated Infrastructure Master Plans (sanitary, stormwater, water, and SCADA)	270,000				270,000			
359	26-CI-OI-18	Combination flusher, vacuum and excavator unit	237,500				237,500			
			<b>1,562,500</b>	<b>675,000</b>	<b>380,000</b>	<b>-</b>	<b>507,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Water and Wastewater</b>										
440	26-CI-WAT-01	Polybutylene water service replacements (area four) - construction	750,000						750,000	
443	26-CI-WAT-02	Woodbine Avenue isolated watermain – engineering services	110,000	110,000						
446	26-CI-WAT-03	Additional funding for Queensway South watermain replacement	3,269,000						3,269,000	
448	26-CI-WAT-04	Morton Avenue watermain	1,600,000				160,000		1,440,000	
451	26-CI-WAT-05	Facility rehabilitation of Simcoe Landing Booster Station	125,000	125,000						
453	26-CI-WAT-06	Line valves and hydrant rehabilitation and replacement	250,000	250,000						
455	26-CI-WAT-07	Leak detection for the water distribution system	130,000	130,000						
458	26-CI-WAT-08	Fire hydrant markers	85,000	85,000						
460	26-CI-WAT-09	Hydrant and blow-off access	221,500	221,500						
462	26-CI-WAT-10	Sample stations installation	170,000	170,000						
465	26-CI-SEW-01	Sanitary sewer and manhole condition assessment	200,000	200,000						
467	26-CI-SEW-02	Sanitary pumping station condition assessment	100,000	100,000						
469	26-CI-SEW-03	Additional funding for sewage pump station facility rehabilitation	350,000						350,000	
359	26-CI-OI-18	Combination flusher, vacuum and excavator unit	665,000				665,000			
436	26-CI-SWM-06	Integrated Infrastructure Master Plans (sanitary, stormwater, water, and SCADA)	730,000				730,000			
			<b>8,755,500</b>	<b>1,391,500</b>	<b>-</b>	<b>-</b>	<b>1,555,000</b>	<b>-</b>	<b>5,809,000</b>	<b>-</b>
		<b>Total capital investment - Town of Georgina</b>	<b>52,463,500</b>	<b>11,947,400</b>	<b>3,118,115</b>	<b>3,825,385</b>	<b>10,964,100</b>	<b>1,394,500</b>	<b>21,109,000</b>	<b>105,000</b>

# 10 year capital plan - summary

Department	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-growth related expenditures</b>											
Operations and Infrastructure	10,163,500	10,109,940	9,981,700	12,068,550	6,311,620	6,752,410	7,863,380	9,915,940	9,789,580	10,473,430	93,430,050
Stormwater	1,055,000	1,667,370	1,982,420	3,672,380	1,703,320	1,951,140	1,431,380	2,358,030	1,200,000	1,328,560	18,349,600
Water and Wastewater	7,200,500	2,443,120	2,504,150	1,315,000	4,856,850	1,235,000	4,002,500	626,900	2,079,200	1,273,700	27,536,920
Community Services	6,055,700	2,546,700	4,112,370	7,197,800	5,578,500	2,632,700	7,330,670	3,543,700	4,130,700	4,825,700	47,954,540
Fire and Rescue Services	456,200	935,400	244,870	264,870	4,063,155	200,480	416,880	260,630	1,694,275	17,714,805	26,241,565
Development Services	565,000	164,850	147,420	88,060	100,000		327,600			1,117,935	2,510,865
Office of the Deputy CAO				60,000					60,000		120,000
Corporate Services	636,000	1,470,000	450,000	285,000	310,000	225,000	545,000	360,000	310,000	225,000	4,816,000
Library	67,500	110,000	70,000	90,000	10,000	50,000	10,000	10,000	10,000	10,000	437,500
	<b>26,199,400</b>	<b>19,447,380</b>	<b>19,492,930</b>	<b>25,041,660</b>	<b>22,923,445</b>	<b>13,046,730</b>	<b>21,927,410</b>	<b>17,075,200</b>	<b>19,273,755</b>	<b>36,969,130</b>	<b>221,397,040</b>
<b>Growth related expenditures</b>											
Operations and Infrastructure	612,500	904,250	642,590	994,250	332,590	604,250	292,590	92,590	92,590	92,590	4,660,790
Stormwater	507,500										507,500
Water and Wastewater	1,555,000	2,182,680			2,121,600						5,859,280
Community Services	6,244,100	4,520,300	5,312,890	3,788,400	12,415,920	1,153,300	2,047,020	3,773,160	53,300	53,300	39,361,690
Fire and Rescue Services	15,300,000	861,000			1,456,875		100,000		555,000	6,721,050	24,993,925
Development Services	2,035,000	1,483,650	290,180	1,092,540	670,000	1,450,000	4,737,900	1,789,500	50,000	656,565	14,255,335
Office of the Deputy CAO				70,000	70,000				70,000	70,000	280,000
Corporate Services											-
Library	10,000	166,250	36,250	36,250	36,250	36,250	36,250	36,250	36,250	36,250	466,250
	<b>26,264,100</b>	<b>10,118,130</b>	<b>6,281,910</b>	<b>5,981,440</b>	<b>17,103,235</b>	<b>3,243,800</b>	<b>7,213,760</b>	<b>5,691,500</b>	<b>857,140</b>	<b>7,629,755</b>	<b>90,384,770</b>
<b>Total annual capital expenditures</b>	<b>52,463,500</b>	<b>29,565,510</b>	<b>25,774,840</b>	<b>31,023,100</b>	<b>40,026,680</b>	<b>16,290,530</b>	<b>29,141,170</b>	<b>22,766,700</b>	<b>20,130,895</b>	<b>44,598,885</b>	<b>311,781,810</b>
<b>Non-growth related funding</b>											
Capital reserve - tax funded	9,880,900	11,520,540	9,787,175	10,620,380	7,095,400	6,044,240	10,534,695	10,273,920	10,483,205	9,301,570	95,542,025
Capital reserve - rate funded	2,066,500	3,882,190	3,459,220	4,987,380	6,560,170	3,186,140	5,493,880	2,984,930	3,279,200	2,602,260	38,441,870
Capital reserve - building	75,000										75,000
Cash-in-lieu of parkland	1,394,500	13,350	1,166,185	1,880,900	1,671,750	13,350	2,155,835	13,350	13,350	13,350	8,335,920
Reserve funds - CCBF	3,118,115	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	16,645,115
Debtenture - tax funded			250,000	3,750,000	3,793,125				1,695,000	21,248,950	30,737,075
Debtenture - rate funded	5,809,000	228,300	1,027,350								7,064,650
Grants	3,825,385	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	24,525,385
Other revenue	30,000										30,000
	<b>26,199,400</b>	<b>19,447,380</b>	<b>19,492,930</b>	<b>25,041,660</b>	<b>22,923,445</b>	<b>13,046,730</b>	<b>21,927,410</b>	<b>17,075,200</b>	<b>19,273,755</b>	<b>36,969,130</b>	<b>221,397,040</b>
<b>Growth related funding</b>											
Development charges	10,964,100	10,118,130	6,281,910	5,981,440	15,646,360	3,243,800	7,213,760	5,691,500	302,140	908,705	66,351,845
Debtenture - development charges	15,300,000			1,456,875					555,000	6,721,050	24,032,925
	<b>26,264,100</b>	<b>10,118,130</b>	<b>6,281,910</b>	<b>5,981,440</b>	<b>17,103,235</b>	<b>3,243,800</b>	<b>7,213,760</b>	<b>5,691,500</b>	<b>857,140</b>	<b>7,629,755</b>	<b>90,384,770</b>
<b>Total annual capital funding</b>	<b>52,463,500</b>	<b>29,565,510</b>	<b>25,774,840</b>	<b>31,023,100</b>	<b>40,026,680</b>	<b>16,290,530</b>	<b>29,141,170</b>	<b>22,766,700</b>	<b>20,130,895</b>	<b>44,598,885</b>	<b>311,781,810</b>

# 2026 Operating budget

## Corporate summary - tax levy supported

	Office of the CAO	Office of the Deputy CAO	Office of Mayor and Council	Operations and Infrastructure	Community Services	Georgina Public Libraries	Corporate Services	Town Solicitor	Corporate	2026 Budget
<b>Revenue</b>										
Tax Levy									(62,874,285)	(62,874,285)
Payment In Lieu									(415,000)	(415,000)
Development Fees	(3,903,000)									(3,903,000)
User Fees and Service Charges	(409,950)	(110,000)		(147,500)	(4,568,130)	(77,330)	(100,050)			(5,412,960)
Donations & Grants & Misc Revenues	(30,000)	(6,000)		(21,250)	(95,440)	(76,900)	(37,285)		(35,380)	(335,575)
Lease and Rental					(867,620)					(863,320)
Transfer Payments and Recoveries		(305,490)		(138,890)	(909,725)		(30,800)			(1,385,005)
Interest and Penalty	(10,000)				(30,890)				(1,450,000)	(1,490,890)
Provision from Reserve	(50,000)	(76,800)		(2,192,830)	(126,930)	(20,000)	(891,200)		(6,028,720)	(9,491,480)
Supplementary Taxes									(850,000)	(850,000)
Investment Revenue									(1,000,000)	(1,000,000)
<b>Revenue Total</b>	<b>(50,000)</b>	<b>(626,750)</b>	<b>-</b>	<b>(2,500,570)</b>	<b>(6,398,735)</b>	<b>(174,230)</b>	<b>(1,075,035)</b>		<b>(72,653,385)</b>	<b>(87,841,515)</b>
<b>Expense</b>										
Salaries and Benefits	1,901,890	2,299,130	511,885	5,477,965	14,221,060	2,920,270	5,107,200	407,795	(275,000)	47,275,350
Staffing Other Direct Expenses	183,230	62,650	88,200	202,250	371,875	58,820	196,255	10,800		1,381,800
Consulting Services	80,000	35,000								115,000
Contracted Services	141,500	176,500	9,500	3,289,770	1,043,730	28,700	453,470	300,000		5,443,170
Hydro/Sewer/Gas				77,220	1,592,280	131,990	5,760			2,236,770
Other Direct Costs	63,530	279,860	28,610	312,980	2,058,185	268,015	2,520,540	6,350		5,976,220
Supplies and Maintenance	6,450	23,650	91,840	556,925	1,630,090	331,000	57,510	750		3,210,735
Donations & Grants					300,500		377,000			677,500
Contributions to Capital Reserves						170,890			11,403,890	11,574,780
Contributions to Operating Reserves									3,348,175	3,406,605
Contributions to Growth Reserves									514,865	514,865
Debtenture Repayment									6,028,720	6,028,720
<b>Expense Total</b>	<b>2,376,600</b>	<b>2,841,790</b>	<b>608,725</b>	<b>10,199,620</b>	<b>21,217,720</b>	<b>3,909,685</b>	<b>8,717,735</b>	<b>725,695</b>	<b>21,020,650</b>	<b>87,841,515</b>
<b>2026 Budget</b>	<b>2,326,600</b>	<b>2,315,040</b>	<b>608,725</b>	<b>7,689,050</b>	<b>14,818,985</b>	<b>3,735,455</b>	<b>7,642,700</b>	<b>725,695</b>	<b>(51,632,735)</b>	<b>-</b>

	Growth	Service level	Contractual/Inflationary	Other	Capital levy	Total
2026 Tax Levy \$ Change	(1,241,285)	55,000	2,737,560	(184,930)	759,360	2,125,705
2026 Tax Levy %	(2.04%)	0.09%	4.51%	(0.30%)	1.25%	3.50%

# 2026 Operating budget

## Corporate Summary

### Stormwater rate supported

	Stormwater System
<b>Revenue</b>	
Stormwater	(3,490,640)
<b>Revenue Total</b>	<b>(3,490,640)</b>
<b>Expense</b>	
Salaries and Benefits	1,032,250
Staffing Other Direct Expenses	2,400
Contracted Services	343,460
Supplies and Maintenance	145,610
Other Direct Costs	3,000
Contributions to Reserve	1,963,920
<b>Expense Total</b>	<b>3,490,640</b>
<b>Grand Total</b>	<b>-</b>

### Water and wastewater rate supported

	Water	Wastewater (Sewer)	Grand Total
<b>Revenue</b>			
Consumption Revenue	(10,172,290)	(9,711,710)	(19,884,000)
Donations & Grants & Misc Revenues	(140,490)	(50,000)	(190,490)
User Fees and Service Charges	(249,650)	-	(249,650)
Capital Recovery	(1,191,220)	(1,195,670)	(2,386,890)
Local Improvements	(292,500)	(450,000)	(742,500)
<b>Revenue Total</b>	<b>(12,046,150)</b>	<b>(11,407,380)</b>	<b>(23,453,530)</b>
<b>Expense</b>			
Salaries and Benefits	1,769,920	1,179,950	2,949,870
Staffing Other Direct Expenses	35,480	46,780	82,260
Contracted Services	1,651,425	746,285	2,397,710
Hydro/Sewer/Gas	39,730	152,370	192,100
Supplies and Maintenance	278,400	192,750	471,150
Other Direct Costs	202,660	136,670	339,330
Water Payments to York region	5,474,200	7,620,090	13,094,290
Debtenture Repayment	1,659,740	749,220	2,408,960
Contributions to Reserve	934,595	583,265	1,517,860
<b>Expense Total</b>	<b>12,046,150</b>	<b>11,407,380</b>	<b>23,453,530</b>
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Stormwater rates

In 2024, Council approved the general revenue approach as the funding option for stormwater. The general revenue approach is a calculation of MPAC property assessment multiplied by the approved stormwater rate for each class.

The 2026 stormwater rate is a 2% increase over the 2025 rate.

## Water and wastewater rates

	Rate	Increase (%)*
<b>Water</b>		
Consumption Rate (\$/m3)	3.92	12.5%
Fixed Charge (\$/month)	6.76	17.0%
<b>Wastewater</b>		
Consumption Rate (\$/m3)	3.70	4.5%
Fixed Charge (\$/month)	6.44	15.0%
<b>Water and Wastewater rate increase</b>		<b>9.3%</b>

\* on a typical bill of 165 m<sup>3</sup>/annum

# 2026 Staffing initiatives

## 2026 Staffing summary

Page	New positions	Salary	Payroll costs	Total	
		\$	\$	\$	
	<b>Operations and Infrastructure</b>				
268	26-SI-OI-01	Waste management coordinator <b>Funded by assessment growth, cost recovery from municipal partners</b>	81,540	24,460	106,000
270	26-SI-OI-02	Senior project manager <b>Funded by reserves</b>	132,000	39,600	171,600
270	26-SI-OI-02	Project manager <b>Funded by reserves</b>	110,850	33,250	144,100
273	26-SI-OI-03	Staff resources to undertake road closures to support BIA events <b>Funded by tax levy</b>	20,830	4,170	25,000
	<b>Library</b>				
275	26-SI-LI-01	Maker space programmer <b>Funded by assessment growth</b>	63,590	19,080	82,670
	<b>Corporate Services</b>				
277	26-SI-CO-01	Chief information and digital officer <b>Funded by assessment growth</b>	173,390	52,020	225,410
281	26-SI-CO-02	Lead, strategic initiatives <b>Funded by assessment growth</b>	101,660	30,500	132,160
	<b>Development Services</b>				
284	26-SI-DS-01	Two seasonal student planning positions <b>Funded by tax rate stabilization reserve</b>	20,830	4,170	25,000
286	26-SI-DS-02	Administrative coordinator <b>Funded by assessment growth</b>	78,400	23,520	101,920
	<b>Deputy CAO</b>				
288	26-SI-DCAO-01	Senior financial analyst <b>Funded 50% by development charges and 50% by assessment growth</b>	118,600	35,000	153,600
	<b>Chief Administrative Officer</b>				
291	26-SI-HR-01	Human resources coordinator <b>Funded by assessment growth</b>	78,400	23,600	102,000
<b>Total salaries and all other payroll costs</b>		<b>980,090</b>	<b>289,370</b>	<b>1,269,460</b>	

# 2026 Operating initiatives

## 2026 New initiatives summary

Page	New initiatives	Amount
		\$
	<b>Library</b>	
293	26-NI-LI-01      Maker Space equipment replacement fund <b>Funded by reserves</b>	10,000
	<b>Corporate Services</b>	
295	26-NI-CO-01      Two-year extension of YSpace entrepreneurship programming <b>Funded by reserves</b>	37,500
	<b>Deputy CAO</b>	
298	26-NI-DCAO-01      Seniors property tax rebate program <b>Funded by tax levy</b>	30,000
	<b>Stormwater</b>	
300	26-NI-ST-01      Reducing Lake Simcoe nutrient loading <b>Funded by stormwater rates</b>	80,000
302	26-NI-ST-02      Invasive plant management – stormwater watercourse <b>Funded by stormwater rates</b>	30,000
	<b>Wastewater</b>	
304	26-NI-WAT-01      Inflow and infiltration inspection program for the wastewater collection system <b>Funded by water/wastewater rates</b>	30,000
306	26-NI-WAT-02      Leak detection for the water distribution system <b>Funded by water/wastewater rates</b>	20,000
308	26-NI-WAT-03      Testing and disposal of excess soil <b>Funded by water/wastewater rates</b>	40,000
<b>Total new initiatives</b>		<b>277,500</b>

# Estimated reserve funds

## Summary for 2026

Reserve Category	Reserve name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Discretionary - Tax Levy Funded</b>					
	Corporate Capital/New Infrastructure	2,102,810	586,940	(1,160,685)	1,529,065
	Election	296,570	98,530	(395,100)	-
	Facilities - Repair & Replacement	6,335,390	1,003,640	(2,996,420)	4,342,610
	Fleet & Equipment - Repair & Replacement	2,272,380	3,048,990	(3,832,200)	1,489,170
	Keswick Cemetery	(21,450)	6,800		(14,650)
	Land Acquisition	2,990,590	250,000		3,240,590
	Library Capital	418,060	54,890	(77,500)	395,450
	Library Professional Development and Staff Engagement	51,210			51,210
	Library Stabilization	76,840			76,840
	Operating Growth Stabilization	6,522,940	514,865	(30,000)	7,007,805
	Parks - Repair & Replacement	96,480	295,290	(371,770)	20,000
	Professional Development and Staff Engagement	316,020		(60,000)	256,020
	Roads - Repair & Replacement	11,571,210	2,650,010	(1,167,750)	13,053,470
	Tax Rate Stabilization	5,024,590	3,249,645	(4,916,200)	3,358,035
	Waterfront Parks	3,607,540	205,000	(1,479,500)	2,333,040
	<b>Discretionary - Tax Levy Funded Total</b>	<b>41,661,180</b>	<b>11,964,600</b>	<b>(16,487,125)</b>	<b>37,138,655</b>
<b>Discretionary - Water/Wastewater Rate Funded</b>					
	Wastewater - Fleet & Equipment - Repair & Replacement	117,360	31,450		148,810
	Wastewater - Infrastructure - Repair & Replacement	174,500	444,020	(597,750)	20,770
	Wastewater Rate Stabilization	643,220	107,795	(26,725)	724,290
	Water - Fleet & Equipment - Repair & Replacement	594,080	31,450		625,530
	Water - Infrastructure - Repair & Replacement	(746,170)	850,420	(1,004,250)	(900,000)
	Water Rate Stabilization	578,500	52,725	(411,725)	219,500
	<b>Discretionary - Water/Wastewater Rate Funded Total</b>	<b>1,361,490</b>	<b>1,517,860</b>	<b>(2,040,450)</b>	<b>838,900</b>

# Estimated reserve funds

## Summary for 2026

Reserve Category	Reserve name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Discretionary - Stormwater Rate Funded</b>					
	Stormwater - Fleet & Equipment - Repair & Replacement	50,000	25,000		75,000
	Stormwater Rate Stabilization	50,000	438,920		488,920
	Stormwater Repair and Replacement	(447,440)	1,500,000	(972,750)	79,810
	<b>Discretionary - Stormwater Rate Funded Total</b>	<b>(347,440)</b>	<b>1,963,920</b>	<b>(972,750)</b>	<b>643,730</b>
<b>Obligatory</b>					
	Building Division	2,179,240	58,430	(75,000)	2,162,670
	Canada Community Building Fund	2,238,360	1,560,280	(3,118,115)	680,525
	Cannabis Legalization	26,930		(26,930)	-
	Cash in Lieu of Parkland	3,747,760	1,500,000	(1,394,500)	3,853,260
	Development Charges	15,222,460	6,000,000	(14,898,510)	6,323,950
	Tree Compensation	382,020		(71,000)	311,020
	Uptown Keswick Business Improvement Area	16,840			16,840
	<b>Obligatory Total</b>	<b>23,813,610</b>	<b>9,118,710</b>	<b>(19,584,055)</b>	<b>13,348,265</b>
<b>Grants</b>					
	York Region Grants		323,355	(323,355)	-
	Building Faster Fund	1,300,000		(1,300,000)	-
	Ontario Community Infrastructure Fund		2,202,030	(2,202,030)	-
	<b>Grants Total</b>	<b>1,300,000</b>	<b>2,525,385</b>	<b>(3,825,385)</b>	<b>-</b>
	<b>Projected Closing Balance</b>	<b>67,788,840</b>	<b>27,090,475</b>	<b>(42,909,765)</b>	<b>51,969,550</b>

# Internal borrowing schedule

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
<b>Replacement Civic Centre internal borrowing and debenture forecast ('000)</b>															
Projected opening balance	(23,485)	(23,382)	(22,368)	(21,355)	(20,342)	(19,328)	(18,315)	(17,302)	(16,288)	(15,275)	(14,192)	(11,310)	(7,837)	(4,364)	(891)
Estimated remaining capital outlays	(1,500)														
Annual contribution	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	891
Construction financing repayment	(20,000)														
Construction financing - interest (variable)	(25)														
Debtenture proceeds	20,000														
Debtenture payment - principal - (\$20M)	(1,252)	(1,719)	(1,787)	(1,858)	(1,931)	(2,007)	(2,087)	(2,169)	(2,255)	(2,274)	(568)	-	-	-	-
Debtenture payment - Interest	(593)	(741)	(673)	(602)	(529)	(452)	(373)	(291)	(205)	(116)	(23)	-	-	-	-
(3.95% - Estimated)															
<b>Balance</b>	<b>(23,382)</b>	<b>(22,368)</b>	<b>(21,355)</b>	<b>(20,342)</b>	<b>(19,328)</b>	<b>(18,315)</b>	<b>(17,302)</b>	<b>(16,288)</b>	<b>(15,275)</b>	<b>(14,192)</b>	<b>(11,310)</b>	<b>(7,837)</b>	<b>(4,364)</b>	<b>(891)</b>	<b>-</b>

# 2026 Staffing complement

	2026	2025	2024	2023	2022
<b><i>Operations and Infrastructure</i></b>					
Permanent Full Time	60	54	48	47	43
Permanent Part Time					
<b><i>Community Services</i></b>					
Permanent Full Time	90	70	70	67	60
Permanent Part Time	35	14	14	14	7
<b><i>Fire and Rescue Services</i></b>					
Permanent Full Time	54	54	53	53	49
Permanent Part Time					
<b><i>Development Services</i></b>					
Permanent Full Time	37	36	35	35	37
Permanent Part Time					
<b><i>Human Resources</i></b>					
Permanent Full Time	7	6	5	5	7
<b><i>Town Solicitor</i></b>					
Permanent Full Time	2				
<b><i>Legislative Services</i></b>					
Permanent Full Time		28	28	27	23
Permanent Part Time		22	22	22	22
<b><i>Deputy Chief Administrative Officer</i></b>					
Permanent Full Time	22	28	27	28	36
Permanent Part Time			1	1	1
<b><i>Chief Administrative Officer</i></b>					
Permanent Full Time	3	2	2	2	12
<b><i>Corporate Services</i></b>					
Permanent Full Time	34	23	23	23	
Permanent Part Time	1				
<b>Total Town Permanent Full Time</b>	<b>309</b>	<b>301</b>	<b>291</b>	<b>287</b>	<b>267</b>
<b>Total Town Permanent Part Time</b>	<b>36</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>30</b>
<b>Total Town</b>	<b>345</b>	<b>337</b>	<b>328</b>	<b>324</b>	<b>297</b>
Library Permanent Full Time	24	23	23	23	15
Library Permanent Part Time	12	12	12	13	12
<b>Total Town and Library</b>	<b>381</b>	<b>372</b>	<b>363</b>	<b>360</b>	<b>324</b>

## Comments

\* Library Positions: Not including 17 permanent student positions

\*\* The year over year fluctuations between the departments are a result of reorganizations

# Municipal services

The Town of Georgina is responsible for a wide ranges of services. As part of York Region, it can be unclear who is responsible for what. Here is a breakdown of the services provided by the Town and those managed by York Region.



## Georgina services

- Local roads
- Sidewalks
- Snow removal on local roads and sidewalks
- Waste and organics pick up
- By-law enforcement
- Animal services
- Licensing and permits
- Fire and rescue services
- Parks
- Community centres
- Libraries
- Crossing guards
- Water transmission and distribution
- Wastewater collection and transmission
- Stormwater management
- Tree and plant maintenance along local roads

[georgina.ca](http://georgina.ca)



## York Region services

- Regional roads
- Snow removal on regional roads
- Public transit
- Processing of recycling and compostable materials
- Landfill disposal
- Police services
- Paramedic services
- Social services and social housing
- Public health services
- Water transmission, treatment and storage
- Wastewater transmission and treatment
- Tree maintenance along regional roads

[york.ca](http://york.ca)

### Have a question?

Ask our chatbot at [georgina.ca](http://georgina.ca) or call Service Georgina at 905-476-4301.

# Operations and Infrastructure



# Operations and Infrastructure Department

The Operations and Infrastructure Department provides a wide range of services and functions. The department is responsible for the planning, operation and maintenance of the Town's municipal infrastructure including all municipal roads, drinking water distribution, wastewater collection and transmission, storm water management, sidewalks, streetlights, and urban forestry. The department is also responsible for managing solid waste collection, environmental management, and traffic operations, as well as delivering capital projects, including rehabilitations, replacements, new construction, and reconstructions.

## 2025 success story

### Georgina's coordinated response to February's historic snowfall



In mid-February 2025, Georgina experienced a rare and intense winter storm, accumulating more than 69 cm of snow between Feb. 12 and 17. With previous snowfalls still on the ground and limited space for snow storage, the Town faced significant operational challenges. In response, a second Significant Weather Event was declared, prompting crews to work around the clock to clear highways, sidewalks and hydrants.



Despite equipment issues, staffing limits and material shortages, staff from throughout the Town maximized available resources to maintain service levels. Sidewalk clearing was particularly challenging due to the volume of snow and limited storage space. Snow blowers were used where possible, although they operated more slowly and were prone to mechanical problems. Thanks to the efforts of the fleet team and the addition of extra equipment, these challenges were addressed, allowing sidewalks to be made passable within a few days, with cleanup continuing over the following week.

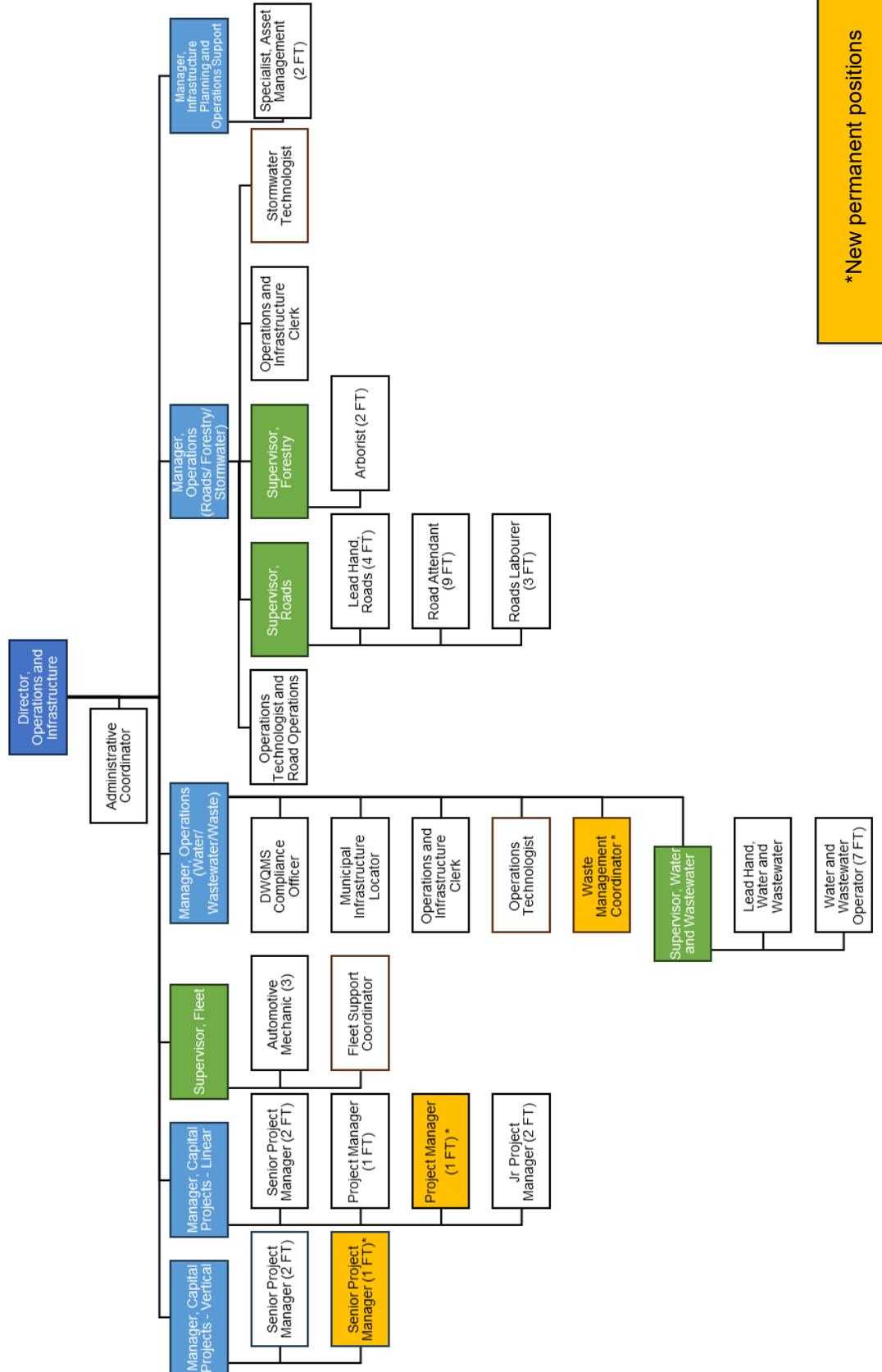
Hydrant access was a top priority for both Water and Fire Services. Contractors and staff worked together to uncover all 1,516 hydrants, some buried under 15 feet of snow, ensuring emergency response readiness for the community. Community Services staff also played a vital role, clearing parking lots at key facilities and manually ensuring safe egress at hundreds of exits. Their support extended to snow removals and sidewalk operations.

The Significant Weather Event was lifted after 8.5 days. Focus shifted to snow removal throughout Town, with approximately 16,000 m<sup>3</sup> of snow trucked away from intersections, school zones and narrow roads.

As melting began, staff continued to monitor flood-prone areas and clear catch basins. Communications throughout the event were timely and engaging, with four videos reaching more than 60,600 views, highlighting both the Town's transparency and the community's interest in the response effort.

This event demonstrated how the training and coordination of many divisions and departments can come together to overcome a major event.

# Organizational chart



\*New permanent positions

## Major operating drivers

- Ensuring all regulatory requirements are met in an increasingly complex legislative environment
- Delivering excellent customer service and maintaining service level standards as the Town grows
- Managing the Town's core and non-core assets in a fiscally responsible manner
- Managing external pressures from other levels of government while delivering the same amount (count and value) of work under a fixed resource

## Major initiatives planned for 2026

- Design and construction of the Willow Beach Waterfront park as outlined in the [Waterfront Parks Master Plan](#)
- Continue to execute on various stormwater related projects, including the drainage improvement work at Duclos Point
- Construction of a multi-use path at Old Homestead Road to expand the Town's active transportation network
- Commence the development of the Integrated Infrastructure Master Plan for sanitary, water, Supervisory Control and Data Acquisition (SCADA) and stormwater
- Continue to deliver on the Pavement Management Program to upkeep the Town's road network
- Construction of the Lake Drive North revetment to ensure road infrastructure is protected

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the department administration.

Operations and Infrastructure - Administration	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	274,200	-	-	(52,790)	1,000	222,410
<b>Grand Total</b>	<b>274,200</b>	<b>-</b>	<b>-</b>	<b>(52,790)</b>	<b>1,000</b>	<b>222,410</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the department administration. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth    
 ● = service level    
 ● = contractual/inflationary    
 ● = other

Operations and Infrastructure - Administration	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	263,810	(52,790)	211,020	(20%)	○ ○ ● ○	Primarily salary allocation to rate-funded areas, offset by step increase in salaries and benefits
Staffing Other Direct Expenses	8,890	-	8,890	0%	○ ○ ○ ○	
Other Direct Costs	1,500	1,000	2,500	67%	○ ○ ○ ●	
Expense Total	274,200	(51,790)	222,410	(19%)		
<b>Administration Total</b>	<b>274,200</b>	<b>(51,790)</b>	<b>222,410</b>	<b>(19%)</b>		
<b>Grand Total</b>	<b>274,200</b>	<b>(51,790)</b>	<b>222,410</b>	<b>(19%)</b>		

# Infrastructure Planning and Operations Support Division

The Infrastructure Planning and Operations Support Division provides a range of services to coordinate the administration, planning and management of the asset lifecycles of roads, bridges, water and sewer mains. This division conducts the necessary studies and assessments to inform the decision-making for infrastructure planning. The division is also responsible for traffic safety and engineering, including the Safe Streets Monitoring Program.

## Services include:

- Preparing, maintaining and implementing the Town's [Asset Management Plan](#) and Program for core and non-core municipal assets
- Planning major and minor capital improvements and studies for the next 10 years
- Developing maintenance routines, standard operating procedures and risk assessments on various assets
- Protecting municipal assets through administration of permits and approvals for utility installations and external contractors working on Town roads and other private infrastructure
- Administering the condition assessments of all core and non-core assets
- Providing technical support to the Operations and Infrastructure Department
- Providing enhanced, Town-wide, road safety through traffic calming initiatives
- Oversight of the [Safe Streets Monitoring Program](#)

## **2025 accomplishments**

- Continued the condition assessment for four sewage pumping stations annually, namely stations #21, 22, 23, 24
- Continued the condition assessment for 10 per cent of the Town's Gravity Sanitary Sewer and Manhole inventory
- Commenced the condition assessment for 10 per cent of the Town's stormwater mains, manholes and catch basins
- Continued to enhance the Town's Pavement Management System, including the 2025 Pavement Data Collection Program
- Completed the Road Crossing Culvert Inspection Program ( $\geq 750\text{mm}$  in diameter)
- Completed the Proposed Levels of Service and Financial Strategy, as mandated through O. Reg. 588/17
- Delivered the Main Street (Pefferlaw) Dam Condition Assessment

## **Key projects for 2026**

- Continuation of the Town's Sanitary Pumping Station Condition Assessment Program, notably for Stations #25 and #26
- Execution of the 2026 Ontario Structures Inspection Manual (OSIM) and Pedestrian Bridge Condition Assessment Program
- Formal update of the Town's Core Asset Management Plan, as per O.Reg. 588/17
- Implementation and commencement of the Town's Streetlight Condition Assessment Program
- Development and implementation of the Town's Retaining Wall Condition Assessment Program, including provisional designs
- Continuation of the Town's Stormwater Management Pond Condition Assessment Program, in coordination with the Lake Simcoe Region Conservation Authority
- Continuation of the Sanitary Sewer and Manhole Condition Assessment Program for approximately 10 per cent of the network (for gravity sanitary mains and associated manholes)
- Commencement of the Town's Driveway/Entrance Culvert Catalogue and Condition Assessment Program, to identify localized at-risk areas for Operations' ditch rehabilitation program

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Infrastructure Planning and Operations Support	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	146,170	-	-	(43,750)	(900)	101,520
<b>Grand Total</b>	<b>146,170</b>	<b>-</b>	<b>-</b>	<b>(43,750)</b>	<b>(900)</b>	<b>101,520</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Infrastructure Planning and Operations Support	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	121,740	(46,770)	74,970	(38%)	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Primarily salary allocation to rate-funded areas, offset by step increase in salaries and benefits
Staffing Other Direct Expenses	9,580	3,020	12,600	32%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	950	-	950	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	13,900	(900)	13,000	(6%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	146,170	(44,650)	101,520	(31%)		
<b>Administration Total</b>	<b>146,170</b>	<b>(44,650)</b>	<b>101,520</b>	<b>(31%)</b>		
<b>Grand Total</b>	<b>146,170</b>	<b>(44,650)</b>	<b>101,520</b>	<b>(31%)</b>		

# Roads, Forestry, Waste and Fleet Division

The Operations Division provides the delivery of essential services that support the maintenance, safety and functionality of public infrastructure throughout the year. This includes the upkeep of roads, streetlights, signs, bridges and sidewalks, the management of urban forestry, and the execution of winter maintenance activities. Services are delivered with a focus on public safety, environmental responsibility and operational efficiency.

The division also oversees waste management services, including residential curbside collection of waste and organics, bulky item pickup, and seasonal yard waste programs. These initiatives support waste diversion, minimize environmental impact, and promote the efficient and responsible management of materials throughout the community.

## Services include:

- Road operations such as street sweeping, pothole repairs, line painting, street and traffic sign installation/maintenance, roadside grass cutting, brush removal, traffic control, minor resurfacing
- Winter patrolling, snow plowing, sanding, salting and snow removal on road surfaces and sidewalks/multi-use paths
- Fleet, which procures, maintains, repairs and sells all fleet and equipment for all Town divisions including light, medium, heavy duty trucks, specialty construction and agriculture equipment, snow removal equipment, fuel sites and fire apparatus and support equipment
- Forestry services including tree removals, stumping, planting, boulevard and park tree maintenance, and sightline issues
- Aquatic weed collection, mosquito control
- Emergency response to roads damage, wind damage, vehicle incidents
- Streetlight repair and maintenance



## 2025 accomplishments

- Delivered the minor capital program including sidewalk replacement, curb replacements and gravel surface repairs throughout Georgina
- Met winter service levels at 98 per cent
- Upgraded and replaced street name signs
- Expanded snow removal program following record snow accumulation in 2024/25 winter season
- Provided emergency response and clean up for the ice storm (April 2025)
- Updated divisional structure, health and safety program, and professional development to promote safe and pinpointed efficiencies in daily operations
- Transitioned programs from reactive to proactive maintenance, such as roadside vegetation
- Excess soil management plan
- Lead Northern Six (N6) municipalities in preparing for the 2028 joint waste collection contract renewal
- Diverted 9,117 lbs (4.14 tonnes) of textiles from reaching landfill by collaborating with Diabetes Canada through community donation bin program
- Diverted 4,246 lb (1.93 tonnes) of electronic waste from landfill through the biannual community eWaste events
- Drove awareness of the new mandatory Blue Box transition regulations, effective Jan. 1, 2026

## Key projects for 2026

- Continue expansion of excess soil management plan
- Continue to upgrade and replace street name signs
- Salt management plan expansion
- Snow storage upgrades in alignment with best management practices
- Continue policy and procedure updates to promote internal efficiencies in daily operations
- Walkway and through connection inventory and condition assessments
- Development of the Town's Waste Management Plan
- Launch a comprehensive review of the existing 424+ garbage exemptions to improve accuracy and reduce unnecessary waste collection
- Implementation of internal single-use plastics reduction policy
- Enhance waste education and outreach to promote responsible three-stream waste practices
- Seasonal conversion of the [Lake Drive Multi-Use Pathway](#) between Civic Centre Road and South Drive





## 2026 Budgeted expenditure and revenue details

Roads, Forestry and Waste	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Labour Allocation</b>						
Revenue						
Salaries and Benefits	(98,000)	98,000	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Internal revenue redistribution from ASE program removed
Revenue Total	(98,000)	98,000	-	(100%)		
Expense						
Salaries and Benefits	1,547,170	143,875	1,691,045	9%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Change in salaries and benefits due to step increases and collective agreement
Expense Total	1,547,170	143,875	1,691,045	9%		
<b>Labour Allocation Total</b>	<b>1,449,170</b>	<b>241,875</b>	<b>1,691,045</b>	<b>17%</b>		
<b>Overhead</b>						
Expense						
Staffing Other Direct Expenses	30,900	25,000	55,900	81%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Mandatory training
Contracted Services	20,000	-	20,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	64,520	-	64,520	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	101,560	(2,210)	99,350	(2%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	382,700	(58,630)	324,070	(15%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Primarily fuel allocation
Expense Total	599,680	(35,840)	563,840	(6%)		
<b>Overhead Total</b>	<b>599,680</b>	<b>(35,840)</b>	<b>563,840</b>	<b>(6%)</b>		
<b>Protective Inspection and Control</b>						
Expense						
Contracted Services	316,810	-	316,810	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	316,810	-	316,810	0%		
<b>Protective Inspection and Control Total</b>	<b>316,810</b>	<b>-</b>	<b>316,810</b>	<b>0%</b>		
<b>Roads-Bridges</b>						
Expense						
Supplies and Maintenance	1,000	1,500	2,500	150%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	1,000	1,500	2,500	150%		
<b>Roads-Bridges Total</b>	<b>1,000</b>	<b>1,500</b>	<b>2,500</b>	<b>150%</b>		
<b>Roads-Paved</b>						
Revenue						
Provision from Reserve	(30,000)	30,000	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Provision for pilot speed hump removal from prior year
Revenue Total	(30,000)	30,000	-	(100%)		
Expense						
Salaries and Benefits	19,700	(19,700)	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Moved to labour allocation
Contracted Services	144,030	-	144,030	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	47,000	-	47,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	210,730	(19,700)	191,030	(9%)		
<b>Roads-Paved Total</b>	<b>180,730</b>	<b>10,300</b>	<b>191,030</b>	<b>6%</b>		

## 2026 Budgeted expenditure and revenue details

Roads, Forestry and Waste	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Roads-Traffic Operations &amp; Roadside Maintenance</b>						
Revenue						
User Fees and Service Charges	(172,220)	172,220	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Internal revenue redistribution from ASE program removed
Revenue Total	(172,220)	172,220	-	(100%)		
Expense						
Contracted Services	429,370	(33,585)	395,785	(8%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Primarily removal of contracted services (signs) due to discontinuation of ASE program
Other Direct Costs	3,000	3,000	6,000	100%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Supplies and Maintenance	11,000	1,300	12,300	12%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	443,370	(29,285)	414,085	(7%)		
<b>Roads-Traffic Operations &amp; Roadside Maintenance</b>	<b>271,150</b>	<b>142,935</b>	<b>414,085</b>	<b>53%</b>		
<b>Roads-Unpaved</b>						
Expense						
Supplies and Maintenance	82,360	12,110	94,470	15%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Gravel resurfacing
Expense Total	82,360	12,110	94,470	15%		
<b>Roads-Unpaved Total</b>	<b>82,360</b>	<b>12,110</b>	<b>94,470</b>	<b>15%</b>		
<b>Solid Waste Collection</b>						
Revenue						
User Fees and Service Charges	(140,000)	40,000	(100,000)	(29%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Reduction in revenue from tag sales
Transfer Payments and Recoveries	-	(42,000)	(42,000)		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Recovery from municipal partners related to waste project management and responsibilities
Provision from Reserve	(13,360)	13,360	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Remove as reserve is nil
Revenue Total	(153,360)	11,360	(142,000)	(7%)		
Expense						
Salaries and Benefits	-	106,000	106,000		<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	26-SI-OI-01 Waste management coordinator
Staffing Other Direct Expenses	-	1,000	1,000		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Contracted Services	611,310	7,750	619,060	1%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	12,000	16,000	28,000	133%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Advertising for recycling
Supplies and Maintenance	-	500	500		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	623,310	131,250	754,560	21%		
<b>Solid Waste Collection Total</b>	<b>469,950</b>	<b>142,610</b>	<b>612,560</b>	<b>30%</b>		
<b>Street Lighting</b>						
Expense						
Contracted Services	100,000	-	100,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	365,000	-	365,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	28,000	-	28,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	493,000	-	493,000	0%		
<b>Street Lighting Total</b>	<b>493,000</b>	<b>-</b>	<b>493,000</b>	<b>0%</b>		
<b>Urban Forestry</b>						
Revenue						
Provision from Reserve		(1,000)	(1,000)		<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Revenue Total		(1,000)	(1,000)			
Expense						
Contracted Services	105,000	1,000	106,000	1%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Supplies and Maintenance	1,500	500	2,000	33%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Expense Total	106,500	1,500	108,000	1%		
<b>Urban Forestry Total</b>	<b>106,500</b>	<b>500</b>	<b>107,000</b>	<b>0%</b>		

## 2026 Budgeted expenditure and revenue details

Roads, Forestry and Waste	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Waste diversion (Recycling)</b>						
Revenue						
User Fees and Service Charges	(22,760)	10,260	(12,500)	(45%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Blue boxes no longer to be sold
Transfer Payments and Recoveries	(202,700)	200,000	(2,700)	(99%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Blue box program management shifted to Circular Materials Ontario
Revenue Total	(225,460)	210,260	(15,200)	(93%)		
Expense						
Staffing Other Direct Expenses	800	(800)	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Contracted Services	1,265,690	(515,625)	750,065	(41%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Blue box program management shifted to Circular Materials Ontario
Supplies and Maintenance	32,650	(12,400)	20,250	(38%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Blue box program management shifted to Circular Materials Ontario
Expense Total	1,299,140	(528,825)	770,315	(41%)		
<b>Waste diversion (Recycling) Total</b>	<b>1,073,680</b>	<b>(318,565)</b>	<b>755,115</b>	<b>(30%)</b>		
<b>Winter Control - Highway</b>						
Revenue						
Provision from Reserve	(45,000)	-	(45,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(45,000)	-	(45,000)	0%		
Expense						
Contracted Services	569,440	15,580	585,020	3%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increase for sanding and salting sub-contracting
Supplies and Maintenance	435,880	12,135	448,015	3%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increase for sand and salt
Expense Total	1,005,320	27,715	1,033,035	3%		
<b>Winter Control - Highway Total</b>	<b>960,320</b>	<b>27,715</b>	<b>988,035</b>	<b>3%</b>		
<b>Grand Total</b>	<b>6,403,150</b>	<b>379,050</b>	<b>6,782,200</b>	<b>6%</b>		

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the fleet division.

Fleet	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Mechanic's Garage	517,700	-	-	34,490	40,730	592,920
<b>Grand Total</b>	<b>517,700</b>	<b>-</b>	<b>-</b>	<b>34,490</b>	<b>40,730</b>	<b>592,920</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the fleet division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Fleet	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Mechanic's Garage</b>						
Revenue						
Provision from Reserve	(100,000)	(25,000)	(125,000)	25%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Provision for emergency repair costs
Revenue Total	(100,000)	(25,000)	(125,000)	25%		
Expense						
Salaries and Benefits	698,540	47,510	746,050	7%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Primarily step increase in salaries and benefits
Staffing Other Direct Expenses	6,880	11,000	17,880	160%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Mandatory training
Contracted Services	200,000	33,000	233,000	17%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Increase in repair costs
Other Direct Costs	158,920	-	158,920	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	(446,640)	8,710	(437,930)	(2%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Fleet and fuel allocations
Expense Total	617,700	100,220	717,920	16%		
<b>Mechanic's Garage Total</b>	<b>517,700</b>	<b>75,220</b>	<b>592,920</b>	<b>15%</b>		
<b>Grand Total</b>	<b>517,700</b>	<b>75,220</b>	<b>592,920</b>	<b>15%</b>		

# Water Distribution and Wastewater Collection Division

The Water/Wastewater Division is responsible for the operation and maintenance of the Town's water and wastewater infrastructure. This includes managing the Keswick and Sutton Water Distribution and Wastewater Collection Systems. The division distributes treated water supplied by York Region and ensures that wastewater is efficiently conveyed to Regional treatment facilities.

Town-owned assets maintained by the division include watermains, valves, fire hydrants, water booster stations, wastewater sewers, wastewater pumping stations, residential grinder and ejector pumps, and service connections.

The Water/Wastewater Division is funded through user water and wastewater rates.

## Services include:

- Operation of the municipal drinking water distribution system, including regulatory reporting, water quality sampling, and monitoring
- Maintenance and repair of the water system, such as fixing watermain breaks, service leaks, and conducting watermain flushing
- Customer service support, including water shut-off/turn-on requests, and handling water quality complaints and inquiries
- Operation and maintenance of the wastewater system, including sewer break repairs, sewer flushing, clearing blockages, pump station maintenance and cleaning, odour control, and Supervisory Control and Data Acquisition (SCADA) monitoring and data management
- Manage and deliver preventative maintenance programs for both water and wastewater systems, including:
  - Regulatory sampling
  - Valve exercising
  - Dead-end flushing
  - Hydrant winterization and inspections
  - Routine monitoring and inspections of booster and pumping stations
  - Sanitary sewer flushing

## 2025 accomplishments

- Received an almost perfect rating of the annual Ministry of Environment, Conservation and Parks (MECP) inspection for the Town's Drinking water system, and re-accreditation of the Drinking Water Quality Management Standard (DWQMS)
- Completed a full review and analysis of the risks to the Town's drinking water system to ensure compliance with Drinking Water Quality Management Standard Element 7 and 8 – Risk Assessment and Risk Assessment Outcomes
- Successfully completed annual fire hydrant inspections, ensuring system readiness and compliance in alignment with Ontario Fire Code Regulation 388/97
- Completed annual air valve inspections to maintain optimal system performance
- Continued implementation of the valve cycling program, including the replacement of inoperable valves to enhance system reliability
- Received the final Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA) for the Sanitary Collection System, ensuring regulatory compliance
- Successfully completed preventative maintenance programs for both the Water Distribution and Wastewater Collection systems to ensure optimal performance
- Continued collaboration with the Asset Management group on infrastructure condition assessments, including evaluations of pumping stations, inflow and infiltration, and the [Core Asset Management Plan](#)
- Ensured comprehensive development and successful roll-out of the Town's Water Financial Plan and Water and Wastewater Rate Study
- Monitored water usage through dead-end flushing, fire department consumption and ad-hoc inspections of new developments to ensure proper work practices and enforce water metering compliance



## Key projects for 2026

- Implement measures outlined in the CLI-ECA to ensure timely adherence to regulatory requirements
- Carry out rehabilitation and replacement of mainline and secondary valves as well as fire hydrants
- Continue to enhance water quality monitoring by installing sampling stations throughout the Town's Water Distribution System
- Execute the Excess Soil Management Plan, including proper disposal of excess soils
- Leverage Geographic Information System tools to document data from the flushing program, hydrant inspections and valve checks
- Improve educational awareness regarding water loss and unauthorized usage, focusing on issues such as hydrant tampering and waste – through comprehensive program that includes reviewing dead-end flushing and implementing a leak detection program
- Enhance sampling protocols by installing sample stations throughout the Water Distribution System
- Develop a Water Distribution System Model and Master Plan
- Update the Sanitary System Masterplan and Model to meet current regulatory requirements
- Prepare a SCADA System Master Plan



Sanitary Pumping Station

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the water division.

Water	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	(2,777,180)	(1,640)	(20,000)	(145,350)	(193,760)	(3,137,930)
Distribution System	1,219,880	-	20,000	12,880	-	1,252,760
Hydrants	151,980	-	-	-	-	151,980
Labour Allocation	786,140	-	-	122,460	192,750	1,101,350
SCADA & Network	30,000	-	-	-	5,000	35,000
Water Booster Stations	211,940	-	-	10,010	-	221,950
Water Fleet	27,580	-	-	-	(1,600)	25,980
Water Meters	254,580	-	-	-	-	254,580
Water Operations Centre	30,170	1,640	-	-	-	31,810
Water Quality & Monitoring	32,330	-	-	-	-	32,330
WW Fleet	32,580	-	-	-	(2,390)	30,190
<b>Grand Total</b>	-	-	-	-	-	-

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the water division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth    
 ● = service level    
 ● = contractual/inflationary    
 ● = other

Water	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
User Fees and Service Charges	(284,650)	35,000	(249,650)	(12%)	○ ○ ○ ●	Decrease in new services, offset by increase in administrative fees from flushing programs and increase in non-compliance fee for metre chargeouts
Donations & Grants & Misc Revenues	(120,490)	(20,000)	(140,490)	17%	○ ○ ○ ●	Realignment in miscellaneous fees to corresponding recovery accounts, offset by increase in penalty and connection charge revenue
Capital Recovery	(935,240)	(255,980)	(1,191,220)	27%	○ ○ ● ○	Increase in cost recovery
Consumption Revenue	(8,893,480)	(1,278,810)	(10,172,290)	14%	○ ○ ● ○	Increase in cost recovery
Local Improvements	(585,000)	292,500	(292,500)	(50%)	○ ○ ● ○	Local improvement ends in 2026
Revenue Total	(10,818,860)	(1,227,290)	(12,046,150)	11%		

## 2026 Budgeted expenditure and revenue details

Water	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Expense</b>						
Salaries and Benefits	666,700	1,870	668,570	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Staffing Other Direct Expenses	14,880	5,500	20,380	37%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Contracted Services	6,000	44,085	50,085	735%	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	26-NI-WAT-03 Testing and disposal of excess soil
Other Direct Costs	164,060	31,000	195,060	19%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Data collector maintenance charges
Supplies and Maintenance	44,970	13,600	58,570	30%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Historical trend for internal facilities maintenance
Debenture Repayment	1,516,070	(9,310)	1,506,760	(1%)	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Contributions to Reserve	373,660	560,935	934,595	150%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	To fund Water - Infrastructure - Repair and Replacement Reserve
Water Payments to York region	5,255,340	218,860	5,474,200	4%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increase based on York Region rate allocation and consumption estimates
<b>Expense Total</b>	<b>8,041,680</b>	<b>866,540</b>	<b>8,908,220</b>	<b>11%</b>		
<b>Administration Total</b>	<b>(2,777,180)</b>	<b>(360,750)</b>	<b>(3,137,930)</b>	<b>13%</b>		
<b>Distribution System</b>						
<b>Expense</b>						
Contracted Services	1,150,360	20,000	1,170,360	2%	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	26-NI-WAT-02 Leak Detection for the Water Distribution System
Other Direct Costs	1,000	-	1,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	68,520	12,880	81,400	19%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Waterworks supplies contract renewal
<b>Expense Total</b>	<b>1,219,880</b>	<b>32,880</b>	<b>1,252,760</b>	<b>3%</b>		
<b>Distribution System Total</b>	<b>1,219,880</b>	<b>32,880</b>	<b>1,252,760</b>	<b>3%</b>		
<b>Hydrants</b>						
<b>Expense</b>						
Contracted Services	110,980	-	110,980	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	41,000	-	41,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
<b>Expense Total</b>	<b>151,980</b>	<b>-</b>	<b>151,980</b>	<b>0%</b>		
<b>Hydrants Total</b>	<b>151,980</b>	<b>-</b>	<b>151,980</b>	<b>0%</b>		
<b>Labour Allocation</b>						
<b>Expense</b>						
Salaries and Benefits	786,140	315,210	1,101,350	40%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	Salaries transferred from corporate allocation, step increase in salaries and benefits, offset by salary recovery from wastewater
<b>Expense Total</b>	<b>786,140</b>	<b>315,210</b>	<b>1,101,350</b>	<b>40%</b>		
<b>Labour Allocation Total</b>	<b>786,140</b>	<b>315,210</b>	<b>1,101,350</b>	<b>40%</b>		
<b>SCADA &amp; Network</b>						
<b>Expense</b>						
Contracted Services	30,000	-	30,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	-	5,000	5,000		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
<b>Expense Total</b>	<b>30,000</b>	<b>5,000</b>	<b>35,000</b>	<b>17%</b>		
<b>SCADA &amp; Network Total</b>	<b>30,000</b>	<b>5,000</b>	<b>35,000</b>	<b>17%</b>		

## 2026 Budgeted expenditure and revenue details

Water	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Water Booster Stations</b>						
Expense						
Contracted Services	10,000	-	10,000	0%	○ ○ ○ ○ ○	
Hydro/Sewer/Gas	30,530	-	30,530	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	18,440	10,000	28,440	54%	○ ○ ● ○ ○	Annual inspection and repairs
Debenture Repayment	152,970	10	152,980	0%	○ ○ ○ ● ○	
Expense Total	211,940	10,010	221,950	5%		
<b>Water Booster Stations Total</b>	<b>211,940</b>	<b>10,010</b>	<b>221,950</b>	<b>5%</b>		
<b>Water Fleet</b>						
Expense						
Supplies and Maintenance	27,580	(1,600)	25,980	(6%)	○ ○ ○ ○ ●	
Expense Total	27,580	(1,600)	25,980	(6%)		
<b>Water Fleet Total</b>	<b>27,580</b>	<b>(1,600)</b>	<b>25,980</b>	<b>(6%)</b>		
<b>Water Meters</b>						
Expense						
Contracted Services	253,000	-	253,000	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	1,580	-	1,580	0%	○ ○ ○ ○ ○	
Expense Total	254,580	-	254,580	0%		
<b>Water Meters Total</b>	<b>254,580</b>	<b>-</b>	<b>254,580</b>	<b>0%</b>		
<b>Water Operations Centre</b>						
Expense						
Staffing Other Direct Expenses	14,400	700	15,100	5%	● ○ ○ ○ ○	
Hydro/Sewer/Gas	8,260	940	9,200	11%	● ○ ○ ○ ○	
Other Direct Costs	1,600	-	1,600	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	5,910	-	5,910	0%	○ ○ ○ ○ ○	
Expense Total	30,170	1,640	31,810	5%		
<b>Water Operations Centre Total</b>	<b>30,170</b>	<b>1,640</b>	<b>31,810</b>	<b>5%</b>		
<b>Water Quality &amp; Monitoring</b>						
Expense						
Contracted Services	27,000	-	27,000	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	5,330	-	5,330	0%	○ ○ ○ ○ ○	
Expense Total	32,330	-	32,330	0%	○ ○ ○ ○ ○	
<b>Water Quality &amp; Monitoring Total</b>	<b>32,330</b>	<b>-</b>	<b>32,330</b>	<b>0%</b>		
<b>WW Fleet</b>						
Expense						
Supplies and Maintenance	32,580	(2,390)	30,190	(7%)	○ ○ ○ ○ ●	
Expense Total	32,580	(2,390)	30,190	(7%)		
<b>WW Fleet Total</b>	<b>32,580</b>	<b>(2,390)</b>	<b>30,190</b>	<b>(7%)</b>		
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>-</b>			

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the wastewater division.

Wastewater	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	(2,411,190)	(5,000)	(30,000)	18,245	129,310	(2,298,635)
Labour Allocation	1,452,840	-	-	(98,240)	(174,650)	1,179,950
Residential Grinder Pumps	21,000	-	-	-	-	21,000
SCADA & Network	97,000	-	-	15,000	-	112,000
WW Collection System	412,090	-	-	34,995	17,000	464,085
WW Fleet	33,280	-	-	-	4,170	37,450
WW Operations Centre	31,020	-	-	-	-	31,020
WW Pumping Stations	363,960	5,000	30,000	30,000	16,670	445,630
WW Quality & Monitoring	-	-	-	-	7,500	7,500
<b>Grand Total</b>	-	-	-	-	-	-

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the wastewater division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Wastewater	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
User Fees and Service Charges	(33,500)	33,500	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Reallocation as charges not recorded here
Donations & Grants & Misc Revenues	-	(50,000)	(50,000)		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Revenue related to penalties
Capital Recovery	(884,430)	(311,240)	(1,195,670)	35%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increased based on cost recovery
Consumption Revenue	(9,117,500)	(594,210)	(9,711,710)	7%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increased based on cost recovery
Local Improvements	(900,000)	450,000	(450,000)	(50%)	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Local improvement ending in 2026
<b>Revenue Total</b>	<b>(10,935,430)</b>	<b>(471,950)</b>	<b>(11,407,380)</b>	<b>4%</b>		
Expense						
Staffing Other Direct Expenses	8,500	7,500	16,000	88%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Hydro/Sewer/Gas	-	1,500	1,500		<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	113,100	2,570	115,670	2%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	16,000	7,000	23,000	44%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Debenture Repayment	749,220	-	749,220	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Contributions to Reserve	714,360	(131,095)	583,265	(18%)	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Based on cost recovery
Water Payments to York region	6,923,060	697,030	7,620,090	10%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increase based on York Region rate allocation and consumption estimates
<b>Expense Total</b>	<b>8,524,240</b>	<b>584,505</b>	<b>9,108,745</b>	<b>7%</b>		
<b>Administration Total</b>	<b>(2,411,190)</b>	<b>112,555</b>	<b>(2,298,635)</b>	<b>(5%)</b>		

## 2026 Budgeted expenditure and revenue details

Wastewater	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Labour Allocation</b>						
Expense						
Salaries and Benefits	1,452,840	(272,890)	1,179,950	(19%)	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Salaries transferred from water subdivision
Expense Total	1,452,840	(272,890)	1,179,950	(19%)		
<b>Labour Allocation Total</b>	<b>1,452,840</b>	<b>(272,890)</b>	<b>1,179,950</b>	<b>(19%)</b>		
<b>Residential Grinder Pumps</b>						
Expense						
Contracted Services	12,000	-	12,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	9,000	-	9,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	21,000	-	21,000	0%		
<b>Residential Grinder Pumps Total</b>	<b>21,000</b>	<b>-</b>	<b>21,000</b>	<b>0%</b>		
<b>SCADA &amp; Network</b>						
Expense						
Contracted Services	82,000	-	82,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	-	15,000	15,000		<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Subscription license associated with SCADA upgrade
Supplies and Maintenance	15,000	-	15,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	97,000	15,000	112,000	15%		
<b>SCADA &amp; Network Total</b>	<b>97,000</b>	<b>15,000</b>	<b>112,000</b>	<b>15%</b>		
<b>WW Collection System</b>						
Expense						
Contracted Services	349,970	46,995	396,965	13%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increase in sub-contracting related to repairs and sewer flushing
Other Direct Costs	6,000	-	6,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	56,120	5,000	61,120	9%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	412,090	51,995	464,085	13%		
<b>WW Collection System Total</b>	<b>412,090</b>	<b>51,995</b>	<b>464,085</b>	<b>13%</b>		
<b>WW Fleet</b>						
Expense						
Supplies and Maintenance	33,280	4,170	37,450	13%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	33,280	4,170	37,450	13%		
<b>WW Fleet Total</b>	<b>33,280</b>	<b>4,170</b>	<b>37,450</b>	<b>13%</b>		
<b>WW Operations Centre</b>						
Expense						
Staffing Other Direct Expenses	30,780	-	30,780	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	240	-	240	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	31,020	-	31,020	0%		
<b>WW Operations Centre Total</b>	<b>31,020</b>	<b>-</b>	<b>31,020</b>	<b>0%</b>		

## 2026 Budgeted expenditure and revenue details

Wastewater	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>WW Pumping Stations</b>						
Expense						
Contracted Services	187,820	60,000	247,820	32%	<input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	26-NI-WAT-01 I and I Inspection Program for the wastewater collection system, and anticipated increase of mechanical contract
Hydro/Sewer/Gas	143,830	6,800	150,630	5%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	32,310	14,870	47,180	46%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Historical average for sewerwork supplies and building repairs and maintenance
Expense Total	363,960	81,670	445,630	22%		
<b>WW Pumping Stations Total</b>	<b>363,960</b>	<b>81,670</b>	<b>445,630</b>	<b>22%</b>		
<b>WW Quality &amp; Monitoring</b>						
Expense						
Contracted Services	-	7,500	7,500		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	-	7,500	7,500			
<b>WW Quality &amp; Monitoring Total</b>	<b>-</b>	<b>7,500</b>	<b>7,500</b>			
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>-</b>			

# Stormwater Division

Managing stormwater includes the planning, assessment, operations, maintenance, rehabilitation and replacement of both urban and rural stormwater assets. The stormwater budget is comprised of an operating component, used for both planned inspection and operation and maintenance; an unplanned events and emergencies component; and a capital component, used for rehabilitation and replacement projects.

## Services include:

### Rural

- Routine inspection, design and maintenance of ditches
- Routine inspection, design, replacement, resetting and flushing of entrance and roadway crossing culverts
- Easement and outlet maintenance

### Urban

- Routine inspection, maintenance and operation of stormwater ponds in coordination with Lake Simcoe Region Conservation Authority
- Condition assessment of linear urban stormwater mains, laterals, catch basins and storage structures
- Routine inspection, maintenance, and replacement of catch basins, lids, and frames including treatment devices (oil/grit separators)
- Road design, repairs, resurfacing, reconstruction and shoreline protection

### Capital

- Minor capital programs for larger culverts, catch basin structures, outlet rehabilitation
- Design and construction of larger storm watersheds including ditches, culverts, outlets in rural areas
- Design and construction of stormwater pond rehabilitation
- Replacement of linear stormwater mains, laterals and storage structures

## **2025 accomplishments**

- Consolidated Linear Infrastructure Environmental Compliance Approval program role out and compliance
- Completed inspection and prioritization of more than 275 open ditch system inquiries
- Maintained more than 6500m of ditches and more than 100 culverts
- Updated stormwater practices and policies
- Organized stormwater outfalls, easements and ownership
- Completed inspections and minor maintenance of all stormwater facilities in alignment with CLI-ECA requirements
- Developed Standard Operating Procedures for maintenance efficiency specifically for Oil Grit Separator and catch basin cleaning
- Completed detailed design permitting and tendering of stormwater ditch and culvert improvements in the general area of Alice Avenue, the north portion of Duclos Point Road and in the area south of Royal Beach Park (Virginia)
- Completed engineering design, permitting and tendering for drainage improvements along a portion of Station Road

## **Key projects for 2026**

- Flow forward - laying the foundation for stormwater resilience
- Ditch, culvert and outlet rehabilitation
- Stormwater mains condition assessments
- Continuation of the ongoing engineering design program for stormwater ditch and culvert improvements
- Assessment and engineering design for drainage improvements to address flooding concerns along Post Office Road and the surrounding catchment area
- Engineering design for dredging and restoration of the Keswick North watercourse
- Assessment, prioritization and engineering for expansion of the Town's catch basin filters program, reducing stormwater pollution in partnership with the Lake Simcoe Region Conservation Authority

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Stormwater	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	(1,005,250)	-	(112,500)	(2,000)	(66,760)	(1,186,510)
Labour Allocation	759,290	-	-	-	50,760	810,050
Rural Storm Sewer System	81,965	-	-	1,000	10,000	92,965
Urban Storm Sewer System	163,995	-	112,500	1,000	6,000	283,495
<b>Grand Total</b>	-	-	-	-	-	-

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Stormwater	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Stormwater	(3,318,970)	(171,670)	(3,490,640)	5%	<b>G</b> ○ <b>C</b> ○	Assessment growth and 2% increase
Revenue Total	(3,318,970)	(171,670)	(3,490,640)	5%		
Expense						
Salaries and Benefits	207,450	14,750	222,200	7%	○ ○ <b>C</b> ○	Step increase in salaries and benefits
Staffing Other Direct Expenses	2,400	-	2,400	0%	○ ○ ○ ○	
Supplies and Maintenance	115,610	-	115,610	0%	○ ○ ○ ○	
Contributions to Reserve	1,988,260	(24,340)	1,963,920	(1%)	○ <b>S</b> ○ <b>O</b>	Fund and draw from Stormwater Reserve
Expense Total	2,313,720	(9,590)	2,304,130	(0%)		
<b>Administration Total</b>	<b>(1,005,250)</b>	<b>(181,260)</b>	<b>(1,186,510)</b>	<b>18%</b>		
<b>Labour Allocation</b>						
Expense						
Salaries and Benefits	759,290	50,760	810,050	7%	○ ○ ○ <b>O</b>	Operations and corporate labour allocations
Expense Total	759,290	50,760	810,050	7%		
<b>Labour Allocation Total</b>	<b>759,290</b>	<b>50,760</b>	<b>810,050</b>	<b>7%</b>		

## 2026 Budgeted expenditure and revenue details

Stormwater	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Rural Storm Sewer System</b>						
Expense						
Contracted Services	61,965	10,000	71,965	16%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Historical trend
Supplies and Maintenance	20,000	1,000	21,000	5%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Expense Total	81,965	11,000	92,965	13%		
<b>Rural Storm Sewer System Total</b>	<b>81,965</b>	<b>11,000</b>	<b>92,965</b>	<b>13%</b>		
<b>Urban Storm Sewer System</b>						
Expense						
Contracted Services	160,495	111,000	271,495	69%	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	26-NI-ST-01 Reducing Lake Simcoe nutrient loading, 26-NI-ST-02 Invasive plant management
Other Direct Costs	500	2,500	3,000	500%	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	3,000	6,000	9,000	200%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	163,995	119,500	283,495	73%		
<b>Urban Storm Sewer System Total</b>	<b>163,995</b>	<b>119,500</b>	<b>283,495</b>	<b>73%</b>		
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>-</b>			

# Capital Projects Division - Vertical

The Capital Projects Division - Vertical is responsible for conducting capital projects within the Operations and Infrastructure Department's portfolio. This includes procurement, consultant's engineering designs, permitting, construction and contract administration for various types of municipal infrastructure projects. These projects include new construction, major repairs, upgrades, rehabilitations and replacements.

## Areas of responsibility include:

- Construction of new parks and facilities, including the Replacement Civic Centre
- Facility repairs and replacement including HVAC mechanical, interior and exterior upgrades
- Municipal park repairs, replacements and upgrades including playground equipment design and construction
- Cemetery and Cenotaph upgrades
- Delivery of the [Waterfront Parks Master Plan](#) outcomes

## Services include:

- Progress and health reporting of all new and/or existing programs and projects
- Project financial management including budget, estimates, accounting, earned value, project transactions, purchase orders and contract close-out
- Project risk management, stakeholder management and procurement
- Effective management and utilization of departmental and divisional resources
- Project planning, design, approval, oversight and coordination

## 2025 accomplishments

- Delivered of the [Replacement Civic Centre](#)
- Initiated work on the new Fire Tower Training Facility
- Successful replacement of the chillers as well as two new ice melting pits at the Georgina Ice Palace
- Replacement of the main parking lot at the Sutton Arena along with the driveway at Belhaven Hall
- Initiation of the Town's [Active Transportation Master Plan](#)
- Replacement of the Sutton Cenotaph
- Rejuvenation of the Pefferlaw Cenotaph
- Widening of the stairways within the Ice Palace arena seating, along with new centre railings
- Fibre extension service within the Town ROC campus
- Procured the design services required for the new South Keswick Fire Hall (Town) and Paramedic Services Station (York Region), a joint venture by the Town and York Region

## Key projects for 2026

- Final completion of the [Replacement Civic Centre](#)
- Parking lot resurfacing projects
- Design of the Willow Beach Park revitalization
- Construction of the new Fire Tower Training Facility
- Major energy upgrades to the Sutton Arena Facility
- Design of the South Keswick Firehall and York Region Paramedic Services Station
- Various Building Condition Assessment repair and replacement projects
- Various parks repair and remediation projects

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Capital Projects - Vertical	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	-	-	-	-	-	-
<b>Grand Total</b>	-	-	-	-	-	-

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Capital Projects - Vertical	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Provision from Reserve	(613,550)	(177,280)	(790,830)	29%	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	To fund salaries and benefits, and division costs
Revenue Total	(613,550)	(177,280)	(790,830)	29%		
Expense						
Salaries and Benefits	588,840	177,280	766,120	30%	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Primarily 26-SI-OI-02 Senior project manager
Staffing Other Direct Expenses	19,160	(3,000)	16,160	(16%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Other Direct Costs	2,800	3,000	5,800	107%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	2,750	-	2,750	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	613,550	177,280	790,830	29%		
<b>Administration Total</b>	-	-	-			
<b>Grand Total</b>	-	-	-			

# Capital Projects Division - Linear

The Capital Projects Division - Linear is responsible for conducting capital projects within the Operations and Infrastructure Department's portfolio. This includes procurement, consultant's engineering designs, permitting, construction and contract administration for various types of municipal infrastructure projects. These projects include major repairs, upgrades, rehabilitations and replacements.

## Areas of responsibility include:

- Road design, repairs, resurfacing, reconstruction and shoreline protection
- Water system rehabilitation and repairs including booster station upgrades
- Wastewater system repairs including permanent sewer repairs and pump station upgrades
- Stormwater management system and local drainage improvements
- Repairs, rehabilitation and replacement of large culverts, bridges and dams

## Services include:

- Progress and health reporting of all new and/or existing programs and projects
- Project financial management including budget, estimates, accounting, earned value, project transactions, purchase orders and contract close-out
- Project risk management, stakeholder management and procurement
- Effective management and utilization of departmental and divisional resources
- Project planning, design, approval, oversight and coordination

## 2025 accomplishments

- Completed pre-qualification of vendors and selection of the preferred Design-Build Contractor for replacement of the [Old Shiloh Road Bridge](#)
- Completed preliminary and 50 per cent detailed design of the streetscape and infrastructure improvements project for High Street in Sutton which has been significantly expanded to include streetscape improvements within the business improvement area; relocate existing overhead wires to underground; repair, replace/upscale sanitary sewer; upscale/replace watermain and water service connections; replace storm sewer; reconfigure and reconstruct curb and boulevard outside of the business improvement area; complete repairs to the bridge; install a wayfinding sign near Highway 48, and resurface High Street
- Collaborated with Parks to prepare and issue engineering Request for Proposals for roads re-alignment and park reconstruction project at Willow Beach
- Completed traffic impact assessment, engineering design and permitting for upgrades to Hadden Road to accommodate new development
- Completed engineering design, permitting and tendering for a shoreline protection revetment adjacent to Lake Drive North at Shorecrest Road
- Completed engineering design, permitting and tendering for watermain renewal on the Queensway South between Miami Drive and Joe Dales Drive and on Golfview Crescent
- Completed engineering design and tendering for replacement of 92 aged and leaking plastic drinking water service connections with copper
- Completed detailed design permitting and tendering of stormwater ditch and culvert improvements in the general area of Alice Avenue, the north portion of Duclos Point Road and in the area south of Royal Beach Park (Virginia)
- Completed engineering design and tendering for next phase of repairs to sanitary sewers at various locations throughout Georgina
- Completed engineering design, permitting and tendering for drainage improvements along a portion of Station Road and for a multi-use path on a portion of Old Homestead Road

- Completed construction of the 2025 portion of the Town-wide multi-year road repairs contract under the Pavement Management Program including:
  - 13.9 centre-line kilometres of asphalt road resurfacing
  - 17.3 centre-line kilometres of asphalt road crack repair and seal
  - Smith Boulevard: conducted geotechnical investigation and completed 2.0 centre-line kilometres of short-term road surface stabilization to address a severely distressed portion of the road, in anticipation of granular base improvements and repaving in coming years
- Completed construction of the [Lake Drive Improvements Project](#) – Phase 1 including:
  - Pedestrian and cyclist safety enhancements with traffic calming measures in the two-way portion of Lake Drive between Varney Road and Civic Centre Road; and,
  - Seasonal conversion of Lake Drive to a multi-use path and one-way eastbound vehicle lane between Civic Centre Road and South Drive
- Completed construction to replace 190 aged and failing plastic water service connection pipes with copper pipes on Lake Drive South between Ravenshoe Road and Bayview Avenue
- Completed construction of urbanization of the Queensway North between Church Street and the new development zone to the north
- Completed construction of watermain renewal on Golfview Crescent
- Commenced construction of back-up power system rehabilitation works for sewage pump stations #1, 2, 6, 7, 8, 11, 18, and 23

## **Key projects for 2026**

- Completion of design, tendering, and commencement of construction for the High Street streetscape and infrastructure improvements in Sutton
- Detail design for replacement of the [Old Shiloh Bridge](#)
- Monitoring and assessment of long-term shoreline bank stabilization needs along portions of Hedge Road
- Continuation of ongoing program of engineering design for stormwater ditch and culvert improvements
- Assessment and engineering design for drainage improvements to address flooding concerns along Post Office Road and the surrounding catchment area

- Engineering design for dredging and restoration of the Keswick North Watercourse
- Assessment, prioritization and engineering for expansion of the Town's catch basin filters program, reducing stormwater pollution in partnership with the Lake Simcoe Region Conservation Authority
- Additional engineering design and construction projects for roads, water, wastewater, stormwater management and other non-core infrastructure prioritized in accordance with the Town's asset management strategy
- Implementation of the 2026 season of the Town-wide road repairs construction contract under the Pavement Management Program including:
  - Repaving, microsurfacing and crack-sealing as determined by the pavement management strategy
  - Reconstruction of Boyers Road
  - Construction of a quadrant of upgrades to the gravel roads in the Hamlet of Udora
- Engineering and construction of high priority guiderail replacements/repairs
- Construction of watermain renewal on the Queensway South between Miami Drive and Joe Dales Drive
- Construction to replace 92 aged and leaking plastic drinking water service connections with copper on Elm Avenue, Pineway Avenue, Parkway Avenue and Pine Beach Drive
- Construction of facility rehabilitation works for sewage pump stations #1, 2, 6, 7, 8, 11, 18, and 19
- Continuation of the long-term program for construction of repairs to sanitary sewers at various locations throughout Georgina
- Construction of ditch and culvert drainage improvements on the north portion of Duclos Point Road
- Construction of drainage improvements on Station Road and a multi-use path along a portion of Old Homestead Road

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Capital Projects - Linear	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	-	-	-	-	-	-
<b>Grand Total</b>	-	-	-	-	-	-

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Capital Projects - Linear	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Provision from Reserve	(1,015,390)	(175,610)	(1,191,000)	17%	<input type="radio"/> <b>S</b> <input type="radio"/> <input type="radio"/> <input type="radio"/>	To fund salaries and benefits
<b>Revenue Total</b>	(1,015,390)	(175,610)	(1,191,000)	17%		
Expense						
Salaries and Benefits	990,510	168,460	1,158,970	17%	<input type="radio"/> <b>S</b> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Primarily 26-SI-OI-02 Project manager
Staffing Other Direct Expenses	23,880	4,150	28,030	17%	<input type="radio"/> <b>S</b> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	1,000	3,000	4,000	300%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
<b>Expense Total</b>	1,015,390	175,610	1,191,000	17%		
<b>Administration Total</b>	-	-	-			
<b>Grand Total</b>	-	-	-			

# Community Services



# Community Services Department

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

As the Town of Georgina continues to grow, staff are committed to updating existing municipal parks and facilities, and developing and building new ones with our residents' needs in mind. In 2025, the department welcomed the Service Excellence Division and the Municipal Law Enforcement Division into its portfolio. These additions enhance the ability to deliver high-quality, resident-focused services and support a safe, informed and engaged community.

The Service Excellence Division brings a renewed focus on customer service, digital access and community engagement, helping to ensure that residents can easily connect with Town services and information. The Municipal Law Enforcement Division contributes to a safe and respectful community environment through bylaw enforcement, animal services, and public safety initiatives. Together, these divisions strengthen the commitment to responsive service delivery and community well-being.

Staff continue to realign and redefine operations, programs and service delivery strategies to ensure our residents have ample recreation, cultural, and community support opportunities to enjoy.





## 2025 success story

### Strengthening community through integrated and responsive service delivery

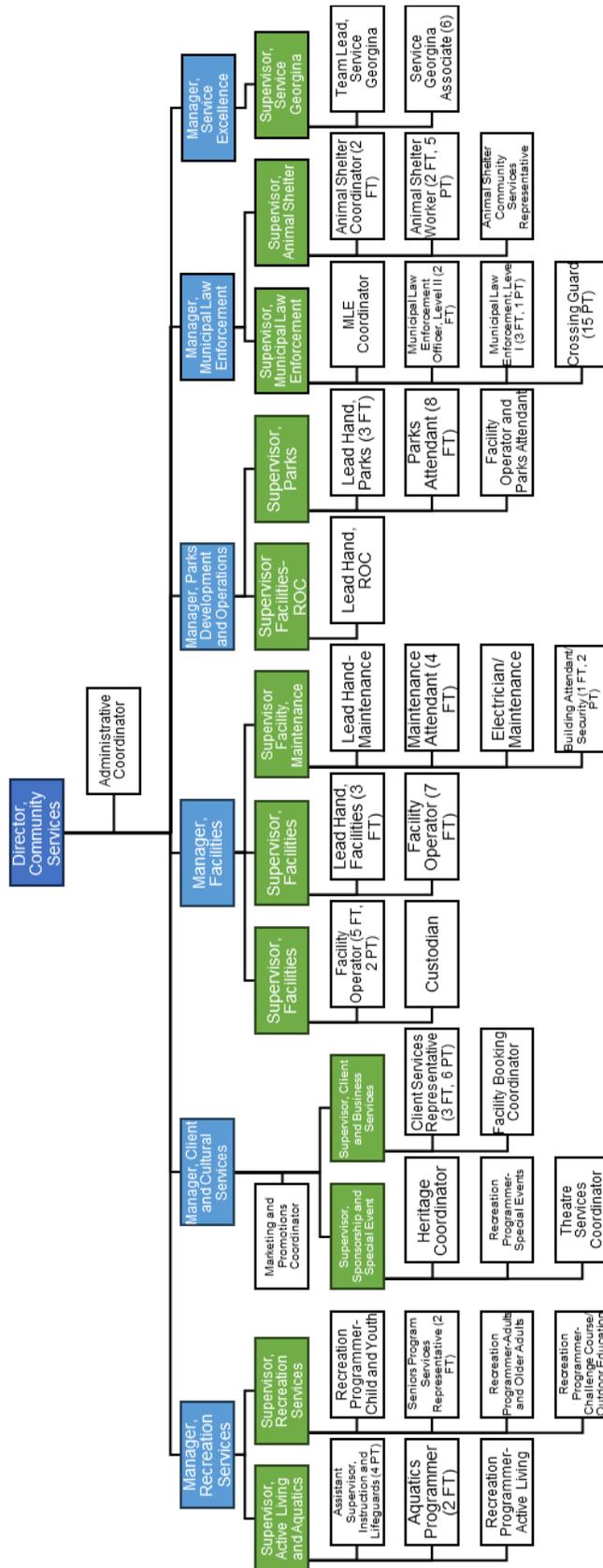
In 2025, the Community Services Department marked a pivotal year of transformation and collaboration, bringing together all divisions - Recreation and Culture, Parks and Facilities, Service Excellence, and Municipal Law Enforcement - under a unified vision of community well-being, safety and service excellence.

This year's success was defined by the department's ability to deliver integrated, resident-focused services that reflect the evolving needs of Georgina's growing population. The Parks and Facilities team continued to enhance public spaces through upgrades and maintenance that ensure parks and amenities remain safe, accessible and welcoming for all. Meanwhile, Recreation and Culture expanded programming to foster inclusion, active living and community connection across all age groups.

The newly integrated Service Excellence Division launched a Case Management System and expanded digital access, making it easier for residents to connect with Town services and receive timely support. At the same time, the Municipal Law Enforcement Division implemented software upgrades and expanded enforcement capacity to support community safety and uphold local standards.

Together, these efforts reflect the department's alignment with [Georgina's Corporate Strategic Plan](#), particularly the goals of Delivering Service Excellence and Creating a Vibrant, Healthy and Safe Community for All. By uniting people, places and processes across divisions, the Community Services Department is building a stronger, more connected Georgina - one that is responsive, inclusive and ready for the future.

# Organizational Chart



## Major operating drivers

- Integrated departmental data collection and performance analysis
- Increased participation and engagement in programs, services and public spaces
- Promoted community health, wellness and active lifestyles
- Operational efficiency, service modernization and digital transformation
- Project planning, including the overall need, progress and status of new and existing programs such as the Building Condition Assessment Program and capital projects
- Community safety, compliance and public trust
- Customer experience and service excellence

## Major initiatives planned for 2026

- Implementation of the [Waterfront Parks Master Plan](#)
- Complete Operational Policies and Procedures review
- Update and refresh of the Parks Bylaw
- Completion of Building Condition Assessment (BCA) Capital Project Initiatives
- Collaborate with Corporate Services and Operations and Infrastructure to complete facilities investiture and divestiture analysis and recommendations



## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the department administration.

Community Services - Administration	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	384,710	-	-	15,875	-	400,585
<b>Grand Total</b>	<b>384,710</b>	<b>-</b>	<b>-</b>	<b>15,875</b>	<b>-</b>	<b>400,585</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the department administration. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth    
 ● = service level    
 ● = contractual/inflationary    
 ● = other

Community Services - Administration	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	376,310	15,875	392,185	4%	○ ○ ● ○	Step increase in salaries and benefits
Staffing Other Direct Expenses	7,400	(1,000)	6,400	(14%)	○ ○ ○ ●	
Other Direct Costs	1,000	1,000	2,000	100%	○ ○ ○ ●	
Expense Total	384,710	15,875	400,585	4%		
<b>Administration Total</b>	<b>384,710</b>	<b>15,875</b>	<b>400,585</b>	<b>4%</b>		
<b>Grand Total</b>	<b>384,710</b>	<b>15,875</b>	<b>400,585</b>	<b>4%</b>		

# Recreation Services Division

The Recreation Services Division plays a vital role in delivering high-quality recreational and active living programs that enhance the quality of life for Georgina’s growing and diverse population. Committed to accessibility, equity and efficiency, staff strive to ensure all programs and services are inclusive, affordable and welcoming to residents of all ages and abilities.



## Services include:

- Registered programs and activities (e.g. aquatics, recreation programs)
- Outdoor recreation opportunities
- Drop-in programs and activities (e.g. swimming, gym, skating)
- Camps, including summer, PA day and holiday camps
- Operation of the ROC (Recreational Outdoor Campus) including the snow resort and challenge course, in collaboration with all Community Services divisions
- Afterschool programming in partnership with Jericho Youth Services
- Club 55 operations at three locations supporting older adults

## 2025 accomplishments

- Celebrated the first anniversary of the [Multi-Use Recreation Complex \(MURC\)](#) in March
- Completed the Pefferlaw Outdoor Recreation Amenities project which included the Community Garden, Pefferlaw Ice Pad/Sports Zone, walking trail, outdoor fitness equipment, pump track and skatepark
- Expanded programming and activities at all facilities to meet the evolving needs of the community
- Launched the Rec Pass+ membership in partnership with Fitness Force, providing community access at a low cost to resistance, strength and cardio training
- Strengthened staff recruitment efforts for all program areas, including general recreation, sports and aquatics
- Continued to grow and deliver successful seasonal camps including summer, day and holiday camps
- Offered a wide range of inclusive, interactive special events that engaged residents of all ages - such as Seniors BBQs, Pride Parade, Pan African Flag Festival and the Cardboard Toboggan Race
- Maintained a strong partnership with Jericho Youth Services to deliver afterschool programs in Sutton and Pefferlaw
- Operated the ski/snowboard equipment rental shop and snow school at the ROC throughout the winter season
- Secured funding through the Seniors Active Living Centre (SALC) grant to support the Live Well Georgina program
- Continued to act as project sponsor with Routes Connecting Communities Inc. for the operation of the Quest Bus service

## Key projects for 2026

- Launch the Georgina Sports Hall of Fame to recognize and celebrate local athletic excellence and community contribution
- Deliver a diverse range of indoor and outdoor recreation programs, activities, memberships and camps accessible to all ages and abilities
- Expand educational programming and partnerships for school group field trips, including but not limited to ROC winter activities, learn to swim programs and challenge course experiences
- Continue to expand programs, activities and special events at the Multi-Use Recreation Complex (MURC) to meet growing community demand
- Formalize an Inclusion Support Program to meet the growing demand for assistance within recreation programs and services, ensuring equitable access for all participants
- Continue to leverage Seniors Active Living Centre (SALC) grant funding to enhance programming and services at Club 55 locations
- Actively engage with the Georgina Equity and Diversity Advisory Committee (GEDAC) to foster a more inclusive and welcoming community



## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Recreation Services	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	913,550	40,000	-	14,240	-	967,790
After School Program	100,000	-	-	-	-	100,000
Club 55 Administration	(4,920)	-	-	-	-	(4,920)
Day Camps	(3,980)	(13,610)	-	10,090	(2,500)	(10,000)
Fleet	7,740	-	-	-	17,510	25,250
General Programs	(1,980)	-	-	1,950	330	300
Georgina Gym	136,730	-	-	(1,780)	(2,550)	132,400
Seniors Games	2,000	-	-	-	-	2,000
Seniors Programs - Club 55	249,210	-	-	8,410	4,500	262,120
Sutton Grant (G18)	4,370	-	-	-	-	4,370
Sports Hall of Fame					9,000	9,000
<b>Grand Total</b>	<b>1,402,720</b>	<b>26,390</b>	<b>-</b>	<b>32,910</b>	<b>26,290</b>	<b>1,488,310</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth    
 ● = service level    
 ● = contractual/inflationary    
 ● = other

Recreation Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
User Fees and Service Charges	(1,500)	-	(1,500)	0%	○ ○ ○ ○	
Revenue Total	(1,500)	-	(1,500)	0%		
Expense						
Salaries and Benefits	729,440	9,530	738,970	1%	○ ○ ● ○	
Staffing Other Direct Expenses	17,750	-	17,750	0%	○ ○ ○ ○	
Contracted Services	3,000	3,670	6,670	122%	○ ○ ● ○	
Other Direct Costs	157,360	40,000	197,360	25%	● ○ ○ ○	Bank charges
Supplies and Maintenance	7,500	1,040	8,540	14%	○ ○ ● ○	
Expense Total	915,050	54,240	969,290	6%		
<b>Administration Total</b>	<b>913,550</b>	<b>54,240</b>	<b>967,790</b>	<b>6%</b>		
<b>After School Program</b>						
Expense						
Supplies and Maintenance	-	-	-		○ ○ ○ ○	
Donations & Grants	100,000	-	100,000	0%	○ ○ ○ ○	
Expense Total	100,000	-	100,000	0%		
<b>After School Program Total</b>	<b>100,000</b>	<b>-</b>	<b>100,000</b>	<b>0%</b>		

## 2026 Budgeted expenditure and revenue details

Recreation Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Club 55 Administration</b>						
Revenue						
User Fees and Service Charges	(38,380)	-	(38,380)	0%	○ ○ ○ ○	
Revenue Total	(38,380)	-	(38,380)	0%		
Expense						
Salaries and Benefits	7,460	-	7,460	0%	○ ○ ○ ○	
Other Direct Costs	26,000	-	26,000	0%	○ ○ ○ ○	
Expense Total	33,460	-	33,460	0%		
<b>Club 55 Administration Total</b>	<b>(4,920)</b>	<b>-</b>	<b>(4,920)</b>	<b>0%</b>		
<b>Day Camps</b>						
Revenue						
User Fees and Service Charges	(320,000)	(80,000)	(400,000)	25%	● ○ ○ ○	Increase in program registrations
Revenue Total	(320,000)	(80,000)	(400,000)	25%		
Expense						
Salaries and Benefits	257,020	71,480	328,500	28%	● ○ ○ ○	Primarily increase in non-permanent staffing to align with increase in program registration revenue
Staffing Other Direct Expenses	31,000	-	31,000	0%	○ ○ ○ ○	
Supplies and Maintenance	28,000	2,500	30,500	9%	○ ○ ● ○	
Expense Total	316,020	73,980	390,000	23%		
<b>Day Camps Total</b>	<b>(3,980)</b>	<b>(6,020)</b>	<b>(10,000)</b>	<b>151%</b>		
<b>Fleet</b>						
Expense						
Other Direct Costs	2,050	-	2,050	0%	○ ○ ○ ○	
Supplies and Maintenance	5,690	17,510	23,200	308%	○ ○ ○ ●	Fuel and fleet allocation
Expense Total	7,740	17,510	25,250	226%		
<b>Fleet Total</b>	<b>7,740</b>	<b>17,510</b>	<b>25,250</b>	<b>226%</b>		
<b>General Programs</b>						
Revenue						
User Fees and Service Charges	(155,440)	50,000	(105,440)	(32%)	○ ○ ○ ●	Transfer to ROC under parks subdivisions
Revenue Total	(155,440)	50,000	(105,440)	(32%)		
Expense						
Salaries and Benefits	78,460	(11,220)	67,240	(14%)	○ ○ ○ ●	Transfer to ROC under parks subdivisions
Contracted Services	35,500	(25,500)	10,000	(72%)	○ ○ ○ ●	Transfer to MURC
Other Direct Costs	39,500	(11,000)	28,500	(28%)	○ ○ ○ ●	Transfer to ROC under parks subdivisions
Expense Total	153,460	(47,720)	105,740	(31%)		
<b>General Programs Total</b>	<b>(1,980)</b>	<b>2,280</b>	<b>300</b>	<b>(115%)</b>		

## 2026 Budgeted expenditure and revenue details

Recreation Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Georgina Gym</b>						
Revenue						
Lease and Rental	(20,000)	(4,000)	(24,000)	20%	○ ○ ● ○	
Revenue Total	(20,000)	(4,000)	(24,000)	20%		
Expense						
Salaries and Benefits	106,620	3,175	109,795	3%	○ ○ ● ○	
Staffing Other Direct Expenses	2,700	1,000	3,700	37%	○ ○ ● ○	
Contracted Services	2,500	85	2,585	3%	○ ○ ● ○	
Hydro/Sewer/Gas	12,300	(1,600)	10,700	(13%)	○ ○ ● ○	
Other Direct Costs	14,560	-	14,560	0%	○ ○ ○ ○	
Supplies and Maintenance	18,050	(2,990)	15,060	(17%)	○ ○ ○ ●	
Expense Total	156,730	(330)	156,400	(0%)		
<b>Georgina Gym Total</b>	<b>136,730</b>	<b>(4,330)</b>	<b>132,400</b>	<b>(3%)</b>		
<b>Seniors Games</b>						
Revenue						
User Fees and Service Charges	(4,000)	-	(4,000)	0%	○ ○ ○ ○	
Revenue Total	(4,000)	-	(4,000)	0%		
Expense						
Other Direct Costs	6,000	-	6,000	0%	○ ○ ○ ○	
Expense Total	6,000	-	6,000	0%		
<b>Seniors Games Total</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>0%</b>		
<b>Seniors Programs - Club 55</b>						
Revenue						
Lease and Rental	(1,950)	-	(1,950)	0%	○ ○ ○ ○	
Revenue Total	(1,950)	-	(1,950)	0%		
Expense						
Salaries and Benefits	164,250	1,930	166,180	1%	○ ○ ● ○	
Staffing Other Direct Expenses	2,960	-	2,960	0%	○ ○ ○ ○	
Contracted Services	8,830	60	8,890	1%	○ ○ ● ○	
Hydro/Sewer/Gas	33,400	2,500	35,900	7%	○ ○ ● ○	
Other Direct Costs	30,720	-	30,720	0%	○ ○ ○ ○	
Supplies and Maintenance	11,000	8,420	19,420	77%	○ ○ ● ●	
Expense Total	251,160	12,910	264,070	5%		
<b>Seniors Programs - Club 55 Total</b>	<b>249,210</b>	<b>12,910</b>	<b>262,120</b>	<b>5%</b>		
<b>Sutton Grant (G18)</b>						
Revenue						
Donations & Grants & Misc Revenues	(10,000)	-	(10,000)	0%	○ ○ ○ ○	
Revenue Total	(10,000)	-	(10,000)	0%		
Expense						
Salaries and Benefits	1,500	-	1,500	0%	○ ○ ○ ○	
Staffing Other Direct Expenses	800	-	800	0%	○ ○ ○ ○	
Other Direct Costs	12,070	-	12,070	0%	○ ○ ○ ○	
Expense Total	14,370	-	14,370	0%		
<b>Sutton Grant (G18) Total</b>	<b>4,370</b>	<b>-</b>	<b>4,370</b>	<b>0%</b>		
<b>Sports Hall of Fame</b>						
Expense						
Other Direct Costs		7,500	7,500		○ ○ ○ ●	Operating costs for new Sports Hall of Fame (26-CI-CS-03)
Supplies and Maintenance		1,500	1,500		○ ○ ○ ●	Operating costs for new Sports Hall of Fame (26-CI-CS-03)
Expense Total		9,000	9,000			
<b>Sports Hall of Fame Total</b>		<b>9,000</b>	<b>9,000</b>			
<b>Grand Total</b>	<b>1,402,720</b>	<b>85,590</b>	<b>1,488,310</b>	<b>6%</b>		

# Facilities Division

The Facilities Division plays a vital role in supporting the daily life of the community by ensuring the safe, efficient and reliable operation of a wide range of [Town-owned buildings](#). These include key recreation and cultural spaces such as the Georgina Ice Palace, Georgina Leisure Pool, Sutton Arena, Pefferlaw Ice Pad, Georgina Village Museum, the Link, Stephen Leacock Theatre of Performing Arts, Georgina Public Library branches and several community halls. The division also operates and maintains the Town’s new Multi-Use Recreation Complex (MURC).

In addition to recreational and cultural facilities, the division is also responsible for managing essential corporate buildings, including fire stations, water and wastewater facilities, roads and parks yard buildings, Jackson’s Point Harbour, various park amenities (such as washrooms and pavilions), and both the current and Replacement Georgina Civic Centre - the latter set to open in early 2026.

To keep these facilities safe, accessible and in good working order, the division supports two key capital programs: the Building Condition Assessment (BCA) Program, which identifies long-term asset needs and priorities, and the Repair and Remediation Program, which addresses more urgent or unforeseen facility issues in a responsive and cost-effective manner. These efforts are supported by dedicated staff who work diligently to maintain high standards of safety, efficiency and service for all users of Town facilities.



MURC lobby

## **2025 accomplishments**

### **Building improvement and refurbishment projects:**

- Driveway repairs – Belhaven Hall
- Flooring refurbishment – Belhaven Hall
- Parking lot replacement – Sutton Arena
- New flooring – Club 55 Keswick
- HVAC replacement – Port Bolster Hall
- HVAC replacement – Pepperlaw Library

## **Key projects for 2026**

### **Supporting the delivery of:**

- Waterproof foundation – Georgina Centre for Arts and Culture
- Boiler replacement – Georgina Leisure Pool
- HVAC replacement – Keswick Library
- Door replacement – Stephen Leacock Theatre/Club 55
- Accessibility improvements – De La Salle office washrooms
- Phase 2 groundworks – Sutton Multi-Use
- Elevator upgrades – Georgina Ice Palace
- Digital road sign – Stephen Leacock Theatre/Club 55

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Facilities	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	609,660	-	-	24,935	(5,000)	629,595
Arts Centre & Gallery	10,000	-	-	2,730	-	12,730
Belhaven Hall	18,800	-	-	6,040	-	24,840
Civic Centre	416,350	-	-	16,940	(1,130)	432,160
Egypt Hall	35,160	-	-	880	(500)	35,540
Electrical Maintenance	613,000	-	-	16,840	(71,240)	558,600
Elmgrove Hall	4,920	-	-	-	-	4,920
Family Life Centre	10,470	-	-	-	(3,000)	7,470
Georgina Ice Palace	738,830	(91,500)	-	26,325	(98,335)	575,320
Georgina Leisure Pool	944,610	(67,000)	-	151,310	35,920	1,064,840
Jackson's Point Washrooms	3,350	-	-	3,240	-	6,590
Kinsmen Hall	25,590	-	-	1,750	-	27,340
Lawn Bowling	4,000	-	-	-	-	4,000
Operations Centre	46,020	-	-	(145)	-	45,875
Pefferlaw Lions Hall	71,990	-	-	3,640	(7,000)	68,630
Port Bolster Hall	21,580	-	-	8,820	-	30,400
Roches Point Hall	2,790	-	-	1,790	-	4,580
Sutton Arena	395,800	(34,000)	-	19,220	5,295	386,315
The Link	126,080	-	-	(24,895)	(20,500)	80,685
Udora Hall	36,690	-	-	(760)	-	35,930
Virginia Hall	5,050	-	-	-	-	5,050
1 Market Sq	15,950	-	-	(350)	-	15,600
Pefferlaw Ice Pad Sports Zone	82,070	-	-	2,930	(3,040)	81,960
MURC	1,492,280	(53,670)	-	69,114	41,876	1,549,600
<b>Grand Total</b>	<b>5,731,040</b>	<b>(246,170)</b>	<b>-</b>	<b>330,354</b>	<b>(126,654)</b>	<b>5,688,570</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth    ● = service level    ● = contractual/inflationary    ● = other

Facilities	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Provision from Reserve	(100,000)	-	(100,000)	0%	○ ○ ○ ○	
Revenue Total	(100,000)	-	(100,000)	0%		
Expense						
Salaries and Benefits	599,810	7,285	607,095	1%	○ ○ ● ○	
Staffing Other Direct Expenses	-	2,000	2,000		○ ○ ● ○	
Contracted Services	5,000	(5,000)	-	(100%)	○ ○ ○ ●	
Hydro/Sewer/Gas	4,850	15,650	20,500	323%	○ ○ ● ○	Based on historical trend
Other Direct Costs	100,000	-	100,000	0%	○ ○ ○ ○	
Expense Total	709,660	19,935	729,595	3%		
<b>Administration Total</b>	<b>609,660</b>	<b>19,935</b>	<b>629,595</b>	<b>3%</b>		

## 2026 Budgeted expenditure and revenue details

Facilities	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Arts Centre &amp; Gallery</b>						
Expense						
Supplies and Maintenance	10,000	2,730	12,730	27%	○ ○ ● ○	
Expense Total	10,000	2,730	12,730	27%		
<b>Arts Centre &amp; Gallery Total</b>	<b>10,000</b>	<b>2,730</b>	<b>12,730</b>	<b>27%</b>		
<b>Belhaven Hall</b>						
Expense						
Hydro/Sewer/Gas	4,760	-	4,760	0%	○ ○ ○ ○	
Other Direct Costs	4,040	-	4,040	0%	○ ○ ○ ○	
Supplies and Maintenance	10,000	6,040	16,040	60%	○ ○ ● ○	
Expense Total	18,800	6,040	24,840	32%		
<b>Belhaven Hall Total</b>	<b>18,800</b>	<b>6,040</b>	<b>24,840</b>	<b>32%</b>		
<b>Civic Centre</b>						
Revenue						
Donations & Grants & Misc Revenues	(650)	-	(650)	0%	○ ○ ○ ○	
Revenue Total	(650)	-	(650)	0%		
Expense						
Salaries and Benefits	241,980	2,520	244,500	1%	○ ○ ● ○	
Contracted Services	35,000	5,000	40,000	14%	○ ○ ● ○	
Hydro/Sewer/Gas	70,320	-	70,320	0%	○ ○ ○ ○	
Other Direct Costs	5,500	-	5,500	0%	○ ○ ○ ○	
Supplies and Maintenance	64,200	8,290	72,490	13%	○ ○ ● ○	
Expense Total	417,000	15,810	432,810	4%		
<b>Civic Centre Total</b>	<b>416,350</b>	<b>15,810</b>	<b>432,160</b>	<b>4%</b>		
<b>Egypt Hall</b>						
Expense						
Contracted Services	7,500	(500)	7,000	(7%)	○ ○ ○ ○ ●	
Hydro/Sewer/Gas	10,000	-	10,000	0%	○ ○ ○ ○	
Other Direct Costs	6,660	-	6,660	0%	○ ○ ○ ○	
Supplies and Maintenance	11,000	880	11,880	8%	○ ○ ● ○	
Expense Total	35,160	380	35,540	1%		
<b>Egypt Hall Total</b>	<b>35,160</b>	<b>380</b>	<b>35,540</b>	<b>1%</b>		
<b>Electrical Maintenance</b>						
Expense						
Salaries and Benefits	642,400	16,840	659,240	3%	○ ○ ● ○	Step increase in salaries and benefits
Staffing Other Direct Expenses	12,800	-	12,800	0%	○ ○ ○ ○	
Other Direct Costs	6,320	-	6,320	0%	○ ○ ○ ○	
Supplies and Maintenance	(48,520)	(71,240)	(119,760)	147%	○ ○ ○ ○ ●	Recovery from other departments
Expense Total	613,000	(54,400)	558,600	(9%)		
<b>Electrical Maintenance Total</b>	<b>613,000</b>	<b>(54,400)</b>	<b>558,600</b>	<b>(9%)</b>		
<b>Elmgrove Hall</b>						
Expense						
Hydro/Sewer/Gas	1,000	-	1,000	0%	○ ○ ○ ○	
Other Direct Costs	3,670	-	3,670	0%	○ ○ ○ ○	
Supplies and Maintenance	250	-	250	0%	○ ○ ○ ○	
Expense Total	4,920	-	4,920	0%		
<b>Elmgrove Hall Total</b>	<b>4,920</b>	<b>-</b>	<b>4,920</b>	<b>0%</b>		

## 2026 Budgeted expenditure and revenue details

Facilities	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Family Life Centre</b>						
Revenue						
Lease and Rental	(9,920)	-	(9,920)	0%	○ ○ ○ ○	
Revenue Total	(9,920)	-	(9,920)	0%		
Expense						
Contracted Services	8,580	(3,000)	5,580	(35%)	○ ○ ○ ●	
Other Direct Costs	5,810	-	5,810	0%	○ ○ ○ ○	
Supplies and Maintenance	6,000	-	6,000	0%	○ ○ ○ ○	
Expense Total	20,390	(3,000)	17,390	(15%)		
<b>Family Life Centre Total</b>	<b>10,470</b>	<b>(3,000)</b>	<b>7,470</b>	<b>(29%)</b>		
<b>Georgina Ice Palace</b>						
Revenue						
User Fees and Service Charges	(644,030)	(89,470)	(733,500)	14%	● ○ ○ ○	Increase in ice rentals
Provision from Reserve	-	-	-		○ ○ ○ ○	
Lease and Rental	(108,900)	(10,100)	(119,000)	9%	○ ○ ● ○	Increase in lease revenues
Revenue Total	(752,930)	(99,570)	(852,500)	13%		
Expense						
Salaries and Benefits	807,540	(72,280)	735,260	(9%)	○ ○ ○ ●	Primarily transfer of staff between divisions
Staffing Other Direct Expenses	14,000	-	14,000	0%	○ ○ ○ ○	
Contracted Services	40,000	5,000	45,000	13%	○ ○ ● ○	
Hydro/Sewer/Gas	347,300	(7,000)	340,300	(2%)	○ ○ ○ ●	
Other Direct Costs	92,560	2,500	95,060	3%	○ ○ ● ●	
Supplies and Maintenance	190,360	7,840	198,200	4%	○ ○ ● ○	
Expense Total	1,491,760	(63,940)	1,427,820	(4%)		
<b>Georgina Ice Palace Total</b>	<b>738,830</b>	<b>(163,510)</b>	<b>575,320</b>	<b>(22%)</b>		
<b>Georgina Leisure Pool</b>						
Revenue						
User Fees and Service Charges	(430,800)	54,300	(376,500)	(13%)	○ ○ ● ○	Increase in general admissions, decrease in proram registration to align with actuals/historical
Revenue Total	(430,800)	54,300	(376,500)	(13%)		
Expense						
Salaries and Benefits	1,095,410	52,265	1,147,675	5%	○ ○ ○ ●	Primarily transfer of staff between divisions
Staffing Other Direct Expenses	14,800	1,000	15,800	7%	○ ○ ● ○	
Contracted Services	21,450	6,635	28,085	31%	○ ○ ● ○	
Hydro/Sewer/Gas	112,480	2,000	114,480	2%	○ ○ ● ○	
Other Direct Costs	54,920	(4,000)	50,920	(7%)	○ ○ ○ ●	
Supplies and Maintenance	76,350	8,030	84,380	11%	○ ○ ● ●	
Expense Total	1,375,410	65,930	1,441,340	5%		
<b>Georgina Leisure Pool Total</b>	<b>944,610</b>	<b>120,230</b>	<b>1,064,840</b>	<b>13%</b>		
<b>Jackson's Point Washrooms</b>						
Expense						
Salaries and Benefits	1,130	1,540	2,670	136%	○ ○ ● ○	
Hydro/Sewer/Gas	1,720	-	1,720	0%	○ ○ ○ ○	
Supplies and Maintenance	500	1,700	2,200	340%	○ ○ ● ○	
Expense Total	3,350	3,240	6,590	97%		
<b>Jackson's Point Washrooms Total</b>	<b>3,350</b>	<b>3,240</b>	<b>6,590</b>	<b>97%</b>		

## 2026 Budgeted expenditure and revenue details

Facilities	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Kinsmen Hall</b>						
Revenue						
User Fees and Service Charges	3,000	-	3,000	0%	○ ○ ○ ○ ○	
Lease and Rental	(22,500)	(1,000)	(23,500)	4%	○ ○ ● ○ ○	
Revenue Total	(19,500)	(1,000)	(20,500)	5%		
Expense						
Contracted Services	12,000	-	12,000	0%	○ ○ ○ ○ ○	
Hydro/Sewer/Gas	13,600	2,000	15,600	15%	○ ○ ● ○ ○	
Other Direct Costs	9,490	-	9,490	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	10,000	750	10,750	8%	○ ○ ● ○ ○	
Expense Total	45,090	2,750	47,840	6%		
<b>Kinsmen Hall Total</b>	<b>25,590</b>	<b>1,750</b>	<b>27,340</b>	<b>7%</b>		
<b>Lawn Bowling</b>						
Expense						
Hydro/Sewer/Gas	-	1,000	1,000		○ ○ ● ○ ○	
Supplies and Maintenance	4,000	(1,000)	3,000	(25%)	○ ○ ● ○ ○	
Expense Total	4,000	-	4,000	0%		
<b>Lawn Bowling Total</b>	<b>4,000</b>	<b>-</b>	<b>4,000</b>	<b>0%</b>		
<b>Operations Centre</b>						
Expense						
Staffing Other Direct Expenses	4,000	-	4,000	0%	○ ○ ○ ○ ○	
Contracted Services	13,130	85	13,215	1%	○ ○ ● ○ ○	
Hydro/Sewer/Gas	14,800	-	14,800	0%	○ ○ ○ ○ ○	
Other Direct Costs	7,090	-	7,090	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	7,000	(230)	6,770	(3%)	○ ○ ● ○ ○	
Expense Total	46,020	(145)	45,875	(0%)		
<b>Operations Centre Total</b>	<b>46,020</b>	<b>(145)</b>	<b>45,875</b>	<b>(0%)</b>		
<b>Pefferlaw Lions Hall</b>						
Revenue						
User Fees and Service Charges	100	-	100	0%	○ ○ ○ ○ ○	
Lease and Rental	(16,500)	-	(16,500)	0%	○ ○ ○ ○ ○	
Revenue Total	(16,400)	-	(16,400)	0%		
Expense						
Staffing Other Direct Expenses	900	-	900	0%	○ ○ ○ ○ ○	
Contracted Services	38,000	(10,000)	28,000	(26%)	○ ○ ○ ● ○	Based on historical trend
Hydro/Sewer/Gas	20,100	-	20,100	0%	○ ○ ○ ○ ○	
Other Direct Costs	16,890	-	16,890	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	12,500	6,640	19,140	53%	○ ○ ● ● ○	
Expense Total	88,390	(3,360)	85,030	(4%)		
<b>Pefferlaw Lions Hall Total</b>	<b>71,990</b>	<b>(3,360)</b>	<b>68,630</b>	<b>(5%)</b>		
<b>Port Bolster Hall</b>						
Expense						
Hydro/Sewer/Gas	6,200	-	6,200	0%	○ ○ ○ ○ ○	
Other Direct Costs	3,380	-	3,380	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	12,000	8,820	20,820	74%	○ ○ ● ○ ○	Based on historical trend
Expense Total	21,580	8,820	30,400	41%		
<b>Port Bolster Hall Total</b>	<b>21,580</b>	<b>8,820</b>	<b>30,400</b>	<b>41%</b>		

## 2026 Budgeted expenditure and revenue details

Facilities	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Roches Point Hall</b>						
Revenue						
Lease and Rental	(2,400)	-	(2,400)	0%	○ ○ ○ ○	
Revenue Total	(2,400)	-	(2,400)	0%		
Expense						
Other Direct Costs	3,940	-	3,940	0%	○ ○ ○ ○	
Supplies and Maintenance	1,250	1,790	3,040	143%	○ ○ ● ○	
Expense Total	5,190	1,790	6,980	34%		
<b>Roches Point Hall Total</b>	<b>2,790</b>	<b>1,790</b>	<b>4,580</b>	<b>64%</b>		
<b>Sutton Arena</b>						
Revenue						
User Fees and Service Charges	(223,900)	(34,000)	(257,900)	15%	● ○ ○ ○	Increase in ice rentals
Lease and Rental	(9,000)	-	(9,000)	0%	○ ○ ○ ○	
Revenue Total	(232,900)	(34,000)	(266,900)	15%		
Expense						
Salaries and Benefits	331,670	1,605	333,275	0%	○ ○ ● ○	
Staffing Other Direct Expenses	7,250	-	7,250	0%	○ ○ ○ ○	
Contracted Services	29,600	-	29,600	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	136,000	13,000	149,000	10%	○ ○ ● ○	Historical trend
Other Direct Costs	57,270	-	57,270	0%	○ ○ ○ ○	
Supplies and Maintenance	66,910	9,910	76,820	15%	○ ○ ● ●	
Expense Total	628,700	24,515	653,215	4%		
<b>Sutton Arena Total</b>	<b>395,800</b>	<b>(9,485)</b>	<b>386,315</b>	<b>(2%)</b>		
<b>The Link</b>						
Revenue						
User Fees and Service Charges	(15,000)	-	(15,000)	0%	○ ○ ○ ○	
Donations & Grants & Misc Revenues	(2,000)	2,000	-	(100%)	○ ○ ○ ●	
Lease and Rental	(306,000)	(63,000)	(369,000)	21%	○ ● ○ ○	Increase in building lease revenues and building rental revenues
Revenue Total	(323,000)	(61,000)	(384,000)	19%		
Expense						
Salaries and Benefits	100,610	5,860	106,470	6%	○ ○ ● ○	
Staffing Other Direct Expenses	6,630	-	6,630	0%	○ ○ ○ ○	
Contracted Services	24,000	48,085	72,085	200%	○ ● ○ ○	Contract security services
Hydro/Sewer/Gas	122,900	-	122,900	0%	○ ○ ○ ○	
Other Direct Costs	161,240	(22,500)	138,740	(14%)	○ ○ ○ ●	Property taxes and bank charges alignment with historical
Supplies and Maintenance	33,700	24,160	57,860	72%	○ ○ ● ○	Due to high building repairs and maintenance
Expense Total	449,080	55,605	504,685	12%		
<b>The Link Total</b>	<b>126,080</b>	<b>(5,395)</b>	<b>120,685</b>	<b>(4%)</b>		
<b>Udora Hall</b>						
Revenue						
Transfer Payments and Recoveries	(5,000)	(2,500)	(7,500)	50%	○ ○ ● ○	
Revenue Total	(5,000)	(2,500)	(7,500)	50%		
Expense						
Hydro/Sewer/Gas	14,000	-	14,000	0%	○ ○ ○ ○	
Other Direct Costs	10,690	-	10,690	0%	○ ○ ○ ○	
Supplies and Maintenance	17,000	1,740	18,740	10%	○ ○ ● ○	
Expense Total	41,690	1,740	43,430	4%		
<b>Udora Hall Total</b>	<b>36,690</b>	<b>(760)</b>	<b>35,930</b>	<b>(2%)</b>		

## 2026 Budgeted expenditure and revenue details

Facilities	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Virginia Hall</b>						
Expense						
Hydro/Sewer/Gas	1,500	-	1,500	0%	○ ○ ○ ○	
Other Direct Costs	3,050	-	3,050	0%	○ ○ ○ ○	
Supplies and Maintenance	500	-	500	0%	○ ○ ○ ○	
Expense Total	5,050	-	5,050	0%		
<b>Virginia Hall Total</b>	<b>5,050</b>	<b>-</b>	<b>5,050</b>	<b>0%</b>		
<b>1 Market Sq</b>						
Expense						
Contracted Services	9,000	-	9,000	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	5,000	-	5,000	0%	○ ○ ○ ○	
Other Direct Costs	900	-	900	0%	○ ○ ○ ○	
Supplies and Maintenance	1,050	(350)	700	(33%)	○ ○ ● ○	
Expense Total	15,950	(350)	15,600	(2%)		
<b>1 Market Sq Total</b>	<b>15,950</b>	<b>(350)</b>	<b>15,600</b>	<b>(2%)</b>		
<b>Pefferlaw Ice Pad Sports Zone</b>						
Expense						
Salaries and Benefits	35,710	1,020	36,730	3%	○ ○ ● ○	
Contracted Services	3,150	-	3,150	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	21,000	-	21,000	0%	○ ○ ○ ○	
Other Direct Costs	4,950	-	4,950	0%	○ ○ ○ ○	
Supplies and Maintenance	17,260	(1,130)	16,130	(7%)	○ ○ ○ ●	
Expense Total	82,070	(110)	81,960	(0%)		
<b>Pefferlaw Ice Pad Sports Zone Total</b>	<b>82,070</b>	<b>(110)</b>	<b>81,960</b>	<b>(0%)</b>		
<b>MURC</b>						
Revenue						
User Fees and Service Charges	(680,830)	(151,370)	(832,200)	22%	● ○ ○ ○	Increase in program registration, general admissions, and pool rental
Lease and Rental	(1,250)	-	(1,250)	0%	○ ○ ○ ○	
Revenue Total	(682,080)	(151,370)	(833,450)	22%		
Expense						
Salaries and Benefits	1,682,950	125,675	1,808,625	7%	● ○ ○ ○	Primarily increase in non-permanent staffing to support increase in programming
Staffing Other Direct Expenses	98,000	28,135	126,135	29%	○ ○ ○ ●	Transfer of contracted services from general programs
Hydro/Sewer/Gas	272,870	(19,870)	253,000	(7%)	○ ○ ○ ●	Historical trend
Other Direct Costs	54,170	-	54,170	0%	○ ○ ○ ○	
Supplies and Maintenance	66,370	20,080	86,450	30%	○ ○ ● ●	Primarily building maintenance
Expense Total	2,174,360	154,020	2,328,380	7%		
<b>MURC Total</b>	<b>1,492,280</b>	<b>2,650</b>	<b>1,494,930</b>	<b>0%</b>		
<b>Grand Total</b>	<b>5,731,040</b>	<b>(57,140)</b>	<b>5,673,900</b>	<b>(1%)</b>		

# Parks, Cemeteries and Horticulture Division

The Parks, Cemeteries and Horticulture Division is responsible for the comprehensive operation, maintenance and enhancement of the Town's outdoor spaces and beautification initiatives. This includes the stewardship of active sports fields, passive and active parks, beaches, trails, and municipal cemeteries.

In addition to daily operations, the division leads the strategic planning, design and implementation of capital construction projects for parks and trails. Staff also contribute expert input on all development applications to ensure alignment with community standards and environmental goals.

## Key services provided:

- Sports fields and parks: Maintenance of sports fields, landscaped areas and trail systems
- Waterfront and harbour: Operation and upkeep of [Jackson's Point Harbour](#), including slip rentals
- Beaches: Grooming and maintenance of waterfront beach areas
- Beautification initiatives: Seasonal beautification and maintenance of core business areas
- Horticulture: Planting and care of flower beds, decorative planters, and horticultural displays at Town parks and facilities
- Urban features: Maintenance of benches, waste receptacles and Woodbine Avenue centre medians and entry features
- Seasonal maintenance: Summer sidewalk maintenance and winter upkeep of municipal parking lots

This division plays a vital role in enhancing the quality of life for residents and visitors by ensuring that public spaces are safe, welcoming and visually appealing throughout the year.

## 2025 accomplishments

- Continued implementation of the picnic table replacement program
- Continued implementation of playground replacement program
- Completed the [Parks and Trails Master Plan](#)
- Continued implementation of the outcomes of the [Keswick Cemetery](#) and [Pioneer Cemeteries Master Plans](#)
- Continued with ditching and drainage work throughout parks and open spaces
- Replaced waterfront parks pay-and-display machines
- Gravel top up at various parking lot locations
- Replacement of Plinths at Lawn Bowling Club
- New playground construction in the Ainslie Hill subdivision
- Design and construction of the Terry Fox Park

## Key projects for 2026

- Revitalization of the Jackson's Point Parkette
- Playground replacement - Holmes Point
- Pathway repairs - various locations
- Continue implementing the picnic table replacement program
- Community park upgrades
- Dock repairs to Jackson's Point, Sheppard Wharf and Rayner's
- Shoreline revetment - Holmes Point Park
- ROC - Diamond #4 Lighting
- ROC ski lift - Relevelling
- Bleacher replacement program
- Woodbine medians - horticultural reconstruction
- Playground inspections - digital reporter
- ROC climbing wall - refacing

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the parks division.

Parks	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	902,940	-	-	9,335	12,110	924,385
481 Lake Drive	(31,850)	-	-	1,700	5,040	(25,110)
Ball Diamonds	59,960	-	-	-	(1,320)	58,640
De La Salle Park	37,280	-	-	19,240	16,320	72,840
Facilities	696,340	15,000	-	18,695	(9,180)	720,855
Garbage Collection	155,720	-	-	-	(13,825)	141,895
Grounds Maintenance	261,420	-	-	1,890	7,845	271,155
Holmes Point	29,260	(10,000)	-	1,420	16,320	37,000
Jackson's Point Harbour	(11,520)	(5,000)	-	20	36,230	19,730
Keswick Skate Park	13,720	-	-	-	(815)	12,905
North Gwillimbury	(16,000)	-	-	-	(2,000)	(18,000)
Planting Program	522,200	-	-	2,340	(5,465)	519,075
Playgrounds	51,550	-	-	10,000	(1,510)	60,040
Snow Removal	244,120	-	-	-	(20,800)	223,320
Soccer Pitches	51,700	(15,000)	-	1,500	(1,525)	36,675
The ROC	615,140	(30,000)	-	(59,170)	(37,720)	488,250
Wharves	(15,030)	-	-	-	(3,000)	(18,030)
Willow Beach	(97,450)	(30,000)	-	1,930	16,320	(109,200)
Willow Wharf	(12,000)	-	-	-	-	(12,000)
<b>Grand Total</b>	<b>3,457,500</b>	<b>(75,000)</b>	<b>-</b>	<b>45,660</b>	<b>(23,735)</b>	<b>3,404,425</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the parks division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Parks	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Transfer Payments and Recoveries	(20,000)	-	(20,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(20,000)	-	(20,000)	0%		
Expense						
Salaries and Benefits	581,040	9,535	590,575	2%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Staffing Other Direct Expenses	40,310	(2,200)	38,110	(5%)	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	1,100	-	1,100	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	20,150	2,000	22,150	10%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Supplies and Maintenance	280,340	12,110	292,450	4%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Fleet and fuel allocations adjustment
Expense Total	922,940	21,445	944,385	2%		
<b>Administration Total</b>	<b>902,940</b>	<b>21,445</b>	<b>924,385</b>	<b>2%</b>		

## 2026 Budgeted expenditure and revenue details

Parks	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>481 Lake Drive</b>						
Revenue						
Interest and Penalty	(30,850)	-	(30,850)	0%	○ ○ ○ ○ ○	
Lease and Rental	(5,040)	5,040	-	(100%)	○ ○ ○ ●	
Revenue Total	(35,890)	5,040	(30,850)	(14%)		
Expense						
Contracted Services	2,000	-	2,000	0%	○ ○ ○ ○ ○	
Hydro/Sewer/Gas	2,040	1,700	3,740	83%	○ ○ ● ○ ○	
Expense Total	4,040	1,700	5,740	42%		
<b>481 Lake Drive Total</b>	<b>(31,850)</b>	<b>6,740</b>	<b>(25,110)</b>	<b>(21%)</b>		
<b>Ball Diamonds</b>						
Revenue						
Transfer Payments and Recoveries	(53,000)	-	(53,000)	0%	○ ○ ○ ○ ○	
Revenue Total	(53,000)	-	(53,000)	0%		
Expense						
Salaries and Benefits	68,750	(6,320)	62,430	(9%)	○ ○ ○ ● ○	
Contracted Services	15,000	-	15,000	0%	○ ○ ○ ○ ○	
Hydro/Sewer/Gas	12,210	-	12,210	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	17,000	5,000	22,000	29%	○ ○ ○ ● ○	
Expense Total	112,960	(1,320)	111,640	(1%)		
<b>Ball Diamonds Total</b>	<b>59,960</b>	<b>(1,320)</b>	<b>58,640</b>	<b>(2%)</b>		
<b>De La Salle Park</b>						
Revenue						
User Fees and Service Charges	(184,800)	-	(184,800)	0%	○ ○ ○ ○ ○	
Lease and Rental	(16,000)	(6,000)	(22,000)	38%	○ ○ ● ○ ○	
Revenue Total	(200,800)	(6,000)	(206,800)	3%		
Expense						
Salaries and Benefits	50,350	17,740	68,090	35%	○ ○ ○ ● ○	Reallocation of staff between within Parks
Staffing Other Direct Expenses	1,500	-	1,500	0%	○ ○ ○ ○ ○	
Contracted Services	15,000	-	15,000	0%	○ ○ ○ ○ ○	
Hydro/Sewer/Gas	30,980	-	30,980	0%	○ ○ ○ ○ ○	
Other Direct Costs	126,650	10,000	136,650	8%	○ ○ ● ○ ○	Park security contract with York Regional Police
Supplies and Maintenance	13,600	13,820	27,420	102%	○ ○ ● ○ ○	Building maintenance and cleaning costs
Expense Total	238,080	41,560	279,640	17%		
<b>De La Salle Park Total</b>	<b>37,280</b>	<b>35,560</b>	<b>72,840</b>	<b>95%</b>		
<b>Facilities</b>						
Expense						
Salaries and Benefits	155,060	(14,180)	140,880	(9%)	○ ○ ○ ● ○	Reallocation of staff between within Parks
Contracted Services	365,300	20,085	385,385	5%	● ○ ○ ● ○	Increase grass cutting, contractual increase to portable washrooms
Hydro/Sewer/Gas	32,320	-	32,320	0%	○ ○ ○ ○ ○	
Other Direct Costs	750	-	750	0%	○ ○ ○ ○ ○	
Supplies and Maintenance	142,910	18,610	161,520	13%	○ ○ ● ● ○	Ground maintenance/lumber building materials
Expense Total	696,340	24,515	720,855	4%		
<b>Facilities Total</b>	<b>696,340</b>	<b>24,515</b>	<b>720,855</b>	<b>4%</b>		
<b>Garbage Collection</b>						
Expense						
Salaries and Benefits	152,220	(13,825)	138,395	(9%)	○ ○ ○ ● ○	Reallocation of staff between within Parks
Other Direct Costs	3,500	-	3,500	0%	○ ○ ○ ○ ○	
Expense Total	155,720	(13,825)	141,895	(9%)		
<b>Garbage Collection Total</b>	<b>155,720</b>	<b>(13,825)</b>	<b>141,895</b>	<b>(9%)</b>		

## 2026 Budgeted expenditure and revenue details

Parks	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Grounds Maintenance</b>						
Expense						
Salaries and Benefits	243,420	6,735	250,155	3%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Contracted Services	5,000	-	5,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	13,000	3,000	16,000	23%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	261,420	9,735	271,155	4%		
<b>Grounds Maintenance Total</b>	<b>261,420</b>	<b>9,735</b>	<b>271,155</b>	<b>4%</b>		
<b>Holmes Point</b>						
Revenue						
User Fees and Service Charges	(40,000)	(10,000)	(50,000)	25%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Increase parking revenue
Lease and Rental	(1,000)	-	(1,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(41,000)	(10,000)	(51,000)	24%		
Expense						
Salaries and Benefits	47,350	17,740	65,090	37%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Reallocation of staff between within Parks
Contracted Services	20,000	-	20,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	410	-	410	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	2,500	-	2,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	70,260	17,740	88,000	25%		
<b>Holmes Point Total</b>	<b>29,260</b>	<b>7,740</b>	<b>37,000</b>	<b>26%</b>		
<b>Jackson's Point Harbour</b>						
Revenue						
User Fees and Service Charges	(72,300)	(8,000)	(80,300)	11%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Donations & Grants & Misc Revenues	(100)	-	(100)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(72,400)	(8,000)	(80,400)	11%		
Expense						
Salaries and Benefits	28,810	10,410	39,220	36%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Reallocation of staff between within Parks
Staffing Other Direct Expenses	1,850	500	2,350	27%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Contracted Services	9,000	15,000	24,000	167%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Annual maintenance of docks
Hydro/Sewer/Gas	10,220	-	10,220	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	5,300	5,650	10,950	107%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	5,700	7,690	13,390	135%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	60,880	39,250	100,130	64%		
<b>Jackson's Point Harbour Total</b>	<b>(11,520)</b>	<b>31,250</b>	<b>19,730</b>	<b>(271%)</b>		
<b>Keswick Skate Park</b>						
Expense						
Salaries and Benefits	8,720	(815)	7,905	(9%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	5,000	-	5,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	13,720	(815)	12,905	(6%)		
<b>Keswick Skate Park Total</b>	<b>13,720</b>	<b>(815)</b>	<b>12,905</b>	<b>(6%)</b>		
<b>North Gwillimbury</b>						
Revenue						
User Fees and Service Charges	(19,500)	(2,000)	(21,500)	10%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Revenue Total	(19,500)	(2,000)	(21,500)	10%		
Expense						
Salaries and Benefits	3,500	-	3,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	3,500	-	3,500	0%		
<b>North Gwillimbury Total</b>	<b>(16,000)</b>	<b>(2,000)</b>	<b>(18,000)</b>	<b>13%</b>		

## 2026 Budgeted expenditure and revenue details

Parks	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Planting Program</b>						
Expense						
Salaries and Benefits	430,410	(3,125)	427,285	(1%)	○ ○ ○ ●	
Contracted Services	10,000	-	10,000	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	10,290	-	10,290	0%	○ ○ ○ ○	
Other Direct Costs	51,500	-	51,500	0%	○ ○ ○ ○	
Supplies and Maintenance	20,000	-	20,000	0%	○ ○ ○ ○	
Expense Total	522,200	(3,125)	519,075	(1%)		
<b>Planting Program Total</b>	<b>522,200</b>	<b>(3,125)</b>	<b>519,075</b>	<b>(1%)</b>		
<b>Playgrounds</b>						
Expense						
Salaries and Benefits	16,190	(1,510)	14,680	(9%)	○ ○ ○ ●	
Contracted Services	7,500	5,000	12,500	67%	○ ○ ● ○	
Hydro/Sewer/Gas	14,860	5,000	19,860	34%	○ ○ ● ○	
Supplies and Maintenance	13,000	-	13,000	0%	○ ○ ○ ○	
Expense Total	51,550	8,490	60,040	16%		
<b>Playgrounds Total</b>	<b>51,550</b>	<b>8,490</b>	<b>60,040</b>	<b>16%</b>		
<b>Snow Removal</b>						
Expense						
Salaries and Benefits	236,120	(20,800)	215,320	(9%)	○ ○ ○ ●	Reallocation of staff between within Parks
Contracted Services	8,000	-	8,000	0%	○ ○ ○ ○	
Expense Total	244,120	(20,800)	223,320	(9%)		
<b>Snow Removal Total</b>	<b>244,120</b>	<b>(20,800)</b>	<b>223,320</b>	<b>(9%)</b>		
<b>Soccer Pitches</b>						
Revenue						
Transfer Payments and Recoveries	(22,000)	(15,000)	(37,000)	68%	● ○ ○ ○	Increase in soccer registrations
Revenue Total	(22,000)	(15,000)	(37,000)	68%		
Expense						
Salaries and Benefits	16,350	(1,525)	14,825	(9%)	○ ○ ○ ●	
Contracted Services	11,810	-	11,810	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	16,540	1,500	18,040	9%	○ ○ ● ○	
Supplies and Maintenance	29,000	-	29,000	0%	○ ○ ○ ○	
Expense Total	73,700	(25)	73,675	(0%)		
<b>Soccer Pitches Total</b>	<b>51,700</b>	<b>(15,025)</b>	<b>36,675</b>	<b>(29%)</b>		
<b>The ROC</b>						
Revenue						
User Fees and Service Charges	(471,250)	(180,000)	(651,250)	38%	● ○ ○ ●	Increase in program registrations and tube and terrain park revenue, transfer between general programs to The ROC
Lease and Rental	(62,500)	-	(62,500)	0%	○ ○ ○ ○	
Revenue Total	(533,750)	(180,000)	(713,750)	34%		
Expense						
Salaries and Benefits	663,580	56,380	719,960	8%	● ○ ● ○	Increase in non permanent staffing due to growth, minimum wage increase
Staffing Other Direct Expenses	13,100	-	13,100	0%	○ ○ ○ ○	
Contracted Services	74,050	-	74,050	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	165,360	10,000	175,360	6%	○ ○ ● ○	Hydro rate increases
Other Direct Costs	119,440	11,000	130,440	9%	○ ○ ○ ●	Programming costs
Supplies and Maintenance	113,360	(24,270)	89,090	(21%)	○ ○ ○ ●	Mainly internal vehicle allocation
Expense Total	1,148,890	53,110	1,202,000	5%		
<b>The ROC Total</b>	<b>615,140</b>	<b>(126,890)</b>	<b>488,250</b>	<b>(21%)</b>		

## 2026 Budgeted expenditure and revenue details

Parks	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Wharves</b>						
Revenue						
User Fees and Service Charges	(15,000)	(3,000)	(18,000)	20%	○ ○ ○ ●	
Lease and Rental	(3,100)	-	(3,100)	0%	○ ○ ○ ○	
Revenue Total	(18,100)	(3,000)	(21,100)	17%		
Expense						
Salaries and Benefits	2,500	-	2,500	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	420	-	420	0%	○ ○ ○ ○	
Other Direct Costs	150	-	150	0%	○ ○ ○ ○	
Expense Total	3,070	-	3,070	0%		
<b>Wharves Total</b>	<b>(15,030)</b>	<b>(3,000)</b>	<b>(18,030)</b>	<b>20%</b>		
<b>Willow Beach</b>						
Revenue						
User Fees and Service Charges	(150,000)	(30,000)	(180,000)	20%	● ○ ○ ○ ○	Increase in parking revenue
Revenue Total	(150,000)	(30,000)	(180,000)	20%		
Expense						
Salaries and Benefits	47,350	17,740	65,090	37%	○ ○ ○ ●	Reallocation of staff between within Parks
Staffing Other Direct Expenses	300	-	300	0%	○ ○ ○ ○	
Contracted Services	3,000	-	3,000	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	1,400	-	1,400	0%	○ ○ ○ ○	
Supplies and Maintenance	500	510	1,010	102%	○ ○ ● ○	
Expense Total	52,550	18,250	70,800	35%		
<b>Willow Beach Total</b>	<b>(97,450)</b>	<b>(11,750)</b>	<b>(109,200)</b>	<b>12%</b>		
<b>Willow Wharf</b>						
Revenue						
User Fees and Service Charges	(12,000)	-	(12,000)	0%	○ ○ ○ ○	
Revenue Total	(12,000)	-	(12,000)	0%		
<b>Willow Wharf Total</b>	<b>(12,000)</b>	<b>-</b>	<b>(12,000)</b>	<b>0%</b>		
<b>Grand Total</b>	<b>3,457,500</b>	<b>(53,075)</b>	<b>3,404,425</b>	<b>(2%)</b>		

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the cemeteries division.

Cemeteries	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Cemeteries - Baldwin	4,000	-	-	-	(2,000)	2,000
Cemeteries - Cooke's	5,300	-	-	2,500	(3,000)	4,800
Cemeteries - Johnson's	1,180	-	-	-	-	1,180
Cemeteries - Keswick	(10,970)	-	-	-	(3,000)	(13,970)
Cemeteries - Sheppard's	1,250	-	-	-	-	1,250
Cemeteries - Mann	13,000	-	-	-	-	13,000
<b>Grand Total</b>	<b>13,760</b>	<b>-</b>	<b>-</b>	<b>2,500</b>	<b>(8,000)</b>	<b>8,260</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the cemeteries division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **⦿** = other

Cemeteries	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Cemeteries - Baldwin</b>						
Expense						
Contracted Services	4,000	(2,000)	2,000	(50%)	⦿ ⦿ ⦿ ⦿	
Expense Total	4,000	(2,000)	2,000	(50%)		
<b>Cemeteries - Baldwin Total</b>	<b>4,000</b>	<b>(2,000)</b>	<b>2,000</b>	<b>(50%)</b>		
<b>Cemeteries - Cooke's</b>						
Expense						
Contracted Services	4,300	2,500	6,800	58%	⦿ ⦿ ⦿ ⦿	
Donations & Grants	1,000	-	1,000	0%	⦿ ⦿ ⦿ ⦿	
Expense Total	5,300	2,500	7,800	47%		
<b>Cemeteries - Cooke's Total</b>	<b>5,300</b>	<b>(500)</b>	<b>4,800</b>	<b>(9%)</b>		
<b>Cemeteries - Johnson's</b>						
Revenue						
Interest and Penalty	(20)	-	(20)	0%	⦿ ⦿ ⦿ ⦿	
Revenue Total	(20)	-	(20)	0%		
Expense						
Contracted Services	1,200	-	1,200	0%	⦿ ⦿ ⦿ ⦿	
Expense Total	1,200	-	1,200	0%		
<b>Cemeteries - Johnson's Total</b>	<b>1,180</b>	<b>-</b>	<b>1,180</b>	<b>0%</b>		
<b>Cemeteries - Keswick</b>						
Revenue						
User Fees and Service Charges	(32,000)	-	(32,000)	0%	⦿ ⦿ ⦿ ⦿	
Donations & Grants & Misc Revenues	(20,000)	(3,000)	(23,000)	15%	⦿ ⦿ ⦿ ⦿	
Interest and Penalty	(20)	-	(20)	0%	⦿ ⦿ ⦿ ⦿	
Revenue Total	(52,020)	(3,000)	(55,020)	6%		
Expense						
Contracted Services	38,000	-	38,000	0%	⦿ ⦿ ⦿ ⦿	
Other Direct Costs	1,050	-	1,050	0%	⦿ ⦿ ⦿ ⦿	
Supplies and Maintenance	2,000	-	2,000	0%	⦿ ⦿ ⦿ ⦿	
Expense Total	41,050	-	41,050	0%		
<b>Cemeteries - Keswick Total</b>	<b>(10,970)</b>	<b>(3,000)</b>	<b>(13,970)</b>	<b>27%</b>		
<b>Cemeteries - Sheppard's</b>						
Expense						
Contracted Services	1,250	-	1,250	0%	⦿ ⦿ ⦿ ⦿	
Expense Total	1,250	-	1,250	0%		
<b>Cemeteries - Sheppard's Total</b>	<b>1,250</b>	<b>-</b>	<b>1,250</b>	<b>0%</b>		
<b>Cemeteries - Mann</b>						
Expense						
Contracted Services	13,000	-	13,000	0%	⦿ ⦿ ⦿ ⦿	
Expense Total	13,000	-	13,000	0%		
<b>Cemeteries - Mann Total</b>	<b>13,000</b>	<b>-</b>	<b>13,000</b>	<b>0%</b>		
<b>Grand Total</b>	<b>13,760</b>	<b>(5,500)</b>	<b>8,260</b>	<b>(40%)</b>		

# Client and Cultural Services Division

The Client and Cultural Services Division is committed to delivering arts and cultural services through the Georgina Village Museum, the Link, the Stephen Leacock Theatre of Performing Arts, Town-run special events and supporting third-party special events. In addition to supporting arts and culture programming delivered by the Georgina Centre for Arts and Culture, Client Services staff administer the registration and facility permitting experience through the Link and front desks at Georgina Leisure Pool and the MURC. Staff are also committed to fostering excellent relationships with our community, sport and cultural organizations, and committees.

## Services include:

- Archival and collections management
- Heritage preservation and interpretation
- Programs and services that support heritage, culture and the non-profit community
- Education programs
- Theatre and film programming
- Theatre and concert experiences
- Client support services
- Youth and adult sport engagement and facility rental
- Planning and execution of Town special events
- Coordination of third-party special events
- Sponsorship partnerships
- Liaison and support for the Georgina Historical Society, Georgina Military Museum and Georgina Centre for Arts and Culture



Georgina Village Museum celebration

## 2025 accomplishments

- Celebrated 50 years at the [Georgina Village Museum](#) with a new name, logo and inaugural Indigenous exhibit
- Increased attendance, enhanced heritage educational programming and festivities for opening weekend at Georgina Village Museum
- Building and maintenance upgrades at Georgina Village Museum as well as continued collaboration and partnership with the Georgina Historical Society
- Celebrated 40 years at the [Stephen Leacock Theatre of Performing Arts](#)
- Presented a successful first Town of Georgina [Cultural Festival](#) in collaboration with the Economic Development and Tourism Division and the Georgina Equity and Diversity Advisory Committee
- Developed and implemented an Arts and Culture Call-out Program through the MURC art installation process
- Expansion of advertising and sponsorship program that included an updated sponsorship package, website content, streamlined communication and expanded outreach to current/potential sponsors
- Continued to support collaboration and initiatives with service providers at the Link including partnerships with Routes and Inn from the Cold supporting the vulnerable community



Georgina Centre for Arts and Culture

## Key projects for 2026

- Continue to increase participation and promote events at [Georgina Village Museum](#), the [Stephen Leacock Theatre for Performing Arts](#) and the Link through new initiatives including increased online and social media presence
- Continue to explore grant opportunities for expansion and upgrades of facilities and programming for special events, non-profit and arts and culture
- Explore and implement opportunities for public art
- Continue to foster community relationships, explore collaboration and partnerships to provide culturally focused opportunities for the community
- Support the Georgina Centre for Arts and Culture on its journey to expand arts and cultural programming in the community
- Continue to explore new partnerships and community-based culturally diverse events in collaboration with the Economic Development and Tourism Division and the Georgina Equity and Diversity Advisory Committee
- Update Recreation and Culture Master Plan

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Client and Cultural Services	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	416,360	-	-	10,790	1,200	428,350
Canada Day Festival	40,500	-	-	13,000	-	53,500
Georgina Arts Council	-	-	-	-	165,000	165,000
Georgina Military Museum	-	-	-	-	28,000	28,000
Georgina Village Museum	201,100	-	-	30,650	12,000	243,750
SnoFest	23,000	-	-	5,000	-	28,000
Special Events - Administration	28,600	-	-	-	(2,120)	26,480
Stephen Leacock Theatre	103,230	(17,000)	-	21,780	10,350	118,360
Volunteer Appreciation	10,500	-	-	3,500	-	14,000
Culture Events	25,000	-	-	-	-	25,000
<b>Grand Total</b>	<b>848,290</b>	<b>(17,000)</b>	<b>-</b>	<b>84,720</b>	<b>214,430</b>	<b>1,130,440</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Client and Cultural Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
User Fees and Service Charges	(5,000)	-	(5,000)	0%	O O O O	
Revenue Total	(5,000)	-	(5,000)	0%		
Expense						
Salaries and Benefits	421,360	11,990	433,350	3%	O O <b>C</b> O	Step increase in salaries and benefits
Expense Total	421,360	11,990	433,350	3%		
<b>Administration Total</b>	<b>416,360</b>	<b>11,990</b>	<b>428,350</b>	<b>3%</b>		
<b>Canada Day Festival</b>						
Revenue						
User Fees and Service Charges	(500)	-	(500)	0%	O O O O	
Donations & Grants & Misc Revenues	(5,000)	-	(5,000)	0%	O O O O	
Revenue Total	(5,500)	-	(5,500)	0%		
Expense						
Contracted Services	4,000	-	4,000	0%	O O O O	
Other Direct Costs	42,000	13,000	55,000	31%	O O <b>C</b> O	Contractual increases to entertainment
Expense Total	46,000	13,000	59,000	28%		
<b>Canada Day Festival Total</b>	<b>40,500</b>	<b>13,000</b>	<b>53,500</b>	<b>32%</b>		

## 2026 Budgeted expenditure and revenue details

Client and Cultural Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Georgina Arts Council</b>						
Expense						
Donations & Grants	-	165,000	165,000		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Annual funding per report CSD 2025-0007
Expense Total	-	165,000	165,000			
<b>Georgina Arts Council Total</b>	-	<b>165,000</b>	<b>165,000</b>			
<b>Georgina Military Museum</b>						
Expense						
Donations & Grants	-	28,000	28,000		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Annual funding per report CSD 2025-0007
Expense Total	-	28,000	28,000			
<b>Georgina Military Museum Total</b>	-	<b>28,000</b>	<b>28,000</b>			
<b>Georgina Village Museum</b>						
Revenue						
User Fees and Service Charges	(22,870)	4,000	(18,870)	(17%)	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Donations & Grants & Misc Revenues	(28,500)	12,000	(16,500)	(42%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	To align with actuals and forecast
Lease and Rental	(2,500)	-	(2,500)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(53,870)	16,000	(37,870)	(30%)		
Expense						
Salaries and Benefits	152,760	8,940	161,700	6%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Staffing Other Direct Expenses	4,250	1,450	5,700	34%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Contracted Services	5,000	4,000	9,000	80%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	12,500	2,000	14,500	16%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	65,160	8,000	73,160	12%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Supplies and Maintenance	15,300	2,260	17,560	15%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Expense Total	254,970	26,650	281,620	10%		
<b>Georgina Village Museum Total</b>	<b>201,100</b>	<b>42,650</b>	<b>243,750</b>	<b>21%</b>		
<b>SnoFest</b>						
Revenue						
Donations & Grants & Misc Revenues	(3,000)	-	(3,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(3,000)	-	(3,000)	0%		
Expense						
Other Direct Costs	26,000	5,000	31,000	19%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Expense Total	26,000	5,000	31,000	19%		
<b>SnoFest Total</b>	<b>23,000</b>	<b>5,000</b>	<b>28,000</b>	<b>22%</b>		
<b>Special Events - Administration</b>						
Revenue						
Donations & Grants & Misc Revenues	(1,000)	-	(1,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(1,000)	-	(1,000)	0%		
Expense						
Salaries and Benefits	12,100	(2,120)	9,980	(18%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Other Direct Costs	13,000	-	13,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Donations & Grants	4,500	-	4,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	29,600	(2,120)	27,480	(7%)		
<b>Special Events - Administration Total</b>	<b>28,600</b>	<b>(2,120)</b>	<b>26,480</b>	<b>(7%)</b>		

## 2026 Budgeted expenditure and revenue details

Client and Cultural Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Stephen Leacock Theatre</b>						
Revenue						
User Fees and Service Charges	(114,400)	(70,940)	(185,340)	62%	<span style="color: green;">G</span> ○ ○ ○ ○	Increase in box office revenue offset by reduction in program registrations
Donations & Grants & Misc Revenues	(3,800)	-	(3,800)	0%	○ ○ ○ ○ ○	
Revenue Total	(118,200)	(70,940)	(189,140)	60%		
Expense						
Salaries and Benefits	113,850	4,950	118,800	4%	○ ○ <span style="color: blue;">C</span> ○	
Staffing Other Direct Expenses	4,200	3,800	8,000	90%	○ ○ <span style="color: blue;">C</span> ○	
Contracted Services	2,730	28,060	30,790	1028%	<span style="color: green;">G</span> ○ ○ ○ ○	Realignment in categorizations between contracted costs and other direct costs. Higher costs due to higher box office revenue
Hydro/Sewer/Gas	3,150	-	3,150	0%	○ ○ ○ ○ ○	
Other Direct Costs	83,700	45,000	128,700	54%	<span style="color: green;">G</span> ○ ○ ○ ○	Realignment in categorizations between contracted costs and other direct costs. Higher costs due to higher box office revenue
Supplies and Maintenance	13,800	4,260	18,060	31%	○ ○ <span style="color: blue;">C</span> ○	
Expense Total	221,430	86,070	307,500	39%		
<b>Stephen Leacock Theatre Total</b>	<b>103,230</b>	<b>15,130</b>	<b>118,360</b>	<b>15%</b>		
<b>Volunteer Appreciation</b>						
Expense						
Other Direct Costs	10,500	3,500	14,000	33%	○ ○ <span style="color: blue;">C</span> ○	
Expense Total	10,500	3,500	14,000	33%		
<b>Volunteer Appreciation Total</b>	<b>10,500</b>	<b>3,500</b>	<b>14,000</b>	<b>33%</b>		
<b>Culture Events</b>						
Expense						
Other Direct Costs	25,000	-	25,000	0%	○ ○ ○ ○ ○	
Expense Total	25,000	-	25,000	0%		
<b>Culture Events Total</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>0%</b>		
<b>Grand Total</b>	<b>848,290</b>	<b>282,150</b>	<b>1,130,440</b>	<b>33%</b>		

# Service Excellence Division

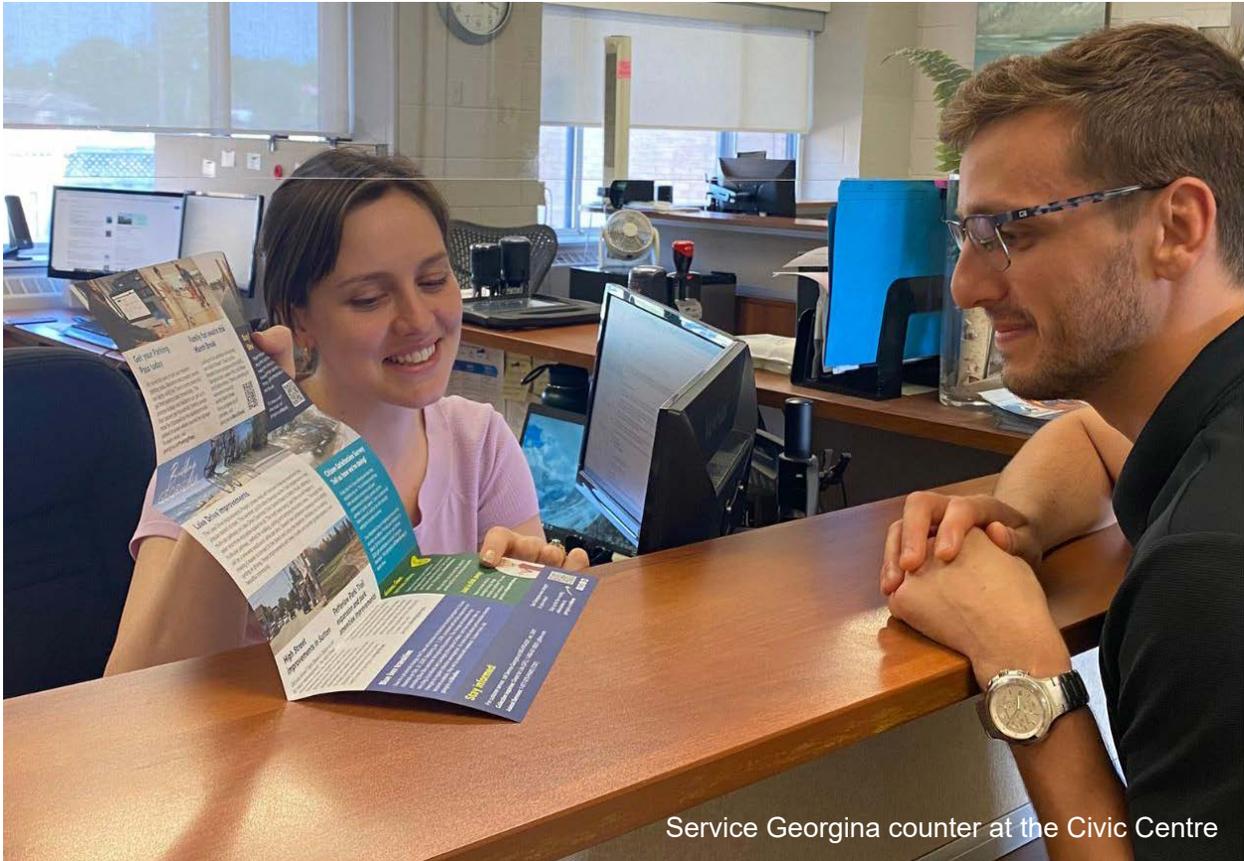
The Service Excellence Division is responsible for Service Georgina, the frontline customer service representatives for the Town. Comprised of seven associates and a leadership team, the division answers more than 100,000 inquiries annually and provides an array of services and general information on behalf of various Town departments.

## Services include:

- “One window” approach in the initiation and follow up of frontline, multi-channel service delivery related to various Town services and client requests
- Management of escalated client requests and follow up
- Intake and case management for external departmental public service requests
- Internal communication channel for departmental emergencies
- Main point of contact for recreation facility bookings and program registrations
- Mail services for the Town (shipping and receiving)
- Bag Tag distribution and order taking
- Events including eWaste, recycling and community garage sales
- Parking pass queries and distribution
- GFL complaint tracking and follow up; managing bin orders for clients
- Water sampling bottle distribution
- The management team is also responsible for overseeing Town-wide customer service policies, standards, training and support

## **2025 accomplishments**

- Conducted and reported results of the Town-wide Citizen Satisfaction Survey
- Commenced accessibility compliance measures for customer service, inclusive of reviewing current policy and procedures, signage, and training
- Researched customer relationship management system for future enhancements to the customer service experience
- With the support of the Information Technology Division, transitioned to digital phone lines and leveraged existing telephony system to better support customers calling into the Civic Centre
- Created new searchable knowledge database for customer service toolbox
- Increased crossover training between Service Georgina and specific divisions for improved understanding to support customer inquiries
- Created a dashboard to collect monthly data (calls/emails) to monitor service levels and identify service trends
- Developed an internal communication tool to engage associate staff in continuous improvement practices and updates
- Reviewed and developed service delivery models for future planning and service growth
- Developed onboarding process for Service Georgina staff



Service Georgina counter at the Civic Centre

## Key projects for 2026

- Use survey results to improve service levels to enhance the customer experience across all service channels (in person, phone, online)
- Support the advancement of improved online self-serve capabilities for customers
- Leverage technology and task realignment for increased service efficiencies throughout the Service Georgina team and related divisions as applicable
- Complete any outstanding items related to accessibility and customer service protocols
- Support transition to [Replacement Civic Centre](#), including updated standard operating procedures and safety measures
- Update and enhance Town-wide customer service guide for all staff
- Expand customer service onboarding, training and resources
- Work with appropriate divisions to develop customer experience feedback program

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Service Excellence	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	714,330	-	-	44,505	-	758,835
<b>Grand Total</b>	<b>714,330</b>	<b>-</b>	<b>-</b>	<b>44,505</b>	<b>-</b>	<b>758,835</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth    
 ● = service level    
 ● = contractual/inflationary    
 ● = other

Service Excellence	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	689,440	44,920	734,360	7%	○ ○ ● ○	Step increase in salaries and benefits
Staffing Other Direct Expenses	11,640	-	11,640	0%	○ ○ ○ ○	
Contracted Services	7,500	(415)	7,085	(6%)	○ ○ ● ○	
Other Direct Costs	1,300	-	1,300	0%	○ ○ ○ ○	
Supplies and Maintenance	4,450	-	4,450	0%	○ ○ ○ ○	
Expense Total	714,330	44,505	758,835	6%		
<b>Administration Total</b>	<b>714,330</b>	<b>44,505</b>	<b>758,835</b>	<b>6%</b>		
<b>Grand Total</b>	<b>714,330</b>	<b>44,505</b>	<b>758,835</b>	<b>6%</b>		

# Municipal Law Enforcement Services Division

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

## Services include:

- Enforcement of various regulatory bylaws, including business licensing
- School crossing guards
- Parking enforcement
- Property standards and zoning enforcement
- Sign permits
- Animal Shelter
- Animal Services through partnership with the Town of Aurora



Animal Shelter

## **2025 accomplishments**

- Expansion of the Administrative Monetary Penalty System for all bylaws to improve the ease of enforcement, as well as improvements to customer service during the dispute resolution process
- Improved service delivery by increasing the daily scheduled hours of officers on patrol
- Addition of two Winter Seasonal Parking Control Officers
- Improved compliance rates with Property Standards Orders as a result of Re-Inspection Fees
- Completed interior renovations and improvements to outdoor areas to improve animal enrichment at the Georgina Animal Shelter and Adoption Centre
- More than 220 animal adoptions at the Georgina Animal Shelter and more than 120 animals reunited with their owners
- Increased community engagement and fundraising by the Georgina Animal Shelter through participation in community events and partnerships with community organizations
- Introduced the Pet Food Pantry at the Georgina Animal Shelter for persons with pets in need of support

## **Key projects for 2026**

- Improvements in recruitment for seasonal-based Enforcement Officers through partnerships with a local college, improved wages and position advertising
- Acquisition of two-way radios to improve internal communication and response time by Municipal Law Enforcement Officers
- Enhancing partnerships with external community agencies in response to developing issues, including community outreach for displaced persons
- Exploration and implementation of digital investigative tools, including notetaking and record keeping software
- Improving professional development opportunities for staff through municipal partnerships

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Municipal Law Enforcement Services	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	956,550	(2,500)	-	25,780	31,120	1,010,950
Animal Control	177,340	-	-	(64,225)	(4,000)	109,115
Animal Shelter	406,380	-	-	36,955	(15,000)	428,335
Crossing Guards	378,970	-	-	11,570	-	390,540
PAWS Program	12,000	-	-	-	-	12,000
Weed Control	(90)	-	-	-	4,380	4,290
ASE Program	-	-	-	-	-	-
<b>Grand Total</b>	<b>1,931,150</b>	<b>(2,500)</b>	<b>-</b>	<b>10,080</b>	<b>16,500</b>	<b>1,955,230</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Municipal Law Enforcement Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
User Fees and Service Charges	(367,250)	112,500	(254,750)	(31%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Reduction in court fines and non-compliance property standard/maintenance fees
Transfer Payments and Recoveries	(100,000)	-	(100,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Provision from Reserve	(7,000)	(19,930)	(26,930)	285%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Primarily from Cannibas Legalization reserve transferred to operating budget
<b>Revenue Total</b>	<b>(474,250)</b>	<b>92,570</b>	<b>(381,680)</b>	<b>(20%)</b>		
Expense						
Salaries and Benefits	1,209,740	(47,280)	1,162,460	(4%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Primarily from MLE Administrative Assistant movement to Clerks as Executive Administrative Assistant
Staffing Other Direct Expenses	16,670	1,000	17,670	6%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Contracted Services	29,000	(29,000)	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Parking ticket management software transferred to other direct costs
Other Direct Costs	118,310	37,000	155,310	31%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Increase largely due to parking ticket management software transferred to other direct costs
Supplies and Maintenance	57,080	110	57,190	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
<b>Expense Total</b>	<b>1,430,800</b>	<b>(38,170)</b>	<b>1,392,630</b>	<b>(3%)</b>		
<b>Administration Total</b>	<b>956,550</b>	<b>54,400</b>	<b>1,010,950</b>	<b>6%</b>		

## 2026 Budgeted expenditure and revenue details

Municipal Law Enforcement Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Animal Control</b>						
Revenue						
User Fees and Service Charges	(70,000)	-	(70,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(70,000)	-	(70,000)	0%		
Expense						
Contracted Services	243,340	(243,340)	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Transfer within Animal Control
Other Direct Costs	4,000	175,115	179,115	4378%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Reduction in overhead due to new municipal partner, increase due to transfer within Animal Control
Expense Total	247,340	(68,225)	179,115	(28%)		
<b>Animal Control Total</b>	<b>177,340</b>	<b>(68,225)</b>	<b>109,115</b>	<b>(38%)</b>		
<b>Animal Shelter</b>						
Revenue						
User Fees and Service Charges	(40,500)	-	(40,500)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Donations & Grants & Misc Revenues	(31,390)	-	(31,390)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Transfer Payments and Recoveries	(672,000)	(15,225)	(687,225)	2%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Revenue from East Gwillimbury, Newmarket, and Aurora
Provision from Reserve	-	-	-		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(743,890)	(15,225)	(759,115)	2%		
Expense						
Salaries and Benefits	850,210	41,880	892,090	5%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Step increase in salaries and benefits
Staffing Other Direct Expenses	18,600	1,400	20,000	8%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Contracted Services	9,000	-	9,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	22,600	1,900	24,500	8%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	125,560	(15,000)	110,560	(12%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Transfer to Administration
Supplies and Maintenance	124,300	7,000	131,300	6%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Expense Total	1,150,270	37,180	1,187,450	3%		
<b>Animal Shelter Total</b>	<b>406,380</b>	<b>21,955</b>	<b>428,335</b>	<b>5%</b>		
<b>Crossing Guards</b>						
Expense						
Salaries and Benefits	374,670	11,570	386,240	3%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Step increase in salaries and benefits
Other Direct Costs	500	-	500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	3,800	-	3,800	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	378,970	11,570	390,540	3%		
<b>Crossing Guards Total</b>	<b>378,970</b>	<b>11,570</b>	<b>390,540</b>	<b>3%</b>		
<b>PAWS Program</b>						
Expense						
Contracted Services	10,000	-	10,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Donations & Grants	2,000	-	2,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	12,000	-	12,000	0%		
<b>PAWS Program Total</b>	<b>12,000</b>	<b>-</b>	<b>12,000</b>	<b>0%</b>		

## 2026 Budgeted expenditure and revenue details

Municipal Law Enforcement Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Weed Control</b>						
Revenue						
Transfer Payments and Recoveries	(24,380)	19,380	(5,000)	(79%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Historical trend
Revenue Total	(24,380)	19,380	(5,000)	(79%)		
Expense						
Salaries and Benefits	2,810	-	2,810	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Staffing Other Direct Expenses	1,380	-	1,380	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Contracted Services	20,000	(15,000)	5,000	(75%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Historical trend
Other Direct Costs	100	-	100	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	24,290	(15,000)	9,290	(62%)		
<b>Weed Control Total</b>	<b>(90)</b>	<b>4,380</b>	<b>4,290</b>	<b>(4867%)</b>		
<b>ASE Program</b>						
To reflect the end of the ASE program						
Revenue						
User Fees and Service Charges	(740,000)	740,000	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Revenue Total	(740,000)	740,000	-	(100%)		
Expense						
Salaries and Benefits	250,000	(250,000)	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Contracted Services	490,000	(490,000)	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	740,000	(740,000)	-	(100%)		
<b>ASE Program Total</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>Grand Total</b>	<b>1,931,150</b>	<b>24,080</b>	<b>1,955,230</b>	<b>1%</b>		

# Fire and Rescue Services



# Fire and Rescue Services

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

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

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

## Services include:

- Public education
- Fire code inspection
- Fire code enforcement
- Community risk assessment
- Fire suppression
- Fire investigation
- Hazardous materials responses
- Fire alarm responses
- Ice/water rescues
- Medical aid responses
- Motor vehicle accident responses
- Mutual aid responses
- Public assist responses
- Emergency management



## 2025 success story

### Response and recovery - March 29, 2025 ice storm and power outage event



On Saturday, March 29, 2025 the Town of Georgina experienced a variety of weather conditions from rain, strong winds to freezing drizzle and rain. At 5:44 p.m. Georgina Fire and Rescue Services began receiving numerous calls for power lines down.

Weather in Keswick was mostly rain, light freezing drizzle and strong winds. But around 6 p.m., conditions worsened in northeast Sutton, Pefferlaw, Udora and Virginia, with heavy freezing rain and strong winds. This led to downed trees, power lines, poles and local power outages. Around 3 a.m. on Sunday, March 30, the Town activated its Emergency Operations Centre. The Fire Chief and EOC Coordinator monitored the situation and brought in other EOC team members as needed, following the Town's emergency plan. An official emergency wasn't declared, as the Town had enough local support, and help from the Region and Province, to handle the storm and power outages.

The event itself was largely localized in the areas of Pefferlaw, Udora, Virginia, with isolated areas in Sutton and Keswick.

From March 30 to April 8, the Pefferlaw Lions Hall served as a Reception Centre, providing residents with meals, refreshments, and a free shuttle to the Sutton Leisure Pool for showers and around town for essential supplies. The quick action by the Pefferlaw Lions Club and support throughout the ice storm, including providing food and shelter and space for the drop off of tree debris and spoiled food, was instrumental



Red Cross check in at Pefferlaw Lions Hall



EOC discussion

in the Town's ability to respond to the ice storm.

Red Cross and Emergency Social Services were on site to assist residents. Food and monetary donations from the Georgina Food Pantry were provided to many residents during this time of need.

Health and Wellness Checks were completed throughout Georgina. These wellness checks were implemented by Georgina Fire and Rescue Services, York Regional Police, St. John's Ambulance and Red Cross.

Members of the Emergency Control Group and the broader EOC worked efficiently and quickly to assess and manage the needs of the community.

The outreach of support received was greatly appreciated by all. Every emergency event and/or situation is always unique. Georgina Fire and Rescue Services is extremely proud of how staff worked to support the needs of the community.

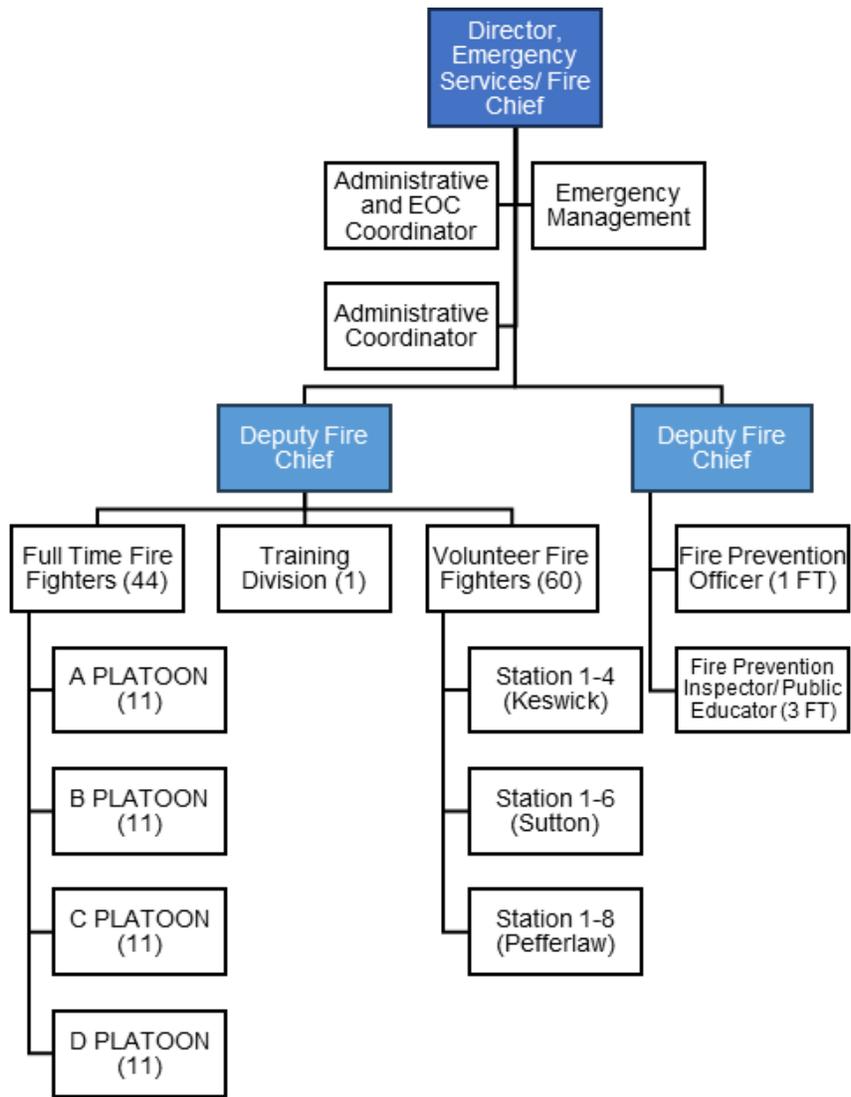


Moving hydro poles after the storm



Food donations delivery

# Organizational Chart



## **2025 accomplishments**

- Videotaped the Emergency Management Sections (Command, Operations, Planning, Logistics and Finance and Administration) to assist with refresher training for all members of the Emergency Control Group
- Hired 16 volunteer firefighters during our 2025 Volunteer Recruitment
- Hired a Fire Prevention Public Educator/Inspector
- Continued succession planning within the department: promoting two Deputy Fire Chiefs internally from the career complement; hiring two career firefighters from the volunteer complement to fill the two positions and promoting two Captains to fill vacancies

## **Major operating drivers**

- Business Continuity Planning
- Community Risk Assessment Plan
- Master Fire Plan recommendations and Fire Underwriters Survey
- Increase in population and traffic flow
- Increase in incident responses
- Legislative requirements for training career and volunteer firefighters and fire prevention staff to meet National Fire Protection Association (NFPA) standards

## **Major initiatives planned for 2026**

- Continued certification of suppression and fire prevention staff
- Continued design of the new south Keswick fire station
- Continued design and build of our training facility
- Replacement of pumper tanker apparatus
- Replacement of rescue apparatus
- Renovations to Station 1-6
- Continued improvements to our health and wellness programs to aid in cancer prevention

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the department.

Fire and Rescue Services	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Emergency Management	26,110	-	-	-	(5,110)	21,000
Fire Prevention	515,050	-	-	65,455	25,700	606,205
Firefighting Force	8,183,470	62,390	-	500,700	209,680	8,956,240
Fleet	274,240	-	-	-	(19,790)	254,450
Keswick Fire Hall	91,520	-	-	1,400	-	92,920
Pefferlaw Fire Hall	32,160	-	-	4,500	8,000	44,660
Sutton Fire Hall	45,080	-	-	4,330	2,000	51,410
Training Officer	286,330	-	-	11,610	51,680	349,620
<b>Grand Total</b>	<b>9,453,960</b>	<b>62,390</b>	<b>-</b>	<b>587,995</b>	<b>272,160</b>	<b>10,376,505</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the department. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

G = growth   
 S = service level   
 C = contractual/inflationary   
 O = other

Fire and Rescue Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Emergency Management</b>						
Expense						
Contracted Services	25,110	(5,110)	20,000	(20%)	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	
Supplies and Maintenance	1,000	-	1,000	0%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	
Expense Total	26,110	(5,110)	21,000	(20%)		
<b>Emergency Management Total</b>	<b>26,110</b>	<b>(5,110)</b>	<b>21,000</b>	<b>(20%)</b>		
<b>Fire Prevention</b>						
Expense						
Salaries and Benefits	490,290	89,265	579,555	18%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: cyan;">C</span> <span style="color: grey;">O</span>	Increases in salaries and benefits driven by new union agreement
Staffing Other Direct Expenses	5,500	-	5,500	0%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	
Supplies and Maintenance	19,260	1,890	21,150	10%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: cyan;">C</span> <span style="color: grey;">O</span>	
Expense Total	515,050	91,155	606,205	18%		
<b>Fire Prevention Total</b>	<b>515,050</b>	<b>91,155</b>	<b>606,205</b>	<b>18%</b>		
<b>Firefighting Force</b>						
Revenue						
User Fees and Service Charges	(110,000)	-	(110,000)	0%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	
Donations & Grants & Misc Revenues	(33,320)	-	(33,320)	0%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	
Provision from Reserve	(50,000)	-	(50,000)	0%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	
Revenue Total	(193,320)	-	(193,320)	0%		
Expense						
Salaries and Benefits	7,868,060	709,380	8,577,440	9%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: cyan;">C</span> <span style="color: grey;">O</span>	Increases in salaries and benefits driven by new union agreement
Staffing Other Direct Expenses	36,530	-	36,530	0%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	
Other Direct Costs	334,280	63,390	397,670	19%	<span style="color: green;">G</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	Dispatch costs
Supplies and Maintenance	137,920	-	137,920	0%	<span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span> <span style="color: grey;">O</span>	
Expense Total	8,376,790	772,770	9,149,560	9%		
<b>Firefighting Force Total</b>	<b>8,183,470</b>	<b>772,770</b>	<b>8,956,240</b>	<b>9%</b>		

## 2026 Budgeted expenditure and revenue details

Fire and Rescue Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Fleet</b>						
Expense						
Supplies and Maintenance	274,240	(19,790)	254,450	(7%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Allocation of fuel costs from Fleet
Expense Total	274,240	(19,790)	254,450	(7%)		
<b>Fleet Total</b>	<b>274,240</b>	<b>(19,790)</b>	<b>254,450</b>	<b>(7%)</b>		
<b>Keswick Fire Hall</b>						
Expense						
Staffing Other Direct Expenses	15,200	-	15,200	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	35,320	1,400	36,720	4%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	1,000	-	1,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	40,000	-	40,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	91,520	1,400	92,920	2%		
<b>Keswick Fire Hall Total</b>	<b>91,520</b>	<b>1,400</b>	<b>92,920</b>	<b>2%</b>		
<b>Pefferlaw Fire Hall</b>						
Expense						
Staffing Other Direct Expenses	3,660	-	3,660	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	11,500	4,500	16,000	39%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	1,000	-	1,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	16,000	8,000	24,000	50%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	32,160	12,500	44,660	39%		
<b>Pefferlaw Fire Hall Total</b>	<b>32,160</b>	<b>12,500</b>	<b>44,660</b>	<b>39%</b>		
<b>Sutton Fire Hall</b>						
Expense						
Staffing Other Direct Expenses	4,010	-	4,010	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	20,170	4,330	24,500	21%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	900	-	900	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	20,000	2,000	22,000	10%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	45,080	6,330	51,410	14%		
<b>Sutton Fire Hall Total</b>	<b>45,080</b>	<b>6,330</b>	<b>51,410</b>	<b>14%</b>		
<b>Training Officer</b>						
Expense						
Salaries and Benefits	187,980	16,290	204,270	9%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increases in salaries and benefits driven by new union agreement
Staffing Other Direct Expenses	90,350	47,000	137,350	52%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Mandatory training in accordance with legislative requirements
Supplies and Maintenance	8,000	-	8,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	286,330	63,290	349,620	22%		
<b>Training Officer Total</b>	<b>286,330</b>	<b>63,290</b>	<b>349,620</b>	<b>22%</b>		
<b>Grand Total</b>	<b>9,453,960</b>	<b>922,545</b>	<b>10,376,505</b>	<b>10%</b>		

# Development Services



# Development Services Department

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



## 2025 success story

On Sept. 11, 2024, Council endorsed a Housing Action Plan in support of a grant funding application to Canada Mortgage and Housing Corporation (CMHC) as part of the federal Housing Accelerator Fund (HAF). The Town’s Housing Action Plan consists of a series of nine initiatives or projects that are aimed at accelerating the supply of housing and streamlining development approvals through measures including updated zoning to facilitate Additional Residential Units (ARUs) and four unit as-of-right permissions on serviced residential lots, creating an ARU Financial Incentive and



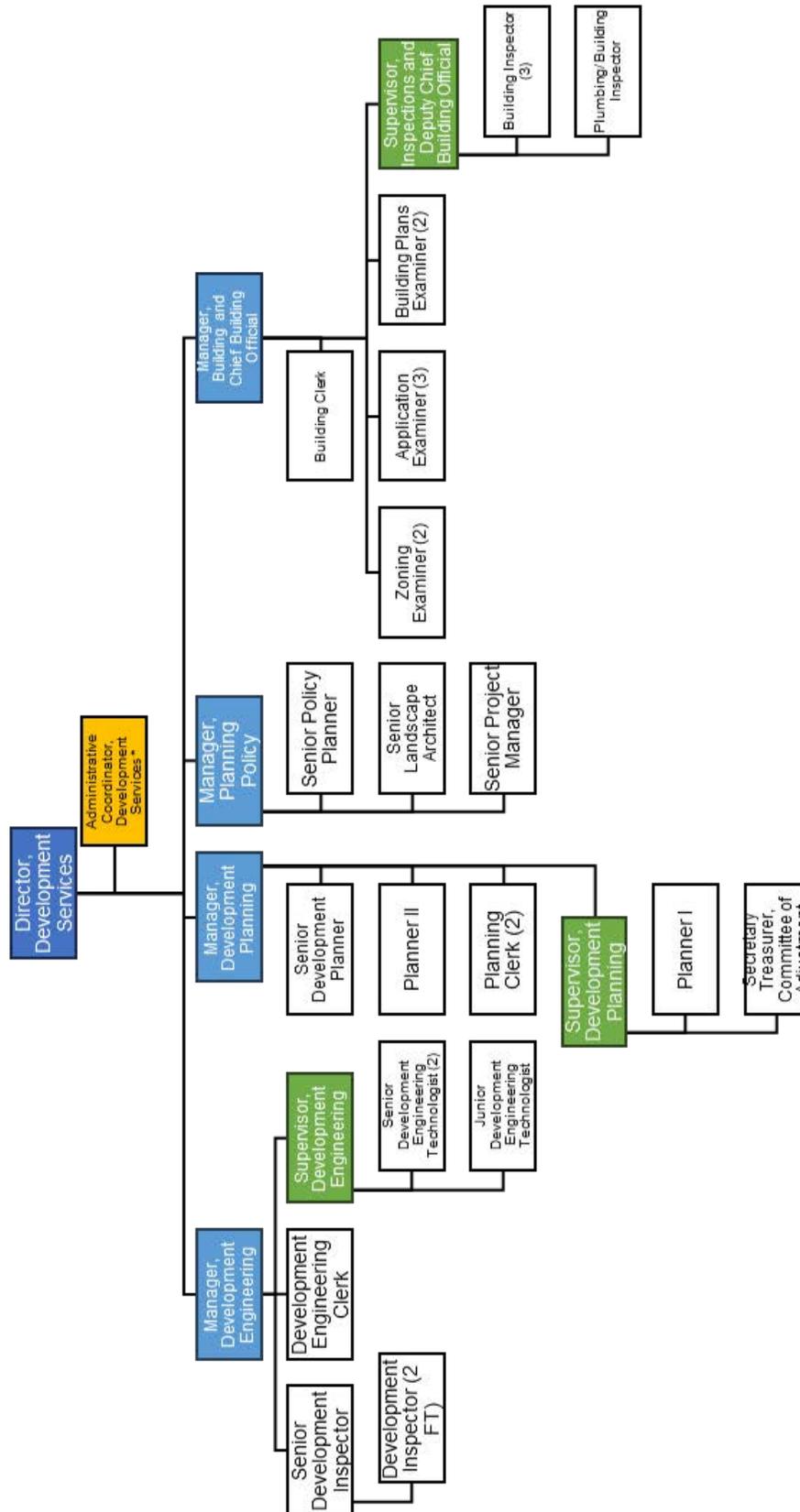
Promotional Program, expanding staff delegated approval authority, reducing fees and fast-tracking approvals for affordable or rental housing, launching an Expression of Interest process to partner on the construction of affordable housing, and conducting a Housing Needs Assessment.

In late 2024, the Town was notified that its application was successful and on March 3, 2025, the Government of Canada and the Town of Georgina announced that they had reached an agreement under the Housing Accelerator Fund. The Town will receive \$5.8 million to eliminate barriers and accelerate the creation of 210 new housing units above the Town average over the next three years. The Housing Action Plan initiatives are at various stages of development as a joint partnership between the Development Services Department and the Corporate Services Department.

On May 7, 2025, Council endorsed the Town's Housing Needs Assessment and directed that the findings be used as factors in the decision-making process on future development applications, implementation of the Housing Action Plan, and projects including reviews of the Official Plan/Secondary Plans, the Comprehensive Zoning Bylaw, the Servicing Allocation Assignment Program, the Development Charges Bylaw, and the Development Services Fee Bylaw.

In June 2025, the Town was notified by the Province of Ontario that for the second year in a row, it achieved its provincial housing target in 2024. In 2023 and 2024 combined, a total of approximately 836 new homes commenced construction, resulting in more than \$2.8 million of funding being granted to the Town through the Canada Community-Building Fund. The funds are being applied to housing-enabling infrastructure and affordable housing initiatives.

# Organizational Chart



\*New permanent position



## Major operating drivers

- Reviewing and updating plans, programs, bylaws and processes in an ever-changing regulatory and policy environment
- Delivering excellent customer service and maintaining service level standards with fixed resources
- Implementing operational efficiencies and streamlining the development approvals process
- Achieving new housing starts and addressing housing needs in the face of challenging market and economic conditions

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the department administration.

Development Services - Administration	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	282,270	101,920	-	1,990	1,000	387,180
<b>Grand Total</b>	<b>282,270</b>	<b>101,920</b>	<b>-</b>	<b>1,990</b>	<b>1,000</b>	<b>387,180</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the department administration. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth    
 ● = service level    
 ● = contractual/inflationary    
 ● = other

Development Services - Administration	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	276,950	103,810	380,760	37% <span style="color: green;">●</span> <span style="color: blue;">○</span> <span style="color: cyan;">○</span> <span style="color: grey;">○</span>	Primarily 26-SI-DS-02 Administrative Coordinator	
Staffing Other Direct Expenses	4,620	100	4,720	2% <span style="color: blue;">○</span> <span style="color: cyan;">○</span> <span style="color: grey;">○</span>		
Other Direct Costs	700	1,000	1,700	143% <span style="color: cyan;">○</span> <span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: grey;">●</span>		
Expense Total	282,270	104,910	387,180	37%		
<b>Administration Total</b>	<b>282,270</b>	<b>104,910</b>	<b>387,180</b>	<b>37%</b>		
<b>Grand Total</b>	<b>282,270</b>	<b>104,910</b>	<b>387,180</b>	<b>37%</b>		

# Building Division

The Building Division is responsible for enforcing the Ontario Building Code and administering various Council-approved bylaws, including the Building Bylaw, Zoning Bylaw and Pool Enclosure Bylaw. The division also supports residents and builders throughout the building permit process by offering guidance on projects such as new construction, renovations and demolitions for residential, commercial and industrial properties.

## Services include:

- Review and issue permits for construction, demolition and pool enclosures
- Conduct inspections for all work related to issued construction, demolition and pool enclosure permits
- Enforce the Backflow and Cross Connection Control Bylaw through regular inspections
- Investigate cases of illegal construction and demolition
- Administer the Maintenance Inspection Program for septic systems located within 100 metres of lakes and streams



## 2025 accomplishments

- Inspected properties subject to the Septic Maintenance Inspection Program to minimize risk to the Lake Simcoe Watershed
- Continued creating an inventory of septic systems regulated by the Septic Maintenance Inspection Program, which require yearly maintenance inspections by a qualified third party as a condition of use. The purpose is to ensure the required maintenance inspections are completed
- Completed digitization of all Building Division records and transferred storage of all documents to FileHold
- Direct involvement in the preparation of a Development Tracking System that will improve service delivery and ensure that information is shared seamlessly between the Development Planning, Development Engineering and Building Divisions
- Continued to provide cross training between the Plans Examiners and Building Inspectors so employees can easily pivot from one role to another to address peak workloads
- Completed 3,535 building inspections between January and June of 2025
- Issued 212 building permits with a total construction value of \$64.8 million between January and June of 2025
- Implemented the use of the new 2024 Ontario Building Code
- Assisted with the implementation of the [Housing Accelerator Fund Action Plan](#), including zoning provisions for Additional Residential Units (ARUs) and four units per residential lot, and preparing a fast-track approvals process for affordable and/or rental housing projects

## Key projects for 2026

- Implement the Development Tracking System
- Inspect major Town projects such as the [Replacement Civic Centre](#)
- Inspect tenant fit up permits in the [Keswick Business Park](#)
- Enhance in-person customer service options at the new Civic Centre to complement digital service offerings and provide service excellence
- Complete the Development Services Fee Bylaw Review and Update
- Inspect the construction of new homes in various development projects, including:
  - Hedge Road Landing – Alliance Homes (Jackson’s Point/Sutton)
  - The Fairgrounds – Twelve Stone Group (Sutton)
  - Simcoe Landing (Phase 9) – Aspen Ridge Homes, CountryWide Homes, Marycroft Homes, Regal Crest Homes (Keswick)
  - Georgina View (Orchidtrail) – Treasure Hill Homes (Keswick)
  - Woodbury Trails – Ballymore Homes (Keswick)
  - Beach Haven – Ballymore Homes, CedarOak Homes (Keswick)
  - Homestead Meadows - Ballymore Homes (Keswick)
  - Aspira Cedarvale Lodge Retirement Living (Keswick)



## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Building	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	(29,920)	-	-	-	(21,710)	(51,630)
Fleet	29,920	-	-	-	21,710	51,630
<b>Grand Total</b>	-	-	-	-	-	-

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Building	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Development Fees	(2,296,000)	195,000	(2,101,000)	(8%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Largely due to reduction in construction permits
Donations & Grants & Misc Revenues	(5,000)	-	(5,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(2,301,000)	195,000	(2,106,000)	(8%)		
Expense						
Salaries and Benefits	1,907,060	43,380	1,950,440	2%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Step increase in salaries and benefits
Staffing Other Direct Expenses	25,500	-	25,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Consulting Services	5,000	-	5,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Contracted Services	3,000	-	3,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	3,500	-	3,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	8,500	-	8,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Contributions to Operating Reserves	318,520	(260,090)	58,430	(82%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	To reduce budget surplus contributed to reserve
Expense Total	2,271,080	(216,710)	2,054,370	(10%)		
<b>Administration Total</b>	<b>(29,920)</b>	<b>(21,710)</b>	<b>(51,630)</b>	<b>73%</b>		
<b>Fleet</b>						
Expense						
Other Direct Costs	9,100	-	9,100	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	20,820	21,710	42,530	104%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Fuel allocation
Expense Total	29,920	21,710	51,630	73%		
<b>Fleet Total</b>	<b>29,920</b>	<b>21,710</b>	<b>51,630</b>	<b>73%</b>		
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>-</b>			

# Development Engineering Division

The Development Engineering Division is responsible for the review and approval of engineering designs and infrastructure construction related to new development. It also provides technical expertise for the review and approval of municipal infrastructure required to facilitate development. This includes the assessment of underground infrastructure, stormwater facilities, roads, street lighting and utilities. The division provides services to members of the public, consultants and developers, and makes recommendations to Council and committees of Council.

The division also administers the Site Alteration and Entrance Bylaw, issuing permits related to filling, dumping, extracting or removing of soil to ensure that no damage or other problems arise because of issues pertaining to drainage. This permitting process also ensures that groundwater and the environment are protected from contamination.

## Services include:

- Technical review and administration of subdivision, condominium and site plan applications and agreements
- Inspection of development-related construction to ensure compliance with approved plans and standards
- Review and issuance of Site Alteration and Entrance Permits
- Technical review and approval of service lateral connections to municipal infrastructure



## 2025 accomplishments

- Completed a review and update of the Town's Engineering Design Criteria
- Completed a review and update of the Site Plan Approval and Service and Lateral Connections workflows and processes
- Prepared various staff reports and recommendations to Council related to Earthworks Agreements, Pre-Servicing Agreements and Subdivision Agreements
- Implemented delegated approval authority for various types of development agreements
- Completed technical review, comment consolidation and agreement preparation related to numerous minor and major Site Plan applications
- Conducted technical review and approval of numerous plot plans and Site Alteration and Entrance Permits
- Reviewed and approved infrastructure submissions required to support new residential and commercial developments
- Completed the review and update of the Development Engineering processes to be incorporated into the Development Tracking System
- Direct involvement in the preparation of a Development Tracking System for Site Alteration and Entrance Permits, Site Plan and Plan of Subdivision/Condominium and Service Lateral Applications, to improve service delivery and ensure that information is shared seamlessly between the Development Planning, Development Engineering and Building Divisions
- Advanced completion of the Queensway North Urbanization Project to base asphalt, including all underground services and looping of the watermain
- Assisted with the implementation of the [Housing Accelerator Fund Action Plan](#), including preparing a fast-track approvals process for affordable and/or rental housing projects

## Key projects for 2026

- Implement the Development Tracking System
- Complete the Development Services Fee Bylaw Review and Update
- Enhance in-person customer service options at the [Replacement Civic Centre](#) to complement digital service offerings and provide service excellence
- Review and approve water, wastewater, stormwater and road infrastructure improvements required to facilitate growth
- Prepare various development agreements and recommendations for approval
- Advance final completion of the Queensway North Urbanization Project
- Advance construction and completion of a sidewalk on Black River Road from Scotia Road to Stadacona Avenue in Sutton
- Initiate the Sanitary Master Plan and Model Update, Water Distribution Master Plan and Model Update, Supervisory Control and Data Acquisition Master Plan and Stormwater Management Master Plan and Model Update, in conjunction with the Operations and Infrastructure Department



Road infrastructure improvements

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Development Engineering	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	127,570	(100,000)	-	2,790	4,000	34,360
Fleet	12,020	-	-	-	15,250	27,270
<b>Grand Total</b>	<b>139,590</b>	<b>(100,000)</b>	<b>-</b>	<b>2,790</b>	<b>19,250</b>	<b>61,630</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

Ⓞ = growth    
 Ⓞ = service level    
 Ⓞ = contractual/inflationary    
 Ⓞ = other

Development Engineering	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Development Fees	(1,110,000)	(100,000)	(1,210,000)	9%	<span style="color: green;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span>	Higher engineering user fees
<b>Revenue Total</b>	<b>(1,110,000)</b>	<b>(100,000)</b>	<b>(1,210,000)</b>	<b>9%</b>		
Expense						
Salaries and Benefits	1,197,770	6,790	1,204,560	1%	<span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: cyan;">Ⓞ</span> <span style="color: grey;">Ⓞ</span>	
Staffing Other Direct Expenses	22,500	-	22,500	0%	<span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span>	
Contracted Services	6,000	-	6,000	0%	<span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span>	
Other Direct Costs	3,300	-	3,300	0%	<span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span>	
Supplies and Maintenance	8,000	-	8,000	0%	<span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span>	
<b>Expense Total</b>	<b>1,237,570</b>	<b>6,790</b>	<b>1,244,360</b>	<b>1%</b>		
<b>Administration Total</b>	<b>127,570</b>	<b>(93,210)</b>	<b>34,360</b>	<b>(73%)</b>		
<b>Fleet</b>						
Expense						
Other Direct Costs	4,660	-	4,660	0%	<span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span> <span style="color: grey;">Ⓞ</span>	
Supplies and Maintenance	7,360	15,250	22,610	207%	<span style="color: grey;">Ⓞ</span>	Fuel and fleet internal allocation
<b>Expense Total</b>	<b>12,020</b>	<b>15,250</b>	<b>27,270</b>	<b>127%</b>		
<b>Fleet Total</b>	<b>12,020</b>	<b>15,250</b>	<b>27,270</b>	<b>127%</b>		
<b>Grand Total</b>	<b>139,590</b>	<b>(77,960)</b>	<b>61,630</b>	<b>(56%)</b>		

# Development Planning Division

The Development Planning Division is responsible for assisting Council and the public in matters related to the development of land. The division implements land-use planning policy as approved by Council and the Province through recommendations to Council and the Committee of Adjustment on a variety of development applications. The division also provides assistance on planning-related matters, responds to development enquiries, and helps the public navigate the complex planning approvals processes.

### Services include:

- Implementing the [Official Plan](#) and [Secondary Plans](#) for the Town through the development approval process for Planning Act applications such as Official Plan Amendments, Zoning Bylaw Amendments, plans of subdivision and condominium, consents, and minor variances
- Carrying out the Town’s municipal addressing and municipal street naming processes
- Administering the Green 911 and Farm 911 Emily Project Access Point (EPAP) signage program
- Providing land-use planning information to the public and pre-consulting with applicants on potential Planning Act applications
- Managing the Town’s Sanitary Sewer and Water Allocation Program



## 2025 accomplishments

- To June 2025, 20 staff reports on minor variance and severance applications were considered by the Committee of Adjustment, and six staff reports were considered by Council on a variety of development applications and other planning-related matters
- Continued to progress draft approved plans of subdivision to final approval and plan registration to facilitate the development of 506 residential units including 342 single detached dwellings and 164 townhouse dwellings
- Progressed development applications to Council for approval to facilitate the development of 16 block townhouse dwellings and 42 stacked townhouse dwellings
- Issued approvals for two Part Lot Control Exemptions, four Deeming Bylaws, one Extension of Draft Plan Approval and two Cancellation of Consent applications under staff delegated authority, which expedited development approvals and reduced the number of staff reports to Council and the Committee of Adjustment
- Implemented delegated approval authority for various types of development approvals, development agreements and administrative functions
- Initiated an Official Plan Amendment to consider additional staff delegated authority for minor Zoning Bylaw Amendment applications to further reduce the number of staff reports to Council and expedite development approvals
- Cataloged and prepared more than 700 hard-copy development application files for digitization and inclusion in the document management system to facilitate digital transformation and the move to the Replacement Civic Centre
- Prepared process mapping, file documentation and standardization for the Development Tracking System to improve service delivery and ensure that information is shared seamlessly between the Development Planning, Development Engineering and Building Divisions
- Initiated a Zoning Bylaw Amendment to facilitate restaurant patios
- Initiated the Street Naming Working Group and completed public consultation to seek submissions for the Inventory of Available Street Names
- Completed the first phase review and update of the Town's Sanitary Sewer and Water Allocation Program
- Assisted with the implementation of the [Housing Accelerator Fund Action Plan](#), including preparing a fast-track approvals process for affordable and/or rental housing projects

## Key projects for 2026

- Implement the Development Tracking System and refine the planning application review processes
- Enhance in-person customer service options at the [Replacement Civic Centre](#) to complement digital service offerings and provide service excellence
- Modernize application forms, public notices and staff report formats for Planning Act applications
- Complete the review and update of the Town's Sanitary Sewer and Water Allocation Program
- Complete the Development Services Fee Bylaw Review and Update



Expanding housing in Georgina

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Development Planning	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	411,130	-	-	45,400	15,000	471,530
Committee of Adjustment	(23,620)	-	-	10,110	100	(13,410)
<b>Grand Total</b>	<b>387,510</b>	<b>-</b>	<b>-</b>	<b>55,510</b>	<b>15,100</b>	<b>458,120</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Development Planning	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Development Fees	(477,000)	15,000	(462,000)	(3%)	O O O <b>G</b>	Lower communication tower application fees and pre-consultation fees
Donations & Grants & Misc Revenues	(500)	-	(500)	0%	O O O O	
Provision from Reserve	(30,000)	(25,000)	(55,000)	83%	O <b>S</b> O O	26-SI-DS-01 Summer students, funded through reserves
<b>Revenue Total</b>	<b>(507,500)</b>	<b>(10,000)</b>	<b>(517,500)</b>	<b>2%</b>		
Expense						
Salaries and Benefits	862,830	70,400	933,230	8%	O <b>S</b> <b>C</b> O	26-SI-DS-01 Summer Students, step increase in salaries and benefits
Staffing Other Direct Expenses	15,200	-	15,200	0%	O O O O	
Consulting Services	30,000	-	30,000	0%	O O O O	
Contracted Services	500	-	500	0%	O O O O	
Other Direct Costs	3,350	-	3,350	0%	O O O O	
Supplies and Maintenance	6,750	-	6,750	0%	O O O O	
<b>Expense Total</b>	<b>918,630</b>	<b>70,400</b>	<b>989,030</b>	<b>8%</b>		
<b>Administration Total</b>	<b>411,130</b>	<b>60,400</b>	<b>471,530</b>	<b>15%</b>		
<b>Committee of Adjustment</b>						
Revenue						
Development Fees	(130,000)	-	(130,000)	0%	O O O O	
Donations & Grants & Misc Revenues	(500)	-	(500)	0%	O O O O	
<b>Revenue Total</b>	<b>(130,500)</b>	<b>-</b>	<b>(130,500)</b>	<b>0%</b>		
Expense						
Salaries and Benefits	97,930	9,610	107,540	10%	O O <b>C</b> O	
Staffing Other Direct Expenses	7,850	600	8,450	8%	O O <b>C</b> O	
Other Direct Costs	500	-	500	0%	O O O O	
Supplies and Maintenance	600	-	600	0%	O O O O	
<b>Expense Total</b>	<b>106,880</b>	<b>10,210</b>	<b>117,090</b>	<b>10%</b>		
<b>Committee of Adjustment Total</b>	<b>(23,620)</b>	<b>10,210</b>	<b>(13,410)</b>	<b>(43%)</b>		
<b>Grand Total</b>	<b>387,510</b>	<b>70,610</b>	<b>458,120</b>	<b>18%</b>		

# Planning Policy Division

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

## Services include:

- Implement, review and update the Official Plan, Secondary Plans and Zoning Bylaws for the Town
- Liaise with advisory committees including the Georgina Environmental Advisory Committee and the Georgina Agricultural Advisory Committee
- Lead the processing of Town-led policy initiatives and land-use studies
- Review and respond to legislative changes and land-use policy directives that impact the Town
- Provide support to other divisions and departments in the areas of landscape architecture, park planning and urban design



De La Salle Park

## 2025 accomplishments

- Resolved Ontario Land Tribunal appeals to Official Plan Amendment 147 (Keswick Secondary Plan) and Zoning Bylaw 600 (Countryside Zoning Bylaw)
- Prepared and processed housekeeping amendments to Zoning Bylaw 600
- Completed the Town's Tree Preservation and Compensation Policy Review and Update
- Completed key milestones in the Lake Drive Shoreline Action Plan process
- Completed the Built Heritage Inventory Review
- Completed a Housing Needs Assessment
- Assisted with the implementation of the Housing Accelerator Fund Action Plan, including zoning provisions for Additional Residential Units (ARUs) and four units per residential lot, and an ARU Financial Incentive Program to be administered through a Community Improvement Plan
- Reviewed, monitored and reported on changes to the Ontario Planning System
- Direct involvement in the preparation of a Development Tracking System that will improve service delivery and ensure that information is shared seamlessly between the Development Planning, Development Engineering and Building Divisions
- Commenced the Phase II Update of the Comprehensive Zoning Bylaw
- General Reports to Council:
  - Tree Preservation and Compensation Policy Review
  - Lake Drive Shoreline Action Plan
  - Built Heritage Inventory Review
  - Zoning Bylaw 600 – housekeeping amendments
  - Phase II Zoning Bylaw Update – Discussion Paper

## Key projects for 2026

- Implement the Development Tracking System
- Continued implementation of the Lake Drive Shoreline Action Plan, including work on key milestones such as implementing Council direction concerning Beach Associations and the divestiture of surplus road allowance lands
- Continued advancement of Phase II of the Zoning Bylaw Update – Settlement Areas
- Report to Council on the potential implementation of a Town Tree Cutting Bylaw
- Commencement of the 10-Year Review and Update of the Official Plan

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Planning Policy	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	489,540	-	-	(12,490)	-	477,050
Lake Dr Shoreline	-	-	-	-	-	-
<b>Grand Total</b>	<b>489,540</b>	<b>-</b>	<b>-</b>	<b>(12,490)</b>	<b>-</b>	<b>477,050</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Planning Policy	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	476,230	(12,740)	463,490	(3%)	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Step change in salaries and benefits
Staffing Other Direct Expenses	8,960	-	8,960	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	2,000	-	2,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	2,350	250	2,600	11%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Expense Total	489,540	(12,490)	477,050	(3%)		
<b>Administration Total</b>	<b>489,540</b>	<b>(12,490)</b>	<b>477,050</b>	<b>(3%)</b>		
<b>Lake Dr Shoreline</b>						
Revenue						
Transfer Payments and Recoveries	(303,610)	(1,880)	(305,490)	1%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Provision from Reserve	-	-	-		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(303,610)	(1,880)	(305,490)	1%		
Expense						
Salaries and Benefits	299,990	1,880	301,870	1%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Staffing Other Direct Expenses	2,870	-	2,870	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	500	-	500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	250	-	250	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	303,610	1,880	305,490	1%		
<b>Lake Dr Shoreline Total</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>Grand Total</b>	<b>489,540</b>	<b>(12,490)</b>	<b>477,050</b>	<b>(3%)</b>		

# Town Solicitor



# Town Solicitor

The Town Solicitor manages the legal and regulatory aspects of the Town's affairs, together with external legal counsel, and provides legal services and advice to all Town departments.



As the rules and regulations around municipal work became more complex, it became clear the Town had grown to a point where having legal support in house was necessary to keep things running smoothly. In response to this, the Town created the new role of Town Solicitor in 2022, and shortly after, added a Law Clerk to support the work.

One of the immediate benefits was that staff now had quicker access to legal advice. With someone in house, it has become easier to make informed decisions with confidence. From the start, the goal was to bring more legal work in house, making the most of stronger communication and teamwork between the legal team and the departments they support.

Having an in-house legal team means staff can now access a wider range of legal services quickly. It also allows the Town to use its external lawyers more strategically and focus their efforts on highly specialized legal matters where outside expertise is still needed.

Another positive outcome has been the significant staff time saved, allowing team members to focus on higher-value tasks and improving overall efficiency. With less need to coordinate with outside lawyers, staff can focus more on their core responsibilities.

Overall, having legal experts as part of the in-house team has helped the Town operate more effectively and confidently, supporting our Strategic Plan goal of Delivering Service Excellence.

## Organizational chart:



## Major operating drivers

- Growth of the community, including significant development initiatives
- Legislative changes
- Ensuring that deliverables are acquired in a fair, transparent and efficient manner

## Major initiatives planned for 2026

- Templating standard forms of agreement for consistency across Town projects and initiatives
- Developing best practices for investigating and gathering evidence for third-party sub-deductible insurance claims against the Town
- Developing procedures for investigating and prosecuting claims by the Town against third parties causing damage to Town infrastructure or assets

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the Town Solicitor.

Town Solicitor	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	714,040	-	-	7,805	3,850	725,695
<b>Grand Total</b>	<b>714,040</b>	<b>-</b>	<b>-</b>	<b>7,805</b>	<b>3,850</b>	<b>725,695</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the Town Solicitor. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Town Solicitor	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	404,140	3,655	407,795	1%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Staffing Other Direct Expenses	6,650	4,150	10,800	62%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Contracted Services	300,000	-	300,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	1,750	4,600	6,350	263%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	1,500	(750)	750	(50%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Expense Total	714,040	11,655	725,695	2%		
<b>Administration Total</b>	<b>714,040</b>	<b>11,655</b>	<b>725,695</b>	<b>2%</b>		
<b>Grand Total</b>	<b>714,040</b>	<b>11,655</b>	<b>725,695</b>	<b>2%</b>		

# Office of the Deputy Chief Administrative Officer



# Office of the Deputy Chief Administrative Officer

The Office of the Deputy Chief Administrative Officer supports the CAO and senior leadership in the implementation of Council direction and initiatives on corporate-wide matters with a focus on creating, implementing and enforcing internal controls and policies that will safeguard the Town's financial assets. This department includes Financial Strategy and Planning, Financial Controllership and Reporting, Taxation and Revenue and Procurement Services.

## 2025 success story

### Expedited water meter replacement project

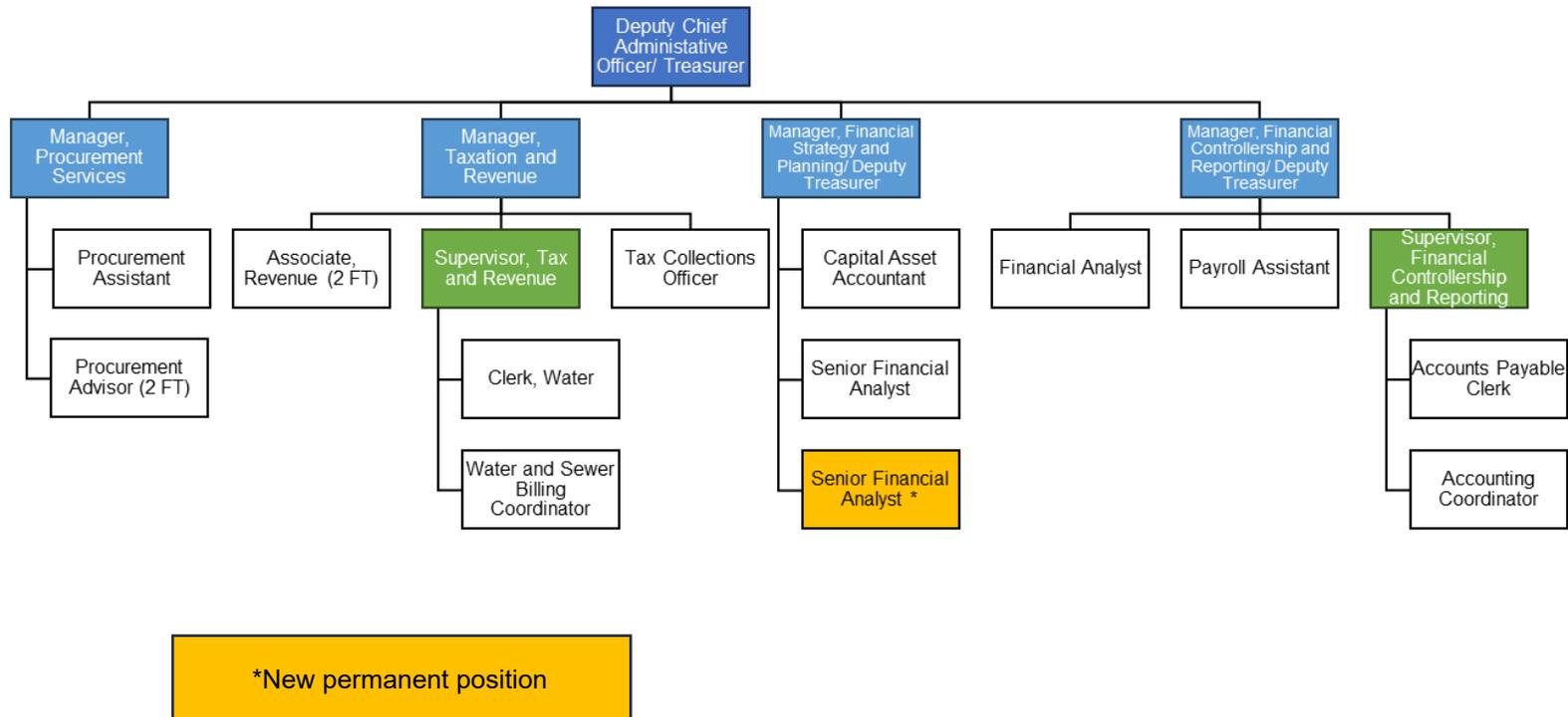
As a part of the 2025 budget, Council approved a water meter replacement project that will expedite the changeout of all water meters that have reached their end of life and are contributing to our water loss. The new meters installed are read with radio frequency technology and offer our Tax and Revenue team additional information and capabilities when dealing with high water bills. Once changed out, the new meter will offer residents a more enhanced customer service experience in targeting sources of high consumption water usage using this data logging technology. Over the course of the changeout program we will be able to phase in resident access to the Neptune 360 user portal which will allow residents access to real time consumption data and offer automated consumption alerts.

In 2025, the replacement of the old meters began. Work is progressing with a target to have all meters upgraded and have the advanced customer service technology in place for all residents by the end of 2026, which is ahead of the three-year schedule initially proposed.



New water meters

## Organizational chart:



## Major operating drivers

- Growth-related pressures
- Inflationary pressures – cost of living adjustments
- Legislative pressures
- Debt management
- Economic volatility
- Ensuring that deliverables are acquired in a fair, transparent and efficient manner

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the department administration.

Deputy CAO - Administration	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	480,620	-	-	23,140	(148,120)	355,640
<b>Grand Total</b>	<b>480,620</b>	<b>-</b>	<b>-</b>	<b>23,140</b>	<b>(148,120)</b>	<b>355,640</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the department administration. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Deputy CAO - Administration	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Donations & Grants & Misc Revenues	(10,000)	(5,000)	(15,000)	50%	<b>G</b> ○ ○ ○ ○	
Revenue Total	(10,000)	(5,000)	(15,000)	50%		
Expense						
Salaries and Benefits	456,820	(124,730)	332,090	(27%)	○ ○ ○ <b>O</b>	Increase in salaries and benefits, transfer of one staff to CAO
Staffing Other Direct Expenses	16,500	(2,250)	14,250	(14%)	○ ○ ○ <b>O</b>	
Contracted Services	10,000	5,000	15,000	50%	<b>G</b> ○ ○ ○ ○	
Other Direct Costs	6,800	2,000	8,800	29%	○ ○ ○ <b>O</b>	
Supplies and Maintenance	500	-	500	0%	○ ○ ○ ○ ○	
Expense Total	490,620	(119,980)	370,640	(24%)		
<b>Administration Total</b>	<b>480,620</b>	<b>(124,980)</b>	<b>355,640</b>	<b>(26%)</b>		
<b>Grand Total</b>	<b>480,620</b>	<b>(124,980)</b>	<b>355,640</b>	<b>(26%)</b>		

# Taxation and Revenue Division

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

## Services include:

- General revenue inquiries
- Property taxes
- Water bills

## 2025 accomplishments

- Expedited the water meter change-out program
- Enhanced processes to be more agile and electronic
- Full-year stormwater rate study implementation
- Conducted a tax sale
- Processed 44,000 tax bills (interim and final) and 60,000 water/wastewater bills

## Key projects for 2026

- Completion of an expedited water meter replacement program
- Additional process improvements to further modernize and digitize processes
- Implement data collectors to obtain water meter readings
- Conduct a tax sale

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Taxation and Revenue	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	(63,600)	6,000	30,000	26,600	44,500	43,500
Registered Properties	(3,000)	(2,000)	-	-	(5,000)	(10,000)
<b>Grand Total</b>	<b>(66,600)</b>	<b>4,000</b>	<b>30,000</b>	<b>26,600</b>	<b>39,500</b>	<b>33,500</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Taxation and Revenue	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
User Fees and Service Charges	(446,450)	44,000	(402,450)	(10%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Largely due to reduction in mortgage administration revenue
Donations & Grants & Misc Revenues	(10,000)	-	(10,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
<b>Revenue Total</b>	<b>(456,450)</b>	<b>44,000</b>	<b>(412,450)</b>	<b>(10%)</b>		
Expense						
Salaries and Benefits	191,540	1,600	193,140	1%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Staffing Other Direct Expenses	13,310	500	13,810	4%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Contracted Services	10,000	-	10,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	172,750	60,000	232,750	35%	<input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	26-NI-DCAO-01 Senior Tax Assistance Program, and increase in postage and bank charges
Supplies and Maintenance	5,250	1,000	6,250	19%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
<b>Expense Total</b>	<b>392,850</b>	<b>63,100</b>	<b>455,950</b>	<b>16%</b>		
<b>Administration Total</b>	<b>(63,600)</b>	<b>107,100</b>	<b>43,500</b>	<b>(168%)</b>		
<b>Registered Properties</b>						
Revenue						
User Fees and Service Charges	(7,500)	-	(7,500)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Donations & Grants & Misc Revenues	(3,000)	(2,000)	(5,000)	67%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
<b>Revenue Total</b>	<b>(10,500)</b>	<b>(2,000)</b>	<b>(12,500)</b>	<b>19%</b>		
Expense						
Other Direct Costs	7,500	(5,000)	2,500	(67%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
<b>Expense Total</b>	<b>7,500</b>	<b>(5,000)</b>	<b>2,500</b>	<b>(67%)</b>		
<b>Registered Properties Total</b>	<b>(3,000)</b>	<b>(7,000)</b>	<b>(10,000)</b>	<b>233%</b>		
<b>Grand Total</b>	<b>(66,600)</b>	<b>100,100</b>	<b>33,500</b>	<b>(150%)</b>		

# Financial Strategy and Planning Division

The Financial Strategy and Planning Division's role is to ensure that the Town maintains long-term fiscal sustainability and effective financial stewardship. As the Town continues to grow, the division provides leadership and oversight for a range of financial services, including business planning, budgeting, long-range financial forecasting, capital asset accounting, and development charge planning.

The Division also serves as a key role to the Town's Asset Management Framework, providing financial strategies to support infrastructure renewal, funding plans for growth-related capital projects, and alignment with evolving legislative requirements from the Province of Ontario.

## Services include:

- Prepare the Town's annual budgets in alignment with strategic priorities and community needs
- Develop and maintain financial forecasts and funding strategies that support fiscal sustainability and asset lifecycle planning
- Provide financial support for capital asset tracking and develop funding strategies that are aligned with the Town's asset management plan
- Maintain the integrity of the Town's financial systems, including the general ledger, to support accurate reporting and compliance
- Plan and coordinate Development Charges (DC) Background Studies, update financial models, and negotiate credit agreements to support responsible growth
- Lead the creation and ongoing review of financial policies and bylaws to ensure alignment with best practices and legislative changes

## **2025 accomplishments**

- Achieved recognition from the Government Finance Officers Association (GFOA) for the 2025 Budget, highlighting excellence in presentation, transparency, and long-term planning
- Completed the Town's 2026 Budget, ensuring alignment with strategic and community priorities
- Updated the 2025 Development Charges Background Study and Bylaw to incorporate legislative changes and future infrastructure needs related to growth
- Supported the Development Tracking System (DTS)

## **Key projects for 2026**

- Continue to advance the Town's budgeting framework by refining forecasting methodologies, integrating performance measurement, and improving alignment with long-term financial plans
- Review and enhance internal processes related to Development Charges (DC) administration. This includes improving tracking, reporting, and financial oversight to support transparency, accountability, and compliance with legislation
- Lead the consolidation of the Town's various user fee bylaws into a single, cohesive framework. This initiative will simplify the annual review process, improve administrative efficiency, and support more effective oversight of user fee revenues. A standardized approach will also improve transparency for residents and stakeholders
- Provide financial analysis and planning support for corporate-wide initiatives such as: Corporate Strategic Plan, Service Georgina Modernization, asset management plan, and the grants program

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Financial Strategy and Planning	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	506,020	80,300	-	5,590	-	591,910
<b>Grand Total</b>	<b>506,020</b>	<b>80,300</b>	<b>-</b>	<b>5,590</b>	<b>-</b>	<b>591,910</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Financial Strategy and Planning	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Provision from Reserve	-	(76,800)	(76,800)		<b>G</b> ○ ○ ○ ○	26-SI-DCAO-01 Senior Financial Analyst, 50% funded by DC
Revenue Total	-	(76,800)	(76,800)			
Expense						
Salaries and Benefits	489,170	159,190	648,360	33%	<b>G</b> ○ ○ ○ ○	26-SI-DCAO-01 Senior Financial Analyst, 50% funded by DC
Staffing Other Direct Expenses	11,100	3,500	14,600	32%	<b>G</b> ○ ○ ○ ○	
Contracted Services	2,500	-	2,500	0%	○ ○ ○ ○	
Other Direct Costs	2,500	-	2,500	0%	○ ○ ○ ○	
Supplies and Maintenance	750	-	750	0%	○ ○ ○ ○	
Expense Total	506,020	162,690	668,710	32%		
<b>Administration Total</b>	<b>506,020</b>	<b>85,890</b>	<b>591,910</b>	<b>17%</b>		
<b>Grand Total</b>	<b>506,020</b>	<b>85,890</b>	<b>591,910</b>	<b>17%</b>		

# Financial Controllershship and Reporting Division

The Financial Controllershship and Reporting Division is responsible for overseeing and managing the day-to-day financial operations and reporting requirements of the Town. This includes reliable financial reporting, effective accounting controls and compliance with regulatory standards.

## Services include:

### Financial accounting

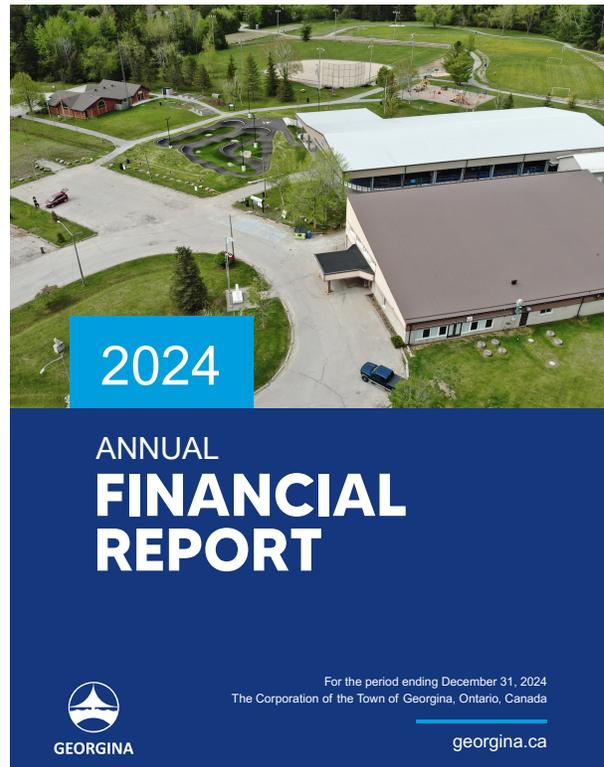
- Financial statements: Creating the annual year-end financial statements in accordance with Canadian Public Sector Accounting Board standards
- General ledger maintenance: Managing transactions to ensure they are accurately recorded
- Investment/cash flow management: Managing the cash flow and investment activities to ensure liquidity and optimal returns
- Payroll processing: Ensuring compliance with applicable federal and provincial requirements
- Accounts Payable and Accounts Receivable: Processing and maintaining accurate records of all transactions, receivables and payments

### Audit and assurance

- Internal controls: Implementing and monitoring internal control systems to safeguard assets and ensure the integrity of financial reporting
- External audit coordination: Coordinating with external auditors to facilitate annual audits and ensuring compliance with statutory requirements
- Accounting policies: Developing and implementing accounting policies and procedures to ensure consistency and compliance across the departments
- Financial training: Providing training and guidance to staff on financial policies and procedures

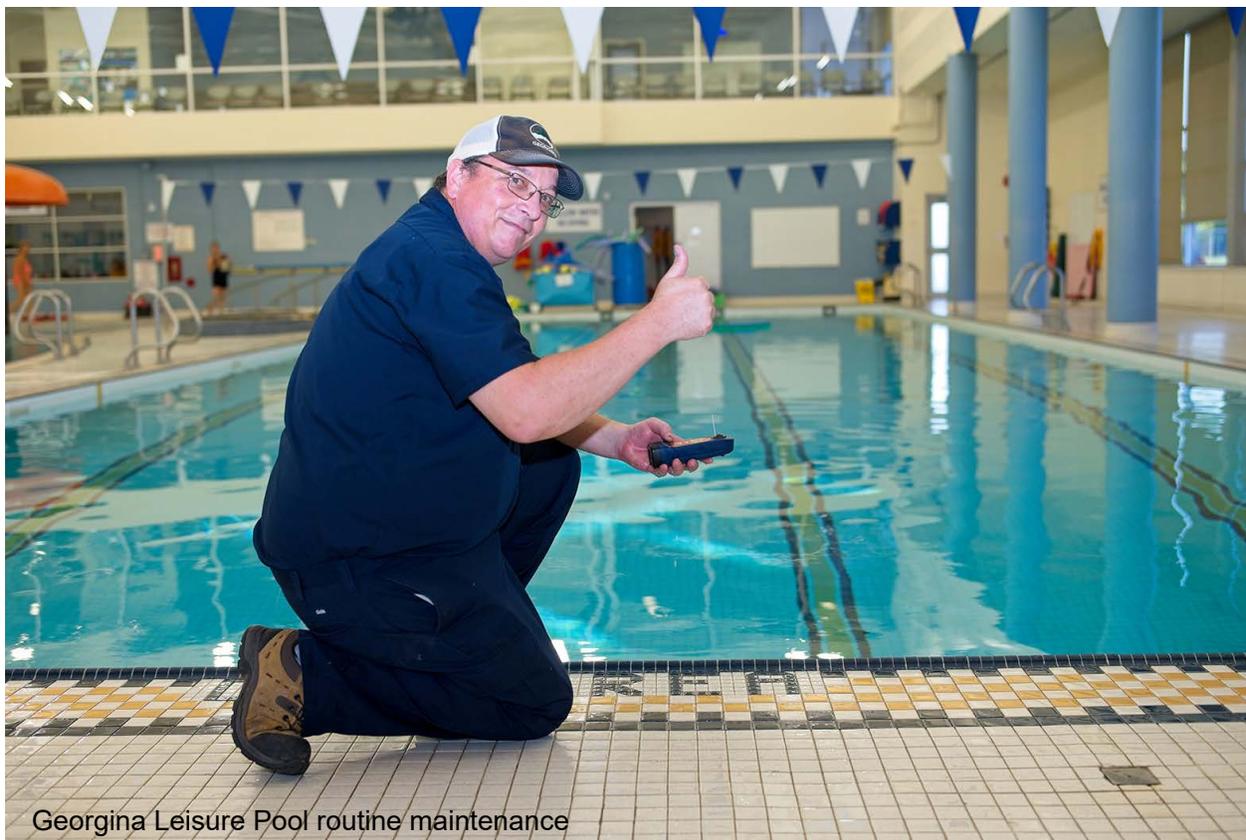
## 2025 accomplishments

- Successfully implemented a new purchasing card (P-Card) solution that delivered:
  - Process enhancements and policy improvements that align to the industry best practices
  - Introduced automated workflow
  - Refund program on the spending
  - Digital record management
- Introduced Semi-Annual Operating Financial updates for Council
- Enhanced year-end processes and financial reporting practices in accordance with the Government Finance Officers Association's (GFOA) Canadian Award for Excellence in Financial Reporting requirements
- Improvements to the Human Resource Information System (HRIS):
  - Business intelligence reporting for management
  - Personal Expense Claim
- Completed the 2024 Financial Information Return (FIR) and external audit for the Town, the Library and trust funds, and received a clean audit opinion
- Continued to roll out the Electronic Funds Transfer (EFT) payment option to vendors
- Supported various divisions in developing financial processes for new programs
- Completed the digitization of financial records for the fiscal years 2023 to 2024
- Continuous improvement of accounts payable workflow



## Key projects for 2026

- Execution of the year-end federal and provincial reporting requirements
- Achieve the 2025 GFOA Canadian Award for Excellence in Financial Reporting to strengthen transparency and accountability
- Completion of the 2025 Financial Information Return (FIR) and financial statements and external audit for Town, Library and trust funds
- Continue transition to electronic record keeping/documentation of financial information
- Completing the digitalization of accounts receivable and cash receiving financial records
- Continuous improvement to the quarterly financial closures/forecasting and Human Resources Information System (HRIS)
- Continue to review and improve workflow management and controls
- Explore various options to improve Enterprise Resource Planning solution



Georgina Leisure Pool routine maintenance

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Financial Controllership and Reporting	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	745,070	-	-	15,270	-	760,340
<b>Grand Total</b>	<b>745,070</b>	<b>-</b>	<b>-</b>	<b>15,270</b>	<b>-</b>	<b>760,340</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Financial Controllership and Reporting	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Interest and Penalty	-	(10,000)	(10,000)		<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	P-card revenue
Revenue Total	-	(10,000)	(10,000)			
Expense						
Salaries and Benefits	630,500	11,020	641,520	2%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Step increase in salaries and benefits
Staffing Other Direct Expenses	10,920	1,250	12,170	11%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Contracted Services	94,500	12,000	106,500	13%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Primarily increase in audit fees
Other Direct Costs	6,900	1,000	7,900	14%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Supplies and Maintenance	2,250	-	2,250	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	745,070	25,270	770,340	3%		
<b>Administration Total</b>	<b>745,070</b>	<b>15,270</b>	<b>760,340</b>	<b>2%</b>		
<b>Grand Total</b>	<b>745,070</b>	<b>15,270</b>	<b>760,340</b>	<b>2%</b>		

# Procurement Services Division

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

## Services include:

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





## 2025 accomplishments

- Supported over 80 procurement requests
- Asset recovery value of approximately \$110,000 – disposal of surplus assets to Sept. 1, 2025
- Notable requests that were supported are:
  - Case management software acquisition
  - Water meter replacement and maintenance
  - Miscellaneous fleet-related vehicles and equipment Request for Tender/Request for Proposal
  - Various playground replacements
  - Sutton Cenotaph replacement
  - Fire training facility
  - Winter sand and aggregates supply
  - Lake Drive improvements
- Large infrastructure projects such as:
  - Ongoing support for the Replacement Civic Centre construction
  - Replacement Civic Centre furniture and fixtures
  - Replacement Civic Centre moving services
  - Old Shiloh Bridge Replacement

## Key projects for 2026

- Support numerous infrastructure projects including:
  - Projects related to the core and non-core asset management programs
  - Other projects approved in budget for all departments

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Procurement Services	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	490,850	-	-	6,940	(1,550)	496,240
Corporate	74,670	-	-	240	2,500	77,410
<b>Grand Total</b>	<b>565,520</b>	<b>-</b>	<b>-</b>	<b>7,180</b>	<b>950</b>	<b>573,650</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

Ⓞ = growth    
 Ⓞ = service level    
 Ⓞ = contractual/inflationary    
 Ⓞ = other

Procurement Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	477,080	6,940	484,020	1%	Ⓞ Ⓞ Ⓞ Ⓞ	
Staffing Other Direct Expenses	9,020	(1,200)	7,820	(13%)	Ⓞ Ⓞ Ⓞ Ⓞ	
Contracted Services	3,500	-	3,500	0%	Ⓞ Ⓞ Ⓞ Ⓞ	
Other Direct Costs	500	(200)	300	(40%)	Ⓞ Ⓞ Ⓞ Ⓞ	
Supplies and Maintenance	750	(150)	600	(20%)	Ⓞ Ⓞ Ⓞ Ⓞ	
Expense Total	490,850	5,390	496,240	1%		
<b>Administration Total</b>	<b>490,850</b>	<b>5,390</b>	<b>496,240</b>	<b>1%</b>		
<b>Corporate</b>						
Expense						
Contracted Services	34,000	5,000	39,000	15%	Ⓞ Ⓞ Ⓞ Ⓞ	
Other Direct Costs	29,870	(4,760)	25,110	(16%)	Ⓞ Ⓞ Ⓞ Ⓞ	
Supplies and Maintenance	10,800	2,500	13,300	23%	Ⓞ Ⓞ Ⓞ Ⓞ	
Expense Total	74,670	2,740	77,410	4%		
<b>Corporate Total</b>	<b>74,670</b>	<b>2,740</b>	<b>77,410</b>	<b>4%</b>		
<b>Grand Total</b>	<b>565,520</b>	<b>8,130</b>	<b>573,650</b>	<b>1%</b>		

# Office of the Chief Administrative Officer



# Office of the Chief Administrative Officer

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

## 2025 success story

### Evolutions to the Town's organizational structure



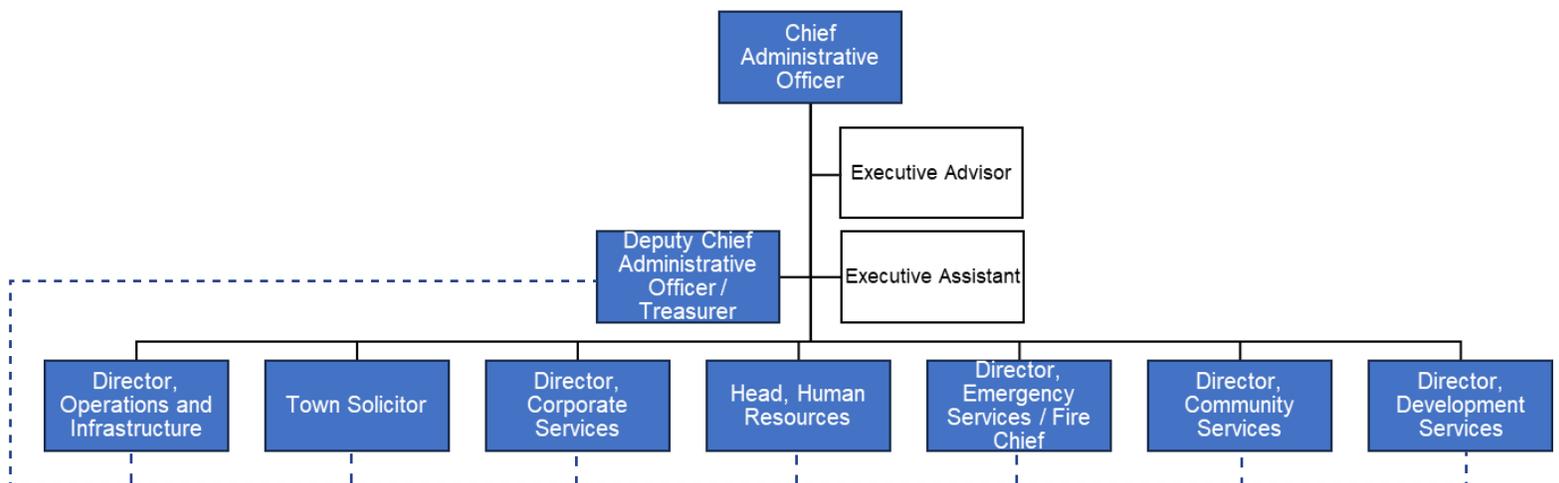
As a progressive organization dedicated to the delivery of exceptional services, we recognize the diverse needs of our evolving community and respond with flexibility and forward-thinking initiatives. Guided by the 2023-2027 Corporate Strategic Plan to deliver excellence through a commitment to citizen-centric service delivery, the Office of the CAO implemented a realignment of the Town's corporate organizational structure. By leveraging existing resources, the structural realignment will facilitate efficiencies and streamline opportunities within the corporation to better serve our growing community.

Select divisions have been migrated to live within different departments to create capacity and productivity in areas facing pressures or where business operations can

be streamlined to advance Council and administrative priorities. This realignment will drive consistency in operations and outputs by aligning teams with similar functional impacts, making it easier for staff to deliver external results. These adjustments will also increase collaboration ultimately leading to streamlined workflows, reduced redundancy and centralized decision-making that support business continuity.

With a strong leadership structure in both the administration and Council to navigate this change, and with several upcoming large-scale and high-profile public projects in the queue, this was the ideal time to initiate this improvement. We are committed to prioritizing the diverse needs of our residents and businesses while keeping the long-term resiliency of the organization in focus.

## Organizational chart



## 2025 accomplishments

- Realignment of the Town’s organizational structure to increase internal efficiencies resulting in improved service excellence
- Implemented the organizational change management and office transition strategy in preparation for the move to the [Replacement Civic Centre](#)

September 2025



## Major operating drivers

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

## Major initiatives planned for 2026

- Continue to implement Council's approved [2023-2027 Strategic Plan](#)
- Continue to lead and support staff through the new realignment of the Town's organizational structure
- Facilitate organizational change management and new office integration strategy after the move to the [Replacement Civic Centre](#)
- Continue to provide leadership and support through the implementation of upcoming corporate initiatives and major projects

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the department administration.

Chief Administrative Officer	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	647,860	-	-	41,200	157,620	846,680
<b>Grand Total</b>	<b>647,860</b>	<b>-</b>	<b>-</b>	<b>41,200</b>	<b>157,620</b>	<b>846,680</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the department administration. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Chief Administrative Officer	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	541,360	189,070	730,430	35%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Transfer of one staff from DCAO, salary step increases
Staffing Other Direct Expenses	17,000	6,750	23,750	40%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Consulting Services	80,000	-	80,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	8,000	3,000	11,000	38%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	1,500	-	1,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	647,860	198,820	846,680	31%		
<b>Administration Total</b>	<b>647,860</b>	<b>198,820</b>	<b>846,680</b>	<b>31%</b>		
<b>Grand Total</b>	<b>647,860</b>	<b>198,820</b>	<b>846,680</b>	<b>31%</b>		

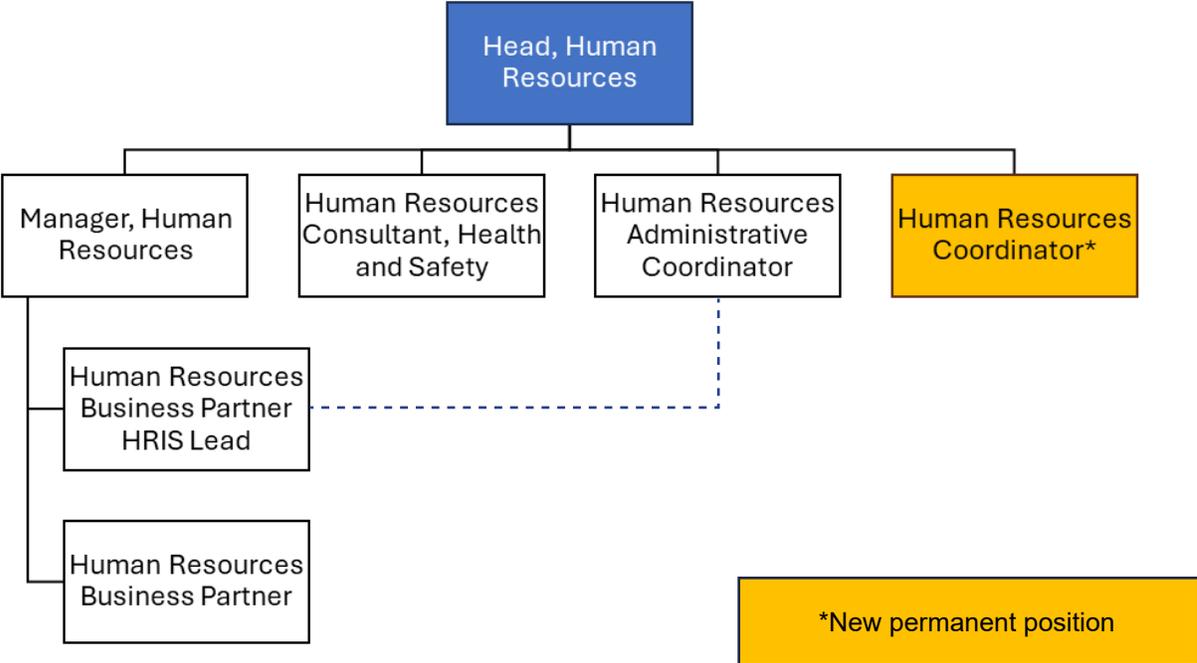
# Human Resources

The Human Resources (HR) plays a vital role in providing professional and comprehensive human resources services that support both the strategic direction and the day-to-day needs of the organization. As a key partner in organizational success, HR offers leadership and expert consultation in areas that promote the development, engagement and retention of employees. It is committed to fostering a culture of service excellence, where employees are empowered to contribute their best work in a supportive and inclusive environment.

### Services include:

- Benefit administration
- Compensation management
- Disability management
- Health and safety
- Employee recruitment
- Employee and labour relations
- Learning and development
- Employee wellness initiatives
- Workforce planning
- Performance management
- Payroll support

### Organizational chart:





## 2025 accomplishments

- Human Resources Information Services (HRIS): Continued implementation and optimization of new HRIS modules, focusing on improving efficiencies in benefits, learning and development, health and safety, and expanding functionalities within existing modules
- Labour relations: Successfully negotiated agreements with CUPE 905.26 and the Fire Association; upcoming bargaining preparations are underway for CUPE 905.03 and CUPE 905.13
- Compliance and sustainability: Successfully completed the Accessibility for Ontarians with Disabilities Act (AODA) audit and participated in climate change initiatives aligned with the Town's long-term sustainability goals
- Disability management: Issued a Request for Proposal for a third-party disability management partner to support employee health and recovery
- Civic Centre transition: Prepared employee guidelines to promote positive workplace practices and community consideration in the Replacement Civic Centre environment
- Safety and security: Updated and developed new safety and security protocols for the Replacement Civic Centre
- Digital transformation: Ongoing digitization of employee records into VIP



Creating a safe, inclusive and healthy community

## Major operating drivers

- Delivering service excellence through supporting employee engagement, development and well-being
- Support a safe, inclusive and healthy community
- Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation

## Major initiatives planned for 2026

- Ongoing implementation of HR priorities that support Council's approved 2023–2027 Strategic Plan
- Execution of a dedicated People Plan to support workforce development
- Enhancing recruitment strategies to attract and retain top talent
- Increasing the scope of the Community Employment Program
- Acting upon the actionable insights derived from the Employee Engagement and Diversity, Equity and Inclusion (DEI) surveys
- Rolling out new HRIS modules and features to drive continued HR efficiency and improve data management

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for Human Resources.

Human Resources	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	1,160,850	102,000	-	41,940	(1,000)	1,303,790
Corporate	141,430	-	-	-	-	141,430
Health and Safety	34,700	-	-	-	-	34,700
<b>Grand Total</b>	<b>1,336,980</b>	<b>102,000</b>	<b>-</b>	<b>41,940</b>	<b>(1,000)</b>	<b>1,479,920</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for Human Resources. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Human Resources	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	1,006,820	139,640	1,146,460	14%	<b>G</b> ○ ○ <b>C</b> ○	26-SI-HR-01 HR Coordinator and step increase in salaries and benefits
Staffing Other Direct Expenses	19,550	500	20,050	3%	○ ○ <b>C</b> ○	
Contracted Services	127,000	-	127,000	0%	○ ○ ○ ○	
Other Direct Costs	2,480	4,800	7,280	194%	○ ○ <b>C</b> ○	
Supplies and Maintenance	5,000	(2,000)	3,000	(40%)	○ ○ ○ <b>O</b>	
Expense Total	1,160,850	142,940	1,303,790	12%		
<b>Administration Total</b>	<b>1,160,850</b>	<b>142,940</b>	<b>1,303,790</b>	<b>12%</b>		
<b>Corporate</b>						
Revenue						
Provision from Reserve	(50,000)	-	(50,000)	0%	○ ○ ○ ○	
Revenue Total	(50,000)	-	(50,000)	0%		
Expense						
Salaries and Benefits	20,000	-	20,000	0%	○ ○ ○ ○	
Staffing Other Direct Expenses	126,430	-	126,430	0%	○ ○ ○ ○	
Other Direct Costs	45,000	-	45,000	0%	○ ○ ○ ○	
Expense Total	191,430	-	191,430	0%		
<b>Corporate Total</b>	<b>141,430</b>	<b>-</b>	<b>141,430</b>	<b>0%</b>		
<b>Health and Safety</b>						
Expense						
Salaries and Benefits	5,000	-	5,000	0%	○ ○ ○ ○	
Staffing Other Direct Expenses	13,000	-	13,000	0%	○ ○ ○ ○	
Contracted Services	14,500	-	14,500	0%	○ ○ ○ ○	
Other Direct Costs	250	-	250	0%	○ ○ ○ ○	
Supplies and Maintenance	1,950	-	1,950	0%	○ ○ ○ ○	
Expense Total	34,700	-	34,700	0%		
<b>Health and Safety Total</b>	<b>34,700</b>	<b>-</b>	<b>34,700</b>	<b>0%</b>		
<b>Grand Total</b>	<b>1,336,980</b>	<b>142,940</b>	<b>1,479,920</b>	<b>11%</b>		

# Corporate Services



# Corporate Services Department

The Corporate Services Department is responsible for a dynamic mix of corporate and strategic services, including oversight of the following:

- Corporate Strategy and Transformation Division
- Communications Division
- Economic Development and Tourism Division
- Clerk's Division
- Information Technology Services Division
- Oversight of the Replacement Civic Centre capital project

## 2025 success story

### Climate Action Plan - Safeguarding our environment for a healthy Georgina



In June 2025, the Town reaffirmed its commitment to advancing environmental sustainability by introducing its first [Climate Action Plan](#), a strategic blueprint outlining what is at stake and how to address the hazards posed by a changing climate, notably extreme heat in the summer, rainy winters, elevated nutrient loads in Lake Simcoe, and more intense one-day storms.



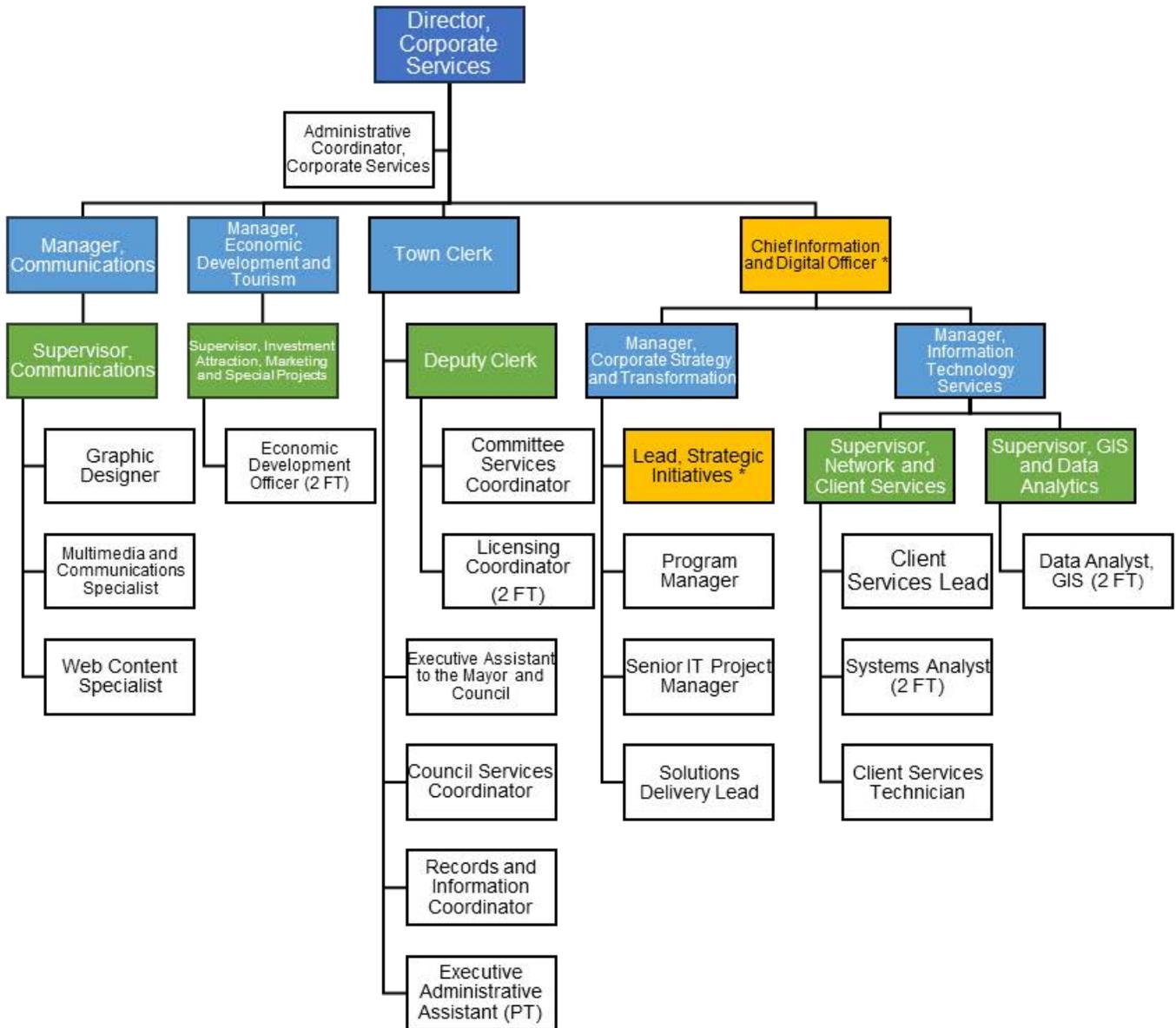
Designed to enhance community well-being and protect Lake Simcoe through targeted adaptation and mitigation efforts, this landmark cross-departmental initiative brought together more than 600 voices from the community, including residents, local businesses, the Chippewas of Georgina Island First Nation, the Lake Simcoe Region Conservation Authority, York Region and other key partners.

The plan development framework, which staff began to work on in February 2024, consisted of identifying top climate risks, creating objectives and actions to address each, and selecting measures to track progress over time.

While the risks of inaction are dire, an increase in heat-related health issues, infrastructure repair costs, the loss of summer and winter tourism opportunities, and pollution of Lake Simcoe and wetlands, the report underscored actions the Town and community can take to adapt to and mitigate these impacts.

Council endorsed the plan and directed staff to revisit it annually in its budget approval process.

# Organizational Chart



\*New permanent position



## Major operating drivers

- The escalating impact of climate change on our community
- Economic pressures driving the desire to maximize government funding opportunities
- The need for equitable access to services, programs and facilities to foster an inclusive, barrier-free community
- The need for consistent and reliable communication is especially important in an environment where unverified claims and inaccurate information can influence public perception
- Growing pressures for expanded online self-serve options
- Escalating cyber threats increasing urgency to boost the protection of sensitive and confidential information
- Continued support for job creation, investment attraction, tourism promotion and further expansion of lively downtown areas
- Limited Georgina-based health-care facilities/services
- Housing insecurity, accelerated by inflationary pressures on cost-of-living

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the department administration.

Corporate Services - Administration	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	399,780	-	-	8,500	1,000	409,280
<b>Grand Total</b>	<b>399,780</b>	<b>-</b>	<b>-</b>	<b>8,500</b>	<b>1,000</b>	<b>409,280</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the department administration. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth    
 ● = service level    
 ● = contractual/inflationary    
 ● = other

Corporate Services - Administration	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	386,190	8,500	394,690	2%	○ ○ ● ○	
Staffing Other Direct Expenses	10,340	-	10,340	0%	○ ○ ○ ○	
Other Direct Costs	2,500	1,000	3,500	40%	○ ○ ○ ●	
Supplies and Maintenance	750	-	750	0%	○ ○ ○ ○	
Expense Total	399,780	9,500	409,280	2%		
<b>Administration Total</b>	<b>399,780</b>	<b>9,500</b>	<b>409,280</b>	<b>2%</b>		
<b>Grand Total</b>	<b>399,780</b>	<b>9,500</b>	<b>409,280</b>	<b>2%</b>		

# Communications Division

Information today moves at an incredible pace and comes from several 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.

The division works to ensure messages are clear and consistent and encourages public participation while supporting Georgina’s commitment to an open, transparent and accessible government.

## Services include:

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



Council and Animal Services support through monthly pet of the month initiative

## 2025 accomplishments

- Continued work to strengthen partnership with the Chippewas of Georgina Island First Nation, which includes the Town's presence at the annual Pow Wow and supporting Truth and Reconciliation awareness efforts
- 2025 major communications campaigns:
  - 2026 Budget
  - Citizen Satisfaction Survey
  - Community Services programs and events (including SnoFest and Canada Day)
  - High Street Redevelopment Open House
  - [Housing Needs Assessment](#)
  - [Lake Drive Multi-Use Pathway](#)
  - MURC art expression of interest
  - National Accessibility Week
  - National Public Works Week
  - Off-road vehicles
  - [Parks and Trails Master Plan](#)
  - Winter operations campaign
- Projects supported in 2025:
  - [Building Georgina](#) projects including the Replacement Civic Centre, park and playground improvements, and Lake Drive Improvements
  - Earth Day tree giveaway to residents
  - Partnership between the Town and the Northern York South Simcoe Ontario Health Team to promote a Health and Wellness Education Series throughout the community
  - Improvements to mapping features on the website, including the new Navigate Georgina hub
  - [The Georgina Strategic Plan Annual Report update](#)
  - The [Climate Action Plan report](#) and the [Multi-Year Accessibility report](#)
  - The response to the March 2025 Ice Storm with multi-faceted communications
  - [Field to Table](#)
  - [Starlight Cinema Nights](#)
  - Stephen Leacock Theatre shows
  - [Taste of Georgina](#)
  - [Volunteer Award of Merit](#)



## Key projects for 2026

- Continuing website enhancements, including expanded engagement functionality, to improve user experience
- Continuing support of major campaigns such as the Blue Box transition, as well as projects under Building Georgina including the [Replacement Civic Centre](#), [High Street improvements](#), Willow Beach Park revitalization
- Developing Public Engagement Framework
- Continue implementation of the Operations and Infrastructure communications toolkit

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Communications	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	768,250	-	-	7,890	-	776,140
<b>Grand Total</b>	<b>768,250</b>	<b>-</b>	<b>-</b>	<b>7,890</b>	<b>-</b>	<b>776,140</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

 = growth     = service level     = contractual/inflationary     = other

Communications	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Expense						
Salaries and Benefits	640,560	7,890	648,450	1%	   	
Staffing Other Direct Expenses	13,400	-	13,400	0%	   	
Contracted Services	10,000	-	10,000	0%	   	
Other Direct Costs	103,290	-	103,290	0%	   	
Supplies and Maintenance	1,000	-	1,000	0%	   	
Expense Total	768,250	7,890	776,140	1%		
<b>Administration Total</b>	<b>768,250</b>	<b>7,890</b>	<b>776,140</b>	<b>1%</b>		
<b>Grand Total</b>	<b>768,250</b>	<b>7,890</b>	<b>776,140</b>	<b>1%</b>		

# Economic Development and Tourism Division

The Economic Development and Tourism Division is dedicated to helping facilitate economic growth and job creation by strengthening relationships with local businesses, organizations and agencies, supporting entrepreneurship development and programming specific to building capacity within the existing business community, and attracting investment.

Guided by the five-year Economic Development and Tourism Strategy, approved in 2024, staff will work to grow and diversify the economy, focusing on investment attraction, business retention and expansion, tourism development to increase economic impact, and downtown revitalization.

Recognizing the significant economic impact the Keswick Business Park will have on Georgina in terms of job creation and its expansion of the non-residential tax base, staff are working closely with investors, Development Services and other levels of government to expedite developments and market investment opportunities.

Leveraging the efforts of York University's YSpace, Georgina is planning to continue its partnership to extend beyond the current programming agreement that will end in March of 2026. We aim to build on the success of this four-year partnership, solidifying a longer-term business plan and refining programming to meet the evolving needs of the business community and ensure maximum impact.

With 10 per cent of Georgina jobs tied to the tourism sector, it's evident that tourism plays a vital role in driving the local economy. Staff will continue to build partnerships, implement initiatives and provide programs to improve the visitor experience and enhance placemaking, all with a desire to develop the Town's brand and increase the economic impact of tourism.



Ice fishing on Lake Simcoe

## Services include:

- Supporting investors wanting to locate in Georgina through the Business Concierge Program, including assistance with site selection, incentive programs and an online registry of available properties
- Provides support for the existing business community through its Business Visitation Program, with one-on-one business consultations and referrals to external agencies that provide training, funding and business services
- Promotes tourism visitation via events, marketing, wayfinding and Economic, Culture and Community Betterment Grants for local festival/event organizers
- Provides support and assistance to the historic main streets with respect to marketing efforts, events and beautification/placemaking projects
- Supports the Business Improvement Area boards in Jackson's Point, Keswick and Sutton
- Administers Community Improvement Plan Grant Programs to support façade, heritage, and accessibility and landscape enhancements (currently in BIAs)
- Provides small business and entrepreneurship skills training support in collaboration with York University's YSpace
- Responds to the evolving economic climate (e.g. tariffs) with the assistance of partner organizations and various levels of government
- Collaborates with York Region on various initiatives (Community Action Table, York Region's Investment Attraction Initiatives, entrepreneurship support and Agricultural Strategy) and the Georgina Chamber of Commerce (Shop Local campaign, Milestone Awards Gala, grand opening celebrations and tourism information dissemination)

Economic Development and Tourism staff also provide support through board appointments, marketing efforts and attendance at local committees and events, as well as providing input through an economic lens on various Town projects, including the [Waterfront Parks Master Plan](#), [High Street Reconstruction Project](#) and others. Staff coordinate seasonal banners, holiday decorations and the installation of veteran banners in the core and downtown areas, facilitate and encourage public art initiatives and work with other departments to beautify Georgina and create a sense of place.

Staff work to establish partnerships and empower businesses to do the same, with the understanding that thriving communities are built upon relationships. When possible, the office partners with other levels of government to leverage grants that support our programs and initiatives.

## 2025 accomplishments

- Implemented year two of the [2024-2028 Economic Development and Tourism Strategy and Action Plan](#) to strengthen Georgina's investment and tourism brand with 35 of the action items completed or in progress
- Welcomed new tenants into the Keswick Business Park and worked closely with York Region and agencies to provide expansion and tariff support
- Facilitated year two of the beachfront park vendor program which resulted in an increased number of vendors
- Continued to meet with major employers to gather insights and assist them where possible through the Business Visitation Program
- Supported hundreds of Georgina-based entrepreneurs through skills-training programs through York University's YSpace, finalized a plan to sustain operations with existing partners and submitted an application for funding through the province
- In partnership with York Region, secured \$15,000 to facilitate investment readiness and attraction projects
- In partnership with Central Counties Tourism, secured \$5,000 to enhance marketing efforts that encourage economic impact of tourism
- Continued the Choose Georgina campaign, including the creation of a new video, to attract investment through targeted campaigns and storytelling
- Launched a new tourism brand with multiple communication channels, [exploregeorgina.ca](http://exploregeorgina.ca)
- Conducted a service review to improve the funding model and development a five-year service agreement for the Georgina Chamber of Commerce
- Continued efforts to support downtown revitalization and placemaking within the historic downtowns through board support, event coordination, internal grant facilitation and external grant sourcing
- Promoted Georgina as a destination through the distribution of more than 10,000 tourism guides, advertisements and tradeshow
- Hosted a Regional Economic Development Council of Ontario Regional meeting featuring workshops on Investment Attraction, Partnership Development and Agri-Tourism opportunities
- Progress has been made on the development of a Memorandum of Understanding between the Town and the Business Improvement Areas (BIAs) to clarify municipal and BIA roles and levels of services. Draft document has been sent to BIA boards for review

- Hosted a round table event with various key government agencies/stakeholders and major employers to identify opportunities and challenges
- Formalized a site-selection process and identified significant investment opportunities
- Engaged with 30 potential applicants through an enhanced grant process for the Economic, Culture and Community Betterment Grants, distributing \$45,000 in funding and offering additional in-kind support

## Key projects for 2026

- Implementing the [Economic Development and Tourism Strategy](#)
- Begin the development of an action plan for the implementation of the [Tourism Wayfinding Strategy](#)
- Enhancing investment-attraction marketing efforts and continuing collaboration with York Region or Northern Six (N6) municipalities with respect to attendance at industry trade shows
- Undertake the development of the required framework to allow for the implementation of Town-wide Community Improvement Plan grant programs that focus on the growth of the non-residential tax bases and creation of new employment opportunities
- Participate in the implementation of the [Waterfront Parks Master Plan](#) with a focus on opportunities to increase the economic impact of visitation to Georgina
- Offer skills training opportunities through the YSpace Entrepreneurship Hub and work with partners to increase participation and impact, and evolve programming to meet current needs of the business community
- Continue efforts to support downtown revitalization and placemaking within the historic downtowns with the development of a comprehensive Downtown Revitalization Strategy for High Street
- Work with the Operations and Infrastructure Department and the Sutton BIA board to support the businesses through the [High Street Reconstruction Project](#)
- Continue to review and advocate for any required amendments to the current land use policy framework and zoning to best encourage growth and development
- Streamline internal grant programs to create the most economic impact

De La Salle beach



- Continue to source grant opportunities to enhance Economic Development initiatives
- Continue to meet with major employers to gather insights and assist them where possible through the Business Visitation Program
- Strengthen partnerships with private and public sector tourism stakeholders, tourism agencies and destination marketing organizations to promote Georgina as a visitor destination developing collaborative marketing initiatives that encourage extended and overnight stays, targeting audiences from the Greater Toronto Area (GTA) and beyond
- Commence work with Community Services on developing a formal Film Program

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Economic Development and Tourism	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	717,360	-	-	26,010	10,000	753,370
Economic Development Committee	10,000	-	-	-	-	10,000
Georgina Chamber of Commerce	280	-	-	-	67,480	67,760
Grants and Sponsorships	85,000	-	-	-	-	85,000
Streetscaping	72,000	-	-	14,000	-	86,000
Business Incubator-YSpace	-	-	-	-	-	-
<b>Grand Total</b>	<b>884,640</b>	<b>-</b>	<b>-</b>	<b>40,010</b>	<b>77,480</b>	<b>1,002,130</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Economic Development and Tourism	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
User Fees and Service Charges	(50)	-	(50)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(50)	-	(50)	0%		
Expense						
Salaries and Benefits	548,410	26,010	574,420	5%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Step increase in salaries and benefits
Staffing Other Direct Expenses	19,500	1,000	20,500	5%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Other Direct Costs	147,500	9,000	156,500	6%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	2,000	-	2,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	717,410	36,010	753,420	5%		
<b>Administration Total</b>	<b>717,360</b>	<b>36,010</b>	<b>753,370</b>	<b>5%</b>		
<b>Economic Development Committee</b>						
Expense						
Salaries and Benefits	4,500	-	4,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	5,500	-	5,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	10,000	-	10,000	0%		
<b>Economic Development Committee Total</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>0%</b>		
<b>Georgina Chamber of Commerce</b>						
Revenue						
Lease and Rental	(480)	480	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Revenue Total	(480)	480	-	(100%)		
Expense						
Hydro/Sewer/Gas	760	-	760	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Donations & Grants		67,000	67,000		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Grant per Council Report CSD-2025-0007
Expense Total	760	67,000	67,760	8816%		
<b>Georgina Chamber of Commerce Total</b>	<b>280</b>	<b>67,480</b>	<b>67,760</b>	<b>24100%</b>		

## 2026 Budgeted expenditure and revenue details

Economic Development and Tourism	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Grants and Sponsorships</b>						
Revenue						
Provision from Reserve	(100,000)	-	(100,000)	0%	○ ○ ○ ○	
Revenue Total	(100,000)	-	(100,000)	0%		
Expense						
Donations & Grants	185,000	-	185,000	0%	○ ○ ○ ○	
Expense Total	185,000	-	185,000	0%	○ ○ ○ ○	
<b>Grants and Sponsorships Total</b>	<b>85,000</b>	<b>-</b>	<b>85,000</b>	<b>0%</b>		
<b>Streetscaping</b>						
Expense						
Contracted Services	72,000	14,000	86,000	19%	○ ○ ● ○	Primarily cost to deliver winter seasonal lights program
Expense Total	72,000	14,000	86,000	19%		
<b>Streetscaping Total</b>	<b>72,000</b>	<b>14,000</b>	<b>86,000</b>	<b>19%</b>		
<b>Business Incubator-YSpace</b>						
Revenue						
Donations & Grants & Misc Revenues	(129,905)	95,620	(34,285)	(74%)	○ ○ ○ ●	Grant from Town and York University for contract ending Mar. 1, 2026
Transfer Payments and Recoveries	(100,000)	75,000	(25,000)	(75%)	○ ○ ○ ●	Cost recovery from East Gwillimbury and York University for contract ending Mar 1., 2026
Provision from Reserve		(37,500)	(37,500)		○ ○ ○ ●	Funding for 9 months of 2 year contract, commencing Apr. 1, 2026 - 26-NI-CO-01
Revenue Total	(229,905)	133,120	(96,785)	(58%)		
Expense						
Salaries and Benefits	140,000	(105,000)	35,000	(75%)	○ ○ ○ ●	Staffing administered by York University in new contract term
Staffing Other Direct Expenses	820	(425)	395	(52%)	○ ○ ○ ●	
Contracted Services	2,500	(2,500)	-	(100%)	○ ○ ○ ●	
Hydro/Sewer/Gas	4,000	(3,000)	1,000	(75%)	○ ○ ○ ●	
Other Direct Costs	82,335	(23,565)	58,770	(29%)	○ ○ ○ ●	Programming, advertising, and other costs administered by York University in new contract term
Supplies and Maintenance	250	1,370	1,620	548%	○ ○ ○ ●	
Expense Total	229,905	(133,120)	96,785	(58%)		
<b>Business Incubator-YSpace Total</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>Grand Total</b>	<b>884,640</b>	<b>117,490</b>	<b>1,002,130</b>	<b>13%</b>		

# Corporate Strategy and Transformation Division

The Town of Georgina prioritizes strategy and innovation as essential drivers of organizational excellence and community well-being. Through the Corporate Strategy and Transformation Division, the Town advances a wide range of integrated initiatives that align with long-term priorities such as accessibility, housing affordability, healthcare access, climate action and digital modernization.

The division leads the development of the [Corporate Strategic Plan](#) and oversees transformation programs and projects that strengthen strategic alignment throughout departments. It also champions service modernization by leveraging technology to enhance the resident experience, streamline development processes and explore emerging solutions such as artificial intelligence.

In addition, the division supports the non-profit sector through a structured grants program, reinforcing the Town's commitment to responsive and community-focused governance.

This division also leads modernization efforts, such as expanding online self-service options, implementing a Development Tracking System, and exploring the use of Artificial Intelligence within the Town.

## Services include:

- Corporate strategic planning, implementation support and annual reporting
- Corporate Grant Program
- Affordable Housing and Homelessness Program
- Healthcare Portfolio
- Multi-Year Accessibility Program, including AODA compliance
- Climate Action Program
- Broadband expansion program
- Non-profit grant administration
- Modernization efforts, such as expanding online self-service options, implementing a Development Tracking System and exploring the use of Artificial Intelligence within Town services

## 2025 accomplishments

- The [2023–2027 Corporate Strategic Plan](#) is one of Council’s most important tools for communicating priorities and strategic direction across the organization. It serves as a blueprint for the current term of Council. The 2024 Annual Report (Year 2) was endorsed by Council in June 2025. It highlights key accomplishments and progress on the Town’s 68 initiatives and 50 measures and indicators, along with additional quick facts
- In 2025, the Town was awarded more than \$2.3 million in competitive grants through the submission of multiple applications to support various service delivery programs throughout the organization and managed a grant portfolio of over \$10 million. The team also administered \$355,250 in community grant funding to non-profit organizations through a competitive process, supporting a range of programs and services throughout Georgina
- In follow up to the Special Meeting on Affordable Housing and Homelessness, held in March 2024 (Resolution C-2024-0080), the Town, in collaboration with various partners, has moved forward on 11 actions, including but not limited to:
  - Launching a seasonal shelter (with services provided by Inn from the Cold)
  - Expanding warming/cooling centre hours and drop-in services at the MURC and the Link, respectively
  - Holding monthly meetings as part of the Town/York Region Operational Group to share information and coordinate support for individuals experiencing homelessness in Georgina
  - Receiving Council approval for \$180,000 to support the development and implementation of affordable housing initiatives in Georgina
  - Developing strategic partnerships with United Way Greater Toronto, York Region, Blue Door, Inn From the Cold, Sandgate, SOS, Routes, and others
  - Implementing projects that create and maintain market and affordable housing in Georgina with funding from the provincial and federal governments, including the \$5.8 million federal Housing Accelerator Fund Intake 2 (HAF2) and the \$1.5 million provincial Building Faster Fund (BFF)
  - Issuing a Request for Expression of Interest (REOI) in April 2025 to identify partners with the capacity and interest to invest in and manage affordable housing projects in Georgina
  - Continuing to identify and assess land/sites suitable for affordable housing development
- Business process modernization is well underway. In 2025, Town staff, in partnership with an external consultant, is working on implementing Phase one of the Development Tracking System. This robust, scalable platform will help automate and streamline various processes within the Development Services Department



- Since March 2024, significant progress has been made in the area of accessibility and AODA compliance, including regular engagement with Georgina’s Accessibility Advisory Committee and internal staff team, the development of the [Multi-Year Accessibility Plan](#), and the successful completion of a desk audit by the Ministry for Seniors and Accessibility
- Broadband expansion has made progress in collaboration with YorkNet and other internet service providers. Major strides have been made in fibre-to-the-home connections, with thousands of homes across Georgina now connected to high-speed internet
- Under the Memorandum of Understanding signed in June 2024 between Southlake Health, the North York South Simcoe Ontario Health Team (NYSS OHT) and the Town, efforts to enhance and expand health and wellness services in Georgina are underway. These include, but are not limited to:
  - The launch of Children’s Care and Primary Care clinics
  - A Town-wide Health and Wellness Education Series
  - A Cardiac Rehab Clinic at the MURC
- The Town released its first [Climate Action Plan](#) in early June 2025, outlining the community’s top climate risks and the mitigation and adaptation actions to be implemented over the next five years. Following the release of the plan, the Town began implementing climate actions and engaging the public on how they can support the plan



Jackson's Point lighthouse

## Key projects for 2026

- Continue implementing the [2023–2027 Corporate Strategic Plan](#), provide the third annual report to Council and begin development of the next four-year strategic plan
- In collaboration with York Region and other partners, continue advancing Council's 2024 Resolution C-2024-0080 related to increasing affordable housing and services for individuals experiencing homelessness in Georgina
- Continue enhancing online self-serve options through the implementation of Phase 2 of the Case Management System, focusing on Service Georgina's service delivery modernization
- Explore the use of artificial intelligence (AI) across the organization
- Continue pursuing competitive grant funding for the Town and administering grants to non-profit organizations
- Continue expanding broadband access in collaboration with Bell, YorkNet and various internet service providers
- Continue efforts to enhance and expand health-care and wellness services within Georgina, in collaboration with Southlake Regional Health Centre and the North York South Simcoe Ontario Health Team (NYSS OHT)
- Begin implementing the Multi-Year Accessibility Plan, in collaboration with York Region, Town staff, and Georgina's Accessibility Advisory Committee (GAAC)
- Advance implementation of the [Climate Action Plan](#)

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Corporate Strategy and Transformation	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	370,190	132,160	-	25,960	-	528,310
Non Profit Grants	380,250	-	-	4,750	(260,000)	125,000
<b>Grand Total</b>	<b>750,440</b>	<b>132,160</b>	<b>-</b>	<b>30,710</b>	<b>(260,000)</b>	<b>653,310</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Corporate Strategy and Transformation	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Provision from Reserve	(210,550)	(4,750)	(215,300)	2%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Revenue Total	(210,550)	(4,750)	(215,300)	2%		
Expense						
Salaries and Benefits	516,920	162,870	679,790	32%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	26-SI-CO-02 Lead, Strategic Initiatives, increase in salaries and benefits
Staffing Other Direct Expenses	13,820	-	13,820	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	50,000	-	50,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	580,740	162,870	743,610	28%		
<b>Administration Total</b>	<b>370,190</b>	<b>158,120</b>	<b>528,310</b>	<b>43%</b>		
<b>Non Profit Grants</b>						
Expense						
Donations & Grants	380,250	(255,250)	125,000	(67%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Per CSD-2025-0007, allocation to Georgina Centre of Arts and Culture (\$165,000), Military Museum (\$28,000), Chamber of Commerce (\$67,000)
Expense Total	380,250	(255,250)	125,000	(67%)		
<b>Non Profit Grants Total</b>	<b>380,250</b>	<b>(255,250)</b>	<b>125,000</b>	<b>(67%)</b>		
<b>Grand Total</b>	<b>750,440</b>	<b>(97,130)</b>	<b>653,310</b>	<b>(13%)</b>		

# Information Technology Services Division

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

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

## Services include:

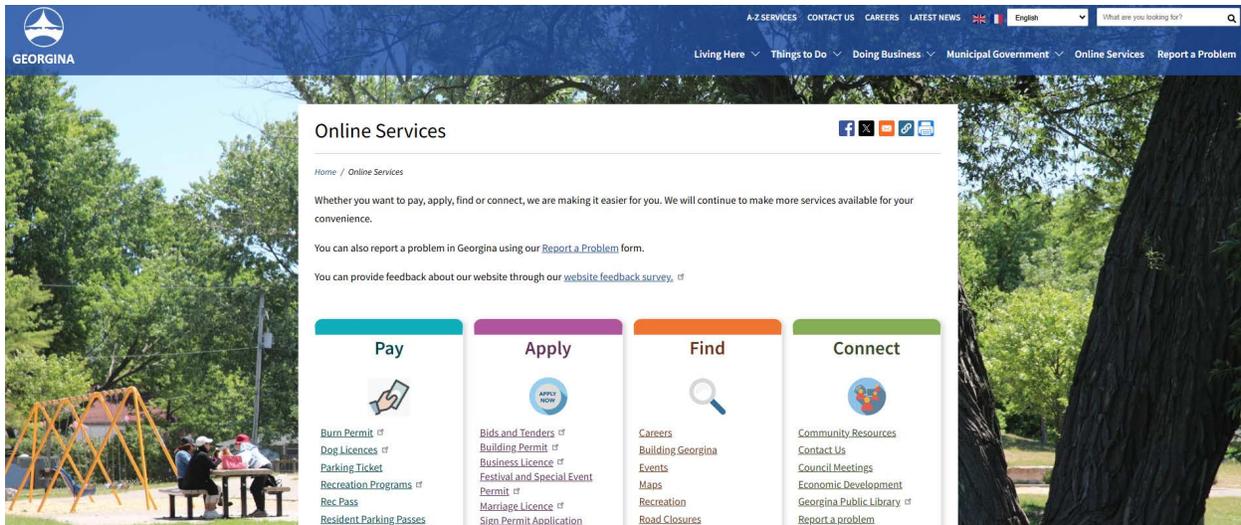
- Implement, integrate and streamline business processes
- Maintain business continuity from a technology and communications perspective
- Maintain corporate ICT infrastructure such as local area networks (LANs), virtual private networks (VPNs), broadband and Supervisory Control and Data Acquisition (SCADA)
- Implement and support the enterprise geographical information system (GIS)
- Support corporate websites, digital portals and online services
- Support incremental technological innovation and continual process improvement throughout the organization
- Support information management efforts throughout the organization
- Support the development of creative technology solutions that encourage positive organizational change

## 2025 accomplishments

- Implementation of ITS security improvements through software and hardware solutions to support and build stronger corporate cyber protection
- Developed an updated centralized repository and engagement centre for staff to communicate, engage and access Town resources
- Contributed to improving the business administration of benefit-related information through integration capabilities between the Town's Human Resources Information System (HRIS) and the Town's benefits provider
- Supported the Development Tracking System (DTS)
- Continued operational improvements at the new Multi-Use Recreation Complex (MURC)
- Planned, coordinated and managed the migration of technology infrastructure, systems, resources and services related to the relocation of the Town's data centre
- Improved and consolidated network infrastructure to support operational requirements in various external facilities
- Continued support of ongoing inter-departmental projects, including:
  - ROC Rental Program
  - Bulk water-fill solution
  - Fuel Management System
  - Pay-and-display machine replacement
  - Supervisory Control and Data Acquisition (SCADA) system upgrade
  - Closed-Circuit Television (CCTV) solutions at various facilities



Willow Beach pay-and-display machine



## Key projects for 2026

- Support the implementation of the Internet Voting solution and the overall functions of the 2026 Municipal Elections
- Continue strengthening network and security protocols to further improve cybersecurity posture
- Develop a strategy to standardize, consolidate and upgrade the Town's CCTV solutions to meet regulatory requirements
- Digitally transform residential services to enhance customer experience through a new centralized citizen portal
- Continue to work with Human Resources to modernize and introduce new modules within the new HRIS and payroll system
- Expand the Town's core platforms to consolidate, improve and equip staff with the latest innovative and emerging technology tools
- Continue to support the adaptation of The Ontario Municipal Records Management System and the Enterprise Records Management Content solution throughout all areas of the organization
- Continue to improve the Town's website in collaboration with the Communications Division
- Support the technological requirements from both the Tax and Revenue and the Operations and Infrastructure business areas to improve two-way radio services and the introduction of wireless smart water readers
- Further develop relationships with third-party Internet Service Providers (ISPs) to advocate for fast and affordable connectivity within the community

# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Information Technology Services	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	1,861,350	226,410	-	103,010	1,600	2,192,370
Broadband Service	72,580	-	-	1,000	3,100	76,680
Corporate	502,770	10,000	-	118,700	-	631,470
Geographic Information Systems	128,730	-	-	-	-	128,730
<b>Grand Total</b>	<b>2,565,430</b>	<b>236,410</b>	<b>-</b>	<b>222,710</b>	<b>4,700</b>	<b>3,029,250</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Information Technology Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Provision from Reserve	(10,000)	-	(10,000)	0%	<b>O</b> <b>O</b> <b>O</b> <b>O</b>	
Revenue Total	(10,000)	-	(10,000)	0%		
Expense						
Salaries and Benefits	1,317,540	245,020	1,562,560	19%	<b>G</b> <b>O</b> <b>O</b> <b>O</b>	Primarily 26-SI-CO-01 Chief Information and Digital Officer
Staffing Other Direct Expenses	23,300	1,000	24,300	4%	<b>G</b> <b>O</b> <b>O</b> <b>O</b>	
Contracted Services	197,270	56,000	253,270	28%	<b>O</b> <b>O</b> <b>C</b> <b>O</b>	Increase in various program costs (DTS, Barracuda, AIMS, YTN)
Other Direct Costs	321,100	29,000	350,100	9%	<b>O</b> <b>O</b> <b>C</b> <b>O</b>	Increase in software costs
Supplies and Maintenance	12,140	-	12,140	0%	<b>O</b> <b>O</b> <b>O</b> <b>O</b>	
Expense Total	1,871,350	331,020	2,202,370	18%		
<b>Administration Total</b>	<b>1,861,350</b>	<b>331,020</b>	<b>2,192,370</b>	<b>18%</b>		

## 2026 Budgeted expenditure and revenue details

Information Technology Services	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Broadband Service</b>						
Revenue						
Donations & Grants & Misc Revenues	(3,100)	3,100	-	(100%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Revenue Total	(3,100)	3,100	-	(100%)		
Expense						
Contracted Services	34,000	-	34,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Hydro/Sewer/Gas	3,000	1,000	4,000	33%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	23,680	-	23,680	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Supplies and Maintenance	15,000	-	15,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	75,680	1,000	76,680	1%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
<b>Broadband Service Total</b>	<b>72,580</b>	<b>4,100</b>	<b>76,680</b>	<b>6%</b>		
<b>Corporate</b>						
Revenue						
Lease and Rental	(12,500)	(3,200)	(15,700)	26%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Revenue Total	(12,500)	(3,200)	(15,700)	26%		
Expense						
Staffing Other Direct Expenses	89,550	-	89,550	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	425,720	131,900	557,620	31%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Contractual increases, HRIS increases
Expense Total	515,270	131,900	647,170	26%		
<b>Corporate Total</b>	<b>502,770</b>	<b>128,700</b>	<b>631,470</b>	<b>26%</b>		
<b>Geographic Information Systems</b>						
Expense						
Contracted Services	13,000	15,000	28,000	115%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Internal reallocation
Other Direct Costs	115,730	(15,000)	100,730	(13%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Internal reallocation
Expense Total	128,730	-	128,730	0%		
<b>Geographic Information Systems Total</b>	<b>128,730</b>	<b>-</b>	<b>128,730</b>	<b>0%</b>		
<b>Grand Total</b>	<b>2,565,430</b>	<b>463,820</b>	<b>3,029,250</b>	<b>18%</b>		

# Clerk's Division

The primary role of the Clerk's Division is driven by provincial legislation, most notably the Municipal Act, the Municipal Elections Act, and the Municipal Freedom of Information and Protection of Privacy Act. The Clerk's Division provides legislative support services to Town Council and its advisory committees and local boards, including public notice requirements. The Clerk's team supports and promotes accountability and transparency in municipal governance by fulfilling various legislated responsibilities and disclosure of information. The Clerk's Division is a diverse division which performs a variety of administrative and statutory functions for the Corporation.

## Services include:

- Administration of Municipal Elections
- Business licensing
- Lottery licensing
- Marriage licences and ceremonies
- Commissioner of Oaths services
- Records management
- Freedom of Information requests
- Legislative support for Council and committees
- Bylaw preparation
- Corporate policies
- Property assessment roll accessibility and retention
- Statutory obligations under various Acts

## **2025 accomplishments**

- Facilitated democratic decision-making through scheduling, planning, administering and recording meetings of Town Council and advisory committees
- Completed delegated authority review and created a comprehensive Delegation of Authority Bylaw and Policy
- Continued orientation and training on the corporate-wide Electronic Records and Document Management System
- Created Digitization Policy for corporate records management project
- Completed digitization of physical records
- Began RFP process for internet voting solution to be utilized in the 2026 election

## **Key projects for 2026**

- Strategically plan for administration of 2026 municipal and school board election
- Establish corporate policy for routine disclosure of Town records
- Complete a comprehensive review of the Flag Policy to identify further opportunities to modernize strategic protocol and external relations
- Continue policy development in the areas of email and electronic records management
- Establish corporate policy for proclamations and building lighting requests
- Continue review of bylaws and policies
- Continue to improve/streamline licensing application process

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the division.

Clerk's	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	906,450	-	-	38,740	110,060	1,055,250
Insurance	673,150	-	-	-	-	673,150
Committees	44,190	-	-	-	-	44,190
<b>Grand Total</b>	<b>1,623,790</b>	<b>-</b>	<b>-</b>	<b>38,740</b>	<b>110,060</b>	<b>1,772,590</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the division. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Clerk's	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
User Fees and Service Charges	(128,000)	31,000	(97,000)	(24%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Align licenses with historical trend
Donations & Grants & Misc Revenues	(5,000)	2,000	(3,000)	(40%)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Revenue Total	(133,000)	33,000	(100,000)	(25%)		
Expense						
Salaries and Benefits	981,650	111,800	1,093,450	11%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Step increase in salaries and benefits, MLE Administrative Assistant moved to Clerks as Executive Administrative Assistant
Staffing Other Direct Expenses	14,900	2,500	17,400	17%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Contracted Services	30,000	-	30,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	2,900	1,500	4,400	52%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	
Supplies and Maintenance	10,000	-	10,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	1,039,450	115,800	1,155,250	11%		
<b>Administration Total</b>	<b>906,450</b>	<b>148,800</b>	<b>1,055,250</b>	<b>16%</b>		
<b>Insurance</b>						
Revenue						
Provision from Reserve	-	(133,300)	(133,300)		<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Provision to fund insurance increase
Revenue Total	-	(133,300)	(133,300)			
Expense						
Other Direct Costs	673,150	133,300	806,450	20%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	10% estimated insurance increase on gross cost of \$1.3M
Expense Total	673,150	133,300	806,450	20%		
<b>Insurance Total</b>	<b>673,150</b>	<b>-</b>	<b>673,150</b>	<b>0%</b>		

## 2026 Budgeted expenditure and revenue details

Clerk's	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Committees</b>						
Revenue						
User Fees and Service Charges	(3,000)	-	(3,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Transfer Payments and Recoveries	(5,800)	-	(5,800)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(8,800)	-	(8,800)	0%		
Expense						
Salaries and Benefits	15,940	-	15,940	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Staffing Other Direct Expenses	4,350	-	4,350	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Contracted Services	12,200	-	12,200	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Other Direct Costs	20,500	-	20,500	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	52,990	-	52,990	0%		
<b>Committees Total</b>	<b>44,190</b>	<b>-</b>	<b>44,190</b>	<b>0%</b>		
<b>Elections</b>						
Revenue						
Provision from Reserve	-	(395,100)	(395,100)		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	To fund election expenses
Revenue Total	-	(395,100)	(395,100)			
Expense						
Salaries and Benefits	-	98,400	98,400		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	2026 municipal election
Staffing Other Direct Expenses	-	2,200	2,200		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	2026 municipal election
Other Direct Costs	-	279,500	279,500		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	2026 municipal election
Supplies and Maintenance	-	15,000	15,000		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	2026 municipal election
Expense Total	-	395,100	395,100			
<b>Elections Total</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>Grand Total</b>	<b>1,623,790</b>	<b>148,800</b>	<b>1,772,590</b>	<b>9%</b>		

# Office of the Mayor and Council



# Office of the Mayor and Council

The Office of the Mayor and Council is the governing body of the Town of Georgina. It is guided by provincial legislation, which establishes policies by resolutions and bylaws. Town staff are responsible for the implementation and administration of those policies.

The Mayor and Regional Councillor represent the interests of all Georgina residents at the Regional level in addition to the municipal level. The Ward Councillors are elected as representatives of the residents in their respective ward.

## **Council approves the Corporate Strategic Plan and other key plans**

Council reviews and approves the [Corporate Strategic Plan](#) and other key plans guiding the Town's governance. Plans, policies and strategies are developed by Town staff based on Council direction and are reviewed at Council meetings. Once approved, Council provides the framework for staff to develop and implement the plans.

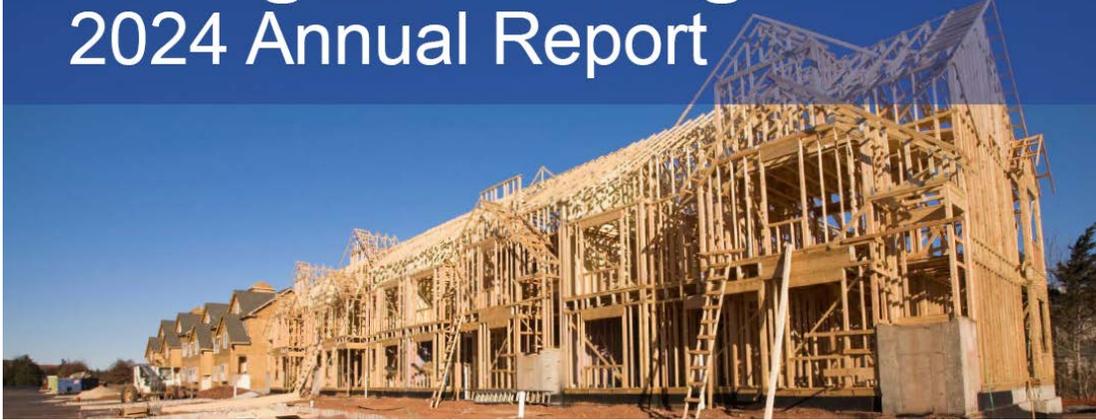
## **Members of Council also participate in the Town's advisory committees:**

- Committee of Adjustment
- Fence Viewers
- Georgina Accessibility Advisory Committee
- Georgina Agricultural Advisory Committee
- Georgina Appeals Committee
- Georgina Economic Development Committee
- Georgina Environmental Advisory Committee
- Georgina Equity and Diversity Advisory Committee
- Georgina Heritage Advisory Committee
- Georgina Safe and Active Transportation Advisory Committee
- Livestock Valuers



GEORGINA

# Georgina Strategic Plan 2024 Annual Report



## 2025 success story

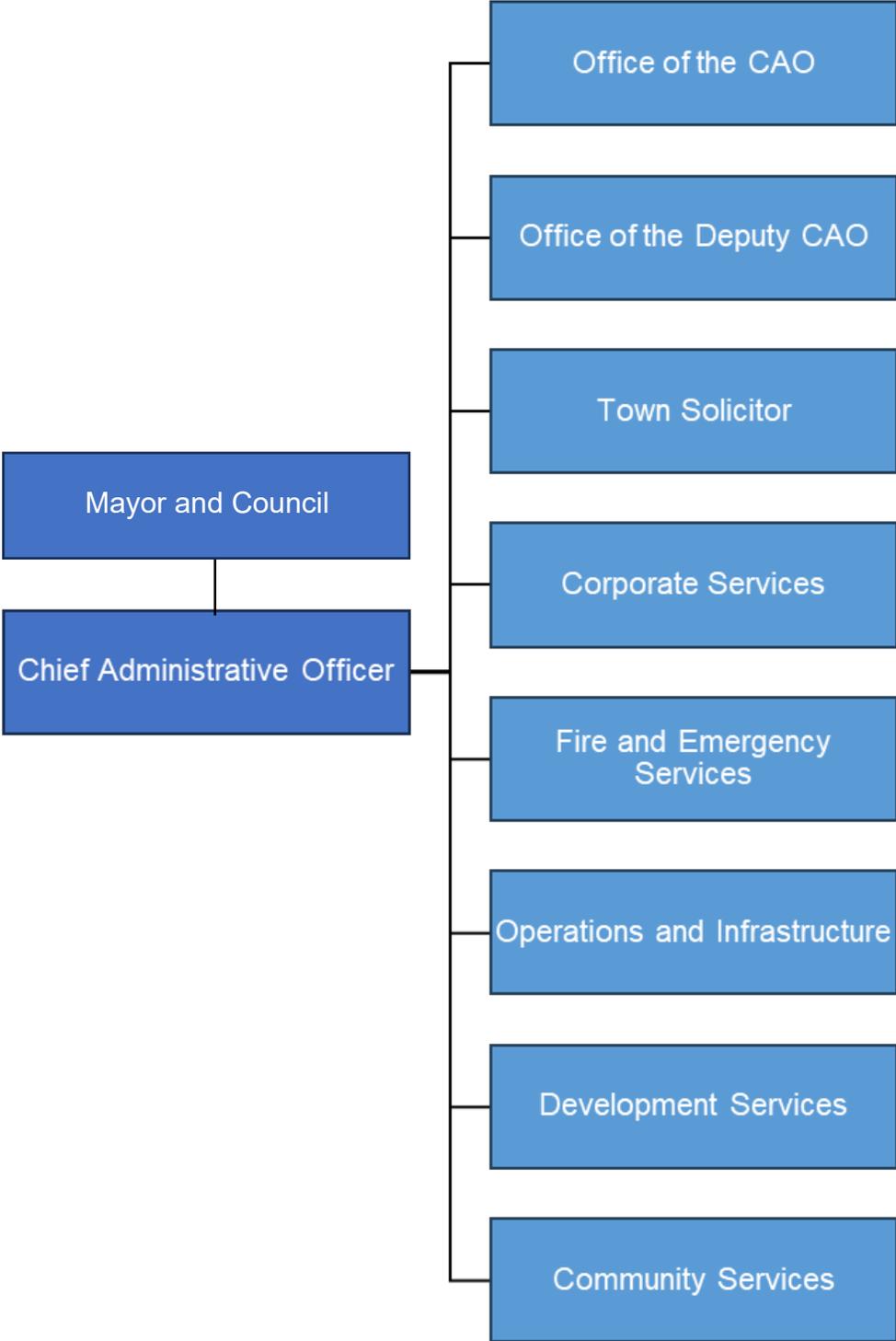
### Second-year update for 2023-2027 Corporate Strategic Plan

Council received the second-year update from the [2023-2027 Strategic Plan](#) on June 4, 2025. In year two, 2024, significant movement was made towards achieving the Town's goals with 13 per cent of initiatives completed, 80 per cent in progress and continuously ongoing.

The Town has a total of 68 initiatives and 50 performance indicators/measures that support the achievement and measurement of the goals under the Strategic Plan. Over the second year of plan implementation, there was an increase in the number of initiatives completed, as well as success gained through initiatives in progress, including those that are continuous/ongoing work for the Town.

Dedication to continuous improvement, including the implementation of service modernization initiatives and the further development of internal service standards, will ensure more robust reporting and demonstrate the Town's ongoing commitment to achieving the goals of the Strategic Plan.

# Organizational chart



# 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the Office of the Mayor and Council.

Office of the Mayor and Council	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Mayor and Council	597,130	-	-	11,595	-	608,725
<b>Grand Total</b>	<b>597,130</b>	<b>-</b>	<b>-</b>	<b>11,595</b>	<b>-</b>	<b>608,725</b>

# 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the Office of the Mayor and Council. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **O** = other

Office of the Mayor and Council	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Mayor and Council</b>						
Expense						
Salaries and Benefits	507,860	4,025	511,885	1%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Staffing Other Direct Expenses	50,190	5,070	55,260	10%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Other Direct Costs	35,080	2,500	37,580	7%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	
Supplies and Maintenance	4,000	-	4,000	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Expense Total	597,130	11,595	608,725	2%		
<b>Mayor and Council Total</b>	<b>597,130</b>	<b>11,595</b>	<b>608,725</b>	<b>2%</b>		
<b>Grand Total</b>	<b>597,130</b>	<b>11,595</b>	<b>608,725</b>	<b>2%</b>		

# Georgina Public Library



# Georgina Public Library

Georgina Public Library (GPL) plays a vital role in building a connected, informed and inspired community. Through inclusive spaces, diverse collections and innovative programming, GPL helps residents of all ages explore ideas, build skills and engage meaningfully with one another. Our mission is to create a shared path of growth, discovery and connection.

Guided by our [2023–2027 Strategic Plan](#), GPL’s vision is to “welcome our community to move forward with us; to provide dynamic services by supporting, empowering, and inspiring our evolving community.” Every program, service and initiative we offer is grounded in the values of inclusion, accessibility and community responsiveness.

GPL operates under the authority of the Ontario Public Libraries Act and is governed by a board of trustees. It provides public library services through four community branches: Keswick, Sutton (Peter Gzowski), Pefferlaw and the newest location, the Discovery Branch at the Multi-Use Recreation Complex (MURC). Branches are typically open six days a week and serve thousands of residents, students, workers and visitors each year.

## Services include:

- Access to books, eBooks, audiobooks (digital and physical), DVDs, magazines, streaming services and learning platforms
- Early literacy and family-based programming for babies, toddlers and preschoolers
- Creative and skill-building workshops for children, teens and adults
- STEAM-focused programs and equipment through our Maker Space at the Discovery Branch
- Free Wi-Fi, public computer access, printing, scanning and Wi-Fi hotspot lending
- Digital literacy training and technology support
- Quiet study rooms, flexible meeting spaces and accessible reading environments
- Live author talks, seminars, art exhibits, local history events and cultural programming
- Responsive services that meet the diverse needs of a growing, multi-generational population

Whether online or in person, GPL provides meaningful ways for people to read, learn, create and connect. As Georgina grows, GPL continues to evolve - offering innovative services, engaging programming, and welcoming spaces that reflect the needs and aspirations of the community.



## 2025 success story

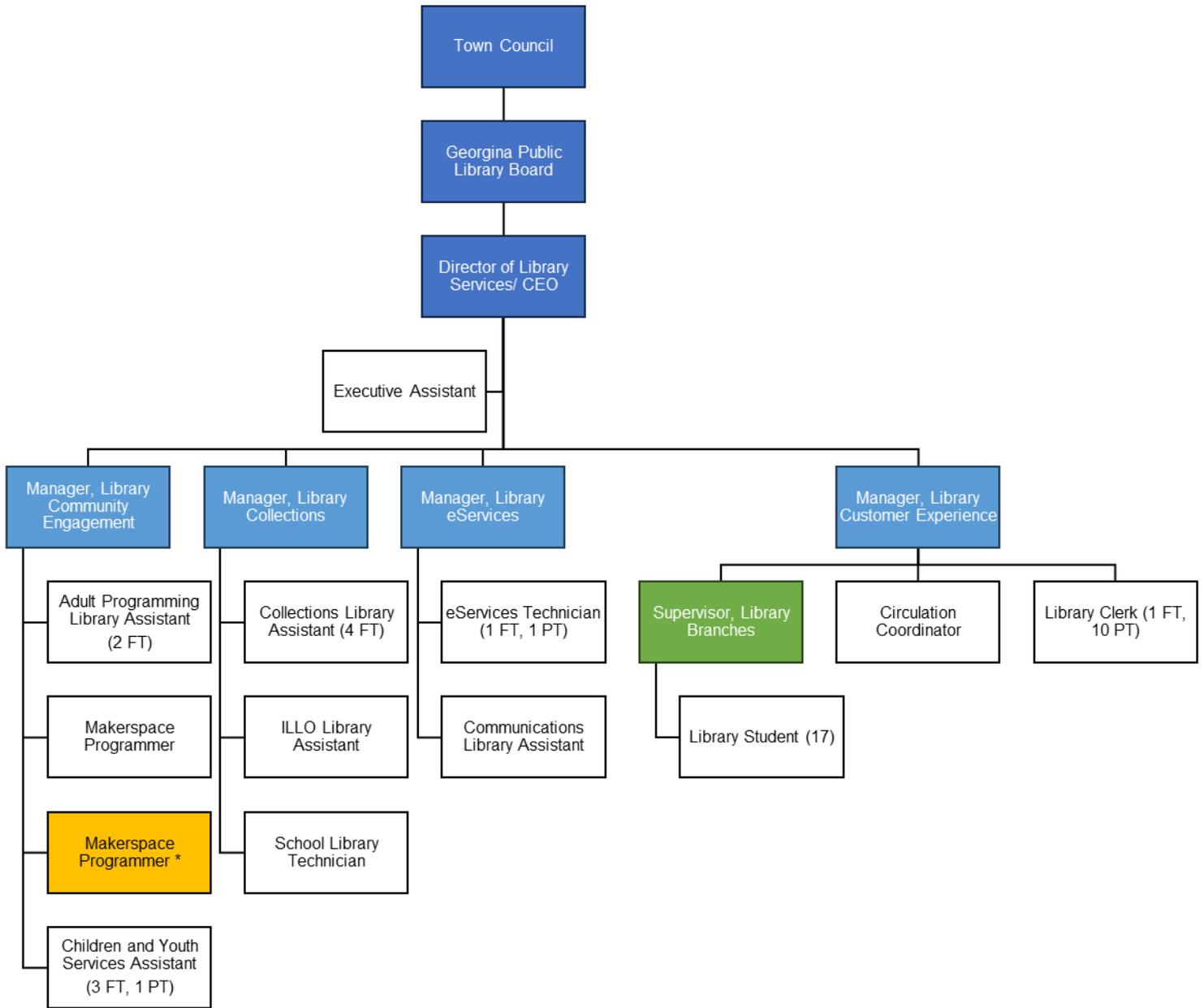
### Celebrating one year of discovery

In March 2025, Georgina Public Library celebrated the one-year anniversary of its fourth location - the Discovery Branch, located inside the Multi-Use Recreation Complex (MURC). Designed as an inclusive, multi-generational space, the branch features quiet study rooms, collaborative areas, an outdoor reading garden, and an expanded lineup of programs for all ages.

A standout feature of the branch is the Maker Space - a vibrant hub of creativity and learning equipped with 3D printers, a laser engraver, digital media studio, sewing machines, and more. This space has positioned GPL as a leader in hands-on technology and lifelong learning.

In just its first year, the Discovery Branch welcomed more than 63,500 visitors, becoming a key destination for community connection, skill-building and creative exploration. The branch exemplifies GPL's vision of empowering and inspiring residents through dynamic, responsive public library service.

# Organizational chart:



\*New permanent position

## 2025 accomplishments

In 2025, GPL continued to build momentum following the success of the new [Discovery Branch](#). The branch has quickly become a community hub for collaboration, creativity, and lifelong learning.

This year, GPL made significant strides in enhancing access to learning and literacy through:

- Expanded program offerings for children, teens and adults, including digital literacy workshops, early years programming, and creative technology sessions
- Launched a new category of digital programming made possible through the acquisition of portable learning laptops. These devices have enabled GPL to offer flexible, mobile-based tech programming across branches and in community spaces
- Added new resources to the collection, including:
  - Royal Ontario Museum (ROM) passes - increased from 8 to 12 to meet growing demand
  - Launchpads - secure, pre-loaded learning tablets for kids
  - Playaways - offering screen-free, portable access to audiobooks, enhancing accessibility for all ages

GPL deepened its community impact through key partnerships and programming. Worked with Welcome Centre Immigrant Services to explore expanded newcomer support at the Discovery Branch, reinforcing a commitment to inclusion and accessibility. GPL also hosted several high-profile author talks, featuring voices such as Gwynne Dyer, Ted Barris and Jennifer Aves, further establishing the Library as a trusted space for dialogue, discovery and community conversation.

## Major operating drivers

- Ongoing need to maintain, upgrade and modernize technology infrastructure to support both internal operations and evolving public expectations for digital access, instruction, and self-service
- Shifting demographics in Georgina, including a growing number of families and seniors, continue to drive demand for inclusive, age-appropriate, and culturally responsive library services
- Continued evolution of GPL's role as a hub for creativity and innovation, requiring expansion and adaptation of programs, tools and staffing to meet the increasing needs of the local Maker community and STEAM-based learning

## Major initiatives planned for 2026

- Expanding [Maker Space](#) programming by adding a second Maker Specialist to meet growing demand for hands-on, creative learning and support the next generation of innovators in Georgina
- Launching a new, fully accessible website that is mobile-optimized, user-friendly, and equipped with interactive tools to make it easier for residents to connect with services, collections, and events
- Introducing a modern print solution across all branches to allow secure, wireless printing from any device including phones and laptops along with credit/debit payment options, improving both convenience and cybersecurity
- Increasing two-way digital engagement that allow residents to provide feedback, share ideas and stay up to date with library initiatives.
- Expanding the Lendery and library collections to increase accessibility, affordability and learning opportunities for all ages
- Piloting extended branch hours by opening the [Discovery Branch](#) on key holidays such as Family Day and March Break Monday, helping more families access library services during high-demand times

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for the Georgina Public Library.

Georgina Public Library	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	302,520	(10,000)	-	2,395	908,065	1,202,980
Discovery Library	609,850	85,170	-	16,950	11,690	723,660
Keswick Library	1,752,510	2,500	-	(10,115)	(595,515)	1,149,380
Pefferlaw Library	285,170	2,500	-	32,520	(126,700)	193,490
Sutton Library	594,310	2,500	-	11,220	(142,085)	465,945
<b>Town Grant for Library</b>	<b>3,544,360</b>	<b>82,670</b>	<b>-</b>	<b>52,970</b>	<b>55,455</b>	<b>3,735,455</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for the Georgina Public Library. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

**G** = growth    **S** = service level    **C** = contractual/inflationary    **⊙** = other

Georgina Public Library	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Donations & Grants & Misc Revenues	(71,840)	(2,260)	(74,100)	3%	<b>G</b> ○ ○ ○ ○	26-CI-LI-01 Collection materials funded by development charges, reduction in grant based on historic trend
Revenue Total	(71,840)	(2,260)	(74,100)	3%		
Expense						
Salaries and Benefits	4,800	877,755	882,555	18287%	○ ○ ○ ○ <b>⊙</b>	Management salaries transferred to administration
Staffing Other Direct Expenses	34,850	-	34,850	0%	○ ○ ○ ○ ○	
Contracted Services	4,700	-	4,700	0%	○ ○ ○ ○ ○	
Other Direct Costs	139,120	24,965	164,085	18%	○ ○ ○ ○ <b>⊙</b>	Primarily related to digital transformation and operational efficiency investments
Supplies and Maintenance	20,000	-	20,000	0%	○ ○ ○ ○ ○	
Contributions to Capital Reserves	170,890	-	170,890	0%	○ ○ ○ ○ ○	
Expense Total	374,360	902,720	1,277,080	241%		
<b>Administration Total</b>	<b>302,520</b>	<b>900,460</b>	<b>1,202,980</b>	<b>298%</b>		
<b>Discovery Library</b>						
Revenue						
User Fees and Service Charges	(2,700)	-	(2,700)	0%	○ ○ ○ ○ ○	
Donations & Grants & Misc Revenues	(300)	-	(300)	0%	○ ○ ○ ○ ○	
Provision from Reserve		(10,000)	(10,000)		<b>G</b> ○ ○ ○ ○	Maker Space replacement fund
Revenue Total	(3,000)	(10,000)	(13,000)	333%		
Expense						
Salaries and Benefits	520,550	106,600	627,150	20%	<b>G</b> ○ ○ ○ ○	26-SI-LI-01 Maker Space Programmer
Staffing Other Direct Expenses	6,970	-	6,970	0%	○ ○ ○ ○ ○	
Hydro/Sewer/Gas	41,000	10,000	51,000	24%	○ ○ ○ <b>C</b> ○	Historical trend for gas
Other Direct Costs	9,000	5,210	14,210	58%	○ ○ ○ ○ <b>⊙</b>	
Supplies and Maintenance	35,330	2,000	37,330	6%	<b>G</b> ○ ○ ○ <b>⊙</b>	
Expense Total	612,850	123,810	736,660	20%		
<b>Discovery Library Total</b>	<b>609,850</b>	<b>113,810</b>	<b>723,660</b>	<b>19%</b>		
<b>Keswick Library</b>						
Revenue						
User Fees and Service Charges	(16,300)	10,200	(6,100)	(63%)	○ ○ ○ ○ <b>⊙</b>	Historical trend
Donations & Grants & Misc Revenues	(4,000)	2,200	(1,800)	(55%)	○ ○ ○ ○ <b>⊙</b>	
Provision from Reserve	(2,560)	-	(2,560)	0%	○ ○ ○ ○ ○	
Revenue Total	(22,860)	12,400	(10,460)	(54%)		

## 2026 Budgeted expenditure and revenue details

Georgina Public Library	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
Expense						
Salaries and Benefits	1,450,690	(619,130)	831,560	(43%)	○ ○ ○ ●	Hours split across multiple branches, managers and admin consolidated to administration
Staffing Other Direct Expenses	10,600	-	10,600	0%	○ ○ ○ ○	
Contracted Services	24,000	-	24,000	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	71,300	-	71,300	0%	○ ○ ○ ○	
Other Direct Costs	16,080	-	16,080	0%	○ ○ ○ ○	
Supplies and Maintenance	202,700	3,600	206,300	2%	● ○ ● ○	Primarily due to 26-CI-LI-01 Collection materials funded by development charges
Expense Total	1,775,370	(615,530)	1,159,840	(35%)		
<b>Keswick Library Total</b>	<b>1,752,510</b>	<b>(603,130)</b>	<b>1,149,380</b>	<b>(34%)</b>		
<b>Pefferlaw Library</b>						
Revenue						
User Fees and Service Charges	(1,600)	-	(1,600)	0%	○ ○ ○ ○	
Donations & Grants & Misc Revenues	(100)	-	(100)	0%	○ ○ ○ ○	
Provision from Reserve	(6,200)	-	(6,200)	0%	○ ○ ○ ○	
Revenue Total	(7,900)	-	(7,900)	0%		
Expense						
Salaries and Benefits	236,730	(96,000)	140,730	(41%)	○ ○ ○ ●	Primarily from managers and admin consolidated to administration, hours split across multiple branches
Staffing Other Direct Expenses	2,600	-	2,600	0%	○ ○ ○ ○	
Hydro/Sewer/Gas	9,690	-	9,690	0%	○ ○ ○ ○	
Other Direct Costs	14,680	-	14,680	0%	○ ○ ○ ○	
Supplies and Maintenance	29,370	4,320	33,690	15%	● ○ ● ○	Primarily due to 26-CI-LI-01 Collection materials funded by development charges
Expense Total	293,070	(91,680)	201,390	(31%)		
<b>Pefferlaw Library Total</b>	<b>285,170</b>	<b>(91,680)</b>	<b>193,490</b>	<b>(32%)</b>		
<b>Sutton Library</b>						
Revenue						
User Fees and Service Charges	(68,030)	1,100	(66,930)	(2%)	○ ○ ○ ●	
Donations & Grants & Misc Revenues	(600)	-	(600)	0%	○ ○ ○ ○	
Provision from Reserve	(1,240)	-	(1,240)	0%	○ ○ ○ ○	
Revenue Total	(69,870)	1,100	(68,770)	(2%)		
Expense						
Salaries and Benefits	570,870	(132,595)	438,275	(23%)	○ ○ ○ ●	Primarily from managers and admin consolidated to administration, hours split across multiple branches
Staffing Other Direct Expenses	3,800	-	3,800	0%	○ ○ ○ ○	
Other Direct Costs	58,960	-	58,960	0%	○ ○ ○ ○	
Supplies and Maintenance	30,550	3,130	33,680	10%	● ○ ○ ○	Primarily due to 26-CI-LI-01 Collection materials funded by development charges
Expense Total	664,180	(129,465)	534,715	(19%)		
<b>Sutton Library Total</b>	<b>594,310</b>	<b>(128,365)</b>	<b>465,945</b>	<b>(22%)</b>		
<b>Town Grant for Library</b>	<b>3,544,360</b>	<b>191,095</b>	<b>3,735,455</b>	<b>5%</b>		

# Other schedules



# 10 year capital plan

## Operations and Infrastructure

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-growth related expenditures</b>											
<b>Roads</b>											
Snow storage upgrades- design and construction		100,000	750,000								850,000
Streetlight condition assessment	40,000					45,000				50,000	135,000
Streetsight new installations and rehabilitations	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000	490,000
Minor capital - concrete	105,000	110,000	115,000	120,000	125,000	130,000	135,000	140,000	145,000	150,000	1,275,000
Pavement management system program (PMS)			3,947,120	5,161,990	4,096,740	5,306,550	4,246,360	5,451,170	5,595,980	5,595,790	39,401,640
Roads CA: pavement management	30,000	85,000	30,000	90,000	30,000	95,000	30,000	100,000	30,000	105,000	625,000
PMS - 2026 - road repairs	2,636,250										2,636,250
PMS - 2026 - major construction - Boyers Avenue (West Leg)	161,250										161,250
PMS - 2027 - major construction - Riverglen		918,750									918,750
PMS - 2027 - road repairs		3,774,810									3,774,810
PMS - 2027 - resurfacing - Elm, Pineway, Pine Beach, Parkway		323,750									323,750
Udora gravel reconstruction - phased construction	1,100,000		1,200,000		1,200,000		1,200,000				4,700,000
Station Road, Old Homestead Road improvements and multi-use path	1,063,000										1,063,000
Signs and pavement marking upgrades	30,000		30,000		30,000		30,000		30,000		150,000
Entry signs to zones		50,000		50,000		50,000					150,000
Signs/active transportation - construction		75,000		75,000		75,000		75,000		75,000	375,000
Walkways and through connections			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	160,000
Tampa - Annshella	65,000										65,000
Sunbird - Metro		40,000									40,000
Retaining walls - Church Street (investigate, formalize, repair)		50,000									50,000
Lake Drive North revetment - construction	928,000										928,000
Guiderail upgrades program	300,000	300,000	300,000	300,000	300,000	300,000	50,000		50,000		1,900,000
Wildlife mangement - beaver, pollinator, and turtles within ROW	60,000										60,000
<b>Bridges</b>											
Pedestrian bridge condition assessment	20,000				20,000				20,000		60,000
Bridge condition assessment: Biennial OSIM inspection	30,000		30,000		30,000		30,000		30,000		150,000
B5 main street engineering design			102,000								102,000
B5 main street construction				884,000							884,000
B6 Hedge Rd. EA (last rehab 2016)						130,000					130,000
B6 Hedge Rd. (engineering design)							176,400				176,400
B6 Hedge Rd. (construction)								1,528,800			1,528,800
Hedge Road bank monitoring		15,000				15,000					30,000
Hedge Road phase B - consultation/design and construction			250,000	3,750,000					250,000		4,000,000
Hedge Road phase C - consultation/design and construction										3,750,000	3,750,000

# 10 year capital plan

## Operations and Infrastructure

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Fleet</b>											
Fleet and equipment - VERS strategy	615,000	1,085,630	3,063,580	1,571,620	411,880	435,860	693,620	1,346,970	62,600	669,640	9,956,400
T185 - replacement for 1998 GMC 8500 1500 US gallon tanker	1,400,000										1,400,000
E141 - Replacement for 2002 International rescue pumper	1,200,000										1,200,000
Marine 1 replacement - (air boat)	650,000										650,000
E181 (FL019) replacement (2011 Spartan HD)	1,500,000						1,200,000				1,500,000
FL135 - pumper tanker replacement											1,200,000
FL155 - pumper tanker replacement								1,200,000			1,200,000
FL178 - platform replacement									3,500,000		3,500,000
Watering arms - truck and trackless (tree preservation)	65,000										65,000
Communications upgrade - digital receiver and remaining radios	150,000										150,000
Marine 2 - minor rehabilitation	35,000										35,000
Sidewalk plow - (non-growth share 20%) + initial rental	60,000										60,000
<b>Other</b>											
Enhanced winter maintenance communications plan	20,000										20,000
Forestry Management Plan		200,000									200,000
Waste Management Plan development	80,000										80,000
Traffic calming measures at Community Safety Zones	50,000										50,000
Gates/access - Belhaven		115,000									115,000
Improvements at closed landfill (9075 Old Homestead Rd)	50,000										50,000
Snowblower	5,000										5,000
Cold storage improvement - Belhaven		350,000									350,000
Update of Core Asset Management Plan	100,000					100,000					200,000
Health, safety and standard operating procedures development		50,000	100,000								150,000
<b>Total non-growth related expenditures</b>	<b>10,163,500</b>	<b>10,109,940</b>	<b>9,981,700</b>	<b>12,068,550</b>	<b>6,311,620</b>	<b>6,752,410</b>	<b>7,863,380</b>	<b>9,915,940</b>	<b>9,789,580</b>	<b>10,473,430</b>	<b>93,430,050</b>

# 10 year capital plan

## Operations and Infrastructure

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Growth related expenditures</b>											
<b>Roads and related fleet</b>											
Sidewalk plow - (growth share 80%) + initial rental	250,000		500,000								750,000
Service truck (forklift) - growth	200,000										200,000
Combination flusher, vacuum and excavator unit (70% W/WWW, 25% SWM, 5% roads)	47,500										47,500
Active Transportation Master Plan (ATMP)							200,000				200,000
Highway plow (2), highway plow with rolloff (1)	441,660	441,660	441,660	441,660	441,660	441,660					1,324,980
Excavator	100,000	70,000	70,000	70,000	70,000	70,000					100,000
Light duty (3)	70,000	70,000	70,000	70,000	70,000	70,000					210,000
Medium duty with winter kit			140,000	140,000							140,000
Sign/service truck					240,000						240,000
Radios/updates			50,000								50,000
Transportation Master Plan			50,000								50,000
Operations facility (master plan)		200,000									200,000
Provision for town-wide growth related road works and ATMP projects		92,590	92,590	92,590	92,590	92,590	92,590	92,590	92,590	92,590	833,310
<b>Vehicles and equipment</b>											
Skid Steer	65,000										65,000
Horticultural foam machine (weed remover)	50,000										50,000
<b>Total growth related expenditures</b>	<b>612,500</b>	<b>904,250</b>	<b>642,590</b>	<b>994,250</b>	<b>332,590</b>	<b>604,250</b>	<b>292,590</b>	<b>92,590</b>	<b>92,590</b>	<b>92,590</b>	<b>4,660,790</b>
<b>Total annual capital expenditures</b>	<b>10,776,000</b>	<b>11,014,190</b>	<b>10,624,290</b>	<b>13,062,800</b>	<b>6,644,210</b>	<b>7,356,660</b>	<b>8,155,970</b>	<b>10,008,530</b>	<b>9,882,170</b>	<b>10,566,020</b>	<b>98,090,840</b>
<b>Non-growth related funding</b>											
Capital reserve - tax funded	3,815,000	6,306,940	5,928,700	4,515,550	2,508,620	2,949,410	4,060,380	6,112,940	5,736,580	2,920,430	44,854,550
Reserve funds - Canada Community Building Fund	2,493,115	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	16,020,115
Debtenture - tax funded		250,000	250,000	3,750,000					250,000	3,750,000	8,000,000
Grants	3,825,385	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	24,525,385
Other revenue	30,000										30,000
<b>Total non-growth related funding</b>	<b>10,163,500</b>	<b>10,109,940</b>	<b>9,981,700</b>	<b>12,068,550</b>	<b>6,311,620</b>	<b>6,752,410</b>	<b>7,863,380</b>	<b>9,915,940</b>	<b>9,789,580</b>	<b>10,473,430</b>	<b>93,430,050</b>
<b>Growth related funding</b>											
Development charges	612,500	904,250	642,590	994,250	332,590	604,250	292,590	92,590	92,590	92,590	4,660,790
<b>Total growth related funding</b>	<b>612,500</b>	<b>904,250</b>	<b>642,590</b>	<b>994,250</b>	<b>332,590</b>	<b>604,250</b>	<b>292,590</b>	<b>92,590</b>	<b>92,590</b>	<b>92,590</b>	<b>4,660,790</b>
<b>Total annual capital funding</b>	<b>10,776,000</b>	<b>11,014,190</b>	<b>10,624,290</b>	<b>13,062,800</b>	<b>6,644,210</b>	<b>7,356,660</b>	<b>8,155,970</b>	<b>10,008,530</b>	<b>9,882,170</b>	<b>10,566,020</b>	<b>98,090,840</b>

# 10 year capital plan

## Stormwater

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-growth related expenditures</b>											
<b>Stormwater Management (SWM)</b>											
Catch basin filters program	100,000	100,000	100,000		100,000						300,000
SWM - open ditch system: RE and RE	250,000	250,000	300,000	300,000	300,000	350,000	350,000	500,000	500,000	500,000	3,600,000
Drainage improvements – construction (area 1 – Duclos point)	380,000										380,000
SWM ponds and watercourse											
Flow forward: Laying the foundation for stormwater resilience	200,000										200,000
CA, design + minor restoration		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Keswick North watercourse - dredge and shore - design		50,000									250,000
2026 - Post Office Road drainage assessment - design and construction (Glenwoods/Beverly)	125,000					850,000					975,000
SWM CA: linear (urban) - 10%/yr (7.1km) + MH/CB		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
Parks - ditching and drainage		75,000									75,000
SWM - create easements for outfalls PM	100,000										100,000
SWM ponds - major restoration - pond 1		200,000	200,000	1,000,000							1,200,000
SWM ponds - major restoration - pond 2							300,000	1,000,000			1,300,000
SWM CA: road crossing culverts (1-3 m in diameter)					50,000					50,000	100,000
SWM: linear (urban) system maintenance					200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
SWM - major culverts and ditching (including design) - by year						350,000	350,000	350,000	350,000	350,000	1,750,000
Blue Jay Boulevard – 560 m		531,000									531,000
Cronsberry Road – 510 m		484,000									484,000
Sumach Drive – 470 m			446,000								446,000
Glenview Avenue – 450 m			427,000								427,000
Larch Lane – 382 m					362,000						362,000
Lakeshore Road – 520 m (plus outfalls)					493,000						493,000
Sunset Beach Road – 970 m				919,000							919,000
Sunkist Road – 970 m				919,000							919,000
<b>Fleet</b>											
VERS strategy	127,370	127,370	359,420	184,380	48,320	51,140	81,380	158,030	1,200,000	78,560	1,088,600
<b>Total non-growth related expenditures</b>	<b>1,055,000</b>	<b>1,667,370</b>	<b>1,982,420</b>	<b>3,672,380</b>	<b>1,703,320</b>	<b>1,951,140</b>	<b>1,431,380</b>	<b>2,358,030</b>	<b>1,200,000</b>	<b>1,328,560</b>	<b>18,349,600</b>

# 10 year capital plan

## Stormwater

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Growth related expenditures</b>											
Stormwater Management Master Plan and model update	270,000										270,000
Combination flusher, vacuum and excavator unit (70% W/WW, 25% SWM, 5% roads)	237,500										237,500
<b>Total growth related expenditures</b>	<b>507,500</b>	<b>-</b>	<b>507,500</b>								
<b>Total annual capital expenditures</b>	<b>1,562,500</b>	<b>1,667,370</b>	<b>1,982,420</b>	<b>3,672,380</b>	<b>1,703,320</b>	<b>1,951,140</b>	<b>1,431,380</b>	<b>2,358,030</b>	<b>1,200,000</b>	<b>1,328,560</b>	<b>18,857,100</b>
<b>Non-growth related funding</b>											
Capital reserve - rate funded	675,000	1,667,370	1,982,420	3,672,380	1,703,320	1,951,140	1,431,380	2,358,030	1,200,000	1,328,560	17,969,600
Reserve funds - Canada Community Building Fund	380,000										380,000
<b>Total non-growth related funding</b>	<b>1,055,000</b>	<b>1,667,370</b>	<b>1,982,420</b>	<b>3,672,380</b>	<b>1,703,320</b>	<b>1,951,140</b>	<b>1,431,380</b>	<b>2,358,030</b>	<b>1,200,000</b>	<b>1,328,560</b>	<b>18,349,600</b>
<b>Growth related funding</b>											
Development charges	507,500										507,500
<b>Total growth related funding</b>	<b>507,500</b>	<b>-</b>	<b>507,500</b>								
<b>Total annual capital funding</b>	<b>1,562,500</b>	<b>1,667,370</b>	<b>1,982,420</b>	<b>3,672,380</b>	<b>1,703,320</b>	<b>1,951,140</b>	<b>1,431,380</b>	<b>2,358,030</b>	<b>1,200,000</b>	<b>1,328,560</b>	<b>18,857,100</b>

# 10 year capital plan

## Water/Wastewater

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-growth related expenditures</b>											
<b>Rate-funded</b>											
<b>Water</b>											
Service connections:											
Polybutylene water service replacements - construction (contract 4 - Elm Ave., Parkway Ave., Pine Beach Dr., Pineway Ave.)	750,000										750,000
Water mains:											
Woodbine Avenue isolated watermain	110,000	250,000									360,000
Additional funding for Queensway South watermain replacement	3,269,000										3,269,000
Morton Avenue - Woodbine Ave. to The Queensway South (non growth share 90%)	1,440,000										1,440,000
Queensway South - Riverglen to Morton [400m] (D+C)	228,300	228,300	1,027,350								1,255,650
Dalton Road - north of Lake Drive [1075]				215,000	1,760,850						1,975,850
Metro Road South - Church St. to Queensway South [1300m]						260,000	2,047,500				2,307,500
Church St. - Queensway South to Metro Road South [396m]							79,200				79,200
Watermain on Thomas Smith St, Old Homestead Rd., Woodbine Ave. (non-growth share 40%)					1,414,400						1,414,400
Watermain on Old Homestead Rd. from existing to limits of GSMB lands (non-growth share 20%)		394,420									394,420
Water booster pumping station - repair and replace	125,000				100,000						225,000
Line valves and hydrant - rehabilitation and replacement	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
WBS condition assessment			150,000						150,000		300,000
Leak detection for the water distribution system	130,000										130,000
Linear watermain condition assessment		150,000				150,000				150,000	450,000
<b>Wastewater</b>											
Gravity sewer - main and manhole repair and replacement - Contract 2		75,000	750,000								825,000
Gravity sewer - main and manhole repair and replacement - Contract 3				75,000	750,000						825,000
Gravity sewer - main and manhole repair and replacement - Contract 4						75,000	800,000				875,000
Gravity sewer - main and manhole repair and replacement - Contract 5								75,000	900,000		975,000
Sanitary sewer and manhole condition (10%) - condition assessment	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Wastewater forcemains - condition assessment		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Sewage pumping stations - condition assessment - 2 Stations (25,26)											100,000
SPS ongoing rehabilitation					200,000						200,000
Sewage pump station facility rehabilitation	350,000										350,000

# 10 year capital plan

## Water/Wastewater

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Water/Wastewater</b>											
SCADA system-wide update, including PLC		200,000		250,000		250,000			250,000		950,000
Fire hydrant markers	85,000										85,000
Water station (hydration trailer)		105,000									105,000
Hydrant and blow-off access	221,500										221,500
Sample stations installation	170,000										170,000
Water yard improvements		200,000									200,000
VERS strategy (W/WW)	140,400	140,400	26,800	125,000	131,600		455,000	51,900			930,700
<b>Total non-growth related expenditures</b>	<b>7,200,500</b>	<b>2,443,120</b>	<b>2,504,150</b>	<b>1,315,000</b>	<b>4,856,850</b>	<b>1,235,000</b>	<b>4,002,500</b>	<b>626,900</b>	<b>2,079,200</b>	<b>1,273,700</b>	<b>27,536,920</b>
<b>Growth related expenditures</b>											
SCADA Masterplan	220,000										220,000
Water Masterplan and model	290,000										290,000
Wastewater model update	220,000										220,000
Morton Avenue - Woodbine Ave. to The Queensway South (growth share 10%)	160,000										160,000
Combination flusher, vacuum and excavator unit (70% W/WW, 25% SWM, 5% roads)	665,000										665,000
Additional vehicle (with hiyab crane and valve cyclor)	310,000										310,000
Backhoe	295,000										295,000
Watermain on Old Homestead Rd. from existing to limits of GSMB lands (growth share 80%)	1,577,680										1,577,680
Watermain on Thomas Smith St., Old Homestead Rd. Woodbine Ave. (growth share 60%)					2,121,600						2,121,600
<b>Total growth related expenditures</b>	<b>1,555,000</b>	<b>2,182,680</b>	<b>-</b>	<b>-</b>	<b>2,121,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,859,280</b>
<b>Total annual capital expenditures</b>	<b>8,755,500</b>	<b>4,625,800</b>	<b>2,504,150</b>	<b>1,315,000</b>	<b>6,978,450</b>	<b>1,235,000</b>	<b>4,002,500</b>	<b>626,900</b>	<b>2,079,200</b>	<b>1,273,700</b>	<b>33,396,200</b>
<b>Non-growth related funding</b>											
Capital reserve - rate funded	1,391,500	2,214,820	1,476,800	1,315,000	4,856,850	1,235,000	4,002,500	626,900	2,079,200	1,273,700	20,472,270
Debtenture - rate funded	5,809,000	228,300	1,027,350								7,064,650
<b>Total non-growth related funding</b>	<b>7,200,500</b>	<b>2,443,120</b>	<b>2,504,150</b>	<b>1,315,000</b>	<b>4,856,850</b>	<b>1,235,000</b>	<b>4,002,500</b>	<b>626,900</b>	<b>2,079,200</b>	<b>1,273,700</b>	<b>27,536,920</b>
<b>Growth related funding</b>											
Development charges	1,555,000	2,182,680			2,121,600						5,859,280
<b>Total growth related funding</b>	<b>1,555,000</b>	<b>2,182,680</b>	<b>-</b>	<b>-</b>	<b>2,121,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,859,280</b>
<b>Total annual capital funding</b>	<b>8,755,500</b>	<b>4,625,800</b>	<b>2,504,150</b>	<b>1,315,000</b>	<b>6,978,450</b>	<b>1,235,000</b>	<b>4,002,500</b>	<b>626,900</b>	<b>2,079,200</b>	<b>1,273,700</b>	<b>33,396,200</b>

# 10 year capital plan

## Community Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-growth related expenditures</b>											
<b>Non-core facilities repair and remediation program</b>											
Non-core facilities assets repair and remediation program											
The Link water bottle filling station	10,000										10,000
Elevator upgrades - Georgina Ice Palace	240,000										240,000
Sutton multi use project - hard surface remediation (phase 2)	500,000										500,000
Flooring refurbishment - Georgina Ice Palace (blue pad)	100,000										100,000
Flooring refurbishment - Georgina Ice Palace (green pad)	100,000										100,000
Flooring refurbishment - Sutton Arena	90,000		100,000								190,000
Exhaust system retrofit	90,000										90,000
Heated walkway	15,000										15,000
Stephen Leacock Theatre projector	12,000										12,000
Stephen Leacock Theatre replacement speakers and lav mics	24,000										24,000
Digital Sign - Club 55/Stephen Leacock Theatre	35,000										35,000
Accessibility improvements - facilities	50,000	50,000	50,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000
Desiccant repairs - Georgina Ice Palace	150,000										150,000
Waterproofing foundation - Georgina Centre For Arts and Culture	130,000										130,000
Boiler replacement - Georgina Leisure Pool	400,000										400,000
HVAC replacement - Keswick Library	120,000										120,000
HVAC replacement - Peiferlaw Lions Hall	120,000										120,000
Dehumidifier replacement - Georgina Leisure Pool	650,000										650,000
Roof replacement - Keswick Library	15,000			1,500,000							1,500,000
Door replacement - The Link	15,000										15,000
Pefferlaw Ice Pad - concrete pad		35,000									35,000
Egypt Operations Yard security upgrades phase 2	115,000										115,000
Stephen Leacock Theatre -AODA and seating replacement	350,000										350,000
Belhaven Hall centennial improvements		100,000									100,000
GPV-AODA Noble House accessibility ramp and building repairs		100,000									100,000
GPV administration building		100,000									100,000
<b>Recreation</b>											
Sports Hall of Fame	30,000										30,000
<b>Municipal Law Enforcement</b>											
Two-way radios for MLE officers	14,000										14,000

# 10 year capital plan

## Community Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Parks</b>											
Willow Beach Park (waterfront) (non growth share 33%)	2,789,000										2,789,000
Young's Harbour Park (waterfront) (non growth share 33%)			1,472,050								1,472,050
Jackson's Point Harbour, Bonnie Park, Malone Wharf (waterfront) (non growth share 50%)				3,735,100							3,735,100
Adeline Park (waterfront) (non growth share 33%)			833,620								833,620
De La Salle Park (waterfront) (non growth share 33%)					3,316,800						3,316,800
Holmes Point Park (waterfront) (non growth share 33%)							1,495,220				1,495,220
North Gwillimbury (waterfront) (non growth share 33%)							2,789,750				2,789,750
WPMP - community park upgrades (non growth share 33%)	26,700										26,700
Provision for additional waterfront park development projects (non growth share 33%)		26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700	240,300
Parks repair and remediation program		200,000	450,000	500,000	300,000	600,000	650,000	700,000	750,000	800,000	4,950,000
ROC diamond #4 lighting					250,000						250,000
Gravel top up for parking lots	30,000										30,000
Playground replacement - Holmes Point	150,000										150,000
Pathway repairs - various locations	50,000										50,000
Picnic table replacement	50,000										50,000
Shoreline revegetment - Holmes Point Park	70,000										70,000
ROC ski lift - releveling	50,000										50,000
Bleacher replacement program	60,000										60,000
Woodbine medians - horticultural reconstruction	25,000										25,000
Wind screens for pickle ball and tennis courts	40,000										40,000
ROC climbing wall - refacing	35,000										35,000
ROC hill lighting replacement		100,000									100,000
ROC sound system		75,000									75,000
Parks and Trails Master Plan		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
Sutton Cenotaph reassembly	20,000										20,000
Subdivision entrance features revitalization	50,000										50,000
Bike parking and repair stations		10,000		10,000							30,000
<b>Total non-growth related expenditures</b>	<b>6,055,700</b>	<b>2,546,700</b>	<b>4,112,370</b>	<b>7,197,800</b>	<b>5,578,500</b>	<b>2,632,700</b>	<b>7,330,670</b>	<b>3,543,700</b>	<b>4,130,700</b>	<b>4,825,700</b>	<b>47,954,540</b>

# 10 year capital plan

## Community Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Growth related expenditures</b>											
<b>Facilities</b>											
Recreation and Culture Master Plan	100,000										100,000
<b>Parks</b>											
Simcoe Landing phase 9 - Village Square		650,000									650,000
Simcoe Landing Phase 9 Community Park	512,000	2,048,000									2,560,000
Greystone: linear park/ trail design/construction		1,000,000									1,000,000
Willow Beach Park (waterfront) (growth share 67%)	5,578,800										5,578,800
Ballymore Queensway North - Trail			160,000								160,000
Ballymore Queensway North - small park (0.34ha)			150,000								150,000
Carryspring Holdings (Garland community)			753,500								753,500
Young's Harbour Park (waterfront) (growth share 67%)			2,944,550								2,944,550
Jackson's Point, Bonnie Park, Malone Wharf (waterfront) (growth share 50%)				3,735,100							3,735,100
Maskinonge pedestrian bridge					3,600,000						3,600,000
Simcoe Landing phase 10 block 592 (1.08ha)					1,100,000						1,100,000
MURC park portion (2Ha)					3,240,000						3,240,000
Simcoe Landing phase 10 block 593 (1.0ha)						1,100,000					1,100,000
Adeline Park (waterfront) (growth share 67%)			1,111,540								1,111,540
De La Salle Park (waterfront) (growth share 67%)					4,422,620						4,422,620
Holmes Point Park (waterfront) (growth share 67%)							1,993,720				1,993,720
North Gwillimbury (growth share 67%)								3,719,860			3,719,860
WPMP - community park upgrades and provision for additional waterfront park development projects (growth share 67%)	53,300	53,300	53,300	53,300	53,300	53,300	53,300	53,300	53,300	53,300	533,000
<b>Vehicles and equipment</b>											
Large lawn mower		160,000									160,000
Tractor/loader		260,000									260,000
Pick-up truck (crew cab) parks, snow gear			140,000								140,000
Sand sifter			35,000								35,000
Ventrac attachments (trail maintenance)			14,000								14,000
Waste truck			300,000								300,000
<b>Total growth related expenditures</b>	<b>6,244,100</b>	<b>4,520,300</b>	<b>5,312,890</b>	<b>3,788,400</b>	<b>12,415,920</b>	<b>1,153,300</b>	<b>2,047,020</b>	<b>3,773,160</b>	<b>53,300</b>	<b>53,300</b>	<b>39,361,690</b>
<b>Total annual capital expenditures</b>	<b>12,299,800</b>	<b>7,067,000</b>	<b>9,425,260</b>	<b>10,986,200</b>	<b>17,994,420</b>	<b>3,786,000</b>	<b>9,377,690</b>	<b>7,316,860</b>	<b>4,184,000</b>	<b>4,879,000</b>	<b>87,316,230</b>

# 10 year capital plan

## Community Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Non-growth related funding</b>											
Capital reserve - tax funded	4,661,200	2,533,350	2,946,185	5,316,900	3,906,750	2,619,350	5,174,835	3,530,350	4,117,350	4,812,350	39,658,670
Cash-in-lieu of parkland	1,394,500	13,350	1,166,185	1,880,900	1,671,750	13,350	2,155,835	13,350	13,350	13,350	8,295,870
<b>Total non-growth related funding</b>	<b>6,055,700</b>	<b>2,546,700</b>	<b>4,112,370</b>	<b>7,197,800</b>	<b>5,578,500</b>	<b>2,632,700</b>	<b>7,330,670</b>	<b>3,543,700</b>	<b>4,130,700</b>	<b>4,825,700</b>	<b>47,954,540</b>
<b>Growth related funding</b>											
Development charges	6,244,100	4,520,300	5,312,890	3,788,400	12,415,920	1,153,300	2,047,020	3,773,160	53,300	53,300	39,361,690
<b>Total growth related funding</b>	<b>6,244,100</b>	<b>4,520,300</b>	<b>5,312,890</b>	<b>3,788,400</b>	<b>12,415,920</b>	<b>1,153,300</b>	<b>2,047,020</b>	<b>3,773,160</b>	<b>53,300</b>	<b>53,300</b>	<b>39,361,690</b>
<b>Total annual capital funding</b>	<b>12,299,800</b>	<b>7,067,000</b>	<b>9,425,260</b>	<b>10,986,200</b>	<b>17,994,420</b>	<b>3,786,000</b>	<b>9,377,690</b>	<b>7,316,860</b>	<b>4,184,000</b>	<b>4,879,000</b>	<b>87,316,230</b>

## Fire and Rescue Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Non-growth related expenditures</b>											
Suppression equipment	103,400	60,000	120,000	135,000	60,000	60,000	125,000	60,000	60,000	60,000	843,400
Helmet replacement program (3yr program 2024 - 2026)	26,000							42,670			68,670
Bunker gear	81,800	83,600	107,370	111,670	116,130	120,780	125,600	130,630	135,855	135,855	1,149,290
Station 1-6 renovation	245,000										245,000
Communications equipment		791,800	17,500	18,200	18,900	19,700	26,280	27,330	53,420	20,000	993,130
Drone replacement					65,000						65,000
LiDar replacement							140,000				140,000
Land acquisition for North Keswick station and headquarters (1.5 ha) (non growth share 72%)					3,793,125						3,793,125
North Keswick station and headquarters (20,000 sq.ft.) - design (non growth share 72%)								1,445,000			1,445,000
North Keswick station and headquarters (20,000 sq.ft.) - construction (non growth share 72%)									16,906,500		16,906,500
Furniture and equipment - North Keswick (non growth share 72%)									592,450		592,450
<b>Total non-growth related expenditures</b>	<b>456,200</b>	<b>935,400</b>	<b>244,870</b>	<b>264,870</b>	<b>4,053,155</b>	<b>200,480</b>	<b>416,880</b>	<b>260,630</b>	<b>1,694,275</b>	<b>17,714,805</b>	<b>26,241,665</b>

# 10 year capital plan

## Fire and Rescue Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Growth related expenditures</b>											
South Keswick Fire Hall Station	15,300,000										15,300,000
Support vehicle - new station		210,000									210,000
Bunker gear for 20 additional firefighters - South Keswick station		51,000									51,000
SCBA - New South Keswick station		300,000									300,000
Equipment for pumper - New South Keswick station		200,000									200,000
Land acquisition for North Keswick station and headquarters (1.5 ha) (growth share 28%)					1,456,875						1,456,875
North Keswick station and headquarters (20,000 sq.ft.) - design (growth share 28%)									555,000		555,000
North Keswick station and headquarters (20,000 sq.ft.) - construction (growth share 28%)									6,493,500		6,493,500
Furniture and equipment - North Keswick (growth share 28%)									227,550		227,550
Fire Master Plan		100,000									100,000
<b>Total growth related expenditures</b>	<b>15,300,000</b>	<b>861,000</b>	<b>-</b>	<b>-</b>	<b>1,456,875</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>555,000</b>	<b>6,721,050</b>	<b>24,993,925</b>
<b>Total annual capital expenditures</b>	<b>15,756,200</b>	<b>1,796,400</b>	<b>244,870</b>	<b>264,870</b>	<b>5,510,030</b>	<b>200,480</b>	<b>516,880</b>	<b>260,630</b>	<b>2,249,275</b>	<b>24,435,855</b>	<b>51,235,490</b>
<b>Non-growth related funding</b>											
Capital reserve - tax funded	211,200	935,400	244,870	264,870	260,030	200,480	416,880	260,630	249,275	215,855	3,259,490
Reserve funds - Canada Community Building Fund	245,000										245,000
Debtenture - tax funded					3,793,125				1,445,000	17,498,950	22,737,075
<b>Total non-growth related funding</b>	<b>456,200</b>	<b>935,400</b>	<b>244,870</b>	<b>264,870</b>	<b>4,053,155</b>	<b>200,480</b>	<b>416,880</b>	<b>260,630</b>	<b>1,694,275</b>	<b>17,714,805</b>	<b>26,241,565</b>
<b>Growth related funding</b>											
Development charges		861,000					100,000				961,000
Debtenture - development charges	15,300,000				1,456,875				555,000	6,721,050	24,032,925
<b>Total growth related funding</b>	<b>15,300,000</b>	<b>861,000</b>	<b>-</b>	<b>-</b>	<b>1,456,875</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>555,000</b>	<b>6,721,050</b>	<b>24,993,925</b>
<b>Total annual capital funding</b>	<b>15,756,200</b>	<b>1,796,400</b>	<b>244,870</b>	<b>264,870</b>	<b>5,510,030</b>	<b>200,480</b>	<b>516,880</b>	<b>260,630</b>	<b>2,249,275</b>	<b>24,435,855</b>	<b>51,235,490</b>

# 10 year capital plan

## Development Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-growth related expenditures</b>											
Ten year OP update and review (non growth share 50%)	75,000										75,000
Lorne Street sewer (non growth share 45%)			147,420								147,420
Dalton Road sewer (non growth share 10%)		54,600									54,600
Black River sidewalk/multi-use path (non growth share 20%)	490,000										490,000
Queensway south sewer (non growth share 63%)										1,117,935	1,117,935
North Street (non growth share 10%)				60,060							60,060
1.7 m wide sidewalk from Dunnville to Church (non growth share 10%)				28,000							28,000
New trunk watermain on Glenwoods Avenue (non growth share 10%)							327,600				327,600
Development Services fee bylaw review					100,000						100,000
Old Homestead Sidewalk/multi-use path Metro Road to Woodbine (non growth share 10%)		110,250									110,250
<b>Total non-growth related expenditures</b>	<b>565,000</b>	<b>164,850</b>	<b>147,420</b>	<b>88,060</b>	<b>100,000</b>	<b>-</b>	<b>327,600</b>	<b>-</b>	<b>-</b>	<b>1,117,935</b>	<b>2,510,865</b>
<b>Growth related expenditures</b>											
Sidewalk/multi-use path connections					560,000						560,000
Old Homestead sidewalk/multi-use path Metro Road to Woodbine (growth share 90%)		992,250									992,250
Streelights on the east side of Woodbine from Ravenshoe to Glenwoods Ave							1,739,500				1,739,500
Streelights on the west side of Woodbine from Ravenshoe to Glenwoods Ave								1,739,500			1,739,500
Streelights and sidewalk from Robert Wilson Cres. to Woodbine Ave. - north side of Ravenshoe Rd.						1,400,000					1,400,000
1.7 m wide sidewalk from Dunnville to Church (growth share 90%)				252,000							252,000
New trunk watermain on Glenwoods Ave. (growth share 90%)							2,948,400				2,948,400
Queensway South Sewer (growth share 37%)										656,565	656,565
Black River sidewalk/multi-use path (growth share 80%)	1,960,000										1,960,000
North Street (growth share 90%)				540,540							540,540
Lorne Street sewer (growth share 55%)			180,180								180,180
Dalton Road sewer (growth share 90%)		491,400									491,400
Keswick Business Park Secondary Plan					60,000						60,000
Sutton/Jackson's Point Secondary Plan			110,000								110,000
Pefferlaw Secondary Plan				300,000							300,000
Miscellaneous planning studies	75,000										75,000
10 Year Official Plan review (growth share 50%)					50,000	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total growth related expenditures</b>	<b>2,035,000</b>	<b>1,483,650</b>	<b>290,180</b>	<b>1,092,540</b>	<b>670,000</b>	<b>1,450,000</b>	<b>4,737,900</b>	<b>1,789,500</b>	<b>50,000</b>	<b>656,565</b>	<b>14,255,335</b>
<b>Total annual capital expenditures</b>	<b>2,600,000</b>	<b>1,648,500</b>	<b>437,600</b>	<b>1,180,600</b>	<b>770,000</b>	<b>1,450,000</b>	<b>5,065,500</b>	<b>1,789,500</b>	<b>50,000</b>	<b>1,774,500</b>	<b>16,766,200</b>

# 10 year capital plan

## Development Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Non-growth related funding</b>											
Capital reserve - tax funded	490,000	164,850	147,420	88,060	100,000		327,600			1,117,935	2,435,865
Capital reserve - building	75,000										75,000
<b>Total non-growth related funding</b>	<b>565,000</b>	<b>164,850</b>	<b>147,420</b>	<b>88,060</b>	<b>100,000</b>	-	<b>327,600</b>	-	-	<b>1,117,935</b>	<b>2,510,865</b>
<b>Growth related funding</b>											
Development charges	2,035,000	1,483,650	290,180	1,092,540	670,000	1,450,000	4,737,900	1,789,500	50,000	656,565	14,255,335
<b>Total growth related funding</b>	<b>2,035,000</b>	<b>1,483,650</b>	<b>290,180</b>	<b>1,092,540</b>	<b>670,000</b>	<b>1,450,000</b>	<b>4,737,900</b>	<b>1,789,500</b>	<b>50,000</b>	<b>656,565</b>	<b>14,255,335</b>
<b>Total annual capital funding</b>	<b>2,600,000</b>	<b>1,648,500</b>	<b>437,600</b>	<b>1,180,600</b>	<b>770,000</b>	<b>1,450,000</b>	<b>5,065,500</b>	<b>1,789,500</b>	<b>50,000</b>	<b>1,774,500</b>	<b>16,766,200</b>

## Corporate Services

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
<b>Non-growth related expenditures</b>											
Development of a 2027-2031 Corporate Strategic Plan	85,000				85,000				85,000		255,000
Information and Communication (ICT) Cycling	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Corporate IT Strategic Plan		150,000					150,000				300,000
Service Georgina Modernization	285,000										285,000
Website improvements	25,000										25,000
Seasonal holiday pole display – replacement lights	41,000										41,000
Network assessment		20,000					20,000				40,000
Resident Satisfaction Survey				60,000				60,000			120,000
Economic Development and Tourism Strategy and Action Plan			75,000					75,000			150,000
Community and tourism wayfinding signage installation		100,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Multi-Year Accessibility Plan			150,000				150,000				300,000
ERP replacement		1,000,000									1,000,000
<b>Total non-growth related expenditures</b>	<b>636,000</b>	<b>1,470,000</b>	<b>450,000</b>	<b>285,000</b>	<b>310,000</b>	<b>225,000</b>	<b>545,000</b>	<b>360,000</b>	<b>310,000</b>	<b>225,000</b>	<b>4,816,000</b>
<b>Total annual capital expenditures</b>	<b>636,000</b>	<b>1,470,000</b>	<b>450,000</b>	<b>285,000</b>	<b>310,000</b>	<b>225,000</b>	<b>545,000</b>	<b>360,000</b>	<b>310,000</b>	<b>225,000</b>	<b>4,816,000</b>
<b>Non-growth related funding</b>											
Capital reserve - tax funded	636,000	1,470,000	450,000	285,000	310,000	225,000	545,000	360,000	310,000	225,000	4,816,000
<b>Total non-growth related funding</b>	<b>636,000</b>	<b>1,470,000</b>	<b>450,000</b>	<b>285,000</b>	<b>310,000</b>	<b>225,000</b>	<b>545,000</b>	<b>360,000</b>	<b>310,000</b>	<b>225,000</b>	<b>4,816,000</b>
<b>Total annual capital funding</b>	<b>636,000</b>	<b>1,470,000</b>	<b>450,000</b>	<b>285,000</b>	<b>310,000</b>	<b>225,000</b>	<b>545,000</b>	<b>360,000</b>	<b>310,000</b>	<b>225,000</b>	<b>4,816,000</b>

# 10 year capital plan

## Deputy CAO

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-growth related expenditures</b>											
Water and Wastewater financial plan and rate study	-	-	-	60,000	-	-	-	-	60,000	-	120,000
<b>Total non-growth related expenditures</b>	-	-	-	60,000	-	-	-	-	60,000	-	120,000
<b>Growth related expenditures</b>											
Long Range Financial Plan update	-	-	-	-	70,000	-	-	-	-	70,000	140,000
Development charge studies	-	-	-	70,000	-	-	-	-	70,000	-	140,000
<b>Total growth related expenditures</b>	-	-	-	70,000	70,000	-	-	-	70,000	70,000	280,000
<b>Total annual capital expenditures</b>	-	-	-	130,000	70,000	-	-	-	130,000	70,000	400,000
<b>Non-growth related funding</b>											
Capital reserve - tax funded	-	-	-	60,000	-	-	-	-	60,000	-	120,000
<b>Total Non-Growth Related Funding</b>	-	-	-	60,000	-	-	-	-	60,000	-	120,000
<b>Growth related funding</b>											
Development charges	-	-	-	70,000	70,000	-	-	-	70,000	70,000	280,000
<b>Total growth related funding</b>	-	-	-	70,000	70,000	-	-	-	70,000	70,000	280,000
<b>Total annual capital funding</b>	-	-	-	130,000	70,000	-	-	-	130,000	70,000	400,000

# 10 year capital plan

## Georgina Public Library

Capital project	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-growth related expenditures</b>											
Minor capital	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Secure print release and public printing infrastructure upgrade	20,000										20,000
Website replacement	37,500										37,500
Library plans (Master Plan/Strategic Plan)		40,000	50,000			40,000					130,000
Pefferlaw customer service desk renovation				50,000							50,000
Quiet pods		60,000	10,000	30,000							100,000
<b>Total non-growth related expenditures</b>	<b>67,500</b>	<b>110,000</b>	<b>70,000</b>	<b>90,000</b>	<b>10,000</b>	<b>50,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>437,500</b>
<b>Growth related expenditures</b>											
Additional collection materials	10,000	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	111,250
Library Master Plan		130,000									130,000
Provision for new growth related projects	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
<b>Total growth related expenditures</b>	<b>10,000</b>	<b>166,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>466,250</b>
<b>Total annual capital expenditures</b>	<b>77,500</b>	<b>276,250</b>	<b>106,250</b>	<b>126,250</b>	<b>46,250</b>	<b>86,250</b>	<b>46,250</b>	<b>46,250</b>	<b>46,250</b>	<b>46,250</b>	<b>903,750</b>
<b>Non-growth related funding</b>											
Capital reserve - tax funded	67,500	110,000	70,000	90,000	10,000	50,000	10,000	10,000	10,000	10,000	437,500
<b>Total non-growth related funding</b>	<b>67,500</b>	<b>110,000</b>	<b>70,000</b>	<b>90,000</b>	<b>10,000</b>	<b>50,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>437,500</b>
<b>Growth related funding</b>											
Development charges	10,000	166,250	36,250	36,250	36,250	36,250	36,250	36,250	36,250	36,250	466,250
<b>Total growth related funding</b>	<b>10,000</b>	<b>166,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>36,250</b>	<b>466,250</b>
<b>Total annual capital funding</b>	<b>77,500</b>	<b>276,250</b>	<b>106,250</b>	<b>126,250</b>	<b>46,250</b>	<b>86,250</b>	<b>46,250</b>	<b>46,250</b>	<b>46,250</b>	<b>46,250</b>	<b>903,750</b>

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Discretionary - Tax Levy Funded</b>					
<b>Corporate Capital/New Infrastructure</b>					
	Projected Opening Balance	2,102,810			2,102,810
	Contributions from Operations		586,940		586,940
	Draws to fund Operations			(759,985)	(759,985)
	New Capital Request				
	26-CI-OI-14 Improvements at Closed Landfill Site			(50,000)	(50,000)
	26-CI-CS-03 Sports Hall of Fame			(30,000)	(30,000)
	26-CI-CS-04 Two-Way Radios for Municipal Law Enforcement Officers			(14,000)	(14,000)
	26-CI-CS-06 Parks Repairs and Remediation Program			(286,700)	(286,700)
	26-CI-CS-07 Sutton Cenotaph Reassembly			(20,000)	(20,000)
	New Capital Request Total	2,102,810	586,940	(1,160,685)	1,529,065
<b>Corporate Capital/New Infrastructure Projected Closing Balance</b>					
<b>Election</b>					
	Projected Opening Balance	296,570			296,570
	Contributions from Operations		98,530		98,530
	Draws to fund Operations			(395,100)	(395,100)
	<b>Election Projected Closing Balance</b>	296,570	98,530	(395,100)	-
<b>Facilities - Repair &amp; Replacement</b>					
	Projected Opening Balance	6,335,390			6,335,390
	Contributions from Operations		1,003,640		1,003,640
	Draws to fund Operations			(380,420)	(380,420)
	New Capital Request				
	26-CI-CS-01 Facilities Repair and Remediation Program			(2,145,000)	(2,145,000)
	26-CI-CS-02 Stephen Leacock Theatre Upgrades			(421,000)	(421,000)
	26-CI-CS-10 Subdivision Entrance Features Revitalization			(50,000)	(50,000)
	New Capital Request Total	6,335,390	1,003,640	(2,996,420)	4,342,610
<b>Facilities - Repair &amp; Replacement Projected Closing Balance</b>					

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Fleet &amp; Equipment - Repair &amp; Replacement</b>					
	Projected Opening Balance	2,272,380			2,272,380
	Contributions from Operations		3,048,990		3,048,990
	Draws to fund Operations			(125,000)	(125,000)
	New Capital Request				
	26-CI-OI-05 Fleet and Equipment - VERS strategy			(3,215,000)	(3,215,000)
	26-CI-OI-05 Fleet and Equipment (Health and Safety Upgrades)			(40,000)	(40,000)
	26-CI-FS-01 Fire Equipment			(211,200)	(211,200)
	26-CI-CO-03 Annual Information and Communication Technology (ICT) Cycling			(200,000)	(200,000)
	26-CI-CO-05 Seasonal Holiday Pole Display – Replacement Lights			(41,000)	(41,000)
	New Capital Request Total	2,272,380	3,048,990	(3,832,200)	1,489,170
<b>Fleet &amp; Equipment - Repair &amp; Replacement Projected Closing Balance</b>					
<b>Keswick Cemetery</b>					
	Projected Opening Balance	(21,450)			(21,450)
	Contributions from Operations		6,800		6,800
<b>Keswick Cemetery Projected Closing Balance</b>					
		(21,450)	6,800		(14,650)
<b>Land Acquisition</b>					
	Projected Opening Balance	2,990,590			2,990,590
	Contributions from Operations		250,000		250,000
<b>Land Acquisition Projected Closing Balance</b>					
		2,990,590	250,000		3,240,590
<b>Library Capital</b>					
	Projected Opening Balance	418,060			418,060
	Contributions from Operations		54,890		54,890
	Draws to fund Operations			(10,000)	(10,000)
	New Capital Request				
	26-CI-LI-02 Minor Capital Investments			(10,000)	(10,000)
	26-CI-LI-03 Secure Print Release and Public Printing Infrastructure Upgrade			(20,000)	(20,000)
	26-CI-LI-04 Website Replacement			(37,500)	(37,500)
	New Capital Request Total	418,060	54,890	(77,500)	395,450
<b>Library Capital Projected Closing Balance</b>					
<b>Library Professional Development and Staff Engagement</b>					
	Projected Opening Balance	51,210			51,210
<b>Library Professional Development and Staff Engagement Projected Closing Balance</b>					
		51,210			51,210

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Library Stabilization</b>					
	Projected Opening Balance	76,840			76,840
<b>Library Stabilization Projected Closing Balance</b>					
	Projected Opening Balance	76,840			76,840
<b>Operating Growth Stabilization</b>					
	Projected Opening Balance	6,522,940			6,522,940
	Contributions from Operations		514,865		514,865
	New Capital Request				
	26-CI-OI-09 Growth Related Fleet and Equipment			(30,000)	(30,000)
	New Capital Request Total			(30,000)	(30,000)
<b>Operating Growth Stabilization Projected Closing Balance</b>					
	Projected Opening Balance	6,522,940	514,865	(30,000)	7,007,805
<b>Parks - Repair &amp; Replacement</b>					
	Projected Opening Balance	96,480			96,480
	Contributions from Operations		295,290		295,290
	Draws to fund Operations			(156,770)	(156,770)
	New Capital Request				
	26-CI-CS-06 Parks Repairs and Remediation Program			(215,000)	(215,000)
	New Capital Request Total			(215,000)	(215,000)
<b>Parks - Repair &amp; Replacement Projected Closing Balance</b>					
	Projected Opening Balance	96,480	295,290	(371,770)	20,000
<b>Professional Development and Staff Engagement</b>					
	Projected Opening Balance	316,020			316,020
	Draws to fund Operations			(60,000)	(60,000)
<b>Professional Development and Staff Engagement Projected Closing Balance</b>					
	Projected Opening Balance	316,020		(60,000)	256,020
<b>Roads - Repair &amp; Replacement</b>					
	Projected Opening Balance	11,571,210			11,571,210
	Contributions from Operations		2,650,010		2,650,010
	Draws to fund Operations			(297,750)	(297,750)
	New Capital Request				
	26-CI-OI-01 Streetlight Condition Assessment			(40,000)	(40,000)
	26-CI-OI-02 Streetlight New Installations and Rehabilitations			(40,000)	(40,000)
	26-CI-OI-03 Minor Capital - Concrete			(105,000)	(105,000)
	26-CI-OI-07 Sign and Pavement Marking Upgrades			(30,000)	(30,000)
	26-CI-OI-08 Walkways and Through Connections			(65,000)	(65,000)

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
	26-CI-OI-12 2026 OSIM Bridge, Culvert and Pedestrian Bridge Condition Assessment			(50,000)	(50,000)
	26-CI-DS-02 Black River Sidewalk and MUP			(490,000)	(490,000)
	26-CI-OI-17 Traffic calming measures at Community Safety Zones			(50,000)	(50,000)
	New Capital Request Total	11,571,210	2,650,010	(1,167,750)	13,053,470
	<b>Roads - Repair &amp; Replacement Projected Closing Balance</b>				
	<b>Tax Rate Stabilization</b>				
	Projected Opening Balance	5,024,590			5,024,590
	Contributions from Operations		3,249,645		3,249,645
	Draws to fund Operations			(4,421,200)	(4,421,200)
	New Capital Request				
	26-CI-OI-13 Waste Management Plan Development			(80,000)	(80,000)
	26-CI-OI-16 Enhanced Winter Maintenance Communications Plan			(20,000)	(20,000)
	26-CI-CO-01 Development of a 2027-2031 Corporate Strategic Plan			(85,000)	(85,000)
	26-CI-CO-02 Service Georgina Modernization			(285,000)	(285,000)
	26-CI-CO-04 Website Improvements			(25,000)	(25,000)
	New Capital Request Total	5,024,590	3,249,645	(4,916,200)	3,358,035
	<b>Tax Rate Stabilization Projected Closing Balance</b>				
	<b>Waterfront Parks</b>				
	Projected Opening Balance	3,607,540			3,607,540
	Contributions from Operations		205,000		205,000
	New Capital Request				
	26-CI-CS-05 Willow Beach Park Construction			(1,394,500)	(1,394,500)
	26-CI-CS-06 Parks Repairs and Remediation Program			(85,000)	(85,000)
	New Capital Request Total	3,607,540	205,000	(1,479,500)	2,333,040
	<b>Waterfront Parks Projected Closing Balance</b>				
	<b>Discretionary - Tax Levy Funded Total</b>	<b>41,661,180</b>	<b>11,964,600</b>	<b>(16,487,125)</b>	<b>37,138,655</b>

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Discretionary - Water/Wastewater Rate Funded</b>					
	<b>Wastewater - Fleet &amp; Equipment - Repair &amp; Replacement</b>				
	Projected Opening Balance	117,360			117,360
	Contributions from Operations		31,450		31,450
	Contributions				
	<b>Wastewater - Fleet &amp; Equipment - Repair &amp; Replacement Projected Closing Balance</b>	117,360	31,450		148,810
	<b>Wastewater - Infrastructure - Repair &amp; Replacement</b>				
	Projected Opening Balance	174,500			174,500
	Contributions from Operations		394,020		394,020
	Contributions		50,000		50,000
	Draws to fund Operations			(297,750)	(297,750)
	New Capital Request				
	26-CI-SEW-01 Sanitary Sewer and Manhole Condition Assessment			(200,000)	(200,000)
	26-CI-SEW-02 Sanitary Pumping Station Condition Assessment			(100,000)	(100,000)
	New Capital Request Total			(300,000)	(300,000)
	<b>Wastewater - Infrastructure - Repair &amp; Replacement Projected Closing Balance</b>	174,500	444,020	(597,750)	20,770
	<b>Wastewater Rate Stabilization</b>				
	Projected Opening Balance	643,220			643,220
	Contributions from Operations		157,795		157,795
	Contributions		(50,000)		(50,000)
	Draws to fund Operations			(26,725)	(26,725)
	<b>Wastewater Rate Stabilization Projected Closing Balance</b>	643,220	107,795	(26,725)	724,290
	<b>Water - Fleet &amp; Equipment - Repair &amp; Replacement</b>				
	Projected Opening Balance	594,080			594,080
	Contributions from Operations		31,450		31,450
	Contributions				
	<b>Water - Fleet &amp; Equipment - Repair &amp; Replacement Projected Closing Balance</b>	594,080	31,450		625,530
	<b>Water - Infrastructure - Repair &amp; Replacement</b>				
	Projected Opening Balance	(746,170)			(746,170)
	Contributions from Operations		103,240		103,240
	Contributions		747,180		747,180
	Draws to fund Operations			(297,750)	(297,750)

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
	New Capital Request				
	26-Cl-WAT-02 Woodbine Avenue Isolated Watermain – Engineering Services	(110,000)		(110,000)	(110,000)
	26-Cl-WAT-05 Facility Rehabilitation of Simcoe Landing Booster Station	(125,000)		(125,000)	(125,000)
	26-Cl-WAT-06 Line Valves and Hydrant Rehabilitation and Replacement	(250,000)		(250,000)	(250,000)
	26-Cl-WAT-09 Hydrant and Blow-off Access	(221,500)		(221,500)	(221,500)
	New Capital Request Total	(746,170)	850,420	(1,004,250)	(706,500)
	<b>Water - Infrastructure - Repair &amp; Replacement Projected Closing Balance</b>				<b>(900,000)</b>
	<b>Water Rate Stabilization</b>				
	Projected Opening Balance	578,500			578,500
	Contributions from Operations		799,905		799,905
	Contributions		(747,180)		(747,180)
	Draws to fund Operations			(26,725)	(26,725)
	New Capital Request				
	26-Cl-WAT-07 Leak Detection for the Water Distribution System	(130,000)		(130,000)	(130,000)
	26-Cl-WAT-08 Fire Hydrant Markers	(85,000)		(85,000)	(85,000)
	26-Cl-WAT-10 Sample Stations Installation	(170,000)		(170,000)	(170,000)
	New Capital Request Total	578,500	52,725	(411,725)	(385,000)
	<b>Water Rate Stabilization Projected Closing Balance</b>	<b>1,361,490</b>	<b>1,517,860</b>	<b>(2,040,450)</b>	<b>838,900</b>
	<b>Discretionary - Water/Wastewater Rate Funded Total</b>				
	<b>Discretionary - Stormwater Rate Funded</b>				
	<b>Stormwater - Fleet &amp; Equipment - Repair &amp; Replacement</b>				
	Projected Opening Balance	50,000			50,000
	Contributions from Operations		25,000		25,000
	<b>Stormwater - Fleet &amp; Equipment - Repair &amp; Replacement Projected Closing Balance</b>	<b>50,000</b>	<b>25,000</b>		<b>75,000</b>
	<b>Stormwater Rate Stabilization</b>				
	Projected Opening Balance	50,000			50,000
	Contributions from Operations		438,920		438,920
	<b>Stormwater Rate Stabilization Projected Closing Balance</b>	<b>50,000</b>	<b>438,920</b>		<b>488,920</b>
	<b>Stormwater Repair and Replacement</b>				
	Projected Opening Balance	(447,440)			(447,440)
	Contributions from Operations		1,500,000		1,500,000
	Draws to fund Operations			(297,750)	(297,750)

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
	<b>New Capital Request</b>				
	26-CI-SWM-01 Expansion of the Catch Basin Filters Program – Phases 1 and 2		(100,000)		(100,000)
	26-CI-SWM-02 Ditch, Culvert, and Outlet Rehabilitation		(250,000)		(250,000)
	26-CI-SWM-04 Flow Forward: Laying the Foundation for Stormwater Resilience		(200,000)		(200,000)
	26-CI-SWM-05 Post Office Road Drainage Assessment		(125,000)		(125,000)
	New Capital Request Total	(447,440)	1,500,000	(972,750)	79,810
	<b>Stormwater Repair and Replacement Projected Closing Balance</b>	<b>(347,440)</b>	<b>1,963,920</b>	<b>(972,750)</b>	<b>643,730</b>
<b>Discretionary - Stormwater Rate Funded Total</b>					
<b>Obligatory</b>					
	<b>Building Division</b>				
	Projected Opening Balance	2,179,240			2,179,240
	Contributions from Operations		58,430		58,430
	<b>New Capital Request</b>				
	26-CI-DS-01 10 Year Official Plan Review		(75,000)		(75,000)
	New Capital Request Total	2,179,240	58,430	(75,000)	2,162,670
	<b>Building Division Projected Closing Balance</b>				
	<b>Canada Community Building Fund</b>				
	Projected Opening Balance	2,238,360			2,238,360
	Contributions		1,560,280		1,560,280
	<b>New Capital Request</b>				
	26-CI-OI-04 Pavement Management System Program		(425,470)		(425,470)
	26-CI-OI-06 Station Rd Improvements and Old Homestead Rd MUP		(739,645)		(739,645)
	26-CI-OI-10 Lake Drive North Revetment - Construction		(928,000)		(928,000)
	26-CI-OI-11 Guiderrail Upgrades Program – Year 1 Design and Construction		(300,000)		(300,000)
	26-CI-OI-15 Update of Core Asset Management Plan		(100,000)		(100,000)
	26-CI-FS-02 Station 1-6 Renovation		(245,000)		(245,000)
	26-CI-SWM-03 Drainage Improvements – Construction (Area 1 – Duclos Point)		(380,000)		(380,000)
	New Capital Request Total	2,238,360	1,560,280	(3,118,115)	(3,118,115)
	<b>Canada Community Building Fund Projected Closing Balance</b>				
	<b>Cannabis Legalization</b>				
	Projected Opening Balance	26,930			26,930
	Draws to fund Operations		(26,930)		(26,930)
	<b>Cannabis Legalization Projected Closing Balance</b>				

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Cash in Lieu of Parkland</b>					
	Projected Opening Balance	3,747,760			3,747,760
	Contributions		1,500,000		1,500,000
	New Capital Request				
	26-Cl-CS-05 Willow Beach Park Construction			(1,394,500)	(1,394,500)
	New Capital Request Total			(1,394,500)	(1,394,500)
	<b>Cash in Lieu of Parkland Projected Closing Balance</b>	<b>3,747,760</b>	<b>1,500,000</b>	<b>(1,394,500)</b>	<b>3,853,260</b>
<b>Development Charges</b>					
	Projected Opening Balance	15,222,460			15,222,460
	Contributions		6,000,000		6,000,000
	Draws to fund Operations			(3,934,410)	(3,934,410)
	New Capital Request				
	26-Cl-OI-09 Growth Related Fleet and Equipment			(565,000)	(565,000)
	26-Cl-OI-18 Combination Flusher, Vacuum and Excavator Unit			(950,000)	(950,000)
	26-Cl-WAT-04 Morton Avenue Watermain			(160,000)	(160,000)
	26-Cl-CS-05 Willow Beach Park Construction			(5,578,800)	(5,578,800)
	26-Cl-CS-08 Recreation and Culture Master Plan			(100,000)	(100,000)
	26-Cl-CS-09 Simcoe Landing Phase 9 Community Park – Design			(512,000)	(512,000)
	26-Cl-DS-01 10 Year Official Plan Review			(75,000)	(75,000)
	26-Cl-DS-02 Black River Sidewalk and MUP			(1,960,000)	(1,960,000)
	26-Cl-LI-01 Collections Budget Increase			(10,000)	(10,000)
	26-Cl-SWM-06 Integrated Infrastructure Master Plans (Sanitary, Stormwater, Water, and SCADA)			(1,000,000)	(1,000,000)
	26-Cl-CS-06 Parks Repairs and Remediation Program			(53,300)	(53,300)
	New Capital Request Total			(10,964,100)	(10,964,100)
	<b>Development Charges Projected Closing Balance</b>	<b>15,222,460</b>	<b>6,000,000</b>	<b>(14,898,510)</b>	<b>6,323,950</b>
<b>Tree Compensation</b>					
	Projected Opening Balance	382,020			382,020
	Draws to fund Operations			(41,000)	(41,000)
	New Capital Request				
	26-Cl-OI-09 Growth Related Fleet and Equipment			(30,000)	(30,000)
	New Capital Request Total			(30,000)	(30,000)
	<b>Tree Compensation Projected Closing Balance</b>	<b>382,020</b>		<b>(71,000)</b>	<b>311,020</b>

# Estimated reserve funds

## Detail for 2026

Reserve Category	Reserve Name	Uncommitted Opening Balance	Contributions	Draws	Projected Closing Balance
<b>Uptown Keswick Business Improvement Area</b>					
	Projected Opening Balance	16,840			16,840
	<b>Uptown Keswick Business Improvement Area Projected Closing Balance</b>	16,840			16,840
<b>Obligatory Total</b>		<b>23,813,610</b>	<b>9,118,710</b>	<b>(19,584,055)</b>	<b>13,348,265</b>
<b>Grants</b>					
<b>Building Faster Fund</b>					
	Projected Opening Balance	1,300,000			1,300,000
	New Capital Request				
	26-CI-OJ-04 Pavement Management System Program			(1,300,000)	(1,300,000)
	New Capital Request Total			(1,300,000)	(1,300,000)
<b>Building Faster Fund Projected Closing Balance</b>		1,300,000		(1,300,000)	-
<b>Ontario Community Infrastructure Fund</b>					
	Contributions		2,202,030		2,202,030
	New Capital Request				
	26-CI-OJ-04 Pavement Management System Program			(2,202,030)	(2,202,030)
	New Capital Request Total			(2,202,030)	(2,202,030)
<b>Ontario Community Infrastructure Fund Projected Closing Balance</b>			2,202,030	(2,202,030)	-
<b>York Region Grants</b>					
	Contributions		323,355		323,355
	New Capital Request				
	26-CI-OJ-06 Station Rd Improvements and Old Homestead Rd MUP			(323,355)	(323,355)
	New Capital Request Total			(323,355)	(323,355)
<b>York Region Grants Projected Closing Balance</b>		1,300,000	323,355	(323,355)	-
<b>Grants Total</b>		<b>1,300,000</b>	<b>2,525,385</b>	<b>(3,825,385)</b>	<b>-</b>
<b>Projected Closing Balance</b>		<b>67,788,840</b>	<b>27,090,475</b>	<b>(42,909,765)</b>	<b>51,969,550</b>

# Corporate budget

## 2026 Budgeted expenditure and revenue summary

The below schedule outlines the summarized budgeted operating activities for corporate administration.

Corporate	2025 Budget	Growth	Service level	Contractual/inflationary	Other	2026 Budget
Administration	(1,830,000)	(10,000)			(25,000)	(1,865,000)
Administrative Allocations	(258,110)				(16,890)	(275,000)
General Tax Levy	(58,916,280)	(1,832,300)			(2,125,705)	(62,874,285)
Grants	(41,620)			6,240		(35,380)
Investment Revenue	(1,000,000)					(1,000,000)
Supplementary Taxes	(625,000)	(225,000)				(850,000)
Town Library Grant	3,544,360	82,670		52,970	55,455	3,735,455
Contributions to Capital Reserves	10,651,090				752,800	11,403,890
Contributions to Operating Reserves	2,229,360	300,000		618,815	200,000	3,348,175
Contributions to Growth Reserves	347,220	167,645				514,865
Debentures	802,420				(802,420)	-
<b>Grand Total</b>	<b>(45,096,560)</b>	<b>(1,516,985)</b>	-	<b>678,025</b>	<b>(1,961,760)</b>	<b>(47,897,280)</b>

## 2026 Budgeted expenditure and revenue details

The below schedule outlines the detailed budgeted operating activities for corporate administration. The notable variances are explained under the comments section. The cost drivers that correspond to 25 per cent or more of the total variances are highlighted as follows:

● = growth   
 ● = service level   
 ● = contractual/inflationary   
 ● = other

Corporate	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Administration</b>						
Revenue						
Payment In Lieu	(380,000)	(35,000)	(415,000)	9%	<span style="color: green;">●</span> <span style="color: blue;">○</span> <span style="color: cyan;">○</span> <span style="color: grey;">○</span>	Increase from growth and tax adjustments
Interest and Penalty	(1,450,000)	-	(1,450,000)	0%	<span style="color: blue;">○</span> <span style="color: cyan;">○</span> <span style="color: grey;">○</span>	
Revenue Total	(1,830,000)	(35,000)	(1,865,000)	2%		
<b>Administration Total</b>	<b>(1,830,000)</b>	<b>(35,000)</b>	<b>(1,865,000)</b>	<b>2%</b>		
<b>Administrative Allocations</b>						
Expense						
Salaries and Benefits	(258,110)	(16,890)	(275,000)	7%	<span style="color: blue;">○</span> <span style="color: cyan;">○</span> <span style="color: grey;">○</span> <span style="color: grey;">●</span>	Offset against Corporate Administration under Building division
Expense Total	(258,110)	(16,890)	(275,000)	7%		
<b>Administrative Allocations Total</b>	<b>(258,110)</b>	<b>(16,890)</b>	<b>(275,000)</b>	<b>7%</b>		
<b>General Tax Levy</b>						
Revenue						
Tax Levy	(58,916,280)	(3,958,005)	(62,874,285)	7%	<span style="color: green;">●</span> <span style="color: blue;">○</span> <span style="color: cyan;">○</span> <span style="color: grey;">○</span>	Assessment growth estimated at 3.11%, operating increase at 2.25%, infrastructure levy 1.25%
Revenue Total	(58,916,280)	(3,958,005)	(62,874,285)	7%		
<b>General Tax Levy Total</b>	<b>(58,916,280)</b>	<b>(3,958,005)</b>	<b>(62,874,285)</b>	<b>7%</b>		

## 2026 Budgeted expenditure and revenue details

Corporate	2025 Budget	Variance (\$)	2026 Budget	Variance (%)	Cost drivers	Comments
<b>Grants</b>						
Revenue						
Donations & Grants & Misc Revenues	(41,620)	6,240	(35,380)	-15%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	15% annual reduction
Revenue Total	(41,620)	6,240	(35,380)	-15%		
<b>Grants Total</b>	<b>(41,620)</b>	<b>6,240</b>	<b>(35,380)</b>	<b>-15%</b>		
<b>Investment Revenue</b>						
Revenue						
Investment Revenue	(1,000,000)	-	(1,000,000)	0%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
Revenue Total	(1,000,000)	-	(1,000,000)	0%		
<b>Investment Revenue Total</b>	<b>(1,000,000)</b>	<b>-</b>	<b>(1,000,000)</b>	<b>0%</b>		
<b>Supplementary Taxes</b>						
Revenue						
Supplementary Taxes	(625,000)	(225,000)	(850,000)	36%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Increase based on trend
Revenue Total	(625,000)	(225,000)	(850,000)	36%		
<b>Supplementary Taxes Total</b>	<b>(625,000)</b>	<b>(225,000)</b>	<b>(850,000)</b>	<b>36%</b>		
<b>Town Library Grant</b>						
Expense						
Library Grant	3,544,360	191,095	3,735,455	5%	<input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increase in library grant
Expense Total	3,544,360	191,095	3,735,455	5%		
<b>Town Library Grant Total</b>	<b>3,544,360</b>	<b>191,095</b>	<b>3,735,455</b>	<b>5%</b>		
<b>Contributions to Capital Reserves</b>						
Expense						
Contributions to Capital Reserves	10,651,090	752,800	11,403,890	7%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	1.25% infrastructure levy
Expense Total	10,651,090	752,800	11,403,890	7%		
<b>Contributions to Capital Reserves Total</b>	<b>10,651,090</b>	<b>752,800</b>	<b>11,403,890</b>	<b>7%</b>		
<b>Contributions to Operating Reserves</b>						
Expense						
Contributions to Operating Reserves	2,229,360	1,118,815	3,348,175	50%	<input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Increase contingency estimates for collective agreements/non-union/benefit costs, increase to replenish election reserve
Expense Total	2,229,360	1,118,815	3,348,175	50%		
<b>Contributions to Operating Reserves Total</b>	<b>2,229,360</b>	<b>1,118,815</b>	<b>3,348,175</b>	<b>50%</b>		
<b>Contributions to Growth Reserves</b>						
Expense						
Contributions to Growth Reserves	347,220	167,645	514,865	48%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Funding for new South Fire Station
Expense Total	347,220	167,645	514,865	48%		
<b>Contributions to Growth Reserves Total</b>	<b>347,220</b>	<b>167,645</b>	<b>514,865</b>	<b>48%</b>		
<b>Debentures</b>						
Revenue						
Provision from Reserve	(3,630,970)	(2,397,750)	(6,028,720)	66%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Provision for debenture payments
Revenue Total	(3,630,970)	(2,397,750)	(6,028,720)	66%		
Expense						
Debenture Repayment	4,433,390	1,595,330	6,028,720	36%	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Debenture principal and interest
Expense Total	4,433,390	1,595,330	6,028,720	36%		
<b>Debentures Total</b>	<b>802,420</b>	<b>(802,420)</b>	<b>-</b>	<b>-100%</b>		
<b>Grand Total</b>	<b>(45,096,560)</b>	<b>(2,800,720)</b>	<b>(47,897,280)</b>	<b>6%</b>		

# Operating business cases



# Staffing business case

## 26-SI-OI-01

### Request: Waste management coordinator

**Department:** Operations and Infrastructure

**Division:** Operations

(Water/Wastewater/Waste)

**Budget request:** \$106,000

**Funding source:** Assessment growth, cost recovery from municipal partners

### Project highlights:

**What:** Permanent full-time staff request

**Why:** Manage waste-related responsibilities to meet the growth of the community and to support the Town's sustainability goals

**When:** Q1 2026 and ongoing

**Where:** Water and wastewater yard and waste facility

### Project details and justifications:

As the Town of Georgina continues to grow and evolve, so too does the complexity of waste management and sustainability practices. Currently, there is no dedicated position within the municipality to oversee and coordinate waste-related initiatives. Waste operations are presently managed under the portfolio of the Manager of Water, Wastewater and Waste, with support from Service Georgina. While day-to-day operations are being sustained, the increasing demands and complexity of waste-related services require a more focused and strategic approach.

This role will play a critical part in advancing the Town's sustainability goals and improving waste management services through several key areas of focus.

The Waste Coordinator will be responsible for all 40 Town facility locations, approximately 19,000 collection points weekly, coordination of the 350 public space receptacles, enhancing three-stream collection systems in Town facilities, and ensuring compliance in both public and private-facing environments. They will lead educational initiatives and public outreach efforts, including school collaborations and campaigns to promote responsible waste practices. The role will also involve developing and implementing waste-related policies, such as guidelines for single-use plastics and

sustainable practices for meetings, events, and facility rentals.

To improve customer service, this position will serve as a dedicated point of contact for waste-related inquiries. Service Georgina will continue to receive calls, but the Waste Coordinator will manage all follow ups, ensuring timely and accurate responses by a subject matter expert. The Waste Coordinator will also take on responsibilities currently managed by Service Georgina, such as responding to general inquiries about waste collection services and addressing questions related to the existing contract with GFL. This shift will help streamline service delivery and improve overall efficiency.

This position will also lead the delivery of the Town's Waste Management Plan, ensuring that its implementation aligns with the [Climate Action Plan](#) for 2026. By integrating waste planning with climate goals, the Town will reduce its environmental impact and support broader sustainability and climate resilience objectives.

Lastly, the Town of Georgina is taking a leadership role on behalf of the N6 municipalities in preparing for the upcoming joint waste collection contract renewal in 2028. Having a dedicated Waste Coordinator will ensure Georgina is well-prepared to manage and represent its interests in these regional discussions and negotiations, while also supporting the necessary transition planning and communication efforts.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change  
 Strategic priority       Efficiency       Adopted plan/study  
 Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Advancing environmental sustainability
  - Proactively lead Georgina through environmental sustainability initiatives

### **Financial impact:**

Salary \$81,540 + payroll costs \$24,460

Offset plan:

- \$42,000 to be recovered from N6 municipalities
- \$12,200 from existing budget (amounts previously budgeted and paid for to the Municipal Relationship Manager (MRM) to fund the position)
- Remainder balance to be funded by assessment growth

# Staffing business case

## 26-SI-OI-02

### **Request: Senior project manager and project manager**

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$315,700

**Funding source:** Reserves

### **Project highlights:**

**What:** Two permanent full-time staff requests

**Why:** Project Management to plan and deliver engineering and construction projects associated with the Town's existing and new infrastructure

**When:** Q1 2026 and ongoing

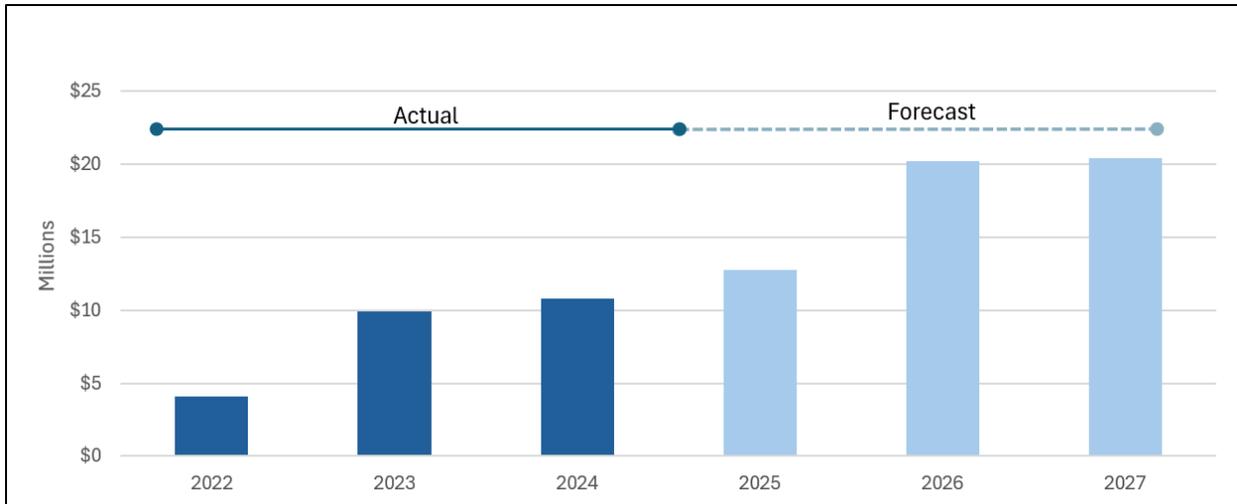
**Where:** Town wide

### **Project details and justifications:**

The Capital Delivery Division is responsible for planning and implementing engineering and construction projects for new construction, major repairs, rehabilitation, renewals, upgrades and replacement of the Town's municipal infrastructure. This includes roads, bridges, large culverts, dams, water distribution, sanitary sewers, stormwater management, facilities, parks, community projects and pumping stations.

The Town's need for delivery of these types of capital infrastructure projects has grown sharply in recent years. This need is expected to continue to grow steadily into the future as the Town's infrastructure continues to age and deteriorate.

Existing core infrastructure represents approximately \$1.5B of the Town's total asset inventory. As spelled out in the Town's "[Asset Management Plan, Core Infrastructure](#)," there is a strong need for the Town to continue to increase its level of re-investment in existing core infrastructure. This re-investment is essential to maintain required levels of service, manage risk and gradually close the infrastructure gap. This is similar to non-core infrastructure, however, significant growth-related projects including parks and facilities add to the already pressured area for capital. The following figure illustrates the dollar value of projects Capital Delivery has managed in recent years and forecast into the near future.



In 2025, the Capital Delivery Division managed more than 50 large and small capital projects with a total value of more than \$12.5M. This does not include the typical \$4-\$6M carry forward of multi-year projects. The current resource pool is now significantly over-extended and not able to keep pace with the growing project portfolio.

Further, a number of high-profile, high-value projects are planned over the next 10 years, including Willow Beach Park Improvements, High Street Streetscape Improvement, and South Keswick Fire Hall, among others, that require significant project support.

Well-qualified senior level project managers are becoming increasingly in demand in the municipal engineering sector. In 2024 and 2025 three unsuccessful attempts were made to recruit for this role as a two-year contract position, however no qualified applicants applied. OID is confident that posting as a full-time permanent position will yield better results.

Through the addition of two Project Managers, the Capital Delivery Divisions will be able to increase the pace of project delivery, clear some of the growing backlog of projects, and more effectively manage the increasing burden of larger and more complex projects that Georgina must take on as it continues to grow.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority       Efficiency       Adopted plan/study
- Other (please specify):

## **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Deliver service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

## **Financial impact:**

- Senior project manager (Capital Projects – Vertical)
  - Salary \$132,000 + payroll costs \$39,600
- Project manager (Capital Projects – Linear)
  - Salary \$110,850 + payroll costs \$33,250

# Staffing business case

## 26-SI-OI-03

### **Request: Staff resources to undertake road closures to support BIA events**

**Department:** Operations and Infrastructure

**Division:** Operations

**Budget request:** \$25,000

**Funding source:** Tax levy

### **Project highlights:**

**What:** Provision of resources to undertake road closures

**Why:** To ensure traffic safety measures are followed during road closures to ensure pedestrian safety

**When:** Q1 2026 and ongoing

**Where:** Town wide

### **Project details and justifications:**

Over the past 10 plus years, the Boards of Management for the three Business Improvement Areas (BIA's) have organized festivals and events in order to encourage visitation to the historic downtowns and market these areas to visitors and residents as a place to shop, eat and enjoy. Downtown revitalization is a theme identified in the [Corporate Strategic Plan](#) and has also been identified through the recent public consultation undertaken as part of the new Economic Development and Tourism Strategy. Various departments over the years have assisted where possible with supporting these events by providing additional staff, garbage cans and barricades to assist organizers. However, in recent years, there has been an increased focus on complying with required traffic safety measures during road closures to ensure pedestrian safety.

Road closures within the Town of Georgina require that the applicant receive approval from the appropriate road authority, provide a traffic safety plan that includes but is not limited to advising the public in advance of the road closure, identification of a detour route, and the placement of barricades at various points to restrict access to the closed portion of the road. This has typically required any applicant, including the various BIA's, to hire a traffic management company to undertake these items. The costs associated with a substantial full road closure can be significant, depending upon the complexity

**Request:** Staff resources to undertake road closures to support BIA events

and duration of closure. As a result of these costs, some events have moved off the road to avoid the closures. This reaction to move events contradicts the essence of downtown festivals; to create appealing places and generate commerce within BIA.

The request is to fund the provision of resources to undertake road closures for various BIA events moving forward. These requests would be directed through the Economic Development and Tourism office. The funding would include assigning Town resources required for the requested closure, subject to the requested closure being an event supported through the Economic Development and Tourism Division. The BIA would still be required to handle all approvals required for the road closure including the preparation of the traffic management plan in conjunction with staff advice.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority       Efficiency       Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Deliver service excellence
  - Commit to citizen-centric service delivery
- Creating a vibrant, healthy and safe community for all
  - Support ta safe, healthy and inclusive community

**Financial impact:**

Overtime salary of \$25,000

# Staffing business case

## 26-SI-LI-01

### Request: Maker space programmer

**Department:** Public Library

**Division:** Public Library

**Budget request:** \$82,670

**Funding source:** Assessment growth

### Project highlights:

**What:** Permanent full-time staff request

**Why:** To meet the growing demands to access Makerspace programs and services

**When:** Q1 2026 and ongoing

**Where:** Discovery Branch

### Project details and justifications:

To expand access to [Makerspace](#) programs and services at the [Discovery Branch](#), we propose the addition of a second full-time Makerspace Programmer position. Currently, the space remains closed during much of the library's peak hours, particularly evenings and weekends, despite being in a high-traffic area of the MURC.

With a second full-time programmer, the Library could offer weekly programs, regular one-on-one appointments and expanded drop-in hours, making the makerspace a more vibrant and reliable community resource. Consistent staffing would also support deeper relationships with community partners, schools and local organizations, and allow us to plan and promote a broader calendar of events with confidence.

This staffing gap significantly limits our ability to serve the community and fully activate the space. A second permanent full-time role, scheduled at 35 hours per week, would allow us to offer consistent weekend and evening programming, expand availability, and better meet growing community demand. This investment ensures the Discovery Branch's Makerspace can function as a dynamic, inclusive learning hub and deliver the innovative, hands-on experiences our residents are eager to access.

In addition, the role aligns with departmental priorities to:

- Increase youth and teen engagement through skill-based programming

- Deliver intergenerational learning opportunities that connect residents across age groups
- Build public confidence with technology in a supportive, hands-on environment
- Maximize community use of the MURC's high-profile creative space
- Position the Library as a driver of innovation, education, and community development in Georgina

This position is key to activating the Makerspace as more than just a room, it becomes a gateway to creativity, empowerment and lifelong learning.

### **Nature of initiative/review factors:**

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- [Georgina Public Library's Strategic Plan](#)

### **Financial impact:**

Salary \$63,590 + payroll costs \$19,080

# Staffing business case

## 26-SI-CO-01

### **Request: Chief information and digital officer**

**Department:** Corporate Services

**Division:** Information Technology Services

**Budget request:** \$225,410

**Funding source:** Assessment growth

### **Project highlights:**

**What:** Permanent full-time staff increase

**Why:** To ensure a focused commitment to enhancing reliable and resilient digital infrastructure

**When:** Q1 2026 and ongoing

**Where:** Civic Centre

### **Project details and justification:**

With Georgina projected to grow to 70,500 people by 2051, it is imperative the Town continues to leverage technology to enable effective and efficient service delivery. We are at a critical point in the Town's digital transformation journey, facing a convergence of complex challenges and transformative opportunities including:

- Major technology investments planned within the next few years such as a new enterprise-wide financial system and Client Relationship Management platform along with the launch of a new Development Tracking System
- Strategic procurement decisions for future technology platforms
- Complex contract negotiations with significant financial and data security considerations
- Increasing customer service expectations for digital services, including e-commerce and self-service capabilities
- Transition to cloud computing, requiring strategic cost management
- Escalating cybersecurity threats requiring increased proactive risk mitigation

- Business continuity risks related to any technology and communication disruptions
- Opportunities to improve efficiency through digital tools and automation
- Untapped potential in data analytics and business intelligence
- Rapid innovation in areas such as Artificial Intelligence (AI) and the Internet-of-Things (IoT)

This new role will bring senior level expertise and proven leadership to guide the Town through these challenges and opportunities. The CIDO will lead the Town's digital strategy, champion innovation, and ensure secure, efficient, and customer-focused service delivery. It will also close the gap between Georgina and its municipal peers, most of which have adopted a comparable position to lead digital transformation, driving measurable improvements in organizational effectiveness, financial sustainability and resident satisfaction.

Effective and accelerated digital transformation represents one of the Town's greatest opportunities to enhance service delivery, improve operational performance, and ensure long-term sustainability.

The Chief information and digital officer (CIDO) will be responsible for the following:

#### Strategic leadership and governance

- Lead the development and execution of a comprehensive Digital Transformation Strategy aligned with Council priorities and departmental needs
- Collaborate with Departments to align technology solutions with business objectives
- Chair the Corporate Technology and Data Governance Committee
- Sponsor and guide corporate-wide technology projects from initiation to adoption
- Monitor emerging technologies and industry trends
- Oversee the managers of the Information Technology Services Division and the Strategy and Transformation Division.
- Foster deeper collaborative relationships with peers in surrounding municipalities to leverage innovation and efficiencies

#### Organizational effectiveness and customer experience

- Champion innovation and automation
- Optimize use of existing technologies across the Town
- Streamline and integrate systems to improve efficiency and user experience
- Align technology resources with evolving organizational needs
- Foster a culture of innovation and retain/attract top technology talent
- Mentor and coach technology staff
- Support the Customer Service and Communication Strategies by enhancing digital service delivery

### Cybersecurity and risk management

- Strengthen the Town’s cybersecurity position through enhanced proactive risk identification and mitigation
- Ensure the resilience and security of IT infrastructure
- Oversee technology-related business continuity and disaster recovery planning

### Data and analytics

- Serve as the Town’s data steward
- Enhance data governance and analytics capabilities to inform decision-making and performance reporting
- Lead participation in the YorkInfo Partnership to maximize data utilization

### Financial stewardship

- Develop a multi-year financial sustainability plan for technology investments
- Oversee technology procurement, contract negotiation, and vendor management
- Identify and implement opportunities for cost savings and resource optimization

### Organizational Impact

Technology is a foundational enabler of service excellence. The CIDO will ensure that our digital infrastructure, tools and strategies are aligned with our mission, scalable for future growth and resilient against emerging risks.

The creation of the Chief information and digital officer role is a strategic imperative for the Town of Georgina. This position will provide the leadership, expertise and vision needed to navigate the complexities of digital transformation and deliver tangible benefits to our residents, staff and broader community.

## **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

## **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Deliver service excellence
- Commit to citizen-centric service delivery
  - Continue to modernize and digitize internal and external processes and services
- Build a future-focused, results-driven organization
  - Develop a Data Management Strategy

## **Financial impact:**

Salary \$173,390 + payroll costs \$52,020

## **Other comments/gallery:**

The designation of CIDO reflects the Town's commitment to a modern, resident-focused approach to service delivery. This role goes beyond traditional IT leadership by integrating digital strategy, innovation, and customer experience into a single, strategic mandate. It positions Georgina to lead in digital transformation while ensuring technology investments deliver measurable value to the community.

# Staffing business case

## 26-SI-CO-02

### Request: Lead, strategic initiatives

**Department:** Corporate Services

**Division:** Corporate Strategy and Transformation

**Budget request:** \$132,160

**Funding source:** Assessment growth

### Project highlights:

**What:** Permanent full-time staff request

**Why:** To ensure continued success and maintain momentum, standard of quality, results and outcomes for the Town's key strategic high-profile initiatives

**When:** Q1 2026 and ongoing

**Where:** Civic Centre

### Project details and justification:

Originally established in 2022 as a contract position, this position has played a key role in delivering and supporting a range of high-impact initiatives. It has contributed to the successful development, implementation and annual reporting of the [2023-2027 Corporate Strategic Plan](#), and has provided leadership and project management support across several strategic areas. These include healthcare initiatives, affordable housing and homelessness, accessibility and AODA compliance, as well as research and presentation of findings related to truth and reconciliation, business continuity planning, and others. This position has also supported community-focused efforts such as Health Georgina, Hospice Georgina and the Georgina Food Pantry. With the growth of the community, the projects under the Corporate Strategy and Transformation division continues to increase, thereby necessitating a permanent staff to oversee all aspects of project management and coordination to ensure successful delivery of initiatives. This role will serve to research, develop, and implement plans for new initiatives.

The Lead, strategic initiatives also identifies and manages high-priority issues requiring the attention of the Corporate Services Department. They provide leadership, resource and support to project teams and business units, contributing to the department's mandate of continuous improvement in organizational effectiveness and capacity building.

Key responsibilities include:

- Leading the development and implementation of the Corporate Strategic Plan, including the preparation of annual progress reports with performance measures and indicators (next comprehensive Strategic Plan update process to begin in 2026)
- Leading affordable housing and homelessness initiatives
- Providing project management services for accessibility and AODA compliance initiatives
- Supporting healthcare-related initiatives
- Assisting with other strategic projects as required

Originally established to support time-limited, high-priority initiatives, the role has demonstrated ongoing value through effective cross-departmental coordination, the ability to manage complex initiatives (e.g., strategic planning, affordable housing, homelessness, healthcare, accessibility, etc.), and alignment with Council priorities. The new role will continue to maintain momentum on multi-year projects, support cross-departmental priorities, strengthen leadership in interdepartmental collaboration and stakeholder engagement, and ensure continuity, knowledge retention, and dedicated leadership for long-term strategic initiatives.

### **Nature of initiative/review factors:**

Legislative       Growth       Risk management       Service level change

Strategic priority    Efficiency    Adopted plan/study

Other (please specify): Affordable Housing and Homelessness, Healthcare, Accessibility/AODA compliance, Food Pantry, Hospice Georgina, etc. are new additions to the original portfolio and require capacity to lead/manage

## **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Support a safe, healthy and inclusive community
  - Advocate for enhanced health and wellness services, partnerships and investment attraction for Georgina
  - Update the 2018-2022 Multi Year Accessibility Plan, including AODA (Accessibility for Ontarians with Disabilities Act) compliance
- Support a diversity of housing types in Georgina
  - Advocate for and support building new residential units with a range of affordability and explore opportunities for partnerships and collaboration with York Region

## **Financial impact:**

Salary \$101,660 + payroll costs \$30,500

# Staffing business case

## 26-SI-DS-01

### **Request: Two seasonal student planning positions**

**Department:** Development Services

**Division:** Development Planning

**Budget request:** \$25,000

**Funding source:** Discretionary reserve

### **Project highlights:**

**What:** Non-permanent, temporary full-time student staff requests

**Why:** Stable funding to retain students during the summer and/or co-op work terms

**When:** Q1 2026 (winter term) and Q2 2026 (summer term), and annually thereafter

**Where:** Civic Centre

### **Project details and justification:**

The Development Planning Division is requesting long-term, stable funding to continue hiring two Seasonal Student Planning positions on an annual basis. The positions have recently been funded in part through the federal Canada Summer Jobs wage subsidy program; however, decision timelines under this program do not align with the Town's needs and funding approval is unpredictable.

The positions are targeted towards individuals who are enrolled in a post-secondary institution and are studying urban planning or a related field. Duties and responsibilities include the following:

- assist with the intake and processing of various planning applications and pre-consultation meeting requests;
- complete site inspections;
- conduct background research and analysis in support of ongoing projects;
- provide administrative assistance with records management and file retention;
- track and/or respond to general inquiries;
- prepare mapping and other materials; and,

- undertake special projects.

These positions serve to augment frontline support and capacity within the Division during peak periods and also afford an opportunity to build awareness of and showcase the Town of Georgina as an employer of choice by providing planning students with valuable work experience in the municipal sector. Lastly, the positions support various ongoing initiatives by the Ontario Professional Planners Institute (OPPI) to help address the shortage of urban planners in Ontario and the profession as a whole.

### **Nature of initiative/review factors:**

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Deliver service excellence
  - Commit to citizen-centric service delivery

### **Financial impact:**

Salary + payroll costs: \$25,000 annually

# Staffing business case

## 26-SI-DS-02

### **Request: Administrative coordinator**

**Department:** Development Services

**Division:** Director's Office

**Budget request:** \$101,920

**Funding source:** Assessment growth

### **Project highlights:**

**What:** Permanent full-time staff request

**Why:** To improve administrative support for the department and relieve the Director from clerical tasks

**When:** Q1 2026 and ongoing

**Where:** Civic Centre

### **Project details and justification:**

As the Town of Georgina experiences continuous population growth, economic development opportunities and increased infrastructure investment, the demands on the Town's Development Services Department have expanded in both volume and complexity. This, paired with significant efforts from both the provincial and federal governments to streamline development approvals and accelerate housing development, including the Building Faster Fund and the [Housing Accelerator Fund](#), have added immense opportunity and pressure to the department and the municipality as a whole.

Currently, the Director of Development Services is handling all strategic, leadership and administrative matters across a growing range of divisions and files. There is a clear and pressing need to expand internal leadership capacity to maintain service levels, enhance customer service, drive efficiencies across the department, manage risk, reduce bottlenecks by limiting administrative burden, and support the Town's overarching housing and development objectives.

The creation of an Administrative Coordinator role to support the Director of Development Services directly addresses these challenges. This position will:

- Provide dedicated administrative support to the Director of Development Services, including preparing confidential correspondence, assisting with the coordination, administration and execution of key departmental projects and initiatives
- Coordinate and/or respond to inquiries and resolve concerns as appropriate from residents, members of Council, Town staff, other municipalities and stakeholders, ensuring compliance with standards of confidentiality
- Ensure timely oversight and streamlining of key correspondence, tasks and Department initiatives for the Director's awareness and action
- Improve service continuity and resilience through the provision of proactive administrative support that improves departmental performance

This position represents a critical investment in internal and external service delivery through proactive and integrated administrative support.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Commit to citizen-centric service delivery
- Ensuring balanced growth
  - Promote and ensure responsible growth and long-term planning
  - Support a diversity of housing types in Georgina

### **Financial impact:**

Salary \$78,400 + payroll costs \$23,520

# Staffing business case

## 26-SI-DCAO-01

### Request: Senior financial analyst

**Department:** Deputy CAO

**Division:** Financial Strategy and Planning

**Budget request:** \$153,600

**Funding source:** DC and assessment growth

### Project highlights:

**What:** Permanent full-time staff increase

**Why:** To support the Town's growing financial planning needs, ensure compliance with legislative requirements and enhance long-term fiscal sustainability

**When:** Q1 2026 and ongoing

**Where:** Civic Centre

### Project details and justification:

The Town is experiencing growth that is driving greater financial complexity, a rising volume of capital projects, and increasing demand for strategic financial planning and oversight. To manage these pressures effectively, staff recommends the creation of a new Senior Financial Analyst position. This role is critical to ensuring the Town's long-term financial sustainability, accountability and capacity to respond to growth.

The Town last added a Financial Analyst role in the 2014 Budget. Since then, the Town has experienced substantial growth, significantly expanding its financial responsibilities. Since 2019, the Province of Ontario has introduced a series of legislative changes to accelerate housing supply, each with direct implications for municipalities:

1. More Homes, More Choice Act, 2019 – Bill 108
2. More Homes for Everyone Act, 2022 – Bill 109
3. More Homes Built Faster Act, 2022 – Bill 23
4. Helping Homebuyers, Protecting Tenants Act, 2023 – Bill 97

5. Affordable Homes and Good Jobs Act, 2023 – Bill 134
6. Cutting Red Tape to Build More Homes Act, 2024 – Bill 185

Collectively, these changes create heightened financial and operational demands on municipalities. They require municipalities to:

- Stay current with legislative changes and proactively adjust financial strategies to mitigate risks and ensure compliance
- Continuously update internal policies, bylaws and financial processes to remain compliant with evolving provincial legislation and regulatory requirements
- Navigate increasingly complex development charge frameworks and reporting obligations, requiring enhanced analysis, monitoring, and accountability

The cost of this position has been incorporated into the [Town's Development Charges Background Study](#). Accordingly:

- Approximately 50 per cent of the position's responsibilities – focused on growth-related financial planning and DC management – will be funded through DC reserves.
- The remaining portion will be funded through assessment growth

Adding this position is a strategic response to ever-evolving legislative changes, rapid housing and infrastructure growth, and the Town's expanding financial complexity. This role is essential to ensuring that Georgina can continue to grow in a fiscally responsible, sustainable and strategic manner.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

## **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Commit to citizen-centric service delivery
- Ensuring balanced growth
  - Promote and ensure responsible growth and long-term planning
- Development Charges Background Study (2025)

## **Financial impact:**

Salary \$118,600 + payroll costs \$35,000

Offset plan: 50 per cent from Development Charges reserves and 50 per cent from assessment growth

# Staffing business case

## 26-SI-HR-01

### **Request: Human resources coordinator**

**Department:** CAO's Office

**Division:** Human Resources

**Budget request:** \$102,000

**Funding source:** Assessment growth

### **Project highlights:**

**What:** Permanent full-time staff request

**Why:** Enhance support for recruitment, employee recognition and the HRIS system

**When:** Q1 2026 and ongoing

**Where:** Civic Centre

### **Project details and justifications:**

As Georgina's population continues to grow, so too does the services and programming the Town offers. In 2024, the Multi-Use Recreation Complex opened and in order to support services and operations of this facility, additional staffing was required. The position requested in this business case is intended to support the higher workload directly attributable to increased staff counts and growth in the community.

The Human Resources Coordinator also will conduct the majority of the department's job fairs, recruitment and onboarding for all departments throughout the Town. This position will be responsible for managing employee programs such as Milestones and the You Make a Difference Employee Recognition Program, as well as assisting in the development of materials for Human Resources initiatives aligned with the Town's strategic priorities.

The Human Resources Coordinator will also serve as a backup to the Human Resources Administrative Coordinator, an essential function within the department to ensure all employee system transactions are processed accurately. Building in-house knowledge of the HRIS will enhance efficiencies within our workflows and provide for succession planning. The position will possess the technical acumen necessary to enhance departmental efficiency and reporting.

This position is essential to the continued success and smooth operation of our team and will support a wide range of responsibilities and initiatives as needed.

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- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other (please specify):

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- Deliver service excellence
  - Commit to citizen-centric service delivery
- Ensure balanced growth
  - Promote and ensure responsible growth and long-term planning

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Salary \$78,400 + payroll costs \$23,600

# Operating business case

## 26-NI-LI-01

### **Request: Maker Space equipment replacement fund**

**Department:** Public Library

**Division:** Public Library

**Budget request:** \$10,000

**Funding source:** Library capital reserve

### **Project highlights:**

**What:** Maker Space equipment

**Why:** To offer essential, creative programs to the community

**When:** Q1 2026 and ongoing

**Where:** Discovery Branch

### **Project details and justification:**

This operating business case proposes a dedicated \$10,000 annual business case for the replacement of major equipment in GPL's Makerspace at the Discovery Branch. This request is designed to address larger failures, specifically full replacements, should a major machine become non-functional or irreparable.

The Makerspace houses high-impact tools such as 3D printers, large-format printers, robotics kits and laser cutters, with some equipment valued between \$10,000 and \$20,000 per unit. These machines are in frequent, almost constant use during open hours, particularly as public engagement in Science, Technology, Engineering, and Mathematics (STEAM) programming has surged since the Discovery Branch opened. Despite best efforts in maintenance and staff care, the likelihood of eventual machine failure is high given the volume of usage.

This \$10,000 allocation would function as a proactive contingency.

Without a dedicated replacement fund, the Library risks prolonged service interruptions, cancelled programs and reduced public confidence if equipment failure cannot be addressed in a timely manner.

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- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

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- [Georgina Public Library's Strategic Plan](#)
  - Green and Innovative: Provide emergent technology to all residents with an accessible and relatable approach that encourages exploration and wonder
  - Empower and Connect: Empower and support our staff, board, and library to best serve and connect with our community

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# Operating business case

## 26-NI-CO-01

### Request: Two-year extension of YSpace entrepreneurship programming

Department: Corporate Services

Division: Economic Development and Tourism

Budget request: \$37,500

Funding source: Discretionary Reserves

#### Project highlights:

**What:** Continue programming for YSpace entrepreneurship training for two years

**Why:** To support the small business community with entrepreneurship programs

**When:** Q2 2026 to Q1 2028

**Where:** 1 Market St.

#### Project details and justification:

Access to entrepreneurship programs promote the growth of small businesses and assist in bringing products and services to market, all while fostering job creation. Since approximately 70 per cent of job growth originates from existing local businesses, providing ongoing support through these initiatives is vital. Equally important is maintaining strong relationships with partner organizations, as collaboration and shared resources significantly strengthen the impact and reach of entrepreneurship and business support efforts.

Georgina has supported entrepreneurs through a partnership with York University's YSpace and the Town of East Gwillimbury since 2021, supporting more than a thousand participants and 500+ businesses. In 2024 alone, there were 872 participants assisted through programming, including 262 hours of mentorship, with 151 unique Georgina-based businesses which were supported. Due to the continued demand for these services, which are backed by year-over-year participation growth, this project, and the continuation of funding, will ensure the Town is able to continue to support small businesses with entrepreneurship programs, mentorship and co-working opportunities.

**Request:** Two-year extension of YSpace entrepreneurship programming

The programming will also ensure we sustain partnerships and referrals with organizations that support the business community, including York Small Business Enterprise Centre, VentureLab, South Lake Community Futures, public libraries and local chambers. Over the past two years, these relationships have enhanced the benefit of our program with free mentorship and event support while providing more referrals to the organizations.

This project will provide \$100,000 over two years to continue entrepreneurship training through York University's YSpace. Similar to York University's YSpace Markham, the programming creates an ecosystem for entrepreneurship and referrals to other organizations that support business development. Programming includes expert mentorship, workshops facilitated by industry leaders, one-on-one consultations and networking opportunities.

The current programming model, which started in 2022 and is now in its second two-year term, ends on March 31, 2026. It has been supported through two provincial grant applications, each in the amount of \$150,000.

With a desire to evolve and sustain the programming to meet current needs, which have been analyzed through partner feedback and participation, together with a reduction in the amount of funding available through York University and in the advance of any known grant funding, the partners have put together a model for the extension of this program with a base program funding of \$300,000 to extend the programming within the Town of Georgina and the Town of East Gwillimbury for an additional two years (\$100,000/per partner).

Given the reduced funding, staff hours and programming will be reduced. However, this new model will provide efficiencies with York University taking over the management of the program from the Town. Resources from York University will also be utilized to support marketing and administration.

With the funds to be committed by each of the three partners as noted below, the Town will continue to apply for various grants to meet the needs of additional staff hours and enhanced programming to be offered. As the contract begins April 1, 2026, nine months of the two year grant will be utilized as part of this budget, at \$37,500.

- Town of Georgina                      \$100,000
- York University                        \$100,000
- Town of East Gwillimbury        \$100,000 \* awaiting final approval

With York University's YSpace as the lead of the YSpace North brand, bringing on new partners to support its sustainability is a priority. Beyond this two-year current partnership, there is a desire to bring other partners on board that will decrease the

**Request:** Two-year extension of YSpace entrepreneurship programming

financial commitment of each partner. With talks already underway, one new partner has committed to a tier-based trial, and two others are potentially on board beyond 2026. The addition of new partners will not only lower the commitment per partner but also help to sustain current program levels without grants. Any new partners that are onboarded during this two-year term will partner with York University's YSpace with a fee-for-service agreement.

**Nature of initiative/review factors:**

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Diversifying our local economy
- [Economic Development and Tourism Strategy](#)

**Financial impact:**

2026 (9 months)	\$37,500
2027 (12 months)	\$50,000
2028 (3 months)	\$12,500
Total	\$100,000

# Operating business case

## 26-NI-DCAO-01

### Request: Seniors property tax rebate program

**Department:** Deputy CAO

**Division:** Tax and Revenue

**Budget request:** \$30,000

**Funding source:** Tax levy

### Project highlights:

**What:** Annual seniors property tax rebate program

**Why:** An annual program for qualified seniors to receive a property tax rebate

**When:** Q1 2026 and ongoing

**Where:** Town wide

### Project details and justification:

To provide support to seniors meeting certain eligibility criteria, the new annual senior property tax rebate program will provide seniors with a \$250 rebate if they meet the following requirements:

- 65 years of age or older
- The subject property is not being rented in part or entirely
- Receive a federal guaranteed income supplement
- Must have owned the property for at least a year
- Must have an assessed value of less than \$1,000,000
- Property tax account must be current with no arrears

The annual seniors property tax rebate must be applied for annually. Applications must be received before Sept. 1 of that application year. Residents can only apply for either one of the property tax rebate or the seniors deferral program.

The request is based on an estimate of 120 approved applications at \$250 per year. Once the program is initiated, the requested budget will be re-evaluated annually depending on feedback and interest.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Commit to citizen-centric service delivery

### **Other comments/gallery:**

Other municipalities such as the Town of Newmarket, City of Richmond Hill and Town of Brock have similar programs.

The Town of Georgina is currently offering a Tax deferral program, however the deferred amount is required to be paid back should the account change names or the property is sold.

# Operating business case

## 26-NI-ST-01

### **Request: Reducing Lake Simcoe nutrient loading**

**Department:** Operations and Infrastructure

**Division:** Stormwater

**Budget request:** \$80,000

**Funding source:** Stormwater rate

### **Project highlights:**

**What:** Enhanced sedimentation collection by street sweeping and catch basin cleaning in hydrologically vulnerable corridors

**Why:** To significantly reduce Lake Simcoe nutrient loading

**When:** Q2 2026 and ongoing

**Where:** Town wide

### **Project details and justification:**

This initiative will be used to enhance proactive sediment collection services in hydrologically vulnerable corridors. It will increase street sweeping to twice per year and increase catch basing cleaning to once per year in all areas where stormwater is at risk to directly enter the Lake Simcoe watershed prior to being filtered through a storm pond. This will result in an addition of 550 Catch basin cleanings per year and an addition of approximately 180 hours of street sweeping.

The proactive approach will directly help to prevent nutrient loading in Lake Simcoe. Preventing one kilogram of mixed urban street sediment from entering the watershed could offset approximately one to five grams of total phosphorus.

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- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

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- Advancing environmental sustainability
  - Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation
  - Celebrate and respect Georgina’s natural environment, including Lake Simcoe
- [Climate Action Plan \(2025\)](#)
  - Reduce nutrient loading in Lake Simcoe for continued use and enjoyment

# Operating business case

## 26-NI-ST-02

### **Request: Invasive plant management – stormwater watercourse**

**Department:** Operations and Infrastructure

**Division:** Stormwater

**Budget request:** \$30,000

**Funding source:** Stormwater rate

### **Project highlights:**

**What:** Managing Invasive species in Town maintained watercourses

**Why:** Improve positive drainage, diversification and native species

**When:** Q2 2026 and ongoing

**Where:** Town wide

### **Project details and justification:**

Managing vegetation, particularly invasive species, is essential to protect native biodiversity, preserve ecosystem functionality, prevent infrastructure damage and improve public health and safety. By actively managing vegetation, the Town will contribute to the overall sustainability and well-being of its communities.

A focus would be to manage invasive phragmites (*Phragmites australis*) as it poses a significant threat to biodiversity, ecological health, recreational and aesthetic values, critical water management infrastructure and community safety.

Phragmites forms dense monocultures, which reduces the availability of open water and limits the growth and abundance of native plants and wildlife. Several species at risk in Ontario depend on wetland habitats that are vulnerable to invasion of Phragmites. Phragmites also negatively impact water management. The dense stands impede water flow, block drainage channels, culverts and ditches, and can reduce the capacity of wetlands to absorb and filter stormwater. This can lead to increased flooding, reduced water quality and altered hydrological regimes. Phragmites stands are also highly

flammable, especially during the dry seasons. The dry thatch formed can easily catch fire and spread rapidly. Additionally, when phragmites grows tall and dense in ditches adjacent to roadways, it can obstruct the line of sight for drivers.

### Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### Link to Strategic Plan, Departmental Business Plans or other plans:

- Advancing environmental sustainability
  - Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation
  - Celebrate and respect Georgina’s natural environment, including Lake Simcoe
- Stormwater Master Plan

### Other comments/gallery:



# Operating business case

## 26-NI-WAT-01

### **Request: Inflow and infiltration inspection program for the wastewater collection system**

**Department:** Operations and Infrastructure

**Division:** Water and Wastewater

**Budget request:** \$30,000

**Funding source:** Water and wastewater rate

### **Project highlights:**

**What:** A program to identify sources of inflow and infiltration (I and I) into the Town’s wastewater collection system

**Why:** Annually assess the I and I system and ultimately reduce the cost of pumping and treating wastewater

**When:** Q1 2026 and ongoing

**Where:** Town wide

### **Project details and justification:**

The proposed I and I program for the sanitary system will focus on identifying and addressing unwanted water entering the system through various means. Funds allocated to this project will be used to conduct thorough investigations using CCTV inspections and other investigative techniques to locate potential sources of I and I within the system. Additionally, specialized equipment will be installed within maintenance holes to monitor and alert when water levels exceed set thresholds, helping to detect issues early.

This initiative will be carried out in collaboration with York Region, which currently funds the majority of the project. With this funding, we will enhance our ability to respond quickly to alarms by utilizing CCTV and other advanced technologies to pinpoint the exact locations of I and I sources. Furthermore, the additional funding will allow for the installation of monitoring equipment in other critical areas of the system, providing broader coverage and improving overall system performance. By addressing I and I

**Request:** Inflow and infiltration inspection program for the wastewater collection system

more effectively, the program aims to reduce the impact of stormwater infiltration, lower maintenance costs, and ensure the long-term integrity of the sanitary system.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Deliver service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

# Operating business case

## 26-NI-WAT-02

### **Request: Leak detection for the water distribution system**

**Department:** Operations and Infrastructure

**Division:** Water and Wastewater

**Budget request:** \$20,000

**Funding source:** Water and wastewater rate

### **Project highlights:**

**What:** Ongoing funding for operational leak detection efforts within the Town's water distribution system

**Why:** To support continuous water loss prevention through day-to-day operations, equipment investment and targeted leak investigations

**When:** Q1 2026 and ongoing

**Where:** Town wide

### **Project details and justification:**

The Leak Detection program includes both a one-time investment (see 26-CI-WAT-07) and ongoing operational support to strengthen the Town's leak detection strategy (covered in this business case):

- A one-time allocation of \$130,000 in 2026 to conduct a comprehensive Town-wide external acoustic leak detection survey, using specialized contractors and advanced technology to identify hidden leaks across the system. See 26-CI-WAT-07 for more information.
- Annual funding of \$20,000 to support:
  - Day-to-day operational activities related to leak detection and system monitoring
  - Purchase and upkeep of leak detection equipment for internal staff use
  - Ad-hoc or targeted leak detection in response to suspected issues

Investing in leak detection provides long-term operational and financial benefits. Leaks that go undetected increase the cost of water production, accelerate infrastructure wear and raise the likelihood of service disruptions. Regular monitoring, combined with proactive equipment usage, allows the Town to manage risks, reduce water loss, and protect core infrastructure assets.

This dual approach, a system-wide survey and sustained in-house operations, supports a responsible, data-driven approach to water system management.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Deliver service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan](#) (2020)

### **Other comments/gallery:**



# Operating business case

## 26-NI-WAT-03

### **Request: Testing and disposal of excess soil**

**Department:** Operations and Infrastructure

**Division:** Water and Wastewater

**Budget request:** \$40,000

**Funding source:** Water and wastewater rate

### **Project highlights:**

**What:** Testing and disposal of excess soil

**Why:** Managing excess soils is required by law and advances environmental sustainability

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### **Project details and justification:**

The funding is intended to support the Water/Wastewater Division in testing and disposal of excess soils generated from repairs to the water distribution and wastewater collection systems, typically due to emergency situations and/or planned repairs. The initiative involves testing surplus soil from the Town of Georgina's Water and Wastewater yard and transporting it to the appropriate landfill.

Excess soils will be sampled and transported to either local facilities within the Town of Georgina or third-party landfills, while ensuring full compliance with O. Reg. 406/19 guidelines for On-Site and Excess Soil Management. This approach will create a streamlined and compliant process for the removal and disposal of surplus soils.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Advancing environmental sustainability
  - Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation
  - Promoting responsible handling, reuse, and disposal practices that minimize environmental impact

# Capital business cases



# Capital business case

## 26-CI-OI-01

### Request: Streetlight condition assessment

**Department:** Operations and Infrastructure

**Division:** Operations

**Budget request:** \$40,000

**Funding source:** Discretionary reserve

### Project highlights:

**What:** Consulting services for streetlight condition assessment

**Why:** To identify the need for immediate repairs, preventative maintenance, and capital replacement

**When:** Q2 2026

**Where:** Town wide

### Project details and justification:

Streetlight are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town owns and manages almost 5,000 streetlights in its road asset inventory. These assets are essential in providing a safe and reliable transportation network to the community. The Town's [Asset Management Plan](#) for core assets has indicated that the Town's streetlights should be assessed every five years.

Condition assessment is a key step in the overall asset management process as it provides information necessary to identify, plan and prioritize maintenance and rehabilitation projects in a cost-effective manner. As part of the condition assessment program, the assessment will be conducted following the Ontario Guide Electrical Safety Authority (ESA) 2015 Guidelines for the design, installation, operation and maintenance of street lighting assets. The assessment results will be reviewed and used for evaluating the level of deterioration and determining the maintenance, rehabilitation and replacement requirements.

## Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority       Efficiency       Adopted plan/study
- Other (please specify):

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan](#) (core assets)

# Capital business case

## 26-CI-OI-02

### Request: Streetlight new installations and rehabilitations

Department: Operations and Infrastructure

Division: Operations

Budget request: \$40,000

Funding source: Discretionary reserve

#### Project highlights:

**What:** Rehabilitation of existing streetlights and installation of new streetlights

**Why:** Improve public safety, reduce long term replacement costs and action resident requests where operationally warranted.

**When:** Q2 2026 to Q4 2026

**Where:** Town wide

#### Project details and justification:

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 are accompanied by a public communication program (i.e.: 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.

#### Streetlight rehabilitation

As streetlights undergo repairs certain operational components are determined to be no longer serviceable due to cancelled production of outdated models. The cost to rehabilitate to a serviceable model or part are often unpredictable, however once the rehabilitation takes place maintenance costs significantly decrease. Upgrades and

rehabilitations of streetlights are necessary, as the aging assets reach the end of their serviceable life. This program is intended to be included annually in the future.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan](#) (core assets)

### **Other comments/gallery:**



# Capital business case

## 26-CI-OI-03

### Request: Minor capital – concrete

Department: Operations and Infrastructure

Division: Operations

Budget request: \$105,000

Funding source: Discretionary reserve

### Project highlights:

**What:** Small scale replacements of sidewalk bays, curb and gutter, and catch basins

**Why:** Maintain safety and functionality of public infrastructure

**When:** Q2 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

The Minor Capital Program refers to the replacement of sidewalks, curb and gutter, and catch basins (frame and lid). These infrastructure assets undergo an annual inspection which generates both minor replacement 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. This is an annual asset replacement program.

### Nature of initiative/review factors:

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other (please specify):

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

## Other comments/gallery:



# Capital business case

## 26-CI-OI-04

### Request: Pavement management system program

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$3,927,500

**Funding source:** \$1.3M BFF, \$2.202M OCIF  
\$425.5K CCBF

### Project highlights:

**What:** Assessment, engineering and construction work to rehabilitate roads

**Why:** To achieve and maintain service level conditions and upkeep the Town’s road network

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

In the Town’s long-term pavement management strategy, road conditions and repair needs are evaluated every year through use of sophisticated pavement management software. A key input to this process is the pavement condition survey, which is carried out Town wide every two years. The most recent pavement condition survey was completed in the summer of 2025.

The Town’s pavement management software is one of the primary tools to assess and prioritize locations throughout the Town that are in need of road repairs to help maintain target service levels. A key objective programmed into the pavement management software is to optimize the overall lifecycle value of the Town’s road network by prioritizing different types of road repairs in balance with the Town’s overall financial and infrastructure re-investment targets. In addition to identifying road repair needs, the pavement management software also identifies areas where more extensive engineering design and full road reconstruction are warranted.

For the 2026 pavement management program, specific locations for application of the standard road repair treatments will be determined following completion of software modelling in Q4 2025.

The Operations and Infrastructure Department adjusts the road needs priorities generated by the pavement management software by taking into consideration resident feedback, operations field staff observations, coordination with other underground utility works, as well as records of work orders and emergency repairs that have been required.

The finalized locations for road repair treatments to be carried out in 2026 will be incorporated into the Town's multi-year road repairs tender and reported to Council in early 2026, prior to commencement of construction.

### **Reconstruction – Udora Road rehabilitation, SE quadrant, Part A**

For information about the Udora Gravel Roads project see Council Reports OI-2022-0015 and OI-2023-0019 and the September 2023 presentation to Council. Detailed engineering design of the Udora Roads Rehabilitation was completed during 2023 and 2024. Implementation has been planned in four steps (i.e.: quadrants) spanning a 10-year period. The first road rehabilitation quadrant planned for the Udora Gravel Roads is the southeast area which is scheduled for tender in Q1 of 2026, with construction planned to be completed in Q2 - Q3 of 2026. The project activities covered by this business case include construction, contract administration/inspections, and warranty support for part A of the southeast quadrant of the Udora gravel roads improvement project, including: Linda Road, Narva Avenue, Estonian Road and Umera Avenue.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

## **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
  - Meet the level of service targets outlined in the Town's Asset Management Plan for core assets
- Creating a vibrant, healthy and safe community for all
  - Strengthening relationships with the Chippewas of Georgina Island First Nation
  - Support a safe, healthy and inclusive community
- [Asset Management Plan](#) (core assets)

## **Financial impact:**

The \$3,927,500 budget request will be funded as follows:

- \$2,202,030 Ontario Community Infrastructure Fund
- \$1,300,000 Building Faster Fund
- \$425,470 Canada Community-Building Fund

## Other comments/gallery:



Figure 1: Resurfacing of Stoney Batter Road – May 2025



Figure 2: Resurfacing of Woodycrest Road – May 2025



Figure 3: Poorly drained segment of Udora gravel road

# Capital business case

## 26-CI-OI-05

### Request: Fleet and equipment

**Department:** Operations and Infrastructure

**Division:** Fleet

**Budget request:** \$3,255,000

**Funding source:** Discretionary reserve

### Project highlights:

**What:** Fleet and equipment replacement and acquisitions

**Why:** Assets are replaced due to age, poor condition, or are required due to health and safety concerns

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

#### Asset management (replacement vehicles and equipment)

This section focuses on existing assets (vehicles and equipment) that have reached or exceeded their expected service life, and have had a recent condition assessment verifying their replacement needs. As outlined in a recent Council report, fleet and equipment replacement formerly was strictly age based. In alignment with the non-core asset management plan and financial strategy, where condition assessments exist on all assets, condition-based rehabilitation and replacement strategies should be used. This is the case for all fleet and equipment, with some exceptions including fire apparatuses.

1. T-185 replacement – \$1,400,000 (Fire and Rescue Services)

The Fire and Rescue Services department currently has a 1998 GMC 8500 1500 US gallon Tanker with 47,546km which is in poor condition and past its useful life. It does not currently meet the 15 year threshold for first-line apparatus, and is classed as a reserve unit requiring annual inspections. The replacement unit will be of similar use,

being a 1500-2000 US gallon tanker, outfitted with a pump and sitting on a commercial cab and chassis.

2. E-141 Replacement – \$1,200,000 (Fire and Rescue Services)

The current 2002 International Rescue Pumper with 80,063km is past its useful life and in poor condition. It continually requires repairs to be kept in service. It does not currently meet the 15 year threshold for first-line apparatus, and is classed as a reserve unit requiring annual inspections. The replacement unit will slightly differ, being a dry rescue; that is, a custom cab full size apparatus holding up to 6 staff and rescue equipment, a small command post doubling as a warming center, and a partial walk through design. This replacement aligns with the Fire Master Plan and its focus on a dynamic fleet for a growing urban area.

3. Animal Services SUV replacement – \$85,000 (Animal Shelter and MLEO)

Currently, a 2015 Jeep Patriot with 97,318km, this unit is past its expected service life and no longer serves a useful purpose to the assigned department. The replacement unit will slightly differ from its existing size, as the medium size SUV style no longer meets the needs of the Animal Shelter. Rather, a cargo-style, light duty van with more internal cargo volume is the preferred replacement. This unit will be shared with MLEO during sign/debris removal exercises.

4. Sidewalk maintenance equipment replacement – \$250,000 (Road Operations)

The current 2014 Cubex MV2 Sidewalk tractor at 3,059 hours with front plow, rear sander and sweeper has surpassed its expected service life and is in very poor condition. This unit is often out of service, causing service delays and costly repairs. The replacement unit would be of similar size and style, being a sidewalk tractor with a plow, rear sander, snowblower and sweeper attachments.

5. Mid-size vehicle replacements – \$280,000 (Park and Road Operations)

There are currently two 2019 5500 series dump trucks, with 140,647km and 141,673km respectively, at the end of their expected service lives and are in very poor condition, causing costly repairs each year. Both of these units are front line operational vehicles and perform winter maintenance activities. The replacement units would be of same size and style.

## Health and safety equipment upgrades

Health and safety in the workplace is crucial to protect employees but also to ensure smooth, uninterrupted operations. The following requests emphasize the need to meet stringent, evolving health and safety regulations, and to ensure the Town is continually investing in safety measures to prevent accidents, protect health, and maintain a safe working environment.

### 1. Marine 2 electrical upgrades and davit replacement – \$35,000

The upgrades and replacements on the Marine 2 are as follows:

- The battery for the fire pump has no means of charging when the fire pump is not running. The shore power needs to be connected to the fire pump while in service to make sure the pump starts when required.
- The current rescue davit on the front of the vessel requires upgrade.
- The hydraulic steering system needs to be upgraded to a dual balanced hydraulic system instead of the single unbalanced system the boat currently is equipped with.

The upgrades involve modification of the wiring for the fire pump and certification will be provided for compliance for use in a marine vessel. It is critical for marine rescue operations to have the davit certified and retrofit the fire pump to have a reliable method of starting the fire pump during rescue operations.

### 2. Snowblower replacement – \$5,000

The proposed request involves the replacement of the push style snowblower with a tracked snowblower, which was outlined as part of a Health and Safety Committee outcome.

## Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

## **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy and safe community
  - Continue to optimize and invest in improvements to facilities and local amenities
- [Asset Management Plan](#) (core assets)

## **Financial impact:**

All fleet and equipment requests in this business case will be funded from the Fleet and equipment – repair and replacement reserve.

The estimated recovery from the sale of the assets in the replacement vehicle and equipment program will serve to replenish the Fleet and equipment – repair and replacement reserve.

# Capital business case

## 26-CI-OI-06

### Request: Station Road, Old Homestead Road improvements and multi-use path

Department: Operations and Infrastructure

Division: Capital Projects

Budget request: \$1,063,000

Funding source: \$740K CCBF, \$323K grant

#### Project highlights:

**What:** Construction work on a sidewalk and construction of a multi-use path

**Why:** To correct existing drainage issues and expand the active transportation network

**When:** Q2 2026 to Q4 2026

**Where:** Station Road and Old Homestead Road

#### Project details and justification:

##### Part A: Station Road drainage improvements

In response to frequent sidewalk maintenance callouts to address drainage, ice and sediment accumulation, an engineering consultant was retained to assess and carry out detailed design for local drainage improvements along Station Road (24-CI-OI-22). The finalized design includes replacement of the existing road-surface level sidewalk, where frequent sediment deposits and ponding water were causing a hazard for road users. The new sidewalk will be elevated with a barrier curb and gutter to convey stormwater.

##### Part B: Old Homestead Road multi-use path

Encouraging residents to embrace a healthy and active lifestyle is an important priority in Georgina. In conjunction with the Town’s assumption of Old Homestead Road from York Region, the opportunity arose to expand the Town’s active transportation network.

In 2024, the Town applied for and was awarded a grant from York Region’s Pedestrian and Cyclists Partnership Program. The grant will contribute 33 per cent of the

**Request:** Station Road, Old Homestead Road improvements and multi-use path

estimated project cost to design and construct a new multi-use path along Old Homestead Road between Forestry Road and the existing pedestrian bridge at the Pefferlaw River. For cost effectiveness, the design of the proposed multi-use path was coordinated and efficiently integrated with the tender for construction of the Station Road drainage improvements.

The detailed design for both parts A and B is nearing completion. Subject to Council approval of this funding request, tendering is planned to take place in Q1 2026 with construction to begin as soon as weather permits in 2026.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy and safe community for all
  - Support a safe, healthy and inclusive community
- [Asset Management Plan](#) (core assets)

**Financial impact:**

The following table provides a breakdown of funding requested in this business case:

Class 'A' construction cost estimates	2026 Budget
Station Road improvements (Part A)	\$273,000
Old Homestead Road multi-use path (Part B)	\$790,000
York Region Cost Sharing Grant (Part B only)	(\$323,355)
<b>Total</b>	<b>\$739,645</b>

### Other comments/gallery:



Figure 1: Area project map

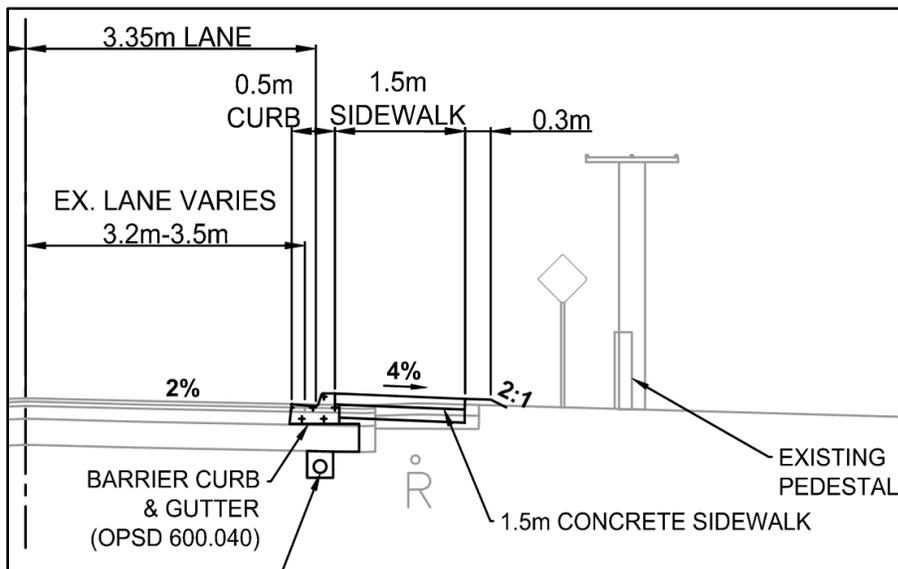


Figure 2: Station Road drainage improvement profile

# Capital business case

## 26-CI-OI-07

### Request: Sign and pavement marking upgrades

Department: Operations and Infrastructure

Division: Operations

Budget request: \$30,000

Funding source: Discretionary reserve

### Project highlights:

**What:** Replacement of non-regulatory signs and transitioning painted pavement markings to thermoplastic on high-volume roads

**Why:** Provide a welcoming environment to the Town and efficient management of pavement markings to minimize annual painting on high-volume roads

**When:** Q2 2026 to Q3 of 2026

**Where:** Town wide

### Project details and justification:

#### Signs

Currently there are two types of street name signs within the Town, large with dual wood posts and small blade style. The large street name signs are typically found on arterial roads and are in advance of intersections and the small street names signs are installed at the intersections. The current state of the large signs can be described as failing and missing. These signs are non-regulatory, however do provide a welcoming environment to the Town and are critical to wayfinding. The smaller signs are non-regulatory as well, however are required for emergency vehicles and are becoming increasingly broken down and illegible. This project would allow for a replacement program to be established specific to these information signs. This is the second year of this program.

#### Pavement markings

The Town currently has approximately 700 + stop bar locations and more than 60 marked crosswalks. Existing programming is in place for the annual painting of markings

in poor condition. While painted pavement markings are economical, they also have limitations in areas of increased traffic, where increased wear leads to decreased visibility prior to the annual rejuvenation. Durable markings are a thermoplastic solution with a life span of up to 10 years and are an ideal solution for markings in higher volume areas as well as locations where visibility and reflectivity are crucial. This project would allow for durable markings in higher volume and vulnerable locations.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan](#)

### **Other comments/gallery:**



# Capital business case

## 26-CI-OI-08

### Request: Walkways and through connections

Department: Operations and Infrastructure

Division: Operations

Budget request: \$65,000

Funding source: Discretionary reserve

### Project highlights:

**What:** Upgrade pedestrian connections in cul-de-sacs, parks and roads

**Why:** Restore safe, year-round access

**When:** Q2 2026 to Q4 2026

**Where:** High-priority through connections town wide

### Project details and justification:

Operations division is responsible for maintaining walkways that provide connections between cul-de-sacs, parklands, as well as roadways. Within the walkways there is vegetation, asphalt, concrete, fences, and railings that require regular maintenance and/or replacement.

Past operating budgets did not adequately incorporate these connections to an extent that allowed for proper maintenance and upkeep. This is the second year of this rehabilitation program to continue to maintain and upgrade the infrastructure.

The areas to be repaired as part of this request are the paving of the connection between stormwater ponds and Bud Leggitt Crescent.

The 2026 program will include the following considerations:

1. Rehabilitate through connections as noted above, to ensure the basic safety and maintenance can continue uninterrupted.
2. Investigate pathway lighting, accessibility upgrades, and vertical barriers for winter maintenance, as applicable

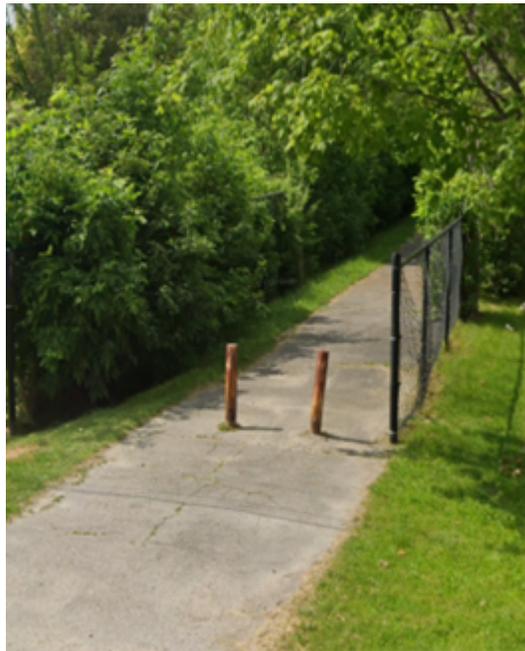
### Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan](#) (core assets)

### Other comments/gallery:



# Capital business case

## 26-CI-01-09

### Request: Growth related fleet and equipment

**Department:** Operations and Infrastructure

**Division:** Operations

**Budget request:** \$625,000

**Funding source:** \$565K DC, \$30K discretionary reserve, \$30K other source

### Project highlights:

**What:** Acquisition of fleet and equipment related to growth

**Why:** To meet the Town’s increasing operational needs as a result of population growth

**When:** Q2 2026 to Q3 2026

**Where:** Town wide

### Project details and justification:

#### Growth-related equipment acquisitions

The following assets represent net acquisitions to the existing base service level, and relate entirely to the Town’s continuous growth and development. Each request is attributable to the expanded delivery necessitated by rising needs as a result of the Town’s growing population.

1. Skid steer – \$65,000

A mid-size, hydraulic skid steer used for material handling on job sites, particularly parks, sports fields, and in facility parking lots. Currently, no equipment exists in fleet inventory to assist in off-road environments. Frequency of rentals and/or damage to parks in the absence of the correct equipment has steadily increased. The unit will be utilized in the winter months to assist in snow clearing.

2. Foam machine – \$50,000

Following the success of the first foaming machine, Park Operations are being inundated with requests and needs for the maintenance of weed control. As the Town grows and new subdivisions/park spaces are constructed, there is an increasing need to service new green spaces. This machine will be mounted within an existing Park Operations' vehicle and staffed during the peak summer months to handle increased vegetation growth.

3. Service truck (forklift – \$200,000

Town staff is requesting a propane powered, 4-wheel drive, open station machine with 14' of lift height. This service truck (forklift is necessary to support the increasing needs of the municipality as result of additional material handling requirements due to population growth.

Fleet staff currently borrow the Roads Divisions' 524 John Deere Wheel Loader for material handling around the facility as a temporary solution. However, this machine is not an appropriate substitute to a forklift due to the poor line of sight and turning geometry while working in the shop and in the cold storage building. A forklift is much better suited to operational needs as it is purpose built for tight turning circles and for vertical lifting.

The proposed machine will be constructed with large diameter front tires for use in the snow and gravel parking lot. Further, the proposed acquisition must be propane powered due to health and safety reasons.

A lifting jib and dump cart will be necessary attachments for the forklift. The lifting jib (crane attachment attaches to the forks so that staff can utilize the machine for removing seasonal equipment from the trucks and other equipment throughout the year. A dump cart is used to transfer material into larger 40 yard bins.

4. Sidewalk machine and related requests – \$310,000

The Town has experienced steady growth, resulting in the expansion of its sidewalk network throughout new subdivisions and redeveloped areas. This has increased the demand on existing winter maintenance equipment, making it difficult to maintain current service levels during snow events. The addition of a new sidewalk machine will ensure the Town can continue to meet its winter maintenance standards, particularly for pedestrian safety and accessibility. The inclusion of a snow blower, in addition to the plow and sander, will provide greater flexibility and effectiveness in managing heavy snowfalls and narrow sidewalk corridors.

In the spring, the machine will be outfitted with a sweeping unit and in the summer a watering arm and a brushing head. This will enable it to provide enhanced services such as sidewalk sweeping and maintenance of urbanized boulevards. These functions support the Town’s beautification and cleanliness goals while ensuring the equipment is fully utilized year-round. This dual season use maximizes the return on investment and reduces the need for multiple specialized machines, aligning with the Town’s commitment to sustainable asset management. The cost of the summer attachments will be funded through the Tree Preservation Reserve, as these tools directly support the maintenance and health of urban greenery.

To address immediate growth needs in the winter, funds from this case will be used to rent a sidewalk machine with a snow blower for the upcoming winter season at an estimated cost of \$30,000 while the new unit is in procurement. The procurement of the new sidewalk machine with attachments will be in time for the 2026-2027 winter season. With the summer attachments being utilized starting spring of 2027. There is adequate staffing to support this unit.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

**Financial impact:**

The funding of the various requests are outlined as follows:

Item description	Cost	Funding sources
Skid steer	65,000	Development charges
Foam machine	50,000	
Service truck (forklift)	200,000	

**Capital business case: 26-CI-OI-09**  
**Request: Growth related fleet and equipment**

Sidewalk machine related requests		
Sidewalk machine/plow, sander, snowblower and sweeping unit	250,000	Development charges
Rental of sidewalk machine with snow blower (winter only)	30,000	Operating growth stabilization reserve
Purchase of brushing unit and watering arm	30,000	Tree preservation reserve
Total request	625,000	

**Other comments/gallery:**



# Capital business case

## 26-CI-OI-10

### Request: Lake Drive North revetment – construction

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$928,000

**Funding source:** CCBF

### Project highlights:

**What:** Construction work, contract administration, inspections and warranty support for the shoreline protection revetment

**Why:** Inhibit shoreline scour, protect underground infrastructure from future damage, and increase separation between the road edge and the shoreline

**When:** Q2 2026 to Q4 2026

**Where:** Lake Drive North from Shorecrest Road

### Project details and justification:

A portion of the Lake Simcoe shoreline immediately adjacent to Lake Drive North has experienced deterioration due to erosion. This segment of Lake Drive North is narrow with minimal shoulders and includes several private waterfront structures such as fences with gates, docks and boathouses (see attached gallery images). Due to the narrow shoulders, vehicular and pedestrian traffic on Lake Drive North passes close to the adjacent shoreline. The natural forces of wind, wave and ice action continue to scour the shoreline, further narrowing separation from the paved surface and increasingly threatening to undermine the roadway. Without intervention this deterioration will continue, resulting in damage to the shoulders and paved portion of the roadway.

As authorized in business case 24-CI-OI-07, engineering design of a permanent shoreline protection revetment is nearing completion, with tendering to follow shortly thereafter. The preferred revetment option is an armourstone retaining wall with boulder toe protection, which will stabilize this portion of the shoreline and prevent further

erosion. The revetment structure also includes installation of a guard rail, which will support some widening of the shoulder to increase separation of traffic from the adjacent shoreline and improve public safety.

The project activities covered by this business case include construction, contract administration/inspections and warranty support for the shoreline protection revetment.

Grant opportunities will be sought for this project.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

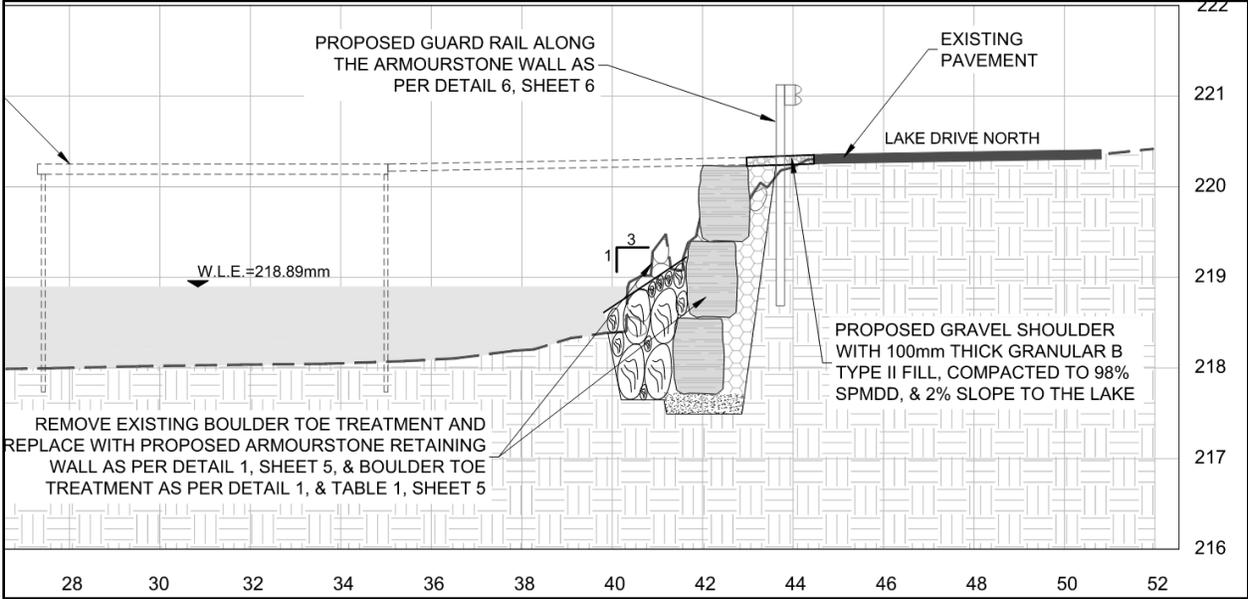
- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan](#) (core assets)

**Other comments/gallery:**



Lake Drive North (Area of concern – proximity of shoreline)

**Capital business case: 26-CI-OI-10**  
**Request: Lake Drive North revetment – construction**



Typical cross section of revetment

# Capital business case

## 26-CI-OI-11

### Request: Guiderail upgrades program – Year 1 design and construction

Department: Operations and Infrastructure

Division: Capital Projects

Budget request: \$300,000

Funding source: CCBF

### Project highlights:

**What:** Engineering and construction work to implement the first year of a multi-year program to upgrade guiderail infrastructure

**Why:** To meet the current roadside safety guidelines and to enhance roadside safety for the public

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

The Operations and Infrastructure department conducted a field-based condition assessment and safety assessment of various roadside infrastructure assets within the Town in 2024 and 2025.

The assessment identified 158 guiderail assets, critical guiderail deficiencies, and recommended phased upgrades based on risk scores, condition ratings, and compliance with current roadside safety standards. The assessment assigned each guiderail a safety risk score based on condition and consequence of failure and estimated the remaining service life for each asset. This business case proposes to fund the first year of a four-year program (2026-2029) to address high-risk guiderails (total of 62 assets) to ensure the roadside safety of the public.

The selection of candidates for the four-year program is geographically grouped to facilitate coordinated construction staging and optimize delivery efficiency. Figure 1

**Request: Guiderail upgrades program – Year 1 design and construction**

summarizes the guiderail upgrades candidate planned over the four-year period. Preliminary candidate for year 1 (2026) includes guiderails with a risk score of 20 (highest) on Valleyview Road and a selection of score 15 assets along Hedge Road, where guiderails are adjacent to steep slopes beside waterbody. A total of 18 assets has been identified for completion in year 1 (Figure 2).

The scope of the project covered by this business case includes engineering for the detailed design, tendering and subsequent construction contract administration, and complete construction of the required upgrades for year 1 candidate.

Staff will bring forward business cases for additional years of guiderail upgrades in future years as budget and resources permit.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan](#) (core assets)
- Roadside Safety Assessment (2025)

### Other comments/gallery:



Figure 1: Candidate guiderail upgrades for the four-year program



Figure 2: Candidate guiderail upgrades for Year 1

# Capital business case

## 26-CI-OI-12

### **Request: 2026 OSIM bridge, culvert and pedestrian bridge condition assessment**

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$50,000

**Funding source:** Discretionary reserve

### **Project highlights:**

**What:** Inspections of infrastructure including bridges, culverts and pedestrian crossings

**Why:** To ensure compliance with O.Reg. 104/97, to help prioritize capital works, and to maintain the safety of motorists and pedestrians

**When:** Q3 2026

**Where:** Town wide

### **Project details and justification:**

In Ontario, municipalities are required to perform a visual inspection of all bridges and culverts ( $\geq 3.0\text{m}$  in span every two-years as per O. Reg. 104/97 – Standards for Bridges and in accordance with the Ontario Structure Inspection Manual (OSIM). Furthermore, this work also aligns with the Ontario Asset Management Planning Regulation (O.Reg. 588/17) as it provides us with insight to effectively manage a key asset group.

As per our [non-core Asset Management Plan](#), it is recommended that regular inspections of pedestrian bridges be carried out to determine the condition, prioritize maintenance and to prolong asset life. As the nature of these two tasks share a similar scope, expertise and execution, it is being recommended that these inspections are performed in parallel under the same contract and budget approval.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

# Capital business case

## 26-CI-OI-13

### Request: Waste Management Plan development

**Department:** Operations and Infrastructure

**Division:** Operations

**Budget request:** \$80,000

**Funding source:** Discretionary reserve

### Project highlights:

**What:** Development of a comprehensive Waste Management Plan (WMP)

**Why:** To establish a sustainable, efficient and compliant framework for managing waste, in line with best practices and regulatory requirements.

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

As the Town of Georgina grows and waste management challenges become more complex, the need for a strategic Waste Management Plan (WMP) is paramount. A well-designed plan will address current and future needs, ensuring the Town operates efficiently, complies with regulations, and prioritizes environmental sustainability.

The development of the WMP will include the following:

- **Waste assessment:** Analysis of the Town's waste generation, including residential, commercial and industrial streams. Includes all streams of garbage, recycling (ineligible), organics, yard waste and metal/large items
- **Reduction strategies:** Identification of opportunities to minimize waste through reuse, recycling and education
- **Infrastructure review:** Evaluation of existing facilities and recommendations for upgrades or new installations, if needed

- Operations: Determining the ideal operational framework for collection and processing of all streams
- Cost analysis: Determining the financial implications of waste management strategies to ensure fiscal responsibility
- Regulatory alignment: Ensuring all practices comply with Ontario’s Environmental Protection Act and other applicable laws

The absence of a formalized waste management strategy puts the Town at risk of inefficiencies, non-compliance and environmental degradation. This plan is essential to:

- Align with current regulatory requirements, including Ontario Regulation 347 under the Environmental Protection Act
- Address long-term waste management needs in the context of population growth and changing waste streams
- Support climate adaptation goals by emphasizing sustainable waste practices.
- Reinforce the objectives outlined in the recently approved [Climate Action Plan](#) by integrating waste reduction, resource conservation and emission-reduction strategies into municipal operations

**Benefits:**

- Regulatory compliance: The WMP ensures alignment with provincial regulations, mitigating the risk of penalties
- Environmental sustainability: By reducing waste and promoting recycling, the plan supports the Town’s climate adaptation and mitigation goals
- Operational efficiency: Streamlined processes and infrastructure improvements will enhance service delivery and reduce costs
- Support for the Climate Action Plan: The WMP supports the Climate Action Plan by incorporating sustainable practices that reduce the Town’s carbon footprint
- Public engagement: The plan will include educational initiatives to promote community involvement and awareness

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

## **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Advancing environmental sustainability
  - Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation
- [Climate Action Plan](#)

# Capital business case

## 26-CI-OI-14

### Request: Improvements at closed landfill site

**Department:** Operations and Infrastructure

**Division:** Operations

**Budget request:** \$50,000

**Funding source:** Discretionary reserve

### Project highlights:

**What:** Fencing and grading work at closed landfill

**Why:** To comply with a recent MECP inspection regarding Regulation 347 under the Environmental Protection Act

**When:** Q3 2026

**Where:** Old Homestead Road

### Project details and justification:

Following an MECP inspection of the closed landfill, the Town was directed to undertake several actions to bring the site into full compliance with provincial post-closure care regulations:

Under Ontario Regulation 347 in the Environmental Protection Act, all closed landfill sites must be maintained in a way that minimizes environmental impact and restricts unauthorized access. Following its most recent inspection, the MECP issued the following directives for the site at 9075 Old Homestead Road:

- Install perimeter fencing around the landfill to secure the site and prevent unauthorized entry
- Install appropriate regulatory signage indicating the site's status as a closed landfill – completed in May 2025

- Conduct site grading work to eliminate low-lying areas and standing water and to maintain the top-of-fill elevation across the site footprint

Compliance with these directives is required by provincial law and failure to meet the June 2026 deadline may result in fines or other enforcement actions.

### **Need for perimeter fencing**

The installation of fencing around the landfill serves multiple critical purposes:

- Regulatory compliance: Direct alignment with MECP requirements under Reg 347. The organization is legally obligated to complete this work by June 2026.
- Site security and access control: A physical barrier will prevent trespassing, unauthorized dumping, and inadvertent public access to a potentially hazardous area.
- Environmental protection: Fencing will reduce the risk of damage to the landfill cover system and help prevent erosion, disturbance, or illegal use that could compromise environmental controls.
- Support for post-closure objectives: The fencing reinforces existing site signage and planned regrading to ensure comprehensive management of the closed landfill over the long term.

### **Site grading and additional measures**

In addition to the fencing installation, additional site improvement measures are required:

- Backfilling of low-lying areas where water is currently pooling.
- Regrading the landfill footprint to ensure positive drainage and to maintain the existing top-of-fill elevation, consistent with the original closure design intent.

These measures will contribute to minimizing leachate production, promoting runoff control, and preserving cap integrity.

Cost breakdown: \$30,000 (fence) and \$20,000 (grading)

### Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### Link to Strategic Plan, Departmental Business Plans or other plans:

- Advancing environmental sustainability
  - Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation.

### Other comments/gallery:



# Capital business case

## 26-CI-OI-15

### Request: Update of Core Asset Management Plan

**Department:** Operations and Infrastructure

**Division:** Infrastructure Planning

**Budget request:** \$100,000

**Funding source:** CCBF

### Project highlights:

**What:** Consulting services for the formal update of the [Core Asset Management Plan](#)

**Why:** To comply with Ontario Regulation 588/17, which mandates municipalities to maintain and update asset management plans for core infrastructure assets

**When:** Q3 2026

**Where:** Town wide

### Project details and justification:

This initiative involves engaging consulting services to conduct a formal update of the Town's [Core Asset Management Plan](#). As per O. Reg. 588/17 under the Infrastructure for Jobs and Prosperity Act, 2015, municipalities in Ontario are required to develop and update Asset Management Plans every five years. The previous Asset Management plan was submitted in 2022. The update is required to be submitted by July of 2027.

The [Asset Management Plan](#) will cover several main infrastructure groups, which includes water, wastewater, stormwater, roads, bridges, and culverts. This exercise will provide a financial and technical roadmap, allowing the Town to maximize asset value while maintaining fiscal responsibility.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

# Capital business case

## 26-CI-OI-16

### Request: Enhanced winter maintenance communications plan

Department: Operations and Infrastructure

Division: Operations

Budget request: \$20,000

Funding source: Discretionary reserve

#### Project highlights:

**What:** To develop a communications plan related to responsible salt usage

**Why:** To improve public awareness and to adopt best practices for salt use on both public and private properties

**When:** Q1 2026 and ongoing

**Where:** Town wide

#### Project details and justification:

The purpose of this request is to secure funding of \$20,000 to develop targeted communication initiatives that educate residents, businesses, and property managers on responsible salt use during winter months, in order to align with industry best practices and the Town’s environmental stewardship goals. Despite the Town’s adherence to best practices, there is limited public understanding of proper salt application methods. Overuse and improper storage on private property undermine municipal efforts and poses risks to the environment and infrastructure. This request is the first initiative from the updated Salt Management Plan.

The Town maintains a complex road network using a combination of treated salt, rock salt, and sand. The Town’s winter control guide outlines a robust and compliant approach to winter maintenance, including material selection based on road classification and roadside environment. However, salt use on private property remains largely unregulated and often excessive, contributing to the following issues:

- Environmental degradation (e.g., chloride contamination in Lake Simcoe)
- Infrastructure damage (e.g., corrosion of concrete and metal)
- Increased spring cleanup costs (e.g., catch basin sediment removal)

This development and implementation of the winter salt use communications plan will include the following:

- Educational materials: print and digital guidance on proper salt use, storage, and alternatives (e.g., traction aids, pre-treatment).
- Public workshops and webinars: sessions for residents, businesses, and property managers
- Partnerships: collaborate with the Lake Simcoe Region Conservation Authority and York Region to amplify the messaging
- Signage and outreach: posters at municipal facilities, libraries, and community centres

As a result of this initiative, the Town expects to achieve the following outcomes:

- Increased public awareness of responsible salt use
- Reduction in over-application on private property
- Improved water quality and reduced sedimentation
- Enhanced alignment between public and private winter maintenance practices
- Support for Town's environmental and operational goals

This initiative supports the Town's commitment to sustainable winter operations and environmental protection. By improving communication and education around salt use, Georgina can foster a more informed and responsible community, reduce long-term costs, and protect its natural assets.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

## Financial impact:

The following table provides a breakdown of funding requested in this business case:

	<b>Breakdown</b>
Educational material design and printing	\$9,000
Workshop/webinar facilitation	\$4,000
Outreach signage and displays	\$7,000
<b>Total</b>	<b>\$20,000</b>

# Capital business case

## 26-CI-OI-17

### Request: Traffic calming measures at Community Safety Zones

Department: Operations and Infrastructure

Division: Operations

Budget request: \$50,000

Funding source: Discretionary reserve

#### Project highlights:

**What:** To rehabilitate and upgrade pavement markings and signage in community safety zones

**Why:** To enhance safety for pedestrians, cyclists and vulnerable road users

**When:** Q2 2026 and ongoing

**Where:** Town wide

#### Project details and justification:

This initiative is a proactive measure to support the Town’s commitment to improving road safety. The Town currently maintains 46 Community Safety Zones, each requiring consistent attention to ensure visible and effective pavement markings and dedicated signage.

The two main asset categories that would be improved as a direct result are:

1. Signs: Community Safety Zones (CSZ’s) have dedicated signage to bring motorist attention to heightened risk, while also indicating the need for reduced speed. Because of the criticality of these areas (with increased presence of vulnerable road users), it is essential to ensure these appurtenances are replaced and rehabilitated frequently. Through the implementation of this program, it will support Town staff’s execution of essential upgrades and enhancements, which especially important given that regulations inherently change and improve every few years. In addition, we have standardized our pedestrian crossovers in 2024, resulting in additional signage

requirements to meet updated design and regulatory standards. Furthermore, through our Bi-annual Traffic Report, we report on traffic studies undertaken, new traffic management initiatives, and parking control requests, all of which come with their associated signage and infrastructure installations. These ongoing efforts reflect our commitment to maintaining a safe and responsive road environment for all users.

2. Pavement Markings: The town currently has approximately 700+ stop bar locations and over 60 marked pedestrian crossings. While painted pavement markings are economical, they can also be subject to accelerated degradation in increased traffic, where increased motorists and usage leads to decreased visibility prior to the annual rejuvenation. Ensuring these markings are in a good state of repair is essential, particularly in higher volume traffic areas as well as locations where visibility and reflectivity are crucial. In 2025, the Town enhanced these zones with the installation of 50 new hand symbol markings designed to visually reinforce speed limits and encourage motorists to slow down. These markings are a new asset that will require ongoing maintenance moving forward. This project would allow for the new installation of hand markings and cross walks, rehabilitation or refresh of pavement markings, enhancing visibility, safety, and reducing liability for the Town.

The Town is required to maintain roads in a state of good repair. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets and development of a plan to maintain assets at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also requires on-going maintenance of infrastructure in a state of good repair. Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

## Other comments/gallery:



# Capital business case

## 26-CI-OI-18

### **Request: Combination flusher, vacuum and excavator unit**

**Department:** Operations and Infrastructure

**Division:** Water and Wastewater,  
Stormwater, and Operations

**Budget request:** \$950,000

**Funding source:** DC

### **Project highlights:**

**What:** Purchase of new equipment required due to growth

**Why:** Accommodate the growth needs of the Town and enable in-house service delivery across divisions

**When:** Q3 2026 to Q1 2027

**Where:** Town wide

### **Project details and justification:**

The acquisition of a combination flusher and vacuum unit serves as a strategic enhancement to the delivery of critical water, wastewater, and stormwater services. This proposal represents a significant step forward in transitioning from a reactive, contractor-dependent model to a proactive, resilient, and responsive in-house delivery model. To accompany this capital purchase, a staffing request will be made in 2027 to ensure sufficient resources are available to operate the unit. The staffing for this unit has been accounted for in the rate studies.

Currently, due to limited internal capacity, a substantial portion of essential infrastructure maintenance is outsourced. These services include sewer flushing, catch basin and culvert cleaning, and water box replacements.

By bringing these services in-house, the Town aims to achieve:

- Increased frequency and consistency of preventative maintenance
- Improved response times and overall service quality
- Greater control over scheduling and resource allocation
- Enhanced accountability across service areas

As the Town continues to grow, both in terms of population and development, there has been a notable increase in the demand for core infrastructure services. This growth, has significantly contributed to rising service pressures and a greater reliance on contracted support. These external arrangements often come with longer response times, limited availability, and reduced flexibility, which can be challenging in a community with expanding needs. Transitioning to in-house service delivery with dedicated equipment will allow the Town to better respond to this growth, and ensure critical infrastructure keeps pace with the evolving, growing demands of the community.

This approach aligns with best practices in asset management and supports sustainable, long-term stewardship of municipal infrastructure.

### **Emergency response and service resilience**

One of the most compelling benefits of this initiative is the Town's enhanced ability to respond rapidly to emergencies.

Under current contractor agreements, emergency response times may extend up to three hours. In urgent situations, such as pumping station failures, sewer backups, or flooded catch basins, these delays can significantly increase risks to property, public health, and the environment.

By equipping Town staff with a dedicated flusher/vacuum unit, emergency response times could be reduced to approximately one hour. This improved capacity will:

- Minimize the risk of sewer backups and infrastructure damage
- Reduce disruptions to residents and businesses
- Lower the potential for insurance claims and legal liabilities
- Provide critical stopgap service during equipment failures
- Support safer and more efficient emergency utility repairs

## Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

## Financial impact:

- Purchase costs are funded by DC based on the below service categories:
  - 70% Water/wastewater: \$665,000
  - 25% Stormwater: \$237,500
  - 5% Roads: \$47,500

## Other comments/gallery:



# Capital business case

## 26-CI-CS-01

### Request: Facility repair and remediation program

Department: Community Services

Division: Facilities

Budget request: \$2,145,000

Funding source: Discretionary reserve

### Project highlights:

**What:** Repair and remediation of buildings

**Why:** To maintain service levels of facilities and equipment

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

1. Accessibility improvements – De La Salle washrooms – \$50,000

This project proposes a series of short-term accessibility upgrades to the De La Salle Park office building to meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA). Key improvements include the installation of grab bars in washrooms, replacement of deteriorated vinyl sheet flooring, and the reconstruction of settled concrete pavers with an AODA-compliant concrete pad. These upgrades address critical accessibility barriers: the absence of grab bars compromises washroom safety for individuals with mobility challenges; the aging flooring fails to meet slip resistance and barrier-free transition standards; and the uneven exterior pavers pose tripping hazards and restrict accessible entry. Identified as short-term priorities, these improvements are necessary to mitigate compliance risks, prevent accessibility complaints, and reduce potential liability.

2. Desiccant repairs – Georgina Ice Palace – \$150,000

Community Services is seeking approval and funding for the major repair of the original rooftop dehumidification unit at the Georgina Ice Palace. This unit has been non-operational since 2018 due to a critical failure involving a cracked reactivation wheel

and damaged burners. A licensed HVAC contractor conducted a detailed inspection and confirmed the extent of the malfunction. At the time, repairs were deemed cost-prohibitive, and temporary interior dehumidifier units were installed in both ice pads. However, these units are no longer sufficient to meet the facility's increasing environmental demands.

The current system fails to control humidity effectively during shoulder seasons and summer operations, particularly when summer ice is required. This has led to poor ice quality, reduced playability, overburdened refrigeration systems at risk of failure, condensation buildup that may cause mold and mildew, damage to ceilings and insulation, increased maintenance demands, and slip hazards on walkways. Restoring the rooftop unit is a critical short-term priority to ensure safe, efficient, and sustainable operations.

### 3. Foundation waterproofing – Georgina Centre for Arts and Culture – \$130,000

The Georgina Centre for Arts and Culture (GCAC), located in the historic core of Sutton, is a valued cultural and community facility that has experienced persistent water infiltration through its foundation, particularly during spring thaw and major rain events. A thorough review by Town Facilities staff and external contractors confirmed the foundation lacks proper waterproofing, which is contributing to these recurring issues. Waterproofing the foundation from the exterior is considered the most effective long-term solution to protect the building's structure, prevent further degradation, and ensure the facility remains safe and functional.

Additionally, to expand the useable space in the basement that currently is only permitted for storage (or 0 persons by fire code, due to the lack of a secondary exit), while the exterior foundation is excavated for foundation work; a stairwell will be added to provide adequate egress from the basement.

The work will include design, additional excavation and fill removal, concrete work, new fire rated exterior door, additional waterproofing and finishing work.

### 4. Boiler replacement – Georgina Leisure Pool – \$400,000

This project proposes the replacement of the aging boiler system at the Georgina Leisure Pool. The existing boilers have exceeded their expected service life, and only one unit remains operational. This poses a significant risk to facility operations, as there is currently no backup system in place. The remaining boiler struggles to reheat the pool water efficiently following mandatory full drains required by public health regulations, which impacts programming schedules and service delivery. Additionally, replacement parts for the current system are increasingly obsolete and difficult to source. A failure of the last functioning boiler would result in a complete shutdown of pool operations,

disrupting community access and negatively affecting the patron experience. Replacing the boiler system is essential to ensure reliable, efficient, and uninterrupted service.

**5. HVAC replacement – Keswick Library – \$120,000**

The rooftop HVAC system at the Keswick Library consists of two aging units:

- Lennox LGC240SH1J (20-ton unit, installed 2002)
- Lennox LGA048SH2J (4-ton unit, installed 2002)

Now more than 20 years old, these units are well beyond their expected service life and are in fair-to-poor condition, thereby making repairs costly and unsustainable. Neither unit has a stated energy efficiency rating, and modern replacements would reduce energy consumption and operating costs. Continued reliance on these deteriorating systems increases the risk of unplanned failures, which could disrupt library operations and compromise indoor comfort. Replacing the HVAC units will ensure reliable climate control, improve energy efficiency, and support uninterrupted service for staff and patrons.

**6. Pefferlaw Lions Hall – HVAC unit replacement – \$120,000**

This project proposes the replacement of the existing ground-mounted Lennox packaged HVAC unit (Model: LGA240SH1Y), located on the exterior of Pefferlaw Lions Hall. This unit provides outdoor air ventilation and temperature control to the Hall. It is currently in poor physical condition and operates at only 80 per cent heating efficiency. Replacement is recommended to avoid failure, eliminate regulatory risks, and improve energy efficiency.

**7. The Link – Replacement of double exit doors – \$15,000**

This project proposes the full replacement of the steel double doors and frame at the northeast exit of the Link in Sutton. The existing doors have deteriorated due to prolonged exposure to weather conditions, age, and wear from regular use. The frame shows visible signs of corrosion, and the doors are no longer sealing properly, leading to air and moisture infiltration. The project involves removal and disposal of the existing assembly, supply and installation of a new insulated steel door system, and all associated finishing and security work.

**8. Elevator upgrade – Georgina Ice Palace – \$240,000**

A feasibility review has been completed, concluding that the most effective way to ensure compliance and accessibility is to install a Limited Use, Limited Application (LULA) elevator. This solution will require architectural and design work to preserve the structural integrity of the existing space, including expanding the shaft area and replacing the current cab.

A LULA lift is a small commercial elevator designed to provide accessibility in buildings where a full size commercial elevator would be too large or costly.

The existing lift:

- Has a manual swing door that opens inward and outward, requiring physical effort and precise coordination.
- Requires users to press and hold a button throughout the lift's vertical travel, which can be physically demanding and inaccessible to users with limited motor function.
- Cannot be independently used, as patrons must request staff assistance, causing delays and undermining user dignity and autonomy.

A LULA installation will ensure that we have a fully compliant accessible lift.

#### 9. Sutton multi-use groundworks (Phase 2) – \$500,000

The Town of Georgina is being asked to contribute \$500,000 toward Phase 2 of the Sutton Multi-Use Groundworks Project, a cost-shared initiative led by the York Catholic District School Board (YCDSB) in partnership with the York Region District School Board (YRDSB). This phase focuses on repaving the deteriorated west parking lot and surrounding asphalted areas that serve multiple facilities on the shared Sutton campus.

The current condition of these surfaces poses safety hazards, limits accessibility, and creates operational challenges for all users. The Town's one-third contribution reflects its active use of the site and the broader community benefits it supports, including recreation, education, and library services.

#### 10. Water bottle filling stations/water fountains – \$10,000

A capital investment is proposed to install an indoor water bottle filling station and water fountain at The Link. This unit would provide safe, accessible drinking water for staff, tenants, and members of the public using the facility. This initiative enhances public amenities, aligns with the Town's climate and wellness goals, and promotes equitable access to clean drinking water in a high-traffic community hub.

11. Arena rubber flooring replacement – Georgina Ice Palace, blue pad – \$100,000 The rubberized flooring in the Georgina Ice Palace's blue pad dressing rooms, hallways, and corridors has reached the end of its serviceable life, no longer meeting safety, hygiene, or AODA standards. Originally installed in 1996, the current flooring comprising loose-laid cow mats and Mondo Ramflex has deteriorated due to decades of heavy use, moisture, skate blade damage, and exposure to cleaning chemicals. This has resulted in cracking, peeling, worn traction, and odor absorption, creating slip and trip hazards and prompting user complaints.

The proposed project involves removing and disposing of the existing flooring, preparing the subfloor, and installing new, durable, non-slip, skate-resistant rubberized flooring throughout the facility.

**12. Arena rubber flooring replacement – Georgina Sutton Arena lobby – \$90,000**

The rubberized flooring throughout the Georgina Sutton Arena lobby has reached the end of its functional life and no longer complies with safety, hygiene, performance, or AODA standards. Originally installed during the 1998 renovation, the current flooring comprising loose-laid cow mats in dressing rooms and corridors, and Mondo Ramflex in the lobby and washrooms has significantly deteriorated due to prolonged exposure to moisture, skate blade damage, and cleaning chemicals. This has led to cracking, peeling, worn traction, and odor absorption, creating slip and trip hazards and generating user complaints.

The proposed project involves the complete removal and disposal of the existing flooring, surface preparation, and installation of new, durable, non-slip, skate-resistant rubberized flooring.

**13. Egypt Operations Yard security upgrades phase 2 – \$115,000**

The proposed security upgrades would ensure alignment with the current security features at other facilities where Town operations occur. Phase two of the Egypt Operations Yard security upgrades would involve installation of localized fencing and adequate security gates to restrict unauthorized access. This phase follows phase 1 which was completed in 2025.

**14. Exhaust system retrofit – \$90,000**

The Belhaven Yard, Fleet Shop requires a five-bay, five-reel, electric-powered overhead exhaust system with updraft hood over the welding table. The Shop does not currently have a functional exhaust system. Vehicles are run without exhaust entrapment and the bay doors must be left open to reduce the amount of exhaust ingested by staff. This problem is escalated during the cold, winter months. Currently, if possible, the vehicle or machine is moved outdoors, and the staff member must continue the repair in the open elements if its engine needs to be run or if some welding work needs to be completed. This new system will alleviate this practice which is not practical in the winter months or if the unit's repair is not completed enough to be moved.

Worker health and safety is paramount and this will reduce the potential for unnecessary exhaust ingestion while performing regular duties.

15. Heated walkways – \$15,000

The proposed request involves the installation of three heated walkways at waste oil and anti-freeze stations in Belhaven Yard. This will reduce salt use and help mitigate slips and falls.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy and safe community
  - Continue to optimize and invest in improvements to facilities and local amenities
- [Strategic Asset Management Policy \(2019\)](#)
- [Recreation Facility Needs Study \(2014\)](#)
- [Economic Development and Tourism Strategy \(2024-2029\)](#)
- [Climate Action Plan \(2025\)](#)

# Capital business case

## 26-CI-CS-02

### Request: Stephen Leacock Theatre upgrades

**Department:** Community Services

**Division:** Client and Cultural Services

**Budget request:** \$421,000

**Funding source:** Discretionary reserve

### Project highlights:

**What:** Building upgrades and equipment purchases

**Why:** To enable the theatre facility and patron experience

**When:** Q2 2026 to Q4 2026

**Where:** Stephen Leacock Theatre

### Project details and justification:

#### 1. Replacement projector – \$12,000

A \$12,000 capital investment is proposed to replace the outdated projector at the Stephen Leacock Theatre with a modern, high-performance model that meets current technical and visual standards. The existing projector suffers from a persistent colour malfunction, lacks essential connectivity features like HDMI and USB, and is no longer suitable for professional or audience facing events. As a result, staff are often forced to rent or borrow inadequate equipment, leading to increased costs and diminished audience experience.

Since the pandemic, theatre attendance has grown significantly, doubling annually from 2022 to 2024, with 16,142 tickets sold in 2024 and approximately 50 third-party bookings. Demand for live cultural experiences continues to rise, and a reliable projector is now a standard production requirement. A new unit will directly support key programs such as the Toronto International Film Festival on Tour, library collaborations, and hybrid/live screenings, while also enhancing the theatre's appeal for rentals and

internal programming. This investment will ensure the venue remains technically equipped to meet growing community and cultural needs.

**2. Replacement speakers and lavalier microphones – \$24,000**

The current speakers, now approximately 20 years old, no longer meet the performance standards required for contemporary productions. Their limited functionality often forces the Town to rent external sound systems for its own events, while third-party presenters, despite paying technical fees, frequently bring their own equipment or are left with suboptimal in-house options, negatively impacting show quality and user satisfaction. Similarly, the wireless lavalier microphones have surpassed their peak performance, leading to additional rental costs. A single replacement set, including two microphones, transmitters, battery packs, and a headset, costs approximately \$4,000.

Upgrading this essential audio infrastructure will improve sound quality, reduce ongoing rental expenses, and enhance the overall experience for performers, presenters, and audiences alike.

**3. Digital sign – Club 55/Stephen Leacock Theatre – \$35,000**

A \$35,000 capital investment is proposed to install double-sided digital sign inserts at the Stephen Leacock Theatre and Club 55, replacing the outdated manual letterboard panels. This upgrade offers significant operational, safety, and communication benefits. Currently, staff must manually change messages using ladders, which consumes valuable time, introduces health and safety risks, and leaves signage vulnerable to tampering.

The digital solution eliminates these issues by enabling remote programming, automated scheduling, and tamper-proof messaging, all while improving visibility in all weather conditions. This modernization will enhance public engagement through timely, dynamic messaging, increase staff efficiency by reducing manual tasks, and improve safety by removing the need for ladder use. By leveraging existing infrastructure and inserting digital panels into the current sign frame, this project delivers a cost-effective, future-ready communication tool that supports both day-to-day operations and emergency messaging needs.

**4. Theatre seating replacement – \$350,000**

The Stephen Leacock Theatre is embarking on a vital upgrade to replace its aging 295 seats. This project is part of a broader effort to revitalize the theatre's aging infrastructure, ensuring it remains a safe, accessible, and welcoming space for all. As the theatre continues to attract larger audiences and high-profile performances, these upgrades are essential to maintaining its momentum and reputation.

Improved seating will significantly enhance the visitor experience, offering greater comfort, better accessibility, and a more enjoyable atmosphere for patrons of all ages.

As a key cultural destination in Georgina, the theatre plays a growing role in drawing visitors to the area, supporting local businesses, and enriching the Town's cultural identity. Investing in these upgrades will not only benefit residents but also strengthen Georgina's appeal as a vibrant rural destination for arts and entertainment.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy, and safe community for all
  - Support a safe, healthy and inclusive community
- Economic Development and Tourism Strategy (2024–2029)

### **Financial impact:**

Town staff plans to apply to the Rural Ontario Development Grant to partially support the project, with the remainder to be funded by discretionary reserves.

# Capital business case

## 26-CI-CS-03

### Request: Sports Hall of Fame

**Department:** Community Services

**Division:** Recreation Services

**Budget request:** \$30,000

**Funding source:** Discretionary reserve

### Project highlights:

**What:** Creation and implementation of a Sports Hall of Fame

**Why:** To honour individuals whose efforts, excellence, and dedication have significantly impacted Georgina's sports culture and brought pride to the community

**When:** Q2 2026

**Where:** Multi-Use Recreation Complex and other municipal recreation facilities

### Project details and justification:

To seek Council approval for the creation and implementation of the proposed Georgina's Sports Hall of Fame – an initiative dedicated to honouring the achievements and contributions of local athletes, coaches, officials, and sports builders.

The proposed Georgina Sports Hall of Fame policy outlines a structured framework for recognizing athletes and contributors who have made a significant impact on the local sports community. The detailed framework includes the following key elements:

- Classification of inductees: Define two primary categories of inductees - athletes and builders
- Eligibility criteria for nominees: Establish criteria that focus on individuals who have achieved prominence or made significant contributions to sport in Georgina, or who have brought honour to the municipality, making them eligible for induction
- Nomination process: A standardized process for submitting and reviewing nominations

- Working group: Consists of a collection of knowledgeable, diverse, and impartial volunteer community members. The working group will support Town staff through promotion, community engagement, event coordination, and research related to potential inductees
- Annual inductions: Planning and executing an annual event to formally recognize and celebrate new inductees
- Ongoing engagement: Strategies for maintaining public involvement, promoting the Georgina Sports Hall of Fame, and preserving the stories and history of local sports figures through an interactive exhibit within the community

### **Nature of initiative/review factors:**

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other (please specify): New Initiative with policy for implementation

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Creating a vibrant, healthy, and safe community for all
  - Support a safe, healthy and inclusive community

### **Financial impact:**

To support the successful launch and continued operation of the Georgina Sports Hall of Fame, an annual allocation of \$9,000 will be added to the Town's operating budget, in addition to the \$30,000 requested in this capital initiative. These funds will cover:

- Interactive display hardware and software
- Marketing and promotional efforts
- Web development and maintenance
- Costs associated with the annual induction ceremony

# Capital business case

## 26-CI-CS-04

### Request: Two-way radios for Municipal Law Enforcement Officers

Department: Community Services

Division: Municipal Law Enforcement

Budget request: \$14,000

Funding source: Discretionary reserve

#### Project highlights:

**What:** Equipment purchase

**Why:** More effective and efficient communication for Municipal Law Enforcement Officers

**When:** Q1 2026

**Where:** Town wide

#### Project details and justification:

The purchase of two-way radios for Municipal Law Enforcement Officers to communicate while on patrol will provide more effective and efficient communication. The radios will provide an extra layer of safety, enabling instant communication between officers as compared to cell phones. The radios can also be used to communicate with York Regional Police Pay Duty Officers that patrol our waterfront parks during the summer season.

Officers have tested the radios over the course of 2025 and the radios have proven to be more effective than cell phones in areas of the Town with poor cell phone service. The radios are connected to the Town’s existing infrastructure, currently used by other Town departments.

From our testing experience, it has been easier to dispatch Officers to areas of concern quickly. The testing has provided an improved team-based environment, where all

officers can contribute to enquiries and collaborate to ensure an appropriate response to different situations.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

# Capital business case

## 26-CI-CS-05

### Request: Willow Beach Park construction

**Department:** Community Services

**Division:** Parks

**Budget request:** \$8,367,800

**Funding source:** \$5.6M DC, \$1.4M Cash in lieu of parkland, \$1.4M discretionary reserve

### Project highlights:

**What:** Construction of Willow Beach Park

**Why:** To revitalize the Willow Beach Park and meet the growing needs of the Town

**When:** Q1 2026 to Q4 2027

**Where:** Willow Beach Park

### Project details and justification:

Willow Beach Park has been identified as a flagship revitalization project in the Town of Georgina’s [Waterfront Parks Master Plan](#), with design targeted for 2026.

The construction will incorporate key components outlined in the master plan, including items such as a lakefront pedestrian and cycling promenade, a widened beach, and reimagined pedestrian-priority streets that improve connectivity to Joel Avenue and Jacksonville Road. The plan also includes relocating parking to the west side of the park, screened with trees, and introducing new amenities such as kayak storage, a basketball/play court, expanded playgrounds, and adult fitness stations. A central plaza will support seasonal pop-up retail and food trucks, while new washroom and changeroom facilities will improve visitor comfort.

The revitalization emphasizes year-round use, with designated lake access for snowmobiles and ice fishing huts in winter. Guided by the principle of “parks for people, not cars,” the project prioritizes pedestrian access, environmental sustainability, and

community wellness. This transformation will create a safer, more inclusive, and vibrant waterfront destination that supports both residents and tourism.

### Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### Link to Strategic Plan, Departmental Business Plans or other plans:

- Creating a vibrant, healthy and safe community for all:
  - Enhances access to high-quality outdoor recreation and promotes active lifestyles
- [Waterfront Parks Master Plan \(2023\)](#)
- [Lake Drive Shoreline Action Plan](#)
- [Lake Drive One-Way Project](#)
- [Economic Development and Tourism Strategy \(2024-2029\)](#)
- [Climate Action Plan \(2025\)](#)

### Financial impact:

The total cost for the project is estimated to be at \$8.7M, with part of the design costs previously approved and already underway, as outlined below. The total funding for this project at \$8.7M is via development charges 66.67%. The remainder \$2.8M is funded equally between parks cash in lieu and discretionary reserve at \$1.4M each. The total budget requested as part of this business case is \$8,367,800.

Total design cost	\$985,000
Less: 2025 Capital request 25-CI-CS-02	\$300,000
Remainder design cost, requested in this business case	<u>\$685,000</u>
Add: Construction costs, requested in this business case	\$7,682,800
Total project cost	<u>\$8,367,800</u>

# Capital business case

## 26-CI-CS-06

### Request: Parks repairs and remediation program

**Department:** Community Services

**Division:** Parks

**Budget request:** \$640,000

**Funding source:** \$586.7K discretionary reserve, \$53.3K DC

### Project highlights:

**What:** Repair, remediation and replacement of features and equipment

**Why:** To maintain safe, functional, and accessible park spaces by repairing or replacing aging infrastructure and addressing health and safety concerns

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

1. Gravel top up for parking lots – \$30,000

A number of gravel parking lots throughout the Town need a gravel top up, including at some of our larger parking lots: the ball diamond and soccer field parking at the ROC, De La Salle, and Holmes Point. Each lot receives a spring grade to attempt to reduce the number of potholes that emerge each spring. There hasn't been a gravel top up completed in a number of years which reduces the crown of the parking lots creating ponding water, improper drainage and an increased number of potholes. This request will be the second year of a three-year request of \$30,000 each year (for 2025, 2026, 2027) to top up all our existing gravel parking lots.

2. Playground replacement (Holmes Point) – \$150,000

In 2022, Council approved an annual allocation of \$150,000 for the replacement of playground equipment in selected community parks. Each year, the Parks Division selects a park for replacement based on several criteria, including whether the equipment has reached its life expectancy, its current condition, the level of usage, and

the ongoing costs of maintenance and repairs. This proactive approach ensures that playgrounds are replaced in a timely manner and continue to meet all CSA-required guidelines and safety standards. To support this initiative, a third-party inspector has been engaged to conduct comprehensive safety inspections and impact testing of protective surfacing. Based on these assessments, Holmes Point has been identified as the next park scheduled for playground equipment replacement.

3. Pathway repairs at various locations – \$50,000

There are a number of accessible asphalt pathways throughout our parks and trails system that are failing and becoming impassable. When they are in this condition, they create liability and safety issues. The pavement has either broken apart, cracked or heaved, which is common with the age and traffic these pathways experience. Immediate attention to the areas is required in order to keep the pathways open, accessible and safe for use while ensuring we are limiting barriers as much as possible.

4. Picnic table replacement – \$50,000

This project proposes the removal and replacement of picnic tables at various parks. The existing picnic tables that were installed with a concrete base and footings in the past have in most cases heaved and become a hazard. These tables need to be removed and replaced. New picnic tables will be installed without the concrete base and footings. A number of AODA compliant picnic tables will be provided where there is an accessible access route. This request is part of the continued initiative of a multi-year program from 2024 to 2026.

5. Waterfront Parks Master Plan – Community park upgrades – \$80,000

In May 2024, Council endorsed the [Waterfront Parks Master Plan](#) (WPMP) and put forth recommendations for action as a result of the plan. Council requested that staff initiate upgrades to our community parks.

As part of the ongoing implementation of the Waterfront Parks Master Plan, a series of low-cost, high-impact upgrades are planned for several community parks. These enhancements will include updated signage, the integration of QR code technology to provide easy access to park rules and guidelines, and the installation of new park furnishings such as bike racks and benches. Additionally, lawn areas will receive topdressing and re-seeding where needed to improve turf quality. The goal of this initiative is to deliver meaningful improvements to local parks, complementing the larger-scale renewal project currently underway at Willow Beach.

6. Shoreline revetment – Holmes Point Park – \$70,000

The shoreline at Holmes Point Park is experiencing ongoing erosion, creating hazardous conditions for visitors attempting to access the water. This erosion not only poses a significant safety risk but also threatens the integrity of the surrounding

parkland. To address this issue, the shoreline requires immediate reinforcement using large boulders, a proven, long-term solution that is both durable and low-maintenance. This method will effectively prevent further erosion, protect municipal assets, and reduce the risk of injury to park users.

**7. ROC Ski Lift releveling – \$50,000**

The ROC Winter Ski and Tube Hill is a key municipal asset supporting Georgina's winter recreation program. The carpet lift, classified as a passenger conveyor, is regulated by the Technical Standards and Safety Authority (TSSA). To maintain compliance with TSSA safety standards and ensure continued operation, releveling of the lift is required. This work, estimated at \$50,000, is necessary to address wear-related settling, prevent service disruptions during peak season, and extend the asset's operational life.

**8. Baseball diamond bleacher replacement – \$60,000**

The proposed \$60,000 investment to initiate a phased bleacher replacement program over the next three years is a proactive step toward enhancing the user experience at Georgina's baseball diamonds. Many of the existing bleachers have aged significantly, and their replacement will improve both safety and comfort for spectators.

**9. Woodbine medians horticulture reconstruction – \$25,000**

The proposed \$25,000 investment for the horticulture reconstruction of the Woodbine Avenue medians addresses both operational challenges and safety concerns. These medians are located in high-traffic areas that require Road Occupancy Permits from the Regional Municipality of York for maintenance, permits that are often difficult to obtain on short notice. The current design includes high-maintenance plantings that are not only labor-intensive but also place staff in unsafe working conditions. Reconstructing these medians with low-maintenance, sustainable landscaping will significantly reduce operational strain, improve worker safety, and enhance the visual appeal of a key corridor in Georgina.

**10. ROC climbing wall reface – \$35,000**

The climbing wall at the ROC requires critical upgrades to maintain safety standards and support ongoing recreational programming. The project involves removing and replacing all existing textured plywood with new pressure-treated wood decking, updating framing where necessary, and modifying features to ensure compatibility with the new surface. New inserts, bolts, and climbing holds will be installed to replace aging components. These improvements are essential to ensure the wall remains structurally sound, safe for users, and compliant with operational standards. Completing this work will enable the continued use of the wall for recreational programs and events.

11. Wind screens for pickle ball and tennis courts – \$40,000

After the successful resurfacing of the newly added Civic Centre pickle ball courts, the Town has seen a drastic increase in user play on a daily basis. The pickle ball leagues represent an active user group. However, one of the challenges with the courts is that the wind pick up makes it difficult for players to enjoy the sport. The proposed \$40,000 would be used to mitigate the wind break around the court surfaces. Wind screens would be installed along the perimeter fencing to reduce the amount of wind that affects their play. Wind screens would be installed for both the pickle ball and tennis courts.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy and safe community
  - Ensuring public spaces are safe, accessible, and inclusive
- [Strategic Asset Management Policy \(2019\)](#)
- Asset Management Plan ([Core](#) and [non-core assets](#))
- [Economic Development and Tourism Strategy \(2023\)](#)
- [Waterfront Parks Master Plan \(2023\)](#)
- [Climate Action Plan \(2025\)](#)
- Development Charges Background Study (2025)

### **Financial impact:**

All projects listed above are funded by discretionary reserves, with the exception a portion related to the community park upgrades as outlined in the WPMP (Item 5). As per the Development Charges Background Study, 66.67% of the \$80,000 is to be funded by development charges.

# Capital business case

## 26-CI-CS-07

### Request: Sutton Cenotaph reassembly

Department: Community Services

Division: Parks and Operations

Budget request: \$20,000

Funding source: Discretionary reserve

### Project highlights:

**What:** Transport and reassembly of the old Sutton Cenotaph

**Why:** To ensure historic elements and artifacts are preserved

**When:** Q2 2026 to Q3 2026

**Where:** To a new location within Town-owned property

### Project details and justification:

In 2025, the Town partnered with the Sutton Legion, the Chippewas of Georgina Island, and Veterans Affairs Canada to complete upgrades at the Sutton Cenotaph in Peace Park. The project delivered a new granite cenotaph on a concrete foundation, lighting to highlight the five new monuments, custom Remembrance benches, and landscaping improvements through business case 25-CI-CS-02. The cenotaph was previously in poor condition which formed the basis of the Legion’s decision for replacement.

During the construction of the aforementioned project, the Georgina Historical Society and members of the public requested that the old cenotaph be dismantled, transferred, and reassembled at a new location. The Sutton Legion had no concerns with the public request to disassemble and relocate the Sutton Cenotaph. The existing Cenotaph has been dismantled, palletized, and securely stored at the Town’s Parks Yard. This project requests budget to transport, reassemble the old Sutton Cenotaph on a new foundation at a location within Town-owned property.

The scope of work will include transport from the Parks Yard, reassembly on a new concrete foundation, and repairs to key elements as needed. The reconstructed

cenotaph will require minor adjustments in size to account for brick breakage during disassembly. No matching replacement bricks are available on the market. The scope of work does not include fabricating custom replicas bricks.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Creating a vibrant, healthy and safe community
  - Continue to optimize and invest in improvements to facilities and local amenities

# Capital business case

## 26-CI-CS-08

### Request: Recreation and Culture Master Plan

**Department:** Community Services    **Division:** Recreation Services, Client and Cultural Services and Facilities

**Budget request:** \$100,000    **Funding source:** DC

### Project highlights:

- What:** Recreation and Culture Master Plan
- Why:** To reflect current recreation needs and priorities of the Town
- When:** Q2 2026
- Where:** Town wide

### Project details and justification:

The Town’s existing foundational recreation documents, the 2001 Leisure Plan and the 2014 Recreation Needs Study, are now outdated and no longer reflect the current realities, priorities, or growth patterns of our community. Over the past decade, Georgina has experienced population growth, demographic shifts, evolving recreation and culture trends, and new community expectations that demand a refreshed, comprehensive, and forward-looking strategy.

The proposed Recreation and Culture Master Plan will serve as a guiding framework for the planning, development, and delivery of parks, facilities, programs, and services over the next 10 to 15 years. It will build upon the strengths of existing assets, address service gaps, and position the Town to make informed, evidence-based decisions that align with community needs, funding opportunities, and long-term sustainability. This master plan will provide the vision, data, and direction needed to make smart, strategic decisions that maximize impact, ensure equity, and deliver high-quality, accessible recreation and culture experiences for all residents.

By moving forward on this master plan for 2026, we can proactively shape the future of recreation in Georgina, rather than reacting to it, ensuring that our facilities, programs, and services continue to enhance quality of life, culture, support community well-being, and reflect the values and expectations of those who live, work, and play here.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy, and safe community for all
  - Support a safe, healthy and inclusive community

# Capital business case

## 26-CI-CS-09

### Request: Simcoe Landing Phase 9 Community Park – design

Department: Community Services

Division: Parks

Budget request: \$512,000

Funding source: DC

#### Project highlights:

**What:** Design component of Simcoe Landing Phase 9 Community Park

**Why:** To design the community park planned as part of the subdivision’s infrastructure

**When:** Q1 2026 to Q4 2026

**Where:** Simcoe Landing, Phase 9

#### Project details and justification:

This project proposes the work related to the design component of the Simcoe Landing Phase 9 Community Park. The new park will provide accessible and inclusive outdoor recreation for residents of all ages. It will support physical activity, social interaction, and unstructured play. The park will help meet growing community needs and increase the municipality’s parkland inventory to meet the growth needs of the community. A barrier-free design will ensure accessibility for all users.

The proposed park will include a variety of key features and amenities designed to support recreation, fitness, and community use. Key features include:

- Junior and senior playgrounds with age-appropriate equipment
- Water play area for seasonal recreational use
- Shade pavilion for rest, picnics, and gatherings
- Multi-use courts for sports such as basketball and pickleball

- Walking trails with integrated outdoor fitness equipment
- Trailhead features including signage, seating, and maps
- On-site parking to support visitor access
- Open space fields for unstructured sports and community activities

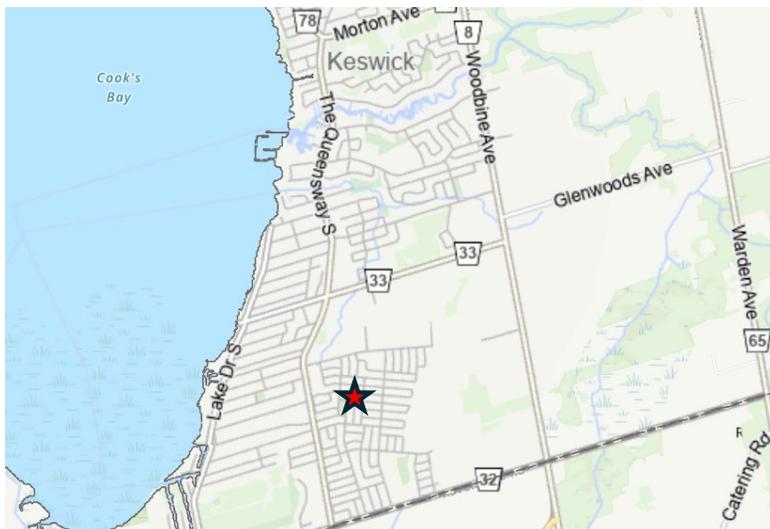
### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy, and safe community for all
  - Support a safe, healthy and inclusive community
- Parks and Trails Master Plan (2024-2039)
- [Asset Management Plan \(2022\)](#)
- [Economic Development and Tourism Strategy \(2023-2028\)](#)

### **Other comments/gallery:**



# Capital business case

## 26-CI-CS-10

### **Request: Subdivision entrance features revitalization**

**Department:** Community Services

**Division:** Parks

**Budget request:** \$50,000

**Funding source:** Discretionary reserve

### **Project highlights:**

**What:** To restore entrance features in various neighbourhoods

**Why:** To refresh aging subdivision entrance features and maintain the visual appeal and character of our neighbourhoods

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### **Project details and justification:**

The Subdivision Entrance Features Revitalization project focuses on restoring key entrance features in the following neighbourhoods:

- Thornlodge
- Breckin
- Joe Dales
- Iveagh
- Cedarwood
- Audubon Acres

These features are constructed from a mix of materials including concrete, wrought iron, brick, and wood. Based on preliminary assessments, the considerations for this project are as follows:

- Wrought iron components may require sandblasting and recoating with epoxy paint to prevent corrosion
- Brick and mortar structures may need pressure washing, parging, and minor repairs to maintain structural integrity and appearance.
- Wood features may require replacement of deteriorated sections or full restructuring depending on condition

A formal inspection of each site will be conducted to determine the most cost-effective and appropriate maintenance solutions, ensuring the character and quality of each feature is preserved. Adjustments to scope may be required, and staff will prioritize work based on condition, safety, and community impact.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy, and safe community for all
  - Support a safe, healthy and inclusive community

# Capital business case

## 26-CI-FS-01

### Request: Fire equipment

Department: Fire and Rescue Services

Division: Suppression

Budget request: \$211,200

Funding source: Discretionary reserve

### Project highlights:

**What:** Fire equipment

**Why:** NFPA standards dictate that equipment must be replaced every 10-15 years

**When:** Q1 2026 to Q4 2026

**Where:** Keswick, Sutton and Pefferlaw Fire Stations

### Project details and justification:

1. Hose and appliances – \$10,000

The current hose specifications have extended warranties to ensure good value, and have properties that ensure safety, longevity and great operational value for the firefighters. Annually, fire hose is required to be tested and inspected. The Town continue to replace hose that is more than 10 years of age and hose that fails annual testing.

2. SCBA cylinders – \$31,500 (18 cylinders at \$1,750 each)

The Fire Department requires SCBA cylinders which are replaced on a lifecycle basis. 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.

3. Specialized equipment and technical rescue equipment – \$33,500

This request represents a combination of equipment as follows:

- Gas detection device replacement (five gas detector): \$20,000
- Rescue equipment (expired rope, harness and helmet replacement): \$5,000
- Ice and water rescue equipment: \$5,000
- Washer and dryers for station 1-4: \$3,500

4. Helmet replacement program – \$26,000

Life cycle of firefighter helmets as set out in NFPA Standards is 10 years. The replacement of helmets will span over three years (2024-2026) - \$600 x 130 Helmets = \$78,000 (\$26,000 annually). 43 Helmets were for 2024; 43 Helmets were for 2025 and 44 Helmets to be replaced in 2026.

5. Replacement of bunker gear – \$81,800

In order to refrain from large spikes in the capital budget every five years, a harmonized purchase level of bunker gear is implemented. This also allows the Town to introduce improved bunker gear as standards and quality are improved gradually. To maintain our life-cycle replacement program, we are required to purchase 17 bunker suits annually. In 2022, the Town 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.

6. Communications equipment – \$28,400

Communications equipment is a high-priority item with health and safety implications. There is a life span for this equipment and must be replaced regularly to ensure functionality. This request represents a combination of equipment as follows:

- Purchase of replacement response tablet for apparatus: \$2,400
- Purchase of pagers (10 at \$600 each): \$6,000
- Purchase of two portable radio (\$10,000 each): \$20,000

## Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify): NFPA Standards

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy and safe community
  - Support a safe, healthy and inclusive community

# Capital business case

## 26-CI-FS-02

### Request: Station 1-6 renovation

**Department:** Operations and Infrastructure and  
Fire and Rescue Services

**Division:** Capital Projects

**Budget request:** \$245,000

**Funding source:** CCBF

### Project highlights:

**What:** Station 1-6 renovation

**Why:** Current facility is in need for replacement and is now outside the 10-year forecasted replacement plan

**When:** Q1 2026 to Q4 2026

**Where:** Sutton Fire Station

### Project details and justification:

Station 1-6 was constructed as a volunteer response station and lacks the necessary space needed for career staff. Construction of an additional shower is to be completed as part of the decontamination process. Renovations to be completed within the existing living space with the relocation of the captain's office, replacement of front entrance door to address energy efficiency, replacement of the access stairs to address safety conditions, and renovation to the existing staff quarters. The design and construction work will also address all electrical and mechanical modifications that would be required.

As Station 1-6 is staffed 24/7 with career firefighters and with the added volunteer responses renovations need to be expedited once commenced within a limited timeframe for the least impact of operational readiness and wellbeing of fulltime staff.

## Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify): Master Fire Plan and Building Audit 2016

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
  - Support employee engagement, development and well-being
  - Ensure continued financial sustainability and accountability
  - Build a future-focused, results-driving organization
- Creating a vibrant, healthy and safe community
  - Support a safe, healthy and inclusive community

# Capital business case

## 26-CI-FS-03

### **Request: South Keswick Fire Hall Station**

**Department:** Operations and Infrastructure and  
Fire and Rescue Services

**Division:** Capital Projects

**Budget request:** \$15,300,000

**Funding source:** Long-term debt (DC funded)

### **Project highlights:**

**What:** Construction of the South Keswick Fire Station

**Why:** Recommended in the Fire Master Plan

**When:** Q4 2026 to Q3 2028

**Where:** South Keswick

### **Project details and justification:**

A south fire station in Keswick was recommended in the 2016 and the updated 2022 Fire Master Plan to service the growth of the area and to address existing calls for service. This station, staffed with career firefighters, will provide improved response times and a greater depth of response into south Keswick. The station will provide a first response into the commercial and industrial areas along the Woodbine Avenue corridor, together with the proposed planned extension of Highway 404 through Georgina.

The fire station will be part of the joint South Keswick Fire station and Regional Paramedic services station, comprising of one facility. One hectare of land at the northwest corner of Woodbine Avenue and Garrett Styles Road is the site for the station and the Region of York has purchased their respective piece of the one hectare of land. The Town and the Region have entered into an agreement in which the entire one hectare will be owned by the Town.

The South Keswick Fire Station and Paramedic Services station project is being delivered by the York Region Capital Delivery and Engineering, Property Services

Branch, and is being managed by the Capital Delivery Division at the Town. The project is currently in the design phase as approved via business case 25-CI-FS-02.

Below is a projection of the costs associated with the building of the South Keswick Fire Station:

Design of South Fire Station (2025 business case 25-CI-FS-02) – \$1,900,000

- Town Share: \$1,330,000
- York Region Paramedic Services Share: \$570,000

The estimated project budget for the construction of the entire Fire/EMS station is \$20,400,000, with Georgina's share at \$15,300,000.

### **Nature of initiative/review factors:**

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other (please specify): NFPA Standards, Master Fire Plan, FUS

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Creating a vibrant, healthy and safe community for all
  - Support a safe, healthy and inclusive community

### **Financial impact:**

A debenture will be issued to fund the project, which is to be repaid by development charges.

The MOU between the Town and the Region requires the use of a quantity surveyor to ascertain the split in costs during the construction period.

# Capital business case

## 26-CI-DS-01

### Request: 10 Year Official Plan Review

Department: Development Services

Division: Planning Policy

Budget request: \$150,000

Funding source: \$75K Building reserve, \$75K DC

### Project highlights:

**What:** Completion of the 10-year review of the Town’s Official Plan

**Why:** To fulfill statutory requirements

**When:** Q4 2026 to Q2 2028

**Where:** Town wide

### Project details and justification:

The Town of Georgina [Official Plan](#) came into effect on Nov. 23, 2016. Section 26 of the *Planning Act* requires the Town revise its Official Plan no less frequently than 10 years after it comes into effect, and further, Section 70 (13)(2) of the *Planning Act* effectively makes the relevant portions of the York Region Official Plan now part of the Town of Georgina Official Plan until applicable portions are revoked or incorporated by the Town into its Official Plan. Additionally, there have been extensive amendments to the *Planning Act* and related legislation in the last 10 years, including updates to the Greenbelt Plan (2017), repeal of the Growth Plan for the Greater Golden Horseshoe, and a new Provincial Planning Statement (2024). Lastly, there have been numerous process and jurisdictional changes to the planning system that must be reflected in the Official Plan.

The project will be led, managed and largely undertaken by staff in the Planning Policy Division. The requested budget associated with this Capital Initiative is required for specialized consulting services to support the Official Plan review including, but not limited to, background research and subject matter expertise in specific thematic areas,

mapping, etc. The budget may also be used to secure additional consulting services should resource and capacity constraints arise.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Ensuring balanced growth
  - Promote and ensure responsible growth and long-term planning

# Capital business case

## 26-CI-DS-02

### Request: Black River Road sidewalk and multi-use path (MUP)

Department: Development Services

Division: Development Engineering

Budget request: \$2,450,000

Funding source: \$1.96M DC, \$490K Discretionary reserve

#### Project highlights:

**What:** The design and construction of a sidewalk/multi-use path on Black River Road

**Why:** To connect the new Hedge Road Landing development with the existing pedestrian and cycling infrastructure at Black River Road and Scotia Road, supporting safe and continuous active transportation routes

**When:** Q2 2026 to Q4 2026

**Where:** On the north side of Black River Road between Scotia Road and Stradacona Avenue, with a crossing at Scotia Road, in the community of Sutton

#### Project details and justification:

This project involves the detailed design and construction of a sidewalk/MUP along Black River Road to support connectivity and active transportation infrastructure in an area of planned residential growth.

Key project components include:

- Engineering design (to York Region and Town standards)
- Removals, sediment controls, grading, fencing and lighting
- A pedestrian crossing at Scotia Road

The need for this infrastructure is directly tied to conditions of approval for the Hedge Road Landing adult lifestyle development on Black River Road. In this regard, the

proposed sidewalk/MUP must be constructed prior to registration of Phase 2 and the issuance of any building permits in that phase. The project is identified as “grandfathered” in the Town’s Development Charge Credit Policy. The developer will enter into a Development Charge Agreement to facilitate construction in 2026.

This initiative will ensure that infrastructure keeps pace with growth, enhances public safety, and supports long-term mobility planning. It is a strategic step to fulfilling the Town’s commitment to building a walkable, connected community.

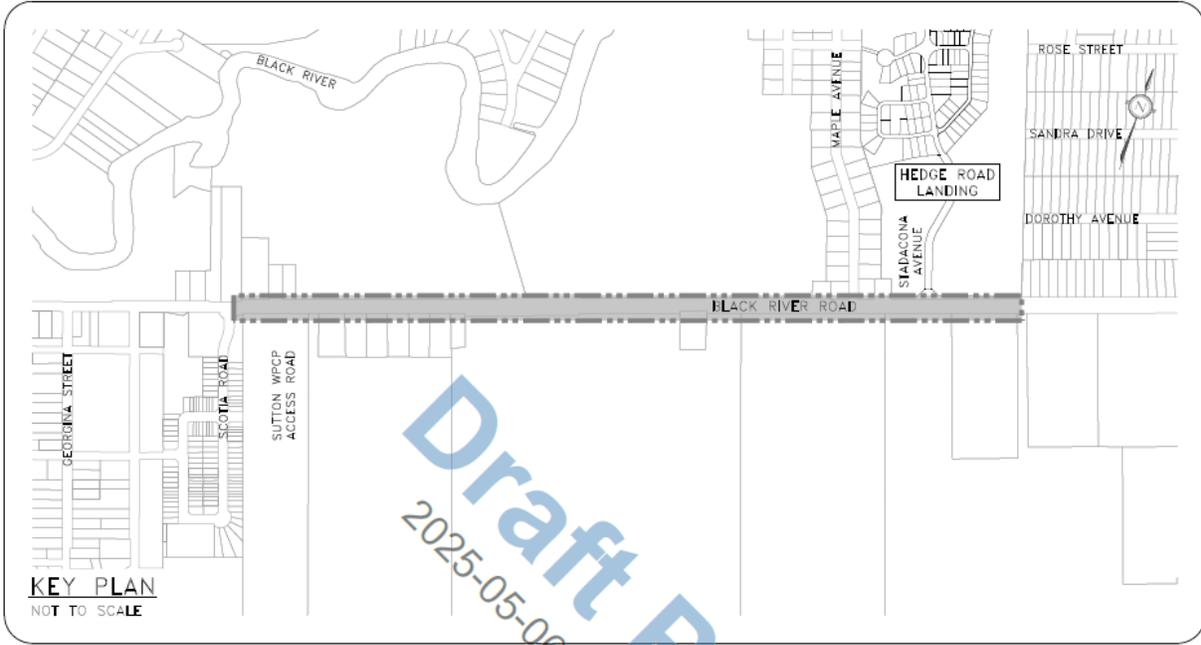
### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- [Sutton and Jackson’s Point Secondary Plan \(2013\)](#)
- [Trails and Active Transportation Master Plan \(2014\)](#)
- Development Charges Background Study (2025)

**Other comments/gallery:**



# Capital business case

## 26-CI-CO-01

### Request: Development of a 2027-2031 Corporate Strategic Plan

**Department:** Corporate Services      **Division:** Corporate Strategy and Transformation

**Budget request:** \$85,000      **Funding source:** Discretionary reserve

#### Project highlights:

**What:** Corporate Strategic Plan for 2027-2031

**Why:** To ensure that Council’s vision, priorities and mandate are clearly defined, widely understood and effectively implemented throughout the Town

**When:** Q4 2026 to Q3 2027

**Where:** Town wide

#### Project details and justification:

The [Corporate Strategic Plan](#) is a foundation of the Town’s Service Excellence Framework, serving as the primary direction-setting document for the municipality. Developed at the outset of each new Council term, the plan reflects Council’s collective mandate for the four-year term and guides the allocation of resources and efforts to advance that mandate.

As the Town’s overarching planning document, the Strategic Plan shapes all other corporate planning efforts, including the Official Plan, master plans, strategies, annual business plans, and budgets. It is also one of the Town’s most important tools for communicating priorities and progress to the public.

Together with the [Official Plan](#), sub-strategies and fiscal strategy, the corporate Strategic Plan drives the implementation of the Town’s vision: “To be the most progressive, inclusive, and vibrant growing community on Lake Simcoe, with a balance of rural and urban character.”

The Strategic Plan also drives the implementation of the Town’s 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.”

The Strategic Plan has direct, day-to-day relevance to Town operations. It informs departmental work plans, resource planning and the annual budget, which are Council’s key tool for determining priorities, direction, and pace of implementation.

The development of the 2027–2031 Corporate Strategic Plan will be rooted in robust stakeholder engagement and in-depth analysis of the Town’s internal and external environments. This inclusive process will involve the Mayor and Council, Town staff, the Chippewas of Georgina Island First Nation, local businesses, community and cultural organizations, municipal partners, and residents, thereby ensuring that a diverse range of voices helps shape the Town’s priorities for the years ahead.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Commit to citizen-centric service delivery

# Capital business case

## 26-CI-CO-02

### Request: Service Georgina Modernization

**Department:** Corporate Services      **Division:** Corporate Strategy and Transformation

**Budget request:** \$285,000      **Funding source:** Discretionary reserve

### Project highlights:

**What:** Modernize Service Georgina’s delivery model

**Why:** Meeting growing resident expectations with faster, simpler, more consistent services

**When:** Q2 2026 to Q4 2027

**Where:** Civic Centre

### Project details and justification:

This business case requests funding to modernize Service Georgina’s service delivery model by leveraging the Town’s core platforms, including Salesforce and Microsoft 365. The objective is to enhance service delivery, streamline operations, and support future growth. The modernization will also include a Client Relationship Management (CRM) component, to ensure the Town is centralizing service requests and customer interaction tracking, to continually improve its engagements with residents and key stakeholders. Main goals include expanding self-serve options, consolidating redundant applications, and preparing the foundation for future capability growth.

Residents increasingly expect fast, seamless access to municipal services. At the same time, staff must manage rising service volumes and increasingly complex requests. Current processes are often siloed, manual, and difficult to track or manage efficiently.

Building on the foundation established in Phase 1 of the Development Tracking System (DTS) as well as Microsoft 365, this initiative will:

- Provide residents with a consistent, intuitive self-serve portal for accessing municipal services
- Reduce delays and manual effort through automation, intelligent routing, and a centralized knowledge base
- Simplify the municipality's digital ecosystem by consolidating overlapping systems and tools
- Enable standardized responses across departments and channels through shared knowledge resources
- Enhance public satisfaction and staff productivity through faster, more transparent service experiences with real-time updates
- Lay the groundwork for future innovation, including intelligent automation, predictive analytics, and performance tracking

**Expanding a robust scalable platform for smarter service delivery:**

Building on the Development Tracking System (DTS), this initiative extends the Salesforce-based case management platform to new service areas while also preparing the Town to leverage future emerging technologies.

The Town already has an established project team with the knowledge, expertise, and experience to continue evolving its online services. Leveraging this team to expand the use of the recently procured Salesforce platform and Microsoft 365 will deliver significant benefits - expediting implementation timelines, enhancing value for both residents and staff, and reducing long-term costs. With the Town's infrastructure and capable internal resources in place, this is a cost-effective and strategic next step.

**Meeting resident demand for modern, accessible services:**

Community members expect intuitive online tools to submit, monitor, and manage requests. A CRM platform would enable:

- Online self-service portal to reduce calls and emails, and to allow residents to view the status of their inquiries
- Knowledge base integration to provide standardized answers across departments in a timely manner
- Chatbot support to enhance self-serve options and improve after-hours service availability
- Reduced duplication of requests through real-time status visibility

**Increasing internal efficiency and reducing errors:**

Staff will benefit from consolidated request intake, routing, and tracking tools/processes. This reduces time spent managing siloed inquiries and supports timely, consistent

responses. Integrating backend workflows avoids duplicative systems, reduces manual entry, and increases accuracy.

**Foundation for future capability growth:**

This initiative lays the groundwork for intelligent automation, predictive analytics, and real-time performance tracking to enhance service delivery and continuous innovation.

**Nature of initiative/review factors:**

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other: Digital modernization and enabling future capability growth

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Commit to citizen-centric service delivery
- [Customer Service Strategy](#)
- IT Strategic Plan
  - Application consolidation and leveraging existing technology
- 2025 Citizen Satisfaction Survey
- [2025-2029 Multi-Year Accessibility Plan](#)
- [Climate Action Plan](#)

**Financial impact:**

The operating impact related to licensing and subscription costs will be assessed as part of the project planning phase.

# Capital business case

## 26-CI-CO-03

### **Request: Annual Information and Communication (ICT) Cycling**

**Department:** Corporate Services

**Division:** Information Technology Services

**Budget request:** \$200,000

**Funding source:** Discretionary reserve

### **Project highlights:**

**What:** Information technology equipment

**Why:** Ensures optimized performance, reliability, security of data

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### **Project details and justification:**

In alignment with the IT asset management plan, the IT division's equipment life cycle policy ensures technology assets are refreshed within a reasonable time frame to guarantee the equipment's performance is optimal, reliable, and secure from security vulnerabilities.

The annual cycling includes:

- Endpoint computing – notebook and desktop workstations (including “original equipment manufacturer” operating systems), computer monitors and peripherals, docking stations, accessories, etc.
- Commercial Off-the-Shelf (COTS) software licensing – where appropriate, the Town continues to purchase perpetual licensing to limit the burden on annual subscription-based licenses.
- Infrastructure – data centre equipment, switching and networking equipment, security appliances, security-related devices, telephone systems, wireless broadband infrastructure, etc.

When possible, the Town will participate in a refurbishing program in a limited capacity to ensure that, where appropriate, any computer equipment can be donated to schools and other non-profit community groups through a local charity. Alternatively, equipment could be placed for auction as per the Town's Procurement Policy or decommissioned/disposed of through the Waste Electrical and Electronic Equipment (WEEE) program. Hard drive storage devices are removed from equipment before it is disposed of.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- IT Asset Management Plan
- IT Strategic Plan

# Capital business case

## 26-CI-CO-04

### Request: Website improvements

**Department:** Corporate Services

**Division:** Communications and Information  
Technology Services

**Budget request:** \$25,000

**Funding source:** Discretionary reserve

### Project highlights:

**What:** Website improvements

**Why:** To enhance usability and accessibility of the Town’s website

**When:** Q1 2026 to Q1 2027

**Where:** Town wide

### Project details and justification:

This initiative aims to enhance the usability and functionality of [georgina.ca](http://georgina.ca) through a series of updates. It is a targeted refresh that improves the layout, navigation and user engagement opportunities.

The Town’s website design is functional but dated, and certain elements such as the navigation and layout, are not fully optimized for mobile and tablet users. While mobile traffic accounts for a significant portion of visits, the current experience on smaller screens presents usability challenges.

This initiative is driven by the growing demand for improved access to information and more visible engagement tools. The Town currently provides several opportunities for engagement through tools like surveys, public information centres (PICs), and digital campaigns. However, these options are often buried under competing content or structured in ways that can make them difficult to find or identify as interactive.

By restructuring key elements of the website and making space for a more intuitive and streamlined user experience, the Town will support greater participation in local decision-making and improve satisfaction with digital services.

The project is in response to public feedback collected via multiple channels, including:

- Citizen Satisfaction Survey and the website survey results showing that residents want simplified access to online services and more opportunities for engagement
- Website analytics show an annual average of approximately 1.84 million pageviews, with 70 per cent of users accessing the site on a mobile device or tablet. Page views have increased by 11.13 per cent year over year.

Engagement tools like surveys, eNews signup, attendance at open houses and comments provided via social media show increased interest in participating in Town initiatives, and this project will help to enhance online feedback opportunities.

Proposed updates include:

- Refinement of wireframes to widen usable space and improve responsiveness
- Simplified menu structure to reduce confusion and improve user flow
- Optimize layout and navigation for mobile and tablet users to improve overall usability
- Dedicated navigation and landing pages for key projects and services
- Improvements to on-page navigation, search function and content findability
- Addition of new engagement functionality to increase opportunity for feedback
- Highlighting engagement opportunities
- Integration of analytics tools such as heatmaps to inform future updates

These enhancements will better serve the community by making information easier to find and increasing opportunities for meaningful engagement.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify): Engagement

## **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Commit to citizen-centric service delivery
- [Customer Service Strategy](#)
- Corporate Communication Plan
- Resident Satisfaction Survey

# Capital business case

## 26-CI-CO-05

### Request: Seasonal holiday pole display – replacement lights

Department: Corporate Services

Division: Economic Development and Tourism

Budget request: \$41,000

Funding source: Discretionary reserve

#### Project highlights:

**What:** Replacement of rope lighting on pole mounted seasonal light displays

**Why:** To ensure upkeep of the Town’s holiday season light displays which are nearing the end-of-life

**When:** Q2 2026

**Where:** Town wide

#### Project details and justification:

This project requests a budget to replace rope lighting surrounding the winter season holiday light displays. The 60 pole-mount snowflake light displays installed each year were purchased through grant funding in 2019 and the rope lighting illuminated the metal frames are nearing end-of-life. The seasonal lights are installed each year in the historic business areas of Uptown Keswick, Sutton, Jackson’s Point, Pefferlaw and Udora.

With an estimated life span of five years, the current lighting require a refresh of the rope lighting to ensure longevity. In order to be able to install these holiday lighting displays for the 2026/2027 season, the rope lighting on all 60 lights will need to be scheduled for replacement in 2026.

### Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### Link to Strategic Plan, Departmental Business Plans or other plans:

- Creating a vibrant, healthy and safe community
  - Continue to optimize and invest in improvements to facilities and local amenities

### Other comments/gallery:

Below are examples of the Town’s snowflake holiday lighting display.



# Capital business case

## 26-CI-LI-01

### Request: Collections budget increase

**Department:** Public Library

**Division:** Public Library

**Budget request:** \$10,000

**Funding source:** DC

### Project highlights:

**What:** Increase collections budget

**Why:** To align with the increasing demands due to population growth

**When:** Q1 2026 to Q2 of 2026

**Where:** Town wide

### Project details and justification:

Between 2023 and 2024, the Library saw a 100 per cent increase in inter-library Loan (ILLO) usage, a clear indicator that many residents are seeking materials we do not currently have in our collection. This underscores both a demand and a gap, especially as our surrounding libraries grow their collections while ours has remained financially constrained.

When benchmarked against other Ontario public libraries, GPL's collection barely meets AODA accessibility expectations, particularly in providing appropriate accessible formats throughout all age groups. Literacy statistics in areas such as Sutton and Pefferlaw have shown a decline, and the Library currently lacks the funding to adequately respond with enriched, targeted collections that support early literacy and inclusive access.

Our collection development has also been stunted in its ability to evolve alongside library trends. While we successfully launched the Lendery in 2023, a program lending non-traditional materials like park passes, hotspots and museum.

To meet the diverse needs of our growing population, whether in the form of multilingual titles, large print books, accessible formats or innovative lending models, the Library

requires increased funding. A \$10,000 investment will allow us to reduce dependence on inter-library loans, respond to community needs with timely materials, and maintain a collection that is inclusive, relevant, and reflective of a modern public library.

Public libraries are often judged by the strength, relevance and inclusivity of their collections. Residents increasingly expect timely access to high-demand titles, multilingual resources, accessible formats and non-traditional items. As the Town's population continues to climb, an increase in collections budget is integral to meet the growing needs of the community.

This increase in budget ensures we maintain our role as a vital resource for literacy, lifelong learning, and cultural representation. Without this investment, we risk falling behind, forcing reliance on interlibrary loans, lengthening wait times, and missing opportunities to serve new and emerging community demographics. This funding will allow GPL to remain a relevant, inclusive and forward-thinking institution, one that reflects and responds to the people it serves.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority       Efficiency       Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- [Georgina Public Library's Strategic Plan](#)
  - Position the public library as a community-engaged organization focused on responding to the growing needs of the community

# Capital business case

## 26-CI-LI-02

### **Request: Minor capital investments – annual furniture and capital needs**

**Department:** Public Library

**Division:** Public Library

**Budget request:** \$10,000

**Funding source:** Library reserve

### **Project highlights:**

**What:** Furniture and library-specific equipment

**Why:** To ensure our public spaces remain welcoming, functional and responsive to community needs

**When:** Q1 2026

**Where:** All library branches

### **Project details and justification:**

This business case proposes a \$10,000 capital allocation, which is forecasted annually in the 10-year capital plan, to support minor but essential investments in library-specific furniture and equipment throughout all GPL's branches. These funds are intended to address visible wear and evolving user needs in high-use areas, particularly children's spaces, collaborative zones, and public seating.

Unlike facility-level capital upgrades managed by the municipality, these funds will allow the library to be proactive in maintaining vibrant, user-ready environments that reflect our values of inclusion, responsiveness, and innovation. As an example, in 2026, we intend to replace worn children's furniture at multiple branches to enhance early learning areas that see daily use from young families and caregivers.

This funding stream enables us to strategically plan upgrades in alignment with our usage data, community feedback, and space condition audits. A predictable allocation

ensures we can maintain high-quality, accessible, and engaging spaces across our system, allowing us to plan proactively rather than rely on ad-hoc or reactive repairs.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- [Georgina Public Library's Strategic Plan](#)
  - Inclusive and Responsive: Tailor public spaces to respond to all types of community needs
  - Empower and Connect: Inspire engagement through improved spaces and amenities
  - Supports IDEA principles by ensuring accessible, appropriate, and appealing furnishings for all demographics

# Capital business case

## 26-CI-LI-03

### **Request: Secure print solution and public printing infrastructure upgrade**

**Department:** Public Library

**Division:** Public Library

**Budget request:** \$20,000

**Funding source:** Library reserve

### **Project highlights:**

**What:** Printer equipment

**Why:** To eliminate cybersecurity risks associated with the current staff-dependent print process and to modernize the library's public printing capabilities

**When:** Q3 2026 to Q4 2026

**Where:** All library branches

### **Project details and justification:**

This business case supports the implementation of a new, modern print solution throughout all GPL branches to accompany the Town's planned 2025-2026 printer rollout. While the printers themselves are being procured at the municipal level as part of a different project, this initiative covers the required library-specific software and infrastructure to facilitate secure, self-serve public printing, payment, and release functionality.

The current public printing process at the library is outdated, heavily reliant on staff intervention and poses significant cybersecurity concerns. Staff are routinely required to open or handle files directly on their workstations to assist the public, exposing our systems to malware, phishing attempts, and privacy risks. This is not sustainable and runs counter to modern cybersecurity best practices.

The new solution would enable patrons to submit print jobs remotely, whether from personal laptops, smartphones, or even from home, and retrieve them securely on-site

**Request:** Secure print solution and public printing infrastructure upgrade

through a self-serve release mechanism. Upon arrival, users would log into a release station, select their print job and pay using contemporary methods including debit, credit card, or digital wallet.

The benefits are multifold:

- Enhanced cybersecurity by removing staff from direct contact with patron files
- Staff time savings, freeing team members to focus on higher-value customer service
- Increased accessibility by allowing flexible submission from personal or remote devices
- Improved customer experience through ease of use and autonomy
- Revenue generation that is expected to recoup the initial capital cost within the first few years, as seen in other library systems that have adopted similar solutions

This investment not only addresses immediate operational vulnerabilities but also brings our print infrastructure in line with what residents expect from a modern, digitally connected public space.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- [Georgina Public Library's Strategic Plan](#)
  - Green and Innovative: Provide emergent technology to all residents with an accessible and relatable approach that encourages exploration and wonder
  - Empower and Connect: Ensure our policies, processes, and board directions reflect community perspectives and ideas
  - Aligns with GPL's goal to modernize infrastructure in a way that balances innovation with accessibility and fiscal responsibility

## Other comments/gallery:

The rollout of this solution is time-sensitive and should coincide with the Town's 2026 printer replacement project to ensure seamless implementation. GPL is actively consulting with vendors and peer libraries to scope the best-fit solution that supports our operational workflows, user demographics, and budget parameters.

Currently, our print system requires customers to pay using coins, or managed through staff, which limits accessibility and convenience in an increasingly cashless society.



# Capital business case

## 26-CI-LI-04

### Request: Website replacement

Department: Public Library

Division: Public Library

Budget request: \$37,500

Funding source: Library reserve

### Project highlights:

**What:** GPL's website

**Why:** To deliver a safe, accessible, and user-friendly digital experience

**When:** Q2 2026 to Q4 2026

**Where:** [georginalibrary.ca](http://georginalibrary.ca)

### Project details and justification:

GPL is requesting a one-time capital investment of \$37,500 to fully replace its public website. The existing platform has reached end-of-life and is no longer supported by the vendor, posing growing concerns around cybersecurity, accessibility compliance, and performance stability.

The Library will migrate to Govstack, the vendor's new content management system (CMS), which delivers a mobile-responsive, accessible and user-driven experience with enterprise-grade security, customizable features, and modern integrations. This solution represents the most cost-effective path forward because it allows us to remain with our existing provider, mitigating the need for complex data migrations to a new vendor. The quote includes full CMS migration, premium forms and events tools, and training resources.

Key features and benefits include:

- Accessibility compliance with WCAG 2.1 AA and AODA standards
- Enhanced cybersecurity (ISO 27001, SOC 2/3, HIPAA, and PCI-DSS certifications)
- Responsive mobile design for improved UX across all devices

- Real-time updates and self-managed content via a modern CMS
- Built-in event/forms tools with workflow, reporting, and e-commerce
- Seamless integration potential with future tools (e.g., bookings, feedback, digital services)

The platform will be hosted in Microsoft Azure, ensuring enterprise-level stability, 99.95 per cent uptime, geo-redundancy and built-in security layers including DDoS protection and Defender for Cloud.

This capital investment supports a broader digital transformation initiative at GPL and will be followed by a modest increase in annual operating costs of approximate \$6,570. While annual fees increase, this is offset by eliminating one-off fees for changes, improved in-house manageability, website features, functionality, and better responsiveness to public needs.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- [Georgina Public Library's Strategic Plan](#)
  - Green and Innovative: Provide emergent technology to all residents with an accessible and relatable approach that encourages exploration and wonder
  - Empower and Connect: Ensure our policies, processes, and board directions reflect community perspectives and ideas.
  - Supports the Library's and Town's commitment to digital accessibility, cybersecurity readiness, and service excellence

# Capital business case

## 26-CI-SWM-01

### Request: Expansion of the catch basin filters program – Phases 1 and 2

Department: Operations and Infrastructure

Division: Capital Projects

Budget request: \$100,000

Funding source: Stormwater reserve

### Project highlights:

**What:** Engineering and construction work to develop and implement the first year of a multi-year program to install catch-basin filters

**Why:** To reduce pollution and assist with long-term maintenance of the Town’s stormwater system

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

The catch-basin filters pilot project was carried out during the period from November 2023 to May 2025. The pilot program demonstrated that catch-basin filters can be a very effective approach to reducing the quantity of stormwater-borne pollution and sediment that enters streams and lakes, primarily where other treatment facilities do not exist before outlet. This will have the added benefit of reducing the phosphorous load entering Lake Simcoe. High levels of phosphorous and other nutrients in water bodies are known to contribute to adverse effects such as excessive algae growth, lower dissolved oxygen content, negative impacts on fish populations, reduced water clarity and unpleasant odours.

The Town has received the Healthy Water Award from the Lake Simcoe Region Conservation Authority (LSRCA) for its pilot program to install and monitor 14 catch-basin filter devices within the Jackson’s Point area. The pilot program successfully demonstrated effectiveness of the catch-basin filters in capturing run-off borne trash,

**Request: Expansion of the catch basin filters program – Phase 1 and 2**

debris and sediment to prevent these materials from entering the stormwater system and Lake Simcoe. The award is presented to individuals and groups who have completed a project that improves, supports or protects the water quality in the Lake Simcoe watershed.

Use of an extensive network of catch-basin filters will assist with maintaining the long-term effectiveness of stormwater ditches, sewers and ponds by decreasing the amount of debris and sediment that accumulates in these system components.

The Town of Georgina has 3,260 catch-basins in its stormwater management system.

Due to specific configuration and location considerations of each catch-basin, not all of these units will be suitable for installation of filters, but it is anticipated that many will.

This business case requests authorization to expand on the successful pilot program through deployment of additional catch-basin filters in optimal locations throughout Georgina.

In the first phase, the catch-basin filters expansion program will involve:

- Compilation and review of Town’s stormwater system infrastructure records
- Development of a long list of potential locations for installation of catch-basin filters
- Categorization of the long list into two or more short-lists, prioritization based on the pollution reduction effectiveness expected to be achieved at each location. It is intended that catch-basin filters would then be installed in subsequent annual contracts in the sequence of the prioritized short-lists
- Development of an operations personnel and equipment resource needs/contracting plan corresponding to each of the annualized short-lists
- Development of procurement documents for supply and installation of catch-basin filters

The second phase of the catch-basin filters expansion program will focus on the first priority lot of catch-basin filters and will include:

- Procurement
- Supply and installation
- Subsequent assumption of long-term operation by Roads Operations

Staff will bring forward business cases for additional phases of installation of catch-basin filters in future years as budget and resources permit.

This case closely aligns with the operating initiative 26-NI-ST-01 “Reducing Lake Simcoe Nutrient Loading.”

## Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Advancing Environmental Sustainability
  - Celebrate and respect Georgina’s natural environment, including Lake Simcoe
  - Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation
- [Climate Action Plan](#)

## Other comments/gallery:



Figure 1: Cut-away view of a catch-basin filter

**Capital business case: 26-CI-SWM-01**  
**Request: Expansion of the catch basin filters program – Phase 1 and 2**



Figure 2: Catch-basin filter installed in November 2023 on Lake Drive in Jackson's Point

# Capital business case

## 26-CI-SWM-02

### **Request: Ditch, culvert and outlet rehabilitation**

**Department:** Operations and Infrastructure

**Division:** Stormwater

**Budget request:** \$250,000

**Funding source:** Stormwater reserve

### **Project highlights:**

**What:** Replacement of culverts under 3m, ditch rehabilitation and management of outfalls and easements

**Why:** To prevent active failures to maintain road safety and stormwater flow

**When:** Q2 2026 to Q4 2026

**Where:** Town wide

### **Project details and justification:**

#### **Culverts/ditches**

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 Infrastructure Planning and Operations Support Division. This program is intended to continue annually to mitigate future active failures. An unexpected failure is one which occurs prior to scheduled replacement.

#### **Outfalls**

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.

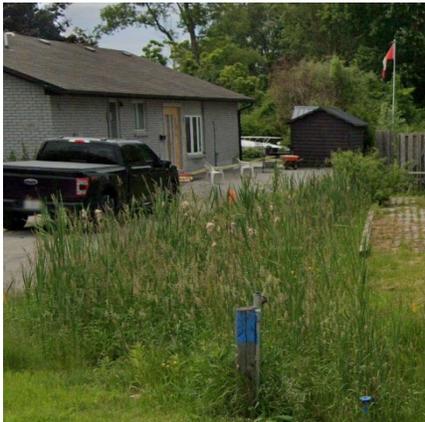
### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- Asset Management Plan (core assets)

### **Other comments/gallery:**



# Capital business case

## 26-CI-SWM-03

### Request: Drainage improvements – construction (area 1 – Duclos Point)

Department: Operations and Infrastructure

Division: Capital Projects

Budget request: \$380,000

Funding source: CCBF

#### Project highlights:

**What:** Construction for re-establishing the existing ditches, culverts and existing outfalls

**Why:** Restore effective stormwater drainage to address routine flooding

**When:** Q2 2026 to Q4 2026

**Where:** Duclos Point Road (area 1)

#### Project details and justification:

The Town manages approximately 500 km of ditches and culverts in its stormwater management system. Risk analysis has identified the need to rehabilitate roadside ditches, culverts and outfalls on Duclos Point Road that experience routine flooding due to flat topography and lack of adequate stormwater conveyance.

Engineering design was initiated in 2024 with design completion in Q3 2025. Originally Business Case 25-CI-SWM-04 had envisioned that Duclos Point Road would be bundled into a multi-year contract for three project areas. However, there were extensive revisions in the engineering detailed design stage attributed to property easements and low topography. Therefore, the three original project areas have been split to streamline each project area’s design constraints and not impede on construction schedules of the other areas.

A key outcome of the detailed design process was the identification of the need for a new SCADA-enabled stormwater pumping station to provide reliable outflow during peak storm events. This component was not part of the original 2025 estimate.

**Request: Drainage improvements – construction (area 1 – Duclos Point)**

Additionally, the final scope includes upsizing 454 m of cross and driveway culverts, regrading 1,577 m of roadside ditches, and improving outlets to convey flows from a five-year storm event.

The Duclos Point Road area presented an area of very flat topography and the risk of flooding was a priority of focus which resulted in implementing twin high-density polyethylene (HDPE) culverts in some locations to alleviate seasonal flooding.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

**Financial impact:**

The total estimated construction cost is \$1,380,000 and will be funded by the Canada Community-Building Fund. The breakdown is as follows:

<b>Business case</b>	<b>Amount</b>	<b>Description</b>
25-CI-SWM-04	1,000,000	Surplus carried over from 2025 budget business case
26-CI-SWM-03	380,000	Requested in this business case
Total construction cost	1,380,000	To be funded by CCBF

The \$1,000,000 represents the surplus expected to be carried over from a business case approved as part of the 2025 budget. The funding source for the \$1,000,000 was previously stormwater reserve, and will be changed to be CCBF funded alongside with

the \$380,000 requested in this business case. The total to be financed via CCBF is \$1,380,000.

**Other comments/gallery:**



Figure 1: Construction project limits for area 1 (Duclos Point Road)

# Capital business case

## 26-CI-SWM-04

### **Request: Flow forward: Laying the foundation for stormwater resilience**

**Department:** Operations and Infrastructure

**Division:** Infrastructure Planning

**Budget request:** \$200,000

**Funding source:** Stormwater reserve

### **Project highlights:**

**What:** Condition assessment, minor rehabilitation works and project management

**Why:** Reduce nutrient loading into local water bodies, minimize flooding risks in prone areas, minimizing negative effect of Georgina’s urbanized footprint

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### **Project details and justification:**

#### **Annual condition assessment (in partnership with Lake Simcoe Region Conservation Authority (LSRCA))**

Regular inspections of stormwater management ponds and watercourses will provide the Town with up-to-date data on asset condition, functionality, and environmental performance. This aligns with best practices in municipal asset management and supports compliance with environmental regulations. The Town is proud to partner with the LSRCA on this initiative.

#### **Minor rehabilitation works**

Based on assessment findings, the Town will carry out targeted repairs to address immediate risks, such as erosion, sediment buildup or structural wear, before they escalate into more costly failures. These works extend asset life and improve safety and performance.

### Project management and planning for major rehabilitation

- Design and planning: The Town will develop a comprehensive plan for its first major stormwater rehabilitation project, including engineering design, cost estimates and implementation timelines.
- Funding strategy: Staff will explore grant opportunities and partnerships to reduce the financial burden on the municipality and leverage external support for infrastructure renewal.

This initiative is a foundational step toward a long-term, sustainable stormwater management strategy. It reflects Georgina’s commitment to responsible infrastructure stewardship, environmental protection and community resilience.

Flow Forward will reduce nutrient loading into local water bodies by identifying and rehabilitating stormwater ponds and watercourses that are no longer effectively capturing and treating runoff, thereby restoring their ability to filter out phosphorus before it reaches sensitive ecosystems like Lake Simcoe.

The Town of Georgina owns 21 stormwater management ponds which are considered core assets under Ontario Asset Management Planning Regulation 588/17. The condition assessment work is necessary to support preventative maintenance and rehabilitation planning for the Town’s stormwater management facilities as required by O.Reg. 588/17.

Furthermore, developing and implementing appropriate condition assessment practices ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.

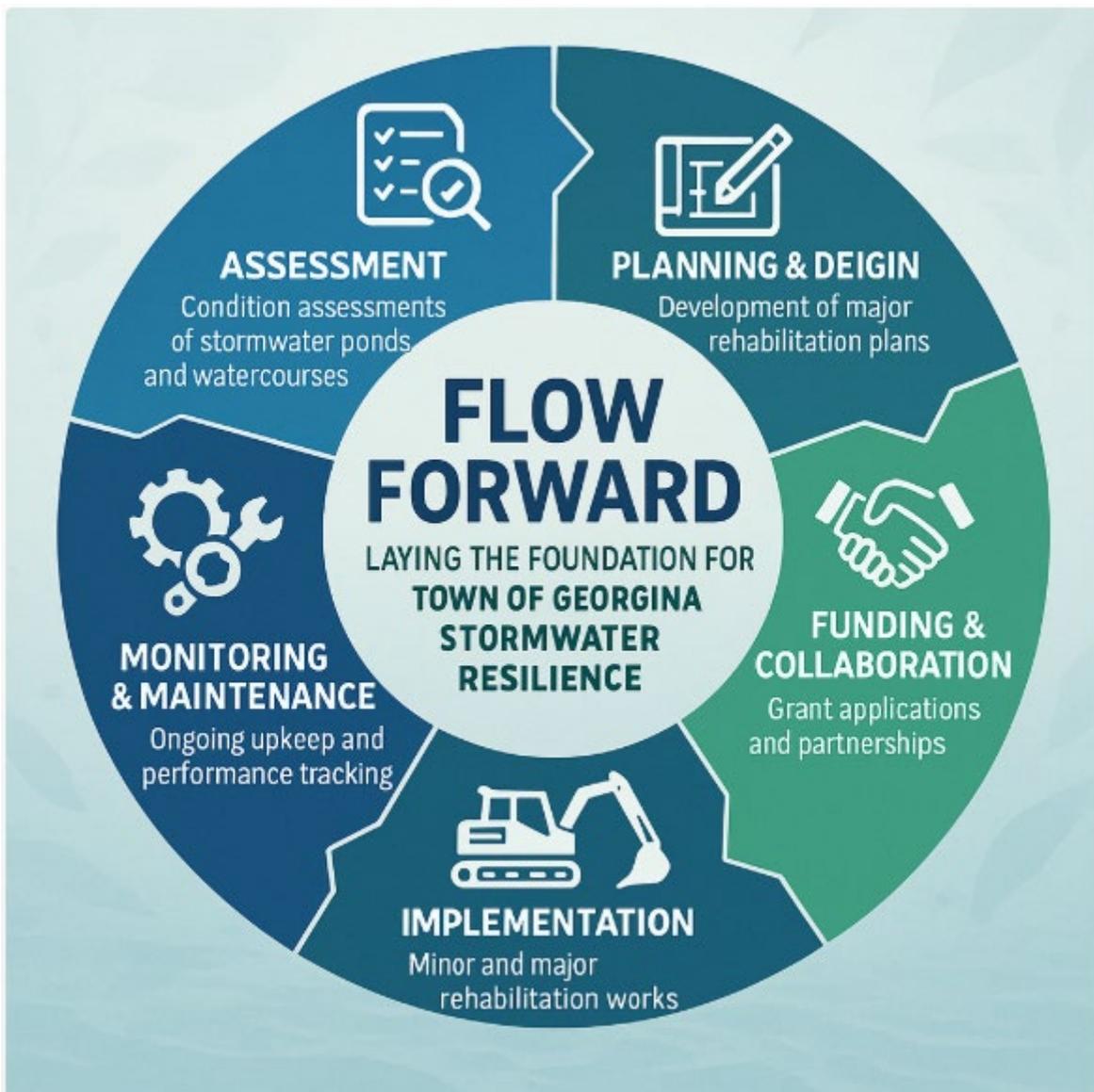
### Nature of initiative/review factors:

- Legislative       Growth       Risk management       Service level change
- Strategic priority       Efficiency       Adopted plan/study
- Other (please specify):

## Link to Strategic Plan, Departmental Business Plans or other plans:

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan \(core assets\)](#)
- [Climate Action Plan](#)

## Other comments/gallery:



# Capital business case

## 26-CI-SWM-05

### **Request: Post Office Road drainage assessment**

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$125,000

**Funding source:** Stormwater reserve

### **Project highlights:**

**What:** Stormwater hydraulic assessment and engineering design

**Why:** Resolve historic frequent flooding along Post Office Road and surrounding vicinity

**When:** Q1 2026 to Q3 2026

**Where:** Post Office Road from Lake Drive North to Metro Road North

### **Project details and justification:**

There is a lack of adequate stormwater infrastructure along the Post Office Road corridor to be able to convey stormwater flows from the upstream culvert that crosses Metro Road North. This has historically resulted in frequent flooding in the area.

A study and engineering design will be completed to identify the specific drainage problems and develop solutions. The study area will focus primarily on the 230m corridor along Post Office Road between Metro Road North and Lake Drive North, as well as taking into account the surrounding and upstream catchment.

The stormwater drainage assessment and engineering project will include topographic surveying, underground utility clearances, geotechnical investigations, hydraulic stormwater analysis, development and evaluation of potential options, and detailed engineering design of the preferred solution.

Due to the narrow road allowance at the west end of Post Office Road, the potential need for easement(s) or land acquisition will be assessed in conjunction with development of possible solutions as part of the study.

The project will also assess the responsibility of the catchment area to identify opportunities for collaboration between LSRCA and York Region.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan \(Core assets\)](#)

### **Other comments/gallery:**

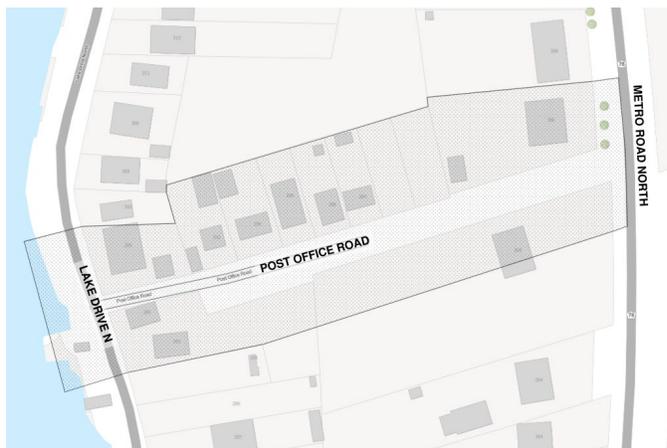


Figure 1: Post Office Road project area

# Capital business case

## 26-CI-SWM-06

### Request: Integrated infrastructure master plans (sanitary, stormwater, water and SCADA)

**Department:** Operations and Infrastructure and Development Services

**Division:** Water and Wastewater, Stormwater, and Development Engineering

**Budget request:** \$1,000,000

**Funding source:** Development Charges

### Project highlights:

**What:** To develop and update critical infrastructure master plans and models

**Why:** The integrated infrastructure master plans are vital to ensuring regulatory compliance, supporting future growth, and enhancing resilience against climate change.

**When:** 2026–2028, phased by priority:

- Sanitary Master Plan (Priority 1): Start Q1 2026, complete Q4 2026.
- Water Master Plan (Priority 2): Start Q2 2026, complete Q4 2026.
- SCADA Master Plan (Priority 3): Start Q3 2026, complete Q1 2028.
- Stormwater Master Plan (Priority 4): Start Q2 2026, complete Q4 2027.

**Where:** Town wide

### Project details and justification:

The Town of Georgina’s infrastructure systems, including sanitary sewer, stormwater, water distribution, and SCADA, are foundational to supporting community growth, environmental sustainability, and operational reliability. These critical systems require regular, comprehensive master plan updates and model calibrations to ensure they meet evolving regulatory standards, reflect recent development/growth patterns, and address emerging challenges such as climate change.

### **Regulatory compliance and risk management**

The updates are mandated by provincial legislation and regulatory frameworks like the Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA), which require master plans and system models to be refreshed every five years. These updates help ensure the Town remains compliant with environmental, health, and safety standards, while identifying and mitigating vulnerabilities within the infrastructure.

### **Supporting growth and development**

Georgina is experiencing growth in population, and these master plans provide the analytical foundation necessary to assess system capacity and plan for future expansions. Updated models will allow staff to evaluate development proposals accurately, ensuring the infrastructure can accommodate increasing residential and commercial demands without risking service interruptions or overloading existing assets.

### **Climate change and environmental sustainability**

Increasing storm intensity, changing precipitation patterns and other climate impacts pose risks to infrastructure resilience. The updated master plans will integrate climate adaptation strategies, helping the Town proactively plan investments that enhance system durability and reduce flood and service disruption risks.

### **Operational efficiency and capital planning**

Accurate, data-driven models and master plans are vital tools for operational decision-making and long-term capital investment. They enable the Town to prioritize maintenance, upgrades and expansions based on evidence, optimize resource allocation, and achieve cost efficiencies. The inclusion of SCADA system assessments will also improve real-time monitoring and control capabilities, enhancing system reliability.

### **Expertise and oversight**

Given the complexity and scope of these integrated updates, hiring experienced consultants is essential. A dedicated two-year contract project manager will oversee consultants work, coordinate cross-disciplinary efforts and ensure timely delivery aligned with the Town's strategic objectives. This position is included in the budgeted amounts for each plan.

### **Phased and prioritized implementation**

The projects will be sequenced by urgency and regulatory deadlines, starting with the Sanitary Master Plan in 2026, followed by Water, SCADA, and Stormwater plans, allowing focused attention on the urgent needs while enabling efficient resource use.

Together, these updates represent a proactive, coordinated approach to managing Georgina’s critical infrastructure, supporting sustainable growth, regulatory compliance, and resilient service delivery for years to come.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

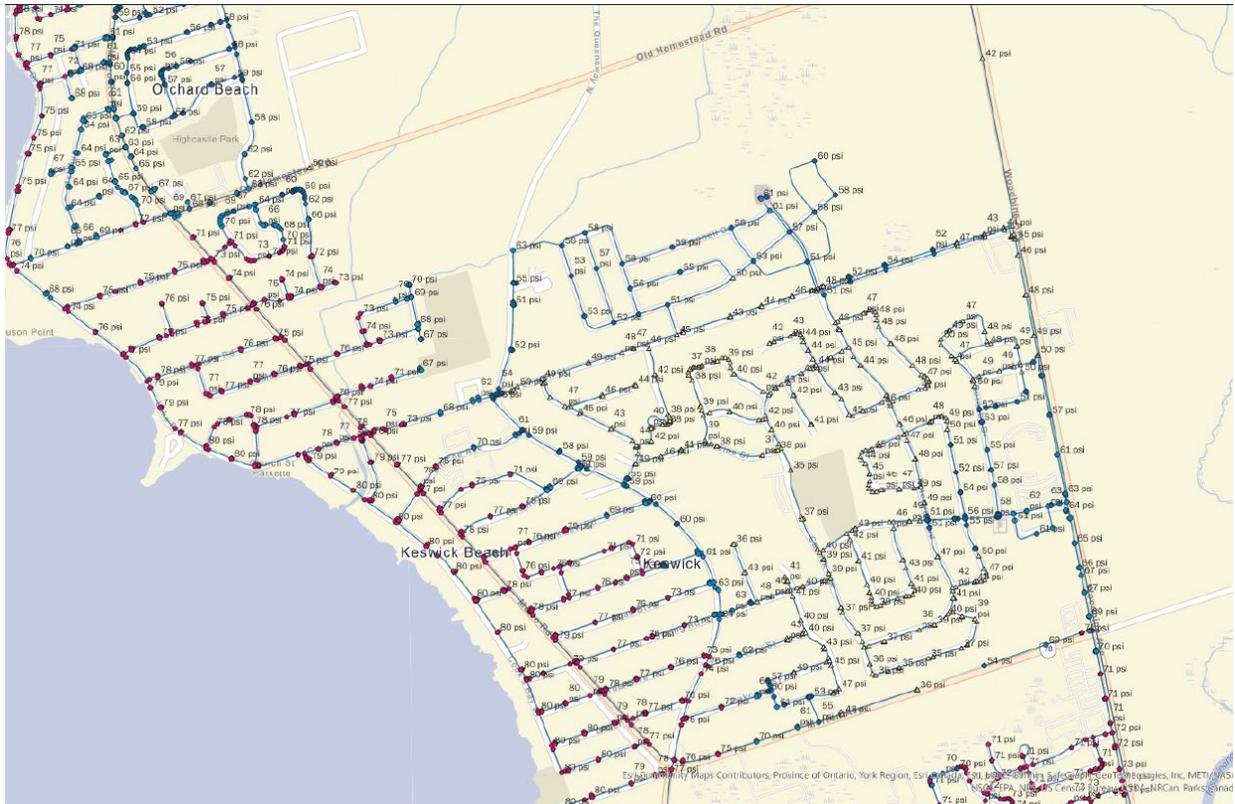
- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

**Financial impact:**

Financial breakdown		
Project component	Cost	Description
Sanitary Master Plan and Model Update	\$220,000	Includes flow monitoring and calibration
Water Distribution Master Plan/Model	\$290,000	Includes environmental assessment and modelling
SCADA Master Plan	\$220,000	Covers system assessment and master plan creation
Stormwater Management Master Plan and model update	\$270,000	Updates for growth, climate change, and resilience
Project management over a two year period	Included in above figures	To oversee consultants and deliver project outcomes
<b>Total</b>	<b>\$1,000,000</b>	<b>Funded through development charges</b>

**Capital business case: 26-CI-SWM-06**  
**Request: Integrated Infrastructure Master Plans (sanitary, stormwater water and SCADA)**

**Other comments/gallery:**



# Capital business case

## 26-CI-WAT-01

### **Request: Polybutylene water service replacements (area four) - construction**

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$750,000

**Funding source:** Long-term debt  
(Water/wastewater reserve)

### **Project highlights:**

**What:** Construction work to replace polybutylene drinking water service connections with durable copper pipes

**Why:** Proactively replacing these services avoids costly emergency repairs, improves water system reliability, and aligns with Ontario's Safe Drinking Water Act.

**When:** Q2 2026 to Q3 2026

**Where:** Elm Avenue, Pineway Avenue, Parkway Avenue and Pine Beach Drive

### **Project details and justification:**

The Town of Georgina is continuing its multi-year program to proactively replace aging polybutylene drinking water service connections installed in the 1980s. These services are increasingly prone to sudden failure, leading to unplanned water outages, emergency repair costs and resident disruption.

Sudden failures are unpredictable and require urgent response by Town staff and contractors. The average emergency repair cost in 2023 was approximately \$17,500 per service connection, while the competitively bid price under contract package number two was approximately \$8,800 per service, representing a cost savings of roughly 50 per cent through proactive replacement.

This savings are further magnified by material longevity. Polybutylene piping has an average underground lifespan of 25 years, while copper piping offers a lifespan of

**Request: Polybutylene water service replacements (area four) - construction**

approximately 50 years. Replacing failing infrastructure through planned capital works avoids emergency mobilization, improves public service reliability and reduces life-cycle costs.

Following the engineering design (to be completed in 2025), the next phase of the program will replace 92 polybutylene services with copper services on Elm Avenue, Pineway Avenue, Parkway Avenue and Pine Beach Drive.

To avoid duplication of effort and frequent construction disturbances, replacement of water service connections is coordinated with the Operations and Infrastructure Department's ongoing road and sewer/culvert repairs programs.

This business case requests authorization of funding for the construction phase of the Polybutylene Water Service Replacements (Area Four) project.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

**Other comments/gallery:**



Figure 1: Deteriorated pieces of polybutylene pipe

# Capital business case

## 26-CI-WAT-02

### **Request: Woodbine Avenue isolated watermain – engineering services**

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$110,000

**Funding source:** Water/wastewater reserve

### **Project highlights:**

**What:** Consulting engineering services for investigation and design of watermain infrastructure rehabilitation

**Why:** Ensure system integrity, regulatory compliance, and service reliability

**When:** Q2 2026 to Q3 2026

**Where:** Woodbine Avenue at the Maskinonge River

### **Project details and justification:**

This business case is for engineering work to develop a solution to an unresolved issue related to a temporarily isolated section of 500 mm diameter watermain which crosses beneath the Maskinonge River in Keswick. Several years ago, a 202-metre section of this watermain had to be isolated due to a break in the line, with only a temporary solution implemented at the time. The proposed project will investigate and design a permanent solution to ensure long-term system integrity, reliability, and regulatory compliance.

More than 10 years ago, a watermain break occurred on a 500 mm diameter, high-density polyethylene watermain near the south side of the Maskinonge River. The break required isolating approximately 202 metres of the watermain to stop water leakage. To maintain water quality service levels, a blow-off and cap was installed, allowing the local businesses to continue to receive water supply and maintain chlorine residuals within regulatory compliance criteria.

This measure was implemented as a temporary response to an emergency situation. Since then, the isolated section of the watermain has not been assessed nor has a permanent solution been applied. The current condition of this significant 500 mm diameter watermain, as well as its impact on the broader water distribution network, remain unknown.

The engineering phase of this project will include the following:

- Conduct field investigations necessary to confirm the precise alignment, profile, condition and status of the isolated portion of the watermain
- Conduct a hydraulic assessment and evaluate the available options for a long-term solution including trenchless relining and reinstatement, replacement or permanent decommissioning
- Identify the specific regulatory/permit requirements associated with implementation of the preferred solution
- Complete engineering design of the preferred solution including detailed drawings, specifications, schedule and cost estimates
- Engage and communicate with potentially impacted stakeholders, including local businesses, utilities and internal departments

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

## Other comments/gallery:

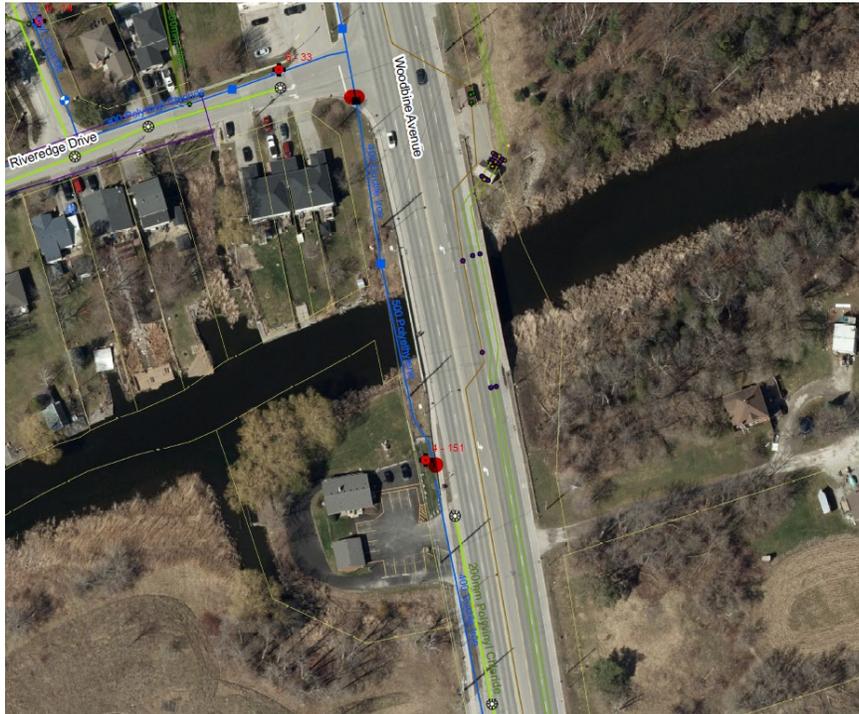


Figure 1: Location of isolated watermain

# Capital business case

## 26-CI-WAT-03

### Request: Additional funding for Queensway South watermain replacement

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$3,269,000

**Funding source:** Long-term debt  
(Water/wastewater reserve)

#### Project highlights:

**What:** Request for additional funding to complete the replacement of a critical section of watermain and associated infrastructure

**Why:** Increased scope, material cost escalation and unanticipated site conditions identified during detailed design

**When:** Q2 2026 to Q3 2027

**Where:** The Queensway South (Joe Dales Drive to Miami Drive)

#### Project details and justification:

Business Case 25-CI-WAT-02 (2025) allocated \$1,134,000 for the replacement of approximately 815 m of aging cast iron watermain along Queensway South. The section of main, approximately 40 years old, has experienced 12 watermain breaks in the last decade, with an increasing frequency of failure and service disruptions. This replacement project aligns with the Town’s [Core Asset Management Plan](#) and addresses known infrastructure risk.

As detailed design progressed and further coordination occurred with Water Operations, it became evident that the original business case had underestimated the effort of construction of replacing the watermain and its auxiliary components. The revised scope includes dual pressure zone mains, pavement restoration and additional supporting infrastructure to meet Town standards.

**Request: Additional funding for Queensway South watermain replacement**

A major contributor to the cost increase is the inclusion of multiple large valve chambers, which were not accounted for in the original estimate. Other essential components such as lateral service replacements, hydrant modifications, site preparation and commissioning activities have also been added to reflect current construction requirements.

Additionally, a previously undocumented 150 mm lateral to Kingknoll Drive was confirmed during field investigation. Its reconnection is required to ensure fire-flow redundancy for the Simcoe Landing area.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

**Financial impact:**

\$3,269,000 in addition to funding previously authorized amounts outlined in business case 25-CI-WAT-02.

The following table provides a breakdown of the funding requested:

<b>Funding activities</b>	<b>Expenditures</b>
24-CI-WAT-03 Watermain renewal at the Queensway South (Engineering)	\$228,300
PO-18225 - Engineering services	(\$224,510)
25-CI-WAT-02 Construction allocation (Queensway)	\$1,134,000
Construction cost estimate	(\$4,406,790)
<b>2026 Additional funding request</b>	<b>\$3,269,000</b>

# Capital business case

## 26-CI-WAT-04

### Request: Morton Avenue watermain

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$1,600,000

**Funding source:** \$1.44M Long-term debt  
(Water/wastewater reserve), \$160K DC

### Project highlights:

**What:** Engineering and construction to construct a new watermain on Morton Avenue

**Why:** Best practices in drinking water system design and required as part of a cost sharing agreement

**When:** Q1 2026 to Q4 2026

**Where:** Morton Avenue west of Woodbine Avenue

### Project details and justification:

The Town is responsible to manage the distribution and delivery of water in the drinking water system. Part of managing the water system is ensuring adequate water pressure and sufficient redundancy in event of watermain breaks.

Approximately 10 years ago, it was determined that the now-decommissioned Wexford water booster station was reaching the end of its life and required replacement. At the same time, it was also recognized that new development would occur north of the Wexford water-pressure-boosted zone that would also require increased water delivery pressure.

In 2019, the local developers and the Town of Georgina entered into a cost-sharing agreement to design and construct a new water booster station that would service existing residents and future development. The Wexford booster station was replaced by the new Connell booster station. The Connell booster station was designed to service existing residents south of Church Street, increase water pressure to existing

residents external to the Wexford boosted zone and service new development north of Church Street.

As part of the cost-sharing agreement, the Town installed a number of new valves and chambers on the watermains in the area. These valves and chambers effectively expanded the Connell boosted zone to existing residents but also allowed for future development to connect into the Connell boosted zone. This work was completed in 2024.

Also, as part of the cost-sharing agreement, it was agreed the Town would install a watermain on Morton Avenue. This new watermain is recommended as a matter of good practice to effectively “loop” the system, providing alternative water delivery routing in the event some portion of the local watermain requires isolation for maintenance or urgent repairs.

York Region has scheduled undertaking major road construction works on Morton Avenue in 2026. Town and Region staff have discussed coordination of construction works on Morton Avenue and concluded that combining the Town’s watermain construction and the Region’s road construction works in one construction project is both efficient and cost-effective. In order to combine the projects, the Region will complete the detailed design of the watermain and prepare and deliver an integrated watermain and road construction project.

The purpose of this business case is to allocate funds to the Region to complete the detailed design of the watermain works and integrate it within a single construction package. This initiative will reduce construction disruption and ultimately reduce total costs incurred by consolidation of contract administration and inspection needs, requirements for temporary facilities and controls, traffic management and road restoration.

### **Nature of initiative/review factors:**

Legislative       Growth       Risk management       Service level change

Strategic priority       Efficiency       Adopted plan/study

Other (please specify): Morton Avenue watermain is required as part of a 2019 cost sharing agreement.

## Link to Strategic Plan, Departmental Business Plans or other plans:

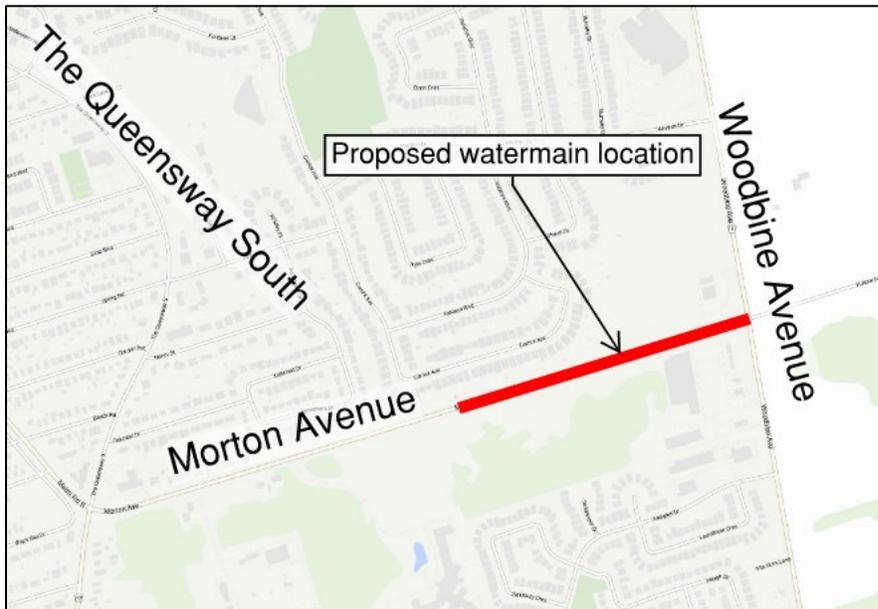
- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

## Financial impact:

The project will be funded as follows:

- \$1,440,000 – 90% debenture, to be repaid by water/wastewater rates
- \$160,000 – 10% development charges

## Other comments/gallery:



# Capital business case

## 26-CI-WAT-05

### Request: Facility rehabilitation of Simcoe Landing Booster Station

Department: Operations and Infrastructure

Division: Capital Projects

Budget request: \$125,000

Funding source: Water/wastewater reserve

#### Project highlights:

**What:** Engineering and construction work to complete near-term rehabilitation

**Why:** Maintain infrastructure to meet service levels and comply with regulations

**When:** Q2 2026

**Where:** Simcoe Landing Water Booster Station

#### Project details and justification:

Operations and Infrastructure conducts an ongoing program of inspecting and evaluating the condition and performance of the Town’s two water booster stations and 18 sewage pumping stations serving Town residents. This process provides critical information to identify and prioritize maintenance and rehabilitation needs to allow the Town to proactively manage its assets efficiently throughout their lifecycle.

A condition assessment report of the Simcoe Landing Booster Station was completed in late 2024. The assessment identified several assets in need of repair to ensure continued safe and reliable operation of the facility. The report specifically noted that Pumps 2 and 4 require motor bearing rehabilitation, the building’s interior floor slab has developed various cracks requiring repair, and one of the valves is due for replacement due to poor operational performance. Cracks were also observed on portions of the exterior walls, which require sealing and localized repair to prevent further deterioration. Additionally, the generator battery was identified as being near the end of its service life and is recommended for replacement to maintain emergency backup power reliability.

The proposed rehabilitation works will address these deficiencies and support the Town's goals of maintaining reliable water service, extending the useful life of critical infrastructure and reducing the risk of unexpected service interruptions or costly emergency repairs.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

# Capital business case

## 26-CI-WAT-06

### Request: Line valves and hydrant rehabilitation and replacement

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$250,000

Funding source: Water/wastewater reserve

#### Project highlights:

**What:** Repair and replacement of valves and hydrants

**Why:** Essential to ensuring reliability of the system and reducing water distributions, water leaks and emergency repairs

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

#### Project details and justification:

Valves are essential for operating a water distribution system. Good, working valves are critical in times of necessary shutdown, including those during a watermain break.

The Valve Management Program, initiated in 2021 with the Valve Exercising Pilot Program, involves cycling approximately 1,000 valves annually to ensure the effective management of the water system's underground assets. In 2024, the Town cycled approximately 1,087 valves, repaired 56 hydrants and replaced one hydrant. Additionally, three valves were repaired and 17 were replaced.

As valves are exercised, including branch valves (hydrant secondary valves), issues are often identified requiring repairs or replacements. This proactive approach ensures the system remains functional and minimizes unplanned disruptions. The program encompasses asset condition assessment, rehabilitation and replacement, aligning with the Town's annual Roads Resurfacing Program, Fire Hydrant Program and other capital

projects. These efforts ensure underground infrastructure is upgraded to a state of good repair before any road work or above-ground construction is undertaken.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

### **Other comments/gallery:**



# Capital business case

## 26-CI-WAT-07

### **Request: Leak detection for the water distribution system**

**Department:** Operations and Infrastructure

**Division:** Water and Wastewater

**Budget request:** \$130,000

**Funding source:** Water/wastewater reserve

### **Project highlights:**

**What:** One-time external acoustic leak detection survey of the entire Town’s water distribution system

**Why:** To identify and reduce non-revenue water loss, improve asset management and reduce long-term operational costs

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### **Project details and justification:**

Water loss is a persistent and costly challenge for most municipalities. Aging infrastructure, hidden leaks and system inefficiencies contribute to water losses that are not only financially significant but also environmentally unsustainable. To proactively manage this risk, a comprehensive, Town-wide acoustic leak detection survey is proposed for 2026.

This one-time capital project, valued at \$130,000, will involve retaining a qualified contractor and or consultant specializing in leak detection services. The selected vendor will conduct a thorough inspection of the Town’s water distribution network using advanced acoustic and correlating technology.

Key project components include:

- Engagement of an external contractor/consultant to carry out the work
- Full-system acoustic scanning and analysis of water mains and service connections
- Use of correlators, ground microphones, and digital mapping tools to detect and pinpoint leak locations
- Compilation of findings and data to support future asset management planning
- Immediate reporting of leaks to facilitate timely repair and minimize water loss

Hiring an experienced third-party specialist ensures access to industry-best practices, technical expertise and specialized equipment not currently available in house. This approach enables a comprehensive and objective assessment of the system's condition. The insights gathered from the survey will help the Town prioritize maintenance activities, reduce operational costs and extend the life of critical infrastructure. Early leak identification not only conserves treated water but also prevents larger, costlier failures down the line.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan \(core assets\)](#)

**Other comments/gallery:**



# Capital business case

## 26-CI-WAT-08

### Request: Fire hydrant markers

**Department:** Operations and Infrastructure

**Division:** Water and Wastewater

**Budget request:** \$85,000

**Funding source:** Water/wastewater reserve

### Project highlights:

**What:** Fire hydrant markers

**Why:** Improve the visibility of fire hydrants during emergency responses, particularly in areas that become obscured by snow accumulation during winter storms

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

The Town owns a total of 1,516 assumed fire hydrants. Currently, the practice is to install markers only on hydrants that are not normally visible due to obstructions and or poor visibility such as topography. Approximately 100-200 hydrants are marked annually, leaving many hydrants unmarked, which could potentially delay emergency response times during winter months.

New subdivisions in the Town present unique challenges. In these areas, snow storage real estate is minimal, and spacing between properties is limited, leading to hydrants being obscured by dense snow accumulation or proximity to nearby structures. These hydrants are often not as visible and harder for emergency responders to locate quickly. The recent storms in early 2025, which resulted in excessive snow accumulation, highlighted the pressing need to address these visibility issues across the entire Town, including these new subdivisions.

To improve public safety, ensuring all hydrants are clearly marked will reduce the risk of delayed access to water during a fire. The markers will be installed during the fall

inspections to ensure they are in place before the first snowfall and will be removed during the summer inspections

The proposed solution involves purchasing 1,516 reflective hydrant markers. These markers are designed to be visible under snow and other obstructions, durable, weather-resistant and easy to install

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Creating a vibrant, healthy and safe community
  - Improved fire safety and emergency response

### **Other comments/gallery:**



# Capital business case

## 26-CI-WAT-09

### Request: Hydrant and blow-off access

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$221,500

Funding source: Water/wastewater reserve

### Project highlights:

**What:** Installation of culverts for access to flushing points

**Why:** To allow for safe access to flushing points

**When:** Q1 2026 to Q4 2027

**Where:** Town wide

### Project details and justification:

Flushing points, including hydrants and blow-offs, are critical infrastructure for maintaining water quality in the distribution system. Currently, many of these points are located across ditches, making them difficult to access. Operators face challenges in reaching these points, particularly during winter months, when conditions such as ice, snow, and slippery terrain further exacerbate risks. These challenges create health and safety hazards and can delay essential flushing activities needed to maintain chlorine residuals and regulatory compliance.

There are currently 26 identified locations requiring culvert installation. Of these, 11 locations are on Town rights-of-way, with an approximate installation cost of \$6,500 per location. The remaining 15 locations are on York Region rights-of-way, where installation costs are approximately \$10,000 per location due to the requirement to follow York Region specifications. Location costs include labour, equipment, materials, permitting and inspection.

The project will be delivered over a two-year period, working from the highest risk to lowest risk.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Creating a vibrant, healthy and safe community for all
  - Ensure health and safety of all operators

# Capital business case

## 26-CI-WAT-10

### Request: Sample stations installation

**Department:** Operations and Infrastructure

**Division:** Water and Wastewater

**Budget request:** \$170,000

**Funding source:** Water/wastewater reserve

### Project highlights:

**What:** Purchase and installation of sample stations

**Why:** Essential to ensuring reliability of the system and reducing water distributions, water leaks and emergency repairs

**When:** Q1 2026 to Q4 2026

**Where:** Town wide

### Project details and justification:

Following the successful completion of Phase One in 2025, which included the installation of 8 sample stations, this project seeks to complete Phase Two in 2026 by installing the remaining 14 stations. This will bring the total to 22 sample stations, ensuring full compliance with regulatory standards and alignment with industry best practices.

This two-year phased approach follows the recommendations outlined in our Water/Wastewater Financial Study and supports the strategic direction of the 10-Year Capital Plan. Completing the full network will improve system representation, enhance data accuracy, and mitigate risks associated with outdated or insufficient sampling locations.

The current sampling infrastructure remains incomplete and does not fully meet regulatory requirements. Without completing the remaining installations, there is a continued risk of data inaccuracies and potential non-compliance.

In 2026, the remaining sample stations will be strategically located to address current gaps in system coverage. Installation will be carefully managed to minimize operational disruptions, and all stations will be tested to ensure they meet regulatory standards.

Looking ahead, new development projects will follow updated design criteria that incorporate sample station installation where appropriate. Placement will be based on the layout and flow dynamics of the watermain network to ensure accurate, representative sampling.

Completion of this project in 2026 will result in a fully compliant, operationally efficient sampling network that provides reliable data to support system monitoring and decision-making.

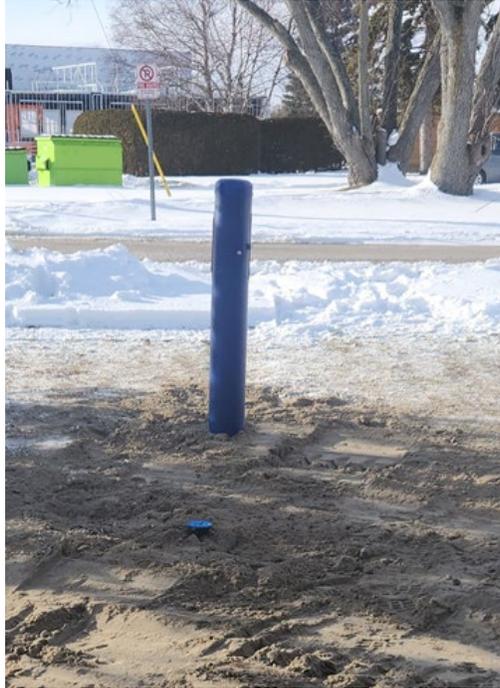
### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority     Efficiency     Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity

**Other comments/gallery:**



# Capital business case

## 26-CI-SEW-01

### **Request: Sanitary sewer and manhole condition assessment**

**Department:** Operations and Infrastructure

**Division:** Infrastructure Planning

**Budget request:** \$200,000

**Funding source:** Water/wastewater reserve

### **Project highlights:**

**What:** Condition assessment of sanitary sewers and manholes

**Why:** To be used for maintenance and rehabilitation planning

**When:** Q2 2026

**Where:** Town wide

### **Project details and justification:**

Sanitary sewer mains are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town has 185 km of gravity sewer mains, 17 km of forcemains and more than 2,500 maintenance holes in its linear sewer asset inventory. These assets play an important role in collecting sewage from residents and businesses and conveying it to the Region's collection system for ultimate management. The Town's Core Asset Management Plan recommended that approximately 10 per cent of the Town's linear gravity sewer inventory should be assessed annually. This is a continuation (year four) of the succession plan for these condition assessments.

Condition assessment is a key step in the overall asset management process as it provides information necessary to identify, plan and prioritize maintenance and rehabilitation projects in a cost effective way. As part of the condition assessment program for sewer mains and maintenance holes, closed circuit television (CCTV) will be used to capture images of the inside of pipes and maintenance holes. These images will then be reviewed to determine the level of deterioration using a standardized coding format for classifying, evaluating and managing pipeline conditions to determine

maintenance and rehabilitation requirements. This will provide the necessary data to measure the network on a standardized scale, to then prioritize maintenance and rehabilitation.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan \(core assets\)](#)

# Capital business case

## 26-CI-SEW-02

### **Request: Sanitary pumping station condition assessment**

**Department:** Operations and Infrastructure

**Division:** Infrastructure Planning

**Budget request:** \$100,000

**Funding source:** Water/wastewater reserve

### **Project highlights:**

**What:** Condition assessment of sanitary pumping stations 25 and 26

**Why:** To be used for maintenance and rehabilitation planning

**When:** Q3 2026 to Q4 2026

**Where:** 800 South Dr. and 74 Wyndham Circle

### **Project details and justification:**

In alignment with the Town's [2022 Core Asset Management Plan](#), this project marks the fourth year of a structured, five-year cycle to assess the condition of the Town's sanitary pumping stations. This year's initiative will undertake a comprehensive condition assessment of two sanitary pumping stations.

A condition assessment is a systematic and planned process used to inspect and evaluate the physical and operational state of infrastructure assets. It provides critical data on asset performance, identifies deficiencies, and supports the prioritization of maintenance and rehabilitation activities.

This process is essential for managing risk, meeting level of service expectations, adapting to legislative or policy changes, and improving operational efficiency. The insights gained enable the Town to make informed, lifecycle-based decisions that ensure the long-term sustainability and reliability of its wastewater infrastructure.

### **Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

### **Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
- [Asset Management Plan \(core assets\)](#)

# Capital business case

## 26-CI-SEW-03

### **Request: Additional funding for sewage pump station facility rehabilitation**

**Department:** Operations and Infrastructure

**Division:** Capital Projects

**Budget request:** \$350,000

**Funding source:** Long-term debt  
(Water/wastewater reserve)

### **Project highlights:**

**What:** Request for additional funding to complete the repairs at multiple sewage pumping stations

**Why:** Increased scope of work, material cost escalation and unanticipated conditions identified during detailed design

**When:** Q2 2026 to Q4 2026

**Where:** Town wide

### **Project details and justification:**

Operations and Infrastructure conducts an ongoing program of inspecting and evaluating the condition and performance of the Town’s sewage pump stations. This process provides essential data to identify and prioritize maintenance and rehabilitation needs, enabling the Town to proactively manage its assets and optimize performance and lifecycle value.

Business cases 24-CI-SEW-04 and 25-CI-SEW-04 previously allocated \$1,100,000 in funding to complete rehabilitation work at Sewage Pump Stations (SPS) 1, 2, 6, 7, 8, 11, 18, 19, and 23. The scope of work includes mechanical and electrical upgrades, gate valve replacements, concrete and structural repairs, and other facility improvements intended to address aging infrastructure, reliability issues, and performance concerns.

**Request: Additional funding for sewage pump station facility rehabilitation**

During detailed design several unanticipated/unplanned conditions were identified, including acceleration of the need for full roof replacements at two stations, additional requirements for bypass pumping, as well as material and construction cost escalations. Additional funding is required to complete the full scope of work and ensure long-term performance and reliability of these critical wastewater assets.

**Nature of initiative/review factors:**

- Legislative       Growth       Risk management       Service level change
- Strategic priority    Efficiency    Adopted plan/study
- Other (please specify):

**Link to Strategic Plan, Departmental Business Plans or other plans:**

- Delivering service excellence
  - Proactively manage infrastructure and assets to ensure service continuity
  - Improve and modernize public works

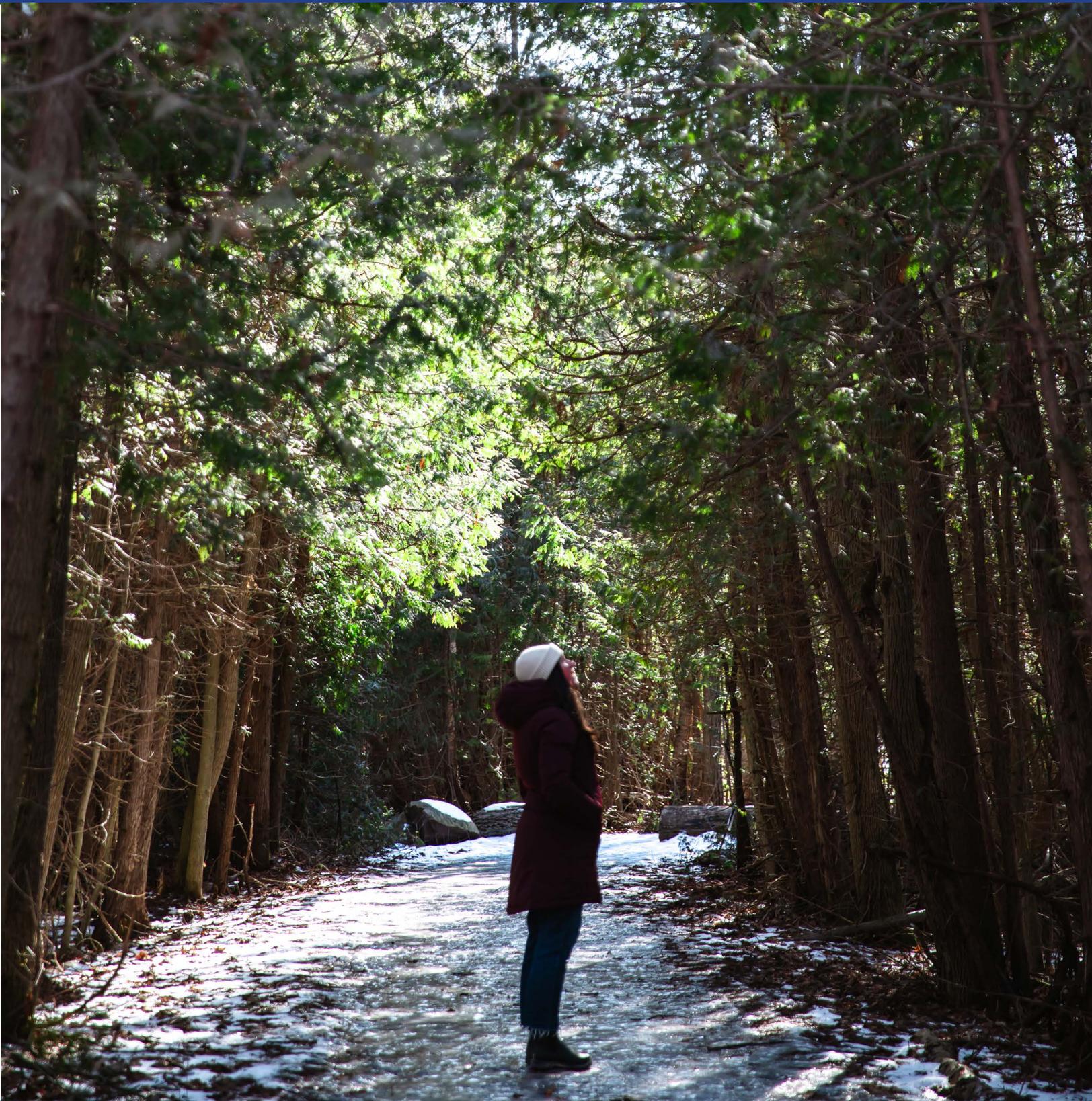
**Financial impact:**

The \$350,000 requested in this business case is to be funded by debenture, which will be repaid via water/wastewater rates.

The debenture to be issued for this business case will be combined with two previously approved business cases for sewage pump station repairs as noted in the schedule below. The funding source for 24-CI-SEW-04 will be changed from discretionary reserve funded to be debenture funded. The funding source for 25-CI-SEW-04 remains debenture funded as noted in the original business case.

<b>Business cases</b>	<b>Budget amount</b>
24-CI-SEW-04	\$500,000
25-CI-SEW-04	\$600,000
26-CI-SEW-03	\$350,000
<b>Total debenture to be issued</b>	<b>\$1,450,000</b>

# Supplementary information



# Supplementary information

## **Ontario Regulation 284/09 Budget Matters**

Effective Jan. 1, 2009, PSAB 3150, full accrual basis of accounting, required municipalities to record the costs of tangible capital assets and related amortization expense on their annual financial statements. It was recognized however, that since Section 209 of the Municipal Act requires preparation of balanced budgets, including all expenditures and revenue, a requirement to include amortization expense in the municipal budget would directly increase property taxes. As a result, the province passed Ontario Regulation 284/09, which allows municipalities to exclude annual amortization expense, as well as post-employment liability and landfill closure expenses from their annual budgets.

Similar to all other levels of government, the Town will continue to present the operating and capital budget on a non-PSAB basis as allowed under provincial regulation. As such, this is to confirm that the above-referenced expenses were excluded from the 2026 budget.

## **Fund accounting**

Financial information is prepared in accordance with a fund structure which consists of an operating fund, capital fund and reserve funds.

A fund is defined as a segregation of assets and related liabilities that is administered as a separate accounting entity. Each fund has its own assets and debts and raises or is granted its own money for its own purposes and records its own expenditures.

## **Operating budget**

Operating budget covers the day-to-day expenses of running the municipality. The operating budget focuses on delivering the consistent, reliable services that residents and businesses expect. The financial decisions we make today are critical to the long-term sustainability of the Town. The 2026 budget reflects corporate strategic plans and the needs of the community.

Managers, directors and finance staff have gone line by line through every operating budget to ensure we were able to deliver the lowest possible operating increase without impacting capital infrastructure or the level of service that residents rely upon.

## Operating Budget Revenue

The Town of Georgina, like most Ontario municipalities, uses a variety of revenue and funding sources to pay for a wide range of services.

- **Property taxes** – Largest source of municipal revenue, this is calculated by applying the municipal tax rate by the property assessment as determined by MPAC.
- **User fees** – These fees are paid for by the specific user or group of users, including visitors and non-residents, rather than property owners through the municipal tax base. The budget incorporates various revenue estimates associated with user fees. These fees have been approved in various bylaws and updated throughout the past few years, and include such items as the fire services fees, development charges fees and building department fees. The operating budget has been adjusted for new fees and known increases, a conservative approach has been taken in estimating the total revenues from the fees in the various areas.
- **Water and wastewater rates** – Water consumption and wastewater usage charges are based on how much water a property uses. Consumption is measured by the water meter.
- **Stormwater rates** – A reliable and sustainable approach to stormwater management. A charge levied on property owners to maintain stormwater infrastructure.
- **Grants** – Funding received by government grants to fund operating activities makes up only a small part of the municipal budget. It is important to ensure the municipality can operate on its own without reliance on other levels of government.
- **Other** – Miscellaneous revenues such as permits and licences.

## Capital budget

The Town's capital budget covers large infrastructure and other long-term projects.

There are four main sources of funding for capital projects: reserve funds, debt financing, development charges and grants.

### 10-year capital forecast

The 10-year Capital Financial Plan is an updated financial plan to ensure the Town can fully fund its 10-year capital plan. The 10-year capital forecast is intended to be an actionable forecast, based on current available information on assets, available funding, and resources to deliver the program. The 10-year capital summary does not include a comprehensive list of items from condition assessments or master plans.

The Town's 10-year capital forecast will continue to evolve and become more comprehensive over the next years because of the Municipal Asset Management Planning Regulation 588/17. The Town must meet the following deadlines that have been mandated by the province.

- 2019: Strategic Asset Management Policy – Completed
- 2022: Asset Management Plan: Phase 1 (Core Assets) – Completed
- 2024: Asset Management Plan: Phase 2 (All Assets) – Completed
- 2025: Asset Management Plan: Phase 3 (Financial Strategy) - Completed

The 10-year Capital Financial Plan is subject to the following risk factors:

- Growth estimates may not occur at the same rate as forecast (timing of DC receipts)
- Interest rates may rise
- Capital cost estimates are preliminary
- Useful life term of the capital asset is estimated
- Economic downturn or slow down
- Legislation changes

Staff will review the infrastructure levy annually to ensure it is at the required amount to maintain service levels, continue to close the infrastructure funding gaps, and deliver on the 10-year capital plan.

## **Reserve funds**

These funds act as a savings account, to set funds aside for cyclic costs like elections and for planned capital costs.

Below is an explanation of what some of the reserves are used for.

### **Tax Rate Stabilization Reserve**

The primary purpose of this reserve account is to stabilize the tax increases year-over-year. A secondary purpose is to provide a reserve to fund unexpected projects that may come up outside of budget.

Reserve contributions and draws relating to stabilization reserves will vary year-over-year and are dependent on a number of factors, such as contingencies and timing of labour negotiations.

The Town has stabilization reserves for water, wastewater, and stormwater which serve a similar purpose to the Tax Rate Stabilization Reserve.

## **Corporate Capital Reserve**

Contributions are made from the operating budget into the Corporate Capital Reserve for new capital infrastructure. Draws are made from the Corporate Capital Reserve when those projects take place. Draws relating to the Corporate Capital Reserve will vary each year depending on current and future capital needs.

## **Repair and Replacement Reserves**

The Town has four repair and replacement tax levy supported reserves related to facilities, fleet/equipment, roads and parks. Any repair or replacement related to these items would be funded from these reserves.

Draws relating to repair and replacement reserves will vary each year depending on replacement schedules and prioritization of asset replacements.

## **Election Reserve**

Funds are set aside each year to ensure there are funds to run the election every four years.

## **Animal Shelter donations**

Donations provided to the animal shelter are put into this reserve.

## **Land acquisition**

The Town currently sets aside \$250,000 per year for potential land acquisitions. Any profits from the sale of land are contributed to this reserve.

## **Professional Development and Staff Engagement Reserve**

Any excess professional development funds at year-end are contributed into this reserve and can be used for corporate professional development and staff engagement in future years.

## **Building Division Reserve**

The Building Division is mandated to be self-funded. Any surplus or deficit at year-end from the Building Division is either contributed or drawn from this reserve.

## **Operating Growth Stabilization Reserve**

To allocate assessment growth towards growth-related operating expenditures. By setting a portion of it aside each year, the Town will not need to do a large tax increase when these growth-related operating expenditures occur, but rather the tax increase will remain stable.

## **Civic Centre Reserve**

The reserve was created to fund the Replacement Civic Centre in combination with a ten-year debenture and internal borrowing.

## **Uptown Keswick Business Improvement Area**

Created in 2024. Council approved a dormant status of the Uptown Keswick Business Improvement Area Board of Management for the remainder of the term of municipal Council (end of 2026). Council directed the treasurer to set up a reserve account that will hold the UKBIA funds until the end of the dormancy status (Resolution No. C-2024-0218).

## **Water and Wastewater Reserves**

Reserves funded by water and wastewater rates. These reserves are used for operational stabilization, infrastructure upgrades and replacements of fleet and equipment to ensure the sustainability and reliability of water and wastewater systems. Include the following reserves:

- Water – Fleet and Equipment – Repair and Replacement
- Water – Infrastructure – Repair and Replacement
- Water Rate Stabilization
- Wastewater – Fleet and Equipment – Repair and Replacement
- Wastewater – Infrastructure – Repair and Replacement
- Wastewater Rate Stabilization

## **Stormwater Reserves**

Reserves funded by stormwater rates used to fund capital improvements, maintenance, and repairs of stormwater infrastructure, such as drainage systems, retention basins, and ditches. By maintaining these reserves, the town ensures it has the necessary financial resources to effectively manage and improve stormwater systems, respond to unforeseen events, and meet regulatory requirements.

Include the following reserves:

- Storm Water – Fleet and Equipment – Repair and Replacement
- Storm Water Rate Stabilization
- Storm Water Repair and Replacement

## Discretionary reserve contributions

The below table represents a breakdown of Discretionary Reserve contributions:

Discretionary reserve contributions	2026	2025
Civic Centre	\$ 3,473,220	\$ 3,473,220
Tax rate stabilization	3,249,645	2,145,360
Fleet and equipment – repair and replacement	3,048,990	2,296,190
Roads – repair and replacement	2,650,010	2,650,010
Stormwater repair and replacement	1,500,000	1,988,260
Facilities – repair and replacement	1,003,640	1,003,640
Water – infrastructure – repair and replacement	850,420	206,580
Corporate capital/ new infrastructure	586,940	586,940
Operating growth stabilization reserve	514,865	347,220
Wastewater – infrastructure – repair and replacement	444,020	394,020
Stormwater Rate Stabilization	438,920	-
Parks – repair and replacement	295,290	295,290
Land acquisition reserve	250,000	250,000
Waterfront parks reserve	205,000	205,000
Wastewater stabilization	107,795	288,890
Elections reserve	98,530	84,000
Library capital reserve	54,890	54,890
Water rate stabilization	52,725	150,860
Water – fleet and equipment – repair and replacement	31,450	31,450
Wastewater – fleet and equipment – repair and replacement	31,450	31,450
Stormwater – fleet and equipment – repair and replacement	25,000	-
Keswick cemetery reserve	6,800	6,800
<b>Total contributions</b>	<b>\$ 18,919,600</b>	<b>\$ 16,490,070</b>

# Fund Structure Matrix

The following matrix outlines the relationship between the departments and the funding sources by which they are supported from. For reserve funds, this is based on current information known as outlined in the Ten-year capital plan and may be subject to change.

Fund Type	Operations and Infrastructure	Water/Wastewater	Stormwater	Community Services	Fire and Rescue Services	Development Services	Town Solicitor	Office of the Deputy CAO	Office of the CAO	Corporate Services	Office of the Mayor and Council	Georgina Public Library	Corporate
<b>Operating Fund</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Capital Fund</b>	✓	✓	✓	✓	✓	✓		✓		✓		✓	
<b>Reserve Funds</b>													
<b>Discretionary - Tax Levy Funded</b>													
Corporate Capital/New Infrastructure	✓			✓									
Election										✓			
Facilities - Repair & Replacement				✓									
Fleet & Equipment - Repair & Replacement	✓												
Keswick Cemetery				✓									
Land Acquisition													✓
Library Capital												✓	
Library Professional Development and Staff Engagement												✓	
Library Stabilization												✓	
Operating Growth Stabilization													✓
Parks - Repair & Replacement				✓									
Professional Development and Staff Engagement													✓
Roads - Repair & Replacement	✓												
Tax Rate Stabilization	✓												
Waterfront Parks				✓						✓			
<b>Discretionary - Rate Funded</b>													
Wastewater - Fleet & Equipment - Repair & Replacement		✓											
Wastewater - Infrastructure - Repair & Replacement		✓											
Wastewater Rate Stabilization		✓											
Water - Fleet & Equipment - Repair & Replacement		✓											
Water - Infrastructure - Repair & Replacement		✓											
Water Rate Stabilization		✓											
Stormwater - Fleet & Equipment - Repair & Replacement			✓										
Stormwater Rate Stabilization			✓										
Stormwater Repair and Replacement			✓										
<b>Obligatory</b>													
Building Division													✓
Canada Community Building Fund	✓		✓		✓								
Cannabis Legalization				✓									
Cash in Lieu of Parkland				✓									
Development Charges	✓	✓	✓	✓	✓	✓		✓				✓	
Tree Compensation	✓												
Uptown Keswick Business Improvement Area										✓			
<b>Grants</b>													
York Region Grants	✓												
Building Faster Fund	✓												
Ontario Community Infrastructure Fund	✓												

## Debt financing

The majority of the Town's long-term debt projects are internally financed from reserves until substantial completion, at which point, a debenture is taken out. The annual principal and interest payments required to service these debts are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.

Purpose	Rates	Maturity in	2026 Cashflows	2026 Balance
<b>Pefferlaw Fire Hall</b> Principal and interest is repayable in semi-annual installments of \$149,945 (funded by tax levies)	3.14%	Jun. 2051	\$ 299,890	\$ 5,098,945
<b>Willow Beach water and sewers</b> Principal and interest is repayable in semi-annual installments of \$624,354 (funded by local improvement charges)	4.76%	Sep. 2026	\$ 1,248,708	\$ -
<b>Dalton Road Watermain</b> Sinking fund payments are payable in April in the amount of \$560,605. Interest is payable semi-annually in installments of \$79,500 (funded by water and wastewater rates)	2.65%	Apr. 2029	\$ 719,605	\$ 1,856,494
<b>Link Phase 2 and 3</b> Principal and interest is repayable in semi-annual installments of \$63,339 (funded by tax levies)	3.14%	Jun. 2051	\$ 126,678	\$ 2,153,865
<b>Connell Booster Station</b> Principal and interest is repayable in semi-annual installments of \$76,488 (funded by water and wastewater rates)	2.84%	Jun. 2041	\$ 152,976	\$ 1,807,842
<b>Julia Munro Park</b> Principal and interest is repayable in semi-annual installments of \$128,869 (funded by development charges)	4.27%	Jul. 2032	\$ 257,738	\$ 1,351,605
<b>Streetlight Retrofit</b> Principal and interest is repayable in monthly installments of \$24,292, which are adjusted for inflation (funded by tax levies)	8.07%	Apr. 2026	\$ 126,421	\$ -
<b>Multi-Use Recreation Complex</b> Principal and interest is repayable in semi-annual installments of \$1,686,613 (funded by development charges)	4.57%	Feb. 2049	\$ 3,373,226	\$ 47,107,448
<b>Cockburn Watermain Project</b> Sinking fund payments are payable in May in the amount of \$87,231. Interest is payable semi-annually in installments of \$48,600 (funded by water and wastewater rates)	4.05%	May. 2034	\$ 184,431	\$ 2,225,539
<b>Total</b>			<b>\$ 6,489,673</b>	<b>\$ 61,601,739</b>

Below is a list of previously approved capital projects to be financed by debentures:

Project	Year of request	Estimated year of debenture	Total	Term of debenture (years)	Interest rate	Annualized repayments	Funding sources
Design build - Old Shiloh Bridge	2025	2027	\$ 3,900,000	20	4.70%	\$ 305,000	Tax levy
High Street streetscape and infrastructure - construction	2025	2027	\$ 3,755,000	20	4.70%	\$ 293,700	Tax levy and water/wastewater rates
Water service replacements, contract 2 - Lake Drive South construction	2025	2026	\$ 1,320,000	20	4.70%	\$ 103,200	Water/wastewater rates
The Queensway South watermain replacement - construction	2025	2026	\$ 1,134,000	20	4.70%	\$ 88,700	Water/wastewater rates
Water meter replacement program	2025	2027	\$ 4,000,000	20	4.70%	\$ 312,900	Water/wastewater rates
Gravity sewer main and mainhole repairs - construction	2025	2026	\$ 750,000	20	4.70%	\$ 58,700	Water/wastewater rates
Sewage pump station repairs *	2024, 2025, 2026	2026	\$ 1,450,000	20	4.70%	\$ 113,400	Water/wastewater rates
Design of South Keswick Fire Station	2025	2028	\$ 1,330,000	20	4.70%	\$ 104,000	Development charges
Civic Centre	2023	2026	\$ 20,000,000	10	3.95%	\$ 2,460,000	Tax levy
High Street - hydro	2025	2027	\$ 4,125,000	20	4.70%	\$ 322,600	Tax levy

\* This planned debenture is related to three capital projects, two of which were previously approved: 24-CI-SEW-04 (\$500,000) and 25-CI-SEW-05 (\$600,000). The remainder is 26-CI-SEW-03 (\$350,000) which is included in the 2026 budget.

\*\* Interest rates and payments are estimates based on interest rates current as at Sep. 2, 2025.

Below is a list of new capital projects which are included in the 2026 Budget with requested debentures.

Project	Year of request	Estimated year of debenture	Total debenture	Term of debenture (years)	Interest rate	Annual repayment	Funding sources
South Keswick Firehall	2026	2028	\$ 15,300,000	20	4.70%	\$ 1,196,700	Development charges
Queensway South watermain replacement	2026	2027	\$ 3,269,000	20	4.70%	\$ 255,700	Water/wastewater rates
Morton Avenue watermain	2026	2027	\$ 1,440,000	20	4.70%	\$ 112,600	Water/wastewater rates
Sewage pump station repairs	2026	2027	\$ 350,000	20	4.70%	N/A	Water/wastewater rates
Polybutylene water service replacements	2026	2027	\$ 750,000	20	4.70%	\$ 58,700	Water/wastewater rates
<b>Total</b>			<b>\$ 21,109,000</b>				

\* This project (26-CI-SEW-03) will be consolidated with previously approved capital projects 24-CI-SEW-04 (\$500,000) and 25-CI-SEW-05 (\$600,000) for a total planned debenture of \$1,450,000. The annual repayment is outlined in the schedule on page 478.

It should be noted that interest rate risk does exist, as the Town cannot lock in an interest rate prior to taking out a debenture, which usually would not occur until substantial completion of the project.

The Town is required to stay within the province’s annual debt repayment limit (ARL) of 25 per cent of net revenues. The Town has its own internal Corporate Debt Management Policy, which has an internal limit of 15 per cent of net revenues. Based on the updated ten-year capital plan, which reflects current and future planned debentures and revised interest rate, the Town’s ARL is projected to peak at 12 - 14 per cent in 2027, depending on interest rates at that time. After 2027, the ARL is expected to decline. This remains well within both the Town’s internal limit and the provincial maximum.

## **Development charges**

Development Charges (DC) are the primary way for Ontario municipalities to raise funds for the required municipal services and infrastructure improvements resulting from development. The charges are intended to help pay for the cost of capital infrastructure required to provide municipal services to new development, such as roads, water and sewer, parks, community facilities and fire facilities. The legislative authority for municipalities to levy DC is contained in the Development Charges Act, 1997 (the “Act”).

Since 2019, the Province of Ontario implemented multiple changes to the Act, and some sections of the Planning Act, intending to increase the housing supply in Ontario. They are:

- More Homes, More Choice Act, 2019 – Bill 108
- More Homes for Everyone Act, 2022, S.O. 2022, c. 12 – Bill 109
- More Homes Built Faster Act, 2022, S.O. 2022, c. 21 – Bill 23
- Helping Homebuyers, Protecting Tenants Act, 2023, S.O. 2023, c. 10 – Bill 97
- Affordable Homes and Good Jobs Act, 2023, S.O. 2023, c. 18 – Bill 134
- Cutting Red Tape to Build More Homes Act, 2024 – Bill 185
- Protect Ontario by Building Faster and Smarter Act, 2025 – Bill 17

In 2025, Town staff worked diligently with its Consultant and the development community, which led to the release of the 2025 Development Charges Background Study, which Council approved on August 13, 2025. This resulted in the passage of the new Development Charges Bylaw 2025-0053 (AD-5), effective September 1, 2025.

## Assessment growth

The Town is taking a fiscally proactive approach to planning for future growth-related operating expenditures. With the approval of the 2025 Development Charge study, there are several growth-related facilities and parks that are planned to be built in the near future that will require significant operating costs as it relates to staffing and operations. As well, the Town plans to invest a portion of annual assessment growth into funding information technology and operations initiatives.

Assessment growth earned during the year are added to the tax roll in the following year. As a result, the tax levy increases each year are net of the below assessment growth increases:

	2022	2023	2024	2025	2026 (estimate)
Assessment growth %	1.40%	0.90%	2.04%	1.56%	3.11%

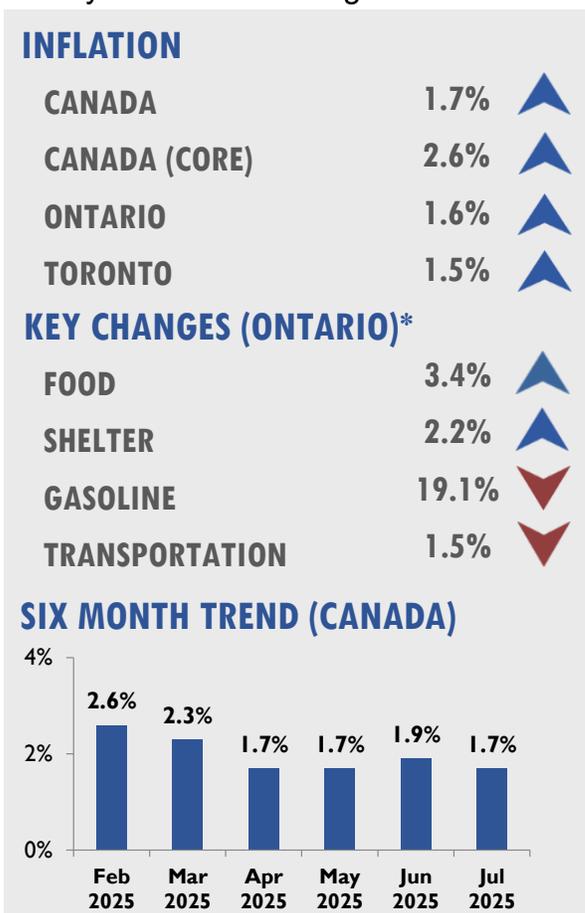
## Inflationary pressures

Inflation is commonly defined as the general increase in prices for goods and services in an economy over a period of time. The Consumer Price Index (CPI) is used as an indicator of the changes in consumer prices and is tracked and circulated monthly by the Bank of Canada.

Annual inflationary increases generally increase the cost to “do business.” This is similar to annual increases consumers experience for groceries. These are the increased costs of delivering the same service or program to residents.

The Town strives to keep budget increases as low as possible. Depending on the pressures the Town is facing, it isn’t always possible to keep the operating increases below inflation, however, over the past five years, on average, operating increases have been below inflation.

Below is an overview of July 2025 year-over-year inflation changes:



Source: York Region, Fiscal Planning Unit's monthly Inflation Monitor report (July 2025)

## 5 year budgeted tax levy analysis

The below chart provides an overview of historical tax levy and Ontario CPI:

	2022	2023	2024	2025	2026	5 year average
Georgina's operating tax levy increase	0.00%	4.99%	3.50%	2.99%	2.25%	2.75%
<b>CPI - Ontario*</b>	<b>6.80%</b>	<b>3.80%</b>	<b>2.40%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>3.40%</b>
Georgina's infrastructure tax levy increase to close funding gap	1.00%	2.00%	2.00%	2.00%	1.25%	1.65%

Source: York Region, Fiscal Planning Unit's monthly Inflation Monitor report (July 2025)

## Regional comparison

Georgina has the lowest assessment values in York Region on average. The Town continues to have the lowest average combined tax bill, based on a single family detached dwelling, since average taxes are calculated by taking the average assessment value and multiplying it by the tax rate. It's important to note that the average assessed value and the tax rate for the Town have an inverse relationship, meaning, as the Town's assessed values rise, the tax rate decreases on a proportionate basis. Below is a comparison of average taxes paid in York Region municipalities. These are based on 2025 tax rates and based off the average Current Value Assessment (CVA) for a residential property, using York Region's methodology. Waterfront properties are included in the average.

Municipality	Average assessed value - residential * As per York Region	Tax rate (residential) combined	Total taxes (average)
	\$	%	\$
Georgina	454,035	1.1558	5,248
York Region municipality 1	680,844	0.8885	6,049
York Region municipality 2	710,596	0.8916	6,336
York Region municipality 3	858,896	0.8296	7,125
York Region municipality 4	1,018,542	0.7327	7,463
York Region municipality 5	903,931	0.8509	7,691
York Region municipality 6	1,093,594	0.7003	7,658
York Region municipality 7	1,183,666	0.7370	8,724
York Region municipality 8	1,129,284	0.8876	10,023

Province-wide re-assessment completed in 2016 included a provision for phase in of the assessment increase over four years, starting in 2017 and continuing until 2020 (last year of phase in), while decreases in assessment were fully recognized and implemented in 2017. The 2020 taxation year represented the fourth year of new assessment changes/phase-in.

On March 26, 2020, the Government of Ontario announced it was postponing the planned property tax reassessments due to the COVID-19 Pandemic. This means that assessments for the taxation for years 2021 to 2026 will continue to be based on the same valuation date that was in effect for the 2020 taxation year. This measure will not have a financial impact on the Town because MPAC is continuing to maintain the assessment roll and ensure that it is updated to reflect changes such as new construction.

The Town's taxation is one of three types of property taxes paid by the property owners. In addition to the local municipality, the taxes also consist of regional and education tax levies. The regional and education tax levies for 2026 are not currently known at this time. For more information on how assessment works, visit [AboutMyProperty.ca](http://AboutMyProperty.ca).

# Financial policies

**Asset Management Plans** – The Town has successfully completed the Asset Management Plans for Core and Non-Core Infrastructure. Asset management is the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its service level objectives through the cost-effective lifecycle management of assets.

**Cash Handling Policy** – This policy provides general guidelines for properly safeguarding, depositing and recording payments received.

**Corporate Debt Management Policy** – Policy that provides a general framework on the types and terms of any borrowing for the Town of Georgina, to accommodate the future capital needs of the Town while maintaining responsible and prudent fiscal management.

**Financial Information Return** – A Financial Information Return (FIR) will be submitted to the Ministry of Municipal Affairs and Housing (MMAH) on an annual basis. The information in the FIR will be consistent with the information in the audited financial statements.

**Investment Policy** – A policy that governs the management of the corporation's short and long-term, surplus cash, sinking funds, reserves and reserve funds, and trust funds. This policy also ensures the prudent management of the corporation's investment portfolio.

**Long-range Financial Plan** – All departments will participate in the responsibility of meeting policy goals and ensure long term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources, and future service requirements.

**Municipal Rates and Fees By-law** – Approved by Council, the rates and fees bylaw sets out user fees and charges for various municipal goods and services. The fees are set to ensure that they are sufficient to recover all direct and indirect costs of service.

**Procurement Policy** – Purchases will be made in accordance with the municipality's Procurement Policy.

**Purchasing Card Policy** – Provides guidelines for the use of corporate credit cards and to ensure staff are responsible and accountable in regard to municipal credit card purchases.

**Reserve Fund Policy Consolidation** – Strategic consolidation of the Town’s reserves and reserve funds.

**Surplus Deficit Policy** – Mechanism to automatically set aside additional funds for the Town’s reserves in order to meet the needs of the Town’s future funding requirements.

**Tangible Capital Assets (TCA) Policy** – In accordance with PS 3150, PS 3060, PS 3065 and their respective representation on the financial statements of the Town. Establish a consistent approach to accounting of tangible capital assets.

**Water and Wastewater Financial Plan** – Ensure that the Town’s water and wastewater system are financially sustainable.

**Water and Wastewater rates** – Approved by Council annually, the water and wastewater charges ensure that there are sufficient funds to recover all direct and indirect costs of service.

# Glossary of terms

**Accrual basis of accounting** – A method of accounting that recognizes revenue as earned and expenditures as incurred rather than waiting until cash is exchanged.

**Actual** – Actual (as opposed to budget) revenues and expenditures for the fiscal year indicated.

**Amortization** – The gradual reduction of the value of an asset or liability by some periodic amount. In the case of an asset, it involves expensing the cost of the item over its useful “life,” the time period over which it can be used.

**Annual budget** – A budget for a single year which identifies the revenue and expenditures for meeting the objectives of the annual financial plan.

**Approved budget** – The budget as formally adopted by the Municipal Council for the upcoming fiscal year.

**Assessment** – The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in arms’ length, open market sale between a willing buyer and willing seller.

**Audit** – An independent examination of an organization’s financial accounts or financial situation.

**Base budget** – The base budget or opening budget is equal to the prior year final budget after any reallocations that occurred during the fiscal period.

**Balanced budget** – The municipality is required by provincial law to balance its operating budget each year. To balance the budget, the municipality can either: increase its revenue stream through raised property taxes and fees; or manage expenses through adapting or reducing the cost of programs and services.

**Budget** – A financial plan for a given fiscal year showing revenues and expenditures for different funds of the municipality.

**Canada Community-Building Fund (CCBF)** – Funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions, economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions.

**Capital assets** – Represents assets like land, buildings, machinery, etc. whose benefits last several years.

**Capital budget** – The budget that provides for funding of the municipality's expenditures on capital assets, i.e., assets which provide benefits to the municipality over several years.

**Capital expenditure** – Any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment. Normally has a benefit lasting beyond one year. Results in the acquisition or extension of the life of a fixed asset. Includes, but not limited to; vehicles, office furniture, construction projects, roads and bridges and studies.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contractual changes** – Budget changes resulting from inflation and contractual changes that do not change service levels offered by the municipality.

**Core assets** – core infrastructure assets, which include: stormwater, water, wastewater, bridges, culverts and roads infrastructure.

**Debenture** – A formal written obligation to repay specific sums on certain dates. In the case of a municipality, debentures are typically unsecured.

**Debt** – Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves.

**Debt servicing cost** – Annual principal and interest payments on contracted debt.

**Deferral** – The act of putting off until another time, or postponing.

**Deficit** – The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.

**Department** – A major administrative division of the municipality that has overall management responsibility for an operation within a functional area.

**Development Charges** – Fees collected from developers at the time a building permit to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, water and sewer infrastructure, community centres and fire facilities.

**Division** – The work of a department and each separate departmental function identified in the budget.

**Estimates** – The budget proposal for the expenditures and revenue of the Municipal funds for one fiscal year and includes the budget proposals for any particular department.

**Expenditure** – The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.

**Fiscal year** – Any period of 12 consecutive months designated as the budget year. The municipality's budget year begins Jan. 1 and ends Dec. 31.

**Fleet** – The vehicles and heavy equipment that can be ridden or driven that is operated in the municipality.

**Forecast** – The projection of revenues and expenditures for future years.

**Fund** – A set of interrelated accounts to record revenues, and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance).

**Fund accounting** – An accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

**Fund balance** – A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

**Generally Accepted Accounting Principles (GAAP)** – Nationally -recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.

**Goals** – Are broad statements of direction. They identify ongoing community needs and the approach taken by the municipality and departments to manage and satisfy those needs.

**Grant** – A monetary contribution, typically from one level of government to another, as a means to lend support to a specific service, program or function.

**Growth change** – An increase in budget resources resulting from an increase in municipality population, number of households or commercial properties. This increase is necessary to provide the same level of service that existed prior to growth change.

**Inflation** – A rise in price levels caused by general economic activity and growth.

**Infrastructure** – The system of public works in the municipality, consisting of immovable physical assets, that delivers an essential public service (e.g., road network, water and wastewater systems, and lighting).

**Interest income** – Revenue associated with the municipality’s cash management activities of investing cash balances.

**Levy** – The amount of property tax, in dollars, which is paid by the municipality’s taxpayers. To determine the key tax levy for a particular property, the property’s assessment value is multiplied by the appropriate rate for the property’s tax class.

**Liability** – A financial obligation of the municipality to others.

**Long-term debt** – Debt that matures more than one year after it is issued.

**Long-range Financial Plan** – Long-range financial planning (LRFP) is used to identify future financial challenges and opportunities through financial forecasting and analysis, and then, based on that information, to devise strategies to achieve financial sustainability.

**Municipal Act** – Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power and flexibility they need to chart their community’s future in a meaningful way and react quickly to change.

**Non-core assets** – infrastructure assets which include facilities, parks, fleet, equipment, IT assets, active transportation assets, roadway appurtenances and urban forestry assets.

**Ontario Municipal Employees Retirement System (OMERS)** – A defined benefit plan that provides pension benefits for the municipality’s fulltime employees. Employees and employers normally make equal contributions to the plan. Some part-time employees also qualify for OMERS.

**Operating budget** – The budget that provides the various departments with funding for their annual recurring operating costs (e.g., salaries, materials, and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.

**Other direct costs** - Miscellaneous expenses that are directly related to the delivery of municipal services. These costs are not tied to staffing or contracted services. Examples include printing and photocopying, courier and delivery services, publications and subscriptions, postage, and other similar operational expenses.

**Property tax** – An ad valorem (value-based) tax levied on real and personal property according to the property’s assessed valuation and the tax rate.

**Public Sector Accounting Board (PSAB)** – The body of the Canadian Institute of Chartered Accountants (CICA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information.

**Reserve** – A reserve is an allocation of accumulated net revenue. It has no reference to any specific assets and does not require the physical segregation of money or assets. Reserves are part of the revenue fund and, therefore, do not earn interest on their own, as in the case of reserve funds. Any earnings derived from investment of reserves’ money are reported as revenue in the operating fund. Reserves are generally more flexible, as they are created by Council and can be amended if required.

**Reserve fund** – Reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. All earnings derived from such investments must form part of the reserve fund.

**Revenue** – Monies received from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year.

**Salaries and benefits** – Operating expenses related to payroll expenses. Examples include: permanent positions, temporary positions, seasonal staff, sessional staff, and staff benefits.

**Service level change** – An addition of a new service, enhancement of existing service, deletion of existing service, or reduction of existing service. Service additions or enhancements generally result in additional funding required. Service level reductions or deletions generally result in less required funding.

**Staffing other direct expenses** – Operating expenses related to non-payroll staffing costs. Examples include: telephone/mobile phones, clothing, professional development, memberships, and travel expenses.

**Stakeholders** – The person, group or organization that has direct or indirect stake in the municipality because it can affect or be affected by the municipality’s actions, objectives and policies.

**Strategic plan** – A document outlining long-term goals, critical issues, and action plans which will increase the organizations effectiveness in attaining its mission, priorities, goals and objectives.

**Surplus** – The excess of actual revenue over operating expenditures incurred during a budget period.

**Supplementary taxes** – Property taxes collected on new assessment not previously identified by the Municipal Property Assessment Corporation (MPAC) within the current year.

**Supplies and maintenance** – Operating expenses related to maintaining town assets such as facilities and vehicles; and purchasing supplies and equipment. Examples include: office supplies, Vehicle Parts, Waterworks Supplies, Equipment Repairs, and vehicle maintenance.

**Tangible Capital Asset (TCA)** – Non-financial assets that have a lifespan that extends beyond an accounting period and is used on a continual basis by the municipality. Also known as “fixed asset.”

**Tax rate** – A percentage rate that is used to determine property tax levy to be paid by a particular taxpayer within the municipality. The rate for a property depends on its tax class, which in turn, depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Rates are established by Council bylaw.

**User fees** – Fees paid by individuals or organizations to the municipality for the use of municipality facilities (e.g., recreation fees) or for provision of municipal services (e.g., planning).

**Variiances** – Differences between actual revenues, expenditures and performance indicators from those items targeted in the annual budget.

# Acronyms

**AMP**

Asset Management Plan

**AODA**

Accessibility for Ontarians with Disabilities Act

**ARL**

Annual Repayment Limit

**BCA**

Building Condition Assessment

**CAO**

Chief Administrative Officer

**CCBF**

Canada Community-Building Fund

**CCDI**

Canadian Centre of Diversity and Equity

**CCTV**

Closed Circuit Television

**CLI-ECA**

Consolidated Linear Infrastructure  
Environmental Compliance Approval

**COTS**

Commercial off the shelf

**CPI**

Consumer Price Index

**CPA**

Chartered Professional Accountant

**CVA**

Current Value Assessment

**DC**

Development Charge

**DCAO**

Deputy Chief Administrative Officer

**DWQMS**

Drinking Water Quality Management Standard

**ECDM**

Energy Conservation and Demand Management Plan

**EDI**

Equity, Diversity, and Inclusion

**ESL**

Estimated Service Life

**FCM**

Federation of Canadian Municipalities

**FIR**

Financial Information Return

**FOI**

Freedom of Information

**GAAP**

General Accepted Accounting Principles

**GFOA**

Government Finance Officers Association

**GIS**

Geographic Information System

**GPS**

Global Positioning system

**HR**

Human Resources

**HRIS**

Human resources Information System

**HVAC**

Heating Ventilation Air Conditioning

**ICT**

Information and Communications Technology

**IT**  
Information Technology

**KM**  
Kilometres

**LED**  
Light Emitting Diode

**LRFP**  
Long Range Financial Plan

**LSRCA**  
Lake Simcoe Region Conservation Authority

**MMAH**  
Ministry of Municipal Affairs and Housing

**MLE**  
Municipal Law Enforcement

**MPAC**  
Municipal Property Assessment Corporation

**MTO**  
Ministry of Transportation

**NFPA**  
National Fire Protection Association

**NYSS OHT**  
Northern York South Simcoe Ontario Health Team

**OCWA**  
Ontario Clean Water Agency

**OCIF**  
Ontario Community Infrastructure Fund

**OMERS**  
Ontario Municipal Employees Retirement System

**OSIM**  
Ontario Structure Inspection Manual

**PCI**  
Pavement Condition Index

**PFT**  
Permanent Full Time

**PMS**  
Pavement Management System

**PPT**  
Permanent Part Time

**PSA**  
Public Sector Accounting

**PSAB**  
Public Sector Accounting Board

**RFA**  
Request for Acquisition

**RFI**  
Request for Information

**RFP**  
Request for Proposal

**RFT**  
Request for Tender

**SCADA**  
Supervisory Control and Data Acquisition

**SLT**  
Senior Leadership Team

**SOP**  
Standard Operating Procedure

**SOW**  
Statement of Work

**SPS**  
Sewage Pump Station

**SWM**  
Stormwater Management

**TCA**  
Tangible Capital Asset

**TSSA**  
Technical Standards and Safety Authority

**VERS**  
Vehicle and Equipment Replacement Strategy

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