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GENERAL STORE

DRY GOODS & PROVISIONS

JOSEPH VANDEBERG PROP. BALDWIN

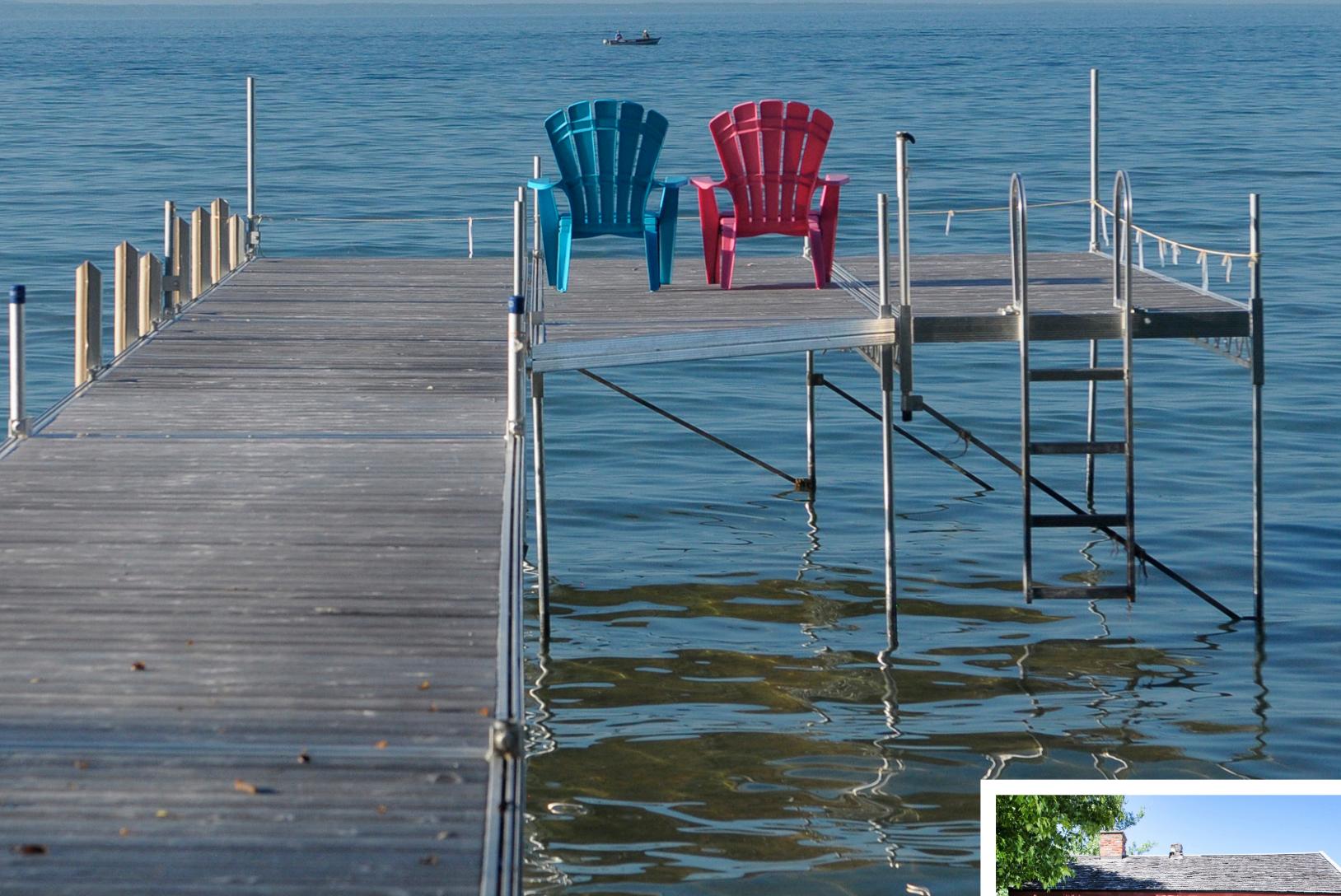


This is an exciting time for the Town of Georgina. Our community continues to grow and change, and we have a number of major projects that will contribute to our future. A great deal of hard work has gone into the 2020 Budget to ensure we are focusing our resources to continue to build a strong community. It outlines our commitment to improving the quality of life for all residents while also building a stable fiscal foundation and maximizing efficiencies. Georgina's continued growth means new challenges and new opportunities. This budget recognizes that and by using long-range planning and putting processes in place now to improve our productivity and efficiency, we will create a better future for everyone.

Margaret Quirk, Mayor

The 2020 Budget reflects strong financial leadership and includes a range of projects that will continue to enhance the quality of life for our residents. I am extremely proud of the responsible and realistic plan that strikes a balance between the services people need while ensuring our programs, facilities and infrastructure continue to evolve. The Town of Georgina has many projects underway and they can only be achieved through responsible fiscal management. With our dedicated team and focused approach, we will continue to build on our successes. We will also work to identify opportunities to use technology, review and improve processes, and find ways to improve our ability to provide excellent service to our residents and businesses.

David Reddon, CAO



Located on the southern shores of Lake Simcoe, the Town of Georgina offers year-round fun. From fishing and boating to beaches and parks, the Town is great for families taking day trips, a weekend getaway or vacation. Located one-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 and the Village of Sutton were amalgamated with Georgina Township in 1971. Georgina was granted Town status in 1986.





About the Town of Georgina

Physical features

- Georgina is the northernmost municipality in York Region.
- At 288 square kilometres, it is one of the largest municipalities in the region.
- 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, Whitchurch-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.
- 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 800 businesses.

Population and demographics

- Population of 45,418 [Census 2016] – a 4.4 per cent increase from 2011
- Georgina residents speak more than 80 different languages [Census 2016]

Attractions

- The ROC, York Region's Adventure Headquarters
- Georgina Pioneer Village and Archives
- Stephen Leacock Theatre

Our Vision

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



Our Mission

To promote a high quality of life for our residents through exceptional service, community engagement and a framework which supports a thriving economy.



Strategic about the Town's future

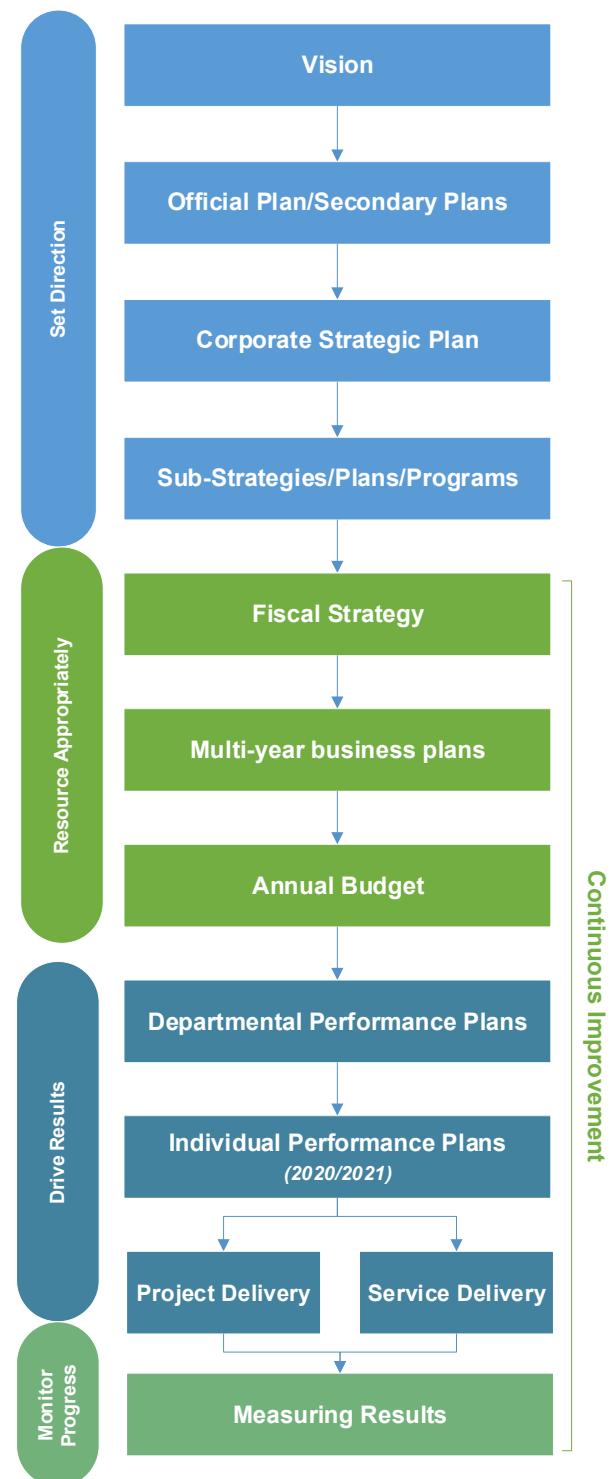
The Town of Georgina is working to create a high quality of life for all residents. To support this, the Town created the Service Excellence Framework in 2019. It helps demonstrate the relationship between all of the Town's strategic work, financial planning and service delivery. Understanding this alignment ensures the Town is always striving to achieve its vision. A significant piece of this framework is the Town's Corporate Strategic Plan.

This past year, Council endorsed the Town's 2019-2023 Strategic Plan. The plan maps out 39 specific actions within four priority areas:

- Grow our economy
- Promote a high quality of life
- Engage our community and build partnerships
- Deliver exceptional service

The Town uses the strategic plan to ensure that departmental business plans and annual budgets are aligned with the priorities identified by Council for the community.

Through the plan, and the larger service excellence framework, Georgina is working hard to build its competitiveness, ensure its communities remain healthy, actively engage our partners and provide great service.





CONTINUOUS IMPROVEMENT

In 2019, staff presented a final update on the Town's service delivery review. Starting in 2017, it was aimed at improving the citizen experience and enhancing value for service. To date, more than 80 per cent of initiatives within the plan are complete.

A significant accomplishment within the service delivery review is the Information Technology (IT) Strategic Plan. Approved in January 2019, it is a five-year road map for implementing IT infrastructure that will improve operational efficiency and service delivery. Deliverables within the plan include a website update,

implementation of customer relationship management and development tracking tools, as well as increased use of project management methodology to ensure projects are delivered on time, and on budget.

Moving into 2020, the service delivery review will transition into a comprehensive continuous improvement program. This new program will ensure continuous improvement is embedded in our annual operations to support the delivery of exceptional service and value to our residents.



Building GEORGINA

Building Georgina was launched to keep residents and businesses informed about the Town's major projects, which includes the new Multi-use Recreation Complex (MURC) and replacement Civic Centre. Throughout 2019, a number of public engagement opportunities were held to give residents a chance to provide feedback, including surveys and public input sessions.

The Town also released a Building Georgina video, highlighting community involvement. It includes comments from the architects, Mayor Margaret Quirk and residents. The video shows how excitement is building in the community, and how these projects will improve quality of life and draw more people



to Georgina from surrounding areas.

The MURC will become an important asset for the Town with amenities that could include a full gymnasium, lap and leisure pool, seniors and youth space, library branch, and park playfields. Georgina's replacement Civic Centre will be a fully accessible and efficient building. In 2019, Council approved the recommended location of the new building on the current Civic Centre site. Council also approved complete demolition of the existing Civic Centre after the replacement Civic Centre is built.

Building Georgina also includes the new Sutton Community Park, West Park redevelopment, the new Pefferlaw Fire Hall and the Link, phase 2 and 3.

2020 Budget

There is something special happening in the Town of Georgina. Exciting new projects and opportunities are pushing the community to new heights.

With a focus on the future, the Town is committed to building strong and healthy communities, and ensuring that everyone benefits from a high quality of life.

Budget overview

The 2020 Budget was developed with a commitment to investing in the Town's future while providing the most value to citizens. There is a clear focus on improving service delivery, managing growth, and delivering services more effectively and efficiently.

The goal – to provide a balance between investing in the community and maintaining financial sustainability while minimizing the impact of tax increases on Georgina's residents and businesses – is at the heart of 2020 Budget decision making.

Operating and Capital Budgets

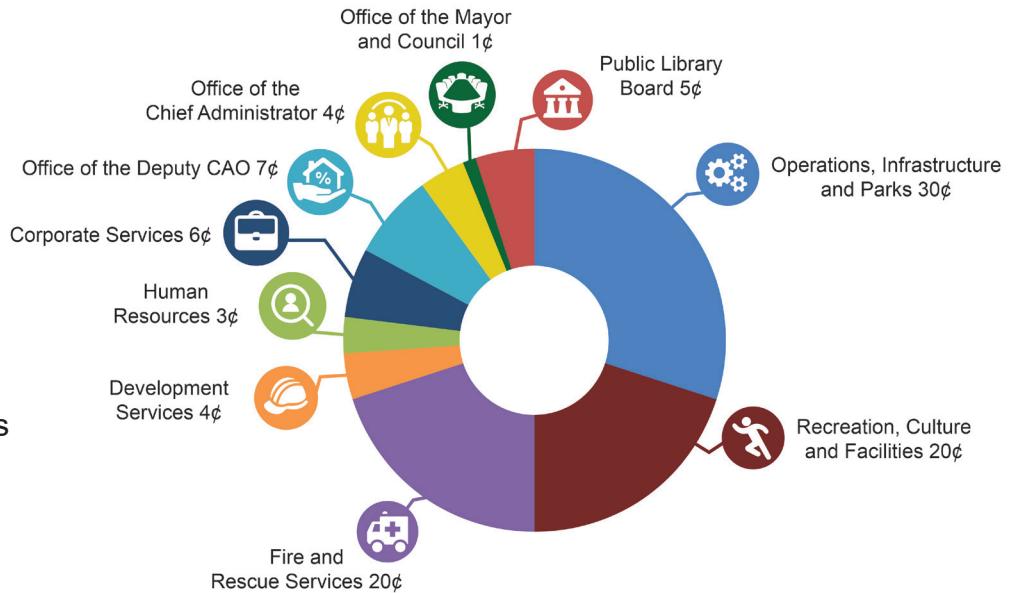
A capital budget is a budget allocating money for the acquisition or studies related to the maintenance of assets such as land, buildings, and equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

The Town of Georgina's 2020 Operating Budget, including contributions to reserves of \$10.4 million, is \$77.5 million. The 2020 Capital Budget is \$68.6 million, which includes \$24.2 million of carry-forward capital projects.

Property tax levy

The proposed tax levy for Georgina is \$45.3 million, which results in an increase of 2.94 per cent for operating, with an additional one per cent for capital reserves, for a total increase of 3.94 per cent.

How Your Tax Dollar is Spent

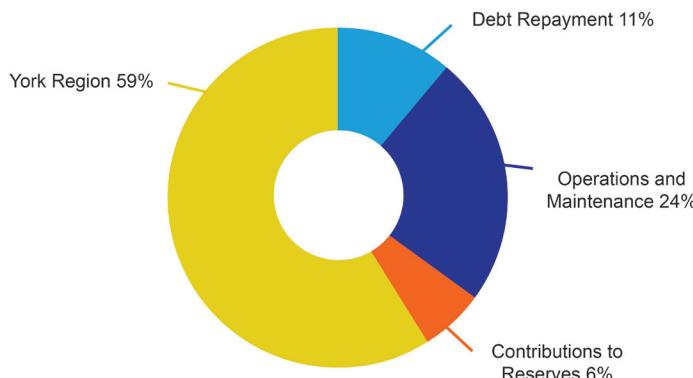


Water and wastewater rates

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 local water and wastewater rates have been established based on the anticipated water consumption and related wastewater discharge for 2020.

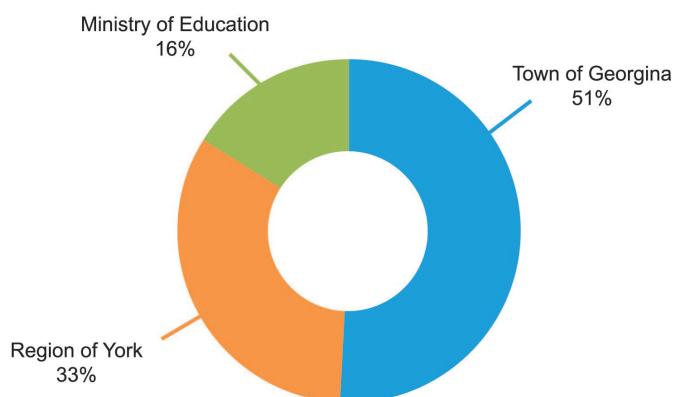
Where Your Water and Wastewater Dollars are Spent



Where your 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



Looking to the future

The Town of Georgina's 2020 budget is a reflection of the strong commitment to continue to meet the needs of the growing community and build upon the strong fiscal foundation that has been established.

Georgina's changing environment will continue to present many budgetary and financial challenges related to proposed growth and long-term financial sustainability. The Town is facing these challenges by updating several long-term financial strategies. The Town will begin to update its development charge study, water and wastewater financial plan and rate study, building fee study, and complete a new growth-related community benefit charge study. These new and updated policies and studies will ensure Georgina has the tools in place to address the financial pressures related to proposed growth and long-term financial sustainability.

Sustainable economic growth is one of the priorities in our strategic plan and is at the forefront of all decisions of staff and Council. Through this budget cycle and onward, staff will work diligently with other levels of government, Council and the community towards the vision for Georgina as a progressive and vibrant growing community.

Municipal Services



The Town of Georgina provides services including:

- Local roads
- Sidewalks
- Snow removal local roads and sidewalks
- Curbside waste 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

York Region provides services including:

- Regional roads
- Snow removal on regional roads
- Public transit
- Processing of recycling and compostable
- 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





2020 Budget - Summary of Capital Projects



GEORGIA

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC / CBC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC / CBC)
Operations & Infrastructure									
2116	20-OI-1 Asset Management Plan Needs Assessment and Development	\$ 150,000	\$ 150,000	\$	\$	\$	\$	\$	\$
2222	20-OI-2 2020 Roads Maintenance Plan (Approved in 2019)	1,856,600	1,856,600	46,200	1,214,800				
2226	20-OI-3 2020 Roads Reconstruction Plan (Approved in 2019)	1,261,000	24,000	24,000	2,365,100				
230	20-OI-4 Bridge CSIM Inspections	2,365,100	320,000	320,000	45,000	45,000			
233	20-OI-5 Bridge Rehabilitations and Replacements	320,000	335,000	335,000	300,000	300,000			
238	20-OI-6 Roads Fleet and Equipment Replacement Program	45,000	100,000	100,000	70,000	70,000			
242	20-OI-7 Roads Division New Fleet and Equipment - Culvert Steamer	360,000	360,000	50,000	50,000	50,000			
245	20-OI-8 Roads Division Fleet and Equipment - 1-Ton Truck	360,000	360,000	80,000	80,000	80,000			
250	20-OI-9 Parks Division Fleet and Equipment Replacement Program	20,000	75,000	75,000	15,000	15,000			
253	20-OI-10 Major Ditch Reconstruction	25,000	25,000	25,000	25,000	25,000			
256	20-OI-11 Weed and Invasive Species Control System	831,450	831,450	10,000	10,000	10,000			
259	20-OI-12 Playground Replacement and Enhancements (AODA)	20,000	20,000	20,000	20,000	20,000			
262	20-OI-13 Pioneer Cemetery Needs Assessment	831,450	831,450	20,000	20,000	20,000			
265	20-OI-14 Keswick Cemetery Master Plan	831,450	831,450	20,000	20,000	20,000			
268	20-OI-15 ROC Trails Expansion	831,450	831,450	20,000	20,000	20,000			
271	20-OI-16 Roads Equipment - Dash Cameras for Plow Trucks	831,450	831,450	20,000	20,000	20,000			
274	20-OI-17 Stormwater Management Facility (Ponds) Maintenance Program	831,450	831,450	20,000	20,000	20,000			
277	20-OI-18 Sutton Community Park Construction (\$1,400,000 Approved 2019)	831,450	831,450	20,000	20,000	20,000			
280	20-OI-19 Flexible Traffic Bollards in Safety Zones	831,450	831,450	20,000	20,000	20,000			
283	20-OI-20 ROC Wildflower Planting Program	831,450	831,450	20,000	20,000	20,000			
288	20-OI-21* Purchase and Installation of Five Receptacles	831,450	831,450	20,000	20,000	20,000			
290	20-OI-22* Removable Floating Finger Dock(s) at Mill Pond Park	831,450	831,450	20,000	20,000	20,000			
291	20-OI-23* Security Measures at Jackson's Point Harbour	831,450	831,450	20,000	20,000	20,000			
292	20-OI-24* Lifesaver Installations at Stormwater Management Ponds	831,450	831,450	20,000	20,000	20,000			
293	20-OI-25* Trails Lighting	831,450	831,450	20,000	20,000	20,000			
Recreation & Culture									
286	20-RC-1 BCA Program - Georgina Ice Palace Partial Roof Replacement	\$ 800,000	\$ 800,000	\$	\$	\$	\$	\$	\$
	BCA Program - Park Washroom Building Roof Replacement	50,000	50,000	35,000	35,000	35,000			
	BCA Program - Garage Floor Repair, Keswick Fire Hall	55,000	55,000	55,000	55,000	55,000			
	BCA Program - Georgina Ice Palace Drain Repairs	220,000	220,000	20,000	20,000	20,000			
	BCA Program - Georgina Ice Palace Condenser Replacement	120,000	120,000	90,000	90,000	90,000			
	BCA Program - Belhaven Roads Yard Concrete Repairs	25,000	25,000	6,000	6,000	6,000			
	BCA Program - Sutton Library Carpet Replacement	6,000	6,000	60,000	60,000	60,000			
	BCA Program - Georgina Ice Palace RTU Replacement	25,000	25,000	70,000	70,000	70,000			
	BCA Program - Kin Hall Fixed Ladder (South Side)	6,000	6,000	10,000	10,000	10,000			
	BCA Program - Pefferlaw Lions Hall Washroom Counters	6,000	6,000	10,000	10,000	10,000			
	Georgina Pioneer Village (GPV) Roofing Items	60,000	60,000	10,000	10,000	10,000			
	GPV Schoolhouse (\$215,000 previously approved)	70,000	70,000	10,000	10,000	10,000			
	GPV Drivage Survey	10,000	10,000	10,000	10,000	10,000			

2020 Budget - Summary of Capital Projects



GEORGINA

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC / CBC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC / CBC)
297 20-RC-5	Stephen Leacock Theatre (SLT) Railing Installation	30,000	30,000						
300 20-RC-6	ROC Utility Terrain Vehicle (UTV) - Snowmobile Replacement	44,000	44,000						
303 20-RC-7	Project Management and Construction Coordination Services	200,000	200,000						
20-RC-8*	Peffelaw Recreational Needs Study	10,000	10,000						
19-FAC-2	Multi-Use Recreation Centre - Cash flow for 2020 - Approved 2019	18,458,000							18,458,000
19-FAC-3	New Civic Centre - Cash flow for 2020 - Approved 2019	12,311,000							12,311,000
		32,614,000	1,845,000						30,769,000
Fire & Rescue Services									
306 20-FS-1	Station 1-4 Facility Signage	17,000	17,000						
310 20-FS-2	Outdoor Emergency Station Phone	10,200	10,200						
312 20-FS-3	Replacement of Rescue/Pumper Apparatus	820,000	820,000						
314 20-FS-4	Replacement of Bunker Gear/PPE (Two Year Approval)	52,000	52,000						
317 20-FS-5	Purchase of Portable Radios and Pagers	17,100	17,100						
320 20-FS-6	Purchase of Fire Suppression Equipment	27,100	27,100						
		943,400	943,400						
Development Services									
323 20-DS-1	Building Fee Review (Preapproval Requested)	20,000	20,000						
326 20-DS-2	Fleet Replacement (Building Division)	60,000	60,000						
329 20-DS-3	Fleet Replacement (Engineering Division)	30,000	30,000						
		110,000	110,000						
Corporate Services									
332 20-CS-1	Community Benefit Charge and Development Charge Background Stmt	135,000	13,500						121,500
335 20-CS-2	Annual Information and Communications Technology (ICT) Cycling	465,000	465,000						
339 20-CS-3	Enterprise Content Management (ECM) Acquisition and Implementation	283,000							283,000
342 20-CS-4	Water Financial Plan and Rate Study	40,000	40,000						
		923,000	518,500						
Office of the Chief Administrative Officer									
345 20-CAO-1	Broadband Strategy	75,000	75,000						
		75,000	75,000						
Library									
348 20-LIB-1	Capital Requests	41,800	41,800						
		41,800	41,800						
Capital Projects in Process									
		21,595,190	4,886,900	2,536,200	1,999,800	472,500	305,300	491,270	10,903,220
TOTAL CAPITAL INVESTMENT									
		64,678,040	12,364,900	6,116,100	2,282,800	594,000	325,300	491,270	42,503,670
Water and Wastewater (Operations & Infrastructure)									
352 20-WAT-1	Water Meter Change Out (Year 3)	100,000	100,000						
355 20-WAT-2	Water Booster Station Valve Replacements	80,000	80,000						
358 20-WAT-3	Water Booster Station Auto-Dialer System	6,500	6,500						
361 20-WAT-4	Water System Mainline Valves, Fire Hydrants and Secondary Valves	75,000	75,000						

2020 Budget - Summary of Capital Projects



GEORGINA		Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC / CBC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC / CBC)
364	20-WAT-5		Water Service Replacements		500,000	500,000					
367	20-WAT-6		Fairecrest-Sunnydale-Grew Watermain Replacement (Two Year Appr		200,000	200,000					
371	20-SEW-1		Wastewater Pumping Auto-Dialer System		117,000	117,000					
374	20-SEW-2		Sewer Service Repair and Replacements		200,000	200,000					
				1,278,500	1,278,500						2,068,000
			Capital Projects in Process		2,623,500	555,500					
			TOTAL CAPITAL - WATER/WASTEWATER		3,902,000	1,834,000					2,068,000
			TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA		68,580,040	14,198,900	6,116,100	2,282,800	594,000	325,300	491,270
											44,571,670

* Added during Budget Deliberations. No business case



GEORGINA

2020 Budget - Carry Forward Capital Projects

Carry Forward Capital Investment		Spent to Date	Approved Cost to Complete	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC / CBC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC / CBC)
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Operations & Infrastructure										
17-PRK-9	Streetscape Design Standards	31,700	68,300							
18-PRK-3 /	Sutton Community Park Construction	99,500	1,450,500							1,450,500
19-PRK-3	West Park Design	114,200	735,800							
18-PRK-6	Holmes Point Washrooms	-	200,000							
19-PRK-4	Maskinonge Pedestrian Bridge	-	500,000							
19-PRK-6	ROC Pond Fountain	-	30,000							
19-PRK-7	Black River Fencing	-	20,000							
19-PRK-8	Bridge & Culvert >3 Meters-Rehabilitation	136,500	527,500							
17-PWK-6 /										
19-PWK-10	East Sidewalk Dalton Road		85,000							
18-PWK-8	Standby Power Generators Design & Tender	-	50,000							
19-PWK-2	Roads Equipment-Utility Trailer Replacement	-	15,000							
19-PWK-3	Roads Equipment-Traffic Control Devices	-	65,000							
	Roads Equipment - E1, Tractor Snow Blower Attachment	-	30,000							
	Roads Equipment - Edger & Water Tank Major Culvert Replacement Project	-	70,000							
19-PWK-4	Major Culvert Replacement Project	3,000	97,000							
19-PWK-5	Stormwater System Inventory	-	135,000							
19-PWK-7	GPS Survey Equipment	-	72,000							
19-PWK-9	Fuel Management System Evaluation	-	10,000							
19-PWK-11	Hedge Road Bank Stabilization	73,300	1,576,700							
19-PWK-13 /	2019 Roads Maintenance Plan and 2019 Roads Now Needs Plan	128,500	2,971,500							
19-PWK-14										
19-PWK-15	Bicycle & Pedestrian Active Transportation Master Plan	-	85,000							
CAO-2019-0027	Mossington Wharf Rehabilitation	58,000	712,000							
19-REC-8	Waterfront Park Strategy Phase 1 Tree Preservation & Compensation Policy Update	-	125,000							
19-REC-9		-	30,000							
Recreation and Culture		644,700	9,661,300	2,646,500	2,536,200	1,999,800	42,500	250,000		- 2,186,300
17-LNK-2 / 18- Link Phase 2&3 Completion		160,500	2,958,490							438,670 2,519,820
LNK-1										
17-REC-1 /	Multi-Use Recreation Complex (MURC)	434,800	1,985,200	1,565,200						420,000
19-FAC-2	Ice Palace Roof Restoration	20,400	209,600							
18-CE-1	Civic Centre Replacement	244,400	2,465,600							
18-CAO-2 /										
19-FAC-3										

2020 Budget - Carry Forward Capital Projects



GEORGINA

	Carry Forward Capital Investment	Spent to Date	Approved Cost to Complete	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC / CBC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC / CBC)
18-ROC-1	Relocate ROC Diamond Fence	4,700	55,300							55,300
19-REC-2	Pioneer Village Schoolhouse	17,600	197,400	197,400						52,600
19-REC-1	Corporate Sponsorship Strategy	47,400	52,600							
19-REC-5	Link Parking Improvements	10,600	984,400							984,400
Fire & Rescue Services										
17-FIR-8 / 18- Pfefferlaw Fire Station (1-8)		940,400	8,908,590	1,972,200						6,389,820
FIR-10 / 19-FIR-2		2,148,900	2,327,100							2,327,100
Development Services										
19-ECD-1	Wayfinding & Community Signage	8,700	31,300	31,300						
19-ENG-1	Sanitary Sewer Model/Masterplan	-	250,000							250,000
19-PLN-1	Keswick Secondary Plan Review	3,700	196,300	16,300						180,000
Corporate Services										
15-ITS-5	Enterprise Resource Planning Software-Budget Module	12,400	477,600	47,600						
19-ITS-3	IT Service Continuity & Disaster Recovery Strategy	603,500	146,500	146,500						
Library										
18-LIB-1	Sutton Library Service Desk	603,500	181,500	181,500						
TOTAL CARRY FORWARD CAPITAL		4,350,800	21,595,190	4,886,900	2,536,200	1,999,800	472,500	305,300	491,270	10,903,220
Water and Wastewater (Operations & Infrastructure)										
18-WAT-1	BCA Improvements	-	10,000	10,000						
18-WAT-2 /	Vehicle W6-05	-	110,000	110,000						
18-SEW-3										
18-WAT-4	Wexford Pumping Station Replacement	-	2,068,000							
18-WAT-5	Church Street Service Replacement	13,800	136,200	136,200						
19-WAT-1	Water Metre Change out	60,700	39,300	39,300						
19-SEW-1	Wastewater Pumping Station Improvements	-	260,000	260,000						
TOTAL CARRY FORWARD: WATER/WASTEWATER		74,500	2,623,500	555,500	-	-	-	-	-	2,068,000
TOTAL CARRY FORWARD - TOWN OF GEORGINA		4,425,300	24,218,690	5,442,400	2,536,200	1,999,800	472,500	305,300	491,270	12,971,220

2020 Budget - Cancelled Capital Projects



GEORGINA

	Cancelled Capital Projects	Spent to Date	Approved Cost to Complete	Capital Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt
Recreation and Culture										
18-ROC-2	ROC Sports Lighting Field 4	6,400	\$ 193,600	\$ 280,000	\$ 280,000					\$ 193,600
19-FAC-1	Sutton Arena Asphalt Pavement Replacement			40,000	40,000					
19-REC-7	Sofa Benches									
TOTAL CANCELLED CAPITAL PROJECTS		6,400	513,600	320,000	-	-	-	193,600	-	-
Water and Wastewater (Operations & Infrastructure)										
18-SEW-2	BCA Improvements				120,000	120,000				
TOTAL CANCELLED CAPITAL: WATER/WASTEWATER		-	120,000	120,000	-	-	-	-	-	-
TOTAL CANCELLED CAPITAL - TOWN OF GEORGINA		6,400	633,600	440,000	0	0	0	193,600	0	0



10 Year Capital Plan

Summary

Department	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Non-Growth Related Expenditures											
Operations & Infrastructure	15,670,000	13,520,000	13,122,000	5,310,000	7,542,000	8,845,000	8,519,000	9,506,000	9,457,000	10,290,000	101,781,000
Water & Wastewater	3,902,000	3,285,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,461,000	3,481,000	3,461,000	38,606,000
Recreation & Culture	21,079,390	12,929,000	2,483,000	2,117,000	1,794,000	1,855,000	1,905,000	2,001,000	2,500,000	2,314,000	50,967,390
Fire & Rescue Services	3,270,500	961,000	1,655,000	670,000	328,000	207,000	1,886,000	789,000	6,305,000	185,000	16,256,500
Development Services	121,300	20,000	-	162,000	1,500,000	-	-	60,000	-	-	1,863,300
Human Resources	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Corporate Services	969,500	725,000	384,000	507,000	447,000	423,000	445,000	338,000	400,000	357,000	4,995,500
Office of the Deputy CAO	-	-	-	-	108,000	-	108,000	-	-	-	216,000
Chief Administrative Officer	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	165,000
Public Library Board	80,900	5,000	82,000	17,000	10,000	10,000	60,000	10,000	10,000	10,000	294,900
Growth Related Expenditures											
Operations & Infrastructure	2,366,950	387,000	801,000	2,297,000	776,000	840,000	-	-	-	-	7,467,950
Water & Wastewater	-	67,000	-	-	-	-	-	-	-	-	67,000
Recreation & Culture	20,443,200	20,499,000	38,000	-	-	-	-	-	-	-	40,980,200
Fire & Rescue Services	-	-	2,305,000	708,000	527,000	7,577,000	50,000	779,000	9,733,000	-	18,666,000
Development Services	466,300	1,990,000	-	-	-	280,000	50,000	100,000	30,000	60,000	6,049,300
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Corporate Services	135,000	50,000	-	-	-	-	150,000	50,000	-	-	385,000
Office of the Deputy CAO	-	-	-	-	-	-	-	-	-	-	-
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Public Library Board	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	68,580,040	54,458,000	24,433,000	17,018,000	24,943,000	17,051,000	17,490,000	929,000	9,763,000	60,000	73,615,450
Non-Growth Related Funding											
Capital Reserve - Tax Funded	10,940,400	10,888,000	10,559,000	7,300,000	10,236,000	9,857,000	11,440,000	10,735,000	11,115,000	11,673,000	104,743,400
Capital Reserve - Rate Funded	1,834,000	3,285,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,461,000	3,481,000	3,461,000	36,538,000
Reserve Funds - Federal Gas Tax	6,116,100	1,440,000	1,440,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	19,517,100
Debtenture - Tax/ Rate Funded	23,411,720	15,852,000	5,747,000	-	-	-	-	-	486,000	6,074,000	51,570,720
Grants	1,999,800	-	-	-	-	-	-	-	-	-	1,999,800
Other Revenue	866,570	-	-	-	-	-	-	-	-	-	866,570
Growth Related Funding	45,168,590	31,465,000	21,289,000	13,486,000	16,310,000	15,961,000	16,561,000	16,185,000	22,173,000	16,637,000	215,235,590
DC's / CBC's	594,000	643,000	90,000	166,000	2,015,000	552,000	99,000	27,000	54,000	54,000	4,294,000
Capital Reserve - Tax Funded	1,637,500	2,222,000	10,000	54,000	3,000	18,000	51,000	3,000	6,000	6,000	4,009,500
Reserve Funds - Federal Gas Tax	-	-	-	-	-	-	-	-	-	-	-
Debtenture - DC / CBC Funded	20,931,755	20,129,000	2,964,000	2,985,000	5,194,000	450,000	288,000	3,601,000	-	-	56,542,755
Debtenture - Tax / Rate Funded	228,195	-	80,000	327,000	1,421,000	50,000	491,000	6,132,000	-	-	8,729,195
Grants	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	20,000	-	-	-	-	20,000	-	-	-	-	40,000
Total Annual Capital Funding	68,580,040	54,458,000	24,433,000	17,018,000	24,943,000	17,051,000	17,490,000	929,000	9,763,000	60,000	73,615,450
											288,851,040



GEORGINA

2020 OPERATING BUDGET

Corporate Summary

	Office of the CAO	Office of the Deputy CAO	Corporate Services	Development Services	Fire and Rescue Services	Operations and Infrastructure	Water/Wastewater	Recreation and Culture	Human Resources	Office of Mayor and Council	Georgina Public Libraries	Non-Program	Grand Total	% VAR	
Revenues															
Capital Recovery															
Development Fees	(20,000)														
Donations & Grants															
Library Grant															
Local Improvements															
Misc Revenues	(10,000)	(423,180)	(2,109,600)	(812,000)	(83,500)	(199,540)	(12,000)	(628,150)							
Provision from Reserve	(180,000)	(535,940)	(10,000)	(50,000)	(50,000)	(90,200)	(361,780)	(100,000)							
Region or other Municipality															
Tax Levy															
User Fees, Lease and Rental	(25,390)		(159,880)	(530)	(40,000)	(628,440)	(268,000)	(2,277,560)							
Water															
Wastewater															
Revenues Total	(190,000)	(1,007,510)	(2,279,480)	(3,255,360)	(173,500)	(1,091,280)	(17,792,720)	(3,063,210)							
Expenses															
Salaries and Benefits	1,253,380	2,993,560	3,020,310	4,323,610	6,895,100	4,941,120	2,133,460	6,234,520	956,410	404,350	1,886,160	(258,110)	34,784,370	3.0%	
Staffing Other Direct Expense	37,200	58,630	190,900	93,890	98,670	90,160	60,380	158,160	33,480	50,970	45,380		917,810	-0.5%	
Contracted/Consulting Service	386,630	240,400	306,900	155,940	17,310	3,820,350	1,317,350	348,360	26,000		27,000		6,646,840	6.6%	
Contributions to Reserve	122,090	622,500	76,200	1,003,100	2,481,610	1,049,090	1,696,220				170,880		3,196,880	10,418,580	14.9%
Debtiture Repayment															
Donations & Grants															
Hydro/Sewer/Gas															
Library Grant															
Other Direct Costs	98,940	458,950	531,950	132,590	244,080	391,800	350,030	1,025,620	43,100	32,300	156,780		3,467,140	7.3%	
Supplies and Maintenance	6,700	131,350	71,790	44,460	388,500	1,463,320	262,300	640,820	7,150	4,000	339,220		3,359,610	38.0%	
Water Payments to York Region															
Expenses Total	1,784,350	4,029,580	4,747,550	5,094,650	8,807,900	13,949,270	17,792,720	11,642,370	1,066,140	491,620	2,723,760	5,420,990	77,550,700	7.5%	
Grand Total	1,594,350	3,022,970	2,467,870	1,939,290	8,634,400	12,857,990	8,579,160	1,066,140	491,620	2,723,760	5,420,990	(38,837,920)	1,714,970	3.94%	



2020 Summary of Staffing and Operating Initiatives

GEORGINA

2020 Staffing Summary



GEORGINA

2020 STAFF COMPLEMENT

5 Years Historical Trend

	2020	2019	2018	2017	2016
Operations & Infrastructure					
Permanent Full Time	53	52	77	74	75
Permanent Part Time		2	2	2	2
Recreation & Culture					
Permanent Full Time	46	46	19	19	21
Permanent Part Time	7	7	4	4	5
Fire & Emergency Services					
Permanent Full Time	48	48	47	47	47
Permanent Part Time		1	1	1	1
Development Services					
Permanent Full Time	38	38	38	34	34
Permanent Part Time		1			
Corporate Services					
Permanent Full Time	35	33	53	53	44
Permanent Part Time	1	1	23	23	22
Human Resources					
Permanent Full Time	7	7	7	7	6
Chief Administrative Officer					
Permanent Full Time	9	9	8	5	5
Deputy Chief Administrative Officer					
Permanent Full Time	24	24			
Permanent Part Time	20	20			
Total Town PFT	260	257	249	239	232
Total Town PPT	28	28	31	30	30
Total Town	288	285	280	269	262
Library PFT	15	15	14	14	14
Library PPT	12	11	12	11	11
Total Town and Library	315	311	306	294	287

Comments

- During 2019, the Facilities Division has been transferred from Operations and Infrastructure to Recreation and Culture Department
- During 2018, the Corporate Services Department was split to create a new Deputy Chief Administrative Officer Department
- Town Positions: Three new positions were added in 2020
- Library Positions: Not including 13 student positions

Operations and Infrastructure Department

The Operations and Infrastructure Department provides a wide range of Town services that residents receive every day. The department is responsible for the operation and maintenance of the Town's municipal infrastructure including all municipal roads, drinking water distribution systems, wastewater collection and transmission, storm water systems, parks and waterfront beaches, sports fields, sidewalks and trails. The department is also responsible for managing the solid waste collection and recycling programs.

2019 Success Story

Road Resurfacing and Sidewalk Replacement

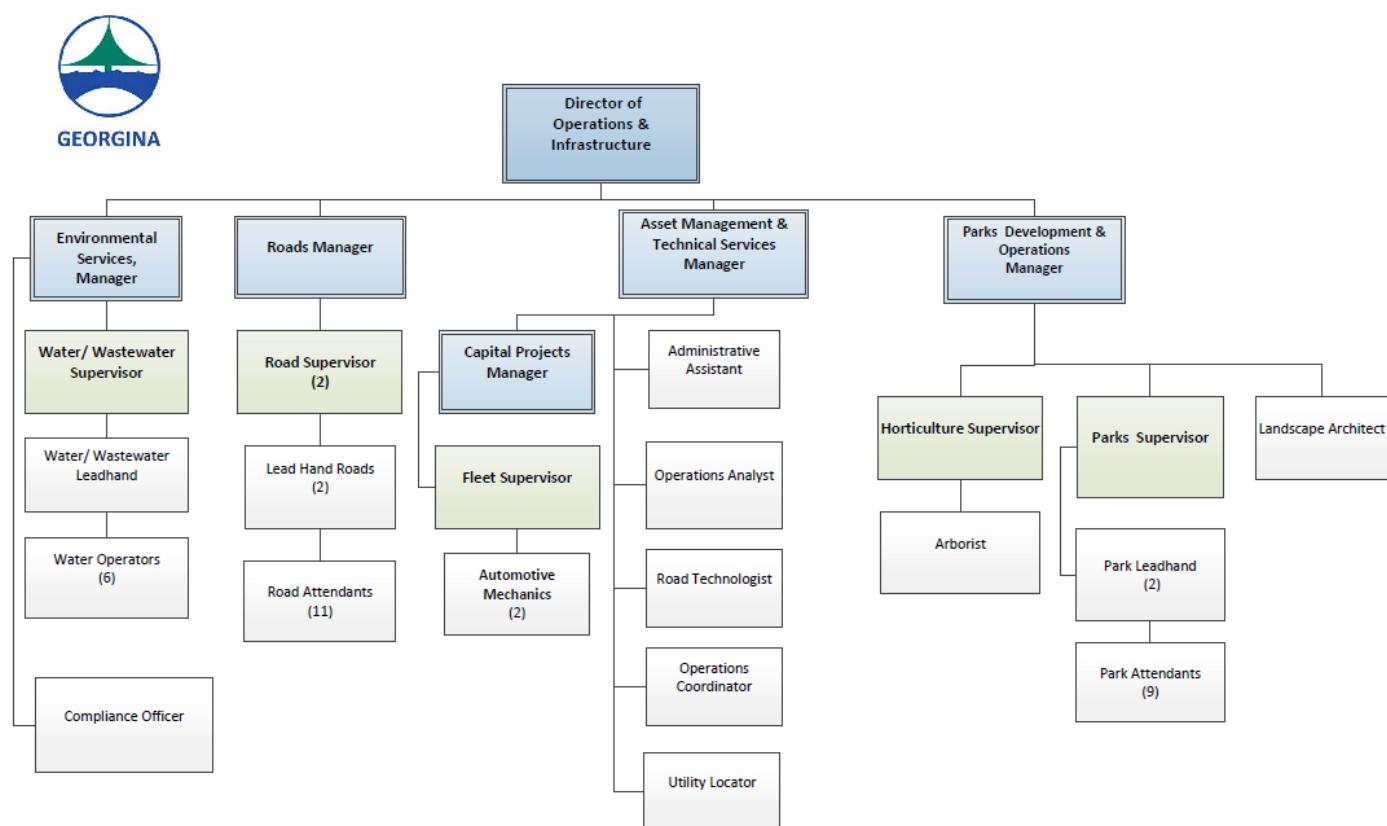


The Town was awarded a multi-year contract for road resurfacing in numerous locations in the municipality. The Town is recycling the ground-up asphalt from the paved roads to be used as additional gravel base on other roads that require resurfacing. This cost saving and environmentally beneficial project will lead to more being done with less cost. For example, the asphalt resurfacing of the Queensway and Simcoe Street will be completed in early summer of 2020. The recycled asphalt will be placed on Cryderman Side Road and Miles Road.

OPERATIONS AND INFRASTRUCTURE DEPARTMENT

As part of the project for the Queensway and Simcoe Street, the Town will be replacing a portion of the concrete sidewalk and has installed sidewalk ramping at crossings (intersection of Church Street to be completed in 2019) that meets the requirements of the *Accessibility for Ontarians with Disabilities Act* (AODA). This will enhance safety and usability of this commercial area for all residents of Georgina. Sidewalks with interlocking stone have been removed and replaced with reinforced concrete sidewalk and coloured concrete boulevards.

Organizational Chart



Divisions

- Asset Management and Technical Services
- Parks and Forestry/Horticulture
- Road Operations
- Environmental Services

Major Operating Drivers

- Ensuring all regulatory requirements are met in an increasingly complex regulatory environment
- Delivering excellent customer service and maintain service level standards within while being fiscally responsible as the Town grows
- Mitigating effects on the environment in the maintenance of Town assets and the delivery of services

Major Initiatives Planned for 2020

- Completion of Phase 1 of the Waterfront Parks Master Plan to determine the opportunities to better utilize and improve the Town's waterfront parks, beaches and marina.
- Completing the Asset Management Plan and Program for all core municipal infrastructure assets (roads, bridges, water distribution, wastewater collection and storm water) in accordance with the provincial requirements by June 2021.
- Construction of the Sutton Community Park located near Timberbank Square.
- Continue the urban tree canopy maintenance program while managing the removal of Ash trees killed by Emerald Ash Borer infestation.
- Bridge and large culvert rehabilitation projects.
- Implement a multi-year road and drainage rehabilitation program to leverage economies-of-scale pricing.
- Undertake the needs assessment and detailed design for Hedge Road bank stabilization project.
- Implement a staff re-organization strategy to make the Department more efficient and more focused on delivery operational excellence and customer service.



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Department Administration - Budget Details



GEORGINA

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Expenses										
Salaries and Benefits	82,130	0	0	85,590	0	59,040	226,760	176%	144,630	Salary step increases and reorganization
Staffing Other Direct Expenses	4,200	0	0	0	0	0	4,200	0%	0	
Other Direct Costs	700	0	0	0	0	0	700	0%	0	
Expenses Total	87,030	0	0	85,590	0	59,040	231,660	166%	144,630	
Administration Total	87,030	0	0	85,590	0	59,040	231,660	166%	144,630	
Grand Total	87,030	0	0	85,590	0	59,040	231,660	166%	144,630	

Operations and Infrastructure Services – Road Operations Division

The Road Operations Division provides maintenance on all roads and associated infrastructure including bridges, storm water, streetlights, sidewalks, traffic control signs, snow removal and disposal operations.

Services provided by the Road Operations Division include:

- Road operations, maintenance and repairs – street sweeping, ditches and culverts, pothole repairs, line painting, street and traffic sign installation/maintenance, road side cutting, brush removal
- Winter snow plowing and road sanding.
- Streetlight management

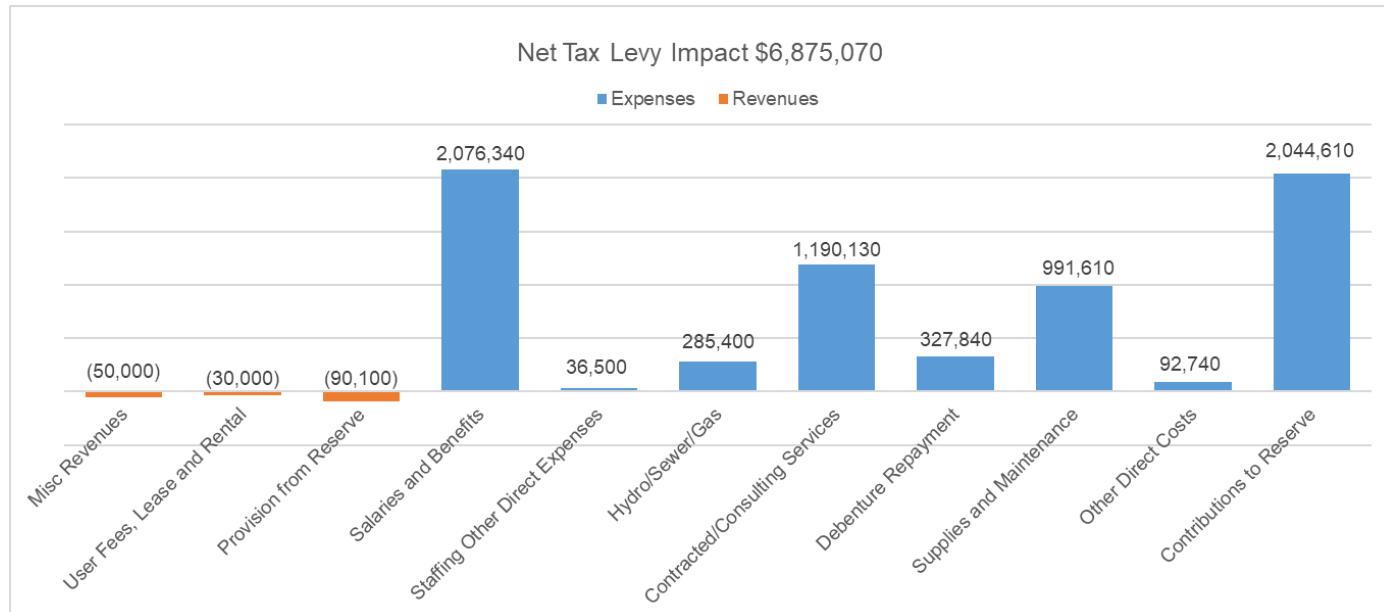
65 – Winter maintenance events

140 – Public Service Requests (PSRs) completed for ditching and culverts

87 – PSRs completed for Potholing

48 – PSRs and work orders completed for Street Light Repairs

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Completed an in-house assessment and prioritization of over 200 Service Requests for ditch maintenance, and established a program to reduce the backlog of requests
- Changed the type of sand/salt mixture that is spread on roads during winter maintenance activities. The Town has increased the amount salt in the mixture from 10% to 30%, and the Town is now using a specially treated salt that reduces the need to re-apply salt.

Projects for 2020

- Implement a multi-year program to rehabilitate road side ditches in urban areas to address ongoing complaints and issues related to drainage and ditch maintenance.
- Determine needs for improved roadside safety measures such as guiderails, warning signs, speed limits



GEORGINA



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Summary

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	514,290	0	0	0	0	(84,220)	430,070	-16%	(84,220)
Sweeping, Flushing, Cleaning	291,730	0	0	157,000	0	(61,700)	387,030	33%	95,300
Roads Maintenance									
Brush, Tree, Trim	128,180	0	0	0	0	(17,740)	110,440	-14%	(17,740)
Catch Basins, Curbs, Storms	30,740	5,000	0	0	0	1,060	36,800	20%	6,060
Debris, Litter	38,990	0	0	0	0	1,890	40,880	5%	1,890
Ditching	692,710	5,000	0	1,000	0	(156,870)	541,900	-22%	(150,810)
Dust Layer	18,530	0	0	3,500	0	220	22,250	20%	3,720
Grading and Scarifying	30,090	0	0	0	0	(10,950)	19,140	-36%	(10,950)
Grass Mowing	75,450	0	0	0	0	(4,640)	70,810	-6%	(4,640)
Gravel Pit	9,880	0	0	0	0	(7,530)	2,350	-76%	(7,530)
Gravel Resurfacing	29,940	0	0	0	0	(13,600)	16,340	-45%	(13,600)
Labour Allocation	0	0	0	0	0	0	0	0	0
Misc Maintenance	20,410	0	0	0	0	(4,040)	16,370	-20%	(4,040)
Other Overhead	92,520	0	0	2,000	0	(2,000)	92,520	0%	0
Patching and Washouts	17,200	0	0	0	0	(14,160)	3,040	-82%	(14,160)
Patching, Spraying	194,180	0	0	0	0	(13,240)	180,940	-7%	(13,240)
Resurfacing	14,290	0	0	0	0	(15,250)	(960)	-107%	(15,250)
Shoulder Maintenance	46,870	0	0	0	0	(7,920)	38,950	-17%	(7,920)
Sidewalks	23,000	0	0	0	0	0	23,000	0%	0
Summer Standby	40,920	0	0	0	0	7,660	48,580	19%	7,960
Roadside Safety									
Guardrails	18,700	0	0	0	0	(3,110)	15,590	-17%	(3,110)
Railroad Crossing	15,000	0	0	0	0	0	15,000	0%	0
Routine Patrols	61,830	0	0	0	0	(18,710)	43,120	-30%	(18,710)
Signs and Markings	172,740	5,000	6,700	2,000	0	(11,610)	174,830	1%	2,090
Street Name Signs	16,520	0	0	0	0	(16,150)	370	-98%	(16,150)
Winter Maintenance									
Sanding and Salting	647,790	0	0	61,530	0	(130,040)	579,280	-11%	(68,510)
Snow Fence, Culvert Thawing	80,680	0	0	0	0	(980)	79,700	-1%	(980)
Snow Plowing and Removal	698,900	0	0	73,060	0	(342,890)	429,070	-39%	(269,830)
Winter Patrols	77,200	0	0	0	0	(9,850)	67,350	-13%	(9,850)
Winter Standby	46,080	0	15,750	0	0	0	61,830	34%	15,750
Fleet Maintenance									
Fleet	71,490	0	0	(104,890)	0	795,830	762,430	966%	690,940
Vehicle Maintenance	47,650	0	0	0	0	(13,520)	34,130	-28%	(13,520)
Dams and Bridges									
Bridges	123,060	0	0	0	0	(124,260)	(1,200)	-101%	(124,260)
Dams	2,740	0	0	0	0	(600)	2,140	-22%	(600)
Capital Repairs and Reconstruction									
Roads Operations Centre	1,600,000	0	0	0	0	0	1,600,000	0%	0
Street Lighting	197,500	0	0	0	0	(29,570)	167,930	-15%	(29,570)
Mosquito Control	645,010	0	0	0	0	8,790	(17,600)	-1%	(8,810)
Grand Total	6,959,060	15,000	22,450	195,200	8,790	(326,030)	6,875,070	-1%	(84,590)



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments	
Administration											
Revenues											
Misc Revenues	(65,600)	0	0	0	0	5,600	(50,000)	-10%	5,600		
User Fees, Lease and Rental	(40,000)	0	0	0	0	10,000	(30,000)	-25%	10,000	Reduced Revenue estimate for Consent Fees	
Revenues Total	(95,600)	0	0	0	0	15,600	(80,000)	-16%	15,600		
Expenses											
Salaries and Benefits	495,270	0	0	0	0	(87,320)	407,950	-18%	(87,320)	Reorganization	
Staffing Other Direct Expenses	6,100	0	0	0	0	1,500	7,600	25%	1,500		
Contracted/Consulting Services	12,500	0	0	0	0	(12,700)	(200)	-102%	(12,700)	Reallocation of costs to Fleet Maintenance	
Contributions to Reserve	80,000	0	0	0	0	0	80,000	0%	0		
Internal Transfers	0	0	0	0	0	0	0				
Supplies and Maintenance	11,700	0	0	0	0	(1,700)	10,000	-15%	0		
Other Direct Costs	4,320	0	0	0	0	0	4,400	9%	400		
Expenses Total	609,890	0	0	0	0	(99,820)	510,070	-16%	(99,820)		
Administration Total	514,290	0	0	0	0	(84,220)	430,070	-16%	(84,220)		
Sweeping, Flushing, Cleaning											
Revenues											
Provision from Reserve	0	0	0	0	0	0	0	0	0		
Revenues Total	0	0	0	0	0	0	0	0	0		
Expenses											
Salaries and Benefits	102,190	0	0	0	0	(31,700)	70,400	-31%	(31,700)	Reorganization	
Contracted/Consulting Services	159,630	0	0	0	157,000	0	316,630	98%	157,000	Nl-OI-1 Catch Basin and Oil/Grit Separator	
Internal Transfers	30,000	0	0	0	157,000	0	(30,000)	0	(30,000)	Annual Cleaning Program	
Expenses Total	291,730	0	0	0	157,000	0	(61,700)	387,030	33%	95,300	Removed machine time budget (offset)
Roads Maintenance											
Revenues											
User Fees, Lease and Rental	(3,000)	0	0	0	0	0	3,000	0	-100%	3,000	
Revenues Total	(3,000)	0	0	0	0	0	3,000	0	-100%	3,000	
Expenses											
Salaries and Benefits	733,980	0	0	0	0	0	74,150	808,130	10%	74,150	Nl-OI-3 Summer Road/Maintenance Staff
Staffing Other Direct Expenses	17,500	0	0	0	0	0	(7,000)	10,500	-40%	(7,000)	Stand-By Schedule, Reorganization
Contracted/Consulting Services	198,500	3,000	0	0	0	0	(3,500)	198,000	0%	(500)	
Internal Transfers	318,700	0	0	0	0	0	(318,700)	0	-100%	(318,700)	Removed machine time budget (offset)
Supplies and Maintenance	178,200	7,000	0	0	6,500	0	(5,000)	186,700	5%	8,500	
Other Direct Costs	60,020	0	0	0	0	0	60,020	0	0%	0	
Expenses Total	1,506,900	10,000	0	0	6,500	0	(260,050)	1,263,350	-16%	(243,550)	
Roadside Safety											
Revenues											
Salaries and Benefits	141,130	0	0	0	0	0	580	141,710	0%	580	
Contracted/Consulting Services	70,000	0	1,700	2,000	0	0	(44,160)	73,700	5%	3,700	
Internal Transfers	44,160	0	0	0	0	0	(6,000)	0	-100%	(44,160)	Removed machine time budget (offset)
Supplies and Maintenance	29,500	5,000	5,000	0	0	0	(49,580)	33,500	14%	4,000	
Expenses Total	284,790	5,000	6,700	2,000	0	0	(49,580)	248,910	-13%	(35,880)	
Roadside Safety Total	284,790	6,700									
Winter Maintenance											
Revenues											
Provision from Reserve	(100)	0	0	0	0	0	(100)	0	0%	0	
Revenues Total	(100)	0	0	0	0	0	(100)	0	0%	0	
Expenses											
Salaries and Benefits	655,850	0	15,750	0	109,590	0	(128,710)	542,890	-17%	(112,960)	Winter Road Maintenance Staff
Contracted/Consulting Services	208,710	0	0	0	0	0	(318,300)	0	53%	109,590	Stand-By Schedule, Reorganization
Internal Transfers	355,550	0	0	0	0	0	(355,550)	0	-100%	(355,550)	Removed machine time budget (offset)
Supplies and Maintenance	330,640	0	0	25,000	0	0	500	356,140	8%	25,500	Increased costs for Sand and Salt



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Expenses Total	1,550,750	0	15,750	134,590	0	(483,760)	1,217,330	-22%	(33,420)	
Winter Maintenance Total	1,550,650	0	15,750	134,590	0	(483,760)	1,217,230	-22%	(33,420)	
Fleet Maintenance Expenses										
Salaries and Benefits	35,650	0	0	0	0	(1,520)	34,130	-4%	(1,520)	
Contracted/Consulting Services	0	0	0	0	0	12,700	12,700	-100%	12,700	Reallocation of costs from Administration
Contributions to Reserve	474,200	0	0	(109,590)	0	0	364,610	-23%	(109,590)	
Internal Transfers	12,000	0	0	0	0	(12,000)	0	-100%	(12,000)	Removed machine time budget (see offsets)
Supplies and Maintenance	(427,710)	0	0	4,200	0	783,130	359,620	-184%	787,330	
Other Direct Costs	25,000	0	0	500	0	0	25,500	2%	500	
Expenses Total	119,140	0	0	(104,890)	0	0	782,310	569%	677,420	
Fleet Maintenance Total	119,140	0	0	(104,890)	0	0	782,310	569%	677,420	
Dams and Bridges Expenses										
Salaries and Benefits	74,820	0	0	0	0	(75,880)	(1,060)	-101%	(75,880)	Reorganization
Contracted/Consulting Services	1,000	0	0	0	0	(1,000)	0	-100%	(1,000)	
Internal Transfers	25,720	0	0	0	0	(25,720)	0	-100%	(25,720)	Removed machine time budget (offset)
Supplies and Maintenance	23,260	0	0	0	0	(22,260)	1,000	-96%	(22,260)	Reallocation of costs
Other Direct Costs	1,000	0	0	0	0	0	1,000	0%	0	
Expenses Total	125,800	0	0	(124,860)	0	(124,860)	940	-99%	(124,860)	
Dams and Bridges Total	125,800	0	0	(124,860)	0	(124,860)	940	-99%	(124,860)	
Capital Repairs and Reconstruction Revenues										
Provision from Reserve	0	0	0	0	0	0	(90,000)	(90,000)	(90,000)	
Revenues Total	0	0	0	0	0	0	(90,000)	(90,000)	(90,000)	
Expenses										
Contracted/Consulting Services	0	0	0	0	0	0	90,000	90,000	90,000	
Contributions to Reserve	1,600,000	0	0	0	0	0	0	0%	0	
Expenses Total	1,600,000	0	0	0	0	0	90,000	1,600,000	6%	90,000
Capital Repairs and Reconstruction Total	1,600,000	0	0	0	0	0	1,600,000	0%	0	
Roads Operations Centre Expenses										
Salaries and Benefits	89,900	0	0	0	0	(19,570)	70,330	-22%	(19,570)	Reorganization
Staffing Other Direct Expenses	18,200	0	0	0	0	0	18,200	0%	0	
Hydro/Sewer/Gas	50,400	0	0	0	0	0	50,400	0%	0	
Internal Transfers	10,000	0	0	0	0	(10,000)	0	-100%	(10,000)	Removed machine time budget (offset)
Supplies and Maintenance	29,000	0	0	0	0	0	29,000	0%	0	
Other Direct Costs	0	0	0	0	0	0	0	0%	0	
Expenses Total	197,500	0	0	0	0	(29,570)	167,930	-15%	(29,570)	
Roads Operations Centre Total	197,500	0	0	0	0	(29,570)	167,930	-15%	(29,570)	
Street Lighting Expenses										
Salaries and Benefits	4,460	0	0	0	0	(2,600)	1,860	-58%	(2,600)	
Contracted/Consulting Services	70,000	0	0	0	0	(15,000)	55,000	-21%	(15,000)	Reallocated \$15K to DS
Debt/Interest Repayment	319,050	0	0	0	0	8,790	327,340	3%	8,790	
Hydro/Sewer/Gas	235,000	0	0	0	0	0	235,000	0%	0	
Supplies and Maintenance	15,000	0	0	0	0	0	15,000	0%	0	
Other Direct Costs	1,500	0	0	0	0	0	1,500	0%	0	
Expenses Total	645,010	0	0	0	0	8,790	(17,600)	636,200	-1%	(8,810)
Street Lighting Total	645,010	0	0	0	0	8,790	(17,600)	-1%	(8,810)	
Mosquito Control Expenses										
Staffing Other Direct Expenses	200	0	0	0	0	0	200	0%	0	
Contracted/Consulting Services	126,000	0	0	0	0	0	126,000	0%	0	
Supplies and Maintenance	650	0	0	0	0	0	650	0%	0	
Expenses Total	126,850	0	0	0	0	0	126,850	0%	0	
Mosquito Control Total	126,850	0	0	0	0	0	126,850	0%	0	
Grand Total	6,959,660	15,000	22,450	195,200	8,790	(326,030)	6,875,070	-1%	(84,590)	

Operations and Infrastructure Services – Parks and Forestry/Horticulture Division

The Town of Georgina Parks and Forestry/Horticulture Division is responsible for the monitoring, planning, design development and implementation of major and minor park/trail design and capital construction projects as well as the day-to-day operation and maintenance of Town assets. The Division oversees the maintenance of ROC sports fields and maintains all parks, trails, park facilities, street trees, forests, sidewalks, facility parking lots, cemeteries and public waterfronts.

Services provided by the Parks and Forestry/Horticulture Division include:

- Maintenance at the ROC fields and landscape areas in parks and along trails
- Tree maintenance including management of the Emerald Ash Borer (EAB) Program
- Horticultural services and flower bed maintenance at all Town Facilities
- Median planting and maintenance of Woodbine centre medians
- Garbage pick-up, sidewalk/facility snow clearing and landscaping

46 – Parks maintained including the ROC, waterfront beaches, sports fields, leash free dog parks

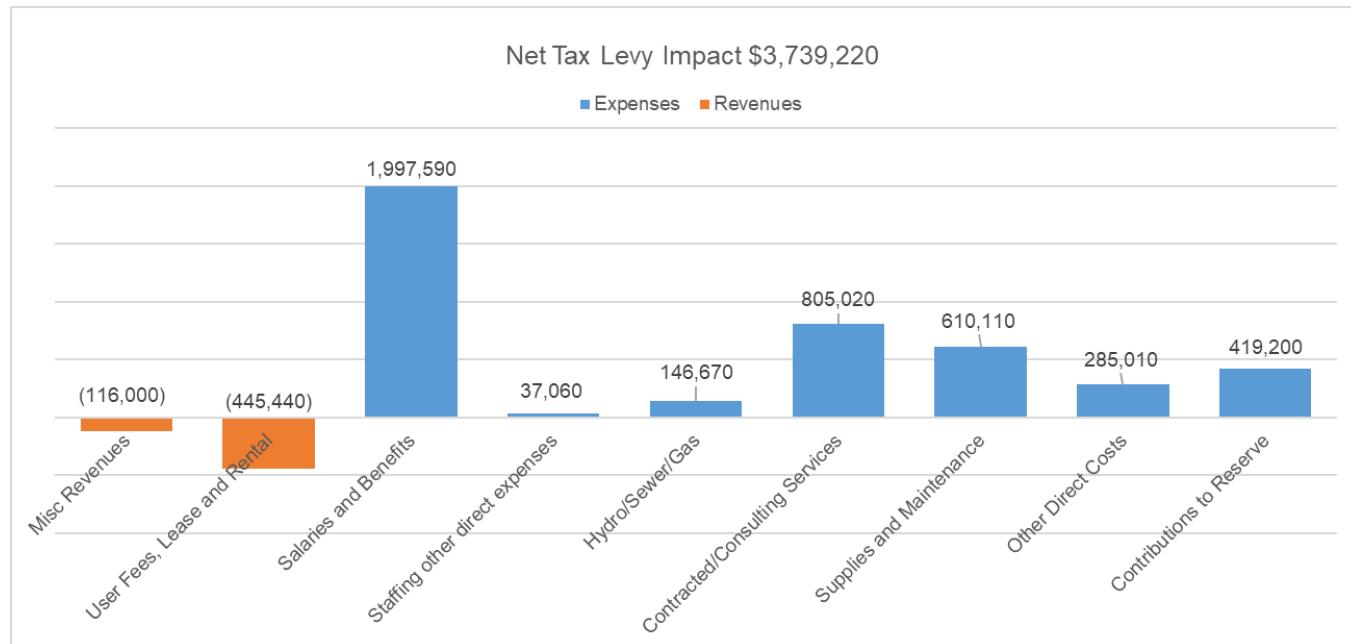
700 – Emerald Ash Borer (EAB) infected Ash trees removed

175 – Replacement trees planted

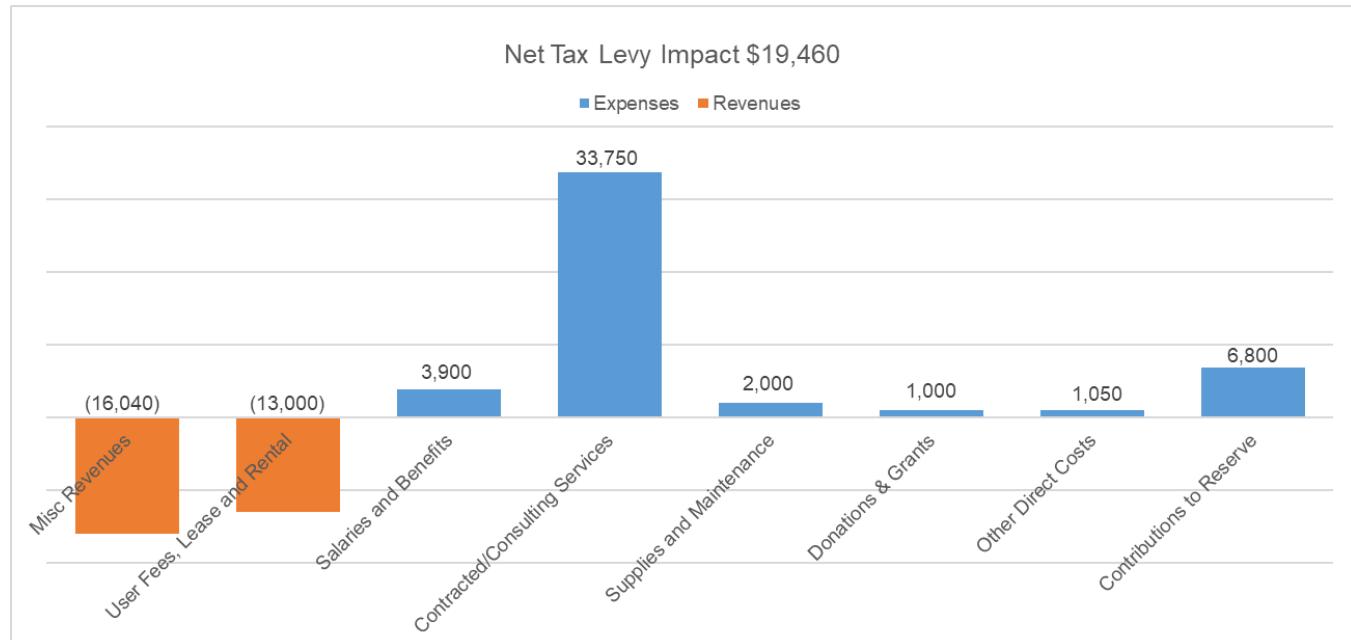
OPERATIONS AND INFRASTRUCTURE SERVICES – PARKS AND FORESTRY/HORTICULTURE DIVISION

2020 Budgeted Expenditures and Revenues

Parks



Cemeteries



GEORGINA

2019 Accomplishments

- Design of the new Sutton Community Park, including obtaining extensive public feedback through open houses (underway)
- Redesign of West Park, including obtaining extensive public feedback through open houses (underway)
- Successful relocation of the Keswick Cenotaph to Stephen Leacock Theater has enabled the Town to redesign the parkette at Church St. and the Queensway (underway)
- Replanted Woodbine Road centre medians

Key Projects for 2020

- Phase 1 of the Waterfront Parks Master Plan project, including inventory and public feedback of key waterfront locations
- Continue implementation of Emerald Ash Borer Management Plan
- Continue implementation of Tree Planting program
- Continue implementation of the Urban Tree Canopy Maintenance program
- Construction of Sutton Community Park
- Refurbishing the Joy Marritt Parkette and the old Keswick Cenotaph Parkette
- Review and update Tree Preservation and Compensation Policy (started in 2019)





GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Parks - Budget Summary

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	861,760	87,350	0	(4,750)	0	99,950	1,044,310	21%	182,550
Recreational Parks									
Ball Diamonds	88,610	0	0	0	0	2,000	90,610	2%	2,000
Keswick Skate Park	10,670	0	0	0	0	0	10,670	0%	0
North Gwillimbury	(12,100)	(2,800)	6,250	0	0	0	(8,650)	-29%	3,450
Playgrounds	120,270	0	0	0	0	0	120,270	0%	0
Soccer Pitches	64,100	0	0	0	0	3,000	67,100	5%	3,000
De La Salle Park	18,350	(5,000)	12,500	0	0	3,100	28,950	58%	10,600
Holmes Point	(27,090)	0	15,630	0	0	0	(11,460)	-58%	15,630
481 Lake Drive	0	0	0	0	0	0	0	0	0
Parks Facilities/Maintenance	555,840	0	0	0	0	(4,000)	551,840	-1%	(4,000)
Parks Maintenance									
Garbage Collection	183,890	0	0	0	0	0	183,890	0%	0
Grounds Maintenance	296,510	0	25,000	0	0	0	321,510	8%	25,000
Snow Removal	323,010	0	0	0	0	0	323,010	0%	0
Planting Program									
Planting Program	488,430	0	0	4,660	0	4,000	497,090	2%	8,660
Urban Forestry	632,500	0	0	0	0	0	632,500	0%	0
Willow Beach/Wharf									
Wharves	(9,680)	0	0	0	0	0	(9,680)	0%	0
Willow Beach	(106,240)	0	12,500	0	0	0	(93,740)	-12%	12,500
Willow Wharf	(9,000)	0	0	0	0	0	(9,000)	0%	0
Grand Total	3,479,830	79,550	71,880	(90)	0	108,050	3,739,220	7%	259,390



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Parks - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(20,000)	0	0	0	0	0	(20,000)	0%	0	
User Fees, Lease and Rental	0	0	0	0	0	0	0	0%	0	
Revenues Total	(20,000)	0	0	0	0	0	(20,000)	0%	0	
Expenses										
Salaries and Benefits	258,200	87,350	0	(4,750)	0	99,950	440,750	71%	182,550	SR-OI-1 Park Lead Hand, Reallocation of Salaries from
Staffing Other Direct Expenses	30,060	0	0	0	0	0	30,060	0%	0	
Contracted/Consulting Services	0	0	0	0	0	0	0	0%	0	
Contributions to Reserve	284,200	0	0	0	0	0	284,200	0%	0	
Hydro/Sewer/Gas	32,600	0	0	0	0	0	32,600	0%	0	
Supplies and Maintenance	132,300	0	0	0	0	0	132,300	0%	0	
Other Direct Costs	144,400	0	0	0	0	0	144,400	0%	0	
Expenses Total	881,760	87,350	0	(4,750)	0	99,950	1,064,310	21%	182,550	
Administration Total	861,760	87,350	0	(4,750)	0	99,950	1,044,310	21%	182,550	
Recreational Parks										
Revenues										
Misc Revenues	(102,500)	0	0	0	0	0	7,500	(95,000)	7%	7,500
User Fees, Lease and Rental	(16,700)	(2,800)	0	0	0	0	0	(19,500)	17%	(2,800)
Revenues Total	(119,200)	(2,800)	0	0	0	0	7,500	(114,500)	-4%	4,700
Expenses										
Salaries and Benefits	121,650	0	0	0	0	0	121,650	0%	0	
Staffing Other Direct Expenses	1,100	0	0	0	0	0	1,100	0%	0	
Contracted/Consulting Services	44,910	0	0	0	0	0	44,910	0%	0	
Contributions to Reserve	60,000	0	0	0	0	0	60,000	0%	0	
Hydro/Sewer/Gas	42,610	0	0	0	0	0	42,610	0%	0	
Supplies and Maintenance	120,480	0	0	0	0	0	(2,500)	117,980	-2%	(2,500)
Other Direct Costs	0	6,250	0	0	0	0	6,250	394,500	1%	3,750
Expenses Total	390,750	0	6,250	0	0	0	(2,500)	390,750	0%	
Recreational Parks Total	271,550	(2,800)	6,250	0	0	0	5,000	280,000	3%	8,450
De La Salle Park										
Revenues										
User Fees, Lease and Rental	(198,900)	(5,000)	0	0	0	0	3,100	(200,800)	1%	(1,900)
Revenues Total	(198,900)	(5,000)	0	0	0	0	3,100	(200,800)	1%	(1,900)
Expenses										
Salaries and Benefits	100,930	0	0	0	0	0	100,930	0%	0	
Staffing Other Direct Expenses	1,000	0	0	0	0	0	1,000	0%	0	
Contracted/Consulting Services	19,500	0	0	0	0	0	19,500	0%	0	
Hydro/Sewer/Gas	49,980	0	0	0	0	0	49,980	0%	0	
Supplies and Maintenance	12,800	0	0	0	0	0	12,800	0%	0	
Other Direct Costs	33,040	0	12,500	0	0	0	0	45,540	38%	12,500
Expenses Total	217,250	0	12,500	0	0	0	0	229,750	6%	12,500
De La Salle Park Total	18,350	(5,000)	12,500	0	0	0	3,100	28,950	58%	10,600
Holmes Point										
Revenues										
Misc Revenues	(1,000)	0	0	0	0	0	0	(1,000)	0%	0
User Fees, Lease and Rental	(48,000)	0	0	0	0	0	0	(48,000)	0%	0
Revenues Total	(49,000)	0	0	0	0	0	0	(49,000)	0%	0
Expenses										
Salaries and Benefits	18,000	0	0	0	0	0	0	18,000	0%	0
Staffing Other Direct Expenses	900	0	0	0	0	0	900	0%	0	
Hydro/Sewer/Gas	660	0	0	0	0	0	660	0%	0	
Supplies and Maintenance	2,000	0	0	0	0	0	0	2,000	0%	0
Other Direct Costs	350	0	15,630	0	0	0	0	15,980	4466%	15,630
Expenses Total	21,910	0	15,630	0	0	0	0	37,540	71%	15,630
Holmes Point Total	(27,080)	0	15,630	0	0	0	0	(11,460)	-58%	15,630
481 Lake Drive										
Revenues										



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Parks - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
User Fees, Lease and Rental	(5,040)	0	0	0	0	0	(5,040)	0%	0
Revenues Total	(5,040)	0	0	0	0	0	(5,040)	0%	0
Expenses									
Contracted/Consulting Services	2,500	0	0	0	0	0	2,500	0%	0
Hydro/Sewer/Gas	2,040	0	0	0	0	0	2,040	0%	0
Supplies and Maintenance	500	0	0	0	0	0	500	0%	0
Expenses Total	5,040	0	0	0	0	0	5,040	0%	0
481 Lake Drive Total	0	0	0	0	0	0	0	0	0
Parks Facilities Maintenance Expenses									
Salaries and Benefits	284,500	0	0	0	0	0	284,500	0%	0
Contracted/Consulting Services	58,000	0	0	0	0	0	58,000	0%	0
Contributions to Reserve	75,000	0	0	0	0	0	75,000	0%	0
Hydro/Sewer/Gas	5,320	0	0	0	0	0	5,320	0%	0
Supplies and Maintenance	131,690	0	0	0	0	0	(4,000)	-3%	(4,000)
Other Direct Costs	1,330	0	0	0	0	0	1,330	0%	0
Expenses Total	555,840	0	0	0	0	0	(4,000)	-1%	(4,000)
Parks Facilities Maintenance Total	555,840	0	0	0	0	0	551,840	-1%	(4,000)
Parks Maintenance Expenses									
Salaries and Benefits	376,490	0	0	0	0	0	376,490	0%	0
Contracted/Consulting Services	20,000	0	0	0	0	0	20,000	0%	0
Hydro/Sewer/Gas	0	0	0	0	0	0	0	0	0
Supplies and Maintenance	77,290	0	25,000	0	0	0	102,290	32%	25,000 NI-OI-6 Parks Improvements
Other Direct Costs	6,620	0	0	0	0	0	6,620	0%	0
Expenses Total	480,400	0	25,000	0	0	0	505,400	5%	25,000
Parks Maintenance Total	480,400	0	25,000	0	0	0	505,400	5%	25,000
Show Removal Expenses									
Salaries and Benefits	250,560	0	0	0	0	0	250,560	0%	0
Contracted/Consulting Services	16,000	0	0	0	0	0	16,000	0%	0
Supplies and Maintenance	55,960	0	0	0	0	0	55,960	0%	0
Other Direct Costs	490	0	0	0	0	0	490	0%	0
Expenses Total	323,010	0	0	0	0	0	323,010	0%	0
Show Removal Total	323,010	0	0	0	0	0	323,010	0%	0
Planting Program Expenses									
Salaries and Benefits	374,350	0	0	3,160	0	(1,000)	376,510	1%	2,160
Contracted/Consulting Services	640,000	0	0	0	0	(5,000)	635,000	-1%	(5,000)
Hydro/Sewer/Gas	10,290	0	0	0	0	0	10,290	0%	0
Supplies and Maintenance	46,290	0	0	0	0	10,000	56,290	22%	10,000 Cost increase for forestry materials
Other Direct Costs	50,000	0	0	1,500	0	0	51,500	3%	1,500
Expenses Total	1,120,930	0	0	4,660	0	4,000	1,129,590	1%	8,660
Planting Program Total	1,120,930	0	0	4,660	0	4,000	1,129,590	1%	8,660
Willow Beach/Wharf Revenues									
User Fees, Lease and Rental	(172,100)	0	0	0	0	0	(172,100)	0%	0
Revenues Total	(172,100)	0	0	0	0	0	(172,100)	0%	0
Expenses									
Salaries and Benefits	28,200	0	0	0	0	0	28,200	0%	0
Staffing Other Direct Expenses	4,000	0	0	0	0	0	4,000	0%	0
Contracted/Consulting Services	9,110	0	0	0	0	0	9,110	0%	0
Hydro/Sewer/Gas	3,170	0	0	0	0	0	3,170	0%	0
Supplies and Maintenance	2,300	0	12,500	0	0	0	2,300	0%	0
Other Direct Costs	400	0	12,500	0	0	0	12,900	3125%	12,500 NI-OI-4 Waterfront Security
Expenses Total	47,180	0	12,500	0	0	0	59,680	28%	12,500
Willow Beach/Wharf Total	(24,920)	0	12,500	0	0	0	(112,420)	-10%	12,500
Grand Total	3,479,830	79,550	71,880	(90)	0	108,050	3,759,220	7%	259,390



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Cemeteries - Budget Summary

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Cemeteries									
Cemeteries - Keswick	22,730	(8,000)	0	0	0	(8,000)	6,730	-70%	(16,000)
Cemeteries - Baldwin	4,000	0	0	0	0	0	4,000	0%	0
Cemeteries - Cooke's	6,300	0	0	0	0	0	6,300	0%	0
Cemeteries - Johnson's	1,180	0	0	0	0	0	1,180	0%	0
Cemeteries - Sheppard's	1,250	0	0	0	0	0	1,250	0%	0
Grand Total	35,460	(8,000)	0	0	(8,000)	19,460	-45%	(16,000)	



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Cemeteries - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Cemeteries										
Revenues										
Misc Revenues	(16,040)	0	0	0	0	0	(16,040)	0%	0	
User Fees, Lease and Rental	(5,000)	(8,000)	0	0	0	0	(13,000)	160%	(8,000)	
Revenues Total	(21,040)	(8,000)	0	0	0	0	(29,040)	38%	(8,000)	
Expenses										
Salaries and Benefits	3,900	0	0	0	0	0	3,900	0%	0	
Contracted/Consulting Services	41,750	0	0	0	0	0	33,750	-19%	(8,000)	
Contributions to Reserve	6,800	0	0	0	0	0	6,800	0%	0	
Donations & Grants	1,000	0	0	0	0	0	1,000	0%	0	
Supplies and Maintenance	2,000	0	0	0	0	0	2,000	0%	0	
Other Direct Costs	1,050	0	0	0	0	0	1,050	0%	0	
Expenses Total	56,500	0	0	0	0	(8,000)	48,500	-14%	(8,000)	
Grand Total	35,460	(8,000)	0	0	0	(8,000)	19,460	-45%	(16,000)	

Operations and Infrastructure – Asset Management and Technical Services

The Asset Management and Technical Services Division provides a range of services to coordinate the planning and delivery of the maintenance, repair, and replacement (Life Cycle Activities) for core municipal infrastructure assets such as roads, bridges, water and sewer mains. The division also oversees Fleet Services which provides a range of services for Town-owned vehicles and equipment.

Services provided by Asset Management and Technical Services Division includes:

329 – Kilometres of road infrastructure

13 years – Average age of road surface

193 – Kilometres of watermains

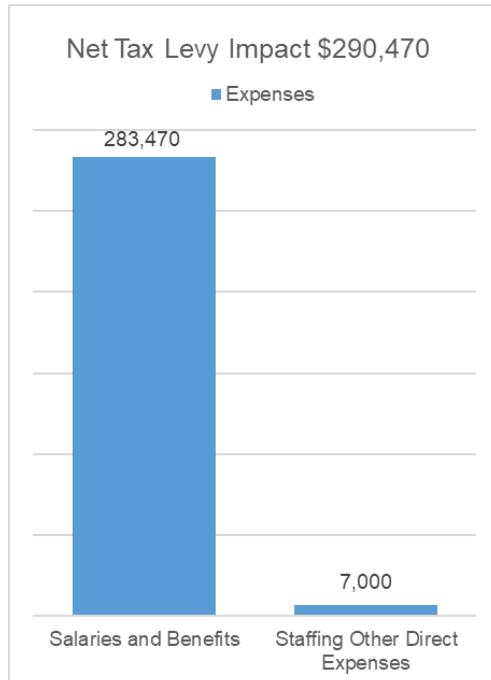
4,345 – Number of streetlights

- Implement the Town's Asset Management Plan and Program for core municipal assets.
- Plan and deliver major capital construction projects
- Plan preventative maintenance programs
- Maintain vehicles, trailers and large equipment
- Protect municipal assets through administration of permits and approvals for utilities and contracts working on Town roads and other private infrastructure
- Liaison with Development Services and private land developers for approvals to use or connect to existing municipal services
- Technical and engineering support to the Operations and Infrastructure Department

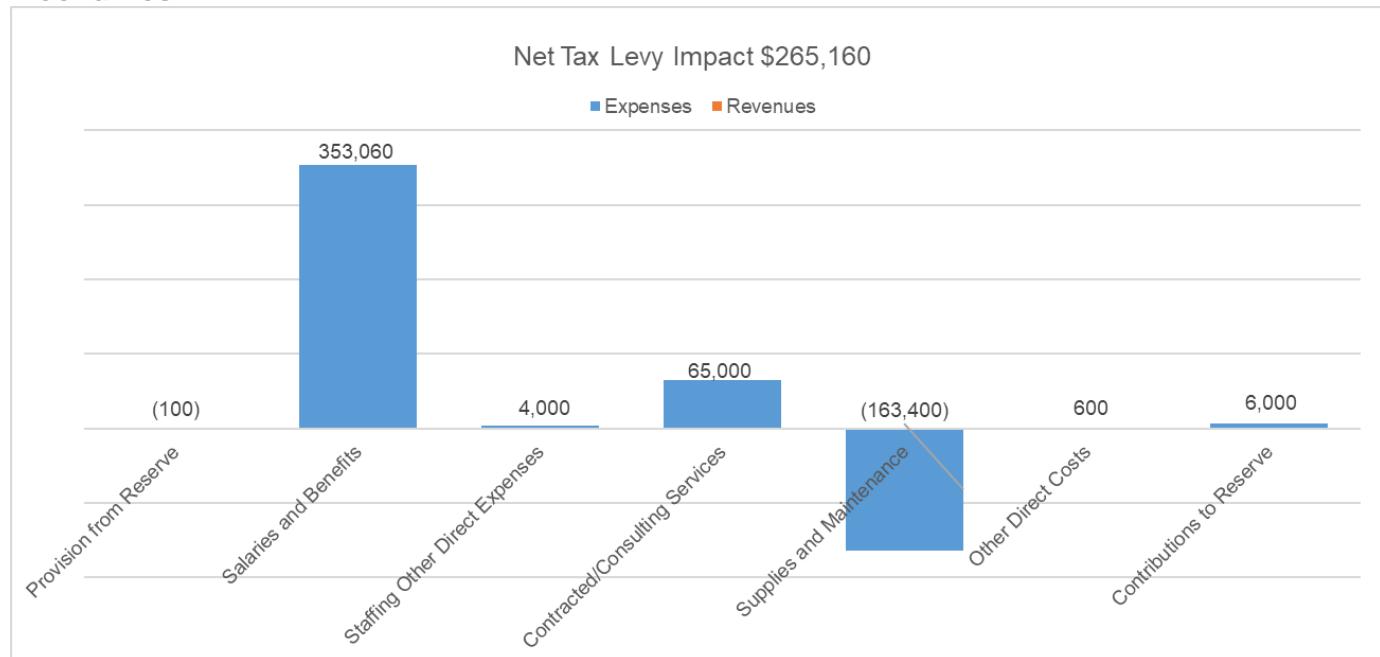


2020 Budgeted Expenditures and Revenues

Asset Management



Mechanics



2019 Accomplishments

Asset Management and Technical Services

- Prepared the Town's Strategic Asset Management Policy for Council's endorsement

Capital Projects

- Completed the replacement of a large culvert under the Queensway North, and reconstruction of a portion of the Queensway North including provision of water and wastewater servicing.
- Initiated a multi-year contract for resurfacing of various roads.
- Initiated the contract for reconstruction of Church Street from Metro Road to Lake Drive.
- Completed design work for rehabilitation of three bridges.

Fleet Services

- Assisted in a joint multi-vehicle tender to replace pickups, SUV's and trucks
- Assisted in tenders, RFP's and proposals for many Town vehicles and pieces of equipment
- Completed hundreds of service requests on fire trucks, snowplows, a snow groomer, ice resurfacers, and a wide range of Town-owned vehicles and equipment
- Received delivery of vehicles and equipment including assisting in setting up preventative maintenance programs which extend the useful life and ensure maximum return on investment

Key Projects for 2020

- Development of the Towns Asset Management Plan and Program for Core Municipal Assets (roads, bridges, water distribution and wastewater collection).
- Complete capital projects for road resurfacing and reconstruction.
- Complete the water service replacement and reconstruction of Church Street (Metro Road to Shorecrest Road).
- Complete the investigation and design phase for replacement of waste distribution system in Grew Boulevard, Faircrest Avenue, Sunnidale Boulevard and Simcoe Drive.
- Complete the investigation and design phase of the road resurfacing and reconstruction for 2021
- Complete the investigation and design phase of the Hedge Road shoreline protection plan.
- Develop preventative maintenance programs, fleet operational activities and capital acquisitions and disposals.

2020 OPERATING BUDGET

Operations and Infrastructure - Asset Management - Budget Details



GEORGINA

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Expenses	0	0	0	0	0	0	283,470	283,470	283,470	283,470 Reorganization
Salaries and Benefits							7,000	7,000	7,000	7,000 Professional Development
Staffing Other Direct Expenses	0	0	0	0	0	0	290,470	290,470	290,470	290,470
Expenses Total	0	0	0	0	0	0	290,470	290,470	290,470	290,470
Administration Total	0	0	0	0	0	0	290,470	290,470	290,470	290,470
Grand Total	0	0	0	0	0	0	290,470	290,470	290,470	290,470



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Mechanics - Budget Details

Mechanic's Garage	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Revenues										
Provision from Reserve	(100)	0	0	0	0	0	(100)	0%	0	
Revenues Total	(100)	0	0	0	0	0	(100)	0%	0	
Expenses										
Salaries and Benefits	348,880	0	0	3,180	0	1,000	353,060	1%	4,180	
Staffing Other Direct Expenses	4,000	0	0	0	0	(15,000)	4,000	0%	0	
Contracted/Consulting Services	80,000	0	0	0	0	65,000	65,000	-19%	(15,000)	Reduced based on historical trend
Contributions to Reserve	6,000	0	0	0	0	0	6,000	0%	0	
Supplies and Maintenance	(193,670)	0	0	0	0	30,270	(163,400)	-16%	30,270	Decrease to internal cost recoveries
Other Direct Costs	600	0	0	0	0	0	600	0%	0	
Expenses Total	245,810	0	0	3,180	0	16,270	265,260	8%	19,450	
Mechanic's Garage Total	245,710	0	0	3,180	0	16,270	265,160	8%	19,450	
Grand Total										

Operations and Infrastructure – Environmental Services Division

The Environmental Services Division is responsible for maintaining the Towns water and wastewater systems, stormwater management facilities and sewers, solid waste and recycling programs.

The Water and Wastewater group operates and maintains the Keswick and Sutton Water Distribution System and Wastewater Collection System. This includes distributing treated water purchased from York Region and conveying wastewater to Region facilities for treatment. Town-owned infrastructure includes water mains, valves, hydrants, booster pumping stations, public water stations, and service connections. Wastewater infrastructure includes wastewater sewers, pumping stations, residential grinder/ejector pumps and lateral connections.

7,000 – Water samples analyzed

9,500 – Tons of solid waste diverted from disposal through recycling

Services provided by the Environmental Services Division include:

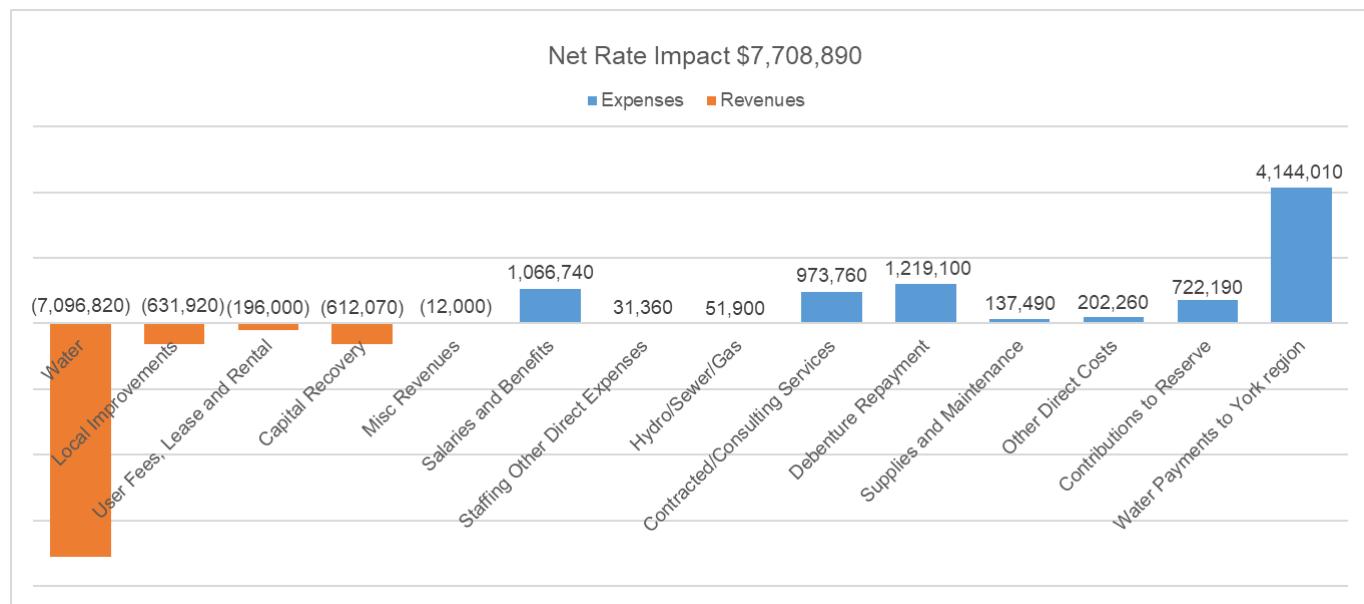
- Waste management – Provide weekly pick up of residential recycling and compost, and bi-weekly residual waste
- Water quality, sampling, monitoring and reporting
- Water system operations, maintenance and repairs – breaks and leaks, hydrant painting, frozen services, water turn off/on, flushing and swabbing, and water leakage studies
- Wastewater system operations, maintenance and repairs – breaks, Closed Circuit Television inspection, sewer backups, pump station repairs and cleaning, sewer flushing and odour management



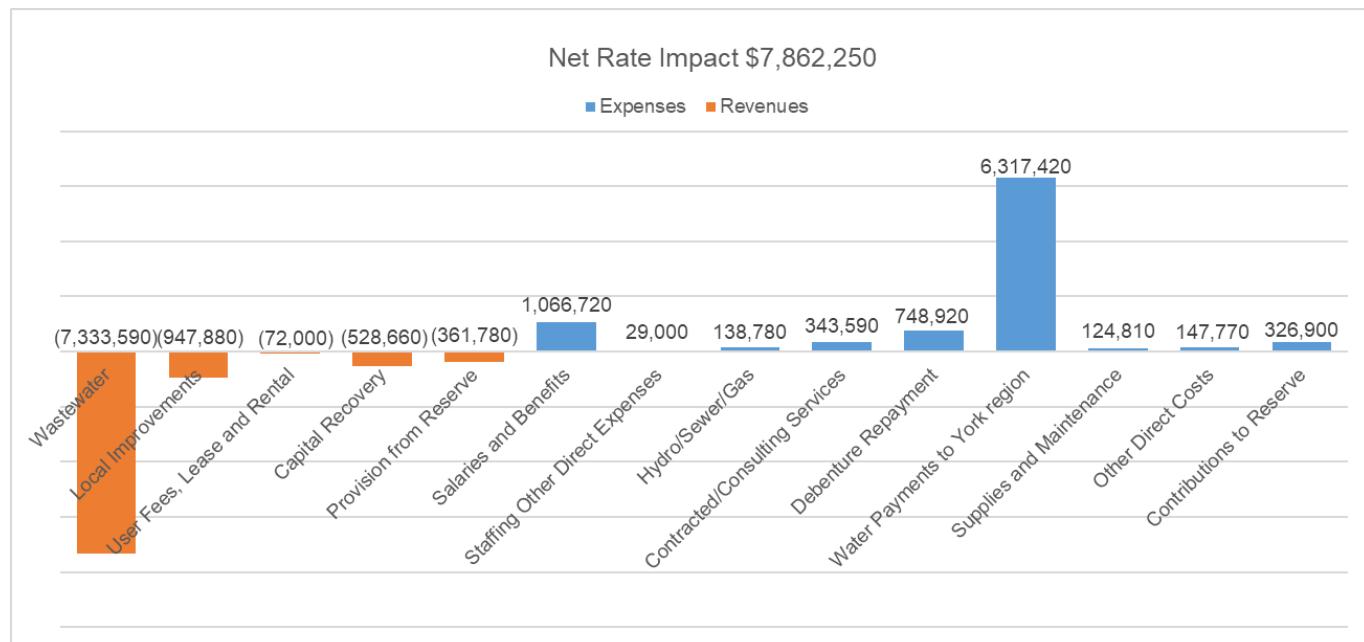
OPERATIONS AND INFRASTRUCTURE SERVICES – ENVIRONMENTAL SERVICES DIVISION

2020 Budgeted Expenditures and Revenues

Water



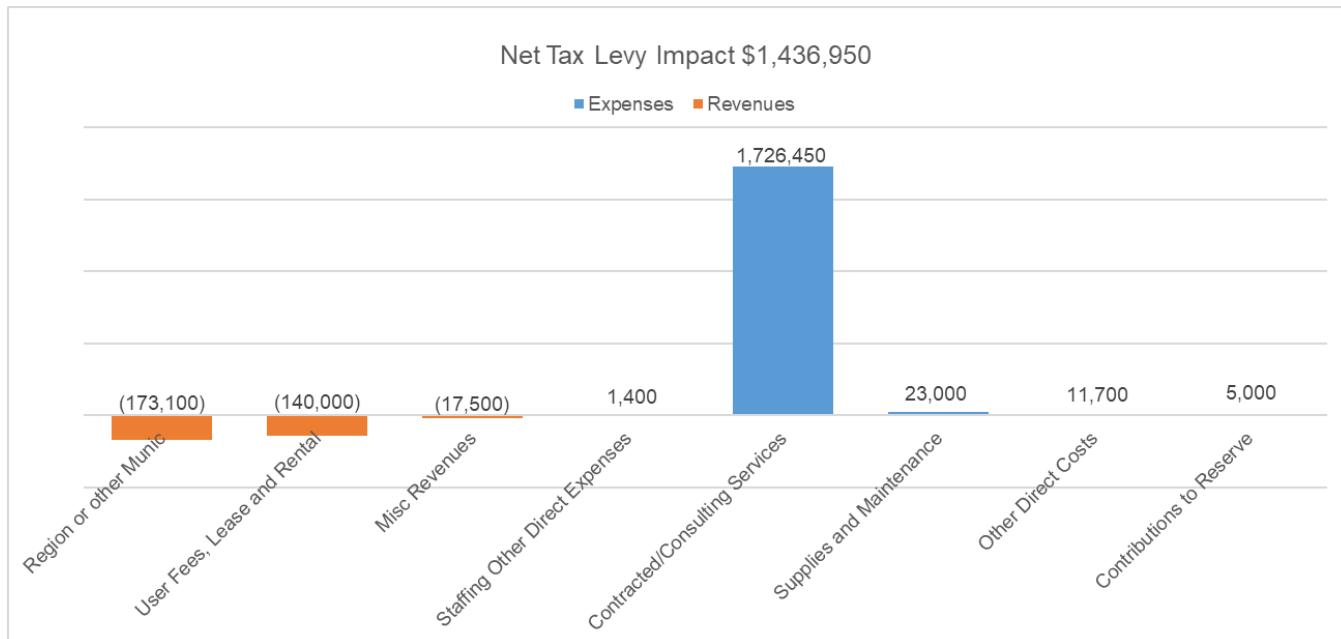
Wastewater



GEORGINA

OPERATIONS AND INFRASTRUCTURE SERVICES – ENVIRONMENTAL SERVICES DIVISION

Refuse and Recycle



2019 Accomplishments

- Updated the Town's Quality Management System and Operations Plan to comply with the new Drinking Water Quality Management Standard Version 2.0

Key Projects for 2020

- First year of four-year program for hydrant painting to comply with the National Fire Protection Association guideline linking available pressure with colour coding
- Phase 1 wastewater pump station upgrades such as electrical and mechanical systems (built in the 1980s, they are nearing the end of life cycle)
- Implement a multi-year program to replace older polybutylene (plastic) water services that were installed in the mid 1980's and have reached the end of their useful life
- Continue the water meter replacement and modernization program.
- Storm sewer inventory and inspection program



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2020 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Summary

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	(1,204,000)	0	0	(317,160)	12,610	291,270	(1,217,280)	1%	(13,260)
Water System maintenance									
Distribution System	650,540	0	0	0	0	(10,000)	640,540	-2%	(10,000)
Hydrants	200,000	0	0	0	0	(70,320)	129,680	-35%	(70,320)
SCADA & Network	112,360	0	0	0	0	0	112,360	0%	0
Water Booster Stations	96,620	0	0	0	0	0	96,620	0%	0
Water Meters	32,950	0	0	0	98,600	131,550	299%	98,600	
Water Quality & Monitoring	29,630	0	0	0	(5,000)	24,630	-17%	(5,000)	
Water Operations Centre	48,900	0	0	0	(2,000)	46,900	-4%	(2,000)	
Water Fleet	33,000	0	0	0	2,000	35,000	6%	2,000	
Grand Total	0	0	0	(317,160)	12,610	304,550	0	1%	0



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Water	(6,440,940)	0	0	(655,880)	0	0	(7,096,820)	10%	(655,880)	Reflects increase in the Water Financial Plan
Local Improvements	(644,260)	0	0	0	0	12,340	(631,920)	-2%	12,340	Reduction based historical trend
User Fees, Lease and Rental	(196,000)	0	0	0	0	0	(196,000)	0%	0	
Capital Recovery	(564,640)	0	0	(47,430)	0	0	(612,070)	8%	(47,430)	Reflects increase in the Water Financial Plan
Misc Revenues	(12,000)	0	0	0	0	0	(12,000)	0%	0	
Revenues Total	(7,857,840)	0	0	(703,310)	0	12,340	(8,548,810)	9%	(690,970)	
Expenses										
Salaries and Benefits	1,019,140	0	0	(44,090)	0	91,690	1,066,740	5%	47,600	(HR and Finance)
Staffing Other Direct Expenses	22,000	0	0	1,570	0	0	(6,640)	-30%	(6,640)	
Contracted/Consulting Services	5,000	0	0	0	0	6,570	31%	1,570		
Contributions to Reserve	524,960	0	0	0	0	197,230	722,190	38%	197,230	Excess funds transferred to reserves
Debenture Repayment	1,206,490	0	0	0	0	12,610	0	1,219,100	1%	12,610
Hydro/Sewer/Gas	0	0	0	0	0	0	0	0	0	
Water Payments to York region	3,715,340	0	0	428,670	0	0	4,144,010	12%	428,670	for estimated consumption
Supplies and Maintenance	28,340	0	0	0	0	(2,000)	26,000	-7%	(2,000)	
Other Direct Costs	132,910	0	0	0	0	(1,350)	131,560	-1%	(1,350)	
Expenses Total	6,653,840	0	0	386,150	12,610	288,930	7,331,530	10%	677,690	
Administration Total	(1,204,000)	0	0	(317,160)	12,610	291,270	(1,217,280)	1%	(13,280)	
Water System maintenance Expenses										
Contracted/Consulting Services	885,510	0	0	0	0	(70,320)	815,190	-8%	(70,320)	Reallocation of expenses (offset) based on historical trends
Hydro/Sewer/Gas	26,790	0	0	0	0	0	26,790	0%	0	
Supplies and Maintenance	80,020	0	0	0	0	(10,000)	70,020	-12%	(10,000)	Reallocation of expenses (offset) based on historical trends
Other Direct Costs	67,200	0	0	0	0	0	67,200	0%	0	
Expenses Total	1,059,520	0	0	0	0	(80,320)	979,200	-8%	(80,320)	
Water System maintenance Total	1,059,520	0	0	0	0	(80,320)	979,200	-8%	(80,320)	
Water Meters Expenses										
Contracted/Consulting Services	31,400	0	0	0	0	98,600	130,000	314%	98,600	Reallocation of expenses
Supplies and Maintenance	1,550	0	0	0	0	0	1,550	0%	0	
Expenses Total	32,950	0	0	0	0	98,600	131,550	299%	98,600	
Water Meters Total	32,950	0	0	0	0	98,600	131,550	299%	98,600	
Water Quality & Monitoring Expenses										
Contracted/Consulting Services	27,000	0	0	0	0	(5,000)	22,000	-19%	(5,000)	
Supplies and Maintenance	2,630	0	0	0	0	0	2,630	0%	0	
Expenses Total	29,630	0	0	0	0	(5,000)	24,630	-17%	(5,000)	
Water Quality & Monitoring Total	29,630	0	0	0	0	(5,000)	24,630	-17%	(5,000)	
Water Operations Centre Expenses										
Staffing Other Direct Expenses	16,000	0	0	0	0	0	16,000	0%	0	
Hydro/Sewer/Gas	25,110	0	0	0	0	0	25,110	0%	0	
Supplies and Maintenance	7,790	0	0	0	0	(2,000)	5,790	-26%	(2,000)	
Expenses Total	48,900	0	0	0	0	(2,000)	46,900	-4%	(2,000)	
Water Operations Centre Total	48,900	0	0	0	0	(2,000)	46,900	-4%	(2,000)	
Water Fleet Expenses										



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Supplies and Maintenance	31,500	0	0	0	0	0	31,500	0%	0	
Other Direct Costs	1,500	0	0	0	0	0	2,000	3,500	3,500	
Expenses Total	33,000	0	0	0	0	0	2,000	35,000	6%	2,000
Water Fleet Total	33,000	0	0	(317,160)	0	2,000	35,000	6%	2,000	
Grand Total	0	0	0	12,610	0	304,550	0		0	



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Summary

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	(966,120)	0	5,000	302,840	0	(287,650)	(945,930)	-2%	20,190
WW Maintenance									
Residential Grinder Pumps	4,690	0	0	0	0	0	4,690	0%	0
WW Collection System	310,330	0	0	0	0	0	310,330	0%	0
WW Pumping Stations	198,800	0	0	0	0	0	198,800	0%	0
Water System maintenance	73,850	0	0	0	0	0	73,850	0%	0
WW Operations Centre	38,310	0	0	0	0	(2,000)	36,310	-5%	(2,000)
WW Fleet	26,500	0	0	0	0	0	26,500	0%	0
Grand Total	(313,640)	0	5,000	302,840	0	(289,650)	(295,450)	-6%	18,190



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Wastewater	(6,883,390)	0	0	(450,200)	0	0	(7,333,590)	7%	(450,200)	Reflects increase in the Water Financial Plan
Local Improvements	(986,380)	0	0	0	0	18,500	(947,880)	-2%	18,500	
User Fees, Lease and Rental	(72,000)	0	0	(25,280)	0	0	(72,000)	0%	0	
Capital Recovery	(503,380)	0	0	(475,480)	0	0	(528,660)	5%	(25,280)	Reflects increase in the Water Financial Plan
Provision from Reserve	(8,425,150)	0	0	(475,480)	0	(361,780)	(361,780)	10%	(361,780)	Draw from reserve to cover shortfalls
Expenses										
Salaries and Benefits	1,019,130	0	0	0	0	47,590	1,066,720	5%	47,590	Corporate costs (HR and Finance)
Staffing Other Direct Expenses	0	0	0	0	0	0	9,000	9,000	9,000	
Contracted/Consulting Services	0	0	5,000	0	0	0	5,000	0	5,000	
Contributions to Reserve	31,450	0	0	0	0	0	0	0	0	Reduction in Willow Beach Debenture
Debenture Repayment	749,230	0	0	0	0	0	(310)	31,450	0%	0 Contribution
Hydro/Sewer/Gas	0	0	0	0	0	0	0	0	0	(310)
Water Payments to York region	5,539,100	0	0	778,320	0	0	6,317,420	14%	778,320	9% increase in York Region's rate, adjusted for estimated consumption
Supplies and Maintenance	20,500	0	0	0	0	0	20,500	0%	0	
Other Direct Costs	99,620	0	0	0	0	0	(650)	98,970	-1%	(650)
Expenses Total	7,459,030	0	5,000	778,320	0	55,630	8,297,980	11%	838,950	
Administration Total	(986,120)	0	5,000	302,840	0	(287,650)	(945,330)	-2%	20,190	
WW Maintenance										
Expenses										
Contracted/Consulting Services	306,480	0	0	0	0	0	306,480	0%	0	
Hydro/Sewer/Gas	122,470	0	0	0	0	0	122,470	0%	0	
Supplies and Maintenance	75,870	0	0	0	0	0	75,870	0%	0	
Other Direct Costs	9,000	0	0	0	0	0	9,000	0%	0	
Expenses Total	513,820	0	0	0	0	0	513,820	0%	0	
WW Maintenance Total	513,820	0	0	0	0	0	513,820	0%	0	
Water System maintenance										
Expenses										
Contracted/Consulting Services	32,110	0	0	0	0	0	32,110	0%	0	
Supplies and Maintenance	1,940	0	0	0	0	0	1,940	0%	0	
Other Direct Costs	39,800	0	0	0	0	0	39,800	0%	0	
Expenses Total	73,850	0	0	0	0	0	73,850	0%	0	
Water System maintenance Total	73,850	0	0	0	0	0	73,850	0%	0	
WW Operations Centre										
Expenses										
Staffing Other Direct Expenses	20,000	0	0	0	0	0	20,000	0%	0	
Hydro/Sewer/Gas	16,310	0	0	0	0	0	16,310	0%	0	
Supplies and Maintenance	2,000	0	0	0	0	(2,000)	0	-100%	(2,000)	
Expenses Total	38,310	0	0	0	0	(2,000)	36,310	-5%	(2,000)	
WW Operations Centre Total	38,310	0	0	0	0	0	36,310	-5%	(2,000)	
WW Fleet										
Expenses										
Supplies and Maintenance	26,500	0	0	0	0	0	26,500	0%	0	
Expenses Total	26,500	0	0	0	0	0	26,500	0%	0	
WW Fleet Total	(313,640)	0	5,000	302,840	0	(289,650)	(293,450)	-6%	18,190	
Grand Total										



GEORGINA

2020 OPERATING BUDGET

Operations and Infrastructure - Refuse and Recycling - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Collection										
Revenues										
User Fees, Lease and Rental	(160,000)	0	0	0	0	0	20,000	(140,000)	-13%	20,000 Revenue decrease from tag sales 20,000
Revenues Total	(160,000)	0	0	0	0	0	20,000	(140,000)	-13%	20,000 Revenue decrease from tag sales 20,000
Expenses										
Salaries and Benefits	0	0	0	0	0	0	0	0	0	0
Staffing Other Direct Expenses	0	0	0	0	0	0	0	0	0	0
Contracted/Consulting Services	399,750	1,000	0	3,120	0	0	403,870	0	1%	4,120
Supplies and Maintenance	900	0	0	0	0	(900)	0	1,1500	-100%	(900)
Other Direct Costs	11,500	0	0	0	0	0	0	0	0	0
Expenses Total	412,150	1,000	0	3,120	0	(900)	415,370	1%	3,220	
Collection Total	252,150	1,000	0	3,120	0	0	19,100	275,370	9%	23,220
Blue Boxes										
Revenues										
Misc Revenues	(10,000)	0	0	0	0	0	0	(10,000)	0%	0
Region or Other Munic	(183,100)	0	0	0	0	0	10,000	(173,100)	-5%	10,000 Revenue decrease from Region of York 10,000
Revenues Total	(193,100)	0	0	0	0	0	10,000	(183,100)	-5%	10,000 Revenue decrease from Region of York 10,000
Expenses										
Staffing Other Direct Expenses	1,400	0	0	0	0	0	0	1,400	0%	0
Contracted/Consulting Services	537,480	1,200	0	4,190	0	0	0	542,870	1%	5,390
Contributions to Reserve	5,000	0	0	0	0	0	0	5,000	0%	0
Supplies and Maintenance	12,500	0	0	0	0	0	0	12,500	0%	0
Other Direct Costs	200	0	0	0	0	0	0	200	0%	0
Expenses Total	556,580	1,200	0	4,190	0	0	0	561,970	1%	5,390
Blue Boxes Total	363,480	1,200	0	4,190	0	0	10,000	378,870	4%	15,390
Green Bins										
Revenues										
Misc Revenues	(7,000)	0	0	0	0	0	0	(7,000)	0%	0
Revenues Total	(7,000)	0	0	0	0	0	0	(7,000)	0%	0
Expenses										
Contracted/Consulting Services	482,000	1,000	0	3,760	0	0	0	486,760	1%	4,760
Supplies and Maintenance	10,000	0	0	0	0	0	0	10,000	0%	0
Expenses Total	492,000	1,000	0	3,760	0	0	0	496,760	1%	4,760
Green Bins Total	485,000	1,000	0	3,760	0	0	0	489,760	1%	4,760
CFC Reclamation										
Revenues										
Misc Revenues	0	0	0	0	0	0	0	0	0	0
Revenues Total	0	0	0	0	0	0	0	0	0	0
Expenses										
Contracted/Consulting Services	3,500	0	0	0	0	0	0	3,500	0%	0
Supplies and Maintenance	3,500	0	0	0	0	0	0	3,500	0%	0
Expenses Total	3,500	0	0	0	0	0	0	3,500	0%	0
CFC Reclamation Total	3,500	0	0	0	0	0	0	3,500	0%	0
Leaf Collection										
Expenses										
Contracted/Consulting Services	121,500	500	0	950	0	0	0	122,950	1%	1,450
Expenses Total	121,500	500	0	950	0	0	0	122,950	1%	1,450
Leaf Collection Total	121,500	500	0	950	0	0	0	122,950	1%	1,450
Weed Collection										
Expenses										
Contracted/Consulting Services	163,000	0	0	3,500	0	0	0	166,500	2%	3,500
Expenses Total	163,000	0	0	3,500	0	0	0	166,500	2%	3,500
Weed Collection Total	163,000	0	0	3,500	0	0	0	166,500	2%	3,500
Grand Total	1,388,630	3,700	0	15,520	0	0	29,100	1,436,950	3%	48,320

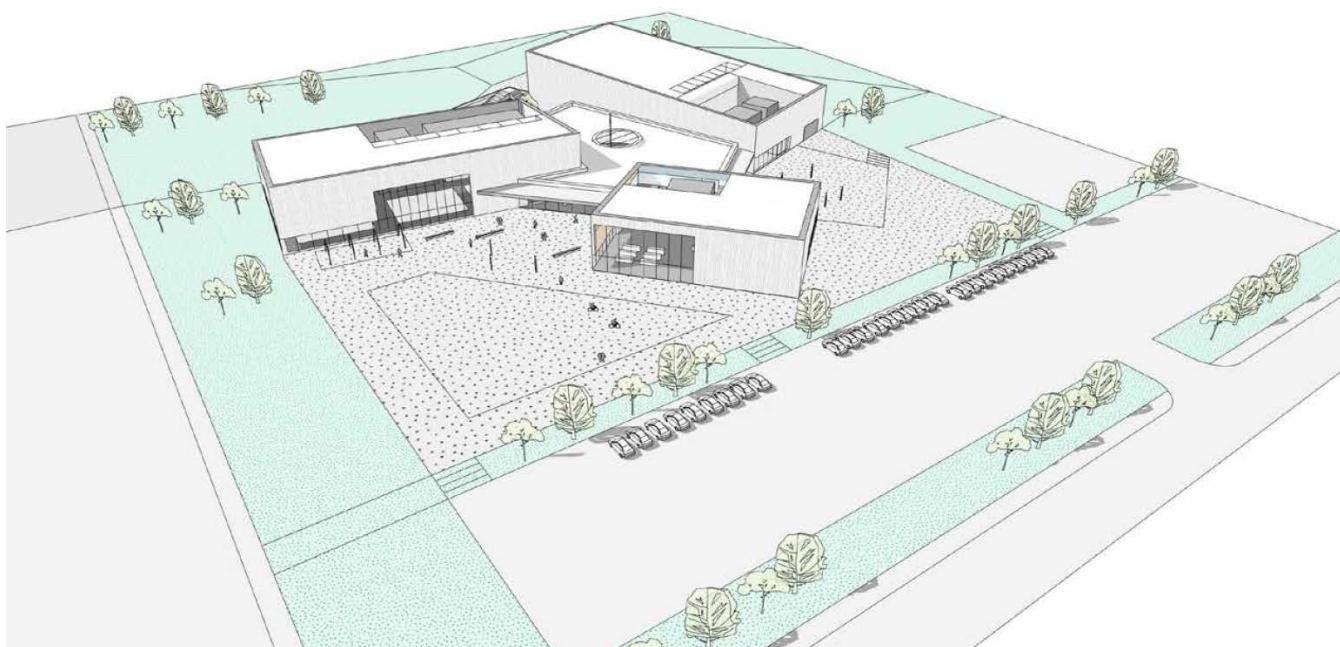
Recreation and Culture Department

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

As the Town of Georgina continues to grow, staff are committed to updating existing municipal facilities and building new ones with residents needs in mind.

In 2019, the Recreation and Culture Department welcomed back the Facilities Division through a corporate realignment of services to improve synergies and efficiencies of operation and service delivery.

Building for the future



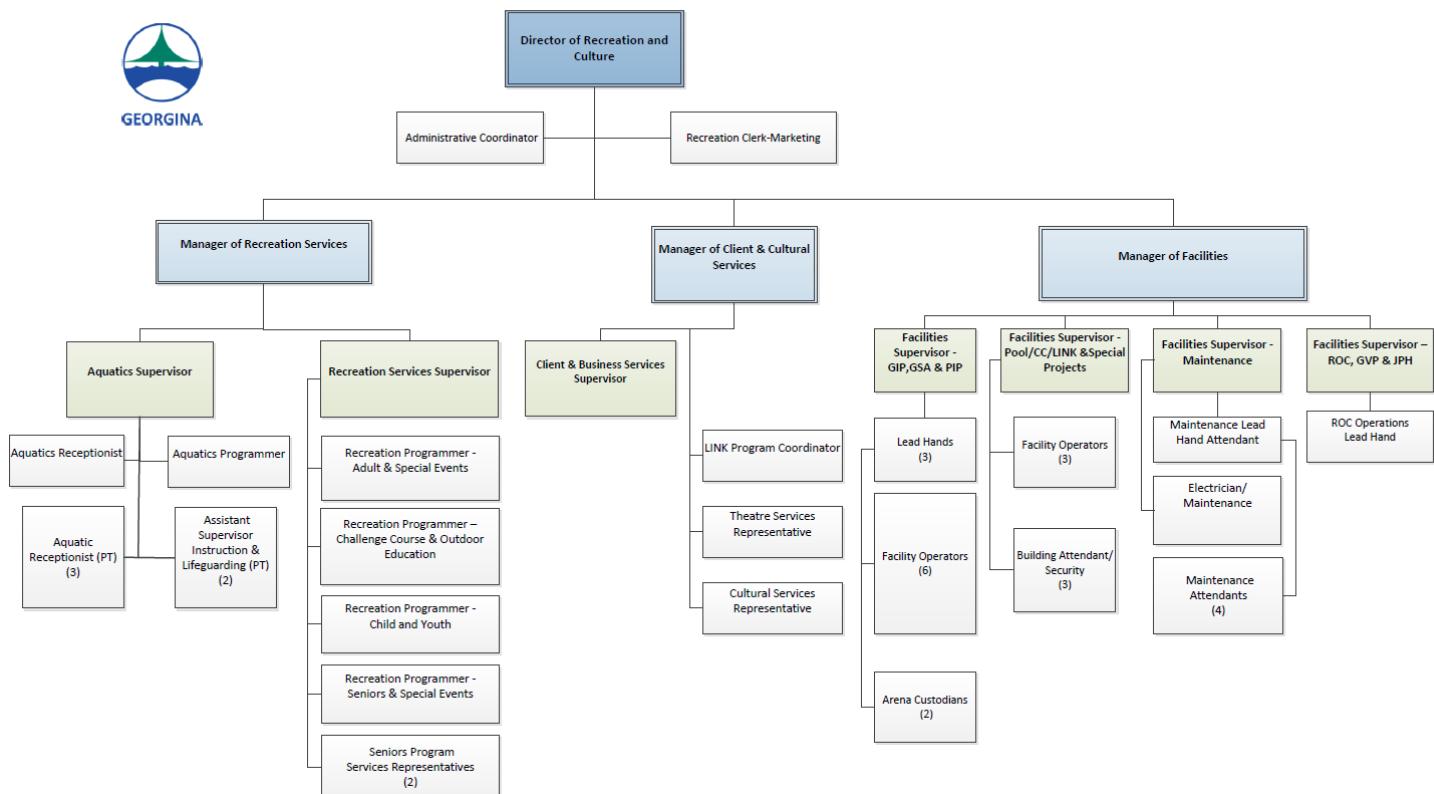
A Multi-use Recreation Complex (MURC) was approved in principle following a Recreation Facility Needs Study in 2014 that involved much research and public consultation. The MURC is anticipated to include such amenities as a lap, therapy and leisure pool, double gymnasium, walking track, activity studio, programming/multi use rooms and a library branch.

RECREATION AND CULTURE DEPARTMENT

The planned location is on the west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road. The concept design is inspired by the idea of camping – grouping of programs around a social heart.

Construction is anticipated to be tendered in 2020 with substantial completion 2021/22.

Organizational Chart



Divisions

- Cultural Services Division
- Facilities Division
- Recreation Services Division

Major Operating Drivers

- Departmental data collection and analysis
- Increased participation in programs and activities
- Promotion of community health, wellness and active lifestyles

Major Initiatives Planned for 2020

- Implementation of the Corporate Sponsorship Strategy
- Multi-use Recreation Complex (MURC) design and commencement of construction
- Phase 2 and 3 construction of the Link to accommodate new tenants
- Contributing partner to Waterfront Master Plan led by Operations and Infrastructure
- Completion of several Building Condition Assessment (BCA) Capital Project Initiatives
- Facilities Invest/Divest Analysis
- Review and update of the Link Business Plan



GEORGINA



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2020 OPERATING BUDGET

Recreation and Culture - Department Administration - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Expenses										
Salaries and Benefits	269,200	0	0	100,920	0	0	370,120	37%	100,920	Reallocation of salaries from Recreation
Staffing Other Direct Expenses	4,700	0	0	0	0	500	5,200	11%	500	division and salary step increases.
Other Direct Costs	200	0	0	0	0	0	200	0%	0	
Expenses Total	274,100	0	0	100,920	0	500	375,520	37%	101,420	
Administration Total	274,100	0	0	100,920	0	500	375,520	37%	101,420	
Grand Total	274,100	0	0	100,920	0	500	375,520	37%	101,420	

Recreation and Culture Department Recreation Services Division

The Recreation Services Division plays an important role in providing quality recreational and active living programs, services and events in an accessible, equitable and efficient manner to enhance the quality of life of the Town's growing and diverse community.

Staff strive to ensure recreation activities, programs and special events are inclusive, affordable and accessible. The aim is to encourage and promote healthy, active lifestyles.

Community special events are a great way for people to connect with one another while celebrating local culture, talent, heritage and achievements. Two of our largest events is SnoFest and Canada Day Celebrations which are held at the ROC.

Services provided by the Recreation Services Division includes:

- Afterschool programs (Drop Zone in partnership with York Region, YRDSB and YCDSB and 3 ASP in partnership with Jericho Youth Services)
- Camps (PA Day, holidays, March Break, summer)
- Challenge course activities
- Drop-in programs (aquatics, skating, gymnasium)
- Leadership programs
- Lessons (swimming, ski, snowboard)
- Memberships
- Registered recreation programs and activities
- Outdoor programs and school group activities
- Town-wide special events
- Theme-based workshops

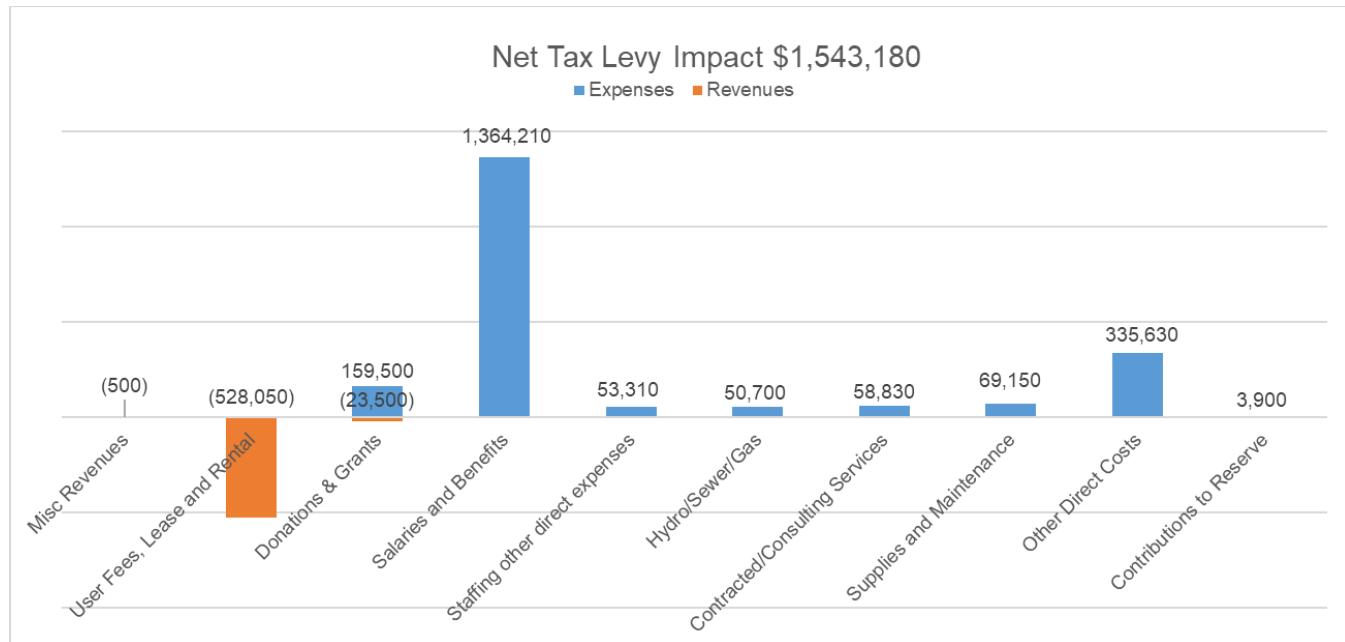
28,000+ – Number of drop-in participants

10,000+ – Number of people registered in programs

20,000+ – People who attended special events

29,000+ – Winter visitors to the ROC

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Development of the Corporate Sponsorship Strategy
- New partnership with Jericho Youth Services on the delivery of three afterschool programs (Keswick, Sutton and Pefferlaw)

Key Projects for 2020

- Providing significant input and support to the MURC project
- Implementation of the Corporate Sponsorship Strategy
- Update ROC Business Plan in partnership with Facilities Division and Parks Division
- Explore models for individual subsidies
- Recreation Senior Strategy
- Recreation Services policies and procedures review



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2020 OPERATING BUDGET

Recreation and Culture - Recreation - Budget Summary

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	1,127,630	10,000	0	(174,910)	0	11,000	973,720	-14%	(153,910)
General Programs									
After School Program	127,850	0	0	2,000	0	(4,000)	125,850	-2%	(2,000)
Day Camps	780	(1,280)	0	0	0	0	(500)	-164%	(1,280)
General Programs	(14,120)	(4,500)	0	0	0	15,000	(3,620)	-74%	10,500
Sutton Grant (G18)	2,500	0	0	0	0	0	2,500	0%	0
Senior Programs									
Club 55 Administration	(5,130)	0	0	0	0	0	(5,130)	0%	0
Seniors Programs - Club 55	227,700	0	0	4,780	0	530	233,010	2%	5,310
Sutton Seniors Program	7,450	0	0	0	0	0	7,450	0%	0
Special Events									
Canada Day Festival	30,500	0	0	2,000	0	0	32,500	7%	2,000
Healthy Kids Community Challenge	0	0	0	0	0	0	0	0	0
Seniors Games	500	0	0	0	0	0	500	0%	0
SnoFest	23,000	0	0	0	0	0	23,000	0%	0
Special Events - Administration	24,600	0	0	0	0	0	24,600	0%	0
Volunteer Appreciation	10,500	0	0	0	0	0	10,500	0%	0
Georgina Gym	125,240	(3,000)	0	0	(9,300)	0	112,940	-10%	(12,300)
Fleet	7,030	0	0	0	(1,170)	0	5,860	-17%	(1,170)
Grand Total	1,696,030	1,220	0	(166,130)	0	12,060	1,543,180	-9%	(152,850)



GEORGINA

2020 OPERATING BUDGET

Recreation and Culture - Recreation - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Donations & Grants	0	0	0	0	0	0	0	0	0	0
Misc Revenues	(5,000)	0	0	0	0	0	5,000	0	(6,500)	-100%
User Fees, Lease and Rental	(1,500)	(5,000)	0	0	0	0	0	333%	(4,000)	5,000
Revenues Total	(6,500)		0				5,000		(6,500)	
Expenses										
Salaries and Benefits	936,300	0	0	(174,910)	0	0	761,390	-19%	(174,910)	Reallocation of Salaries to department
Staffing Other Direct Expenses	13,750	0	0	0	0	4,000	17,750	29%	4,000	administration and Parks division
Contracted/Consulting Services	3,000	0	0	0	0	0	3,000	0%	0	
Donations & Grants	55,000	0	0	0	0	0	55,000	0%	0	
Supplies and Maintenance	7,500	0	0	0	0	0	7,500	0%	0	
Other Direct Costs	118,580	15,000	0	0	0	0	135,580	14%	17,000	Increase in bank charges due to volumes
Expenses Total	1,134,130	15,000	0	(174,910)	0	6,000	980,220	-14%	(153,910)	
Administration Total	1,127,630		10,000		0	(174,910)	0	11,000	973,720	-14% (153,910)
General Programs										
Revenues										
Donations & Grants	(10,000)	(4,500)	0	0	0	0	(14,500)	45%	(4,500)	
User Fees, Lease and Rental	(442,720)	(20,000)	0	0	0	0	12,000	2%	(8,000)	Increase in revenues
Revenues Total	(452,720)		(24,500)		0	0	12,000	3%	(12,500)	
Expenses										
Salaries and Benefits	337,880	23,720	0	(14,000)	0	0	347,600	3%	9,720	(Seasonal) offset by increase in revenues
Staffing Other Direct Expenses	20,800	5,000	0	0	0	0	25,800	24%	5,000	
Contracted/Consulting Services	35,500	0	0	0	0	0	35,500	0%	0	Annualize contract for Jericho Youth Services
Donations & Grants	84,000	0	0	16,000	0	0	100,000	19%	16,000	Approved in 2019
Supplies and Maintenance	42,850	(10,000)	0	0	0	(2,000)	30,850	-28%	(12,000)	Reduction based on historical trend
Other Direct Costs	48,700	0	0	0	0	0	1,000	49,700	2%	1,000
Expenses Total	569,730	18,720	0	2,000	0	(1,000)	589,450	3%	19,720	
General Programs Total	117,010	(5,780)	0	2,000	0	0	11,000	6%	7,220	
Senior Programs										
Revenues										
User Fees, Lease and Rental	(48,830)	0	0	0	0	0	(48,830)	0%	0	
Revenues Total	(48,830)		0		0	0	(48,830)		0	
Expenses										
Salaries and Benefits	154,140	0	0	4,780	0	0	158,920	3%	4,780	
Staffing Other Direct Expenses	5,760	0	0	0	0	(1,000)	4,760	-17%	(1,000)	
Contracted/Consulting Services	18,300	0	0	0	0	0	17,830	-3%	(470)	
Hydro/Sewer/Gas	38,400	0	0	0	0	0	38,400	0%	0	
Supplies and Maintenance	9,050	0	0	0	0	0	2,000	11,050	22%	2,000
Other Direct Costs	53,200	0	0	0	0	0	53,200	0%	0	
Expenses Total	278,850	0	0	4,780	0	0	530	284,160	2%	5,310
Senior Programs Total	230,920	0	0	4,780	0	0	530	235,330	2%	5,310
Special Events										
Revenues										
Donations & Grants	(8,500)	0	0	0	0	0	(9,000)	6%	(500)	
Misc Revenues	(1,000)	0	0	0	0	0	500	-50%	500	
User Fees, Lease and Rental	(4,000)	0	0	0	0	0	(4,000)	0%	0	
Revenues Total	(13,500)		0		0	0	(13,500)		0	
Expenses										
Salaries and Benefits	12,100	0	0	0	0	0	12,100	0%	0	
Donations & Grants	4,500	0	0	0	0	0	4,500	0%	0	



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2020 OPERATING BUDGET

Recreation and Culture - Recreation - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Supplies and Maintenance	2,000	0	0	2,000	0	0	0	4,000	100%	2,000
Other Direct Costs	84,000	0	0	0	0	0	0	84,000	0%	0
Expenses Total	102,600	0	0	2,000	0	0	104,600	2%	2,000	
Special Events Total	89,100	0	0	2,000	0	0	91,100	2%	2,000	
Georgina Gym										
Revenues										
User Fees, Lease and Rental	(15,000)	(3,000)	0	0	0	0	0	(18,000)	20%	(3,000)
Revenues Total	(15,000)	(3,000)	0	0	0	0	0	(18,000)	20%	(3,000)
Expenses										
Salaries and Benefits	88,200	0	0	0	0	0	(4,000)	84,200	-5%	(4,000)
Staffing Other/Direct Expenses	5,000	0	0	0	0	0	(2,300)	5,000	0%	0
Contracted/Consulting Services	4,800	0	0	0	0	0	2,500	4,800	-48%	(2,300)
Hydro/Sewer/Gas	12,300	0	0	0	0	0	12,300	0%	0	
Supplies and Maintenance	15,200	0	0	0	0	0	15,200	0%	0	
Other Direct Costs	14,740	0	0	0	0	0	(3,000)	11,740	-20%	(3,000)
Expenses Total	140,240	0	0	0	0	0	(9,300)	130,940	-7%	(9,300)
Georgina Gym Total	125,240	(3,000)	0	0	0	0	(9,300)	112,940	-10%	(12,300)
Fleet										
Expenses										
Contributions to Reserve	3,900	0	0	0	0	0	3,900	0%	0	
Supplies and Maintenance	1,720	0	0	0	0	(1,170)	550	-68%	(1,170)	
Other Direct Costs	1,410	0	0	0	0	0	1,410	0%	0	
Expenses Total	7,030	0	0	0	0	(1,170)	5,860	-17%	(1,170)	
Fleet Total	7,030	0	0	0	0	(1,170)	5,860	-17%	(1,170)	
Grand Total	1,696,030	1,220	0	(166,130)	0	0	12,060	1,543,180	-9%	(152,850)

Recreation and Culture Department Cultural Services Division

The United Nations Educational, Scientific and Cultural Organization (UNESCO) defines culture as “the spiritual, material, intellectual and emotional features that characterize a society...not only the arts and letters, but also the modes of life...value systems and traditions.”

The Cultural Services Division is committed to delivering arts and cultural services through the Georgina Pioneer Village and Archives, the Link and Stephen Leacock Theatre, and supports arts programming offered by the Georgina Arts Centre and Gallery. Staff also work with the Equity and Diversity Advisory Committee and the Accessibility Advisory Committee to ensure Town programs and services are meeting the highest standards. Finally, the department supports the work of the four community halls and their respective operating boards.

Services provided by the Cultural Services Division include:

- Accessibility, equity, diversity and inclusion initiatives
- Archival and collections management
- Arts programming
- Heritage preservation and interpretation
- Programs and services that support health and wellness, food and nutrition, youth engagement, skills training, public health, small business, and the non-profit community
- Special events, camps, and education programs
- Theatre and film programming

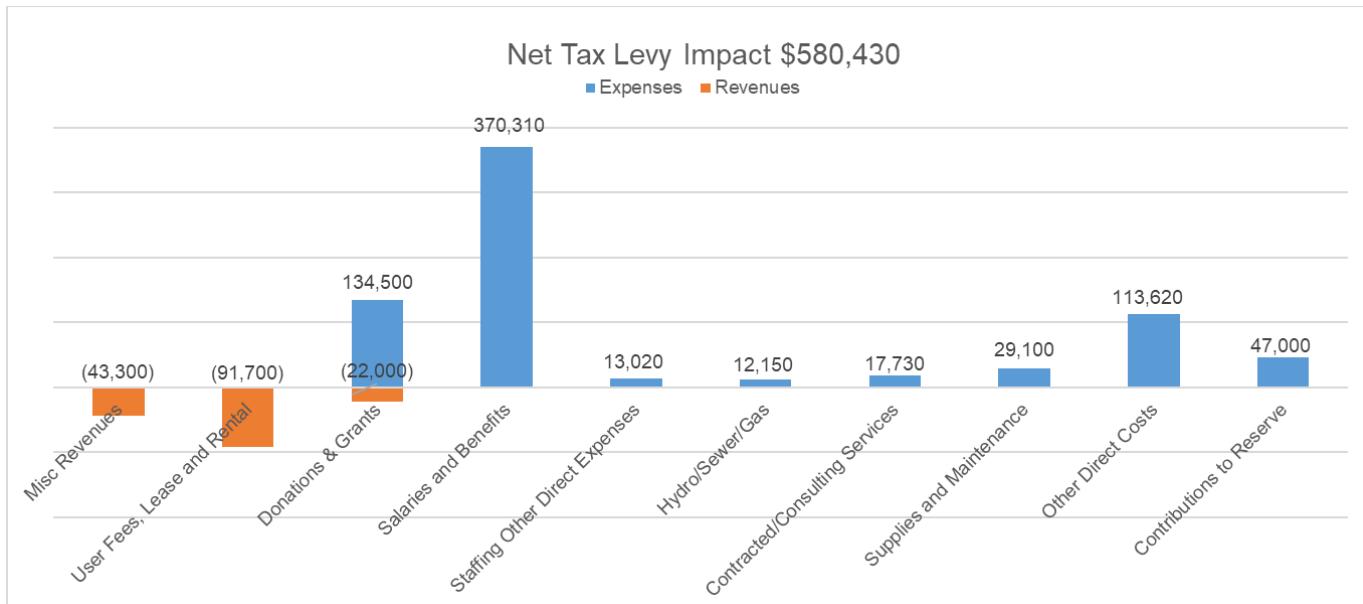
2,750 – Program participants at the Link

45,000 – Visitors to the Link

10,240 – Visitors to Georgina Pioneer Village

12,000 – Visitors to Stephen Leacock Theatre

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Grant funding of \$489,000 from the Ministry of Transportation's Community Transportation Program – the Town partnered with Routes Connecting Communities, Georgina Trades Training Inc., and other local partner agencies, to collaborate on improvements to local transportation services for the residents of Georgina. Quest Bus launched in October 2019.
- Introduction of three new tenants at the Link, including York Region Community and Health Services Department, Sutton Seniors and Community Living.
- The new build of the Jackson's Point Lighthouse.
- Increase of concerts at the Stephen Leacock Theatre.

Key Projects for 2020

- Review and update of Municipal Cultural Plan
- Support the Facilities Division with re-construction of Schoolhouse at Georgina Pioneer Village
- Continue to increase and promote usage and capacity at the Stephen Leacock Theatre



GEORGINA

2020 OPERATING BUDGET

Recreation and Culture - Culture - Budget Summary

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Committees									
Accessibility Committee	17,710	0	0	0	0	(3,850)	13,860	-22%	(3,850)
Equity and Diversity Committee	10,050	0	0	0	0	(2,400)	7,650	-24%	(2,400)
Georgina Arts Council	110,000	0	0	0	0	500	110,500	0%	500
Georgina Military Museum	24,000	0	0	0	0	0	24,000	0%	0
Pioneer Village	313,110	0	0	2,830	0	3,000	318,940	2%	5,830
Stephen Leacock Theatre	105,130	0	0	820	0	(470)	105,480	0%	350
Grand Total	580,000	0	0	3,650	0	(3,220)	580,430	0%	430



GEORGINA

2020 OPERATING BUDGET

Recreation and Culture - Culture - Budget Details

Committees	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Committees										
Expenses										
Salaries and Benefits	6,560	0	0	0	0	0	(2,900)	3,660	-44%	(2,900)
Staffing Other Direct Expenses	5,450	0	0	0	0	0	(3,350)	2,100	-61%	(3,350)
Contracted/Consulting Services	10,000	0	0	0	0	0	10,000	0%	0	0
Other Direct Costs	5,750	0	0	0	0	0	5,750	0%	0	0
Expenses Total	27,760	0	0	0	0	0	(6,250)	21,510	-23%	(6,250)
Committees Total	27,760	0	0	0	0	0	(6,250)	21,510	-23%	(6,250)
Georgina Arts Council										
Expenses										
Donations & Grants	110,000	0	0	0	0	0	500	110,500	0%	500 Increase to grant
Expenses Total	110,000	0	0	0	0	0	500	110,500	0%	500
Georgia Arts Council Total	110,000	0	0	0	0	0	500	110,500	0%	500
Georgia Military Museum										
Expenses										
Donations & Grants	24,000	0	0	0	0	0	0	24,000	0%	0
Expenses Total	24,000	0	0	0	0	0	0	24,000	0%	0
Georgia Military Museum Total	24,000	0	0	0	0	0	0	24,000	0%	0
Pioneer Village										
Revenues										
Donations & Grants	(22,000)	0	0	0	0	0	0	(22,000)	0%	0
User Fees, Lease and Rental	(28,700)	0	0	0	0	0	0	(28,700)	0%	0
Revenues Total	(50,700)	0	0	0	0	0	0	(50,700)	0%	0
Expenses										
Salaries and Benefits	270,090	0	0	0	2,830	0	0	272,920	1%	2,830
Staffing Other Direct Expenses	4,920	0	0	0	0	0	0	4,920	0%	0
Contracted/Consulting Services	5,000	0	0	0	0	0	5,000	0%	0	0
Contributions to Reserve	20,000	0	0	0	0	0	0	20,000	0%	0
Hydro/Sewer/Gas	9,000	0	0	0	0	0	0	9,000	0%	0
Supplies and Maintenance	12,300	0	0	0	0	0	3,000	15,300	24%	3,000
Other Direct Costs	42,500	0	0	0	0	0	0	42,500	0%	0
Expenses Total	363,810	0	0	0	2,830	0	3,000	369,640	2%	5,830
Pioneer Village Total	313,110	0	0	0	2,830	0	3,000	318,940	2%	5,830
Stephen Leacock Theatre										
Revenues										
Misc Revenues	(43,300)	0	0	0	0	0	0	(43,300)	0%	0
User Fees, Lease and Rental	(63,000)	0	0	0	0	0	0	(63,000)	0%	0
Revenues Total	(106,300)	0	0	0	0	0	0	(106,300)	0%	0
Expenses										
Salaries and Benefits	92,910	0	0	0	820	0	0	93,730	1%	820
Staffing Other Direct Expenses	6,000	0	0	0	0	0	6,000	0%	0	0
Contracted/Consulting Services	3,200	0	0	0	0	0	(470)	2,730	-15%	(470)
Contributions to Reserve	27,000	0	0	0	0	0	0	27,000	0%	0
Hydro/Sewer/Gas	3,150	0	0	0	0	0	0	3,150	0%	0
Supplies and Maintenance	13,800	0	0	0	0	0	0	13,800	0%	0
Other Direct Costs	65,370	0	0	0	0	0	0	65,370	0%	0
Expenses Total	211,430	0	0	0	820	0	0	(470)	211,780	0%
Stephen Leacock Theatre Total	105,130	0	0	0	820	0	0	(470)	105,480	0%
Grand Total	580,000	0	0	0	3,650	0	(3,220)	580,430	0%	430

Recreation and Culture Department – Facilities Division

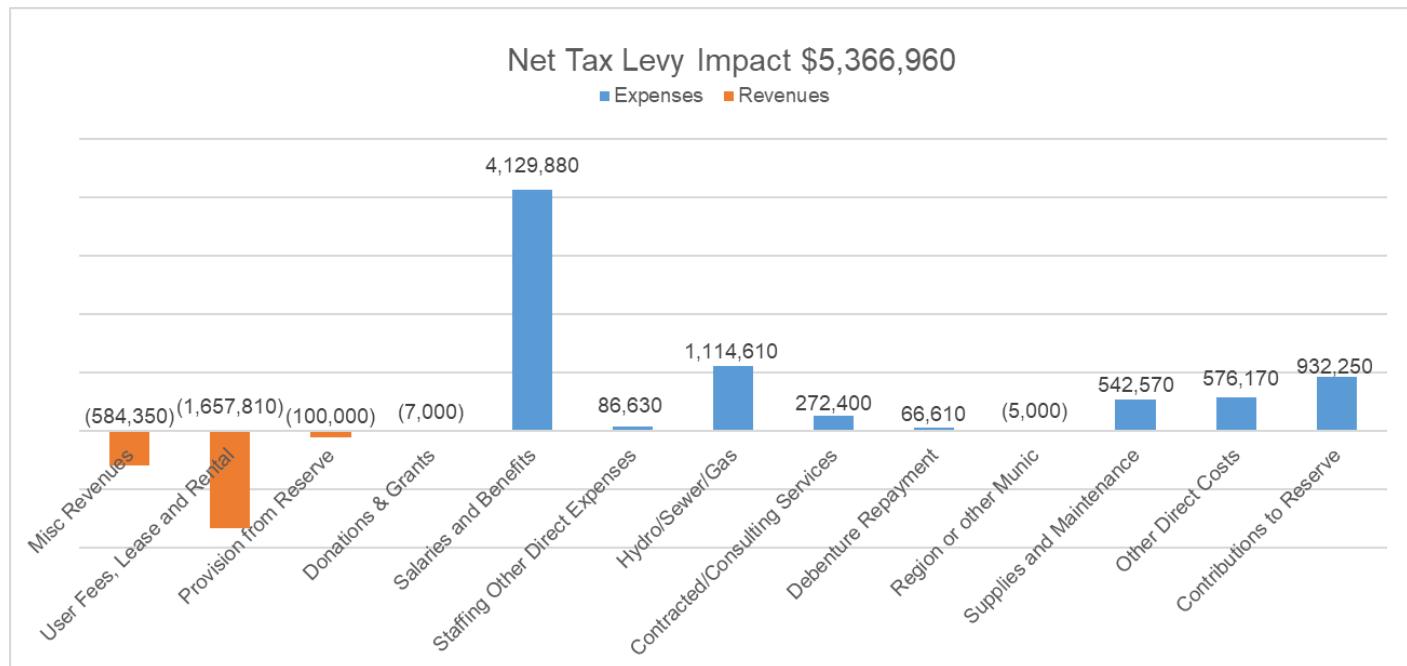
The Town of Georgina Facilities Division is responsible for the monitoring, planning, development and implementation of major and minor capital construction projects (\$1.5M) as well as the day-to-day operation and maintenance of Town assets (\$8.2M). The division oversees the ROC, Jackson's Point Harbour and maintains all Recreation and Corporate owned facilities.

40 – Number of facilities maintained

Services provided by the Facilities Division include:

- Cash handling
- Arena and Pool Operations
- Maintenance of all Community Halls
- Operations and Maintenance of the Jackson's Point Harbour
- Seasonal staffing and maintenance at the ROC
- Operations and Security support at the Civic Centre

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Developed and piloted an innovative asset prioritization system, resulting in a more accurate facilities capital project delivery program
- Continuation of Building Condition Assessment (BCA) Program
- Facilities Division transferred from Operations and Infrastructure to Recreation and Culture Department to provide a more focused delivery of services
- Replacement of electrical cable and dock repairs at Jackson's Point Harbour

Key Projects for 2020

- Continue implementation of Building Condition Assessment (BCA) Program
- Re-construction of Cedarbrae Schoolhouse at Georgina Pioneer Village
- Complete Phase 2 and 3 base building construction at the Link
- Facilities Invest/Divest Analysis
- Providing significant input and support to the MURC project
- Providing significant input and support to the Civic Centre project



GEORGINA

2020 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Summary

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Facilities Maintenance									
165 The Queensway	0	0	0	0	0	0	0	-20%	0
Arts Centre & Gallery	12,500	0	0	0	0	(2,500)	10,000	0%	(2,500)
Electrical Maintenance	703,040	3,000	0	10,600	0	(15,560)	701,080	0%	(1,960)
Family Life Centre	5,160	0	0	0	0	(200)	4,960	-4%	(200)
Lawn Bowling	4,000	0	0	0	0	0	4,000	0%	0
Operations Centre	43,380	0	0	0	0	(4,070)	39,310	-9%	(4,070)
Pefferlaw Church	0	0	0	0	0	0	0	0%	0
General	392,560	0	(125,000)	0	0	(13,510)	254,050	-35%	(138,510)
Halls									
Bellhaven Hall	14,250	0	0	0	0	1,000	15,250	7%	1,000
Egypt Hall	27,090	2,000	0	0	0	(3,490)	25,600	-6%	(1,490)
Elmgrove Hall	3,510	0	0	0	0	0	3,510	0%	0
Kinsmen Hall	10,870	9,280	0	0	0	(200)	19,950	84%	9,080
Pefferlaw Lions Hall	65,010	0	0	0	0	500	65,510	1%	500
Port Bolster Hall	17,280	0	0	0	0	1,000	18,280	6%	1,000
Roches Point Hall	770	0	0	0	0	500	1,270	65%	500
Udora Hall	30,590	0	0	0	0	(5,000)	25,590	-16%	(5,000)
Virginia Hall	3,980	0	0	0	0	(100)	3,880	-3%	(100)
Jackson's Point Harbour									
Jackson's Point Harbour	(25,060)	(1,500)	1,500	0	0	5,760	(19,300)	-23%	5,760
Jackson's Point Washrooms	3,340	0	0	0	0	0	3,340	0%	0
Civic Centre									
487,030	0	0	133,160	0	12,500	632,690	30%	145,660	
883,490	12,000	0	17,660	0	(5,000)	908,150	3%	24,660	
1,025,260	2,000	0	18,130	0	(6,500)	1,038,890	1%	13,630	
44,850	0	0	0	0	6,500	51,350	14%	6,500	
539,790	(900)	2,200	(121,440)	0	(6,950)	412,700	-24%	(127,090)	
222,580	0	107,000	5,190	66,610	(31,260)	370,120	66%	147,540	
831,880	(25,950)	3,000	(36,700)	0	4,550	776,780	-7%	(55,100)	
Grand Total	5,347,150	(70)	(11,300)	26,600	66,610	(62,030)	5,366,960	0%	19,810



GEORGINA

2020 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Facilities Maintenance										
Revenues										
User Fees, Lease and Rental	(9,920)	0	0	0	0	0	0	(9,920)	0%	0
Revenues Total	(9,920)	0	0	0	0	0	0	(9,920)	0%	0
Expenses										
Salaries and Benefits	632,800	0	0	10,100	0	0	702,900	1%	10,100	Salary step increases
Staffing Other Direct Expenses	14,300	0	0	0	0	0	2,500	16,800	17%	2,500
Contracted/Consulting Services	24,580	0	0	0	0	0	(2,870)	21,710	-12%	(2,870) Reallocation of contributions to reserves.
Contributions to Reserve	394,700	0	(125,000)	0	0	0	269,700	(200)	-32%	(125,000) Refer to budget report
Hydro/Sewer/Gas	19,850	0	0	0	0	0	(200)	19,650	-1%	(200)
Supplies and Maintenance	4,520	3,000	0	500	0	0	(32,270)	(24,250)	-637%	(28,770) Increase in internal maintenance recoveries
Other Direct Costs	19,810	0	0	0	0	0	(3,000)	16,810	-15%	(3,000)
Expenses Total	1,170,560	3,000	(125,000)	10,600	0	0	(35,840)	1,023,320	-13%	(147,240)
Facilities Maintenance Total	1,160,640	3,000	(125,000)	10,600	0	0	(35,840)	1,013,400	-13%	(147,240)
Halls										
Revenues										
Region or other Munic	(5,000)	0	0	0	0	0	0	(5,000)	0%	0
User Fees, Lease and Rental	(46,080)	7,280	0	0	0	0	500	(38,300)	-17%	7,780
Revenues Total	(51,080)	7,280	0	0	0	0	500	(43,300)	-15%	7,780
Expenses										
Salaries and Benefits	0	0	0	0	0	0	0	0	0%	0
Staffing Other Direct Expenses	900	0	0	0	0	0	0	900	0%	0
Contracted/Consulting Services	53,500	0	0	0	0	0	0	53,500	0%	0
Hydro/Sewer/Gas	68,710	4,000	0	0	0	0	0	(3,550)	69,160	1%
Supplies and Maintenance	63,240	0	0	0	0	0	0	(2,740)	60,500	-4%
Other Direct Costs	38,080	0	0	0	0	0	0	38,080	0%	0
Expenses Total	224,430	4,000	0	0	0	0	(6,290)	222,140	-1%	(2,290)
Halls Total	173,350	11,280	0	0	0	0	(5,790)	178,840	3%	5,490
Jackson's Point Harbour										
Revenues										
User Fees, Lease and Rental	(67,600)	(2,500)	0	0	0	0	700	(69,400)	3%	(1,800)
Revenues Total	(67,600)	(2,500)	0	0	0	0	700	(69,400)	3%	(1,800)
Expenses										
Salaries and Benefits	25,900	1,000	1,500	0	0	0	0	28,400	10%	2,500
Staffing Other Direct Expenses	1,850	0	0	0	0	0	0	1,850	0%	0
Contracted/Consulting Services	0	0	0	0	0	0	0	3,000	3,000	3,000
Hydro/Sewer/Gas	7,340	0	0	0	0	0	0	7,340	0%	0
Supplies and Maintenance	4,140	0	0	0	0	0	0	2,060	6,200	50%
Other Direct Costs	6,650	0	0	0	0	0	0	6,650	0%	0
Expenses Total	45,880	1,000	1,500	0	0	0	5,060	53,440	16%	7,560
Jackson's Point Harbour Total	(21,720)	(1,500)	0	0	0	0	5,760	(15,950)	-27%	5,760
Civic Centre										
Revenues										
Misc Revenues	(650)	0	0	0	0	0	0	(650)	0%	0
Revenues Total	(650)	0	0	0	0	0	0	(650)	0%	0
Expenses										
Salaries and Benefits	158,360	0	0	133,160	0	0	0	291,520	84%	133,160 Salary reallocation from Sutton Arena
Contracted/Consulting Services	50,000	0	0	0	0	0	0	50,000	0%	0
Contributions to Reserve	137,500	0	0	0	0	0	0	137,500	0%	0
Hydro/Sewer/Gas	70,320	0	0	0	0	0	0	70,320	0%	0
Supplies and Maintenance	66,000	0	0	0	0	0	0	12,500	78,500	19%
Other Direct Costs	5,500	0	0	0	0	0	0	5,500	0%	0
Expenses Total	487,680	0	0	133,160	0	0	0	12,500	633,340	30%
										145,660



GEORGINA

2020 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Civic Centre Total	487,030	0	0	133,160	0	0	12,500	30%	632,690	30%
Georgina Ice Palace Revenues										
Misc Revenues	0	0	0	0	0	0	(2,500)	(2,500)	(735,630)	-1% (2,500)
User Fees, Lease and Rental	(745,630)	12,000	0	0	0	0	(2,000)	(2,000)	(738,130)	-1% 10,000 Lost regular customer (GFMA)
Revenues Total Expenses	(745,630)	12,000	0	0	0	0	(4,500)	(4,500)	(7,500)	7,500
Salaries and Benefits	861,540	0	0	17,660	0	0	(500)	879,200	2%	17,660 Salary step increases
Staffing Other Direct Expenses	17,500	0	0	0	0	0	0	17,000	-3%	(500)
Contracted/Consulting Services	24,000	0	0	0	0	0	0	24,000	0%	0
Contributions to Reserve	150,200	0	0	0	0	0	0	150,200	0%	0
Hydro/Sewer/Gas	362,300	0	0	0	0	0	0	362,300	0%	0
Supplies and Maintenance	147,600	0	0	0	0	0	0	147,600	0%	0
Other Direct Costs	65,980	0	0	0	0	0	0	65,980	0%	0
Expenses Total	1,629,120	0	0	17,660	0	0	(5,000)	1,646,280	1%	17,160
Georgina Ice Palace Total	833,490	12,000	0	17,660	0	0	(5,000)	908,150	3%	24,660
Georgina Leisure Pool Revenues										
Misc Revenues	(88,000)	0	0	0	0	0	0	(88,000)	0%	0
User Fees, Lease and Rental	(333,500)	0	0	0	0	0	0	(333,500)	0%	0
Revenues Total Expenses	(421,500)	0	0	0	0	0	(421,500)	0%	0	0
Salaries and Benefits	1,051,300	0	0	18,130	0	0	1,200	1,070,630	2%	19,330 Salary step increases
Staffing Other Direct Expenses	16,600	0	0	0	0	0	(600)	16,000	-4%	(600)
Contracted/Consulting Services	22,400	0	0	0	0	0	(950)	21,450	-4%	(950)
Contributions to Reserve	60,000	0	0	0	0	0	0	60,000	0%	0
Hydro/Sewer/Gas	182,480	0	0	0	0	0	0	182,480	0%	0
Supplies and Maintenance	65,150	2,000	0	0	0	0	(5,500)	61,650	-5%	(3,500)
Other Direct Costs	48,830	0	0	0	0	0	(650)	48,180	-1%	(650)
Expenses Total	1,446,760	2,000	0	18,130	0	0	(6,500)	1,460,390	1%	13,630
Georgina Leisure Pool Total	1,025,260	2,000	0	18,130	0	0	(6,500)	1,038,890	1%	13,630
Pefferlaw Ice Pad Expenses										
Salaries and Benefits	1,600	0	0	0	0	0	14,150	15,750	884%	14,150 Seasonal staff per historical trend
Staffing Other Direct Expenses	250	0	0	0	0	0	(250)	0	-100%	(250)
Contracted/Consulting Services	2,150	0	0	0	0	0	(1,000)	1,150	-47%	(1,000)
Hydro/Sewer/Gas	20,000	0	0	0	0	0	0	20,000	0%	0
Supplies and Maintenance	17,800	0	0	0	0	0	(6,400)	11,400	-36%	(6,400)
Other Direct Costs	3,050	0	0	0	0	0	0	3,050	0%	0
Expenses Total	44,850	0	0	0	0	0	0	6,500	51,350	14%
Pefferlaw Ice Pad Total	44,850	0	0	0	0	0	0	6,500	51,350	14%
Sutton Arena Revenues										
Misc Revenues	(4,400)	0	0	0	0	0	0	(4,400)	0%	0
User Fees, Lease and Rental	(222,600)	(900)	0	0	0	0	0	(223,500)	0%	(900)
Revenues Total Expenses	(222,000)	(900)	0	0	0	0	0	(227,900)	0%	(900)
Salaries and Benefits	4,22,980	0	2,200	(121,440)	0	0	(3,000)	303,740	-28%	(119,240) Salary reallocation to Civic Centre
Staffing Other Direct Expenses	12,600	0	0	0	0	0	0	9,600	-24%	(3,000)
Contracted/Consulting Services	26,000	0	0	0	0	0	0	26,000	0%	0
Contributions to Reserve	57,000	0	0	0	0	0	0	57,000	0%	0
Hydro/Sewer/Gas	139,000	0	0	0	0	0	(3,000)	136,000	-2%	(3,000)
Supplies and Maintenance	71,500	0	0	0	0	0	0	71,500	0%	0
Other Direct Costs	37,710	0	0	0	0	0	(950)	36,760	-3%	(950)



GEORGINA

2020 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Expenses Total	766,790	0	2,200	(121,440)	0	(6,950)	640,600	-16%	(126,190)
Sutton Arena Total	539,790	(900)	2,200	(121,440)	0	(6,950)	412,700	-24%	(127,090)
The Link									
Revenues									
Donations & Grants	(7,000)	0	0	0	0	0	(7,000)	0%	0
User Fees, Lease and Rental	(223,060)	0	0	0	0	(27,000)	(250,060)	12%	(27,000)
Revenues Total	(230,060)	0	0	0	0	(27,000)	(257,060)	12%	(27,000)
Expenses									
Salaries and Benefits	187,530	0	0	1,990	0	(15,600)	173,920	-7%	(13,610)
Staffing Other Direct Expenses	10,630	0	0	0	0	0	10,630	0%	0
Contracted/Consulting Services	20,000	0	0	0	0	(2,460)	17,540	-12%	(2,460)
Contributions to Reserve	6,120	0	107,000	0	0	0	113,120	1748%	107,000
Debtenture Repayment	0	0	0	0	66,610	0	66,610	0	66,610 interest
Hydro/Sewer/Gas	85,000	0	0	3,200	0	(6,200)	82,000	-4%	(3,000)
Supplies and Maintenance	26,700	0	0	0	0	5,000	31,700	19%	5,000
Other Direct Costs	116,660	0	0	0	0	15,000	131,660	13%	15,000 Increase in cleaning services
Expenses Total	452,640	0	107,000	5,190	66,610	(4,260)	627,180	39%	174,540
The Link Total	222,580	0	107,000	5,190	66,610	(31,260)	370,120	66%	147,540
The ROC									
Revenues									
Misc Revenues	(456,300)	(32,500)	0	0	0	0	(488,800)	7%	(32,500) park
User Fees, Lease and Rental	(11,550)	6,550	0	0	0	7,500	2,500	-122%	(14,050) increase in discounts
Revenues Total	(467,850)	(25,950)	0	0	0	7,500	(486,300)	4%	(18,450)
Expenses									
Salaries and Benefits	700,520	0	0	(36,700)	0	0	663,820	-5%	(36,700) Reclassification of ROC Leadhand position
Staffing Other Direct Expenses	15,850	0	0	0	0	0	13,850	-13%	(2,000)
Contracted/Consulting Services	55,000	0	0	0	0	(950)	54,050	-2%	(950)
Contributions to Reserve	144,730	0	0	0	0	0	144,730	0%	0
Hydro/Sewer/Gas	165,360	0	0	0	0	0	165,360	0%	0
Supplies and Maintenance	94,770	0	3,000	0	0	0	97,770	3%	3,000
Other Direct Costs	123,500	0	0	0	0	0	123,500	0%	0
Expenses Total	831,380	(25,950)	3,000	(36,700)	0	(2,950)	1,263,080	-3%	(36,650)
The ROC Total	5,347,150	(70)	(11,300)	26,600	66,610	(62,030)	4,550	776,780	-7%
Grand Total									

Fire and Rescue Services

Georgina Fire and Rescue Services Department is a composite fire service and is responsible for the delivery of fire protection, ice/water rescue, technical rescue, prevention, public education and code enforcement. The department 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 and Sutton.

Fire and Rescue Services is based on three lines of defence:

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

Services provided by Fire and Rescue Services include:

- Emergency management
- Fire suppression
- Fire investigation
- Gas leak and spill responses
- Hazardous material responses
- Public hazard responses
- Fire alarm responses
- Ice/water rescue responses
- Medical aid responses
- Motor vehicle accident responses
- Mutual aid responses
- Public education
- Public service responses

2019 STATS

- 40 – Career firefighters
- 1 – Fire training officer
- 3 – Fire prevention staff
- 60 – Volunteer firefighters
- 2,368 – Number of calls responded to
- 332 – Fire prevention inspections

2019 Success Story

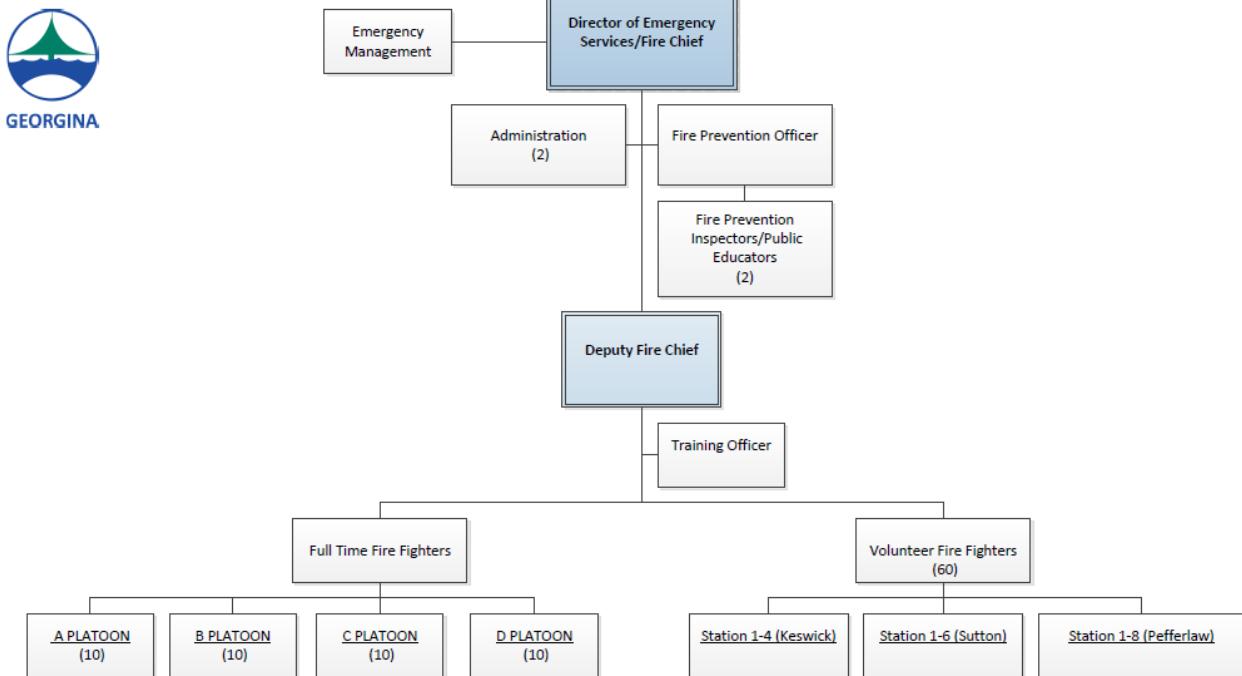
Building for the Future



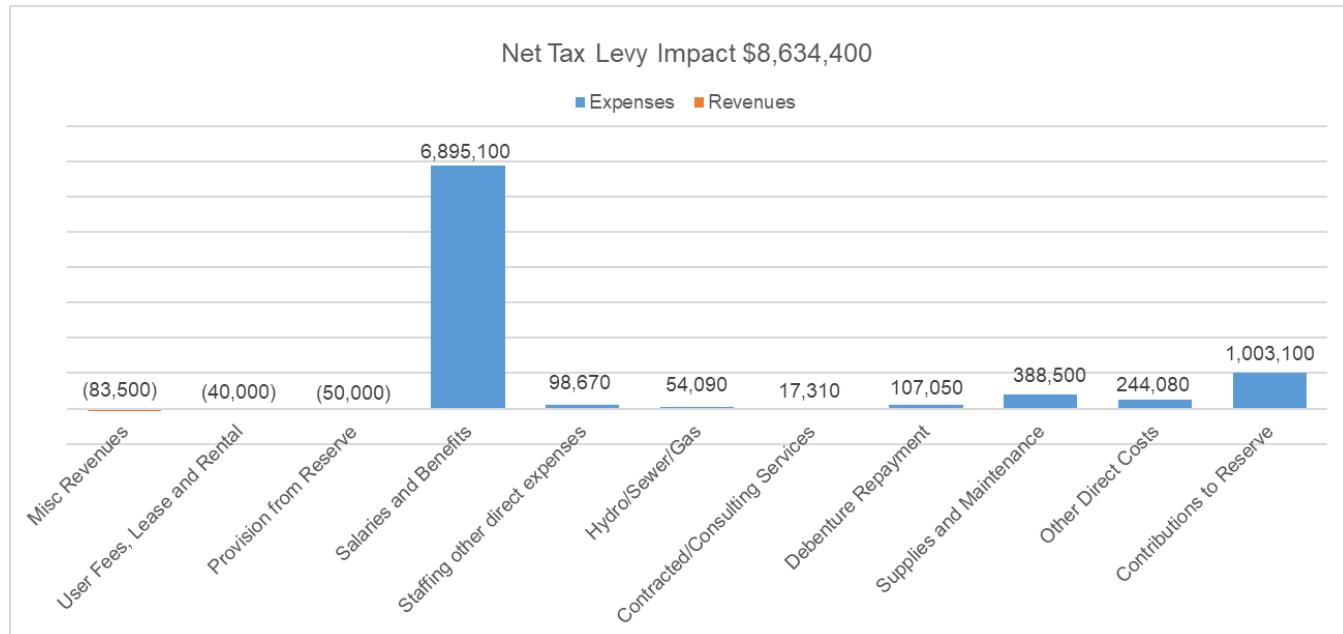
Georgina Fire and Rescue Services (GFRS) continues its strong partnership with the Chippewas of Georgina Island, First Nation. In the spring of 2019, a Fire Protection Agreement was entered into in order for GFRS to continue to provide effective emergency response assistance to incidents on Georgina, Fox and Snake Islands. The agreement also includes the contribution of \$150,000 from the Chippewas of Georgina Island towards the purchase of a fire rescue boat to enable suppression staff to further assist in protection and response on the water.

After a fair competitive bid process the contract was awarded to Connor Industries. Delivery is anticipated in December 2019.

Organizational Chart



2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Superior Shuttle Tanker Accreditation
- Update of our Town's Emergency Plan
- Purchase of Fire Rescue Boat to ensure the 52 kilometres of waterfront are protected
- Hiring and certification of 21 volunteer firefighters
- Platform apparatus in service

Major Operating Drivers

- Master Fire Plan recommendations and Fire Underwriters Survey
- Increase in population and traffic flow accessing Highway 404
- Large seasonal influx of visitors who enjoy our recreational opportunities
- National Fire Protection Association (NFPA) requirements for training volunteer and career suppression staff

Major Initiatives Planned for 2020

- Station 1-4 Signage and installation of outdoor emergency phones
- Continued certification of suppression and fire prevention staff
- Development of Community Risk Assessment Plan
- Replacement of Pumper 141
- Opening of Pefferlaw Fire Station 1-8 to ensure service levels for a growing community



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2020 OPERATING BUDGET

Fire and Rescue Services - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Firefighting Force										
Revenues										
Donations & Grants	0	0	0	0	0	0	0	0	0	0
Misc Revenues	(120,000)	0	0	0	0	0	36,500	(83,500)	-30%	36,500 48
Provision from Reserve	0	0	0	0	0	0	(50,000)	(50,000)	0	Draw from reserve to fund full complement of 60 volunteers. Refer to budget report
User Fees, Lease and Rental	0	0	0	0	0	0	(40,000)	(40,000)	0	Revenue from open air burning and motor vehicle accidents
Revenues Total	(120,000)						(53,500)	(173,500)	45%	(53,500)
Full compliment of 60 volunteers and increase 68,450 in overtime to reflect historical trends										
Expenses										
Salaries and Benefits	6,276,060	0	0	(31,550)	0	100,000	6,344,510	1%	68,450	in overtime to reflect historical trends
Staffing Other Direct Expenses	24,200	0	0	0	0	24,200	0	0%	0	0
Contributions to Reserve	264,000	139,200	125,000	0	0	0	528,200	100%	264,200	South Keswick fire station staffing plan and non-DC capital plan, refer to budget report
Supplies and Maintenance	109,010	0	0	4,170	0	1,250	114,430	5%	5,420	
Other Direct Costs	237,110	5,970	0	0	0	0	243,080	3%	5,970	
Expenses Total	6,910,380	145,170	125,000	(27,380)	0	101,250	7,254,420	5%	344,040	
Keswick Fire Hall							47,750	7,080,920	4%	290,540
Expenses										
Staffing Other Direct Expenses	5,440	0	0	0	0	0	560	6,000	10%	560
Hydro/Sewer/Gas	34,050	0	0	340	0	(3,000)	31,390	0	-8%	(2,660)
Supplies and Maintenance	20,590	0	0	0	0	0	20,590	0	0%	0
Expenses Total	60,080	0	0	340	0	(2,440)	57,980	-3%	(2,100)	(2,100)
Keswick Fire Hall Total										
Pefferlaw Fire Hall										
Expenses										
Staffing Other Direct Expenses	2,060	0	0	0	0	0	0	2,060	0%	0
Debtenture Repayment										
Hydro/Sewer/Gas	6,730	0	0	0	0	107,050	0	107,050	0%	107,050 interest for 6 months
Supplies and Maintenance	11,700	0	0	0	0	0	6,730	0	0%	0
Expenses Total	20,490	0	0	0	0	107,050	0	127,540	522%	107,050
Sutton Fire Hall										
Expenses										
Staffing Other Direct Expenses	3,510	0	0	0	0	0	0	3,510	0%	0
Hydro/Sewer/Gas	15,200	0	0	180	0	0	590	15,970	5%	770
Supplies and Maintenance	10,300	0	0	0	0	0	0	10,300	0%	0
Expenses Total	29,010	0	0	180	0	0	590	29,780	3%	770
Sutton Fire Hall Total										
Emergency Management										
Expenses										
Contracted/Consulting Services	16,800	0	0	0	0	0	510	17,310	3%	510
Supplies and Maintenance	1,880	0	0	0	0	0	0	1,880	0%	0
Other Direct Costs	1,000	0	0	0	0	0	0	1,000	0%	0
Expenses Total	19,680	0	0	0	0	0	510	20,190	3%	510
Fire Prevention										
Expenses										
Salaries and Benefits	397,100	0	0	990	0	0	398,090	0%	990	
Staffing Other Direct Expenses	5,500	0	0	0	0	0	5,500	0%	0	
Supplies and Maintenance	17,200	0	0	0	0	0	0	17,200	0%	0

2020 OPERATING BUDGET

Fire and Rescue Services - Budget Details



GEORGINA

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Expenses Total	419,800	0	0	990	0	0	420,790	0%	990	
Fire Prevention Total	419,800	0	0	990	0	0	420,790	0%	990	
Fleet										
Expenses										
Contributions to Reserve	474,900	0	0	0	0	0	474,900	0%	0	
Supplies and Maintenance	204,400	0	0	0	0	0	204,400	0%	0	
Expenses Total	679,300	0	0	0	0	0	679,300	0%	0	
Fleet Total	679,300	0	0	0	0	0	679,300	0%	0	
Training Officer										
Expenses										
Salaries and Benefits	151,130	0	0	1,370	0	0	152,500	1%	1,370	
Staffing Other Direct Expenses	57,400	0	0	0	0	0	57,400	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	0	8,000	0%	0	
Expenses Total	216,530	0	0	1,370	0	0	217,900	1%	1,370	
Training Officer Total	216,530	0	0	1,370	0	0	217,900	1%	1,370	
Grand Total	8,235,270	145,170	125,000	(24,510)	107,050	46,410	8,634,400	5%	399,130	

Development Services

The Development Services Department promotes well managed growth and economic development and tourism through strategic land-use planning activities. It processes various development applications; and 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.

2019 Success Story

Customer Service Hub

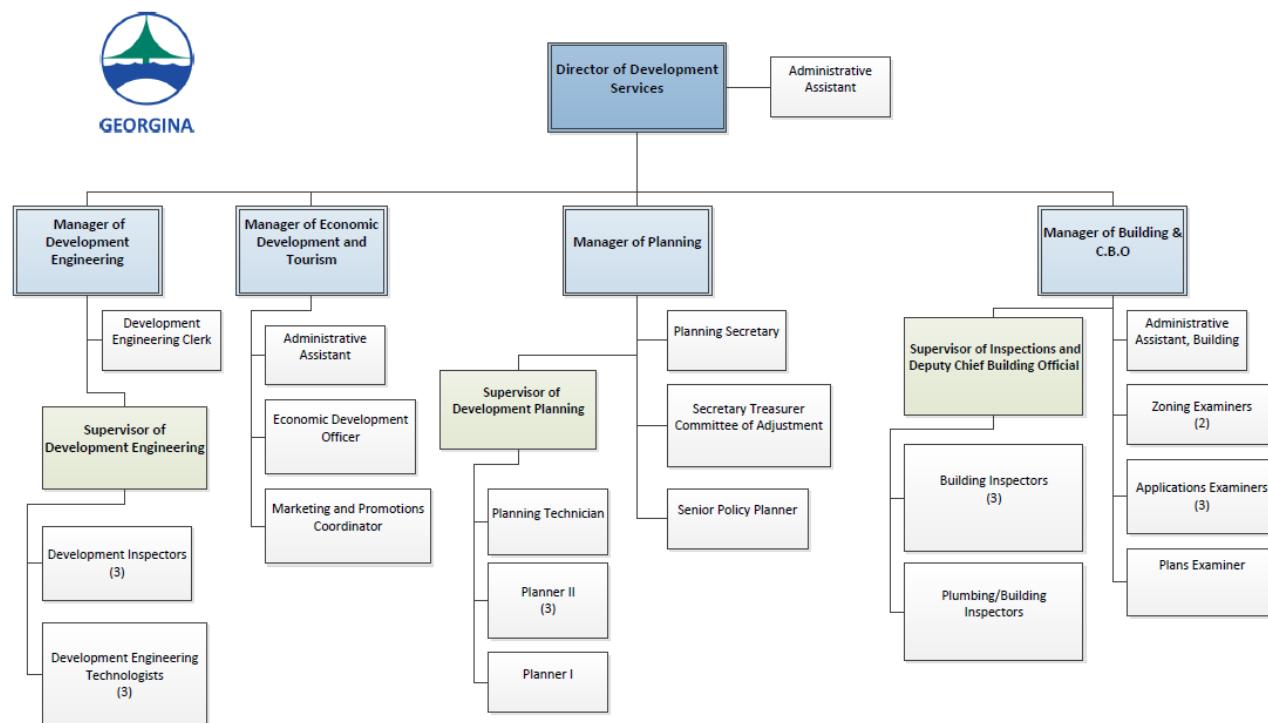


Over the past year, the Development Services Team has been working on a number of initiatives to enhance the customer service experience and improve the delivery of services, particularly those related to the development approval process. One of the biggest accomplishments this year was to relocate the Development Engineering Division to the third floor of the Civic Centre and combined it with certain planning functions to create a “one-stop-shop” approach to obtaining information, applications and permits related to the development approvals process. Customers can now apply for planning applications and related development approvals at the recently created 3rd floor customer service hub.

DEVELOPMENT SERVICES

The Planning Division has also introduced a Planner of the Day program that ensures a staff member is available each day to respond to planning inquiries with customers who visit in person. The Building Division created three online videos to help inform and educate the public on the building permit process. With the introduction of a Business Class program to assist people who are building industrial, office commercial and institutional space, the department remains committed to further enhancements including a detailed review and update of the Town's Site Plan approval process.

Organizational Chart



Divisions

- Building Division
- Development Engineering Division
- Economic Development and Tourism Development Division
- Planning Division

Major Operating Drivers

- Continue active participation in the review and update of the York Region Official Plan
- Continue compliance with all legislative requirements under the Ontario Building Code, Bill 108, the Planning Act, the Municipal Act, and other related regulations, by-laws and administrative policies
- Monitor and assess customer service delivery initiatives through the new Planning and Development Engineering Service Hub
- Continue to building the awareness of Georgina as a place to invest

Major Initiatives Planned for 2020

- Completion of the Keswick Secondary Plan Review and Update
- Update the Building Division Fee By-law
- Participate in the development of a Broadband Strategy to leverage investment in YorkNet's backbone infrastructure
- Complete Sanitary Sewage Master Plan and sanitary system capacity assessment model



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2020 OPERATING BUDGET

Development Services - Department Administration - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Expenses										
Salaries and Benefits	275,660	0	0	3,030	0	(1,500)	277,190	1%	1,530	
Staffing Other Direct Expenses	4,800	0	0	60	0	0	4,860	1%	60	
Other Direct Costs	800	100	0	0	0	0	900	13%	100	
Expenses Total	281,260	100	0	3,090	0	(1,500)	282,950	1%	1,690	
Administration Total	281,260	100	0	3,090	0	(1,500)	282,950	1%	1,690	
Grand Total	281,260	100	0	3,090	0	(1,500)	282,950	1%	1,690	

Development Services – Planning Division

The Planning Division is responsible for assisting Council and members of the public in matters related to land-use planning, which affects almost every aspect of life in the Town. It helps determine 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. The division provides a variety of services for the corporation, residents and businesses such as developing and applying planning policy directives that impact the Town, assessing and making recommendations to Council and the Committee of Adjustment related to development applications, and providing assistance to the public and the development industry on planning-related issues, processing of development applications and the planning legislative process.

Services provided by the Planning Division include:

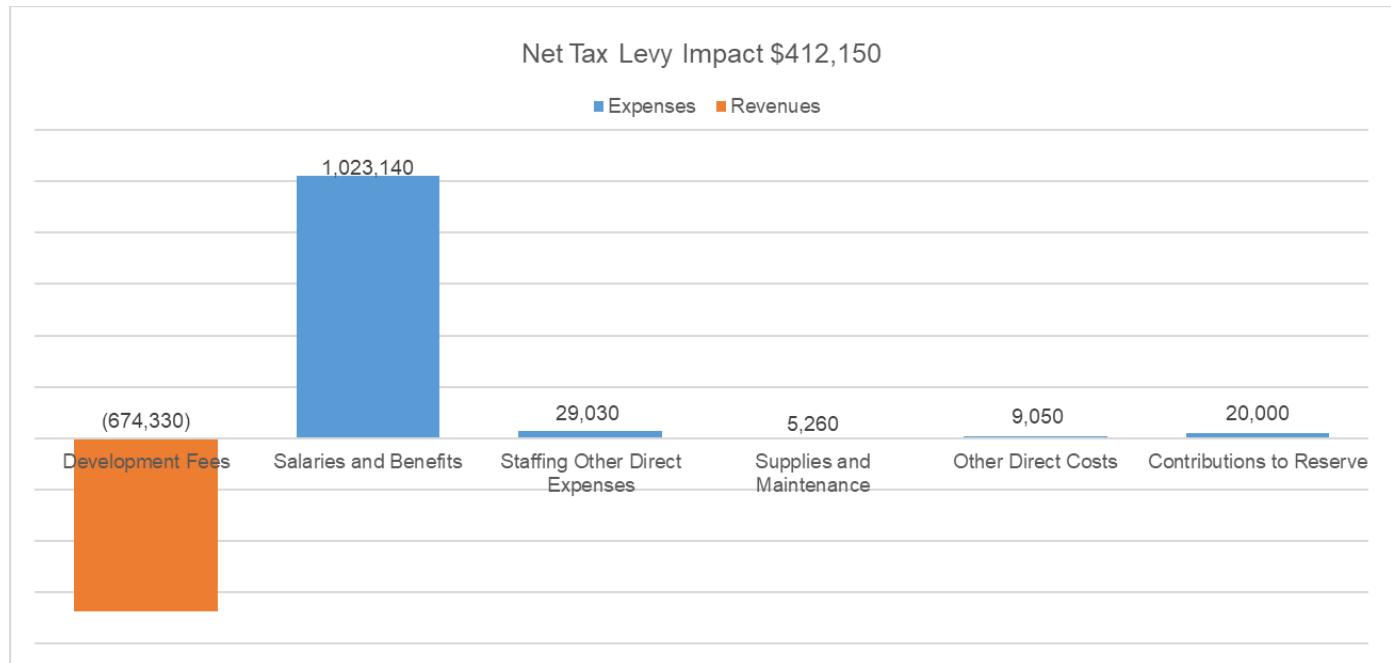
- Implement, review and update the Official Plan and Secondary Plans for the Town.
- Implement the Town's Municipal Addressing and Municipal Street Naming processes.
- Liaise with advisory committees including the Georgina Environmental Advisory Committee, the Georgina Agricultural Advisory Committee, the Georgina Heritage Committee, and the Lake Drive Shoreline Jurisdiction Ad-hoc Committee.
- Process and review a variety of *Planning Act* applications, including the Official Plan, zoning, subdivision, condominium, parking lot control, site-plan approval, consent and minor variance applications.
- Review and respond to legislative changes and provincial and regional land-use policy directives that impact the Town.

Jan – Oct 2019

New dwelling units:
219 – Draft plan of subdivision units approved
16 – New residential lots by consent

Applications submitted:
5 Subdivision
12 Zoning
41 Consent
30 Minor Variance

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Zoning By-law No. 500 Update – consolidation of Zoning By-law Amendments approved since 2013 and posting of same on Town webpage
- January – August → 36 staff reports on minor variance and severance applications were considered by the Committee of Adjustment, and 46 reports were considered by Council on a variety of development applications and other planning-related matters
- General reports to Council:
 - Development Applications Status Reports – January and September
 - Georgina Housing Strategy
 - Cannabis – Interim Control By-law and Production Facilities Analysis
 - Urban Hens – initiation of public consultation process, and provide options and recommendations on possible permissions

Key Projects for 2020

- Completion of the Keswick Secondary Plan Review and Update
- Completion of Cannabis Analysis and adoption of Official Plan Policies and Zoning Standards
- Completion of Urban Hens project and, if supported, amendments to Animal Licensing By-law



2020 OPERATING BUDGET

Development Services - Planning - Budget Details



GEORGINA

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Development Fees	(362,600)	(151,230)	0	0	0	0	(513,830)	42%	(151,230)	Increase in revenues due to revised growth estimates and fee by-law
 Revenues Total	(362,600)	(151,230)	0	0	0	0	(513,830)	42%	(151,230)	
Expenses										
Salaries and Benefits	921,210	0	0	10,400	0	0	931,610	1%	10,400	Salary step increases
Staffing Other Direct Expenses	21,680	0	0	0	0	(1,400)	20,280	-6%	(1,400)	
Contributions to Reserve	20,000	0	0	0	0	0	20,000	0%	0	
Supplies and Maintenance	6,660	0	0	0	0	(2,000)	4,660	-30%	(2,000)	
Other Direct Costs	4,300	0	0	0	0	0	750	5,050	750	
Expenses Total	973,850	0	0	10,400	0	(2,650)	981,600	1%	7,750	
Administration Total	611,250	(151,230)	0	10,400	0	(2,650)	467,770	-23%	(143,480)	
Agricultural Advisory Committee										
Revenues										
Salaries and Benefits	2,240	0	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expenses	200	0	0	0	0	0	200	0%	0	
Other Direct Costs	1,500	0	0	0	0	0	1,500	0%	0	
Expenses Total	3,940	0	0	0	0	0	3,940	0%	0	
Agricultural Advisory Committee Total	3,940	0	0	0	0	0	3,940	0%	0	
Committee of Adjustment										
Revenues										
Development Fees	(134,500)	0	0	0	0	(26,000)	(160,500)	0	(26,000)	Increase in revenues due to revised growth estimates and fee by-law
 Revenues Total	(134,500)	0	0	0	0	(26,000)	(160,500)	19%	(26,000)	
Expenses										
Salaries and Benefits	89,230	0	0	720	0	(2,900)	87,050	-2%	(2,180)	
Staffing Other Direct Expenses	12,050	0	0	0	0	(4,200)	7,850	-35%	(4,200)	
Supplies and Maintenance	600	0	0	0	0	0	600	0%	0	
Other Direct Costs	500	0	0	0	0	0	500	0%	0	
Expenses Total	102,380	0	0	720	0	(7,100)	96,000	-6%	(6,380)	
Committee of Adjustment Total	(32,120)	0	0	720	0	(33,100)	(64,500)	101%	(32,380)	
Environmental Advisory Committee										
Revenues										
Development Fees	2,240	0	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expenses	700	0	0	0	0	0	700	0%	0	
Other Direct Costs	2,000	0	0	0	0	0	2,000	0%	0	
Expenses Total	4,940	0	0	0	0	0	4,940	0%	0	
Environmental Advisory Committee Total	588,010	(151,230)	0	11,120	0	(35,750)	412,150	-30%	(175,860)	
Grand Total										

Development Services – Development Engineering Division

The Development Engineering Division is responsible for the review and approval of engineering and infrastructure design and construction related to new development, as well as the administration of the Town's Site Alteration By-law. It 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, developers and makes recommendations to Council and Committees of Council. It also administers the Site Alteration By-law, for any filling, dumping, extracting or removing of soil ensuring that no damage or other problems arise as a result of issues pertaining to drainage, and to ensure that groundwater and the environment are protected from contamination.

Services provided by the Development Engineering Division include:

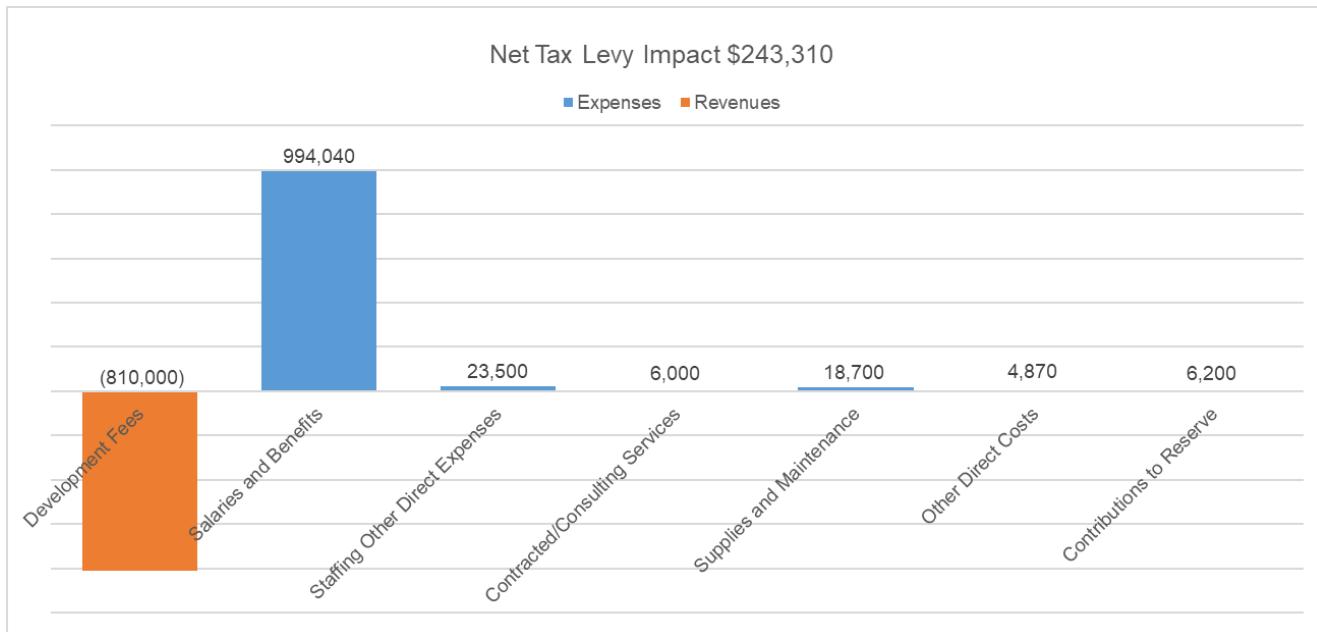
- Construction inspection
- Plan of subdivision/condominium
- Site-alteration permits
- Site-plan approval

3.9 kilometres – New roads and underground infrastructure

\$2.1 million – New infrastructure

160 – New site-alteration permits

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Collaborated with developers to replace the Wexford Booster Station with the new Connell Booster Station that addresses new development needs and existing water pressure concerns
- Completed the missing link of the Queensway South multi-use trail
- Reviewed and updated the Site Plan Control By-law and Process Review
- Processed numerous minor and major site plan applications
- Implemented transfer of review program to fast-track Ministry of Environment approvals
- Reviewed and approved infrastructure for numerous subdivisions, condominiums and site plans

Key Projects for 2020

- Archive engineering plans and drawings
- Implement Sanitary Sewage Master Plan and Model
- Explore e-permitting for site-alteration permits
- Review and update the Town Engineering Design Criteria
- Identify and plan key capital projects to update the development charges by-law



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2020 OPERATING BUDGET

Development Services - Development Engineering - Budget Details



GEORGINA

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Development Fees	(920,000)	110,000	0	0	0	0	(810,000)	-12%	110,000	Decrease in revenues due to revised timing
User Fees, Lease and Rental	0	0	0	0	0	0	0	0	0	0
Revenues Total	(920,000)	110,000	0	0	0	0	(810,000)	-12%	110,000	
Expenses										
Salaries and Benefits	962,190	0	0	37,450	0	(5,600)	994,040	3%	31,850	Salary step increases
Staffing Other Direct Expenses	23,500	0	0	0	0	0	23,500	0%	0	
Contracted/Consulting Services	6,000	0	0	0	0	0	6,000	0%	0	
Supplies and Maintenance	9,000	0	0	0	0	0	9,000	0%	0	
Other Direct Costs	3,500	0	0	0	0	(1,500)	2,000	-43%	(1,500)	
Expenses Total	1,004,190	0	0	37,450	0	(7,100)	1,034,540	3%	30,350	
Administration Total	84,190	110,000	0	37,450	0	(7,100)	224,540	167%	140,350	
Fleet										
Expenses										
Contributions to Reserve	6,200	0	0	0	0	0	6,200	0%	0	
Supplies and Maintenance	10,500	0	0	0	(800)	9,700	-8%	(800)	0	
Other Direct Costs	2,870	0	0	0	0	0	2,870	0%	0	
Expenses Total	19,570	0	0	0	0	(800)	18,770	-4%	(800)	
Fleet Total	19,570	0	0	0	0	(800)	18,770	-4%	(800)	
Grand Total	103,760	110,000	0	37,450	0	(7,900)	243,310	134%	139,550	

Development Services – Building Division

The Building Division works to guide and direct residents and builders through the building permit process. This includes assisting with construction, renovation and demolition permit applications for projects including houses, commercial and industrial buildings, as well as pool enclosures. It is also responsible for the enforcement of the Ontario Building Code and the administration and enforcement of the Council-approved Building By-law, Zoning By-law and Pool Enclosure By-law.

Services provided by the Building Division include:

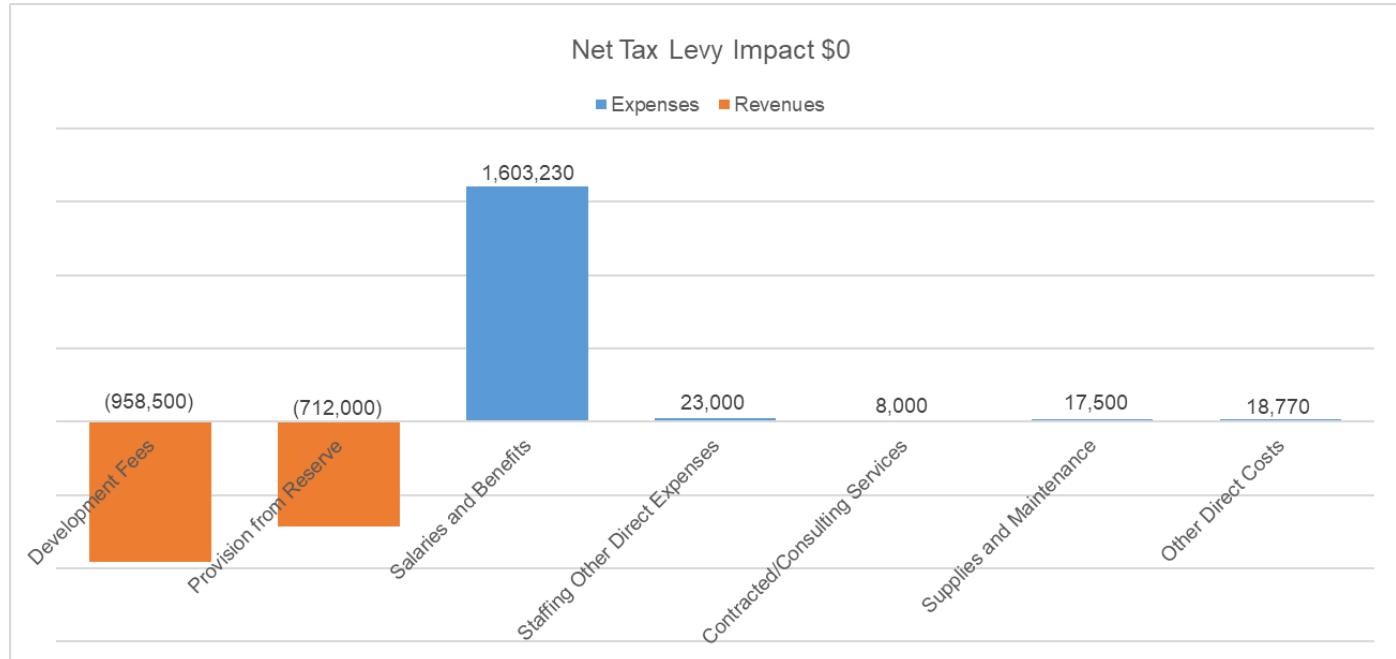
- Construction and demolition permit applications and inspections
- Inspections related to the Backflow and Cross Connection Control By-law
- Investigations relating to illegal construction and demolition
- Pool enclosure permit applications and inspections

\$60.4 million – Construction value of building permits issued (January through September)

3,480 – Building permit inspections completed (January through September)

419 – Number of building permits issued (January through September)

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Inspected 246 properties subject to the Septic Maintenance Inspection Program to minimize risk to the waters of Lake Simcoe. Worked with owners to resolve four septic systems that do not meet minimum maintenance standards.
- Developed three self-help YouTube videos aimed to assist homeowners and permit applicants in various permit processes.

Key Projects for 2020

- Complete a service delivery fees study and update fees related to Division services.
- Develop additional step-by-step instructional/guidance videos related to permit application and inspection processes.
- Inspect the construction of new homes in three large subdivision projects including:
 - Hedge Road Landing development (Jackson's Point/Sutton)
 - Simcoe Landing – Phase 9 subdivision (south Keswick)
 - Treasure Hill subdivisions (north Keswick)



GEORGINA

2020 OPERATING BUDGET

Development Services - Building - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Development Fees	(1,456,500)	0	0	0	0	0	498,000	(958,500)	-34%	498,000 Reduction based on trend analysis
Provision from Reserve	(174,680)	0	0	0	0	0	(537,320)	(712,000)	308%	(537,320) Increased to offset loss in revenue
Revenues Total	(1,631,180)	0	0	0	0	0	(39,320)	(1,670,500)	2%	(39,320)
Expenses										
Salaries and Benefits	1,555,490	0	0	47,740	0	0	1,603,230	0	3%	47,740 Salary step increases
Staffing Other Direct Expenses	23,000	0	0	0	0	0	23,000	0	0%	0
Contracted/Consulting Services	13,500	0	0	(2,000)	0	0	(3,500)	8,000	-41%	(5,500)
Supplies and Maintenance	7,500	0	0	0	0	0	(2,000)	5,500	-27%	(2,000)
Other Direct Costs	14,500	0	0	0	0	0	(1,000)	13,500	-7%	(1,000)
Expenses Total	1,613,990	0	0	45,740	0	0	(6,500)	1,653,230	2%	39,240
Administration Total	(17,190)	0	0	45,740	0	(45,820)	(17,270)	0%	(80)	
Fleet										
Expenses										
Supplies and Maintenance	12,000	0	0	0	0	0	12,000	0	0%	0
Other Direct Costs	5,190	0	0	0	0	0	80	5,270	2%	80
Expenses Total	17,190	0	0	0	0	0	80	17,270	0%	80
Fleet Total	17,190	0	0	0	0	0	80	17,270	0%	80
Grand Total	0	0	0	45,740	0	(45,740)	0			

Development Services – Economic Development and Tourism Division

The Economic Development and Tourism Division is dedicated to pursuing local economic growth and prosperity. The division, together with the corporation, is setting the foundation for the next wave of growth by strengthening relationships with community organizations and agencies and helping to build capacity within the existing business community. The division is committed to providing clients with the assistance they need to navigate the Town's development application approval processes and advising them of the resources available to support local business development. Currently, staff is working with the owners of the Keswick Business Park to increase opportunity for investment from the industrial, commercial and institutional sectors. By working with the regional tourism organization (Central Counties Tourism), the division is able to leverage additional advertising and marketing to help ensure that local festival and event organizers are able to attract new audiences from outside Georgina.

Services provided by the Economic Development and Tourism Division include:

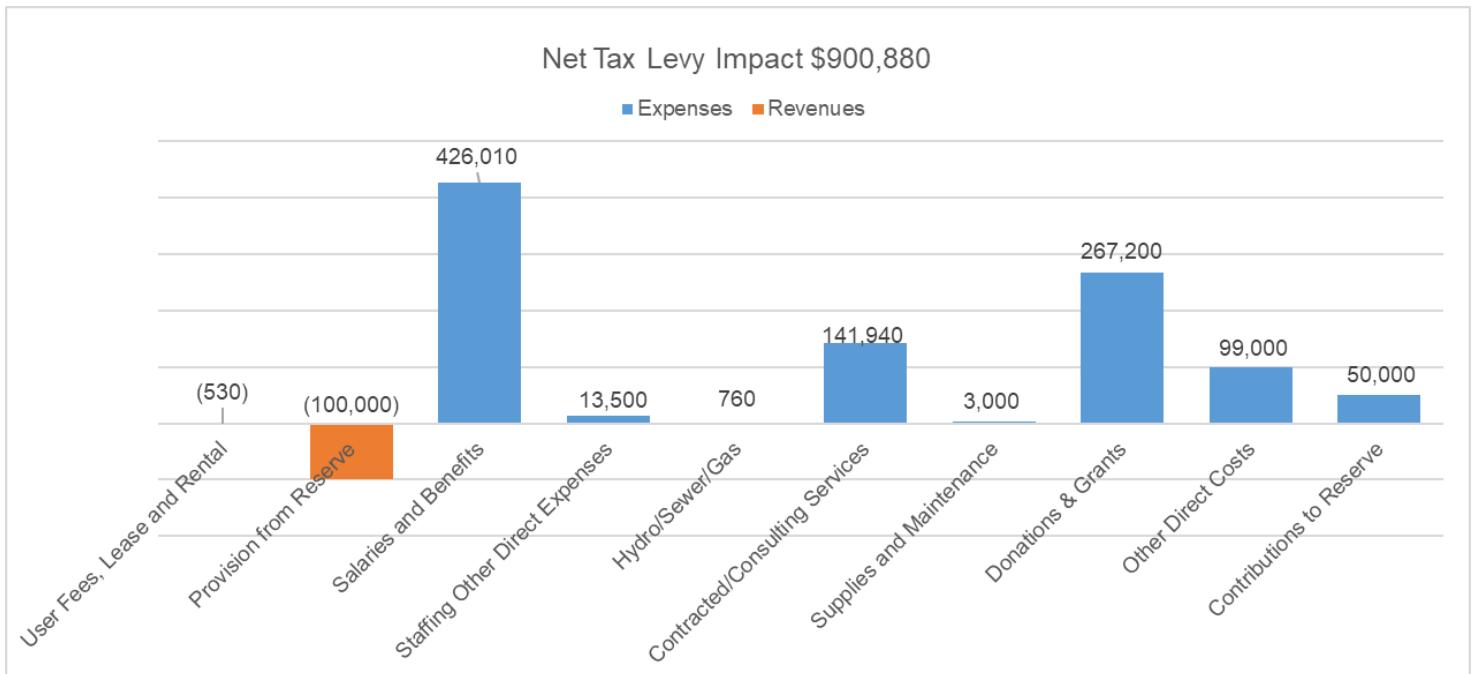
\$45,000 – Grants provided to support local festivals and events

\$30,000 – received from Ontario's Digital Main Street Program to provide workshops and one-on-one digital training for businesses within the Business Improvement Areas

- Offers Community Improvement Plan Grant Program to support façade, heritage, accessibility and landscape enhancements in Business Improvement Areas (BIA's).
- Encourages development with the Development Application Fee Rebate Program.
- Provides Economic Development and Community Betterment Grants for local festival/event organizers.
- Provides support for expansion plans and schedules one-on-one business consultations, if required.
- Supports investors wanting to locate in Georgina, including assistance with site selection and maintains an online registry of properties that are currently for sale.
- Provides support and assistance to the BIA's with respect to marketing efforts, events and beautification projects.
- Promotes investment and tourism opportunities through online and traditional marketing initiatives.
- Offers Ribbon Cutting Program in partnership with the Chamber of Commerce.
- Hosts workshops and training programs to support local businesses and workforce developments.
- Referrals to community agencies that provide training, funding and business services.



2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Launched phase two of the Business Class Program to expedite development approvals for those businesses that create major employment and increase the non-residential tax base.
- Assisted five businesses with the Development Application Fee Rebate Program, introduced in 2018, totaling \$47,822 in rebate fees.
- Continued efforts, alongside development engineering staff, to work on streamlining the site-plan approval process.
- \$2 million announced for broadband infrastructure in Georgina and Georgina Island.
- Hosted second annual Field to Table event, which saw an increase in participants, event goers and engagement.
- Supported 18 community events, sponsoring \$45,000 in 2019, through the Economic Development and Community Betterment Grant.
- Increased division awareness through new social presence (launched a Facebook page and increased LinkedIn content) and targeted paid ads online.
- Creation of a Draft Marketing Strategy.



DEVELOPMENT SERVICES – ECONOMIC DEVELOPMENT AND TOURISM DIVISION

- Installed new tourism signage to connect tourists with the local business communities, and boost the impact of tourism and replacement of additional community signage.
- Continued support of the agri-tourism sector in order to increase capacity and encourage growth.

Key Projects for 2020

- Implement a formalized Business Visitation Program
- Support the development of additional tourism product development in the shoulder season
- Enhance collection of tourism data through campaigns, event surveys and local collaborations to better determine economic impact of tourism
- Create and implement internal lead tracking and follow-up process
- Implement 2020-21 marketing plan strategies to expand division/support awareness, increase new business startups, increase tourism impact and strengthen Georgina's brand.



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2020 OPERATING BUDGET

Development Services - Economic Development - Budget Details

		2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration											
Revenues											
User Fees, Lease and Rental	(100)	0	0	0	0	0	50	(50)	-50%	50	
Revenues Total	(100)	0	0	0	0	0	50	(50)	-50%	50	
Expenses											
Salaries and Benefits	431,500	0	0	(14,490)	0	0	417,010	0	(14,490)	Job evaluations	
Staffing Other Direct Expenses	13,500	0	0	0	0	0	13,500	0	0%	0	
Contributions to Reserve	50,000	0	0	0	0	0	50,000	0	0%	0	
Supplies and Maintenance	3,000	0	0	0	0	0	3,000	0	0%	0	
Other Direct Costs	93,500	0	(1,500)	0	0	0	92,000	0	-2%	(1,500)	
Expenses Total	591,500	0	(1,500)	(14,490)	0	0	575,510	0	-3%	(15,990)	
Administration Total	591,400	0	(1,500)	(14,490)	0	0	575,460	-3%	(15,940)		
Economic Development Committee											
Revenues											
Salaries and Benefits	4,500	0	0	0	0	0	4,500	0	0%	0	
Other Direct Costs	5,500	0	0	0	0	0	5,500	0	0%	0	
Expenses Total	10,000	0	0	0	0	0	10,000	0	0%	0	
Economic Development Committee Total	10,000	0	0	0	0	0	10,000	0	0%	0	
Georgina Chamber of Commerce											
Revenues											
User Fees, Lease and Rental	0	0	(480)	0	0	0	0	(480)	(480)	(480)	
Revenues Total	0	0	(480)	0	0	0	0	(480)	(480)	(480)	
Expenses											
Contracted/Consulting Services	84,940	0	0	0	0	0	84,940	0	0%	0	
Hydro/Sewer/Gas	2,760	0	0	0	0	0	760	0	-72%	(2,000)	
Expenses Total	87,700	0	0	(480)	0	0	85,700	0	-2%	(2,000)	
Georgia Chamber of Commerce Total	87,700	0	(480)	0	0	0	85,220	0	-3%	(2,480)	
Georgina Trades Training Inc											
Revenues											
Provision from Reserve	(50,000)	0	0	0	0	0	50,000	0	-100%	50,000	Reversal of one-time GTTI grant
Revenues Total	(50,000)	0	0	0	0	0	50,000	0	-100%	50,000	
Expenses											
Donations & Grants	100,000	0	0	0	0	0	(50,000)	50,000	-50%	(50,000)	Reversal of one-time GTTI grant
Expenses Total	100,000	0	0	0	0	0	(50,000)	50,000	0%	0	
Georgia Trades Training Inc Total	50,000	0	0	0	0	0	50,000	0	0%	0	
Grants and Sponsorships											
Revenues											
Provision from Reserve	(100,000)	0	0	0	0	0	(100,000)	0	0%	0	
Revenues Total	(100,000)	0	0	0	0	0	(100,000)	0	0%	0	
Expenses											
Donations & Grants	209,200	0	0	0	0	0	8,000	217,200	4%	8,000	Georgia Farmers Market Grant
Expenses Total	209,200	0	0	0	0	0	8,000	217,200	4%	8,000	
Grants and Sponsorships Total	109,200	0	0	0	0	0	8,000	117,200	7%	8,000	
Streetscaping											
Expenses											
Contracted/Consulting Services	22,000	0	20,000	0	0	0	15,000	57,000	155%	35,000	NI-DS-1 \$20K Winter Banner Program; \$15K transferred from O&I for seasonal decorations.
Expenses Total	22,000	0	20,000	0	0	0	15,000	57,000	155%	35,000	
Streetways Committee											
Expenses											
Salaries and Benefits	4,500	0	0	0	0	0	4,500	0	0%	0	
Other Direct Costs	1,500	0	0	0	0	0	1,500	0	0%	0	



GEORGINA

2020 OPERATING BUDGET

Development Services - Economic Development - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Expenses Total	6,000	0	0	0	0	0	6,000	0%	0	0
Waterways Committee Total	6,000	0	0	0	0	0	6,000	0%	0	0
Grand Total	8,763,300	0	18,020	(14,490)	0	0	21,050	900,880	3%	24,580

Human Resources

The Human Resources Department provides professional human resources services and supports the strategic direction and operational needs of the organization. It also provides leadership and consultation in the development of its people and the fostering of service excellence.

Services provided by the Human Resources Department include:

- Benefit administration
- Compensation management
- Disability management
- Employee and labour relations
- Equitable and inclusive employee recruitment practices
- Learning and development
- Payroll support
- Health, safety and wellness initiatives

22 – Staff trained in Project Management Essentials

126 – Job postings (as at September 1, 2019)



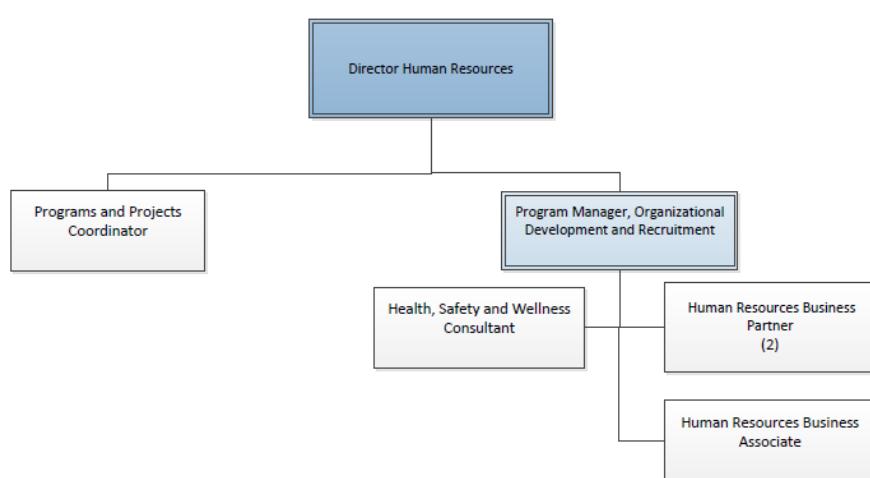
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2019 Success Story Project Management Essentials

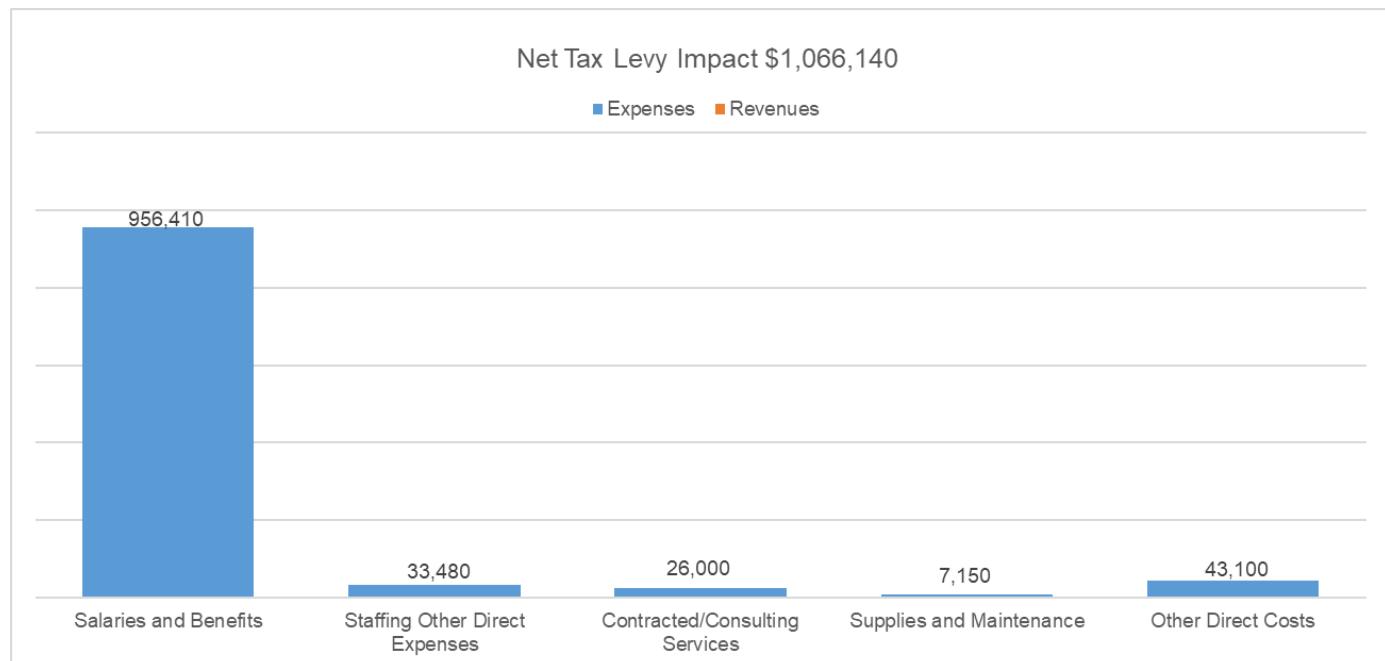


The Town of Georgina's Learning and Development Programs are dedicated to advancing the understanding and quality of leadership throughout the municipality. Learning and development is an essential business investment that enables the Town to grow its employees' knowledge and skills. The investment allows the Town to achieve its maximum best for organizational and service excellence. A new Project Management Essentials program was rolled out to staff this year. The program was coordinated by Learning and Development, and was offered to staff and N6 partners. In the spring, 30 participants completed the five-day Project Management Essentials course, 10 from Georgina and 20 from the N6 partners. In the fall, another 26 participants will complete the Project Management Essentials for Construction, with 12 participants from Georgina. Two more cohorts will be running in the fall following a similar format. To take these courses externally costs \$4,200 per participant. By offering them in house and filling additional seats with N6 participants, we were able to offer the courses at \$700 per participant for the full five-day program. Twenty-two Georgina staff have been trained for \$15,400. The cost to send these staff externally would have been \$92,400.

Organizational Chart



2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- To continue to foster employee engagement within the workforce, a new Recognition Program is set to launch in 2019. This program will focus on employee accomplishments and promote peer to peer recognition. The program will also allow employees to self-select their service recognition gifts for the 2019 Service Recognition Ceremony.
- Corporate Values Sessions – 8 sessions were held to review and define the Town of Georgina corporate values.
- N6 Annual HR Symposium-Inclusivity and Diversity Sept. 20, 2019
- In 2019 negotiations are underway for CUPE 905.03, CUPE Library and for the Georgina Fire Service
- Health, Safety and Wellness – new Automated External Defibrillators (AED's) have been installed at Town locations. The cost to replace the expired AED's came in at \$5,000 under budget.
- Leadership Development for high potential staff – York Leads 201 Pilot
- A Human Resources Department staff reorganization that focuses on the business partner model and stronger relationships with departments

Major Operating Drivers

- Recruitment
- Labour Relations
- Legislative changes
- HR Policies updates and revisions
- Employee compensation and benefits
- Increased corporate learning and leadership development due to growth in organization

Major Initiatives Planned for 2020

- Enhanced Corporate Learning Program for all staff
- Corporate Recognition Program full roll out for all employees
- Implementation of Human Resources Information System (BambooHR)
- Non-union market review; Canadian Union of Public Employees (CUPE) labour market review
- Update HR policies

2020 OPERATING BUDGET

Human Resources - Budget Details



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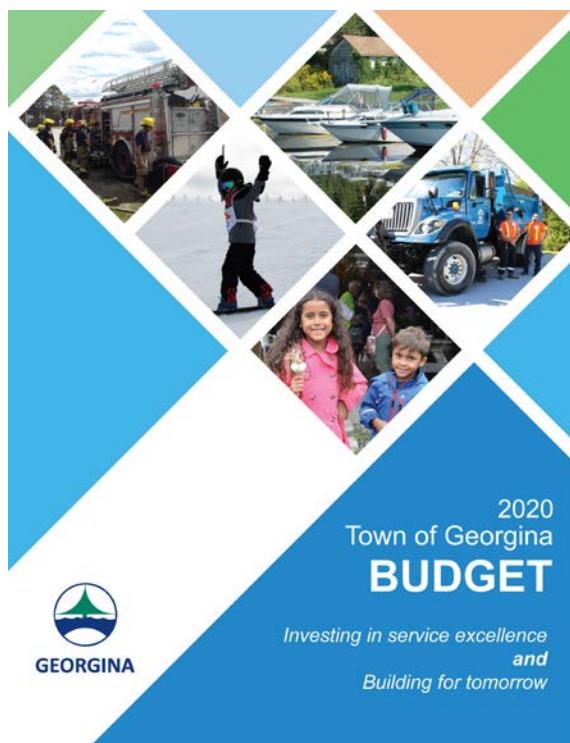
	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Expenses										
Salaries and Benefits	923,140	0	0	42,900	0	(27,330)	938,710	0	0	15,570 services from water/wastewater
Staffing Other Direct Expenses	17,080	0	0	0	0	0	17,080	0	0	0
Contracted/Consulting Services	11,500	0	0	0	0	0	11,500	0	0	0
Supplies and Maintenance	5,000	0	0	0	0	0	5,000	0	0	0
Other Direct Costs	2,400	0	0	0	0	0	2,400	0	0	0
Expenses Total	959,120	0	0	42,900	0	(27,330)	974,690	0	0	15,570
Administration Total	959,120	0	0	42,900	0	(27,330)	974,690	0	15,570	
Corporate										
Expenses										
Salaries and Benefits	9,400	0	0	0	0	0	9,400	0	0	0
Staffing Other Direct Expenses	6,000	0	0	0	0	0	6,000	0	0	0
Other Direct Costs	39,700	0	1,000	0	0	0	40,700	0	0	1,000
Expenses Total	55,100	0	1,000	0	0	0	56,100	0	0	1,000
Corporate Total	55,100	0	1,000	0	0	0	56,100	0	1,000	
Health and Safety										
Expenses										
Salaries and Benefits	8,300	0	0	0	0	0	8,300	0	0	0
Staffing Other Direct Expenses	10,800	0	0	0	0	0	(400)	10,400	(0)	(400)
Contracted/Consulting Services	14,500	0	0	0	0	0	14,500	0	0	0
Supplies and Maintenance	2,310	0	0	0	0	0	(160)	2,150	(0)	(160)
Other Direct Costs	35,910	0	0	0	0	0	(560)	35,350	(0)	(560)
Expenses Total	35,910	0	0	0	0	0	(560)	35,350	(0)	(560)
Health and Safety Total	1,050,130	0	1,000	42,900	0	(27,330)	1,066,140	0	16,010	

Corporate Services

The Corporate Services Department is responsible for a variety of corporate and financial services. This includes the development, coordination, implementation and maintenance of broad and complex organization-wide services, projects, policies and procedures to ensure all legislative requirements are met at the highest standard. The Department is also responsible for corporate customer service and information technology. The Director of Corporate Services is the appointed Town Treasurer and has a number of statutory responsibilities in accordance with the *Municipal Act*. The department is responsible for creating, implementing, and enforcing internal controls and policies that will safeguard the Town's financial assets.

2019 Success Story

New and improved 2020 Budget Book and public engagement

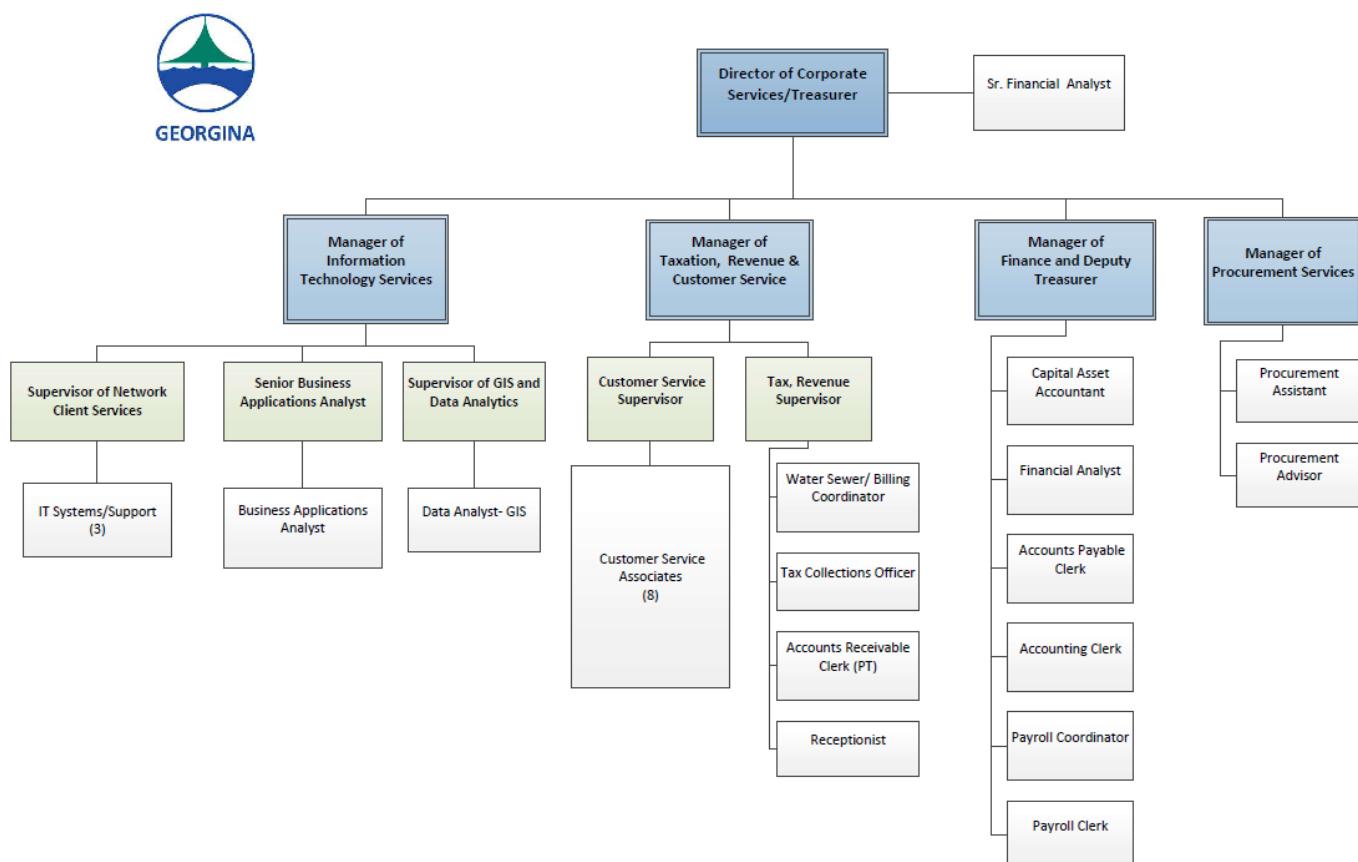


"Your Budget, Your Say" is a motto the Town stands by as staff continuously strive to empower the public in determining how the Town's funds are being invested in the community. Every year, staff are continually improving the budget process and its presentation to ensure a budget is produced that is

CORPORATE SERVICES

fiscally responsible, sustainable and transparent. Public input and transparency are essential aspects of a municipal budget. The new and improved 2020 Budget format reflects this as the Town has significantly extended its outreach to residents to obtain public input and through the new operating summaries that provide more relevant and easily understood information. The goal of the updated format is to ensure the Town's budget captures public input and is presented in a way that provides clear and concise information that is relevant and easily understood by anyone who is interested in understanding the services, projects and finances of the Town of Georgina.

Organizational Chart



Divisions

- Finance Division
- Information Technology Services Division
- Procurement Services Division
- Taxation, Revenue and Customer Service Division

Major Operating Drivers

- Growth related pressures
- Inflationary pressures – cost of living adjustments
- Keeping up with information technology advancements
- Legislative pressures
- Rising interest rates for debt repayments

Major Initiatives Planned for 2020

- Continued Implementation of IT Strategic Plan
- Community Benefit Charge Background Study and By-Law
- Continuation of the Long-term Financial Strategy
- Assist in implementing an Electronic Content Management solution
- Update Water Financial Plan and Water and Wastewater rate study
- Begin Development Charge Update





GEORGINA

2020 OPERATING BUDGET

Corporate Services - Department Administration - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(760,000)	0	0	0	0	0	0	(760,000)	0%	0
Revenues Total	(760,000)	0	0	0	0	0	0	(760,000)	0%	0
Expenses										
Salaries and Benefits	251,560	0	3,000	87,110	0	0	341,690	36%	90,110	Annualized salary of Sr Financial Analyst.
Staffing Other Direct Expenses	9,400	2,000	0	1,000	0	(150)	12,250	30%	2,850	
Supplies and Maintenance	1,500	0	0	0	0	0	1,500	0%	0	
Other Direct Costs	1,100	0	0	0	0	0	1,100	0%	0	
Expenses Total	263,560	2,000	3,000	88,110	0	(150)	356,540	35%	92,960	
Administration Total	(496,420)	2,000	3,000	88,110	0	(150)	(403,460)	-19%	92,960	
Grand Total	(496,420)	2,000	3,000	88,110	0	(150)	(403,460)	-19%	92,960	

Corporate Services – Finance Division

The Finance division is responsible for coordinating and analyzing financial transactions, which include payroll, accounts payable, banking and revenues. In addition, the division facilitates and analyzes the annual budget, the annual audit engagement and provides support to all divisions in regards to financial analysis. It also creates the year-end financials in accordance with Canadian Public Sector Accounting Board standards and creates, implements and enforces internal controls and policies that safeguard the Town's financial assets.

Services provided by the Finance Division include:

- Accounts payable
- Corporate banking agreements
- Financial and accounting consultation
- Financial reporting
- Payroll
- Preparation of financial statements

\$8.4million – Net contribution to reserves

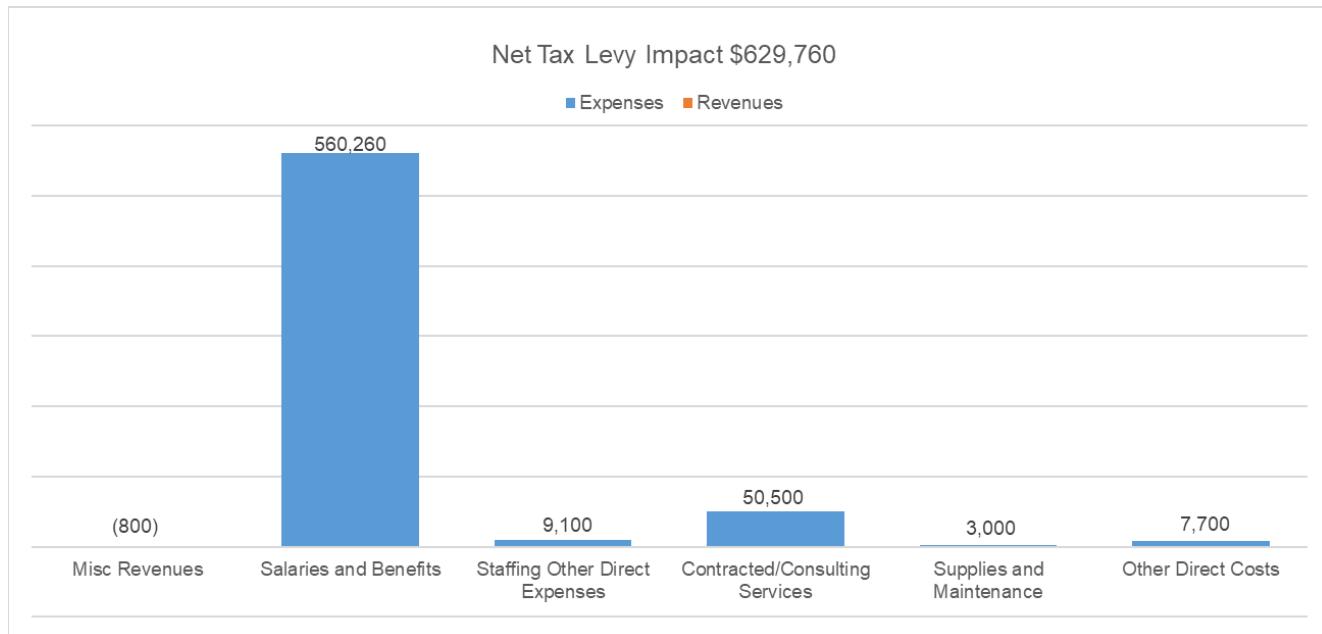
32,500 – Number of invoices processed

13,000 – Number of timesheets processed



GEORGINA

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- 2019 Budget with a property tax increase of 3.6 per cent to improve service levels, improve long-term sustainability and address community needs
- Rolled out automated timesheet program for payroll processing
- Trained more than 100 employees on the new electronic timesheet program
- Updated internal personnel policies

Key Projects for 2020

- Continue to automate employee timesheets for payroll processing
- Continue to automate purchasing card processing
- Continue to implement the Long-term Financial Strategy
- Electronic fund transfer payments for Accounts Payable



GEORGINA

2020 OPERATING BUDGET

Corporate Services - Finance - Budget Details



GEORGINA

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(800)	0	0	0	0	0	(800)	0%	0	
Revenues Total	(800)	0	0	0	0	0	(800)	0%	0	
Expenses										
Salaries and Benefits	568,480	0	0	6,780	0	(15,000)	560,260	-1%	(8,220)	Decrease in payroll overtime due to moving to electronic timesheets
Staffing Other/Direct Expenses	9,900	0	0	500	0	(1,300)	9,100	-8%	(800)	
Contracted/Consulting Services	50,000	0	0	500	0	0	50,500	1%	500	
Supplies and Maintenance	3,000	0	0	0	0	0	3,000	0%	0	
Other Direct Costs	7,700	0	0	0	0	0	7,700	0%	0	
Expenses Total	639,080	0	0	7,780	0	(16,300)	630,560	-1%	(8,520)	
Administration Total	638,280	0	0	7,780	0	(16,300)	629,760	-1%	(8,520)	
Grand Total	638,280	0	0	7,780	0	(16,300)	629,760	-1%	(8,520)	

Corporate Services – 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.

25 – Inter-connected local area networks

Connectivity between 50 municipal facilities

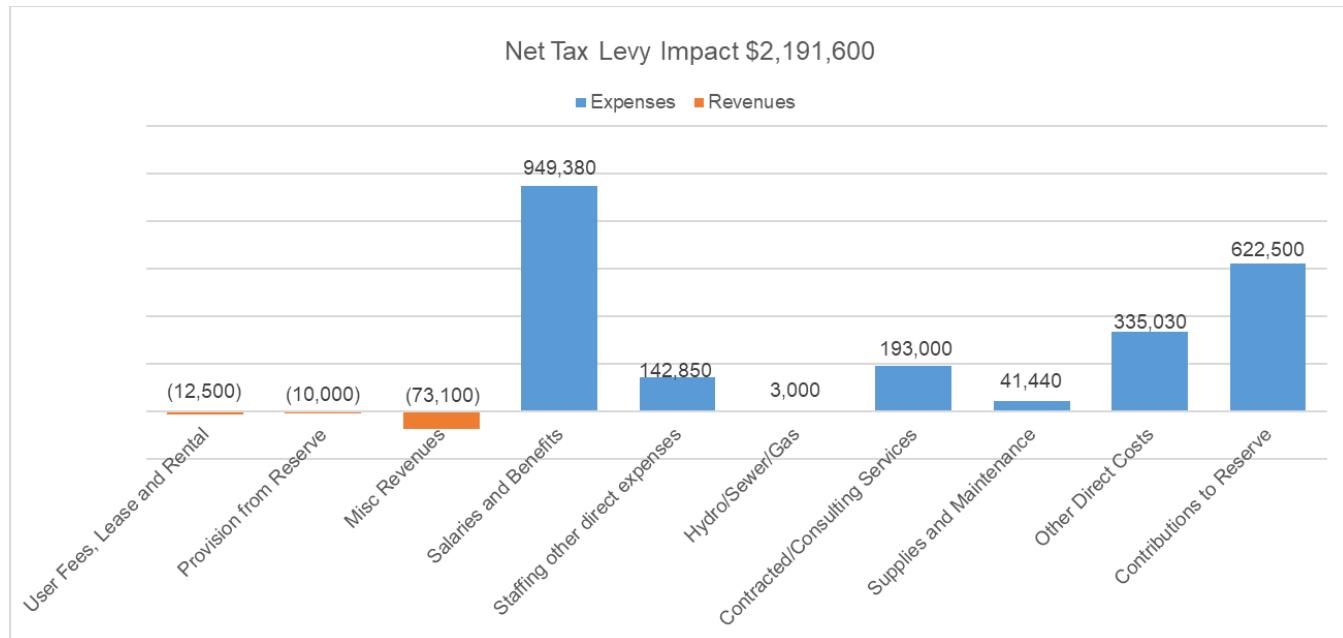
Supporting 450 users, 350 email accounts, 250 telephone sets, 215 cellular devices

Services provided by the ITS Division include:

- Implementing, integrating and streamlining business processes and providing project management support
- Maintaining business continuity
- Maintaining corporate ICT infrastructure such as local area networks (LANs), virtual private networks (VPNs), broadband and SCADA
- Implementing and supporting the enterprise geographical information system (GIS)
- Providing internet access and hosting of email services
- Supporting corporate websites
- Supporting incremental technological innovation and continual process improvement throughout the organization
- Supporting information management efforts throughout the organization
- Supporting the development of creative technology solutions that encourage positive organizational change



2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Network infrastructure and client workstation refresh
- Corporate IT Services Strategic Plan continued implementation
- Enterprise Geographic Information System (GIS) data integration with asset management
- Geocortex web-based mapping applications rollout
- YorkInfo GIS continued partnership
- YorkNet continued participation

Key Projects for 2020

- Implementing the corporate IT Services Strategic Plan
- Assisting with the implementation of a Enterprise Content Management (ECM) solution
- Continue to improve the user experience on the Town of Georgina website for residents, visitors and businesses
- Improve wireless broadband and corporate information communications technology infrastructure





GEORGINA

2020 OPERATING BUDGET

Corporate Services - Information Technology - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Provision from Reserve	(15,000)	0	0	0	0	0	5,000	(10,000)	-33%	5,000
Revenues Total	(15,000)	0	0	0	0	0	5,000	(10,000)	-33%	5,000
Expenses										SR-CS-1 GIS Analyst, SR-CS-2 Business Applications Analyst
Salaries and Benefits	724,450	142,350	47,450	39,130	0	(4,000)	949,380	31%	224,930	
Staffing Other Direct Expenses	22,300	500	500	0	0	0	23,300	4%	1,000	
Contracted/Consulting Services	79,000	0	0	0	0	0	79,000	0%	0	
Contributions to Reserve	571,500	0	0	0	0	0	31,000	602,500	5%	Increased contribution to Computer Hardware reserve for Library equipment
Supplies and Maintenance	13,440	0	0	0	0	0	0	13,440	0%	0
Other Direct Costs	24,000	0	0	0	0	0	27,000	1,691,620	0%	256,930
Expenses Total	1,434,690	142,850	47,950	39,130	0	0	32,000	1,681,620	18%	261,930
Broadband Service										
Revenues										
Misc Revenues	(52,100)	0	0	0	0	0	(21,000)	(73,100)	40%	(21,000)
Revenues Total	(52,100)	0	0	0	0	0	(21,000)	(73,100)	40%	(21,000)
Expenses										
Contracted/Consulting Services	60,000	0	0	0	0	0	33,000	93,000	55%	33,000
Contributions to Reserve	20,000	0	0	0	0	0	20,000	0%	0	
Hydro/Sewer/Gas	3,000	0	0	0	0	0	3,000	0%	0	
Supplies and Maintenance	25,500	0	0	0	0	0	2,500	28,000	10%	2,500
Other Direct Costs	11,380	0	0	0	0	0	500	11,880	4%	500
Expenses Total	119,880	0	0	0	0	0	36,000	155,880	30%	36,000
Broadband Service Total	67,750	0	0	0	0	0	15,000	82,750	22%	15,000
Corporate										
Revenues										
User Fees, Lease and Rental	(11,000)	0	0	0	0	0	(1,500)	(12,500)	14%	(1,500)
Revenues Total	(11,000)	0	0	0	0	0	(1,500)	(12,500)	14%	(1,500)
Expenses										
Staffing Other Direct Expenses	134,550	0	0	0	0	0	(15,000)	119,550	-11%	(15,000)
Other Direct Costs	216,920	0	0	0	0	0	0	216,920	0%	0
Expenses Total	351,470	0	0	0	0	0	(15,000)	336,470	-4%	(15,000)
Corporate Total	340,470	0	0	0	0	0	(16,500)	323,970	-5%	(16,500)
Geographic Information Systems										
Expenses										
Contracted/Consulting Services	21,000	0	0	0	0	0	0	21,000	0%	0
Other Direct Costs	82,230	0	0	0	0	0	0	82,230	0%	0
Expenses Total	103,230	0	0	0	0	0	0	103,230	0%	0
Geographic Information Systems Total	103,230	0	0	0	0	0	0	103,230	0%	0
Grand Total	1,931,170	142,850	47,950	39,130	0	0	30,500	2,191,600	13%	260,430

Corporate Services – 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 provided by the Procurement Services Division include:

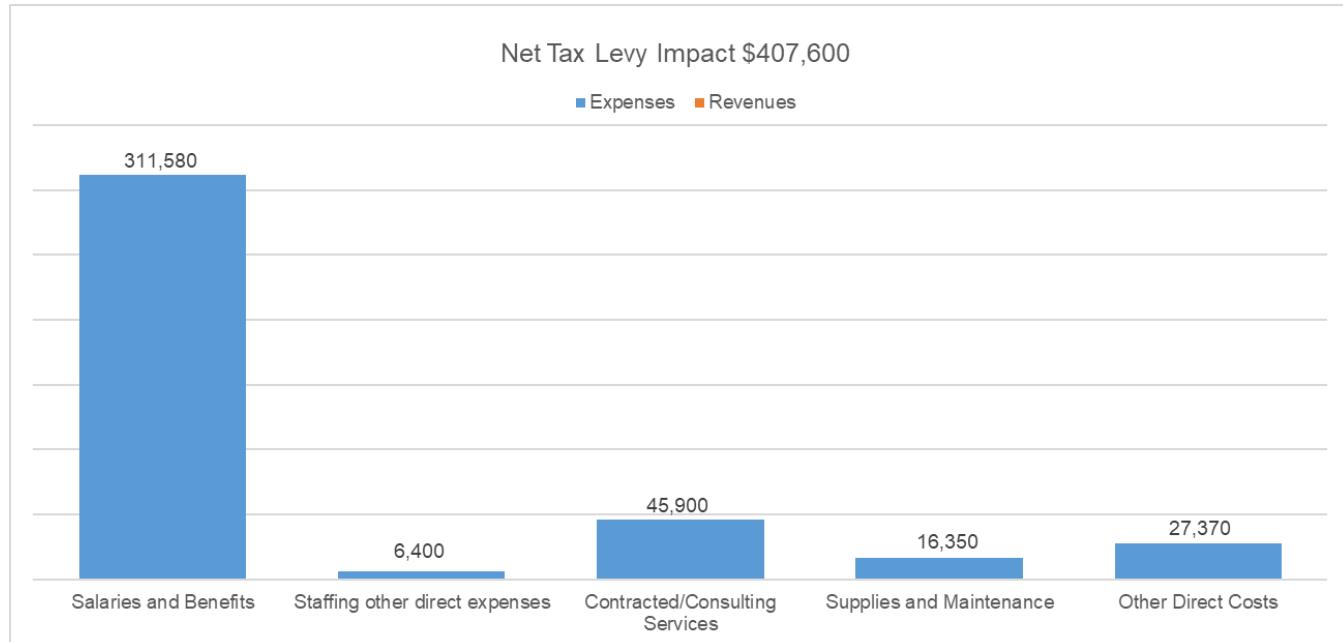
- Contractor relationship management services
- Development of procurement policies and procedures
- Execution of acquisitions for approved projects
- Facilitation of the sale of surplus assets
- Procurement advisory services to all Town employees

95 – Projects completed in 2019

\$19.3 million – Dollar value of projects completed

\$143,000 – Asset recovery value

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Asset recovery value of \$143,000 – disposal of surplus assets
- Bids and Tenders E-Bidding – full implemented online e-bidding including online RFP evaluation
- Digital Bonds Implementation – evolution of large requests for tenders (RFT's) to receive digital bonding
- Acquisition of Aerial Apparatus with Platform fire truck
- Acquisition of Fire Rescue boat
- 2 year road resurfacing tender and other road rehabilitation projects
- Replacement Civic Centre tendering for Project Management, Architect and related support services and trades for site preparation
- Multi-Use Recreation Complex tendering for Project Management, Architect and related support services and trades for site preparation
- Multi-Function Photocopier RFP for all Town sites, which resulted in cost savings of \$241,750 over five years.

Key Projects for 2020

- Contractor Performance Module – Preparation and Testing – enable Town employees to conduct performance evaluations for Contractors working on projects within the Town
- Contractor Performance Policy and Procedures – create a contractor performance program
- Assist divisions with the procurement of over 100 large capital and operating projects throughout 2020





GEORGINA

2020 OPERATING BUDGET

Corporate Services - Procurement - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	0	0	0	0	0	0	0	0	0	0
Revenues Total	0	0	0	0	0	0	0	0	0	0
Expenses										
Salaries and Benefits	308,690	0	0	2,890	0	0	(500)	311,580	1%	2,890
Staffing Other Direct Expenses	6,900	0	0	0	0	0	(500)	6,400	-7%	(500)
Contracted/Consulting Services	7,250	0	0	0	0	0	(3,750)	3,500	-52%	(3,750)
Supplies and Maintenance	3,520	0	0	0	0	0	(1,670)	1,860	-47%	(1,670)
Other Direct Costs	800	0	0	0	0	0	(300)	500	-38%	(300)
Expenses Total	327,160	0	0	2,890	0	0	(6,220)	323,830	-1%	(3,330)
Administration Total	327,160	0	0	2,890	0	0	(6,220)	323,830	-1%	(3,330)
Corporate Expenses										
Contracted/Consulting Services	78,000	0	0	0	0	(35,600)	42,400	-46%	(35,600)	Cost savings on new multi-functional printers
Supplies and Maintenance	21,000	0	0	0	0	(6,500)	14,500	-31%	(6,500)	
Other Direct Costs	42,500	0	0	0	0	(15,630)	26,870	-37%	(15,630)	Cost savings on new multi-functional printers
Expenses Total	141,500	0	0	0	0	(57,730)	83,770	-41%	(57,730)	
Corporate Total	141,500	0	0	0	0	(57,730)	83,770	-41%	(57,730)	
Grand Total	468,660	0	0	2,890	0	(63,950)	407,660	-13%	(61,060)	

Corporate Services – Taxation, Revenue and Customer Service Division

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

3,497 – Service requests completed

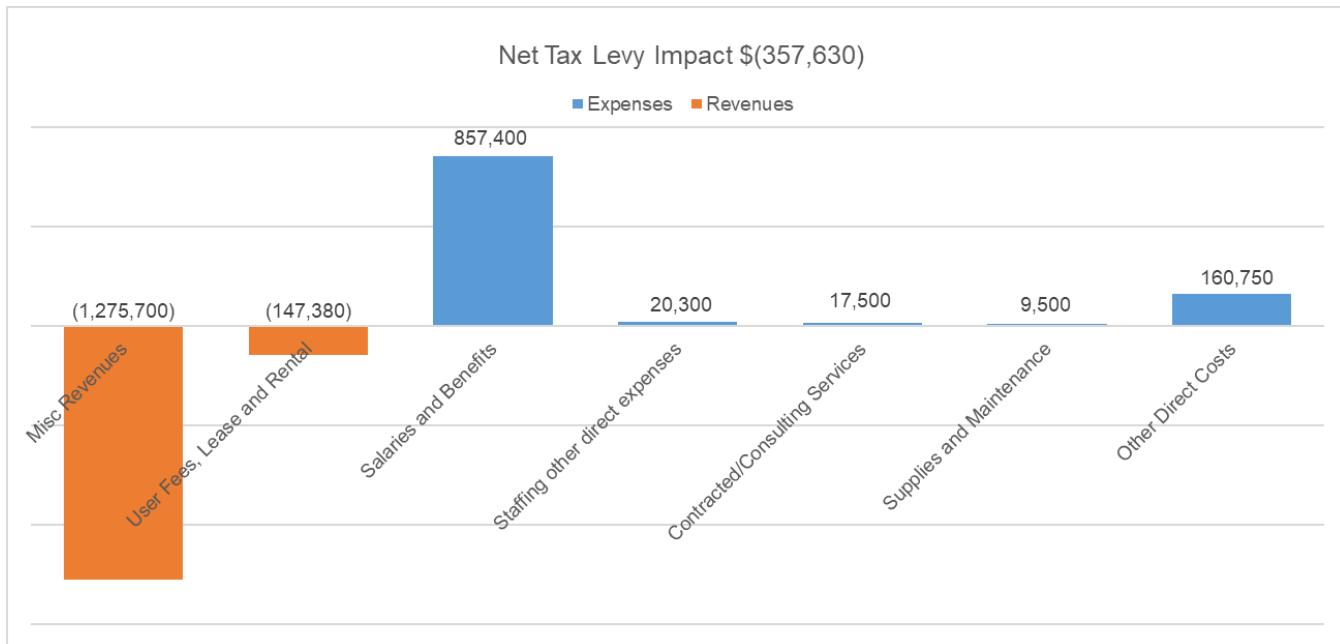
38,800 – Tax bills produced (interim and final)

60,000 – Water bills produced

Services provided by the Taxation, Revenue and Customer Service Division include:

- Accounts receivable
- Corporate customer service
- Program registration and facility bookings
- Property taxes
- Water bills

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Continuation of the water meter change out project, changing out 250 water meters in Keswick
- Developed a Customer Service Strategy
- Developed a Customer Service Survey to be used as a key component of the Customer Service Strategy
- Fit gap analysis for Customer Service Relationship Management software

Key projects for 2020

- Continuation of the Water Meter Change out program
- Implement Customer Service Strategy
- Creation of a Pre-Authorized payment plan for Water billing.



GEORGINA

2020 OPERATING BUDGET

Corporate Services - Tax, Revenue, Customer Service - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(1,260,950)	(12,500)	0	0	0	(2,250)	(1,275,700)	1%	(14,750)	
User Fees, Lease and Rental	(71,880)	0	(80,000)	0	0	12,000	(139,880)	95%	(68,000)	Ni-CS-1 Mortgage Company Account
Revenues Total	(1,332,830)	(12,500)	(80,000)	0	0	9,750	(1,415,580)	6%	(82,750)	Administrative Fees
Expenses										
Salaries and Benefits	855,070	0	0	28,060	0	(25,730)	857,400	0%	2,330	Salary step increases. Water/WW reallocations
Staffing Other Direct Expenses	19,800	500	0	0	0	0	20,300	3%	500	
Contracted/Consulting Services	17,500	0	0	0	0	0	17,500	0%	0	
Supplies and Maintenance	9,500	0	0	0	0	0	9,500	0%	0	
Other Direct Costs	126,250	5,000	0	0	0	22,000	153,250	21%	27,000	Increase in cash delivery expenditures
Expenses Total	1,028,120	5,500	0	28,060	0	(3,730)	1,057,950	3%	29,830	
Registered Properties										
Revenues										
Misc Revenues	0	0	0	0	0	0	0	0	0	
User Fees, Lease and Rental	(7,500)	0	0	0	0	0	(7,500)	0%	0	
Revenues Total	(7,500)	0	0	0	0	0	(7,500)	0%	0	
Expenses										
Contributions to Reserve	0	0	0	0	0	0	0	0	0	
Other Direct Costs	7,500	0	0	0	0	0	7,500	0%	0	
Expenses Total	7,500	0	0	0	0	0	7,500	0%	0	
Registered Properties Total	0	0	0	0	0	0	0	0	0	
Grand Total	(304,710)	(7,000)	(80,000)	28,060	0	6,020	(357,630)	17%	(52,920)	

Deputy Chief Administrative Officer

The Deputy Chief Administrative Office (DCAO) supports the CAO and senior management in the implementation of Council direction and initiatives on corporate-wide matters with a focus on issues management. As the Town grows and evolves, there are emerging issues that will need to be addressed and resolved. The DCAO will work to prioritize these issues and provide support to the organization as it continues to innovate, improve and meet its corporate and community service goals.

2019 Success Story

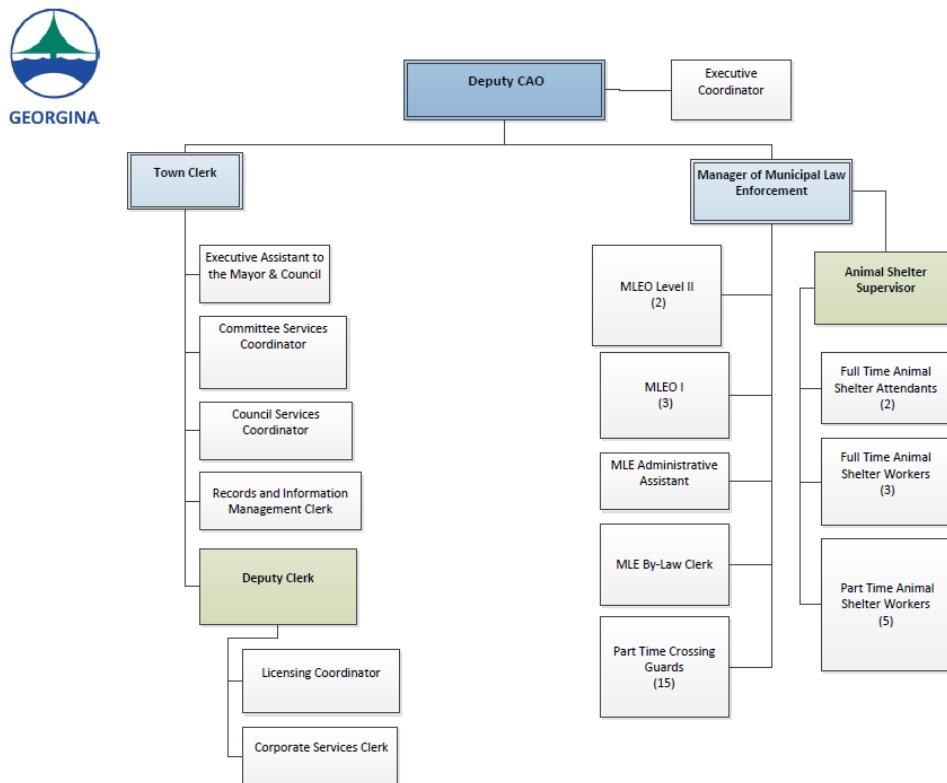
Licensing Regulations of Short-Term Rental Accommodations (STRA)



Georgina Council passed a Licensing by-law regulating short-term rental accommodations (STRA) within the town. The by-law includes amendments to the Official Plan, Secondary Plans, and a zoning by-law amendment. The main issues with STRA have been related to disruptive renters and negligent hosts. The regulatory framework encompasses provisions to address these areas of concern, while avoiding placing undue burden on non-disruptive renters and attentive hosts.

The by-law will come into effect January 2020, and staff will begin working on a communications campaign to generate awareness.

Organizational chart



Divisions

- Clerks Division
- Municipal Law Enforcement Services Division

Major Operating Drivers

- Growth of the community and requests for information
- Issues management and emerging issues
- Legislative changes
- Weekly Council schedule

Major Initiatives Planned for 2020

- Records Management review
- Development of Administrative Monetary Penalties





GEORGINA

2020 OPERATING BUDGET

Deputy CAO - Department Administration - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Expenses										
Salaries and Benefits	324,470	0	0	210	0	0	324,680	0%	210	
Staffing Other Direct Expenses	8,100	0	0	0	0	0	8,100	0%	0	
Contracted/Consulting Services	250,000	0	0	0	0	(250,000)	0	-100%	(250,000)	Legal fees reallocated from DCAO to CAO
Supplies and Maintenance	1,500	0	0	0	0	0	1,500	0%	0	
Other Direct Costs	1,100	0	0	0	0	0	1,100	0%	0	
Expenses Total	585,170	0	0	210	0	(250,000)	335,380	-43%	(249,790)	
Administration Total	585,170	0	0	210	0	(250,000)	335,380	-43%	(249,790)	
Grand Total	585,170	0	0	210	0	(250,000)	335,380	-43%	(249,790)	

Office of the Deputy CAO – Municipal Law Enforcement Services Division

The Municipal Law Enforcement Services Division is responsible for a variety of legislative, corporate 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 the animal shelter and patrol services serving Georgina and three other York Region municipalities.

Services provided by the Municipal Law Enforcement Services Division include:

- Animal Services
- Enforcement of various regulatory by-laws
- School crossing guards
- Parking enforcement
- Property standards and zoning enforcement
- Sign permits

233 – Animals went home

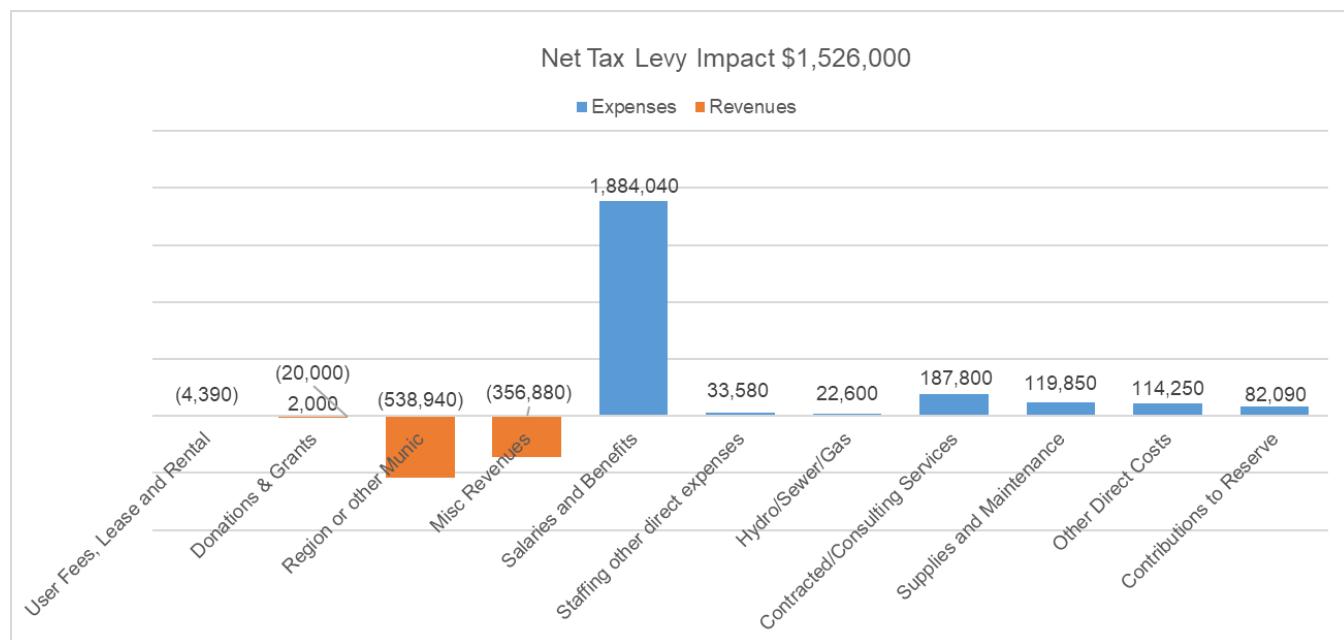
6000 – Parking infractions issued

110 – Pet adoptions

2300 – Service requests



2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Implementation of Parking Ticket Management System and mobile ticketing
- Expanded Animal Service partnership within N6
- Extended hours and increased service levels in response to Short-term Rental Accommodations
- Acquisition of new vehicle fleet

Key Projects for 2020

- Comprehensive Sign By-law review
- Municipal Law Enforcement review of staffing/hours
- Use of technology to enhance service levels for improved response



GEORGINA



GEORGINA

2020 OPERATING BUDGET

Office of the Deputy CAO - Municipal Law Enforcement - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(214,250)	0	(5,000)	0		0	(5,000)	(224,250)	5%	(10,000) Increase in revenues
Revenues Total	(214,250)	0	(5,000)	0		0	(5,000)	(224,250)	5%	(10,000)
Expenses										
Salaries and Benefits	796,380	0	22,400	(17,150)		0	0	801,630	1%	5,250 NI-DCAO-1 Summer Enforcement Overtime
Staffing Other Direct Expenses	13,530	0	0	0		0	0	13,530	0%	0
Contracted/Consulting Services	5,000	0	0	0		0	0	5,000	0%	0
Contributions to Reserve	34,400	0	0	0		0	0	34,400	0%	0
Supplies and Maintenance	25,000	0	0	0		0	0	25,000	0%	0
Other Direct Costs	23,300	0	0	0		0	0	23,300	0%	0
Expenses Total	897,610	0	22,400	(17,150)		0	0	902,860	1%	5,250
Administration Total	683,360	0	17,400	(17,150)		0	(5,000)	678,610	-1%	(4,750)
Animal Control										
Revenues										
Misc Revenues	(70,000)	0	0	0		0	0	(70,000)	0%	0
Revenues Total	(70,000)	0	0	0		0	0	(70,000)	0%	0
Expenses										
Staffing Other Direct Expenses	0	0	0	0		0	0	0	0%	0
Contracted/Consulting Services	153,800	0	0	0		0	0	153,800	0%	0
Other Direct Costs	4,000	0	0	0		0	0	4,000	0%	0
Expenses Total	157,800	0	0	0		0	0	157,800	0%	0
Animal Control Total	87,800	0	0	0		0	0	87,800	0%	0
Animal Shelter										
Revenues										
User Fees, Lease and Rental	(4,390)	0	0	0		0	0	(4,390)	0%	0
Donations & Grants	(20,000)	0	0	0		0	0	(20,000)	0%	0
Misc Revenues	(61,250)	0	0	0		0	0	(54,250)	-11%	7,000
Region or other Munic	(538,940)	0	0	0		0	0	(538,940)	0%	0
Revenues Total	(624,580)	0	0	0		0	0	(617,580)	-1%	7,000
Expenses										
Salaries and Benefits	687,150	0	0	5,800		0	0	692,950	1%	5,800
Staffing Other Direct Expenses	18,670	0	0	0		0	0	18,670	0%	0
Contracted/Consulting Services	15,000	0	0	0		0	0	15,000	0%	0
Contributions to Reserve	52,680	0	0	0		0	0	(5,000)	47,680	-9%
Hydro/Sewer/Gas	22,600	0	0	0		0	0	22,600	0%	0
Supplies and Maintenance	86,050	0	0	0		0	0	5,000	91,050	6%
Other Direct Costs	86,350	0	0	0		0	0	86,350	0%	0
Expenses Total	968,510	0	0	5,800		0	0	974,310	1%	5,800
Animal Shelter Total	343,930	0	0	5,800		0	7,000	356,730	4%	12,800
Crossing Guards										
Expenses										
Salaries and Benefits	366,610	0	0	19,950		0	0	386,560	5%	19,950 Salary step increases
Supplies and Maintenance	3,800	0	0	0		0	0	3,800	0%	0
Other Direct Costs	500	0	0	0		0	0	500	0%	0
Expenses Total	370,910	0	0	19,950		0	0	390,860	5%	19,950
Crossing Guards Total	370,910	0	0	19,950		0	0	390,860	5%	19,950
PAWS Program										
Expenses										
Contracted/Consulting Services	10,000	0	0	0		0	0	10,000	0%	0
Donations & Grants	2,000	0	0	0		0	0	2,000	0%	0
Expenses Total	12,000	0	0	0		0	0	12,000	0%	0
PAWS Program Total	12,000	0	0	0		0	0	12,000	0%	0
Weed Control										



GEORGINA

2020 OPERATING BUDGET

Office of the Deputy CAO - Municipal Law Enforcement - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Revenues										
Misc Revenues	(8,380)	0	0	0	0	0	0	0%	0	
Revenues Total	(8,380)	0	0	0	0	0	(8,380)	0%	0	
Expenses										
Salaries and Benefits	2,900	0	0	0	0	0	0	0%	0	
Staffing Other/Direct Expenses	1,380	0	0	0	0	0	0	0%	0	
Contracted/Consulting Services	4,000	0	0	0	0	0	4,000	0%	0	
Other Direct Costs	100	0	0	0	0	0	100	0%	0	
Expenses Total	8,380	0	0	0	0	0	8,380	0%	0	
Weed Control Total	0	0	0	0	0	0	0	0%	0	
Grand Total	1,498,000	0	17,400	8,600	0	2,000	1,526,000	2%	28,000	

Office of the Deputy CAO – Clerks Division

The Clerks Division is one of the primary points of contact for Georgina residents and businesses. It is also an information source for Members of Council and Town staff. The division acts as the secretariat to Council and its standing committees. The Clerks Division is responsible for the statutory notices of the municipal clerk, which includes collecting and maintaining records under the Vital Statistics Act, the Marriage Act and the Municipal Freedom of Information and Protection of Privacy Act.

Services provided by the Clerks Division include:

- Business licensing
- By-law preparation
- Commissioner of Oaths services
- Corporate policies
- Freedom of Information requests
- Lottery licensing
- Marriage licences and weddings
- Property assessment roll accessibility and retention
- Records management
- Secretariat services for Council and committees
- Statutory obligations under various Acts

89 – Council, committee and board meetings

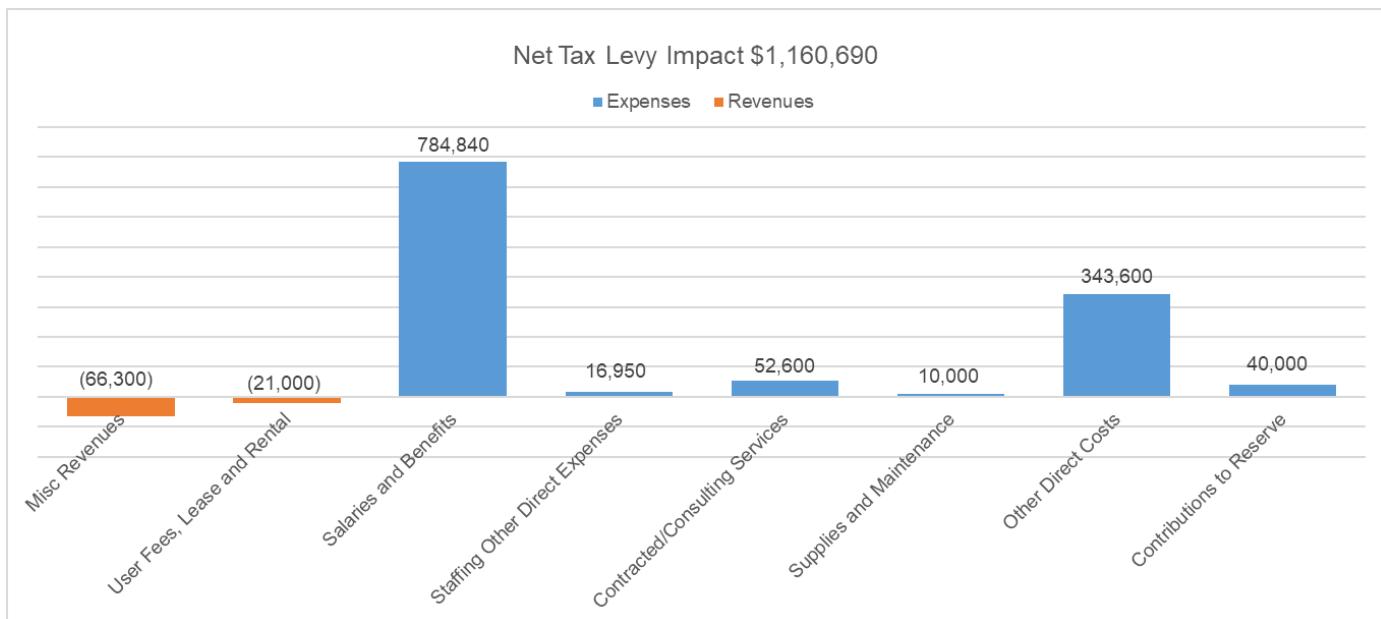
27 – Lottery licenses issued

208 – Marriage licences issued

50 – Weddings officiated



2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Amended Refreshment Vehicle Licensing By-law
- Continued implementation of eScribe software
- Provided orientation to committees and boards
- Hired Records and Information Management Clerk
- Created Municipal Conflict of Interest Act Disclosure and Registry Policy

Key Projects for 2020

- Implement Records Management Program process
- Create Records Management policies and procedures
- Review and update Retention Schedule By-law
- Continued review of corporate by-laws and policies
- Create Tow Truck Licensing By-law
- Review and update Procedural By-law
- Review Taxi Licensing By-law



GEORGINA



GEORGINA

2020 OPERATING BUDGET

Office of the Deputy CAO - Clerks - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(59,500)	0	0	0	0	0	2,000	(57,500)	-3%	2,000
User Fees, Lease and Rental	(21,500)	0	0	0	0	0	500	(21,000)	-2%	500
Revenues Total	(81,000)						2,500	(78,500)	-3%	2,500
Expenses										Annualization of Records Management
Salaries and Benefits	741,830	0	0	40,770	0	0	782,600	5%	40,770	Position and Salary step increases
Staffing Other Direct Expenses	14,400	500	0	0	0	0	14,900	3%	500	
Contracted/Consulting Services	50,000	0	0	0	0	0	50,000	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	3,500	0	0	0	0	0	3,500	0%	0	
Expenses Total	819,730	500	0	40,770	0	0	861,000	5%	41,270	
Administration Total	738,730			40,770	0	2,500	782,500	6%	43,770	
Elections										
Expenses										
Contracted/Consulting Services	0	0	0	0	0	0	0	0	0	
Contributions to Reserve	75,000	0	0	0	0	0	(35,000)	40,000	-47%	(35,000) Reserve balance adjustment
Other Direct Costs	0	0	0	0	0	0	2,690	2,690	0%	2,690
Expenses Total	75,000	0	0	0	0	0	(32,310)	42,690	-43%	(32,310)
Fence Viewers and Livestock										
Revenues										
Misc Revenues	(8,800)	0	0	0	0	0	(8,800)	0	0%	0
Revenues Total	(8,800)						(8,800)		0%	0
Expenses										
Staffing Other Direct Expenses	500	0	0	0	0	0	0	500	0%	0
Contracted/Consulting Services	2,600	0	0	0	0	0	2,600	0%	0%	0
Other Direct Costs	7,300	0	0	0	0	0	7,300	0%	0%	0
Expenses Total	10,400	0	0	0	0	0	10,400	0%	0%	0
Fence Viewers and Livestock Total	1,600			0	0	0	1,600	0%	0%	0
Georgia Heritage Committee										
Revenues										
Provision from Reserve	0	0	0	0	0	0	0	0	0	0
Revenues Total	0						0		0	0
Expenses										
Salaries and Benefits	2,240	0	0	0	0	0	0	2,240	0%	0
Staffing Other Direct Expenses	1,550	0	0	0	0	0	1,550	0%	0%	0
Contracted/Consulting Services	0	0	0	0	0	0	0	0	0%	0
Other Direct Costs	3,250	0	0	0	0	0	3,250	0%	0%	0
Expenses Total	7,040	0	0	0	0	0	7,040	0%	0%	0
Georgia Heritage Committee Total	7,040			0	0	0	7,040	0%	0%	0
Insurance										
Expenses										
Other Direct Costs	245,400	0	0	81,460	0	0	326,860	33%	81,460	Report CAO-2019-0052
Expenses Total	245,400			81,460			326,860	33%	81,460	
Insurance Total	245,400		0	81,460	0	0	326,860	33%	81,460	
Grand Total	1,067,770	500	0	122,230	0	0	(29,810)	1,160,690	9%	92,920

Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) is the most senior member of staff for the Town of Georgina. The CAO reports directly to Council and works with elected officials to implement Council direction and initiatives on behalf of the municipality. The CAO is supported by the Deputy CAO and Senior Management Team. 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 Head of Corporate Service Delivery Excellence manages corporate strategy, business planning and continuous improvement, and oversees the Communications Division.

The Communications Division provides information to meet organizational goals and to ensure the public, staff and media are aware of up-to-date and accurate information about the community.

The Head of Special Capital Initiatives oversees the planning and implementation of key capital projects including the new Multi-use Recreation Complex, the Link community HUB projects, the Pefferlaw Fire Hall, West Park Redevelopment, and the replacement Civic Centre.

2019 Success Story

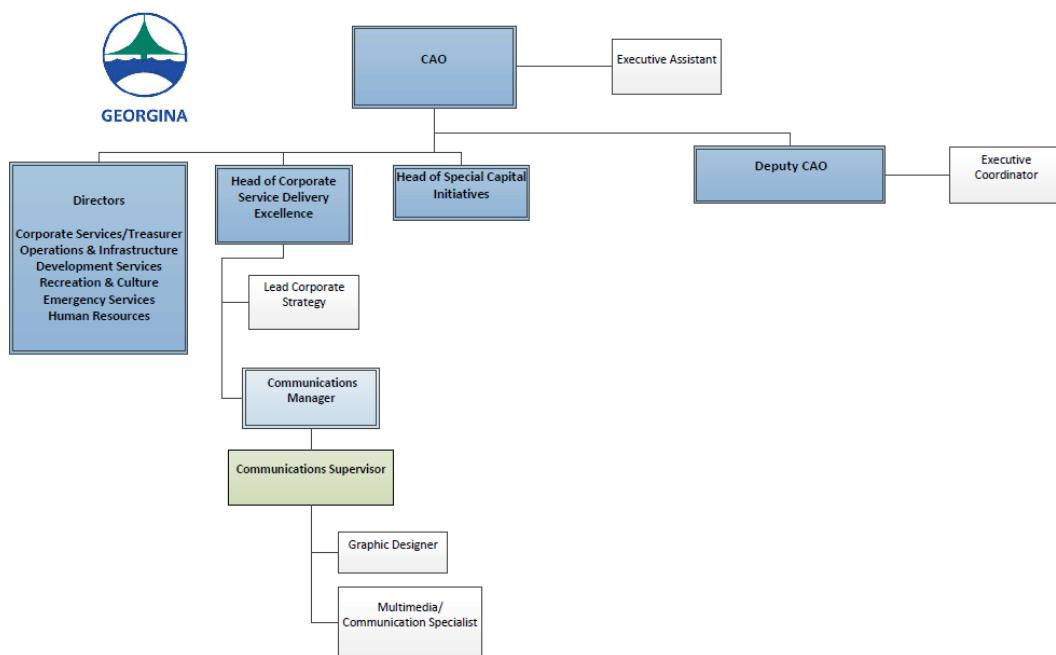


Public engagement is one of the four priorities of the 2019-2023 Strategic Plan. Town Council and staff believe that active, engaged residents make for a more vibrant, positive and welcoming community, while also leading to better decisions. Throughout 2019, the Town of Georgina worked to engage and involve residents in a number of events, initiatives and major projects. Through the use of public input sessions,

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

online surveys, social media and community feedback boxes, thousands of residents became part of the process and shared their thoughts and opinions. From the first Community Open House at the Civic Centre to the outreach for Building Georgina, there was an effort to keep people informed on the forward progress being made.

Organizational Chart



Divisions

- Communications Division

Major Operating Drivers

- Providing enhanced public engagement opportunities
- Continued service delivery improvements
- Growth of social media
- Providing leadership and direction for major capital projects
- Implementing the 2019-2023 Corporate Strategic Plan and new Service Excellence Framework

Major Initiatives Planned for 2020

- Update Communications Plan
- Prepare Community Engagement Plan
- Launch Continuous Improvement Program
- Finalize design and commence construction of Multi-use Recreation Complex
- Finalize design and commence construction of new Civic Centre
- Continue review of Lake Drive shoreline jurisdiction policy
- Develop Broadband Strategy/Action Plan



GEORGINA



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2020 OPERATING BUDGET

Chief Administrative Officer - Office of the CAO - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Provision from Reserve	(175,000)	0	0	(5,000)	0	0	(180,000)	3%	(5,000)	
Revenues Total	(185,000)	0	0	(5,000)	0	0	(190,000)	3%	(5,000)	
Expenses										
Salaries and Benefits	874,190	0	0	(37,510)	0	0	836,680	-4%	(37,510)	Salary step decreases and job evaluations 2,500
Staffing Other Direct Expenses	19,100	0	0	0	0	2,500	21,600	13%		
Contracted/Consulting Services	87,000	0	0	630	0	289,000	376,630	333%	289,630	Legal fees reallocated from DCAO to CAO and increased to reflect historical
Supplies and Maintenance	5,100	0	0	0	0	600	5,700	12%	600	
Other Direct Costs	4,500	0	0	0	0	2,500	7,000	56%	2,500	
Expenses Total	989,890	0	0	(36,880)	0	0	294,600	1,247,610	26%	257,720
Administration Total	804,890	0	0	(41,880)	0	0	294,600	1,057,610	31%	252,720
Grand Total	804,890	0	0	(41,880)	0	0	294,600	1,057,610	31%	252,720

Office of the CAO – Communications Division

Information today is fast paced and comes from a variety of sources – online, print, broadcast, social media and mobile devices. In a world of 24/7 data 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 that messages are clear, consistent and encourage public participation while supporting Georgina's commitment to open, transparent and accessible government.

Services provided by the Communications Division include:

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

834 – Monthly eNews subscribers – 6 per cent increase over 2018

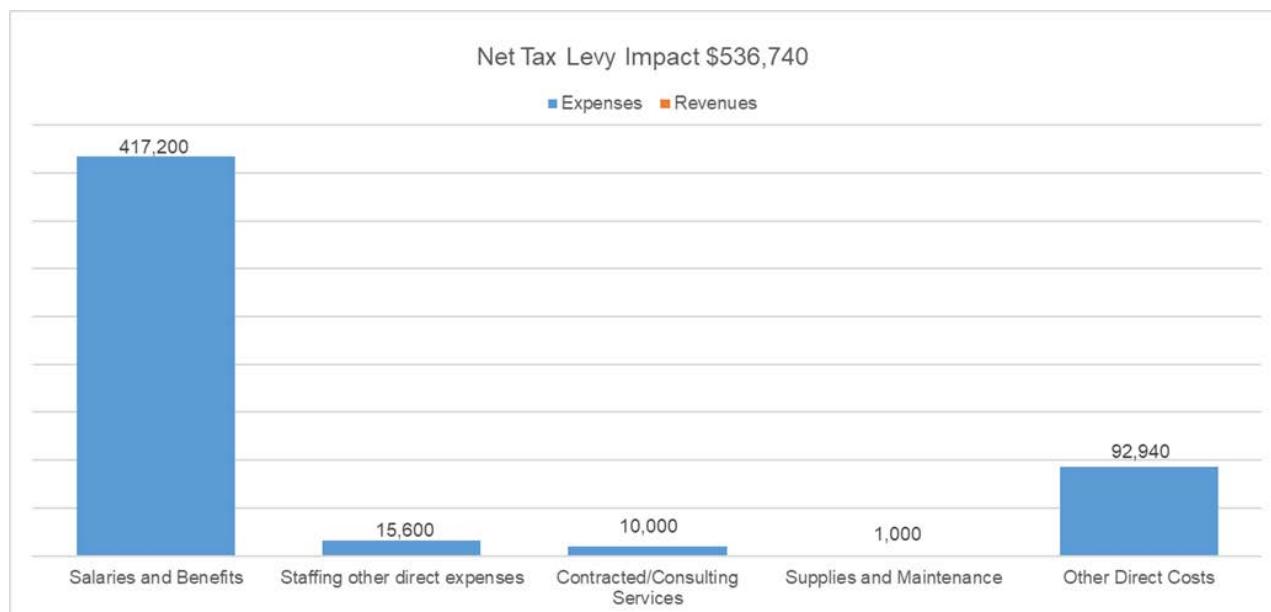
17,500 – Social media followers – 17 per cent increase over 2018

36 – Media releases

770,000 – Website views

****as of Aug. 30,2019**

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- 2018 Community Snapshot
- 2019 major communications campaigns:
 - Building Georgina including video (7,000 views)
 - Corporate Strategic Plan 2019 - 2023
 - 2020 Budget
 - Keswick Secondary Plan Review
 - Urban hens
 - Winter maintenance campaign
- Building permit 'how to videos' (x2)
- Hosted first Community Open House
- Improved signage for road projects
- Media Relations Policy and Procedure
- Social Media Policy
- 17 per cent increase in social media followers
 - Average of 238 social media posts per month

Key Projects for 2020

- Continuation of many projects identified above
- Continued implementation of 2018-2020 Communications Plan
- Crisis Communications Plan
- Update Corporate Communications Plan
- Community Engagement Plan



GEORGINA



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2020 OPERATING BUDGET

Chief Administrative Officer - Communications - Budget Details

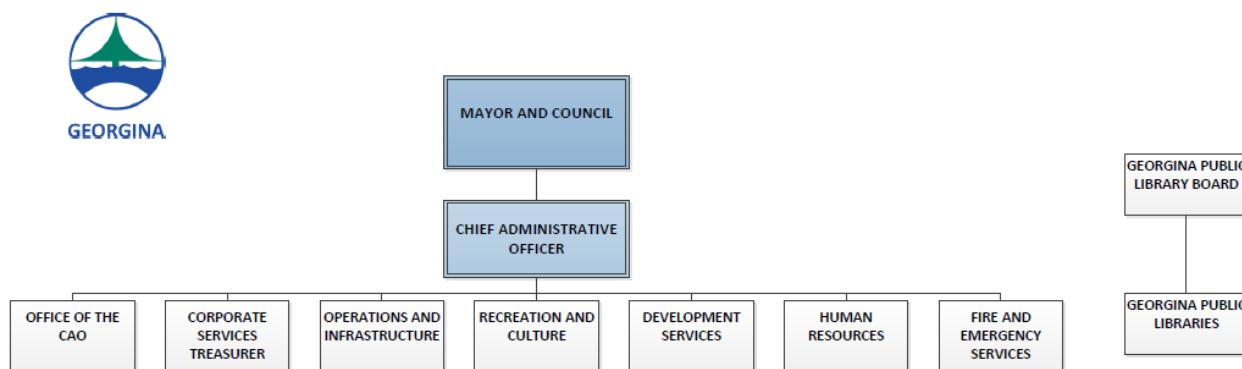
		2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administration											
Revenues											
Provision from Reserve		(4,000)	0	0	0	0	0	4,000	0	0	-100% 4,000
Revenues Total		(4,000)	0	0	0	0	0	4,000	0	0	-100% 4,000
Expenses											
Salaries and Benefits	417,950	0	0	(750)	0	0	0	417,200	0%	(750)	0
Salaries and Benefits	15,600	0	0	0	0	0	0	15,600	0%	0	0
Staffing Other Direct Expenses	17,500	0	0	0	0	0	(7,500)	10,000	-43%	(7,500)	0
Contracted/Consulting Services	1,000	0	0	0	0	0	0	1,000	0%	0	0
Supplies and Maintenance	92,940	0	0	0	0	0	0	92,940	0%	0	0
Other Direct Costs	544,990	0	0	(750)	0	0	(7,500)	536,740	-2%	(8,250)	
Expenses Total	540,990	0	0	(750)	0	(3,500)	536,740	-1%	(4,250)		
Grand Total		540,990	0	0	(750)	0	(3,500)	536,740	-1%	(4,250)	

Office of the Mayor and Council

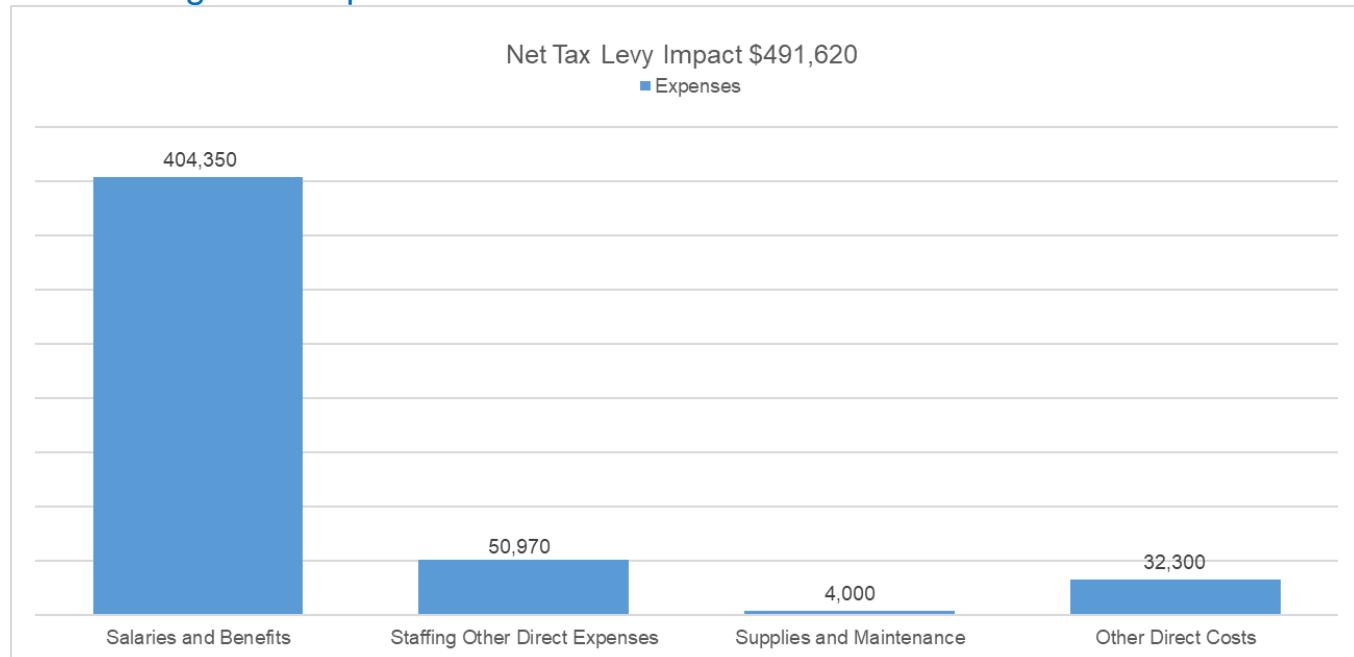
The Office of the Mayor and Council is the governing body of the Town of Georgina. It is guided by provincial legislation, which establishes policies by resolutions and bylaws. Town staff are responsible for the implementation and administration of those policies.

The Mayor and Regional Councillor represent the interests of all Georgina residents at the regional level in addition to the municipal level.

Organizational Chart



2020 Budgeted Expenditures and Revenues



2020 OPERATING BUDGET

Department of the Mayor and Council - Budget Details



GEORGINA

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Mayor and Council										
Expenses										
Salaries and Benefits	408,820	0	0	(4,470)	0	0	404,350	-1%	(4,470)	
Staffing Other Direct Expenses	50,970	0	0	0	0	0	50,970	0%	0	
Supplies and Maintenance	4,000	0	0	0	0	0	4,000	0%	0	
Other Direct Costs	32,300	0	0	0	0	0	32,300	0%	0	
Expenses Total	496,090	0	0	(4,470)	0	0	491,620	-1%	(4,470)	
Mayor and Council Total	496,090	0	0	(4,470)	0	0	491,620	-1%	(4,470)	
Grand Total	496,090	0	0	(4,470)	0	0	491,620	-1%	(4,470)	

Georgina Public Library

Georgina Public Library contributes to community building by creating opportunities for social interaction among people with common interests. As identified in the 2017-2021 Strategic Plan, the mission of Georgina Public Library is to “open doors to a lifetime of information, entertainment and learning.”

Georgina Public Library operates under the authority of the Ontario Public Libraries Act and is governed by a board of trustees. It provides public library services to the residents of Georgina through three branches located in Keswick, Pefferlaw and Sutton. Branches are open six days a week.

Georgina Public Library provides services including:

15,000+ Active Library Users

28,000+ Library visits per month

232,000+ Items borrowed

17,000+ Program attendees

- A variety of resources including books and eBooks, magazines (print and digital), movies (DVDs and online streaming), audio books (CDs and digital), and more
- Early literacy programming for children
- Programs for teens and adults
- Public Internet stations and free Wi-Fi
- Seminars, lectures and author talks
- Art exhibits, in partnership with Georgina Art Centre and Gallery



GEORGINA

2019 Success Story**Adult Summer Reading Challenge**

For many years now, Georgina Public Library has had an incredibly successful Summer Reading Club for children and teens, so the decision was made to provide an opportunity for adults to get in on the fun. After piloting the Adult Summer Reading Challenge in Pefferlaw in 2018, it was offered at all three Georgina Public Library branches in 2019 with great success. There were 248 completed ballots (each representing a completed challenge activity relating to library materials, services or programs) throughout July and August. Many patrons commented that participating in this program encouraged them to read books they wouldn't typically choose and to try new library services such as Lynda.com and Freegal. Overall, participants responded positively about the program and enjoyed the opportunity to experience something new.

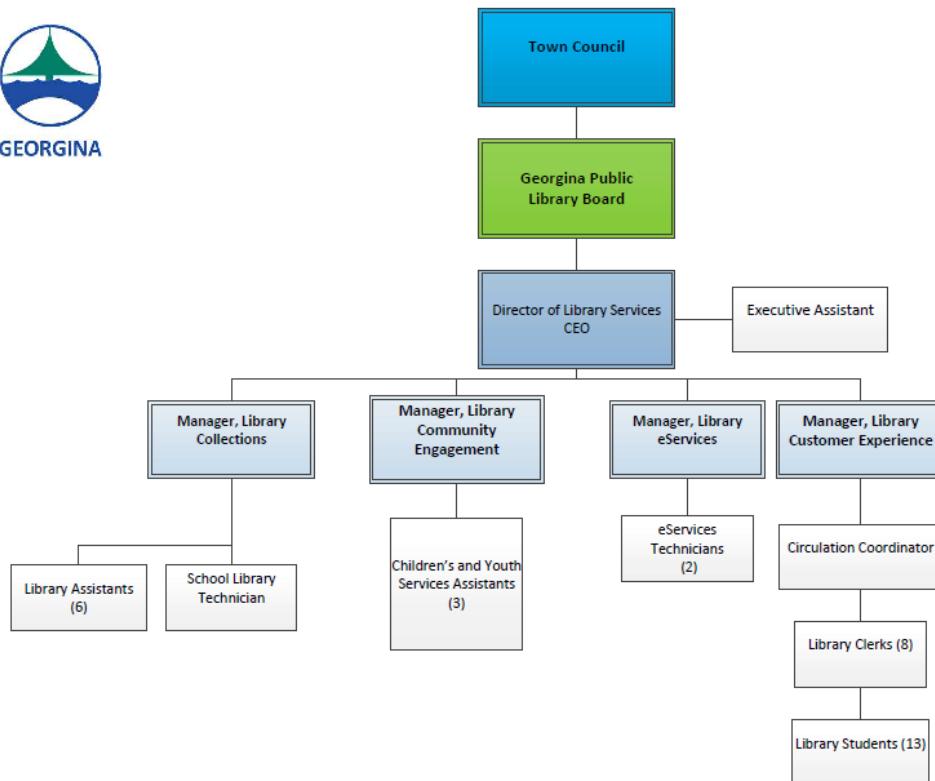


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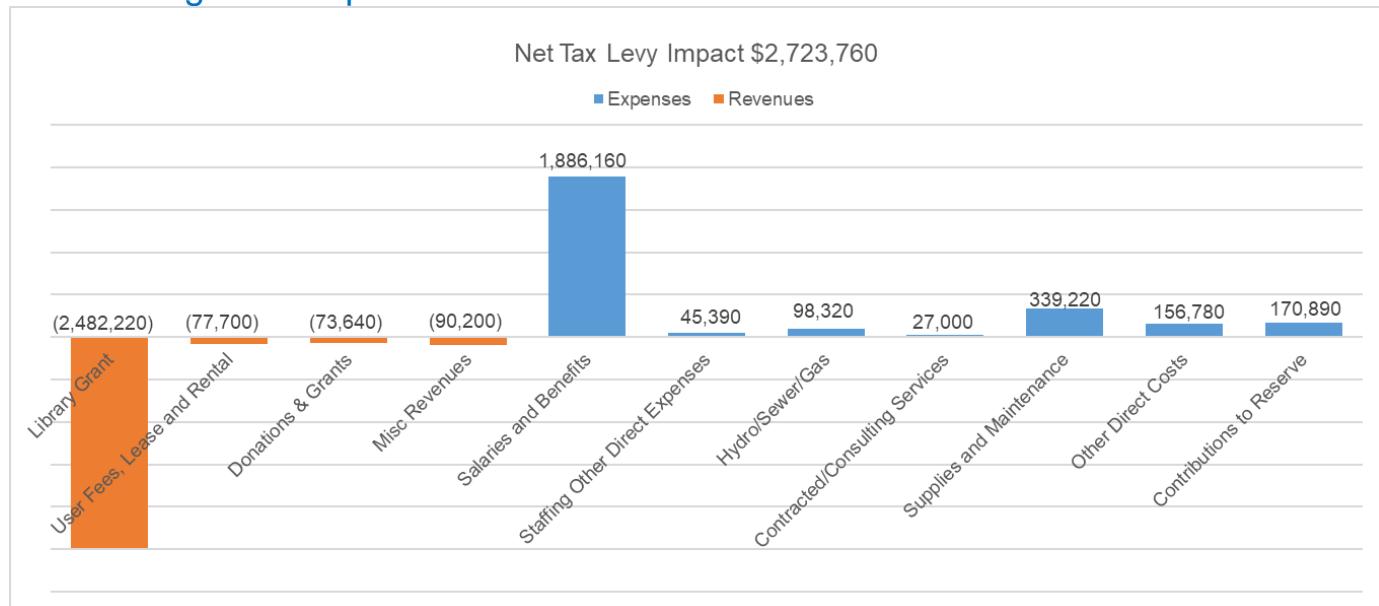
Organizational Chart



GEORGINA



2020 Budgeted Expenditures and Revenues



GEORGINA

2019 Accomplishments

- Georgina FanFest 4 – 2,000+ attendees (seven per cent increase over 2018)
- Increased children's and youth programming, particularly in community outreach
- Launch of Freegal, free and legal music download and streaming service for library cardholders
- Launch of multilingual collection

MAJOR OPERATING DRIVERS

- Continuing pressure to maintain, replace and upgrade technology in support of library operations, and patron instruction and access
- Demographics – providing services for a diverse population base growing in Georgina, particularly population growth of families and seniors
- Financial resources
 - Continued weak Canadian dollar has reduced the library's purchasing power in terms of collections and electronic resources
 - Increasing cost of books due to inflation
 - Provincial cuts to Southern Ontario Library Service have resulted in higher up-front cost for Interlibrary Loan service

Major Initiatives Planned for 2020

- Modernize Pefferlaw Branch phone system
- Upgrade teen area in Keswick branch
- Construction of replacement service desk at Peter Gzowski (Sutton) Branch
- Increase community outreach and connections with local non-profits





GEORGINA

2020 OPERATING BUDGET

Library - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments	
Administration											
Revenues											
Donations & Grants	(77,840)	0	0	0	0	0	(71,840)	0%	0		
Library Grant	(2,389,050)	0	0	0	0	0	(93,170)	(2,482,220)	4%	(93,170) 3.9% increase in Library grant	
Misc Revenues	(13,000)	0	0	0	0	0	(47,000)	(60,000)	36.2%	(47,000) Revenues from recorded books	
Revenues Total	(2,473,890)	0	0	0	0	0	(140,170)	(2,614,060)	6%	(140,170)	
Expenses											
Salaries and Benefits	4,800	0	0	0	0	0	4,800	0%	0		
Staffing Other Direct Expenses	25,350	0	0	0	0	0	25,350	0%	0		
Contracted/Consulting Services	4,400	0	0	0	0	0	(1,700)	2,700	-39%	(1,700)	
Contributions to Reserve	187,500	0	0	0	0	0	(16,610)	170,890	-9%	(16,610) Reallocation of reserve contributions	
Supplies and Maintenance	15,500	0	0	0	0	0	61,000	76,500	39.4%	61,000 Expenses from recorded books	
Other Direct Costs	85,400	0	1,000	0	0	0	3,400	89,800	5%	4,400	
Expenses Total	322,950	0	1,000	0	0	0	46,090	370,040	15%	47,090	
Administration Total	(2,150,940)	0	1,000	0	0	0	(94,080)	(2,244,020)	4%	(93,080)	
Keswick Library											
Revenues											
Donations & Grants	(1,500)	0	0	0	0	0	(1,500)	0%	0		
Misc Revenues	(21,000)	0	0	0	0	0	(21,000)	0%	0		
User Fees, Lease and Rental	(13,300)	0	0	0	0	0	(13,300)	0%	0		
Revenues Total	(35,800)	0	0	0	0	0	(35,800)	0%	0		
Expenses											
Salaries and Benefits	1,160,200	0	0	4,610	0	55,640	1,220,450	5%	60,250	SR-LIB-1 Library staffing requests	
Staffing Other Direct Expenses	8,700	0	0	170	0	930	9,800	13%	1,100	N-LIB-1 Library new initiatives requests	
Contracted/Consulting Services	24,300	0	0	0	0	0	24,300	0%	0		
Hydro/Sewer/Gas	88,630	0	0	0	0	0	88,630	0%	0		
Supplies and Maintenance	181,000	0	0	0	0	0	28,000	209,000	15%	28,000 Realignment of expenses (Offset)	
Other Direct Costs	47,700	0	0	1,500	0	(42,920)	6,280	-87%	(41,420) Realignment of expenses (Offset)		
Expenses Total	1,510,530	0	0	6,280	0	41,650	1,558,460	3%	47,930		
Keswick Library Total	1,474,730	0	0	6,280	0	41,650	1,522,660	3%	47,930		
Pefferville Library											
Revenues											
Donations & Grants	0	0	0	0	0	0	0	0%	0		
Misc Revenues	(1,300)	0	0	0	0	0	(1,300)	0%	0		
User Fees, Lease and Rental	(1,500)	0	0	0	0	0	(1,500)	0%	0		
Revenues Total	(2,800)	0	0	0	0	0	(2,800)	0%	0		
Expenses											
Salaries and Benefits	251,820	0	0	1,040	0	3,210	256,070	2%	4,250		
Staffing Other Direct Expenses	3,200	0	0	60	0	2,500	5,760	80%	2,560	N-LIB-1 Library new initiatives requests	
Hydro/Sewer/Gas	9,680	0	0	0	0	0	9,680	0%	0		
Supplies and Maintenance	17,770	0	0	0	0	6,000	23,770	34%	6,000	Realignment of expenses	
Other Direct Costs	11,000	0	0	0	0	(1,110)	9,890	-10%	(1,110)		
Expenses Total	293,480	0	0	1,100	0	10,600	305,180	4%	11,700		
Pefferville Library Total	290,680	0	0	1,100	0	10,600	302,380	4%	11,700		
Sutton Library											
Revenues											
Donations & Grants	(300)	0	0	0	0	0	(300)	0%	0		
Misc Revenues	(7,900)	0	0	0	0	0	(7,900)	0%	0		
User Fees, Lease and Rental	(62,900)	0	0	0	0	0	(62,900)	0%	0		
Revenues Total	(77,100)	0	0	0	0	0	(71,100)	0%	0		
Expenses											
Salaries and Benefits	381,460	0	0	1,530	0	21,850	404,840	6%	23,380	SR-LIB-1 Library staffing requests	
Staffing Other Direct Expenses	3,800	0	0	80	0	600	4,480	18%	680	N-LIB-1 Library new initiatives requests	
Supplies and Maintenance	18,950	0	0	0	0	0	11,000	29,950	58%	11,000 Realignment of expenses	
Other Direct Costs	52,420	0	0	0	0	0	(1,610)	50,810	-3%	(1,610)	
Expenses Total	456,630	0	0	1,610	0	31,840	490,080	7%	33,450		
Sutton Library Total	385,530	0	0	1,610	0	31,840	413,980	9%	33,450		
Grand Total	0	0	1,000	8,990	0	(9,990)	0	0	0		



GEORGINA

10 Year Capital Plan

Operations Infrastructure (Department Administration, Asset Management and Technical Services, Parks and Forestry, Roads Operations)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Non-Growth Related Expenditures											
Roads											75,000
Roadside Safety Audit	75,000										
Roads - Maintenance Program (4 Roads)											-
Roads Maintenance Program - TBD Annually	2,007,000	2,157,000	2,307,000	2,457,000	2,607,000	2,757,000	2,907,000	3,057,000	3,207,000	3,207,000	23,463,000
Wexford, Canick, Natanya, Fontaine, Brook, Otter Cove, Dehurst, Heatherbank, Sibbalid Cres	1,856,600										1,856,600
Roads - "Now Needs" Program (4 Roads)											-
Roads Reconstruction - TBD	2,060,000		1,000,000	2,620,000	2,770,000	2,920,000	3,070,000	3,220,000	3,370,000	3,370,000	18,970,000
Dalton, Lake Drive											2,060,000
Riverglen, South, Hardwood											3,770,000
Old Shiloh	1,261,000										1,281,000
Bridges & Culverts											-
Biannual OSM Inspection & Bridge Assessment	24,000		24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	120,000
Bridges - Repair & Replacement - Bridge B1 Baldwin	1,365,800										1,365,800
Bridges - Repair & Replacement - Bridge B2 Frog Street	201,500										201,500
Bridges - Repair & Replacement Bridge B3 Old Shiloh (west)	695,800										695,800
Bridges - Repair & Replacement Engineering Fees B1, B2, B3,	102,000										102,000
Bridges - Repair & Replacement Bridge B4 Old Shiloh (east)	1,970,000		300,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,970,000
OSIM Culverts - Repair & Replace											1,300,000
Cross Culverts - Repair & Replace											900,000
Sidewalks											-
Sidewalks - Repair & Replacement	80,000		80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	720,000
Active Transportation Master Plan Outcome (new Sidewalks)											1,400,000
Storm Water											-
Ditch Reconstruction	300,000		400,000	550,000	750,000	950,000	1,150,000	1,350,000	1,550,000	1,750,000	1,950,000
Storm Sewer System Maintenance	140,000		160,000	180,000	200,000	220,000	240,000	260,000	280,000	300,000	10,700,000
Retention Ponds - Repair & Replacement	25,000		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,980,000
Storm Water Inventory	135,000										1,825,000
Parks											-
Keswick Cemetery Master Plan Update	80,000										80,000
Pioneer Cemetery Needs Assessment	50,000										50,000
ROC Trails Expansion	20,000										20,000
ROC Wildflower Planting Program	20,000										20,000
West Park Construction											9,700,000
Playground Replacement and Enhancements (ADA)	360,000		4,850,000	4,850,000							360,000
Zephyr-to-Sutton Rail Trail - Acquisition and Improvements											100,000
Vehicle and Equipment Replacements											-
Other	655,000		818,000	581,000	343,000	261,000	1,368,000	548,000	1,239,000	446,000	1,083,000
Fleet Garage Expansion											400,000
Flexible Traffic Bollards in Safety Zones	10,000										10,000
Dash Cameras for Plow Trucks	15,000										15,000
Roads Works Yard - Security Improvements											110,000
Fuel Management System Evaluation/ Implementation											150,000
Culvert Steamer	45,000										45,000
1-Ton Truck	100,000										100,000
Weeds and Invasive Species Control System	70,000										70,000
Asset Management Plan Needs Assessment and Development	150,000										150,000
Purchase and Installation of Five Receptacles	12,500										12,500
Removable Floating Finger Dock(s) at Mill Pond Park	5,000										5,000
Security Measures at Jackson's Point Harbour	5,000										5,000



GEORGINA

10 Year Capital Plan

Operations Infrastructure (Department Administration, Asset Management and Technical Services, Parks and Forestry, Roads Operations)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Lifesaver Installations at Stormwater Management Ponds	\$ 10,000	\$ 30,000	\$ 8,125,800	\$ 13,520,000	\$ 13,122,000	\$ 5,310,000	\$ 7,542,000	\$ 8,845,000	\$ 8,519,000	\$ 9,506,000	\$ 9,457,000
Trails Lighting	30,000										10,000
Carry Forward Capital Projects	8,125,800										30,000
Growth Related Expenditures											8,125,800
Simcoe Landing Phase 9: Village Square											447,000
Simcoe Landing Phase 9: Neighbourhood Park											1,750,000
Treasure Hill: Village Square/ Trails											801,000
Greystone: Linear Park/ Trail Design/Construction											500,000
Ainslie (Catering Road): Village Square Design/Construction											259,000
Ainslie (Catering Road): Trail Head/Trails Design/Construction											517,000
Sutton Community Park Additional Funding											831,450
Tandem Axle Dump Truck											593,000
Crew Cab											134,000
Service Truck											100,000
Carry Forward Capital Projects											1,535,500
	2,366,950	387,000	801,000	2,297,000	776,000	840,000	-	-	-	-	7,467,950
Total Annual Capital Expenditures	18,036,950	13,907,000	13,923,000	7,607,000	8,318,000	9,685,000	8,519,000	9,506,000	9,457,000	10,290,000	109,248,950
Non-Growth Related Funding											
Capital Reserve - Tax Funded	6,548,300	7,230,000	6,832,000	3,807,000	6,039,000	7,342,000	7,016,000	8,003,000	7,954,000	8,787,000	69,558,300
Reserve Funds - Federal Gas Tax	6,116,100	1,440,000	1,440,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	19,517,100
Debtenture - Tax Funded	735,800	4,850,000	4,850,000								10,435,800
Grants	1,999,800										1,999,800
Other Revenue	270,000										270,000
	15,670,000	13,520,000	13,122,000	5,310,000	7,542,000	8,845,000	8,519,000	9,506,000	9,457,000	10,290,000	101,781,000
Growth Related Funding											
DC's / CBC's	42,500	387,000		100,000				340,000			869,500
Capital Reserve - Tax Funded	42,500										42,500
Reserve Funds - Federal Gas Tax											-
Debtenture - DC / CBC Funded	2,053,755										5,899,755
Debtenture - Tax Funded	228,195										656,195
Grants											-
Other Revenue											-
	2,366,950	387,000	801,000	2,297,000	776,000	840,000	-	-	-	-	7,467,950
Total Annual Capital Funding	18,036,950	13,907,000	13,923,000	7,607,000	8,318,000	9,685,000	8,519,000	9,506,000	9,457,000	10,290,000	109,248,950

10 Year Capital Plan

Operations Infrastructure (Water, Wastewater, Refuse and Recycle)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Non-Growth Related Expenditures											
Water											
Watermain Renewal			2,103,000	2,103,000	2,103,000	2,103,000	997,000	997,000	997,000	997,000	12,400,000
New Initiatives - Water Loss	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	120,000
Meter Replacement Program	100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	1,000,000
Line/Valves & Hydrant - Rehabilitation & Replace	81,500	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	756,500
Service Connections - Replacement											5,000,000
Water Booster Pumping Station - Repair & Replace (BCA)	500,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	800,000
Cockburn Subdivision Watermain Replacement (Grew, Fairclies, Sunnidale, Meadowleaf) Design, Construction and Engineering Services	200,000	1,914,000									2,114,000
Wastewater											
Wastewater Mains & Forcemain Renewal			1,000,000	1,150,000	1,300,000	1,453,000	1,453,000	1,453,000	1,453,000	1,453,000	9,262,000
Facility - Repair & Replace	18,000	326,000	326,000	326,000	326,000	326,000	326,000	326,000	326,000	326,000	131,000
Waste Water Pumping Stations - Repair & Replace (BCA)	117,000		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	1,666,000
Overflow											45,000
Outfall											45,000
Residential Ejector Pumps			4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	45,000
Service Connections			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	36,000
Vehicles & Equipment - Replacement			8,000	65,000	260,000	260,000	115,000	139,000	20,000	20,000	2,000,000
Carry Forward Capital Projects	2,623,500										607,000
Growth Related Expenditures											2,623,500
Crew Cab			67,000	67,000	-	-	-	-	-	-	67,000
Total Annual Capital Expenditures	3,902,000	3,352,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,618,000	3,461,000	3,461,000	38,606,000
Non-Growth Related Funding											
Capital Reserve - Rate Funded	1,834,000	3,285,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,618,000	3,461,000	3,461,000	36,538,000
Reserve Funds - Federal Gas Tax											-
Debenture - Rate Funded	2,068,000										2,068,000
Grants											-
Other Revenue											-
Growth Related Funding	3,902,000	3,285,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,618,000	3,461,000	3,461,000	38,606,000
DC's / CBC's			67,000								67,000
Capital Reserve - Tax Funded											-
Reserve Funds - Federal Gas Tax											-
Debenture - DC / CBC Funded											-
Debenture - Rate Funded											-
Grants											-
Other Revenue			67,000								67,000
Total Annual Capital Funding	3,902,000	3,352,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,618,000	3,461,000	3,461,000	38,673,000



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10 Year Capital Plan

Recreation Culture (Department Administration, Recreation, Culture, Facilities)

Capital Project	2020	\$	2021	\$	2022	\$	2023	\$	2024	\$	2025	\$	2026	\$	2027	\$	2028	\$	2029	\$	Total	\$
Non-Growth Related Expenditures																						
Vehicles & Equipment Replacements	44,000		462,000		11,000		67,000		84,000		55,000		5,000		1,000		400,000		114,000		1,243,000	
SLT-Interior Design Consultants (seating)					25,000		450,000														25,000	
SLT-AODA & Seating Replacement																					450,000	
SLT Railing Installation					30,000																30,000	
GPV Schoolhouse Additional Funds							70,000														70,000	
GPV Roofing Items							60,000														60,000	
GPV Drainage Survey							10,000														10,000	
GPV-Repairs to Exterior Sill & Siding (Noble								25,000													25,000	
GPV-AODA Accessibility (Noble & Mann Hou								40,000													40,000	
GPV-AODA Accessibility (Train Station/Post									50,000												50,000	
Pfefferlaw Recreational Needs Study										10,000											10,000	
Facilities																						
Building Condition Assessment Program					1,621,000		1,400,000		1,500,000		1,600,000		1,700,000		1,800,000		1,900,000		2,000,000		2,100,000	
Civic Centre							12,311,000		11,002,000		897,000											24,210,000
Carry Forward Capital Projects							6,923,390														6,923,390	
Growth Related Expenditures																						
MURC					18,458,000		20,499,000		38,000												38,995,000	
Carry Forward Capital Projects							1,985,200														1,985,200	
					20,443,200		20,499,000		38,000												40,980,200	
Total Annual Capital Expenditures																						
Non-Growth Related Funding																					91,947,590	
Capital Reserve - Tax Funded					2,252,000		1,927,000		1,586,000		2,117,000		1,784,000		1,855,000		1,905,000		2,001,000		2,500,000	
Reserve Funds - Federal Gas Tax																					20,241,000	
Debtenture - Tax Funded							18,280,820		11,002,000		897,000										30,179,820	
Grants																					-	
Other Revenue					546,570		21,079,390		12,929,000		2,483,000		2,117,000		1,784,000		1,855,000		1,905,000		2,314,000	
Growth Related Funding																						
DC's / CBC's																					-	
Capital Reserve - Tax Funded					1,565,200		2,200,000														3,765,200	
Reserve Funds - Federal Gas Tax																					-	
Debtenture - DC / CBC Funded					18,878,000		18,299,000		38,000											37,215,000		
Debtenture - Tax Funded																					-	
Grants																					546,570	
Other Revenue																					-	
					20,443,200		20,499,000		38,000												40,980,200	
Total Annual Capital Funding																						
					41,522,590		33,428,000		2,521,000		2,117,000		1,784,000		1,855,000		1,905,000		2,001,000		2,500,000	
																					91,947,590	



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10 Year Capital Plan

Fire Rescue Services

Capital Project	2020	\$	2021	\$	2022	\$	2023	\$	2024	\$	2025	\$	2026	\$	2027	\$	2028	\$	2029	\$	Total	\$
Non-Growth Related Expenditures																						
Station 1-6: Replacement (\$)	17,000																				6,560,000	
Station 1-4: Signage	10,1200																				17,000	
Outdoor Emergency Station Phone	27,1100																				10,200	
Fire Suppression Equipment	52,000																				638,100	
Bunker Gear	44,000																				495,000	
Auto Extrication Rescue Equipment	40,000																				395,000	
Portable Radios, Pagers, Tablets and Fire Ir	17,100																				980,100	
Vehicle Replacement	820,000																				4,834,000	
Carry Forward Capital Projects	2,327,100																				2,327,100	
Growth Related Expenditures	3,270,500																				16,256,500	
New Station in S. Keswick (12,500 sq.ft.)																					6,306,000	
Training Facility																					500,000	
Pumper - New Station																					765,000	
Furniture & Equipment - New Stn.																					332,000	
Support Vehicle - New Station																					51,000	
Bunker Gear for 20 Additional Firefighters																					90,000	
N. Keswick Stn. & Headquarters (20,000 sqft)																					10,512,000	
Fire Master Plan																					60,000	
Emergency Management Generator																					50,000	
Total Annual Capital Expenditures	3,270,500		961,000		1,655,000		1,197,000		7,905,000		257,000		2,665,000		10,522,000		6,305,000		185,000		34,922,500	
Non-Growth Related Funding																					18,666,000	
Capital Reserve - Tax Funded	943,400		961,000		1,655,000		670,000		328,000		207,000		1,886,000		303,000		231,000		185,000		7,369,400	
Reserve Funds - Federal Gas Tax																					-	
Debtenture - Tax Funded	2,327,100																				8,887,100	
Grants																					-	
Other Revenue																					-	
Growth Related Funding																					16,256,500	
DC's / CBC's																					1,800,000	
Capital Reserve - Tax Funded																					48,000	
Reserve Funds - Federal Gas Tax																					-	
Debtenture - DC / CBC Funded																					8,745,000	
Debtenture - Tax Funded																					8,073,000	
Grants																					-	
Other Revenue																					-	
Total Annual Capital Funding	3,270,500		961,000		1,655,000		1,197,000		7,905,000		257,000		2,665,000		10,522,000		6,305,000		185,000		34,922,500	
																					18,666,000	

Capital Project	2020	\$	2021	\$	2022	\$	2023	\$	2024	\$	2025	\$	2026	\$	2027	\$	2028	\$	2029	\$	Total	\$
Non-Growth Related Expenditures																						
Vehicle Replacements	90,000		20,000		-		-		-		-		-		-		60,000		150,000		150,000	
Economic Strategy																					20,000	
Black River Rd Sidewalk / Multi-Use Path (TC Queensway N. Urbanization (Town Share)																					162,000	
Carry Forward Capital Projects	31,300		121,300		20,000		-		162,000		1,500,000		-		-		60,000		-		31,300	
Growth Related Expenditures																						1,863,300
Keswick Business Park Secondary Plan																	60,000		60,000		60,000	
Sutton/Jackson's Point Secondary Plan																	60,000		60,000		60,000	
Pefferlaw Secondary Plan																	50,000		50,000		50,000	
Official Plan Conformity Review																	50,000		50,000		50,000	
Planning Applications Fee Review																	30,000		30,000		30,000	
Miscellaneous Planning Studies																	30,000		30,000		30,000	
Ten Year OP Update and Review																	100,000		100,000		100,000	
Building By-law Update	20,000		60,000		100,000		-		-		20,000		100,000		-		20,000		40,000		40,000	
Zoning By-law Update																	648,000		648,000		648,000	
Black River Rd Sidewalk/Multi-use Path (DC Queensway N. Urbanization (DC Funded)																	250,000		250,000		250,000	
Dovedale Dr Extension (DC Funded)																	1,830,000		1,830,000		1,830,000	
High Street Sanitary Sewer																	2,205,000		2,205,000		2,205,000	
Carry Forward Capital Projects	446,300		466,300		1,990,000		2,305,000		708,000		280,000		50,000		100,000		30,000		60,000		60,000	
Total Annual Capital Expenditures	587,600		2,010,000		2,305,000		370,000		1,780,000		50,000		100,000		90,000		60,000		60,000		7,912,600	
Non-Growth Related Funding																						1,863,300
Capital Reserve - Tax Funded																	-		-		-	1,863,300
Reserve Funds - Federal Gas Tax																	-		-		-	-
Debtenture - Tax Funded																	-		-		-	-
Grants																	-		-		-	-
Other Revenue																	-		-		-	1,863,300
Growth Related Funding																						1,863,300
DC's / CBC's	430,000		144,000		90,000		54,000		277,000		27,000		54,000		27,000		54,000		54,000		1,211,000	
Capital Reserve - Tax Funded	16,300		16,000		10,000		6,000		3,000		3,000		46,000		3,000		6,000		6,000		115,300	
Reserve Funds - Federal Gas Tax																	-		-		-	4,683,000
Debtenture - DC / CBC Funded																	-		-		-	-
Debtenture - Tax Funded																	-		-		-	-
Grants																	-		-		-	-
Other Revenue																	-		-		-	-
Total Annual Capital Funding																						7,912,600
Total Annual Capital Funding	587,600	2,010,000	2,305,000	870,000	1,780,000	50,000	100,000	90,000	60,000	7,912,600												



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10 Year Capital Plan

Human Resources

	Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Non-Growth Related Expenditures		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Minor Capital		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Carry Forward Capital Projects	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Growth Related Expenditures		-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Non-Growth Related Funding												
Capital Reserve - Tax Funded		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Reserve Funds - Federal Gas Tax		-	-	-	-	-	-	-	-	-	-	-
Debenture - Tax Funded		-	-	-	-	-	-	-	-	-	-	-
Grants		-	-	-	-	-	-	-	-	-	-	-
Other Revenue		-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Growth Related Funding												
DC's / CBC's		-	-	-	-	-	-	-	-	-	-	-
Capital Reserve - Tax Funded		-	-	-	-	-	-	-	-	-	-	-
Reserve Funds - Federal Gas Tax		-	-	-	-	-	-	-	-	-	-	-
Debenture - DC / CBC Funded		-	-	-	-	-	-	-	-	-	-	-
Grants		-	-	-	-	-	-	-	-	-	-	-
Other Revenue		-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000



GEORGINA

10 Year Capital Plan
**Corporate Services (Department Administration, Finance,
Tax, Revenue and Customer Service, Procurement, Information Technology)**

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Non-Growth Related Expenditures											
Corporate IT Strategic Plan											124,000
Security Systems and Other Equipment	21,000										52,000
Water Financial Plan and Rate Study	40,000	-									40,000
Telephone Systems		9,000	-								180,000
Enterprise Content Management Analysis	283,000										283,000
CRM	250,000										250,000
ICT Cycling	454,000	375,000	445,000	327,000	423,000	383,000	328,000	328,000	357,000	3,385,000	
Carry Forward Capital	181,500										181,500
Growth Related Expenditures											
Comprehensive User Fee Study	50,000										100,000
CBC and DC Studies	135,000										285,000
	135,000	50,000	-	-	-	150,000	50,000	-	-	-	385,000
Total Annual Capital Expenditures	1,104,500	775,000	384,000	507,000	447,000	423,000	445,000	338,000	400,000	357,000	5,380,500
Non-Growth Related Funding											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debenture - Tax Funded											
Grants											
Other Revenue	50,000										50,000
Growth Related Funding	969,500	725,000	384,000	507,000	447,000	423,000	445,000	338,000	400,000	357,000	4,945,500
DC's / CBC's	121,500	45,000									346,500
Capital Reserve - Tax Funded	13,500	5,000									38,500
Reserve Funds - Federal Gas Tax											
Debenture - DC / CBC Funded											
Debenture - Tax Funded											
Grants											
Other Revenue	135,000	50,000	-	-	-	150,000	50,000	-	-	-	385,000
Total Annual Capital Funding	1,104,500	775,000	384,000	507,000	447,000	423,000	445,000	338,000	400,000	357,000	5,380,500



GEORGINA

10 Year Capital Plan

Deputy CAO (Department Administration, Clerks, Municipal Law Enforcement)

	Capital Project	2020	\$	2021	\$	2022	\$	2023	\$	2024	\$	2025	\$	2026	\$	2027	\$	2028	\$	2029	\$	Total	\$
Non-Growth Related Expenditures																							
Vehicle & Equipment - Replacement																							216,000
Other																							-
Carry Forward Capital																							216,000
Growth Related Expenditures																							-
																							216,000
Total Annual Capital Expenditures																							-
Non-Growth Related Funding																							216,000
Capital Reserve - Tax Funded																							216,000
Reserve Funds - Federal Gas Tax																							-
Debtenture - Tax Funded																							-
Grants																							-
Other Revenue																							216,000
Growth Related Funding																							-
DC's / CBC's																							216,000
Capital Reserve - Tax Funded																							-
Reserve Funds - Federal Gas Tax																							216,000
Debtenture - DC / CBC Funded																							-
Debtenture - Tax Funded																							-
Grants																							-
Other Revenue																							-
Total Annual Capital Funding																							216,000
																							216,000



GEORGINA

10 Year Capital Plan

Chief Administrative Officer (Office of the CAO, Communications)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Non-Growth Related Expenditures											
Broadband Strategy	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	75,000
Minor Capital											90,000
Growth Related Expenditures											165,000
Total Annual Capital Expenditures											
	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	165,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debtenture - Tax Funded											
Grants											
Other Revenue											
Growth Related Funding											
DC's / CBC's											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debtenture - DC / CBC Funded											
Debtenture - Tax Funded											
Grants											
Other Revenue											
Total Annual Capital Funding	75,000	10,000	165,000								



GEORGINA

10 Year Capital Plan

Georgina Public Libraries

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Non-Growth Related Expenditures											
Minor Capital	41,800	5,000	42,000	17,000	10,000	10,000	10,000	10,000	10,000	10,000	165,800
Library Plans (Master Plan/Strategic Plan)			40,000				50,000				90,000
Carry Forward Capital Projects	39,100										39,100
	80,900	5,000	82,000	17,000	10,000	10,000	60,000	10,000	10,000	10,000	294,900
Growth Related Expenditures											
MURC Furniture & Fixtures	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	80,900	5,000	82,000	17,000	10,000	10,000	60,000	10,000	10,000	10,000	294,900
Non-Growth Related Funding											
Capital Reserve - Tax Funded	80,900	5,000	82,000	17,000	10,000	10,000	60,000	10,000	10,000	10,000	294,900
Reserve Funds - Federal Gas Tax											
Debtenture - Tax Funded											
Grants											
Other Revenue											
	80,900	5,000	82,000	17,000	10,000	10,000	60,000	10,000	10,000	10,000	294,900
Growth Related Funding											
DC's /CBC's											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debtenture - DC / CBC Funded											
Grants											
Other Revenue											
Total Annual Capital Funding	80,900	5,000	82,000	17,000	10,000	10,000	60,000	10,000	10,000	10,000	294,900



GEORGINA

Estimated Discretionary Reserves Summary for 2020

Consolidated Discretionary Reserves	\$	\$
Projected Opening Balance		42,845,390
Contributions:		9,754,250
Draws:		
Carry Forward Capital Projects	(5,442,400)	
Current Capital Projects	(8,756,500)	
Current Operating Draws	(4,514,980)	
Total Draws:		(18,713,880)
Projected Closing Balance		33,885,760
Less Internal Borrowing Balances		
(2020 Repayment is \$664,340)		
2014 The Link-Sutton Community Hall		(1,528,670)
Projected Closing Balance After Internal Borrowings		32,357,090



GEORGINA

Estimated Discretionary Reserves

Summary for 2020

Individual Discretionary Reserves

1 Corporate Capital/ New Infrastructure Reserve

Projected Opening Balance	4,988,630
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Contributions:

Entrance Features	50,000
Pefferlaw Recreation Capital	125,000
South Keswick Fire Hall - Non DC Portion	125,000
Corporate Information Technology	200,000
Accessibility Projects	65,000
Green Initiatives	60,000
Alternate Energy Initiatives	5,000
1% Infrastructure Levy	50,000
General Contribution	<u>485,530</u>

Total Contributions: 1,165,530

Draws:

17-PRK-9: Streetscape Design Standards	(68,300)
19-PRK-4: Holmes Point Washrooms	(200,000)
19-PWK-2: Standby Power Generators Design & Tender	(50,000)
19-PWK-3: Roads Equipment	(180,000)
19-PWK-5: Stormwater System Inventory	(135,000)
19-PWK-7: GPS Survey Equipment	(72,000)
19-PWK-7: ROC Pond Fountain	(30,000)
19-PWK-9: Fuel Management System	(10,000)
19-PWK-15: Bicycle & Pedestrian Active Transportation	(42,500)
17-REC-1: MURC Design	(1,565,200)
19-ECD-1: Wayfinding & Community Signage	(31,300)
18-LIB-1: Sutton Library Service Desk	(39,100)
20-OI-7: Roads Division New Fleet and Equipment	(145,000)
20-OI-10: Weed and Invasive Species Control System	(70,000)
20-OI-16: Roads Equipment - Dash Cameras for Plow Trucks	(15,000)
20-OI-17: Stormwater Management Facility (Ponds) Maintenance	(25,000)
20-OI-19: Flexible Traffic Bollards in Safety Zones	(10,000)
20-OI-21: Purchase and Installation of Five Receptacles	(12,500)
20-OI-23: Security Measures at Jackson's Point Harbour	(5,000)
20-OI-24: Lifesaver Installations at Stormwater Management	(10,000)
20-REC-8: Pefferlaw Recreational Needs Study	<u>(10,000)</u>

Total Draws: (2,725,900)

Projected Closing Balance	3,428,260
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GEORGINA

Estimated Discretionary Reserves

Summary for 2020

2 Facilities - Repair & Replacement

Projected Opening Balance	9,954,210
Contributions:	
General Contribution - Non Program	100,000
1% Infrastructure Levy	57,210
Leisure Facilities	118,100
Parks Facilities	75,000
Civic Centre	137,500
Leisure Pool	60,000
Arenas	139,300
Stephen Leacock Theatre	27,000
The ROC	144,730
The LINK	6,120
Mechanic Shop	6,000
Animal Shelter	47,690
Historical Village	20,000
Roads Facilities	80,000
Fire Halls	100,000
Library Facilities	85,000
Total Contributions:	1,203,650
Draws:	
18-ICE-1: Ice Palace Roof Restoration	(209,600)
18-CUL-1 / 19-REC-2: Pioneer Village Schoolhouse	(197,400)
Facility and Equipment Emergency Repairs	(100,000)
20-RC-1: BCA Program	(1,421,000)
20-RC-2: Georgina Pioneer Village (GPV) Roofing Items	(60,000)
20-RC-3: GPV Schoolhouse (\$215,000 previously appro'	(70,000)
20-RC-4: GPV Drainage Survey	(10,000)
20-RC-5: Stephen Leacock Theatre (SLT) Railing Install	(30,000)
20-RC-7: Project Management and Construction Coordir	(200,000)
20-FS-1: Station 1-4 Facility Signage	(17,000)
20-FS-2: Outdoor Emergency Station Phone	(10,200)
Total Draws:	(2,325,200)
Projected Closing Balance	8,832,660



GEORGINA

Estimated Discretionary Reserves

Summary for 2020

3 Fleet & Equipment - Repair & Replacement

Projected Opening Balance	5,572,740
Contributions:	
General Contribution - Non Program	50,000
Recreation Fleet	3,900
Arenas Equipment	67,900
Parks Fleet	184,200
Roads Fleet	364,610
Recycling Equipment	5,000
Municipal Law Enforcement Fleet	34,400
Building Maintenance Fleet	26,600
Engineering Fleet	6,200
Fire Equipment	488,900
1% Infrastructure Levy (Apparatus Replacement Schedul	54,800
Wireless Broadband Infrastructure	20,000
Library IT Equipment	31,000
Information Technology - Hardware/Software	219,400
Information Technology Networks	<u>183,100</u>
Total Contributions:	1,740,010
Draws:	
20-OI-6: Roads Fleet and Equipment Replacement Prog	(320,000)
20-OI-8: Parks Division Fleet and Equipment Replaceme	(335,000)
20-RC-6: ROC Utility Terrain Vehicle (UTV) - Snowmobil	(44,000)
20-FS-3: Replacement of Rescue/Pumper Apparatus	(820,000)
20-FS-4: Replacement of Bunker Gear/PPE	(52,000)
20-FS-5: Purchase of Portable Radios and Pagers	(17,100)
20-FS-6: Purchase of Fire Suppression Equipment	(27,100)
20-DS-2: Fleet Replacement (Building Division)	(60,000)
20-DS-3: Fleet Replacement (Engineering Division)	(30,000)
20-CS-2: Annual Information and Communications Tech	<u>(465,000)</u>
Total Draws:	<u>(2,170,200)</u>
Projected Closing Balance	5,142,550

4 Roads - Repair & Replacement

Projected Opening Balance	3,388,430
Contributions:	
1% Infrastructure Levy	200,000
Roads	<u>1,600,000</u>
Total Contributions:	1,800,000
Draws:	
19-PWK-13 / 19-PWK-14: 2019 Roads Plan	(1,683,700)
Pavement Management System	(90,000)
20-OI-2: 2020 Roads Maintenance Plan (Approved in 20	(1,856,600)
20-OI-4: Bridge OSIM Inspections	(24,000)
20-OI-9: Major Ditch Reconstruction	<u>(300,000)</u>
Total Draws:	<u>(3,954,300)</u>
Projected Closing Balance	1,234,130



GEORGINA

Estimated Discretionary Reserves
Summary for 2020

5 Parks - Repair & Replacement

Projected Opening Balance	749,580
Contributions:	
1% Infrastructure Levy	25,000
Parks	50,000
Playground Equipment	30,000
Total Contributions:	<u>105,000</u>
Draws:	
20-OI-11: Playground Replacement and Enhancements	(360,000)
20-OI-12: Pioneer Cemetery Needs Assessment	(50,000)
20-OI-20: ROC Wildflower Planting Program	(20,000)
20-OI-25: Trails Lighting	<u>(30,000)</u>
Total Draws:	<u>(460,000)</u>
Projected Closing Balance	394,580

6 Water - Fleet & Equipment - Repair & Replacement

Projected Opening Balance	611,390
Contributions:	
Water Fleet	<u>31,450</u>
Total Contributions:	31,450
Draws:	
18-WAT-2: Vehicle Replacement	<u>(55,000)</u>
Total Draws:	<u>(55,000)</u>
Projected Closing Balance	587,840

7 Wastewater - Fleet & Equipment - Repair & Replacement

Projected Opening Balance	219,020
Contributions:	
Wastewater Fleet	<u>31,450</u>
Total Contributions:	31,450
Draws:	
18-SEW-3: Vehicle Replacement	<u>(55,000)</u>
Total Draws:	<u>(55,000)</u>
Projected Closing Balance	195,470



GEORGINA

Estimated Discretionary Reserves
Summary for 2020

8 Water - Infrastructure - Repair & Replacement

Projected Opening Balance	2,898,550
Contributions:	
Water Infrastructure	<u>455,320</u>
Total Contributions:	455,320
Draws:	
18-WAT-5: Church Street Service Replacement	(136,200)
19-WAT-1: Water Metre Change Out	(39,300)
20-WAT-1: Water Meter Change Out (Year 3)	(100,000)
20-WAT-2: Water Booster Station Valve Replacements	(80,000)
20-WAT-3: Water Booster Station Auto-Dialer System	(6,500)
20-WAT-4: Water System Mainline Valves, Fire Hydrants	(75,000)
20-WAT-5: Water Service Replacements	(500,000)
20-WAT-6: Fairecrest-Sunnydale-Grew Watermain Repl:	<u>(200,000)</u>
Total Draws:	<u>(1,137,000)</u>
Projected Closing Balance	2,216,870

9 Wastewater - Infrastructure - Repair & Replacement

Projected Opening Balance	2,351,180
Contributions:	
Wastewater Infrastructure	<u>83,490</u>
Total Contributions:	83,490
Draws:	
19-SEW-1: Wastewater Pumping Station Improvements	(260,000)
Draw to Balance Rates	(361,780)
20-SEW-1: Wastewater Pumping Auto-Dialer System	(117,000)
20-SEW-2: Sewer Service Repair and Replacements	<u>(200,000)</u>
Total Draws:	<u>(938,780)</u>
Projected Closing Balance	1,495,890



GEORGINA

Estimated Discretionary Reserves
Summary for 2020

10 Tax Rate Stabilization Reserve

Projected Opening Balance	3,638,720
Contributions:	
Corporate Contingencies	1,335,000
Link Phase 2 and 3 Operating Costs	107,000
MURC Operating	483,070
South Keswick Fire Hall Staffing	289,200
Planning Consultants	20,000
Total Contributions:	2,234,270
Draws:	
19-PRK-8: Black River Fencing	(20,000)
19-REC-8: Waterfront Park Strategy Phase 1	(125,000)
19-REC-9: Tree Preservation & Compensation Policy Up	(30,000)
19-PLN-1: Keswick Secondary Plan Review	(16,300)
15-ITS-5: Enterprise Resource Planning Software-Budge	(146,500)
19-ITS-3: IT Service Continuity & Disaster Recovery Stra	(35,000)
ECD Grant Incentive Program	(100,000)
Head, Special Capital Initiatives	(180,000)
Mechanics Overages	(100)
Winter Maintenance Overages	(100)
Volunteer Firefighters Stabilization Budget	(50,000)
Corporate Contingencies	(2,911,000)
20-OI-1: Asset Management Plan Needs Assessment an	(100,000)
20-OI-15: Roadside Safety Audit and Program Developm	(75,000)
20-CS-1: CBC & DC Background Study and By-Law	(13,500)
20-CAO-1: Broadband Strategy	(75,000)
Total Draws:	(3,877,500)
Projected Closing Balance	1,995,490



GEORGINA

Estimated Discretionary Reserves
Summary for 2020

11 Water Rate Stabilization Reserve

Projected Opening Balance	37,700
Contributions:	
Contribution to Fund Rate Supported Studies	90,000
Corporate Contingencies	13,000
Total Contributions:	103,000
Draws:	
18-WAT-1: BCA Improvements	(10,000)
20-OI-1: Asset Management Plan Needs Assessment an	(50,000)
20-CS-4: Water Financial Plan and Rate Study	(40,000)
Total Draws:	(100,000)
Projected Closing Balance	40,700

12 Wastewater Rate Stabilization Reserve

Projected Opening Balance	31,310
Contributions:	
Corporate Contingencies	13,000
Total Contributions:	13,000
Draws:	
Total Draws:	-
Projected Closing Balance	44,310



GEORGINA

Estimated Discretionary Reserves Summary for 2020

13 Working Capital Reserve

Projected Opening Balance	2,200,320
Contributions:	
Total Contributions:	
Draws:	
Total Draws:	
Projected Closing Balance	2,200,320

14 Willow Beach Extra Servicing

Projected Opening Balance	172,190
Contributions:	
Total Contributions:	
Draws:	
Total Draws:	
Projected Closing Balance	172,190

15 Willow Beach Debentures -Water

Projected Opening Balance	2,368,620
Contributions:	
WB Debenture	132,430
Total Contributions:	132,430
Draws:	
Total Draws:	
Projected Closing Balance	2,501,050

16 Willow Beach Debentures - Wastewater

Projected Opening Balance	2,524,400
Contributions:	
WB Debenture	198,960
Total Contributions:	198,960
Draws:	
Total Draws:	
Projected Closing Balance	2,723,360



GEORGINA

Estimated Discretionary Reserves
Summary for 2020

17 Election Reserve

Projected Opening Balance	185,000
Contributions:	
Reserve for Election	40,000
Total Contributions:	40,000
Draws:	
Election	
Total Draws:	-
Projected Closing Balance	225,000

18 Animal Shelter Donations

Projected Opening Balance	16,870
Contributions:	
Total Contributions:	-
Draws:	
Total Draws:	-
Projected Closing Balance	16,870

19 Landfill Site

Projected Opening Balance	100,000
Contributions:	
Total Contributions:	-
Draws:	
Total Draws:	-
Projected Closing Balance	100,000

20 Provincial Grant

Projected Opening Balance	46,200
Contributions:	
Total Contributions:	-
Draws:	
20-OI-3: 2020 Roads Reconstruction Plan (Approved in)	(46,200)
Total Draws:	(46,200)
Projected Closing Balance	-



GEORGINA

Estimated Discretionary Reserves

Summary for 2020

21 Keswick Cemetery

Projected Opening Balance	110,500
Contributions:	
Keswick Cemetery	6,800
Total Contributions:	6,800
Draws:	
20-OI-13: Keswick Cemetery Master Plan	(80,000)
Total Draws:	(80,000)
Projected Closing Balance	37,300

22 Land Acquisition

Projected Opening Balance	913,000
Contributions:	
Land Acquisition	250,000
Total Contributions:	250,000
Draws:	
Total Draws:	-
Projected Closing Balance	1,163,000

23 Library Capital Reserve

Projected Opening Balance	199,430
Contributions:	
1% Infrastructure Levy	23,890
Library Capital Contribution	31,000
Total Contributions:	54,890
Draws:	
20-LIB-1: Capital Requests	(41,800)
Total Draws:	(41,800)
Projected Closing Balance	212,520

24 Library Staffing Reserve

Projected Opening Balance	25,190
Contributions:	
Staffing Contingency	-
Total Contributions:	-
Draws:	
Total Draws:	-
Projected Closing Balance	25,190



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25 Professional Development Reserve

Projected Opening Balance	53,730
Contributions:	
Total Contributions:	-
Draws:	
IT Training Initiative (Approved 2019)	(10,000)
Total Draws:	(10,000)
Projected Closing Balance	43,730

26 Building Division Surplus / (Deficit) Reserve

Projected Opening Balance	(511,520)
Contributions:	
Total Contributions:	-
Draws:	
Building Fee Review	(20,000)
Building Division Projected Loss 2020	(712,000)
Total Draws:	(732,000)
Projected Closing Balance	(1,243,520)

27 Waterfront Parks Reserve

Projected Opening Balance	-
Contributions:	
Reallocation from Parks Reserve	80,000
1% Infrastructure Levy	25,000
Total Contributions:	105,000
Draws:	
20-OI-22 Removable Floating Finger Dock(s)	(5,000)
Total Draws:	(5,000)
Projected Closing Balance	100,000



GEORGINA

Estimated Obligatory Reserve Funds Summary for 2020

Federal Gas Tax	\$	\$
Projected Opening Balance		5,100,670
Contributions:		
Federal Gas Tax	1,377,810	
Total Contributions		1,377,810
	(270,000)	
Draws:		
17-PWK-6 / 19-PWK-10: Bridge & Culvert Rehabilitation	(527,500)	
18-PWK-8: East Sidewalk Dalton Road	(85,000)	
19-PRK-6: Maskinonge Pedestrian Bridge	(250,000)	
19-PWK-4: Major Culvert Replacement	(97,000)	
19-PWK-11: Hedge Road Bank Stabilization	(1,576,700)	
20-OI-3: 2020 Roads Reconstruction Plan (Approved in 2019)	(1,214,800)	
20-OI-5: Bridge Rehabilitations and Replacements	(2,365,100)	
Total Draws:		(6,116,100)
Projected Closing Balance		362,380



GEORGINA

Estimated Obligatory Reserve Funds
Summary for 2020

Development Charges / Community Benefit Charges

Projected Opening Balance	8,655,600
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Draws:

DC Funded Studies	(10,000)
19-PWK-14: Bicycle & Pedestrian Active Transportation Master Plan (50%)	(42,500)
19-ENG-1: Sanitary Model	(250,000)
19-PLN-1: Keswick Secondary Plan Review	(180,000)
20-CS-1: Community Benefit and Development Charge Background Study and By-Law	(121,500)
Total Draws:	<u>(604,000)</u>

Projected Closing Balance	8,051,600
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Less Internal Borrowing Balances @ December 31, 2020

(2020 Repayment was \$52,840)

2014 The Link-Sutton Community Hall	<u>(105,700)</u>	(105,700)
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Projected Closing Balance After Internal Borrowings	7,945,900
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GEORGINA

Estimated Obligatory Reserve Funds Summary for 2020

Cash in Lieu of Parkland

Projected Opening Balance	1,893,340
Draws:	
18-ROC-1: Relocate ROC Diamond Fence	(55,300)
19-PRK-6: Maskinonge Pedestrian Bridge	(250,000)
20-OI-14: ROC Trails Expansion	<u>(20,000)</u>
Total Draws:	<u>(325,300)</u>
Projected Closing Balance	1,568,040

Parking Cash in Lieu

Projected Opening Balance	114,600
Draws:	
Total Draws:	<u>-</u>
Projected Closing Balance	114,600

* Contributions received for DC's and Cash in Lieu of Parkland will be shown in the yearend financials.



GEORGINA

2020 OPERATING BUDGET

Non-Program - Budget Details

	2020 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY FINANCING	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
Administrative Allocations										
Expenses										
Salaries and Benefits	(258,110)	0	0	0	0	0	(258,110)	0%	0	
Expenses Total	(258,110)	0	0	0	0	0	(258,110)	0%	0	
Administrative Allocations Total	(258,110)	0	0	0	0	0	(258,110)	0%	0	
Corporate Reserve Contributions										
 Expenses										
Contributions to Reserve	2,432,870	0	0	352,000	0	412,010	3,196,880	31%	764,010	Contingencies for union and non-union salary negotiations, 1% additional contributions to reserves.
Expenses Total	2,432,870	0	0	352,000	0	412,010	3,196,880	31%	764,010	
Corporate Reserve Contributions Total	2,432,870	0	0	352,000	0	412,010	3,196,880	31%	764,010	
General Tax Levy										
 Revenues										
Misc Revenues	0	0	0	0	0	0	0	0	0	
Tax Levy	(42,735,400)	(854,710)	0	0	0	0	(43,590,110)	2%	(854,710)	
Revenues Total	(42,735,400)	(854,710)	0	0	0	0	(43,590,110)	2%	(854,710)	
General Tax Levy Total	(42,735,400)	(854,710)	0	0	0	0	(43,590,110)	2%	(854,710)	
Grants										
 Revenues										
Donations & Grants	(129,700)	0	0	0	0	0	35,900	(93,800)	-28%	\$35.9K reduction to OMPF Grant
Revenues Total	(129,700)	0	0	0	0	0	35,900	(93,800)	-28%	35,900
 Expenses										
Donations & Grants	5,000	0	0	0	0	0	(5,000)	0	-100%	(5,000)
Expenses Total	5,000	0	0	0	0	0	(5,000)	0	-100%	(5,000)
 Grants Total	(124,700)	0	0	0	0	0	30,900	(93,800)	-25%	30,900
Miscellaneous Income										
 Revenues										
Misc Revenues	(575,000)	0	0	0	0	0	(575,000)	0%	0	
Revenues Total	(575,000)	0	0	0	0	0	(575,000)	0%	0	
 Miscellaneous Income Total	(575,000)	0	0	0	0	0	(575,000)	0%	0	
Town Library Grant										
 Expenses										
Library Grant	2,389,050	0	0	69,280	0	23,890	2,482,220	4%	93,170	3.9% Increase to Library grant
Expenses Total	2,389,050	0	0	69,280	0	23,890	2,482,220	4%	93,170	
 Town Library Grant Total	2,389,050	0	0	69,280	0	23,890	2,482,220	4%	93,170	
 Grand Total	(38,871,290)	(854,710)	0	421,280	0	466,300	(38,837,920)	0%	33,370	



**Town of Georgina
SR-CS-1**

Title of Request: Data Analyst – GIS

Date: August 7, 2019

Department: Corporate Services

Division: Information Technology (IT) Services

Position Description:

A Geographic Information System (GIS) is a proven technology that has been in use for several decades by various governments and other organizations as a decision support tool and information management system. The Town's investment and reliance in GIS technology has steadily increased over time as department and division level activities have evolved and dependence on access to up-to-date authoritative data has amplified the need to support our growing community.

The introduction of a Town-wide GIS, also known as Enterprise GIS has facilitated the migration to centralizing data and using formalized information management mythologies to increase efficiency, access, and compliance of our information. Enterprise GIS has produced a number of beneficial spin-offs, such as a notable reduction in the number of redundant databases in various formats and streamlining of different applications and workflows used throughout the Organization, including the smoke detector inspection program, engineering site alteration activities, sewer flushing activities and streetlight program to name a few.

The increased demands on GIS technology within the Organization has facilitated the need to request an additional full-time employee to sustain the increased workload in supporting the various business units and departmental activities with expansion into data management, data analytics and business intelligence.

This position was recommended in the 2018 IT Strategic Plan that was received by Council in February 2019. The purpose of this proposed position is to provide a focus on Enterprise GIS technology design and operations. In addition, this position will develop data analytics functions and

capabilities and help enhance reporting skills throughout the Organization. There is a further need to focus on data management and architecture to ensure that corporate data standards are met. In summary, this position will work with all departments to build their data management and data analysis capabilities. The Data Analyst will also update and interpret data, analyze results using statistical techniques and provide ongoing reports to support data-based decision making capacity within the Organization.

1. Proposed Year of Initiative: 2020

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

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

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

Information Technology Services Strategic Plan- Section 5.2.1

As identified in the 2018 IT Strategic Plan, the Town can expect significant work in the area around data analytics. The IT Strategic Plan recommended resourcing in this area and based upon Perry Group Consulting research and their experience with mid-sized Ontario municipalities, current key technology trends are centred on data; data architecture, master data management, data and privacy, data analytics, business intelligence and reporting.

Priority: Deliver Exceptional Service – Organizational and Operational Excellence

4. Main/Desired Goal or Outcomes/Benefits:

Supporting increased workload of the Enterprise GIS and ensuring optimization of data management, data analytics and business intelligence within the Town of Georgina.

This position will also enhance the development of reporting to support internal and external commitments. Developing, implementing data collection and data analytics best practices that optimize efficiency and quality. Acquiring and maintaining data, databases/data systems (i.e. primary or secondary data sources) and identifying, analyzing, and interpreting trends or patterns in complex data sets. Maintaining data integrity by creating quality checks and reports to support different processes and workflows. Enabling all departments, the ability to prioritize business and information needs and present, discuss and resolve data related topics to build their data management and data analysis capabilities.

5. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Costs	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Salary	73,000	74,100	75,200
Benefits	21,900	22,200	22,500
Total Expenditures	94,900	96,300	97,700
Transfers	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Total Revenues			
Net Budget Impact			

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-term Results Expected:

Additional operational support to departments and divisions, especially those with limited GIS capacity within their area.

Improved organizational data management, which is an administrative process that includes acquiring, validating, storing, protecting, and processing required data to ensure the accessibility, reliability, and timeliness of the data for its users. As well as, continued expansion of integration of data with other enterprise-level business systems.

Improved organizational data analytics, which is the science of analyzing raw data in order to make conclusions about that information. Many of the techniques and processes of data analytics have been automated into mechanical processes and algorithms that work over raw data for human consumption

Improved organizational business intelligence (BI) capacity, which is a technology-driven process for analyzing data and presenting actionable information to help Members of Council, management and other corporate end users make informed business decisions.

8. Long-term Results Expected:

Specific benefits resulting from introducing a full-time data analyst position to the organization to support operational requirements of Enterprise GIS and line of business GIS applications can be categorized into the following four areas:

1. Staff productivity

- Reduced search times for information linked to a specific location (e.g., tree ownership and location) as data becomes more integrated.
- Fewer sources of information implies greater ability to provide consistent information with less searching.
- Fewer site visits to confirm the presence and location of physical assets (e.g. trees, signs, curbs).
- Quicker response to the impacts of "what if" scenarios (e.g. pay and display rate changes, secondary plan changes, etc.).
- Less space for storage of paper files and maps.
- Reduced duplication of data entry and improved accuracy given a central repository for data.
- New opportunities for information exchange among departments and divisions.
- Less duplication of effort in maintaining geographic information and maps, particularly addresses and lower costs in distributing current information.
- Ability to integrate different data types, such as images, into the database (e.g. pictures of trees or intersections) and perform analyses not otherwise easily done.
- Reduced time to produce output for reports and public meetings; there is a potential reduction of expense for external assistance to do this.

2. Operational and Infrastructure Improvements

- Ability to more specifically target facilities maintenance activities and reduce costs through better information about maintenance histories and problems related to individual facilities with continued integration of GIS and Asset Management System.
- Ability to "stretch" infrastructure replacement funds given better information about the condition, age, maintenance patterns, facility failures, and life of facilities route planning and optimization for refuse collection, recycling, street cleaning and streets maintenance activities which can reduce operational costs in these areas.
- Better coordination of street activity conflicts related to construction, festivals, use of sidewalk space, etc.
- Reduction in the amount of space required to store documents and maps.
- Better coordination of activities such as tree planting and sewer/water connection installations that ultimately saves time and money.

3. Public Service Improvements

- Faster response to the public about questions related to geographical activities and information (e.g. What is the construction crew doing in front of my house? What is the status of my local improvement request?).
- Better information access to support the "one-stop shopping" concept for authoritative data and reporting support.
- Opportunities for direct public access to information about their property or neighbourhood through interactive maps on the internet or at public kiosks without having to call staff.

4. Decision Support for Strategic Corporate Goals

- ability to respond to "what if" scenarios only possible through GIS types of analysis (e.g. what is the impact of land use changes on housing stock in a particular neighbourhood?)
- visual presentation mapping to show areas of the Town with varying levels of services, facilities, or incidents (e.g. tree deficient areas, streets near schools and parks without sidewalks, census information, etc.).
- provide support to the increasing demands of Enterprise GIS operational workload with expansion to data management and analytics.
- Building new functions of data analytics and enhancing reporting / dashboards for the benefits of Town and general public.
- This position will work with all departments to build their data management and analysis capabilities.

9. Other Comments:



**Town of Georgina
SR-CS-2**

Title of Request: Business Application Analyst

Date: August 30, 2019

Department: Corporate Services

Division: Information Technology

Position Description:

Many of the Town's current and future projects involve a significant IT component. To help ensure the success of these projects, it is important to have the necessary resources in place to plan, deliver and support the projects effectively. This position was recommended in the 2018 IT Strategic Plan that was received by Council in February 2019.

This position will add a full-time resource to the IT team to plan, lead, implement and effectively manage all Business related IT driven projects. The Business Application Analyst would be responsible to use the standard corporate management techniques and business processes for all IT related projects. This position will be responsible for the detailed planning, project definition, risk assessment, milestone monitoring, financial tracking, reporting and most importantly, the effective use of resources to deliver and implement projects. In addition to the project-focused tasks, this position will also work collaboratively with other project management resources within the Corporation to develop and maintain the corporate and departmental strategic needs.

This position will also be responsible for the implementation, operation, support and maintenance of a portfolio of enterprise business systems. The Business Application Analyst will work collaboratively with business users, vendors and other IT resources as part of a cross-functional project team to optimally configure and deliver existing and new application solutions to the Organization. In addition, this position will provide support for various enterprise-wide applications, such as Enterprise Resource Planning System, Work Order Management, HRIS, Electronic Content Management and Asset Management systems.

The biggest advantage of moving ahead with this position is to implement new projects and provide support to existing systems. This position will also work with the Senior Business Application Analyst in building relationships with business stakeholders to ensure our enterprise systems are adequately delivering value that meets the business needs.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Deliver Exceptional Service – Organizational and Operational Excellence
Information Technology Services Strategic Plan- Section 5.2.1

4. Main/Desired Goal or Outcomes/Benefits:

As an integral member of the IT team, the Business Application Analyst will collaborate with all departments in the execution of a variety of portfolio IT projects and initiatives to advance the term of customer service strategy. Further responsibilities include, implementing and supporting project teams and stakeholder groups through research, analysis and project coordination. In addition, the position contributes to project planning, evaluation, business case development and builds capacity for support and growth of core enterprise-level platforms. This position will provide leadership and area of expertise with understanding to the analyst role.

5. Cost/ Financial Impact, Recovery and Net Impact (Consult with Finance- Use the Current Sheets)

	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Costs			
Salary	73,000	74,100	75,200
Benefits	21,900	22,200	22,500
Total Expenditures	94,900	96,300	97,700
Transfers	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Total Revenues			
Net Budget Impact			

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-term results expected:

In addition to the items mentioned in section 5, this position will recommend the type of approach and write technical specifications for RFPs, system test or technical acceptance from vendors, technical documentation and solution deployment plan. This position will also provide and support the implementation of business solutions by building relationships and partnerships with key stakeholders; identifying business needs; determining and carrying out necessary processes and practices; monitoring progress and results.

8. Long-term Results expected:

Working across all levels of the Organization, this position will help identify and define solutions to maximize value of information and technology used throughout the Organization. The position will be involved in everything from defining strategy, to creating the enterprise architecture, helping stakeholders to define the goals and requirements for programs and projects and supporting continuous improvement in technology rollout and processes.

This position will also deal with conflict resolution, issues and change management; prioritize and progressively elaborate stakeholder and solution requirements in order to enable a project team to implement preferred technology solutions that will meet the needs of stakeholders. Further, the position assess proposed solutions to determine which solution best fits the business need, identify process gaps and shortcomings in proposed solutions and also determine necessary changes to a technology implementation.

The Business Application Analyst will conduct research on information technology issues, training products and services, and peripheral technology equipment; prepare, document and present recommendations; prepare business reports, project documentation, training plans and service level agreements; maintain accurate records including training records; and act as a group facilitator in the preparation of high level and detailed business workflow process mapping diagrams.

9. Other Comments:



**Town of Georgina
SR-OI-1**

Title of Request: Staff Request - Parks Lead Hand

Date: August 30, 2019

Department: Operations and Infrastructure

Division: Parks

Position Description:

A new Parks Division Lead Hand position is required in order to maintain the expected service level in Town Parks, Beaches, Sports Fields, and Trails. Numerous parks and trails have been added to Town inventory, including but not limited to Sutton Community Park, Hodgson Trail and Simcoe Landing trails, and local parks. The Lead Hand staff member is a more senior role that provides experience, knowledge and leadership for work crews consisting of permanent Parks Attendants, Seasonal Parks Attendants/Labourers and season students. The Lead Hand also undertakes the regular duties of the Parks Attendant while directing the activities of other staff.

1. Proposed Year of Initiative: 2020

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

- Legislative, Growth, Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
- Other (please specify):
Reduction in backlog of existing Service Requests (PSRs) and resident complaints are anticipated.

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

Priority: Promote a High Quality of Life – Build a Healthy, safe and accessible community.
Priority: Provide Exceptional Municipal Service – Manage of Finances and Assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

5. Cost/ Financial Impact, Recovery and Net Impact (Consult with Finance- Use the Current Sheets)

Costs	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Salary	67,200	68,200	69,200
Benefits	20,200	20,500	20,800
Total Expenditures	87,400	88,700	90,000
Transfers	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Total Revenues			
Net Budget Impact	87,344	87,344	87,344

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

<p>Can you change the services model to reduce this demand without reducing service levels? No</p>
<p>Can you better leverage technology? No</p>
<p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>
<p>7. Short-term results expected:</p> <p>Leadership in areas of park maintenance, forestry and winter maintenance.</p>
<p>8. Long-term Results expected:</p> <p>Improved level of service and reduction in PSRs and resident complaints.</p>
<p>9. Other Comments:</p> <p>If not approved, it is anticipated that PSRs and complaints will increase.</p>



**Town of Georgina
SR-LIB-1**

Title of Request: Library staffing

Date: July 2019

Department: 178 Library Services

Division:

Position Description:

- A. Not a new position – Increase Temporary Full-Time (FT) Summer Reading Club Assistant's salary (1 Step): Each summer, the Library hires at least one full-time Summer Reading Club Assistant (SRCA) from mid-May to the end of August to support the ever-growing Summer Reading Club program. This position is often funded by one of many grants the Library applies for (including Canada Summer Jobs, Young Canada Works, and Summer Experience Program), and eligible candidates must be young adults currently enrolled in post-secondary education. Currently, the SRCA is paid minimum wage despite having more duties and greater responsibilities than Library Students who are paid at the same rate. In order to attract candidates of the highest calibre, the pay rate should be raised one-step (currently \$15.37) – **\$940**
- B. Additional Part-Time (PT) eServices Technician – 21 hours per week to provide some evening and weekend service; backup for current eServices Technician – **\$33,645**
- C. Not a new position – Increase Executive Assistant hours: Increase of 6.5 hours/week (from 17.5 to 24 hours/week) – **\$15,277**
- D. Not a new position – Increase hours at Peter Gzowski (Sutton) branch: Increase of 12 Library Clerk hours/week to ensure adequate staffing Tuesday – Thursday evenings – **\$16,059**
- E. Not a new position – Increase hours to support Adult Programming: Increase of 3 Library Assistant hours per week per branch, divided over 3 yrs. – **\$4710**

1. Proposed Year of Initiative: 2020	
2. Nature of Initiative/Review Factors (check and explain all that apply):	<input type="checkbox"/> Legislative, <input checked="" type="checkbox"/> Growth <input checked="" type="checkbox"/> Risk Management, <input checked="" type="checkbox"/> Service level Change, <input checked="" type="checkbox"/> Strategic Priority, <input type="checkbox"/> Efficiency, <input checked="" type="checkbox"/> Adopted Plan/Study <input type="checkbox"/> Other (please specify): _____
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:	<ul style="list-style-type: none"> • Supports the Library's strategic goal of Collections & Programs (offering a variety of programming & adult learning opportunities; build on the strength of our children/teen programming) • Supports the Library's strategic goal of Technology (support digital skills development; provide extended hours for technology support) • Supports the Library's strategic goal of People & Leadership (build staff capacity to meet evolving needs through training, succession planning...and build a culture of adaptation and reasonable experimental risk-taking; recruit and develop staff who are connecting, welcoming, flexible, engaging, personable, forward-thinking, creative) • Supports the Library's strategic goal of Community Connections (Open to all: customer-first focus) • Reflects Library Services & Facilities Master Plan goal for increasing staffing levels and operational efficiencies • Supports the Town of Georgina strategic goal to Deliver exceptional service • Supports the Town of Georgina strategic goal to Promote a high quality of life
4. Main/Desired Goal or Outcomes/Benefits:	<ul style="list-style-type: none"> A. Increase Temp FT SRCA salary 1 step: To attract and retain candidates of the highest calibre by offering a more competitive salary. B. Additional PT eServices Technician: Additional technical support and training for both the public and staff, including some extended service hours (evenings and weekends). As Georgina continues to grow, this is becoming increasingly important. C. Increase Executive Assistant hours: Increasing hours makes this position more desirable and therefore improves likelihood of retaining employee; frees Library Director/CEO from hours spent stamping & coding invoices and other administrative/clerical tasks, making better use of CEO salary for strategic-level issues. D. Increase hours at Peter Gzowski (Sutton) Branch: Our community is growing and the Library's hours accommodate our commuter-based population. As we provide an increasing number of Town services, we need one additional staff member on weeknights to maintain basic customer service. E. Increase hours to support Adult Programming: Increased program offerings for adults in Georgina.

5. Cost/ Financial Impact, Recovery and Net impact (Consult with Finance- Use the Current Sheets)

Costs	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Salary	62,001	78,214	84,065
Benefits	8,630	11,361	11,433
Total Expenditures	70,631	89,575	95,498
Transfers	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Internal transfer from other dept			
Total Transfers			
Revenues	Year 1 (Pro-rate as applicable)	Year 2 (Annualized)	Year 3 (Annualized)
Total Revenues			
Net Budget Impact	70,631	89,575	95,498

6. Other Considerations or Efficiency Options:

Can you defer the request? Not recommended.

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities?
No. However, SRCA position is often partially funded by grants.

7. Short-term results expected:	<ul style="list-style-type: none">A. Increase Temp FT SRCA salary 1 step: attract and retain candidates of the highest calibre.B. Additional PT eServices Technician: increased public engagement with the Library due to additional courses and course space availability; improved public perception of the Library due to extended hours of technical support.C. Increase Executive Assistant hours: Library Director/CEO able to better connect with community and Town staff; employee retention.D. Increase hours at Peter Gzowski (Sutton) Branch: The branch will be able to maintain service levels for residents.E. Increase hours to support adult programming: increased Library programming or adults, resulting in greater foot traffic in Library branches as well as increased membership & circulation.	
8. Long-term Results expected:	<ul style="list-style-type: none">A. Increase Temp FT SRCA salary 1 step: increased participation in the Summer Reading Club program.B. Additional PT eServices Technician: Increased confidence in technical areas for members of the public and staff due to additional support and training. Increased STEM skills for members of the public due to additional programming (contingent on materials & tools being purchased and programs being developed). Improved knowledge transfer of technical information from existing eServices Technician to new position in preparation for eventual retirement (succession planning).C. Increase Executive Assistant hours: Library Director/CEO able to keep Library on track to meet Strategic Goals.D. Increase hours at Peter Gzowski (Sutton) Branch: The increased staff complement will be better positioned for continuing growth in the community.E. Increase hours to support adult programming: raising profile of the Library in the view of residents, recognizing the library as a cultural hub in our Town.	

9. Other Comments:

Currently, Library Director/CEO is backup for eServices Technician; since the position was created in 2012, the backup has been the Keswick Branch Librarian.



**Town of Georgina
NI-CS-1**

Title of Request: Mortgage Company Account Administrative Fees

Date: August 29, 2019

Department: Corporate Services

Division: Tax, Revenue and Customer Service

Project Description:

There are over 4100 property tax accounts that are currently paid for through various mortgage companies. This is a convenience for homeowners who include their property tax installments in their mortgage payments. There is a large amount of administrative work that goes into managing the mortgage company listings, including constant additions, deletions and alterations that take time and resources to complete. The proposed fee is \$10 per roll number per bill, which would result in \$20 per roll number each year. This fee would be recovered through Accounts Receivable and would be issued to the mortgage companies directly and not the homeowner. Other municipalities that charge this fee include Vaughan (\$8 per roll number per bill), Stouffville (\$10 per roll number per bill), Newmarket (\$15 per roll number per bill), Aurora (\$10 per roll number per bill), and Markham (\$15.50 per roll number per bill).

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits: Implementing a fee for a service that is fair and consistent with other York Region municipalities.
5. Cost/ Financial Impact, Recovery and Net impact \$80,000 in revenues.
6. Other Considerations or Efficiency Options: Can you defer the request? Yes Is it more efficient to contract out the initiative? No Can you combine this initiative with other present functions? Yes Can you change the services model to reduce this demand without reducing service levels? N/A. Can you better leverage technology? No Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-term results expected: Additional revenue realized without adding any costs to a property tax account. Bringing user fees to a consistent level with other municipalities.
8. Long-term Results expected: Additional long-term revenue stream.
9. Other Comments:



**Town of Georgina
NI-DCAO-1**

Title of Request: Summer Enforcement Increased Overtime

Date: August 30, 2019

Department: Office of the Deputy CAO

Division: Municipal Law Enforcement

Project Description: Summer Enforcement Initiative Increased Overtime.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Promote a High Quality of Life: By providing Municipal Law Enforcement Officer coverage to address concerns related to Short-Term Rentals and other Regulatory By-laws.

4. Main/Desired Goal or Outcomes/Benefits:

Encourage compliance with municipal bylaws during summer months and respond to residents' complaints.

5. Cost/ Financial Impact, Recovery and Net impact
Overtime expenditure of \$20,000, which will generate an additional \$5,000 in revenue, for a net budget impact of \$15,000.
6. Other Considerations or Efficiency Options:
Can you defer the request? No. This service has been utilized the last two (2) years through special approval of Council mid-year.
Is it more efficient to contract out the initiative? No
Can you combine this initiative with other present functions? Yes
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-term results expected: The Municipal Law Enforcement Division will be expanding their hours of operation until midnight on Fridays and Saturdays, with the addition of Sundays on long weekends (May 18 to September 2).
8. Long-term Results expected: Continue to offer coverage for Municipal Law Enforcement concerns.
9. Other Comments:



**Town of Georgina
NI-DS-1**

Title of Request: Additional Funding to provide Winter Banner Program on Woodbine Avenue and Dalton Road

Date: November 10, 2019

Department: Development Services

Division: Economic Development and Tourism

Project Description: The Town of Georgina has historically purchased and installed summer street banners for the Sutton, Jackson's Point, Keswick Business Improvement Areas, the main street of Pefferlaw, Udora and along Woodbine Avenue in Keswick. Approximately 195 banners are required for the existing summer banner program. It is important to note that the cost for the purchase of the 2019 summer street banners was \$16,000 and the cost for installation, repair and removal of these summer banners was \$25,000.

In October of 2019, Council requested that winter theme street banners be installed on Woodbine Avenue and on Dalton Road. This is an expansion of the existing street banner program and was not currently budgeted for in the 2019 operating budget. In the event that Council wants to continue with this winter banner program, an increase in the annual budget will be required for both the supply of winter banners and the contracted services required for installation.

1. Proposed Year of Initiative: 2020 and ongoing

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

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

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

Corporate Strategic Plan: Promote Town Identity and Increase Employment and Investment

Phase 1 of the Action Plan contained within the Town's 2017 Investment Attraction Strategy is well underway, and staff are working on a number of marketing initiatives to strengthen and build awareness of Georgina as a location to live, work, play and invest.

4. Main/Desired Goal or Outcomes/Benefits:

Staff are aware that the street banner program has been well received by the historic business areas and the desire to see additional streetscaping and additional attention on enhancing and improvement the existing elements within the public realm is a key priority for the business community. While the placement of street banners is just one small component of enhancements that the town can undertake, it does help to create a sense of pride for residents.

5. Cost/ Financial Impact, Recovery and Net Impact

In order to maintain the Winter Banner Program, the following budget is required:

Purchase of Winter Banners - \$8,000
Installation of Winter Banners - \$12,000
Total Additional Budget Request - \$20,000

*in order to reduce costs, efforts are made to re-use the banners for a two-year period however this is dependent on weather conditions.

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however with the introduction of the winter banners this year, the expectation will be to continue and expand the program in subsequent years.

Is it more efficient to contract out the initiative? In discussions with the Operations and Infrastructure Department and Recreation and Culture Department Staff, due to the extent of the existing banner program it is more efficient to contract out the installation of the winter and summer banners.

Can you combine this initiative with other present functions? No. This funding will result in an increased budget for the purchase and installation of street banners.

<p>Can you change the services model to reduce this demand without reducing service levels? No</p>
<p>Can you better leverage technology? N/A</p>
<p>Can you share service delivery with other Town Departments/Agencies or municipalities? N/A</p>
<p>7. Short-term results expected:</p>
<p>Increased enhancement of the existing streetscape.</p>
<p>8. Long-term Results expected:</p>
<p>The banner program has been well received by business owners within the historic downtowns and helps to create an attractive winter streetscape.</p>
<p>9. Other Comments:</p>



**Town of Georgina
NI-RC-1**

Title of Request: Emergency Facility and Equipment Repairs

Date: September 10, 2019

Department: Recreation and Culture

Division: Facilities

Project Description:

In 2016, Building Condition Assessments (BCAs) were developed for many of the facilities within Georgina. These BCAs have identified certain items that need to be addressed and the approximate time periods in which to address them. Due to budgetary factors, and the significant amount of items in the documents, it is impossible to perform all of the tasks identified within the recommended time constraints. This proposed fund would be used to repair items identified, yet unresolved, and in emergencies. For example, this year saw the unscheduled replacement of the condenser at Sutton Arena, as well as the replacement of the ice rink dehumidifiers – both identified by BCAs as items to be addressed. A fund such as this would have lessened the need for approvals and additional paperwork in such time sensitive replacements.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Grow Our Economy

Priority: Promote a High Quality of Life

Priority: Deliver Exceptional Service	
4. Main/Desired Goal or Outcomes/Benefits:	To provide an emergency fund for the various facilities, in case of unexpected system failures.
5. Cost/ Financial Impact, Recovery and Net impact:	\$100,000 – Will be funded by the Facility Repair and Replacement Reserve.
6. Other Considerations or Efficiency Options:	<p>Can you defer the request? No</p> <p>Is it more efficient to contract out the initiative? No</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? No</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>
7. Short-term results expected:	Emergency fund from which to draw when presented with time constraints.
8. Long-term Results expected:	Improved response to situations deemed emergencies.
9. Other Comments:	



**Town of Georgina
NI-OI-1**

Title of Request: Catch Basin and Oil/Grit Separator Annual Cleaning Program – Contract Service

Date: September 13, 2019

Department: Operations and Infrastructure

Division: Roads

Project Description: Increase the available budget for catch basin and oil/grit separator cleaning and disposal of materials.

Contracted services are used to clean out all road catch basins and oil/grit separators (Stormceptors). The Town has been advised through a recent Ministry of the Environment, Conservation and Parks (MECP) inspection that the material removed from catch basins and oil/grit separators cannot be dried and stored at the municipal works yard and may not be appropriate for disposal as clean fill.

Costs are based on similar contracts in York Region that include disposal of materials at a registered waste disposal facility.
Catch Basin Cleaning and Disposal cost = \$80 – \$126/ea. Approximate catch basin inventory = 1500
Oil/Grit Separators (OGS) Cleaning & Disposal cost = \$4,000/ea. OGS inventory = 14

Unit costs are based on recent contracts in Newmarket, East Gwillimbury and Whitchurch-Stouffville.

1. Proposed Year of Initiative: 2020

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

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

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
Priority: Deliver Exceptional Service – Manage of Finances and Assets proactively
4. Main/Desired Goal or Outcomes/Benefits:
Ensure continued compliance with applicable waste disposal legislation and regulations.
5. Cost/ Financial Impact, Recovery and Net impact
\$157,000.00 annually.
6. Other Considerations or Efficiency Options:
Can you defer the request? No
Is it more efficient to contract out the initiative? Yes
Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-term results expected:
Ensure continued compliance with applicable waste disposal legislation and regulations.
8. Long-term Results expected:
Dispose of waste material in an environmentally responsible manner.
9. Other Comments:
Email from MECP Attached.

RE Egypt Yard - Hwy 48 Park Road -waste material.msg

The screenshot shows an email client interface with the following details:

- Subject:** RE: Egypt Yard - Hwy 48 & Park Road - "waste material"
- From:** Joshua Jagelewski (MECP) <joshua.jagelewski@ontario.ca>
- To:** RE: Egypt Yard - Hwy 48 & Park Road - "waste material"
- Date:** 16/07/2019
- Message Preview:** Dean Rurak; Zachary Emberson; Luke Fawns; Rob Flindall

The email body contains the following text:

Good morning Dean,

Thanks for getting back to me. I just wanted to ensure that the material being collected wasn't deemed a waste. Please keep in mind that catchbasin material could potentially be impacted by waste i.e hydrocarbons, waste oils etc. So please be diligent with your drivers picking up this material to ensure that there are no contaminants within.

If the material does not meet a slump test, I would be deemed a subject waste and need to be taken to a registered facility ...not the yard.

Let me know if you have any questions.

Thanks again.

Josh

Josh Jagelewski

Sr. Environmental Officer Badge#1951
Ministry of the Environment, Conservation and Parks
 York Durham – Newmarket Office
 1091 Gorham St, Suite 102
 Newmarket, ON
 L3Y 8X7
 Mobile: 416-991-3643



**Town of Georgina
NI-OI-2**

Title of Request: Winter Road Maintenance Staff Stand-By Schedule and Costs

Date: September 13, 2019

Department: Operations and Infrastructure

Division: Roads

Project Description:

Increase the available budget for staff stand-by costs and increase number of staff scheduled for on-call duties. Staff increase from four (4) to six (6) staff on-call and receiving stand-by pay for Roads Winter Maintenance (Snow Plowing and Sanding/Salting).

The Lead Hand direct staff and contract activities under normal conditions and thereby reduce or eliminate the number of times that a Roads Supervisor is called in. This will reduce the overtime paid to Supervisor staff.

1. Proposed Year of Initiative: 2020

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

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

Staff have expressed concern that the available over-time hours has been reduced during winter operations through the decision to add two additional contacted plow trucks and remove two vehicles from the Town's fleet. This initiative is related to staff engagement and satisfaction.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:	Priority: Deliver Exceptional Service – Manage of Finances and Assets proactively
4. Main/Desired Goal or Outcomes/Benefits:	Provide cost effective winter road maintenance while ensuring that service levels are maintained.
5. Cost/ Financial Impact, Recovery and Net impact:	<p>Cost/ Financial Impact: Additional Cost for adding One (1) Lead Hand and One (1) Road Attendant to the staff required to be on stand-by during the winter maintenance season. \$27,500</p> <p>Recovery/Reductions: There will be a reduction of over-time paid to Roads Supervisors because the Supervisors will not be called in regularly during winter maintenance activities that commence overnight. \$13,500</p> <p>Net Impact: \$14,000</p>
6. Other Considerations or Efficiency Options:	<p>Can you defer the request? Yes</p> <p>Is it more efficient to contract out the initiative? No</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? No</p>

Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-term results expected: Provide cost effective winter road maintenance.
8. Long-term Results expected: Provide cost effective winter road maintenance, and improve Risk Management by ensuring that six (6) out of eight (8) available snow-plow trucks operated by the Town will have driver/operators available during winter call-out events.
9. Other Comments: This initiative is related to staff engagement and satisfaction. The Lead Hands will be required to coordinate staff activities, and ensure equitable distribution of over-time opportunities.



**Town of Georgina
NI-OI-3**

Title of Request: Summer Road Maintenance Staff Stand-By Schedule and Costs

Date: September 13, 2019

Department: Operations and Infrastructure

Division: Roads

Project Description:

Increase the available budget for staff stand-by costs and increase number of staff scheduled for on-call duties.

Staff Increase from One (1) to Two (2) on-call and receiving stand-by pay.

This increase is required because most road repair work duties require two staff to perform the job safely.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Deliver Exceptional Service – Manage of Finances and Assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

	Provide cost effective summer road maintenance.
5. Cost/ Financial Impact, Recovery and Net impact	Net Impact: \$4,700.00
6. Other Considerations or Efficiency Options:	
Can you defer the request? Yes	
Is it more efficient to contract out the initiative? No	
Can you combine this initiative with other present functions? No	
Can you change the services model to reduce this demand without reducing service levels? No	
Can you better leverage technology? No	
Can you share service delivery with other Town Departments/Agencies or municipalities? No	
7. Short-term results expected:	
Provide safe and cost effective summer road maintenance during after-hours periods.	
8. Long-term Results expected:	
Provide safe and cost effective summer road maintenance during after-hours periods.	
9. Other Comments:	This initiative is related to staff engagement and satisfaction. More equitable sharing of over-time opportunities is achieved, while increasing the safety of staff responding to after-hours events. Over-all this assist the Operations & Infrastructure Department by providing one additional staff member that can assist in Roads, Water/Wastewater, Parks and Facilities if required.



**Town of Georgina
NI-OI-4**

Title of Request: Park Waterfront Security – Paid Duty Police

Date: September 16, 2019

Department: Operations and Infrastructure

Division: Parks

Project Description:

Increased presence of York Regional Police to provide security and policing at waterfront parks through the summer months.

The cost per day for three (3) Constables and one (1) Sergeant plus patrol vehicles was \$4,623.33 in 2019. The total cost of \$75,000 provides for 16 days of paid duty police, assuming a modest increase in 2020 for the fee charged by York Regional Police for paid duty police services.

The peak summer period from June 27th to September 7th 2020 has 25 weekend days and holidays that would potentially require paid duty police at the waterfront parks. Staff monitor the weather forecasts and park attendance trends before scheduling the paid duty police to attend.

1. Proposed Year of Initiative: 2020

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

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

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

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

Priority: Deliver Exceptional Service – Ensure exceptional service delivery

4. Main/Desired Goal or Outcomes/Benefits:

Provide a safe environment for park visitors and staff.

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

- **Contracted Services:** Additional \$52,000 required
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

Total Cost: \$52,000

\$52,000 additional, plus existing budget(s) of \$23,000

Jackson's Point Harbour: 1-2-1533338-3423 Park Security (\$4,000)
De La Salle Park: 1-2-1533784-3423 Park Security (\$19,000)

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities?
Yes. Shared with By-law Enforcement.

7. Short-Term Results Expected:

The ability to schedule paid duty police on an ongoing basis for the summer months within the departments operating budget.

8. Long-Term Results Expected:

The ability to budget appropriately within the Department.

9. Other Comments:

With the increased usage of Georgina's Waterfront Parks, having paid duty police officers onsite over the weekends for security has become a standard which has only increased over the years. In order to accurately reflect our operating budget, we have updated our Parks Security operating budget lines.

These numbers are based on the usage of paid duty police for every weekend, including long weekends. Staff have the ability to cancel the booking 24 hours prior to the date depending on the weather. For example, If the weather is scheduled to rain all weekend staff may cancel the booking to save the cost, thus the budget may not always be fully utilized depending on the weather throughout the summer.



**Town of Georgina
NI-OI-5**

Title of Request: Pavement Management System Implementation

Date: August 29, 2019

Department: Operations and Infrastructure

Division: Asset Management & Capital Projects Division

Project Description: Partnership with York Region and N6 Municipalities for Pavement Management System Implementation -

The Town requires ongoing monitoring and evaluation of the condition of asphalt and surface treated roadways to plan and prioritize routine maintenance activities (pothole repairs) and resurfacing. Available software tools can provide detailed and defensible analysis that staff can use to develop the 10-Year Capital Works program and maintain the road assets in a proactive and efficient manner.

There are opportunities to partner with the Regional Municipality of York (the Region) along with other Northern 6 (N6) Municipalities to provide this service. Currently, the Region, East Gwillimbury, and Whitchurch-Stouffville have partnered together on a pavement management initiative, while the Town of Aurora, and Newmarket have their own in-house software.

1. Proposed Year of Initiative: 2020 and ongoing

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

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

Legislative: The Town is required to maintain roads in a fit state of repair, including road surfaces. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of core assets (roads) and development of a plan to maintain the asset at an approved

service level. The Minimum Maintenance Standard Regulation O.Reg. 239/02 also requires on-going maintenance of road surfaces in a State of good repair.

Risk Management: Maintaining road surfaces at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. Using a pavement management system (data collection and software) to guide decision making for a capital works program indicates the Town has performed the necessary due diligence.

Service Level Change: The Town has previously relied on professional judgement of staff and consultants for Roads Needs and Asphalt condition based on visual observations performed every 5-6 years to prioritize the capital works program. This project will provide an on-going update to the evaluation.

Efficiency: The Town will be moving away from reactive repairs and mitigation into a proactive model that will be more efficient in the longer term.

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

Priority: Deliver Exceptional Service – By continuing a program, funds will be spent where the most value will be realized.

4. Main/Desired Goal or Outcomes/Benefits:

Improved planning and prioritization of the Roads Resurfacing and Roads Reconstruction program.
Supports the development and implementation of the Town's Asset Management Plan for Core Assets (Roads).

5. Cost/ Financial Impact, Recovery and Net Impact

- Contracted Services:
- Consultants: \$90,000.00
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: \$ 90,000.00 – Will be funded by the Roads Repair and Replacement Reserve.

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes.

Is it more efficient to contract out the initiative?

Yes. Due to specialized software and pavement knowledge, consultants are required to direct staff how to best maintain assets.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology?

Yes. This project will leverage technology.

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

Yes
Staff are exploring opportunities to collaborate with York Region, Town of East Gwillimbury and the Town of Whitchurch-Stouffville to utilize the Region's existing Pavement Management software, data collection contracts, and staff expertise for this purpose, rather than relying on consultants or developing in-house expertise.

7. Short-Term Results Expected:

Implementation of an on-going and proactive asset management program for roads, resulting in the highest level of surface at the least cost while working in partnership with other municipalities.

8. Long-Term Results Expected:

Increased efficiency in resurfacing and reconstruction works by prioritizing highest risk areas and funding projects where the most value will be realized.

9. Other Comments:

York Region, the Town of Whitchurch-Stouffville and the Town of East Gwillimbury have started a partnership program. The Town of Georgina can leverage this experience to rapidly implement a pavement management system.

If the pavement management system is not approved, then this project should be reconsidered as another Roads Needs Assessment, similar to the roads needs assessment undertaken in 2015 for the State of Infrastructure – Roads (prepared by 4Roads) using the MTO visual methodology.



GEORGINA

**Town of Georgina
NI-OI-6****Title of Request:** Parks Improvements (non-growth related)**Date:** August 28, 2019**Department:** Operations and Infrastructure**Division:** Parks**Project Description:** Parks improvements (non-growth related) for equipment and amenities

Park improvements for existing locations across Town, including but not limited to supply and installation of furnishings (benches, picnic tables, garbage and recycling containers, bike racks), painting, signage, lighting, paving, grading, topsoil/gravel import.

1. Proposed Year of Initiative: 2020**2. Nature of Initiative/Review Factors (check and explain all that apply):**

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

Risk Management – replacing aging park amenities and equipment with new and safer amenities reduces liability

Efficiency – Replacing aging park amenities and equipment with new and safer amenities reduces maintenance costs and promote good asset management.

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

Priority 2: Promote a High Quality of Life – Build a healthy Safe and accessible community
Priority 4: Deliver exceptional service – Manage our finances and assets proactively.
4. Main/Desired Goal or Outcomes/Benefits: Replace and upgrade existing park amenities to improve safety and user satisfaction; and provide proactive asset management
5. Cost/ Financial Impact, Recovery and Net impact <ul style="list-style-type: none">• Contracted Services: \$25,000• Consultants:• Purchase of Assets:• Materials/Supplies:• Other: Total Cost: \$25,000
6. Other Considerations or Efficiency Options: Can you defer the request? Yes. Deferring this request will likely result increased complaints and service requests. Is it more efficient to contract out the initiative? N/A Can you combine this initiative with other present functions? No Can you change the services model to reduce this demand without reducing service levels? No Can you better leverage technology? No Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Short-Term Results Expected: Implementing Park improvements will reduce the need for temporary or 'band-aid' solutions and will extend the usability of parkland spaces. Aging park amenities and infrastructure requires on-going maintenance. Short term or quick fixes will be fewer.
8. Long-Term Results Expected: Increased customer satisfaction from improved or replaced park amenities and infrastructure.
9. Other Comments:



**Town of Georgina
NI-LIB-1**

Title of Request: Library New Operating Initiatives

Date: August 23, 2019

Department: 178 – Library

Division:

Project Description:

A. **Interlibrary Loan materials & postage:** Provincial government funding cuts in April 2019 eliminated guaranteed funding for Interlibrary Loan (ILLO). These funds will allow us to continue to offer ILLO service to Georgina residents at 1/3 of previous levels.

B. **Telephone contracts/maintenance:** Related to Capital requests for a upgraded phone system in Pefferlaw and cell phones for managers. If those Capital projects move forward, there will be ongoing Operating costs.

1. Proposed Year of Initiative: 2020

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

- Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
- Other (please specify)
Funding cuts from provincial government.

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

Supports the Library Strategic goal of Community Connections: customer-first focus
Supports the Library Strategic goal of Technology: maintain up-to-date technology

Priority: Deliver exceptional service

4. Main/Desired Goal or Outcomes/Benefits:

- A. **Interlibrary Loan materials & postage:** Continuing to offer a popular service to Georgina residents, particularly including home-schooling families, house-bound residents, and people with eclectic reading tastes.
- B. **Telephone contracts/maintenance:**
 - i. Multi-line telephone will allow the branch to use the fax machine and assist customers at the same time; activates voicemail while the phone is in use; permits longer calls without blocking the line.
 - ii. Cell phones will enable more effective & timely communication between Library Managers and Library staff, Library Managers and Town staff.

5. Cost/ Financial Impact, Recovery and Net impact

A. Interlibrary Loan materials & postage:		
i. Postage	\$1,600	
ii. ILLO supplies	\$400	
B. Telephone contracts/maintenance:		
i. Pefferlaw monthly phone line & service agreement	\$1,900	
ii. Manager cell phone plans	\$1,800	
Net impact:	\$5,700	

6. Other Considerations or Efficiency Options:

Can you defer the request?

Not recommended.

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions?

Already the case.

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

Can you better leverage technology?
That is the intent of the phone requests

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

7. Short-term results expected:

- A. **Interlibrary Loan materials & postage:** Residents continue to reap the benefits of a province-wide Public Library resource-sharing tool, allowing GPL to use collection funds to purchase new, popular materials.
- B. **Telephone contracts/maintenance:**
 - i. Installing additional phone line in Pefferlaw Branch allows us to meet our customers' needs, reduce frustration from the public at being unable to reach a person at the other end of the phone line.
 - ii. Increased confidence that there is timely two-way communication with Library managers.

8. Long-term Results expected:

As above.

9. Other Comments:

For July-December 2019, the Georgina Public Library Board approved resuming ILLO at 1/3 previous service level, paying any budget overages from Reserves. Paying this ongoing operating cost from Reserves is not sustainable long-term, and it should be captured in the Operating budget.

Partial reimbursement for previous year will be provided by provincial government, but the amount of reimbursement is unknown until January of the following year.



**Town of Georgina
20-OI-1**

Title of Request: Asset Management Plan Development and Implementation

Date: August 29, 2019

Department: Operations & Infrastructure

Division: Asset Management & Capital Projects

Project Description: Asset Management Plan - Gap Analysis, Development, and Implementation

The Town of Georgina is required by O.Reg 588/17 to prepare an asset management plan in respect of our core municipal infrastructure assets by July 1, 2021, and in respect of all of its other municipal infrastructure assets by July 1, 2023. Asset Management (EAM) is a process of managing the lifecycle of physical assets and equipment in order to maximise its lifetime, reduce costs, improve quality and efficiency, maintain the health of assets and environmental safety.

Phase 1 of the Project will include a "Gap Analysis" or "Needs Assessment" of the Town's current Asset Management capabilities including: Governance; Policies; Levels of Service; available staff resources; staff knowledge and skills; data sources; data quality and reliability; suitability of existing Enterprise software for asset management tasks; Available funding for Operating tasks; Reserve Fund status for Tangible Capital Asset replacement in conformance with O.Reg. 588/17 and ISO 55000, 55001 and 55002, and current MFOA guidelines and best practices.

Phase 2 of the Project will address all of the requirements of O.Reg. 588/17 Section 5 (1) and 5 (2) and Section 6 with respect to preparation of an Asset Management Plan and Implementation Plan for Core Municipal Assets, including a lifecycle management and financial strategy for Endorsement by Council prior to July 1, 2021:

- (a) water assets
- (b) wastewater assets
- (c) stormwater management assets
- (d) roads
- (e) bridge or culvert

O.Reg. 588/17 Section 5: Asset management plans, current levels of service

5. (1) Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2021, and in respect of all of its other municipal infrastructure assets by July 1, 2023.

5 (2) A municipality's asset management plan must include the following:

1. For each asset category, the current levels of service being provided.
2. The current performance of each asset category.
3. For each asset category,
 - i. a summary of the assets in the category,
 - ii. the replacement cost of the assets in the category,
 - iii. the average age of the assets in the category, determined by assessing the average age of the components of the assets,
 - iv. the information available on the condition of the assets in the category, and
 - v. a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.
4. For each asset category, the lifecycle activities that would need to be undertaken to maintain the current levels of service as described 1 for each of the 10 years following the year for which the current levels of service under paragraph 1 are determined and the costs of providing those activities based on an assessment of the following:
 - i. The full lifecycle of the assets.
 - ii. The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service.
 - iii. The risks associated with the options referred to in subparagraph ii.
 - iv. The lifecycle activities referred to in subparagraph ii that can be undertaken for the lowest cost to maintain the current levels of service.

O.Reg. 588/17 Section 6: Asset management plans, proposed levels of service

6 (1) include the following additional information:

1. For each asset category, the levels of service that the municipality proposes to provide for each of the 10 years following the year in which all information required under section 5 and this section is included in the asset management plan.
2. An explanation of why the proposed levels of service under paragraph 1 are appropriate for the municipality, based on an assessment of the following:
 - i. The options for the proposed levels of service and the risks associated with those options to the long term sustainability of the municipality.
 - ii. How the proposed levels of service differ from the current levels of service set out under paragraph 1 of subsection 5 (2).
 - iii. Whether the proposed levels of service are achievable.
 - iv. The municipality's ability to afford the proposed levels of service.
3. The proposed performance of each asset category for each year of the 10-year period referred to in paragraph 1, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency.

4. A lifecycle management and financial strategy that sets out the following information with respect to the assets in each asset category for the 10-year period referred to in paragraph 1:
- An identification of the lifecycle activities that would need to be undertaken to provide the proposed levels of service described in paragraph 1, based on an assessment of the following:
 - The full lifecycle of the assets.
 - The options for which lifecycle activities could potentially be undertaken to achieve the proposed levels of service.
 - The risks associated with the options referred to in sub subparagraph B.
 - The lifecycle activities referred to in sub subparagraph B that can be undertaken for the lowest cost to achieve the proposed levels of service.
 - An estimate of the annual costs for each of the 10 years of undertaking the lifecycle activities identified in subparagraph i, separated into capital expenditures and significant operating costs.
 - An identification of the annual funding projected to be available to undertake lifecycle activities and an explanation of the options examined by the municipality to maximize the funding projected to be available.
 - If, based on the funding projected to be available, the municipality identifies a funding shortfall for the lifecycle activities identified in subparagraph i,
 - An identification of the lifecycle activities, whether set out in subparagraph i or otherwise, that the municipality will undertake, and if applicable, an explanation of how the municipality will manage the risks associated with not undertaking any of the lifecycle activities identified in subparagraph i.
 - The estimated capital expenditures and significant operating costs to achieve the proposed levels of service as described in paragraph 1 in order to accommodate projected increases in demand caused by population and employment growth, as set out in the forecasts or assumptions referred to in paragraph 6 of subsection 5 (2), including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets,
 - The funding projected to be available, by source, as a result of increased population and economic activity, and
 - An overview of the risks associated with implementation of the asset management plan and any actions that would be proposed in response to those risks.
 - An explanation of any other key assumptions underlying the plan that have not previously been explained.
- (2) With respect to an asset management plan prepared under section 5 on or before July 1, 2021, if the additional information required under this section is not included before July 1, 2023, the municipality shall, before including the additional information, update the current levels of service set out under paragraph 1 of subsection 5 (2) and the current performance measures set out under paragraph 2 of subsection 5 (2) based on data from the two most recent calendar years.
- Phase 3** of the project will include a detailed evaluation of the Town's Enterprise Asset Management (EAM) Information Technology Resources
 There are four core Information Technology systems associated with Asset and Work Management which the Town should continue to invest in:
 - A Geographic Information System (GIS); Data "Warehouse" and Information Analytics

- Financial Systems and Financial Reporting Tools
- Asset Management Systems: These solutions typically include valuation, planning and decision support tools, and they help the Town more effectively plan asset management activities to predict future funding needs, to model scenarios and to achieve and/or prolong the lifecycle of assets.
- A Work Management System: These systems are needed to effectively track assets and the work that is done against the assets (inspections, planned maintenance and reactive work). These systems typically involve asset registers, service requests, work order management, GIS integration and mobile systems access for field crews and online service request deployment. They help improve the productivity of crews and provide management information about resource allocation and utilization. Typically, these systems may be used for linear (road, water, waste and storm water), facility and fleet assets.

A business process analysis is required to ensure that our existing systems, portals and websites supporting these core systems already in place meet our business requirements.

Phase 4 – Data gathering, analysis and reporting required to close critical identified information gaps.

1. Proposed Year of Initiative: 2020

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

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

Legislative: The Asset Management Regulation O.Reg. 588/17 requires the development and Implementation of an Asset Management Plan for core assets (roads, bridges, water, wastewater, storm sewers) by July 1, 2021 and development of a plan to maintain the asset at an approved service level.

Risk Management: Maintaining municipal core assets at an acceptable standard reduces the Town's risk and exposure to liability in the event of an accident or failures of the asset. Using an Asset Management Plan and Financial Strategy to guide decision making for a capital works program indicates the Town has performed the necessary due diligence.

Strategic Priority: this project supports the 2019-2023 Strategic Plan.
Priority: Deliver Exceptional Service – Manage our finance and assets proactively.

<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority 4: Deliver Exceptional Service – Manage our finance and assets proactively</p>	<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>Prepare an asset management plan in respect of the Town's core municipal infrastructure assets by July 1, 2021, and in respect of all of its other municipal infrastructure assets by July 1, 2023.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • Contracted Services: • Consultants: \$150,000 • Purchase of Assets: • Materials/Supplies: • Other: <p>Total Cost: \$150,000</p> <p>Funding Sources: This project is funded 1/3 from Water/Wastewater Reserves.</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? No</p> <p>Is it more efficient to contract out the initiative? Yes</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? Yes</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? Yes</p>
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<p>7. Short-Term Results Expected:</p> <p>Compliance with all legislative requirements of O.Reg.588/17 within the deadlines imposed by the Province.</p>
<p>8. Long-Term Results Expected:</p> <p>Implementation of a comprehensive and sustainable Asset Management Program in conformance with the Town's adopted Strategic Asset Management Policy.</p>
<p>9. Other Comments:</p> <p>The cost estimate provided is for consulting services only. The Request for Proposals for this work should be issued as soon budgets are approved.</p>



**Town of Georgina
20-OI-2**

Title of Request: Roads 2020 "Maintenance" Plan (Road Resurfacing Program)

Date: August 29, 2019

Department: Operations & Infrastructure

Division: Asset Management & Capital Projects

Project Description: Roads 2020 "Maintenance" Plan (Road Resurfacing Program)

The 2020 Budget for the Roads 2020 "Maintenance" Plan (Road Reconstruction) was pre-approved during the 2019 Budget deliberations in the amount of \$1,856,600.

Two (2) Road Resurfacing projects for 2020 have already been awarded under Contract OID2019-029.

1. Carrick Avenue, Fontaine Drive, Wexford Drive and Natanya Blvd – Asphalt re-surfacing, concrete curb and sidewalk repairs, and AODA compliant crossings.
2. Brook Crescent, Otter Cove, Deerhurst Road and Sibbald Drive – Surface Treatment with Slurry Seal.

Staff are re-evaluating the condition of other Town Roads in the "Maintenance" category and will be reporting to Council in Q4 of 2019 with an updated list of candidate roads for the 2020 Road Maintenance Plan (Road Resurfacing Program) to utilize the remaining 2019 and 2020 uncommitted funds.

In 2020 staff will also be recommending the following road rehabilitation and maintenance activities to be part of the program to utilize the remaining 2020 approved funds.

1. Crack Sealing – this is a new addition to Maintenance Works. Preventing water to penetrate into the pavement structure is a best practice to extend the service life of an asphalt road. Road segments yet to be determined. (approximately \$100,000 annually)

2. Asphalt Patch Paving – This is a new addition to Maintenance works. There are numerous locations within the asphalt road inventory where localized repairs are required (patches up to 400 square metres). Specific areas to pave to be determined. (approximately \$150,000 annually)

Design, contract administration and inspection services for road resurfacing and reconstruction in 2021.

This work is required to create an efficient and effective roads resurfacing program and road reconstruction program by retaining Professional Engineering services and Geotechnical Services throughout the life of the project. Roads resurfacing and reconstruction is an annual ongoing capital works program that will involve geotechnical investigation and design of identified roads segments in Year 1, with construction occurring in Year 2.

The project includes retention of an Engineering consultant to undertake geotechnical investigation, provide preliminary design recommendations, detailed design, Contract Administration and inspection for the proposed 2021 Roads capital works programs for the 2021 Roads "Maintenance" Plan and the 2021 Roads "NOW Needs" Plan but is funded from the 2020 Approved Budget under this Business Case

1. Proposed Year of Initiative: 2020**2. Nature of Initiative/Review Factors (check and explain all that apply):**

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

Legislative: The Town is required to maintain roads in a fit state of repair, including road surfaces. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of core assets (roads) and development of a plan to maintain the asset at an approved service level. The Minimum Maintenance Standard Regulation O.Reg. 239/02 also requires on-going maintenance of roadside safety infrastructure in a State of Good repair.

Risk Management: Maintaining road surfaces at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. Using a pavement management system (data collection and software) to guide decision making for a capital works program indicates the Town has performed the necessary due diligence.

Strategic Priority: This project supports the 2019-2023 Strategic Plan.

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

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: Deliver Exceptional Service – Manage our finances and assets proactively.
4. Main/Desired Goal or Outcomes/Benefits: Reconstruct roads in the priority sequence outlined in the 2015 State of Infrastructure – Roads study for “NOW Needs”. RESOLUTTON NO. C-2017-0393.
5. Cost/ Financial Impact, Recovery and Net impact <ul style="list-style-type: none">• Contracted Services: \$1,666,600.00• Consultants: \$ 190,000.00• Purchase of Assets:• Materials/Supplies:• Other: Total Cost: \$1,856,600
6. Other Considerations or Efficiency Options: Can you defer the request? No Is it more efficient to contract out the initiative? Yes Can you combine this initiative with other present functions? No Can you change the services model to reduce this demand without reducing service levels? No Can you better leverage technology? N.A. Can you share service delivery with other Town Departments/Agencies or municipalities? N.A.

7. Short-Term Results Expected: Improved road surface condition, driver ride comfort, road safety and drainage for reconstructed roads.								
8. Long-Term Results Expected: Reduced maintenance costs for repairs. Improved road conditions for residents. Proactive asset management to maintain Town Roads in a State of Good Repair.								
9. Other Comments: <p>January 29 & 30, 2019 TAB 12 Ten Year Capital Plan Moved by Councillor Neeson, Seconded by Councillor Harding RESOLUTION NO. C-2019-0137 That Council approve the 2020 Roads Maintenance and Reconstruction budgets as highlighted in the 10-year capital forecast at a total of \$3,117,600.</p> <table><tr><td>Carried</td><td></td></tr><tr><td>2020 Maintenance Roads</td><td>\$1,856,600</td></tr><tr><td>2020 "Now" Needs (Reconstruction)</td><td>\$1,261,000</td></tr><tr><td>Total</td><td>\$3,117,600</td></tr></table>	Carried		2020 Maintenance Roads	\$1,856,600	2020 "Now" Needs (Reconstruction)	\$1,261,000	Total	\$3,117,600
Carried								
2020 Maintenance Roads	\$1,856,600							
2020 "Now" Needs (Reconstruction)	\$1,261,000							
Total	\$3,117,600							



**Town of Georgina
20-OI-3**

Title of Request: Roads 2020 “Now Roads” Plan (Road Reconstruction Program)

Date: August 29, 2019

Department: Operations & Infrastructure

Division: Asset Management & Capital Projects

Project Description: Roads 2020 “Now Roads” Plan (Road Reconstruction Program)

The 2020 Budget for the Roads 2020 “Now Roads” Plan (Road Reconstruction) was pre-approved during the 2019 Budget deliberations in the amount of \$1,091,000.

Two (2) Road Reconstruction projects for 2020 have already been awarded under Contract OI-D2019-029.

1. Irving Drive - (Full length)
2. Old Shiloh Road – (Park Road to Weirs SR)

Staff are re-evaluating the condition of Irving Drive and may revise the design based on Engineering recommendations. The revised design may result in increased construction cost that will reduce the available 2020 budget.

Staff are re-evaluating the condition of other Town Roads in the “Now Needs” category and will be reporting to Council in Q4 of 2019 with an updated list of candidate roads for the 2020 Road Reconstruction Program to utilize the remaining 2020 pre-approved funds.

Design, contract administration and inspection services for road resurfacing and reconstruction in 2021.

This work is required to create an efficient and effective roads resurfacing program and road reconstruction program by retaining Professional Engineering services and Geotechnical Services throughout the life of the project. Roads resurfacing and reconstruction is an annual on-going

capital works program that will involve geotechnical investigation and design of identified roads segments in Year one (1), with construction occurring in Year two (2).

The project includes retention of an Engineering consultant to undertake geotechnical investigation, provide preliminary design recommendations, detailed design, Contract Administration and inspection for the proposed 2021 Roads capital works programs for the 2021 Roads "Maintenance" Plan and the 2021 Roads "NOW Needs" Plan, but is funded from the 2020 Approved Budget under this Business Case

1. Proposed Year of Initiative: 2020

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

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

Legislative: The Town is required to maintain roads in a fit state of repair including road side safety features. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of core assets (roads) and development of a plan to maintain the asset at an approved service level. The Minimum Maintenance Standard Regulation O.Reg. 239/02 also requires on-going maintenance of roadside safety infrastructure in a State of Good repair.

Risk Management: Maintaining road surfaces at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. Using a pavement management system (data collection and software) to guide decision making for a capital works program indicates the Town has performed the necessary due diligence.

Strategic Priority: This project supports the 2019-2023 Strategic Plan

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Reconstruct roads in the priority sequence outlined in the 2015 State of Infrastructure – Roads study for "NOW Needs". RESOLUTION NO. C-2017-0393.

<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • Contracted Services: \$1,123,000.00 • Consultants: \$138,000.00 • Purchase of Assets: • Materials/Supplies: • Other: <p>Total Cost: \$1,261,000</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? No</p> <p>Is it more efficient to contract out the initiative? Yes</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? N.A.</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? N.A.</p>	<p>7. Short-Term Results Expected:</p> <p>Improved road surface condition, driver ride comfort, road safety and drainage for reconstructed roads.</p> <p>8. Long-Term Results Expected:</p> <p>Reduced maintenance costs for repairs. Improved road conditions. Proactive asset management to maintain Town Roads in a State of Good Repair.</p>
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9. Other Comments:

January 29 & 30, 2019
TAB 12 Ten Year Capital Plan
Moved by Councillor Neeson, Seconded by Councillor Harding
RESOLUTION NO. C-2019-0137
That Council approve the 2020 Roads Maintenance and Reconstruction budgets as highlighted in the 10-year capital forecast at a total of \$3,117,600.

Carried

2020 Maintenance Roads	\$1,856,600
2020 "Now" Needs (Reconstruction)	\$1,261,000
Total	\$3,117,600



**Town of Georgina
20-OI-4**

Date: August 20, 2019

Department: Operations and Infrastructure

Division: Asset Management & Capital Projects

Project Description:

Municipalities are required to inspect bridges and culverts every two-years as mandated by the Standards for Bridges Regulation O. Reg. 104/97.

1. Proposed Year of Initiative: 2020

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

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

Legislative: The Standards for Bridges Regulation O. Reg. 104/97 also requires a structural inspection of bridges and large culverts to be undertaken every two (2) years. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of core assets (Bridges) and development of a plan to maintain the asset at an approved service level.

Risk Management: Maintaining bridges at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. Completing the mandatory inspections and following the recommendation(s) provided by the engineer indicates the Town has performed the necessary due diligence.

Strategic Priority: This project supports the 2019-2023 Strategic Plan.

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

3. Brief Links to Strategic Plan, Departmental Business Plans or Other Plans:	Priority 4: Deliver exceptional service – Manage our finances and assets proactively.
4. Main/Desired Goal or Outcomes/Benefits:	Preventative maintenance that ensures safe access to link communities over rivers and water courses.
5. Cost/ Financial Impact, Recovery and Net impact:	<ul style="list-style-type: none"> • Contracted Services: • Consultants: \$24,000 • Purchase of Assets: • Materials/Supplies: • Other: <p>Total Cost: \$24,000</p>
6. Other Considerations or Efficiency Options:	<p>Can you defer the request? No. It is legislatively required.</p> <p>Is it more efficient to contract out the initiative? Yes. Town Staff do not have Structural Engineering knowledge to complete the inspection.</p> <p>Can you combine this initiative with other present functions? N.A.</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? N.A.</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No. However, opportunities may exist for a Northern Six (N6) partnership to procure a consultant.</p>

<p>7. Short-term results expected:</p> <p>Comply with regulatory requirements.</p>
<p>8. Long-term results expected:</p> <p>Support the Town's Asset Management Program with data and analysis, supporting a proactive bridge maintenance and replacement program.</p>
<p>9. Other Comments:</p> <p>This is a legislative requirement and a best practice. Funding of bridges/culverts and their maintenance and rehabilitation helps sustain our roads system. Some bridges as observed by the Mossington Bridge (blue bridge) help to sustain a communities' heritage.</p>



**Town of Georgina
20-OI-5**

Title of Request: Bridge Rehabilitations and Replacements

Date: August 20, 2019

Department: Operations and Infrastructure

Division: Asset Management and Capital Projects

Project Description:

The Town has completed the preliminary and detailed design required for the rehabilitation of three bridges as identified in the 2019 Business Case 19-PWK-10. Bridges: B1 (Baldwin Road), B2 (Frog Street) and B3 (Old Shiloh Road, west bridge) require rehabilitation, deck repairs and surface re-paving. Bridge B4 (Old Shiloh Road, east bridge) requires a complete replacement.

The funds specified for Bridge B4 are for Geotechnical investigation necessary to complete the detailed design of the replacement. Bridge B4 will be brought forward for construction phase funding in 2021.

Proposed for 2020 –

1. Baldwin Road Bridge – B1
2. Frog Street Bridge – B2
3. Old Shiloh Road – B3 –
4. Contract Administration and Full Time Inspections – B1, B2, B3 – \$72,000
 - Engineering Services during Construction Phase
5. Additional Geotechnical Investigation Work on B4 – \$30,000
 - Geotechnical required to complete design of substructure

1. **Proposed Year of Initiative:** 2020
2. **Nature of Initiative/Review Factors (check and explain all that apply):**

- Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
 - Other (please specify)
- Legislative:** The Standards for Bridges Regulation O. Reg. 104/97 also requires a structural inspection of bridges and large culverts to be undertaken every two (2) years. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of core assets (Bridges) and development of a plan to maintain the asset at an approved service level.

Risk Management: Maintaining bridges at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. Completing bridge repairs, rehabilitation and replacement as recommended provided by the engineer indicates the Town has performed the necessary due diligence.

Strategic Priority: This project supports the 2019-2023 Strategic Plan.

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Benefit and outcome are bridges that remain in good state of repair.

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

- **Contracted Services:**

a. B1 – Baldwin Road	\$1,365,800.00
b. B2 – Frog Street	\$ 201,500.00
c. B3 – Old Shiloh Road (west)	\$ 695,800.00
Total Contracted Service	\$2,263,100.00
- **Consultants:** \$30,000 (Geotechnical work on B4)
\$72,000 Consultant fees for Contract Administration and Inspections (B1, B2, B3)
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**

<p>• Total Cost:</p> <p>\$2,365,100 (includes the net HST 1.76%)</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? No. The identified deficiencies should be corrected to maintain the bridges in a State of Good Repair and safe for public use.</p> <p>Is it more efficient to contract out the initiative? Yes. The necessary engineering work, Contract Administration and inspection; and contracted construction work is specialized.</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? N.A.</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>	<p>7. Short-term results expected:</p> <p>Maintaining safe and opened bridges and culverts. Deficiencies of three (3) concrete bridges were identified as part of Bridge OSIM Inspections. Repairs and replacement are being brought forward from results of the inspections.</p>	<p>8. Long-term results expected:</p> <p>Support the Town's asset Management Program with a proactive bridge maintenance and replacement program</p>	<p>9. Other Comments:</p> <p>Our Structural Consultant has recommended packaging B1 and B2 in a single tender. B3 would be issued at a similar time.</p> <p>B2 – Frog Street Background:</p> <p>The initial scope of work was to replace the cracked timber cross brace located at the southwest corner of the pier, and the timber curbs on the bridge located on both sides of the roadway. No excavation work is needed to get to the bracing at the pier.</p>
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However, after a site inspection, AUE Structural observed additional deficiencies, at the west side of the structure, and the scope of work expanded as follows:

The initial scope of work was to replace the cracked timber cross brace located at the southwest corner of the pier, and the timber curbs on the bridge located on both sides of the roadway. No excavation work is needed to get to the bracing at the pier.

However, after a site inspection, AUE Structural observed additional deficiencies, at the west side of the structure, and the scope of work expanded as follows:

PICTURES	SITE OBSERVATIONS	IMPLICATIONS	PROJECT SCOPE TO FIX DEFICIENCY
	Fill loss at west abutment. Asphalt loss / settlement / undermining observed at west approach.	1) Continuing settlement / movement / undermining	Remove (salvage) and reinstate existing deck railing system
	Settlement / movement observed at west.	2) The development of sinkholes at the traversable roadway - Pedestrian / Vehicular Hazard	Replace existing west abutment wall timber boards at west including the replacement of backfill behind the abutment wall boards and asphalt pavement replacement, with a provisional to replace wingwall boards
	Areas of poor and fair material condition	The condition will continue to deteriorate until repaving is required	Replace asphalt pavement over east approach and rout and seals cracks / joints in asphalt over structure and approaches

Options:

Two (2) options can be considered for this work:

1. a) Replace 1 cracked pier brace and 2 timber curbs in 2019 for \$ 20K; and
b) Repair west side of structure and repave east approach in 2020 for \$ 160K;
for a project total of \$ 180K
2. Undertake full scope in 2020 for \$ 165K. plus net HST

B3 Old Shiloh BridgeScope of Work:

In summary, the general proposed scope of work for this bridge is:

1. Replace expansion joint seals / assembly;
2. Perform concrete repairs to deck barrier and curbs;
3. Perform concrete repairs to girders; and
4. Repave approaches and patch, waterproof, pave deck wearing surface.

Cost Estimate 2019 %589,808.00 + net HST



**Town of Georgina
20-OI-6**

Title of Request: Roads Division Vehicle & Equipment Replacement Program

Date: August 23, 2019

Department: Operations & Infrastructure

Division: Roads

Project Description: Roads Division Vehicle & Equipment Replacement Program

Project #1 – Replace Vehicles # 141, and #142 (2017, $\frac{3}{4}$ ton 4x4 pick-ups, Supervisors Vehicles R32, R33)

Vehicle #141 – Year: 2017 **Kilometers:** 40,008 **Condition:** Good

Vehicle #142 – Year: 2017 **Kilometers:** 38,547 **Condition:** Good

Replacement Vehicle Requirements: Crossover Utility Vehicle (CUV) to be outfitted with safety lighting, AVL equipment, two-way radio and Corporate Branding.

Purpose: These vehicles are used by Supervisors for travel to work sites, inspections and other light duty requirements.

These vehicles will be purchased externally.

The surplus Roads Division Vehicles # 141, and #142 (2017, $\frac{3}{4}$ ton 4x4 pick-ups, Supervisors Vehicles R32, R33) are still in good condition and will be transferred within the Department to the Parks Division and re-purposed as part of the Fleet Right-Sizing Initiative.

Staff recommend repurposing these vehicles as outlined in Business Case 20-OI-08 for the replacement of Parks Division Vehicle #045 ($\frac{3}{4}$ -ton 4x4 pick-up) #051 ($\frac{3}{4}$ -ton 4x4 pick-up).

Project #2 – Replacement of Fleet Vehicle #156 (2019, ½ -ton, 4x4drive Extended Cab Pick-up)

Vehicle #156 – Year: 2017 **Kilometers:** 15,278 **Condition:** Good

The surplus O&I Division vehicle #156 (2019, ½ -ton, 4x4drive Extended Cab Pick-up) is still in good condition could be transferred to the Roads Division and re-purposed as part of the Fleet Right-Sizing Initiative and replacement of Fleet Vehicle #079.

Staff recommend repurposing this vehicle as outlined above

Replacement Vehicle Requirements: Light-Duty mini-van vehicle to be outfitted with safety lighting, AVL equipment, two-way radio and Corporate Branding. A 4x4 pick-up Truck is not required.

Purpose: This vehicle is used by the Municipal Infrastructure Locator for travelling to work sites, utility locating, and other light duty requirements. A Mini-van type of vehicle is better suited to this task as the Locator can set up a desk and work station in the back of the vehicle to layout drawings etc.

This vehicle will be purchased externally.

Project #3 – Replacement of Fleet Vehicle #079 (2010, ½ -ton, 2-wheel drive Pick-up)

Vehicle #079 – Year: 2010 **Kilometers:** 163,366 **Condition:** Poor

The surplus O&I Division vehicle #156 (2019, ½ -ton, 4x4drive Extended Cab Pick-up) is still in good condition and could be transferred to the Roads Division and re-purposed as part of the Fleet Right-Sizing Initiative and replacement of Fleet Vehicle #079.

Requirements: 1/2 tonne 4X4 Pick-up truck; vehicle to be outfitted with safety lighting, AVL equipment, two-way radio and Corporate Branding.

Purpose: General Road Maintenance, and transporting staff and equipment.

Project #4 – Replace existing road-side brushing mower equipment.

EQUIP# 313 – Year: 2010 **Hours:** 1829 **Condition:** Poor

Requirements: Two (2) brushing attachments compatible with existing tractors (Case tractors).

<p>Purpose: Expand the capability of the Division to perform roadside brushing by utilizing two existing tractors in place of the existing single-use brushing mower.</p>
<p>1. Proposed Year of Initiative: 2020</p>
<p>2. Nature of Initiative/Review Factors (check and explain all that apply):</p> <p><input type="checkbox"/> Legislative, <input type="checkbox"/> Growth <input checked="" type="checkbox"/> Risk Management, <input type="checkbox"/> Service Level Change, <input checked="" type="checkbox"/> Strategic Priority, <input checked="" type="checkbox"/> Efficiency, <input type="checkbox"/> Adopted Plan/Study <input type="checkbox"/> Other (please specify)</p> <p>Risk Management: Fleet Replacement supports a safe and effective fleet for staff and the general public.</p> <p>Efficiency: Fleet “Right-Sizing” considered in all replacement sub-projects. The existing Roads Supervisor vehicles and the Municipal Locator Vehicle are recommended to be replaced with more appropriately sized vehicles. Existing Vehicles to be re-purposed in other departments. Replacement of the single-use brushing mower with two pieces of equipment compatible with existing tractors improves efficiency of brushing operations.</p> <p>Strategic Priority: This project supports the 2019-2023 Strategic Plan.</p> <p>Priority: Deliver Exceptional Service – Manage our finance and assets proactively</p>
<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Deliver Exceptional Service – Manage our Finances and assets proactively</p>
<p>4. Main/Desired Goal or Outcomes/Benefits: The main goal is to maintain the fleet in a good state-of-repair ensuring all fleet vehicles are reliable and safe for the intended use. Part of this initiative is to repurpose existing vehicles are part of the fleet “Right-Sizing” initiative to create a more efficient and cost-effective fleet</p> <p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • Contracted Services: • Consultants: • Purchase of Assets: \$320,000 • Materials/Supplies:

Total: \$320,000	Project #1 Replace Vehicles # 141, and #142 – \$80,000 Project #2 - Replacement of Fleet Vehicle #156 – \$40,000 Project #3 – \$0 (Assumes Transfer of Surplus Vehicle #156) Project #4 Replace existing road-side brushing mower equipment - \$200,000	6. Other Considerations or Efficiency Options: Can you defer the request? Yes. Can you combine this initiative with other present functions? N.A. Can you change the services model to reduce this demand without reducing service levels? No. Can you better leverage technology? N.A. Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. Potential to re-purpose existing Supervisor vehicles.	7. Short-Term Results Expected: Continued service excellence to both internal and external clients. Reduced fuel consumption. Improved Corporate image through fleet “right-sizing”.	8. Long-Term Results Expected: Maintain the Town’s Fleet Assets in a State of Good Repair, in support of the Town’s Asset Management Plan. Reduced long-term asset replacement costs.	9. Other Comments:
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**Town of Georgina
20-OI-7**

Title of Request: Roads Division – New Fleet & Equipment Request

Date: August 14, 2019

Department: Operations & Infrastructure

Division: Roads

Project Description: Roads Division – New Fleet Equipment Requests

Project #1 – “Hotsy” Culvert steamer, water tank and trailer. This unit can also be used to wash bridge decks – in order to better maintain concrete bridge structures as well as wash graffiti.

Project #2 – New 1-ton Truck with Dump Body Requirements: 1-ton truck; vehicle to be outfitted with dump-body, trailer-package, safety lighting, AVL equipment, 2-way radio, and Corporate Branding.

1. Proposed Year of Initiative: 2020

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

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

Strategic Priority: this project supports the 2019-2023 Strategic Plan Priority 4: Deliver Exceptional Service – Manage our finance and assets proactively

Efficiency:

Project #1 – Having a more powerful “Culvert steamer” unit such as a “Hotsy”, will allow staff to clear frozen driveway culverts and cross-culverts at a faster rate, reducing the probability of property flooding due to frozen culverts. This unit can also be used to wash bridge decks – in order to better maintain concrete bridge structures as well as wash graffiti.

Project #2 – 1-ton Truck with Dump Body. Additional vehicle is required in the Roads Division Fleet. This vehicle will be used for various road maintenance activates including: pothole repairs and towing of the asphalt hot-box, utility trailers, and transporting gravel and earth materials. Note: The existing vehicle in the fleet was not disposed of in 2011 when it was replaced, effectively resulting in an added vehicle in the fleet since 2011. Therefore, the VERS account is not funded for this vehicle, and replacing it now should be considered as new vehicle request. This vehicle is needed by the Roads Division as proven by various vehicle inventory need assessments conducted by staff and its continuous use since 2011.

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

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

4. Main/Desired Goal or Outcome/Benefits: The Moan goal of Project #1 is to provide the Roads Division with equipment to clear frozen driveway culverts and cross-culverts at a faster rate, reducing the probability of property flooding due to frozen culverts. The main goal of Project #2 is to maintain the fleet in a good state-of-repair ensuring all fleet vehicles are reliable and safe for the intended use. Part of this initiative is to repurpose existing vehicles are part of the fleet “Right-Sizing initiative to create a more efficient and cost-effective fleet.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** N.A.
- **Consultants:** N.A.
- **Purchase of Assets:** \$145,000.00
- **Materials/Supplies:** N.A.

Total Cost: \$145,000

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes

Can you combine this initiative with other present functions? Yes

	Project #1 – Culvert Steamer - This is an example of this as the equipment can be used to wash bridge decks and remove graffiti.
Can you change the services model to reduce this demand without reducing service levels?	N.A.
Can you better leverage technology?	N.A.
Can you share service delivery with other Town Departments/Agencies or municipalities?	No
7. Short-Term Results Expected:	<p>Project #1 – Reduction in flooding claims, and improved customer service.</p> <p>Project #2 – Continued service delivery with fleet replacement (correctly add vehicle to VERS inventory).</p>
8. Long-Term Results Expected:	<p>Continued service excellence to both internal and external clients.</p>
9. Other Comments:	<p>Project #1 – The Culvert Steamer purchase will work alongside steamers to thaw culverts quicker and prevent flooding of properties from occurring.</p>



**Town of Georgina
20-OI-8**

Title of Request: Parks Division Vehicle & Equipment Replacement Program

Date: August 15, 2019

Department: Operations and Infrastructure

Division: Parks

Project Description: Parks Division Fleet - Vehicle Replacement Program

Project #1 – Replace Vehicles #045 and #051 (P1-13 and P2-13 Parks Vehicles)

Vehicle #045 – Year: 2013 **Kilometres:** 158,347 **Condition:** Poor

Vehicle #051 – Year: 2013 **Kilometres:** 147,817 **Condition:** Poor

The surplus Roads Division vehicles # 141, and #142 (2017, $\frac{3}{4}$ ton 4x4 pick-ups, Supervisors Vehicles R32, R33) are still in good condition and will be transferred within the Department to the Parks Division and re-purposed to replace Vehicles #045 and #051.

Purpose: Used in Winter Operations for Plowing Parking Lots, and used during Summer Operations for pulling trailers hauling equipment and transporting staff.

Requirements: $\frac{3}{4}$ -ton 4x4 Crew-Cab, Pick-up Truck, equipped with: heavy-duty snow-plow package, safety lighting, AVL equipment, 2-way radio and Corporate Branding
Snow-Plow Package outfitting is \$7,750 each (\$15,500 total)

Project #2 – Replace Vehicle #140 (Parks Supervisor's vehicle (Steve O'Neil))

Vehicle #140 – Year: 2017 **Kilometres:** 37,349 **Condition:** Good

The surplus Parks Vehicle #140 (2017, $\frac{3}{4}$ ton 4x4 Crew-Cab pick-up) is still in good condition will be re-purposed in the Parks Division and replace Parks Division Vehicle# 54 (P2-09, 2009, $\frac{1}{2}$ -ton 2-wheel drive pick-up).
Replacement Vehicle Requirements: Light-Duty SUV to be outfitted with safety lighting, AVL equipment, 2-way radio and Corporate Branding.
Purpose: These vehicles are used by Parks Supervisor(s) for travel to work-sites, inspections and other light duty requirements. This vehicle will be purchased externally.

Project #3 – Replace Vehicle #040 (2011, 1-ton dump, 4x4 Crew-Cab P2-10)

Vehicle #040 – Year: 2011 **Kilometers:** 113,596 **Condition:** Poor

Requirements: 1-ton 4x4 Crew-Cab, Pick-up Truck, equipped with: dump-body, heavy-duty snow-plow package, safety lighting, AVL equipment, two-way radio and Corporate Branding Vehicle.

Purpose: Used in Winter Operations for plowing and sanding parking lots, and Summer Operations for pulling trailer's hauling equipment and grounds material.

Project #4 – Replace Vehicle #049 (2013, 1-ton dump, 4x4 Crew-Cab P3-13)

Vehicle #049 – Year: 2013 **Kilometers:** 125,970 **Condition:** Poor

Requirements: 1-ton 4x4 Crew-Cab, Pick-up Truck, equipped with: dump-body, heavy-duty snow-plow package, safety lighting, AVL equipment, two-way radio and Corporate Branding Vehicle.

Purpose: Used in Winter Operations for plowing and sanding parking lots, and Summer Operations for pulling trailers, hauling equipment, and transporting staff.

Project #5 – Replace Vehicle #042 (2013, 3/4 -ton dump, 4x4 Crew-Cab H1-13)

Vehicle #042 – Year: 2013 **Kilometers:** 117,540 **Condition:** Poor

Requirements: $\frac{3}{4}$ -ton 4x4 Crew-Cab, Pick-up Truck, equipped with: heavy-duty snow-plow package, safety lighting, AVL equipment, 2-way radio and Corporate Branding Vehicle.

Purpose: Used in Winter Operations for plowing and sanding parking lots, and Summer Operations for pulling trailers, hauling equipment, and transporting staff.

Project #6 — Replace Vehicle #039 (2013, 3/4 -ton dump, 4x4 Crew-Cab H2-13)**Vehicle #039 – Year:** 2013 **Kilometers:** 114,940 **Condition:** Poor

Requirements: ¾-ton 4x4 Crew-Cab, Pick-up Truck, equipped with: dump body, heavy-duty snow-plow package, safety lighting, AVL equipment, two-way radio and Corporate Branding Vehicle.

Purpose: Used in Winter Operations for plowing and sanding parking lots, and Summer Operations for pulling trailers, hauling equipment, and transporting staff.

Project #7 – Replace Baseball Field Groomer

Requirements: Equipment Replacement for 2010 Baseball Groomer. Groomer equipped with water tank kit.

Project #8 – Equipment Replacement for 2014 Sport Field Line Painter

Requirements – Heavy Duty Sport Field Line Painter

Project #9 – Dispose Vehicle# 54 (P2-09, 2009, ½-ton 2-wheel drive pick-up).**Vehicle #054 – Year:** 2013 **Kilometers:** 190,745 **Condition:** Poor

This vehicle is past its lifecycle for replacement and is no longer required in the Parks Division.

1. Proposed Year of Initiative: 2020

Note that most the proposed fleet replacement has been deferred at least once past their replacement life cycle. If not replaced as recommended, the Parks Division will experience substantial staff health and safety issues, as well as substantial disruption of operations during the 2019 summer season. This will impact public service, resulting in possible public complaints and increase in the number of PSRs.

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

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

Risk Management: Fleet Replacement supports a safe and effective fleet for staff and the general public

Efficiency: Fleet “Right-Sizing” considered in all sub-projects to improve efficiency of all fleet vehicles

Strategic Priority: This project supports the 2019-2023 Strategic Plan.

Priority: Deliver Exceptional Service – Manage our finance and assets proactively.
Fleet “Right-Sizing” considered in all sub-projects to improve efficiency of all fleet vehicles.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Replacement of Town trucks that are able to perform summer and winter duties. Primarily used for snow plowing and pulling trailers. Reliability and increased efficiency due to less down time.

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

- **Contracted Services:**
- **Consultants:**
- **Purchase of Assets:** Listed each project separately below:
 - Project 1. \$15,500 (2 plows)
 - Project 2. \$40,000 (light duty vehicle)
 - Project 3. No cost
 - Project 4. \$74,500 (1-ton truck with dump)
 - Project 5. \$68,500 ($\frac{3}{4}$ ton truck with dump)
 - Project 6. \$55,500 ($\frac{3}{4}$ ton truck)
 - Project 7. \$68,500 ($\frac{3}{4}$ ton truck with dump)
 - Project 8. \$6,500 (baseball in-field groomer)
 - Project 9 - \$6,000 (Sport Field Line Painter)
- **Materials/Supplies:**
- **Other:**

Total Cost: \$335,000

Contingent upon the approval of the corresponding Roads Division Fleet Replacement business case.

6. Other Considerations or Efficiency Options:

Can you defer the request?

No. Proposed vehicles are required in order to ensure service levels are being maintained and essential services to the Town are being provided.

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? N.A.

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

Yes. Fleet Repurposing and Right sizing is underway.

7. Short-Term Results Expected:

Direct replacement for vehicle currently in use for daily operations.

8. Long-Term Results Expected:

Less fuel consumption due to advanced technology, warranty will offset any maintenance cost.

9. Other Comments:

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



**Town of Georgina
20-OI-9**

Title of Request: Town-wide Ditch Reconstruction Program

Date: August 14, 2019

Department: Operations and Infrastructure

Division: Roads Division

Project Description:

Reconstruct roadside ditches on roads within the Town where ditches have deteriorated or where ditches have been altered by residential development, and in cases where drainage is insufficient and property flooding has occurred.

Implement the program using a prioritization methodology to systematically reconstruct ditches, which cause flooding issues throughout the Town.

This project is intended to be a multi-year program to address all deficiencies over a reasonable period of time.

Consulting services for topographic survey and engineering design is required. Contracted services for construction work is included.

1. Proposed Year of Initiative: 2020

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

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

Legislative: The Town is required to maintain roads in a fit state of repair, including road surfaces. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of core assets (roads) and development of a plan to maintain the asset at an approved

service level. The Minimum Maintenance Standard Regulation O.Reg. 239/02 also requires on-going maintenance of roadside drainage infrastructure in a State of Good repair

Risk Management: Maintaining road surfaces at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. Roadside drainage is a key aspect of maintaining road surfaces in a safe condition, and in a State of Good Repair. Reducing the probability of ditch overflows and maintaining unimpeded drainage reduces the liability of damage to private property, and using engineering services to guide decision making for a capital works program indicates the Town has performed the necessary due diligence.

Service Level Change: The Town has a large backlog of uncompleted service requests for repair of ditches and rectification of drainage problems. This program is intended to alleviate that backlog in a prioritized and proactive manner.

Efficiency: Greater efficiency can be achieved by planning and designing a ditch reconstruction program under a capital project that complements the existing program for road resurfacing and road reconstruction.

Strategic Priority: this project supports the 2019-2023 Strategic Plan.

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Improve drainage in critical areas to reduce the likelihood of property flooding, and reduce backlog of service requests.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** \$300,000.00
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:**
- **Other:**
- **Total Cost:** \$ 300,000.00

This is the first year amount of a major ditch reconstruction program. It is estimated to take eight (8) years in order to reconstruct any ditch which is directly related to flooding.
6. Other Considerations or Efficiency Options:
Can you defer the request? No. Deferring this request will cause property flooding to continue to occur, likely at a greater frequency and severity due to the continued degradation of rural and semi-urban stormwater infrastructure and increased severity of storms caused by climate change.
Is it more efficient to contract out the initiative? Yes. Consultants will be used to manage and work will be completed by contractors. Town staff will continue to replace failed culverts to allow individuals access to property.
Can you combine this initiative with other present functions? No.
Can you change the services model to reduce this demand without reducing service levels? No.
Can you better leverage technology? No.
Can you share service delivery with other Town Departments/Agencies or municipalities? N.A.
7. Short-Term Results Expected: Increased efficiency in ditching works, and reduce number of complaints.
8. Long-Term Results Expected: Significant reduction in property flooding, supporting the health and safety of our community. Support proactive asset management of the Town's Roads and Ditches.
9. Other Comments:



**Town of Georgina
20-OI-10**

Title of Request: Parks Vehicles & Equipment - Weed/Invasive Species Control System

Date: August 14, 2019

Department: Operations and Infrastructure

Division: Horticulture

Project Description: Parks Division new vehicles and equipment requests.

Project #1 High pressure water and foam system to be used for weed control on sidewalks/paved areas in commercial areas, parks and waterfront beaches.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Promote a High Quality of Life

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

Currently, weed control is completed in the BIAs four (4) times per season with an estimated total cost of almost \$16,000.00 for staff time and equipment. By purchasing this unit, only two Parks/Horticulture staff will be required for operational use, which will free up staff time to tend to other daily tasks required under Parks operation. This unit will also remove graffiti that can be used at other facilities around town (including ball diamond backstops and fenced areas) and will also remove gum that has hardened onto sidewalks or pavers.

5. Cost/ Financial Impact, Recovery and Net impact**• Contracted Services:****• Consultants:****• Purchase of Assets: \$70,000.00****• Materials/Supplies:****• Other:****Total Cost: \$70,000.00****6. Other Considerations or Efficiency Options:****Can you defer the request?**

No. The current system of weed removal is not efficient or as safe as it could be for staff and residents/pedestrians. Noise from weed trimmers and flying debris causes complaints and potential damage to vehicles and property.

Is it more efficient to contract out the initiative? No**Can you combine this initiative with other present functions? No****Can you change the services model to reduce this demand without reducing service levels? No****Can you better leverage technology?**

Yes. The foam/high pressure water system is safe for the environment and residents/pedestrians/ball users.

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

7. Short-Term Results Expected:

A quieter, safer, eco-friendly, more effective method of weed control in urban areas and around ball diamonds will reduce complaints, and increase efficiencies due to less staff time and effort.

8. Long-Term Results Expected:

Potential operating cost savings from the reduction of staff time with weed trimmers; better customer satisfaction due to performance of the system.

9. Other Comments:

It is an eco-friendly system capable of removing weeds and grass from the cracks in pavement and sidewalks in highly visible areas, such as Georgina BIAs and streetscapes. The system will allow fewer staff (two (2) compared to the current six (6) staff) to use foamed high pressure hot water to eradicate weeds as they form between concrete sidewalks, curbs and walkway areas. The system is more effective than the current weed control approach, which removes the head off of weeds, requiring numerous visits by staff. The new system will require three (3) visits. Further, the use of weed trimmers throws stones and debris, which is unsafe in these high pedestrian zones.



**Town of Georgina
20-OI-11**

Title of Request: Playground Replacement and Enhancement (AODA)

Date: August 28, 2019

Department: Operations and Infrastructure

Division: Parks

Project Description: Playground Replacement and Enhancement to comply with accessibility (AODA) and CSA standards.

Project 1: Glenwoods Park Playground (Was due for replacement in 2018)

Project 2: Sutton Multi-Use Park Playground (Was due for replacement in 2018)

Project 3: Young's Harbour (Was due for replacement in 2019)

Project 4: Wheelchair accessible swing equipment at the ROC Playground

1. Proposed Year of Initiative: 2020

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

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

Legislative: Some existing playground equipment is not fully accessible and should be replaced.

Risk Management: Replacing aging park amenities and equipment with new and safer amenities reduces liability.

<p>Efficiency: Replacing aging park amenities and equipment with new and safer amenities reduces maintenance costs and promotes good asset management.</p>	<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Promote a High Quality of Life Priority: Engage Our Community & Build Partnerships Priority: Deliver Exceptional Service</p>	<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>Replacement of aging playground infrastructure and installation of accessible (ADA) features.</p>	<p>5. Cost/ Financial Impact, Recovery and Net Impact</p> <ul style="list-style-type: none"> • Contracted Services: \$360,000 for four projects • Consultants: • Purchase of Assets: • Materials/Supplies: • Other: <p>Total Cost: \$360,000</p> <p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes. However, complaints and requests will continue to be received and repairs will increase.</p> <p>Is it more efficient to contract out the initiative? Yes</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? No</p>
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<p>Can you share service delivery with other Town Departments/Agencies or municipalities?</p> <p>Yes. The Sutton Multi-Use playground replacement has been requested by teachers, parents and residents a number of times over the past few years. Fund-raising opportunities may defray Town costs.</p>	<p>7. Short-Term Results Expected:</p> <p>Increased customer satisfaction from improved or replaced playground amenities, including AODA-compliance and provision of accessible playground elements.</p>	<p>8. Long-Term Results Expected:</p> <p>Implementing playground improvements will reduce the need for temporary or 'Band-Aid' solutions, and provide universal accessibility.</p>	<p>9. Other Comments:</p> <p>Aging playground amenities and infrastructure requires on-going maintenance. Short term or quick fixes will be fewer. The CSA Playground Equipment Replacement Standards typically requires replacement after 20 years.</p>
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**Town of Georgina
20-OI-12**

Title of Request: Pioneer Cemetery Needs Assessment

Date: August 30, 2019

Department: Operations and Infrastructure

Division: Parks

Project Description: Pioneer Cemetery Needs Assessment

The Town is responsible for several pioneer cemeteries and other cemeteries that have become the Town's responsibility due to the absence of any other management body. Although some grass cutting has been done over the past years, many of the grave markers have been compromised by extensive vegetative growth, vandalism, neglect and settling of soils. A full Needs Assessment by a qualified consultant is required in order to establish the base condition of these cemeteries, as well as the preparation of a management plan and future construction and operating budgets.

A phased approach is recommended over a multi-year term, with this first phase establishing the scope of work.

The Mann Pioneer Cemetery's oldest marker is 1829, with last interment in 1926. It is located at 170 The Queensway North. The Cemeteries Act (1970) requires that the cemetery care and maintenance be the responsibility of the Town of Georgina since it is deemed a pioneer cemetery.

1. Proposed Year of Initiative: 2020

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

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

<p>Legislative: The Town must comply with Ontario Cemetery Act which states that any "abandoned" cemetery situated within the boundaries of the municipality shall be the responsibility of the municipality. Maintenance may include regular grass cutting (twice per month from May to September) and/or brush clearing, as well as fence repair and monument restoration on an as-needed basis.</p> <p>Risk Management: proper maintenance will reduce risk and liability for the Town.</p>	<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Engage and Build our Community and partnerships Priority: Deliver Exceptional Service – manage our finances and assets proactively</p>	<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>A needs assessment will provide a road map for the Mann Pioneer Cemetery's refurbishment, care and on-going maintenance.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • Contracted Services: • Consultants: \$50,000 • Purchase of Assets: • Materials/Supplies: • Other: • Total Cost: \$50,000 <p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes. However, the poor condition of the site will further deteriorate if neglected.</p> <p>Is it more efficient to contract out the initiative? Yes</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p>
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Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Short-Term Results Expected:

A plan or road map for the refurbishment, care and on-going maintenance of the Cemetery.

8. Long-Term Results Expected:

Phased improvements and implementation of the Needs Assessment recommendations.

9. Other Comments:

Ancestors of the interned are willing to provide some volunteer labour.



**Town of Georgina
20-OI-13**

Title of Request: Keswick Cemetery Master Plan Update

Date: August 15, 2019

Department: Operations and Infrastructure

Division: Parks

Project Description: Keswick Cemetery Master Plan Update

The Keswick Cemetery Board requires an update to the 2001 Cemetery Master Plan in order to confirm the growth and implementation of Cemetery capital projects in 2021 and beyond. Since 2001, the capital improvements to the site have strayed from the original design, in part due to poor soils and site conditions. Growth of the Cemetery, including the planning for new plots, columbaria and supporting infrastructure, requires that a road map be updated. Consulting services will include analysis of recently updated survey, geotechnical study of potential growth areas and recommendations for roads, paths, site amenities and plot locations.

1. Proposed Year of Initiative: 2020

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

- Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
 - Other (please specify) Update –
- The 2001 Cemetery Master Plan is out of date and does not address the current needs of the Board as it addresses growth.

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

Priority: Engage and Build our Community and partnerships
 Priority: Deliver Exceptional Service – Manage our finances and assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

An updated Cemetery Master Plan will provide the Cemetery Board a road map for future growth and Cemetery amenity installation.

5. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants: \$80,000
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: \$80,000

6. Other Considerations or Efficiency Options:

Can you defer the request?

Yes. If deferred the Board will be making recommendations for improvements that are based on an outdated model and design.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

An updated master plan will allow the Board to make recommendations for future capital projects.

8. Long-Term Results Expected:

The Cemetery will be able to accommodate new plots and columbaria in the best possible locations.

9. Other Comments:

The Board has been using an outdated master plan (2001) and needs the most up to date information in order to move forward.



**Town of Georgina
20-OI-14**

Date: August 15, 2019

Department: Operations and Infrastructure

Division: Parks

Project Description: ROC Trails Expansion

The 2014 Trails and Active Transportation Master Plan (TATMP) recommended the implementation of trails where they are needed to ensure continuous trails connectivity. The trails will include on-road (multi-use paths) and off-road locations.

The 2020 Project will include trail construction at the ROC soccer fields to provide accessibility from the parking lots to fields, including compliance with AODA requirements.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Promote a High Quality of Life

Priority: Engage Our Community & Build Partnerships

Priority: Deliver Exceptional Service

<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>Trails connectivity and the closing of trails 'gaps'.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • Contracted Services: \$20,000 • Consultants: • Purchase of Assets: • Materials/Supplies: • Other: <p>Total Cost: \$20,000</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? No. If Infrastructure Ontario announces the disposition of the rail trail (9km long) in 2020, the Town needs to be in a position to purchase the lands.</p> <p>Is it more efficient to contract out the initiative? No</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? No</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>	<p>7. Short-Term Results Expected:</p> <p>Closing trail 'gaps' and acquisition of valuable trails lands (rail trail).</p>
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<p>8. Long-Term Results Expected:</p> <p>Trails continuity.</p>	
<p>9. Other Comments:</p>	



**Town of Georgina
20-OI-15**

Title of Request: Roadside Safety Audit and Program Development & Implementation

Date: August 14, 2019

Department: Operations and Infrastructure

Division: Asset Management & Capital Projects

Project Description: Roadside safety audit and program development and implementation.

Procure Professional Engineering services to undertake an audit of existing roadside safety conditions and infrastructure (road shoulder widths, guiderails, signage etc.), and to recommend a program to improve roadside over a period of several years to reduce risk in a responsible way.

The Roadside Safety Audit will include geometric condition assessment for safety including sightlines and curves.

The recommendations of the Roadside Safety Program will be incorporated into the Roads Resurfacing and Roads Reconstruction program during the detailed design phases.

1. Proposed Year of Initiative: 2020 and on-going.

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

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

Legislative: The Town is required to maintain roads in a fit state of repair, including roadside safety features. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of core assets (roads) and development of a plan to maintain the

asset at an approved service level. The Minimum Maintenance Standard Regulation O.Reg. 239/02 also requires on-going maintenance of roadside safety infrastructure in a State of Good Repair

Risk Management: Improving roadside safety reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. Undertaking an audit and introducing a capital works program indicates the Town has performed the necessary due diligence.

Service Level Change: The Town has not previously had a proactive roadside safety improvement program.

Efficiency: The Town will be moving away from reactive repairs and mitigation into a proactive model that will be more efficient in the longer term.

Strategic Priority: This project supports the 2019-2023 Strategic Plan

Priority 4: Deliver Exceptional Service – Manage our finance and assets proactively

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

Priority: Promote a High Quality of Life- Build a happy, safe and accessible community
By improving the quality of roadside safety infrastructure safety of the travelling public is being prioritized

Priority: Deliver Exceptional Service – Manage our finances and assets proactively
This is a Best Practices Approach for asset management of right-of-way infrastructure.

4. Main/Desired Goal or Outcomes/Benefits:

Risk Management – Identify existing risks and start a proactive program to improve safety for road users.

5. Cost/ Financial Impact, Recovery and Net Impact

- **Contracted Services:**
- Consultants: \$75,000.00
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: \$75,000.00

6. Other Considerations or Efficiency Options:**Can you defer the request?**

Yes. Deferring this request is not recommended as it would lead to continued risk and inability to prioritize limited roadside safety infrastructure funding.

Is it more efficient to contract out the initiative?

Yes. Consultants have the expertise which staff do not.

Can you combine this initiative with other present functions?

Yes. Can be Combined with the OSIM Bridge Structural Inspection carried out every two (2) years, and ongoing design work for road reconstruction.

Can you change the services model to reduce this demand without reducing service levels? No.**Can you better leverage technology?** N.A.**Can you share service delivery with other Town Departments/Agencies or municipalities?** N.A.

Potential to undertake a Northern 6 (N6) joint procurement for services.

7. Short-Term Results Expected:

Understanding of existing risks and locations requiring improvements to roadside safety. Initial cost estimates for future construction activities will be provided to inform future capital projects.

8. Long-Term Results Expected:

Improved roadside safety resulting in less accidents, and those which occur will be less severe.

9. Other Comments:

This project will be incorporated into the overall Asset Management Plan and Financial Strategy required for maintenance of the Town's right-of-way assets.



**Town of Georgina
20-OI-16**

Title of Request: Roads Equipment – Dash Cameras for Plow Trucks

Date: August 14, 2019

Department: Operations and Infrastructure

Division: Roads Division/Fleet Division

Project Description:

The purchase of eight (8) dash-mounted cameras for plow trucks to work with the existing or future Automated Vehicle Location (AVL) system.

1. Proposed Year of Initiative: 2020

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

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

Risk Management: Dash cameras provide an additional record (video) of snow plow truck operations and the type of activity plow are undertaking. This provides an additional level of due diligence to ensure that the Town is meeting the Minimum Maintenance Standards O.Reg. 239/02 and compliments the existing Automated Vehicle Locating (AVL) System. The dash cam records can also be used to defend motor vehicles accident claims and property damage claims.

Other: Dash camera video records can also be used for driver training and other supervisory requirements.

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

Priority: Deliver exceptional service – Manage our finances and assets proactively; Support staff development and excellence

4. Main/Desired Goal or Outcomes/Benefits:

Improve Risk Management – Provide data to manage claims for plow damage, vehicle accidents.
Efficiency – reduced effort to manage claims.

5. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets:
- Materials/Supplies: \$15,000.00
- Other:

Total Cost: \$15,000.00

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes.

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

Can you combine this initiative with other present functions?

Yes. Can be combined with an Automated Vehicle Locating (AVL) system.

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

Can you better leverage technology?

Yes. This is an example of doing so.

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

7. Short-Term Results Expected:
Reduced claims and cost of claim resolution.
8. Long-Term Results Expected:
Reduced claims and cost of claim resolution.
9. Other Comments:



Town of Georgina
20-OI-17

Title of Request: Stormwater Management Facility (ponds) – Maintenance Program

Date: August 29, 2019

Department: Operations and Infrastructure

Division: Asset Management & Capital Projects

Project Description:

This project involves the development of a proactive stormwater management facility (pond) inspection and maintenance program, which would monitor the effectiveness of ponds and complete minor maintenance. The project will include the inspection and evaluation of existing ponds, measuring their effectiveness and managing minor risks around ponds, including signage and erosion protection. A long-term Operations and Maintenance plan, including rectification of any found deficiencies will be created.

1. Proposed Year of Initiative: 2020

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

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

Legislative: The Town is required to maintain the stormwater facilities in a fit state of repair under existing Certificates of Approval or Environmental Compliance approvals. The existing ECAs require that the Town provide on-going maintenance of the facilities and records of the maintenance and effectiveness.
The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of core assets (stormwater) and development of a plan to maintain the asset at an approved service level. This Program also supports the Town's obligations under the Lake Simcoe Protection Plan legislation

Risk Management: Maintaining stormwater management facilities (Ponds) reduces the Town's risk and exposure to liability in the event of major rainstorm/ flooding events.

Strategic Priority: This project supports the 2019-2023 Strategic Plan.

Priority 4: Deliver Exceptional Service – Manage our finance and assets proactively.

Adopted Plan/Study: Georgina's Comprehensive Stormwater Management Master Plan. <https://www.georgina.ca/cswm-mp>

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

Priority: Deliver Exceptional Service – Manage our finance sand assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

Risk Management – Water quality and quantity control will be maintained in existing storm ponds.

5. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants: \$25,000.00
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: \$25,000.00

6. Other Considerations or Efficiency Options:

Can you defer the request?

Yes. Deferring this request will increase the likelihood of a pond failing or being inadequate.

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

<p>Can you combine this initiative with other present functions? No.</p>
<p>Can you change the services model to reduce this demand without reducing service levels? No.</p>
<p>Can you better leverage technology?</p> <p>Yes. Technology can be used in the prioritization of major maintenance on these ponds, this data will be instrumental in that.</p>
<p>Can you share service delivery with other Town Departments/Agencies or municipalities?</p> <p>Yes. Stormwater reports which Development Engineering has procured can be used as a data source.</p>
<p>7. Short-Term Results Expected:</p> <p>A reduction in minor risks around storm ponds and an understanding of funds required for major maintenance of these ponds.</p>
<p>8. Long-Term Results Expected:</p> <p>Proactive asset management and continued compliance with existing approvals.</p>
<p>9. Other Comments:</p>



**Town of Georgina
20-OI-18**

Title of Request: Sutton Community Park Construction

Date: September 26, 2019

Department: Operations and Infrastructure

Division: Parks

Project Description:

Additional funds are anticipated to be required to complete the construction of the Sutton Community Park, Capital Project 19-PRK-3.

The current anticipated cost estimate is based on the 90% design package and is considered to accurate within +/- 10% of the final contract price (Class 'B' price estimate). The estimate includes a Contingency allowance of 10%.

The community input received during open houses and on-line questionnaires has resulted in a revised project plan. The cost estimate has been updated from the cost estimate prepared in 2017 at the Conceptual Design phase (Class 'D' Estimate) and includes current construction pricing for all items, resulting in a 40% increase to the total estimated cost. Construction cost pricing that has increased significantly includes: site preparation (grading & servicing), electrical servicing, and plant material.

Requests from the Public that are considered "In-Scope" but extra cost include enhancements to: fitness equipment, water play and playground equipment, including a permanent washroom facility with an estimated cost of \$283,450.

- 1. Proposed Year of Initiative:** 2020

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Completion of a Community Park with a full complement of amenities and features for the Lakeside Meadows subdivision in particular and for the Sutton Community in general. The program includes: junior and senior playgrounds, water play, shade pavilion, multi-use courts, walking trails and fitness equipment, trailhead features, parking, open space field areas for unstructured sports play. As much as possible, a barrier free environment is to be provided. Park service level standards and inventory will increase as a result of the park installation.

5. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services: \$2,231,450
- Consultants:
- Purchase of Assets:
- Materials/Supplies:
- Other:

2019 Budget 19-PRK-3	\$1,400,000
Additional "In-Scope" Costs:	\$831,450

Total Construction Cost:	\$2,231,450
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Total budget increase is \$831,450, which include installation of permanent washrooms at a cost of \$283,450.

The funding source to fund the additional \$831,450 is currently listed as long term debt to be repaid by development charges and community benefit charges and 10% tax levy.

6. Other Considerations or Efficiency Options:**Can you defer the request?**

Yes. The park is planned for construction based on the Town Parkland Standards and previously approved construction budget.

Is it more efficient to contract out the initiative? N.A.**Can you combine this initiative with other present functions? No****Can you change the services model to reduce this demand without reducing service levels? No****Can you better leverage technology? No****Can you share service delivery with other Town Departments/Agencies or municipalities? No****7. Short-Term Results Expected:**

Construction of Sutton Community Park with amenities based on the requirements of the community.

8. Long-Term Results Expected:

Improved community access to park amenities and features. Completion of the Sutton Park will raise the service Standards for Parks within the Town.

9. Other Comments:

Construction costs for labour and materials have increased based on recent contracts for similar park projects.



**Town of Georgina
20-OI-19**

Title of Request: Flexible Traffic Bollards in Safety Zones

Date: September 13, 2019

Department: Operations and Infrastructure

Division: Roads

Project Description:

Install Flexible Traffic Bollards in areas requiring traffic calming and speed reduction for improved pedestrian safety. Locations for the installations are typically in school zones, near parks, or other areas where there are vulnerable road users.

Six locations have been recommended by Staff and the Safe Streets Committee.

Initial Material cost = \$10,000

Annual Installation cost = \$1,700

1. Proposed Year of Initiative: 2020

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

Legislative, Growth, Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study

Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:						
Priority: Promote a High Quality of Life – Build a Healthy, safe and accessible community.						
Priority: Provide Exceptional Municipal Service – Manage of Finances and Assets proactively						
4. Main/Desired Goal or Outcomes/Benefits:						
Improved pedestrian safety and traffic calming.						
5. Cost/ Financial Impact, Recovery and Net impact						
Initial Material cost = \$10,000						
Annual Installation cost (Operating) = \$1,700						
Total capital for 2020 = \$10,000						
Annual cost \$1,700 going forward						
6. Other Considerations or Efficiency Options:						
Can you defer the request? Yes						
Is it more efficient to contract out the initiative? Yes						
Can you combine this initiative with other present functions? No						
Can you change the services model to reduce this demand without reducing service levels? N.A.						
Can you better leverage technology? No						
Can you share service delivery with other Town Departments/Agencies or municipalities? No						
7. Short-term results expected:						
Improved pedestrian safety and traffic calming.						

<p>8. Long-term Results expected: Improved pedestrian safety and traffic calming.</p>
<p>9. Other Comments: Council direction was provided to staff to bring forward a business case.</p>



**Town of Georgina
20-OI-20**

Date: October 7 2019

Department: Operations and Infrastructure

Division: Park Operations

Project Description:

Replace turf-grass with low-maintenance wildflowers on the south facing slopes of the ski-hill at the ROC.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Provide Exceptional Municipal Service – Manage of Finances and Assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

Reduce the costs to maintain the south facing slopes of the ROC ski-hill, and improve the aesthetics of the slope.

5. Cost/ Financial Impact, Recovery and Net impact		
<ul style="list-style-type: none">• Contracted Services: \$20,000• Consultants:• Purchase of Assets:• Materials/Supplies:• Other:		
Total Cost: \$20,000		
6. Other Considerations or Efficiency Options:		
Can you defer the request? Yes		
Is it more efficient to contract out the initiative? Yes		
Can you combine this initiative with other present functions? No		
Can you change the services model to reduce this demand without reducing service levels? N.A.		
Can you better leverage technology? No		
Can you share service delivery with other Town Departments/Agencies or municipalities? No		
7. Short-term results expected:		
Reduce the costs to maintain the south facing slopes of the ROC ski-hill, and improve the aesthetics of the slope.		
8. Long-term Results expected:		
Reduce the costs to maintain the south facing slopes of the ROC ski-hill, and improve the aesthetics of the slope. Improve erosion control of the slope and other environmental benefits such as supporting local pollinators (bees, butterflies and other insects).		

9. Other Comments:

Wildflower planting could compliment any other signage or other improvements at the ROC.



GEORGINA

**Town of Georgina
20-RC-1**

Title of Request: Various Facilities - Building Condition Assessment (BCA) Capital Program

Date: Sept. 3, 2019

Department: Recreation & Culture

Division: Facilities

Project Description:

The Town of Georgina's Building Condition Assessments (BCA's) is one of the first steps for systematic integration of advanced and sustainable management techniques, into a management paradigm or way of thinking. This approach places emphasis on the long-term life cycle of the asset and its sustained performance, rather than the short-term, day-to-day aspects of the asset. The objective of this program is to minimize the total costs of acquiring, operating, maintaining, and renewing assets. This approach is essential for today's environment, where resources are limited, and service level demands by customers and regulators is desired and expected. As an asset management technique, the Town of Georgina's Building Conditions Assessment Initiative completed in 2016, has identified a variety of improvements to our facilities, and recommended a timeline and approximate costs.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Grow our Economy

Priority: Promote a High Quality of Life

Priority: Engage Our Community & Build Partnerships
Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

- A. **Georgina Ice Palace (GIP) Partial Roof Replacement** – \$800,000 additionally required. Project was carried over from 2019 as there were insufficient funds allotted for proper completion. Flat roofing systems at the Georgina Ice Palace have been leaking for several years. Periodically, repair jobs have been completed in order to prevent interior water damage. The current roofing system has met and surpassed its expected lifespan. Replacement is required in order to prevent water penetrating the building envelope and potentially causing water damage and unsafe/slippery conditions inside the building. This project will address the replacement of Section 1 (front lobby) and Section 7 (mechanical room) of the Ice Palace roof.
- B. **Park Washroom Building Roof Replacements** – \$50,000 – BCA called for shingle replacement in 2017, 2018. Replace roof shingles on the following four (4) buildings: 1. DLS Beach Washrooms 2. DLS Office Washrooms 3. DLS Soccer Field Washrooms 4. Civic Centre Soccer Field Washrooms.
- C. **Garage Floor Repair, Keswick Fire Hall** – \$35,000 – BCA called for this to be repaired in 2017. Repairs to concrete floor cracking at Georgina Station 1-4. Heavier service vehicles are being purchased, and the cracking requires repairs to further permit larger vehicles to be parked in the garage without causing safety hazards and damage to equipment.
- D. **Georgina Ice Palace (GIP) Drain Repairs** – \$55,000 – BCA for 2021 completion. Repairs to GIP Sanitary and Storm system focusing on main men's washroom floor drain, includes scoping and investigation into possible reasons why men's main washroom floor drain frequently plugs up and repairs. Mitigate sewage backups in main washrooms which are occurring more frequently of late.
- E. **Georgina Ice Palace (GIP) Condenser Replacement** – \$220,000 – BCA called for replacement in 2020. Emergency condenser replacement was completed in 2019 at Sutton Arena. Planning to replace the Ice Palace unit will mitigate service disruptions, should the current unit fail.
- F. **Belhaven Roads Yard Concrete Repairs** – \$20,000 – Exterior concrete block and brick masonry repairs to Main Building at Belhaven Roads Yard.
The concrete block comprising the majority of the main building is in a varying condition. There is notable evidence of masonry distress at the following locations:
 - I. Cracking / Impact damage between the overhead doors.
 - II. Moisture-related deterioration, cracking spalling & efflorescence along the underside of the north window sill.
 - III. Moisture-related efflorescence & spalling along the underside of the east window sill.
 - IV. Step cracking above window & door shelf angles on the south, east and north facades. This is likely due to the corrosion and resulting expansion of the steel shelf angles applying stresses to the surrounding masonry.

- V. Much of the deteriorated masonry appears to be exacerbated by poor water-shedding characteristics of the façade, including but not limited to at the window sills and heads. We recommend drip edge extensions be installed at the underside of the window sills in order to protect the masonry from overexposure to water and potential freeze/thaw damage.
- VI. Inclusion of a soft-joint (effectively a gap) at the underside of the shelf angles to help accommodate vertical expansion of the structure may also ease the pressure

G. Sutton Library Carpet Replacement – \$120,000 – The branch carpeting was installed in 1996 and is significantly worn. The cleaning contractor has informed me that the carpet will disintegrate if we clean it again. The branch has significant foot traffic as we are open 7 days a week, with 64,972 people visiting the branch in 2018. In the Brown & Beattie Building Condition Assessment from November 2016, many suggestions for maintenance were made but the carpeting, recommended for replacement in 2019, truly needs to be addressed.

H. Georgina Ice Palace RTU Replacement – \$90,000 – Replacement of three (3) Carrier RTUs (2x 7.5 ton on south central lower roof & 1x 10 ton on Hall Roof). Units have been breaking down and significant funds are being spent to repair of late. BCA states units to be replaced in 2018.

- I. **Kin Hall Fixed Ladder (South Side)** – \$25,000 – BCA called for this to be done in 2017. North side ladder will be complete in 2019, however, there were insufficient budget allotments to complete the south side.
- J. **Pefferlaw Lions Hall; Washroom Counters – \$6,000** – Replacement of existing counter tops in washrooms as they are in at end of useful life cycle showing significant signs of wear and staining.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** \$1,421,000 (Net carry forward of \$209,600 - approved for GIP Roof Project in 2019)
 - **Consultants:**
 - **Purchase of Assets:**
 - **Materials/Supplies:**
 - **Other:**
- Total Cost:** \$1,421,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative?
Yes. Some initiatives will require contracting out.

Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-Term Results Expected: The health and safety of the facilities.
8. Long-Term Results Expected: State of good repair of the facilities.
9. Other Comments: Council to approve total cost with the understanding that staff shall have the flexibility to manage the funds across the approved projects.



**Town of Georgina
20-RC-2**

Date: August 12, 2019

Department: Recreation & Culture

Division: Facilities

Project Description: Noble House and Mann House Roof Replacements.

The roofs are currently covered with fiberglass shingles. There are three buildings remaining that have fiberglass shingles. They are a less expensive option to install than cedar shakes, but have a much shorter lifespan (15+ years vs. 35+ years). In keeping with the heritage character of design and construction, it is recommended that cedar shingles be installed.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Promote a High Quality of Life

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

5. Cost/ Financial Impact, Recovery and Net impact

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

Total Cost: \$60,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

Leak mitigation, protection of assets inside buildings.

8. Long-Term Results Expected:

Greater aesthetics and possible increase in customer traffic.

9. Other Comments:

While fiberglass shingles are about half the cost (\$30k) they are not a material akin to the construction and character of the two heritage homes at the GPV and have a life cycle expectancy of 15+ years while cedar shakes have a life cycle expectancy of 30-40 years.



**Town of Georgina
20-RC-3**

Title of Request: Georgina Pioneer Village (GPV) Schoolhouse

Date: August 23, 2018

Department: Recreation & Culture

Division: Cultural Services

Project Description: GPV School House

Background:

The GPV School House demolition and reconstruction capital initiative was approved through the 2018/2019 budget at a cost of \$215,000 (\$15,000 Design, \$200,000 Construction)

Staff prepared a formal Request for Tender (RFT) and advertised the project initiative in 2019. The lowest bid submission for the project placed the associated project costs c. \$10,500.00 beyond the approved budget of \$200,000. Staff engaged the firm of Prentium Engineering to determine potential reductions in scope of project or alternative building designs to reduce associated project costs. The exercise did not produce any savings to the project.

Upon closer review of the RFT bid submission, it was further determined that the electrical requirements to be incorporated into the restoration of the school house would be insufficient to properly accommodate electrical outlets and outdoor security lighting, and no contingency value had been included should unknown circumstances and costs be realised as the project progressed. Contract administration costs were also not captured in the original RFP.

The GPV School House project has been paused until sufficient funding can be secured. Staff is seeking Council approval for an additional \$70,000.00 to properly complete the project.

1. Proposed Year of Initiative: 2020	
2. Nature of Initiative/Review Factors (check and explain all that apply):	<input checked="" type="checkbox"/> Legislative (Ontario Heritage Act), <input type="checkbox"/> Growth <input checked="" type="checkbox"/> Strategic Priority, <input type="checkbox"/> Efficiency, <input type="checkbox"/> Adopted Plan/Study <input type="checkbox"/> Other (please specify)
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:	<p>Priority: Promote a High Quality of Life</p> <p>Priority: Engage Our Community & Build Partnerships</p> <p>Priority: Provide Exceptional Municipal Service</p>
4. Main/Desired Goal or Outcomes/Benefits:	<p>The reconstructed schoolhouse will fulfill the Town's commitment to preserving GPV structures as protected by heritage designation under the Ontario Heritage Act. It will also enable the Town to provide high-quality educational programming, special events, programs and camps to the public. A reconstructed schoolhouse will also lead to increased building rental revenue beginning in 2020.</p>
5. Cost/ Financial Impact, Recovery and Net impact	<p>Current 2018/2019 Approved Capital Budget: \$215,000 (\$15,000 Design, \$200,000 Construction) Additional Funding requested through 2020 Capital Budget Deliberations: \$70,000.00</p>
6. Other Considerations or Efficiency Options:	<p>Can you defer the request? No. The Schoolhouse was closed to the public in the fall 2016 and has continued to deteriorate since then. The building is not suitable for occupancy and needs to be addressed ASAP in order to prevent further deterioration and safety concerns.</p> <p>Is it more efficient to contract out the initiative? The project will be contracting out to a qualified builder.</p> <p>Can you combine this initiative with other present functions? No</p>

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

- Availability of the Schoolhouse for Town events, rentals, workshops and educational programs;
- Confirmation of the Town's commitment to protect historically significant structures it has designated under the Ontario Heritage Act;
- Higher quality education programs for students of various grade levels; and
- Greater rental revenue for meetings, wedding photographs and other similar functions.

8. Long-Term Results Expected:

- Preservation of a historically significant structure for public benefit and enjoyment,
- Recognition of how heritage buildings and historical programming contribute to quality of life and community wellbeing, and
- Promotion of good stewardship and conservation throughout the community.

9. Other Comments:



**Town of Georgina
20-RC-4**

Date: August 12, 2019

Department: Recreation & Culture

Division: Facilities

Project Description:

Drainage Survey for the Georgina Pioneer Village and nearby baseball diamond field. Poor drainage in the spring contributes to significant annual flooding in some buildings and fields. The flooding causes damages to foundations and structures.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Grow Our Economy

Priority: Promote High Quality of Life

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

Identify causes/sources of seasonal flooding at GPV and nearby baseball diamond field. Provide recommendations to effectively and permanently mitigate and correct grounds issues.

5. Cost/ Financial Impact, Recovery and Net Impact

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

Total Cost: \$10,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

Analysis of site to properly prepare solutions to annual flooding in spring.

8. Long-Term Results Expected:

Eventual remedy to flooding and minimizing potential damage to buildings and their contents

9. Other Comments:



**Town of Georgina
20-RC-5**

Title of Request: Stephen Leacock Theatre (SLT) Railing Installation

Date: July 17, 2019

Department: Recreation & Culture

Division: Facilities

Project Description: Installation of railings adjacent to stairs and seating in theatre auditorium.

Theatre seat railing to assist guest when navigating the stairs leading down to the stage – we have received multiple complaints regarding how dangerous it can be ascending and descending the stairs, especially during performances when lights are dimmed.

1. Proposed Year of Initiative:

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

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

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

- Priority: Grow Our Economy
- Priority: Promote a High Quality of Life
- Priority: Engage Community and Build Partnerships
- Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:	Improve safety of patrons during performances at the theatre.	
5. Cost/ Financial Impact, Recovery and Net impact		
	<ul style="list-style-type: none">• Contracted Services: \$30,000• Consultants:• Purchase of Assets:• Materials/Supplies:• Other:	
	<p>Total Cost: \$30,000</p>	
6. Other Considerations or Efficiency Options:		
	<p>Can you defer the request? No</p>	
	<p>Is it more efficient to contract out the initiative? Yes</p>	
	<p>Can you combine this initiative with other present functions? No</p>	
	<p>Can you change the services model to reduce this demand without reducing service levels? No</p>	
	<p>Can you better leverage technology? No</p>	
	<p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>	
7. Short-Term Results Expected:		
	Health and safety for theatre patrons using the facilities. Added safety for patrons and staff navigating the two stairways leading to/from the upper entry deck at back of house down to stage level.	

<p>8. Long-Term Results Expected:</p> <p>Improved community response to theatre performances.</p>	
<p>9. Other Comments:</p> <p>This project has been requested by numerous patrons and staff over the past few years, and a number of complaints have been noted. The SLT has experienced several incidents of trips and falls directly related to the stairs.</p>	



**Town of Georgina
20-RC-6**

Title of Request: ROC UTV (Utility Terrain Vehicle) – Snowmobile Replacement

Date: August 12, 2019

Department: Recreation & Culture

Division: Facilities

Project Description: Purchase of UTV (Utility Terrain Vehicle) with accessory tracks.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Grow Our Economy

Priority: Promote High Quality of Life

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

The UTV is intended to replace the current snowmobile which is a 2012 model. The existing snowmobile is in need of frequent repairs and has become increasingly unreliable hindering staff's abilities to deal with operational issues promptly and when responding to emergency situations that may occur on the hill.

The versatility of a UTV will enable staff to more effectively address issues. It is also important to note that UTV will be used year round to assist staff in all seasonal operational requirements of the ROC and will also be utilized for special events.

The accessory tracks will permit easy maneuvering on snow surfaces.

The UTV will also reduce the need for a full size pick up truck that can be reserved and scheduled in collaboration with the Parks Division.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
 - Consultants:
 - Purchase of Assets: \$44,000 (est. \$32K for UTV and \$12K for accessories (tracks, winch & plow blade)
 - Materials/Supplies:
 - Other:

- Total Cost: \$44,000

6. Other Considerations or Efficiency Options:

Can you defer the request?

No. Deferral will adversely impact staff's ability to respond to operational needs, emergencies, and to ensure safety of patrons.

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

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

More reliability for emergency responses dealing with patrons on the hills. Enhanced clearing of walkways near and around entry points. Reduced risk of operation when public is near.

8. Long-Term Results Expected:

Same as above. Improved efficiencies of operation.

9. Other Comments:



GEORGINA

**Town of Georgina
20-RC-7**

Title of Request: Project Management and Construction Coordination Services

Date: December 02, 2019

Department: Recreation and Cultural Services/Office of CAO

Division: Facilities Management/Special Capital Initiatives

Project Description:

To retain various project management, administrative and construction coordination services (i.e. temporary staff or contracted services) to begin tackling some of the escalating \$60,000,000 in facilities asset management replacement projects (backlog and future) as identified in the 2016 Building Condition Assessments (BCA) as well as provide project management oversight and support on the Town's significant capital construction projects. i.e MURC, Civic Centre

1. Proposed Year of Initiative: 2020-2023

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

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

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

Priority 4: Deliver Exceptional Service - Manage our finances and assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

This is a requirement that the Town has to comply with in accordance to the new O.Reg 588/17. The intent of the regulation is to manage the lifecycle of physical assets and equipment in order to maximise its lifetime, reduce costs, improve quality and efficiency, maintain the health of assets and environmental safety.

In addition, the Town is embarking on multiple capital initiatives that will be going through construction in 2020, while others are still in design phase. Thus, appropriate Town resources will have to be added to support the following:

- Project planning and integration
- Communication planning
- Schedule management and control
- Scope control and change management
- Financial management and cost control
- Quality management and control
- Procurement planning and management
- Risk management
- Project stakeholder management

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

This estimated cost equates to approximately 13% (15% is a typical market figure adopted by other municipalities for similar services) of the total cost of the following capital business cases: $\$1,531,5000 = \underline{20-RC-1} (\$1,421,000) + \underline{20-RC-2} (\$60,000) + \underline{20-RC-3} (\$10,500) + \underline{20-RC-4} (10,000) + \underline{20-RC-5} (\$30,000)$. While staff understands these funds are limited, this is a good start to build appropriate resources to provide support, planning and delivery capacity needed.

Total Cost: \$200,000 – Funded from the Facility Repair and Replacement Reserve

6. Other Considerations or Efficiency Options:

7. Can you defer the request? It was deferred multiple times. This business case is required for staff to start modelling project management needs and requirements to deliver on projects responsibly on a long-term basis.

Is it more efficient to contract out the initiative? Contracting out will be considered

Can you combine this initiative with other present functions? Due to the dire magnitude of projects and related costs, consolidation would not be feasible.

Can you change the services model to reduce this demand without reducing service levels? Unfortunately not, these are physical assets that the municipality owns and is required by multiple laws (e.g. tenant landlord act) and regulations (e.g. O.Reg. 588/17) to ensure that they are in a state of good repair.

Can you better leverage technology? Leveraging technology is considered**Can you share service delivery with other Town Departments/Agencies or municipalities?**

Coordination took place with Operations and Infrastructure (O&I) regarding their 20-OI-1 business case (Asset Management Plan Development and Implementation in compliance with O.Reg.588/17). Since the Town has proactively (i.e. 2016) identified a portion of the Asset Management Plan, it shall comply in accordance with O.Reg.588/17. Thus, the business case here within will be used to help kick-start the resource management plan to implement the facilities management portion of O.Reg. 588/17. This resource management plan will be consistently updated starting in 2020 and onwards to prepare for additional projects that will be borne from the full Asset Management Plan as per O.Reg. 588/17 in 2023 and major capital initiatives

8. Short-term results expected:

Project management support for planning and delivery of some of the BCA replacement projects (to be delivered over 2 year terms) starting in 2020 and major capital initiatives.

9. Long-term results expected:

Reduce the escalating \$60,000,000 in facilities asset management replacement projects (backlog and future) as identified in the 2016 Building Condition Assessments (BCA), compliance with O.Reg. 588/17 and ensure responsible resource management plan is established for capital initiatives.

10. Other Comments:

This is a pilot business case that will help kick-start the resource management plan to implement the facilities management portion of O.Reg. 588/17 and major capital initiatives. Staff may come back to Council for further direction for additional resources.



GEORGINA

**Town of Georgina
20-FS-1**

Title of Request: Signage at Station 1-4

Date: August 23, 2019

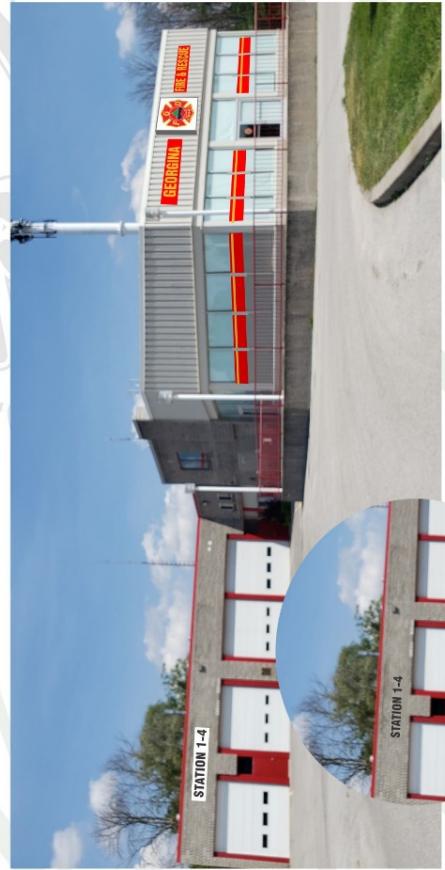
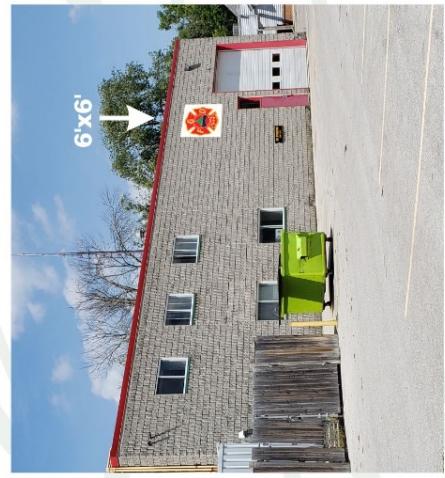
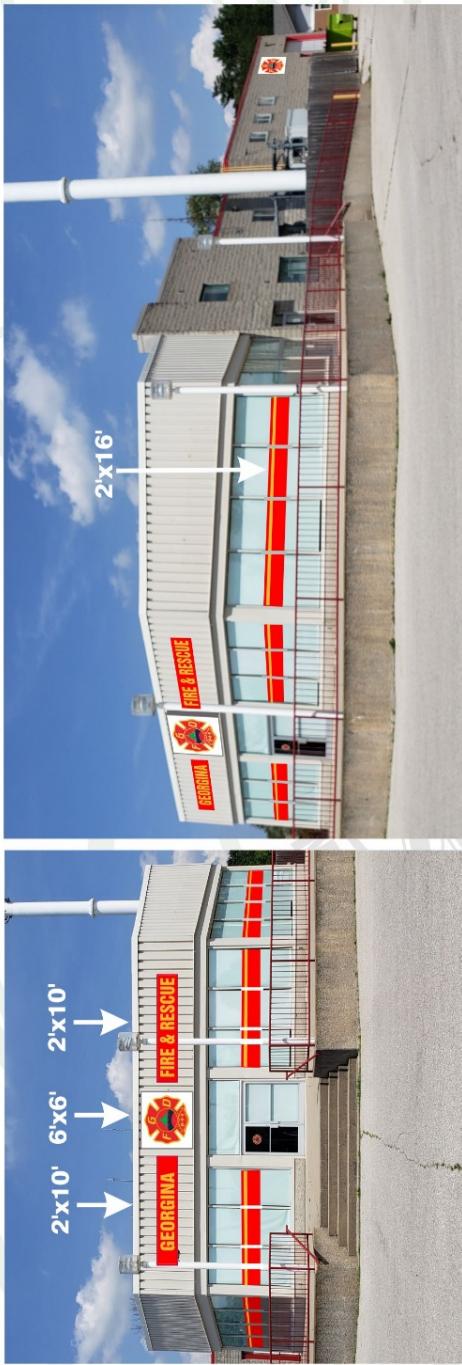
Department: Fire & Rescue Services

Division: N.A.

Project Description:

Installation of illuminated building sign at Station 1-4 on the south east corner of building entitled Georgina Fire & Rescue Services. Station 1-4 sign to be located on the west side of the building (apparatus bay) and on the south side of the building (rear apparatus bay).

proposed layout



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SIGNS WRAPS - GRAPHIC DESIGN - EMBROIDERY - SCREEN PRINTING

DATE 8-19-19 REVISION # JOB # 190763

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	<p>1. Proposed Year of Initiative: 2020</p> <p>2. Nature of Initiative/Review Factors (check and explain all that apply):</p> <p><input type="checkbox"/> Legislative, <input type="checkbox"/> Growth <input checked="" type="checkbox"/> Risk Management, <input type="checkbox"/> Service Level Change, <input type="checkbox"/> Strategic Priority, <input checked="" type="checkbox"/> Efficiency, <input type="checkbox"/> Adopted Plan/Study <input checked="" type="checkbox"/> Other (please specify) Emergency Services building needs to be easily identifiable.</p> <p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Promote a High Quality of Life Priority: Deliver Exceptional Service</p> <p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>To provide distinction of our facility for residents and visitors of Georgina. Currently, there is no signage designating that the building is a fire station.</p> <p>5. Cost/ Financial Impact, Recovery and Net Impact</p> <ul style="list-style-type: none"> • Contracted Services: \$17,000 • Consultants: • Purchase of Assets: • Materials/Supplies: • Other: <p>Total Cost: \$17,000</p> <p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes, but may expose the Town to potential risk.</p> <p>Is it more efficient to contract out the initiative? No.</p>
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Can you combine this initiative with other present functions? No.

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

Can you better leverage technology? No.

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

7. Short-Term Results Expected:

Immediate visual results for residents and visitors of Georgina having the ability to identify this building as an emergency service facility.

8. Long-Term Results Expected:

Visual result for residents and visitors of Georgina being able to identify this building as an emergency service facility.

9. Other Comments:



**Town of Georgina
20-FS-2**

Title of Request: Outdoor Emergency Station Phone

Date: August 23, 2019

Department: Fire & Rescue Services

Division: N.A.

Project Description: Installation of Outdoor Emergency Phone at all three fire stations – Keswick, Sutton and Pefferlaw.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Promote a High Quality of Life

Priority: Engage our Community & Build Partnerships

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

The ability to provide an immediate service to the public requiring emergency services when attending one of the Town's fire stations in the absence of staff during the day or night. The outdoor emergency telephone would provide immediate access to Richmond Hill Fire Communications. Richmond Hill Fire Communications would then identify the emergency and dispatch Police, Fire and/or EMS.

<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • Contracted Services: \$10,200 • Consultants: • Purchase of Assets: • Materials/Supplies: • Other: \$3,400 – each for delivery, installation and monthly fee <p>Total Cost: \$10,200</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes, but may be a potential risk to the Town in the event of an emergency situation.</p> <p>Is it more efficient to contract out the initiative? No</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? No</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>	<p>7. Short-Term Results Expected:</p> <p>The ability for the public to obtain immediate emergency services when no one is present at the fire station.</p>	<p>8. Long-Term Results Expected:</p> <p>The ability for the public to obtain immediate emergency services when no one is present at the fire station.</p>	<p>9. Other Comments:</p>
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**Town of Georgina
20-FS-3**

Title of Request: Replacement of Rescue/Pumper Apparatus

Date: August 23, 2019

Department: Fire & Rescue Services

Division: N.A.

Project Description: Replacement of Engine Apparatus E141 due to end of life cycle.

1. Proposed Year of Initiative: 2020

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

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

Replacement of apparatus due to end of life cycle.

Identified in the 2016 Fire Master Plan and Fire Underwriters Survey

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

Priority: Promote a High Quality of Life

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

E141 has been in service for 21 years (since 1999). As per FUS recommendation for frontline apparatus replacement is 15 years.

Replace E141 with a new rescue/pumper apparatus.			
5. Cost/ Financial Impact, Recovery and Net impact			
<ul style="list-style-type: none"> • Contracted Services: • Consultants: • Purchase of Assets: \$820,000 • Materials/Supplies: • Other: 	Total Cost: \$820,000		
6. Other Considerations or Efficiency Options:			
Can you defer the request? No	Is it more efficient to contract out the initiative? No	Can you combine this initiative with other present functions? No	Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? No	Can you share service delivery with other Town Departments/Agencies or municipalities? No		
7. Short-Term Results Expected:			
Effective firefighting/rescue response.			
8. Long-Term Results Expected:			
Effective firefighting/rescue response.			
9. Other Comments:			



**Town of Georgina
20-FS-4**

Title of Request: Replacement of Bunker Gear/PPE

Date: August 23, 2019

Department: Fire & Rescue Services

Division: N.A.

Project Description: Replacement of Bunker Gear/PPE.

1. Proposed Year of Initiative: 2020

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

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

On-going annual cycle replacement of bunker gear and other Personal Protective Equipment (PPE) items to ensure firefighters have bunker gear and PPE that meet Occupational Health and Safety Requirements.

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

Priority: Promote a High Quality of Life

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

The regular purchasing of bunker gear/PPE items ensure staff have access to safe and reliable protective clothing.

<p>In order to refrain from large spikes in the capital budget every five years or so to meet our requirements, a harmonized purchase level of bunker gear/PPE is used to ensure a stable and consistent budget line. This also allows the Town to introduce improved bunker gear/PPE as standards and quality are gradually improved.</p> <p>By purchasing a defined amount of bunker gear/PPE annually the cost is fixed over several years, therefore, avoiding large capital purchases at the end of the bunker gear/PPE's life cycle. In 2017, tender FES2017-039 was awarded to A.J. Stone Company for the supply of bunker gear. This contact was for three years with an option to extend the contract for an additional two years. With each year adding 4% of the original bid price per suit. Staff was completely satisfied with the quality and service of this vendor and wish to extend the contract for two more years.</p> <p>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.</p> <p>We aim to be able to provide every firefighter (fulltime/volunteer) with access to a second set of bunker gear (between 5-10 yrs. of age) to maintain our service levels while the primary set is decontaminated and/or repaired.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • Contracted Services: \$52,000 • Consultants: • Purchase of Assets: • Materials/Supplies: \$2,706.93 per suit for 17 sets • Other: <p>Total Cost: \$52,000</p> <p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? No</p> <p>Is it more efficient to contract out the initiative? No</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? No</p>
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Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Short-Term Results Expected:

Ensuring our firefighters have bunker gear and PPE that meet Occupational Health and Safety Requirements.

8. Long-Term Results Expected:

Ensuring our firefighters have bunker gear and PPE that meet Occupational Health and Safety Requirements.

9. Other Comments:



**Town of Georgina
20-FS-5**

Title of Request: Purchase of Portable Radios and Pagers

Date: August 23, 2019

Department: Fire & Rescue Services

Division: N.A.

Project Description: Purchase of Portable Radios and Pagers.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Promote a High Quality of Life

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

Providing an opportunity for firefighters to have a method of two-way communication is recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes.

In 2016, we identified the need to purchase 10 portable radios to become compliant with the suggested best practice.

In 2017 and 2018, we purchased four portable radios, leaving the remaining balance of two radios to be purchased in 2020. The cost of each portable radio is approximately \$7,200.00. Staff are now experiencing increased repairs on our current radios.

Pagers are continuously requiring replacement and repair. The maximum lifespan of a pager is typically five years. The cost of a pager is approximately \$600 each and we will be purchasing approximately four pagers in 2020 to allow us to continue with a sustainable and consistent replacement program.

Volunteer and off duty firefighters are notified exclusively via pagers.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** \$17,100
- **Consultants:**
- **Purchase of Assets:**
- **Materials/Supplies:** Portable Radios (2 @ \$7,200 each) and Pagers (4 @ \$600 each)
- **Other:**

Total Cost: \$17,100

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

To be compliant with best practices as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes.
Ensure adequate supply of pagers for volunteer firefighters and off duty firefighters.

8. Long-Term Results Expected:

To be compliant with best practices as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes.
Ensure adequate supply of pagers for volunteer firefighters and off duty firefighters.

9. Other Comments:



**Town of Georgina
20-FS-6**

Title of Request: Purchase of Fire Suppression Equipment

Date: August 23, 2019

Department: Fire & Rescue Services

Division: N.A.

Project Description: Purchase of Fire Suppression Equipment.

1. Proposed Year of Initiative: 2020

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

- Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
 - Other (please specify)
- Purchase of replacement fire hose and appliances that have reached end of service life.
Purchase of fire apparatus equipment and tools.
Purchase of hazmat equipment.

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

Priority: Promote a High Quality of Life

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:**HOSE and APPLIANCES (Foam Eductor Kits) - \$10,000**

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

APPARATUS TOOLS – \$12,100

We have identified specialty and standard equipment in need of replacement on our apparatus, including quick cut saw, PPV Fan (gas) two chainsaws, two portable generators and other apparatus equipment due to wear and tear.

HAZMAT EQUIPMENT - \$5,000

Replacement of specialty hazmat suit.

5. Cost/ Financial Impact, Recovery and Net impact

- Contracted Services:
- Consultants:
- Purchase of Assets:
- Materials/Supplies: \$27,100
- Other:
- Total Cost: \$27,100

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? No**7. Short-Term Results Expected:**

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

8. Long-Term Results Expected:

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

9. Other Comments:

Work with N6 partners to look at cost saving initiatives, such as combined purchases.



**Town of Georgina
20-DS-1**

Title of Request: Building Division Fee Review

Date: August 22, 2019

Department: Development Services

Division: Building

Project Description: A comprehensive review of the permit fee, cost recovery and revenue reserve structure of the Building Division.

1. Proposed Year of Initiative: 2020

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

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

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

Town Strategic Plan – Deliver Exceptional Services

Building Code Act – recover anticipated reasonable costs administering and enforcing the Building Code Act and Ontario Building Code.

4. Main/Desired Goal or Outcomes/Benefits:

The Building Code Act (the Act) requires the Council of a municipality to create a by-law (Building By-law) respecting enforcement of the Act and the Ontario Building Code (OBC). The Act allows for Council to require the payment of permit-related fees but stipulates that the total amount of the fees authorized by the Building By-law not exceed the anticipated reasonable costs to administer and enforce the Act. Reasonable costs include direct costs related to Building Division activity, indirect costs from support services provided by other Town Divisions

<p>and reserves for future Building Division expenditures. Examples of future expenditures include technology improvements, balancing years where anticipated revenue is less than expenditures and other Building Division costs related to the enforcement of the Act and OBC.</p> <p>The Building By-Law fee structure was last reviewed in 2014 resulting in Building By-Law 2015-0150. The 2014 review was anticipated to recover all Divisional operating expenditures and allow for reserves to be accumulated to pay for capital expenditures and times of reduced revenue. The current Building By-Law and fee structure has not achieved the objective of the Building Department being cost neutral to the tax levy.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <p>Proposed Budget: \$20,000</p> <p>This project responds to a downturn in the construction industry, specifically the housing industry. Since the last fee review initiated in 2014, this downturn has resulted in less than anticipated construction activity, elimination of reserves and a need to rely on the tax levy to deliver mandatory building code enforcement services.</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? No. Deferring the request will require the Building Division budget be supported in part by the tax levy to recover mandatory building code enforcement services.</p> <p>Is it more efficient to contract out the initiative? Yes</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No. The Building Division must respond to industry demands.</p> <p>Can you better leverage technology? No</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p> <p>7. Short-Term Results Expected: Full cost recovery of expenditures through user fees collected from permit enforcement revenue.</p>
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8. Long-Term Results Expected:

Will provide/increase Building Division reserves to cover costs where revenue collected in down-turns of building activity is less than expenditures, pay for technology improvements and other Building Division costs.

9. Other Comments:



**Town of Georgina
20-DS-2**

Title of Request: Vehicle Replacement

Date: August 21, 2019

Department: Development Services

Division: Building

Project Description: Replacement of two inspection vehicles.

- 1. Proposed Year of Initiative:** 2020
- 2. Nature of Initiative/Review Factors (check and explain all that apply):**

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

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

Priority: Deliver Exceptional Service

- 4. Main/Desired Goal or Outcomes/Benefits:**

The Building Division delivers inspection and investigation services within legislated timeframes to the public and construction industry. Building Inspectors use vehicles on a daily basis for site inspections. The 2011 Jeep Patriots have been unreliable vehicles for most of their lives and are increasingly so. They regularly undergo repairs by the Fleet Division. The vehicles have been assessed by the Fleet Division who has determined them to be in poor condition and recommend replacement. Currently, the mileage of these Jeeps is approximately 106,000 km and 104,000 km. The vehicle must be able to handle uneven dirt roads, have 4x4 or all-wheel drive capability with reasonable ground clearance.

5. Cost/ Financial Impact, Recovery and Net impact		
<ul style="list-style-type: none">• Contracted Services:• Consultants:• Purchase of Assets: \$60,000• Materials/Supplies:• Other:	<p>Total Cost: \$60,000 for two vehicle replacements. The cost of replacement vehicles for the Building Division is covered by Building Division reserves.</p>	
6. Other Considerations or Efficiency Options:		
<p>Can you defer the request? No</p> <p>Is it more efficient to contract out the initiative? No</p> <p>Can you combine this initiative with other present functions?</p> <p>Purchasing all vehicle requests together may get a better price.</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? No</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>		
7. Short-Term Results Expected:		<p>The Building Division will have reliable vehicles and maintain a high level service.</p>

8. Long-Term Results Expected:

New vehicles with regular preventative maintenance by Fleet Division are expected to provide many years of reliability, ensuring the Town maintains its high level of service to the community.

9. Other Comments:



**Town of Georgina
20-DS-3**

Title of Request: Vehicle Replacement and Purchase

Date: August 20, 2019

Department: Development Services

Division: Development Engineering

Project Description:

End of life vehicle replacement. Development Engineering currently has three vehicles; one vehicle needs replacement. The vehicle that needs replacement is a 2010 Jeep Patriot. The 2010 Jeep will be repurposed to Georgina Animal Shelter for transporting animals.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Deliver Exceptional Service

4. Main/Desired Goal or Outcomes/Benefits:

The Development Engineering Division delivers inspection and investigation services within a timely manner to the development community and the public. The Development Engineering inspectors and technologists utilize the vehicles on a daily basis for site inspections. The 2010 Jeep

Patriot has approximately 110,000 km and is regularly undergoing repairs by the Fleet Division. The Fleet Division assessed the vehicle and determined it is not the ideal vehicle for the intended use on construction/development sites. If continued to be used in this environment, its condition will continue to worsen, warranting replacement. The Jeep will be repurposed and used by the Georgina Animal Shelter, replacing the PT Cruiser currently being used, which was acquired as a pilot project and currently at its end of life cycle. The Jeep will have a variety of uses at the Shelter, including mainly the transport of animals and the pick-up/drop-off of supplies. If kept off of construction sites and only used on paved roads, it could be a viable and reliable option for the Shelter.

5. Cost/ Financial Impact, Recovery and Net impact

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

Total Cost: \$30,000 for a vehicle replacement. The vehicle must be able to handle uneven dirt roads, have 4x4 capability and significant ground clearance.

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions?

Purchasing combines all vehicle requests together to get a better price.

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

Can you better leverage technology? No

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

The vehicle being replaced will be repurposed to the Town's animal shelter.

- | |
|--|
| 7. Short-Term Results Expected: |
| The Development Engineering Division will have a reliable vehicle and maintain a high level service. |
| 8. Long-Term Results Expected: |
| New vehicles with regular preventative maintenance by Fleet Division are expected to provide many years of reliability, ensuring the Town maintains its high level of service to the community |
| 9. Other Comments: |



GEORGINA

**Town of Georgina
20-CS-1**

Title of Request: Community Benefit Charge and Development Charge Background Study and By-Law

Date: August 22, 2019

Department: Corporate Services

Division: Finance

Project Description:

- 1) Consulting services to create the Town's first Community Benefit Charge Background Study and By-Law to address the legislative changes made in Bill 108, More Homes, More Choices Act. Within Bill 108, the Province has replaced soft Service DC's, Parkland dedication, and Section 37/Density bonusing with a new Community Benefit Authority which is administered under the Planning Act.
- 2) Consulting services to update the Development Charges By-Law and Background Study that expires in June 2021.

1. Proposed Year of Initiative: 2020

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

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

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

Priorities: Grow our Economy, Promote a High Quality of Life, and Deliver Exceptional Service: Parkland and soft services such as recreation, parks, and libraries are essential elements of a growing community. In order to ensure growth continues to pay for growth where possible, the Town will need to complete a Community Benefit Charge background study and by-law to ensure we have the tools and the authority to charge this levy on new developments. Development charges are also essential to ensure we have the capital infrastructure funding necessary to invest into the community.

4. Main/Desired Goal or Outcomes/Benefits:

Have a complete and accurate community benefit charge and development charge background study that will identify the future infrastructure needs of the Municipality from a growth perspective. The Town of Georgina is currently expected to grow to 62,000 residents by 2036. In order to ensure growth pays for growth where possible, it is essential to have an accurate background study completed.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:**
- Consultants: \$135,000
- Purchase of Assets:
- Materials/Supplies:
- Other:

Total Cost: \$135,000

6. Other Considerations or Efficiency Options:**Can you defer the request?**

No, in order to ensure the Town can charge Community Benefit Charges, the Town must create a background study and by-law in 2020.

Is it more efficient to contract out the initiative?

Yes. The Town of Georgina does not have the expertise on staff to complete a background study. Due to the studies only needing to be completed every 5 years, even large Municipalities such as Vaughan, Markham, and Richmond Hill use consultants to prepare the study.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

Cash flow from community benefit charges to pay for growth related capital projects such as the MURC, Library, and community parks.
Cash flow from development charges to pay for growth related capital projects.

8. Long-Term Results Expected:

A community that has the resources and services necessary to support growth.

9. Other Comments:



**Town of Georgina
20-CS-2**

Title of Request: Annual Information and Communications Technology (ICT) Cycling

Date: August 21, 2019

Department: Corporate Services

Division: Information Technology Services

Project Description:

Annual Corporate Desktop and Notebook Cycling: \$165,000

Annual 25% cycling of desktop workstations (including only "original equipment manufacturer" operating system), computer monitors, standard notebooks/tablet hybrids, ruggedized notebooks, docking stations and other end-point terminals to ensure a four-year equipment lifecycle.

Annual Corporate COTS (commercial off-the-shelf) Software Cycling: \$77,000

Annual 25% cycling of workstation software for desktop computers, standard notebooks, ruggedized notebooks, tablets, docking stations and end-point terminals to ensure a four-year software life cycle.

All corporate standard software packages that reside on end-user workstations such as MS Office (MS Word, MS Excel, MS PowerPoint, MS Outlook, MS OneNote, MS Publisher, etc.), Adobe, Antivirus, Antimalware, etc. are included in this category.

Geographical Information Systems software and other specialized applications used throughout the Organization are not included in this category.

Annual Corporate Network Infrastructure Cycling: \$83,000

Annual cycling and replacement of various application servers, switching equipment, firewalls, thin-client, remote access devices, server infrastructure, and other network infrastructure, network printers and telephone system equipment based on a five-year to seven-year cycling plan.

Annual Wireless Broadband Infrastructure Cycling: \$140,000

The Town of Georgina acquired the assets of the former South Shore Community Broadband consortium on August 30, 2013.

Wireless Works Solutions Ltd. completed a review of the existing Wireless Broadband Service (WBS) infrastructure in the summer of 2015 and provided a report noting findings and recommendations based on the current state of the infrastructure, as well as evaluating several options for the future of the infrastructure.

The report also noted that the Wireless Broadband Service currently suffers from high levels of self-generated interference. The primary causes for this self-generated interference are sub-optimal radio spectrum channel planning and antenna selections for portions of the backhaul network.

Recommended actions for the 2020 budget year: Continue to Maintain and Manage the Network by replacing/upgrading equipment to continue to improve services.

1. Proposed Year of Initiative: 2020**2. Nature of Initiative/Review Factors (check and explain all that apply):**

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

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

Priority: Deliver Exceptional Service

Information Technology Services Strategic Plan

4. Main/Desired Goal or Outcomes/Benefits:**Annual Corporate Desktop and Notebook Cycling:**

Maintaining a 25% equipment life cycle policy ensures that end-user equipment is cycled within a four-year period, which helps to ensure optimized performance, reliability, and security of data. This is a typical industry standard lifecycle-metric for end-user equipment.

The Town of Georgina reallocates computer equipment where possible to maximize benefit to the Organization and all stakeholders, including residents and ratepayers. The municipality participates in a refurbishing program in a limited capacity to ensure that "usable" computer equipment that meets/exceeds organizational lifecycle timelines are donated to schools, families in need, and other non-profit community groups through a local charity.

Computer equipment deemed obsolete or no longer useful is decommissioned through the Waste Electrical and Electronic Equipment (WEEE) program administered by Ontario Electronic Stewardship, an agency of the Government of Ontario. This agency is responsible for ensuring that equipment is recycled through various environmentally friendly methods depending on the material(s) being reclaimed to ensure a zero-landfill policy. Equipment is collected, sorted and shredded before pieces are melted down to recover their component materials for manufacturing reuse. Hard drive storage devices are removed from equipment before it is donated or recycled, and data is disposed of in a secure method after a set holding period.

Annual Corporate COTS (commercial off-the-shelf) Software Cycling:

Maintaining a 25% software life cycle policy ensures that end-user software applications are updated and cycled within a four-year period. This helps to ensure optimized performance, reliability, and security of equipment and infrastructure. This is also a typical industry standard lifecycle metric for end-user computer software and matches the hardware lifecycle schedule.

The return on investment for the majority of client-based software packages used throughout the Organization is approximately 3.3 years. Standardization on software versions and continually investing in licensing updates helps to ensure that the Organization maintains “built-in” upgrades with limited use of software assurance subscription programs.

Annual Corporate Network Infrastructure Cycling:

Maintaining a reasonable equipment life cycle for server equipment and associated infrastructure will help to ensure optimized performance, reliability, and security.

Additional opportunities for equipment reallocation, virtualization, and services consolidation to find efficiencies or meet specific regulatory and industry-sanctioned requirements will also be planned and implemented as part of the cycling process.

Annual Wireless Broadband Infrastructure Cycling:

Many municipal facilities as well as rural residential and business customers located in under-serviced areas of the community rely on this infrastructure.

Maintaining and Managing the Network will involve continuing to remove and replace older access point equipment with new Ubiquiti equipment. Replacing and repointing antennas to gain more effective radio links will help to ensure optimized performance, reliability, and security of the wireless broadband infrastructure.

5. Cost/ Financial Impact, Recovery and Net impact

Total Cost: \$465,000

6. Other Considerations or Efficiency Options:	
Can you defer the request? No	
Is it more efficient to contract out the initiative? No	
Can you combine this initiative with other present functions? No	
Can you change the services model to reduce this demand without reducing service levels? No	
Can you better leverage technology? No	
Can you share service delivery with other Town Departments/Agencies or municipalities? No	
7. Short-Term Results Expected:	
	Optimized performance, reliability, and security of information and communications technology equipment, infrastructure and supporting software throughout the organization, including the Georgina Public Library.
8. Long-Term Results Expected:	
9. Other Comments:	



**Town of Georgina
20-CS-3**

Title of Request: Enterprise Content Management (ECM) Acquisition

Date: August 18, 2019

Department: Corporate Services

Division: Information Technology Services / Clerks

Project Description:

Enterprise Content Management System (ECM) is a term that refers to transitioning away from paper-based documents and filing, and moving towards an electronic centred approach to document and records management. This will provide a range of benefits, including simplified access and search abilities, elimination of duplicate document storage, freeing up of office space currently consumed with traditional filing cabinets, and automated records disposal to comply with legal requirements.

Enterprise Content Management aims to make the management of corporate information easier through simplifying storage, security, and preserving and delivering content and documents needed for various organizational processes. It covers the management of information within the entire scope of an enterprise, whether the information is in the form of paper documents, electronic files, database print stream, or transactional or transitory records such as email and security camera footage.

As part of the transition away from paper-based documents, records the Town is required to retain will be scanned and stored in the system. Clerk's Division staff will work with each Division to assist in determining which records will need to be retained. In order to facilitate the bulk scanning project, staff will be utilizing a combination of professional scanning services as well as temporary staff. Large or unusual scanning projects would be sent to a professional scanning service while temporary staff would be utilized for scanning and uploading documents into the system.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Deliver Exceptional Service

Information Technology Services Strategic Plan - Section 4.4.1

4. Main/Desired Goal or Outcomes/Benefits:

Acquisition of an Enterprise Content Management (ECM) system will modernize the Town's record keeping activities. An ECM system will be easy to navigate and allows for ease of access as there is one central repository for electronic records. Hardcopy storage consumes a great deal of physical space and resources. The implementation of an ECM system ensures there is no duplication of records, reduces the amount of physical storage space and consumables required and is more environmentally conscious. An ECM system allows for greater controls over records and ensures records are not lost. The controls provided ensure the Town is maintaining and destroying records in accordance with the retention policy. It also mitigates risk for the Town and ensures complete records for legal matters. Customer service will be improved as the most accurate, up to date information will be available in one location. Wait times for information will also be reduced.

5. Cost/ Financial Impact, Recovery and Net impact

Total Cost: \$283,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? No**7. Short-term results expected:**

Acquisition of an Enterprise Content Management (ECM) system modernizes record keeping activities by limiting physical storage space requirements as well as consumables. The ECM system will assist in modernizing our records management processes. Utilizing an ECM system ensures records will be organized, accurately filed and retained for the correct period. Destruction of records is tracked through the system and mitigates risk for the Town. Utilizing an ECM system ensures exceptional service delivery through improvements to customer service. There will be improved staff awareness of the records management process through training and the utilization of the ECM system.

8. Long-term Results expected:

Acquisition of an Enterprise Content Management system will modernize the Town's activities and generate cost savings. Storage space in the new Civic Centre may be reallocated to allow for staffing growth, positioning the Organization to deliver exceptional service.

9. Other Comments:



GEORGINA

**Town of Georgina
20-CS-4**

Title of Request: Water and Wastewater Financial Plan and Rate Study

Date: October 7, 2019

Department: Corporate Services

Division: Finance

Project Description:

Consulting services to prepare a Water and Wastewater Financial Plan and rate study. A Water and Wastewater Financial Plan is required under the *Safe Drinking Water Act (SDWA)* and its associated regulation O.Reg 453/07: *Financial Plans* as a requisite for the Town to renew its Municipal Drinking Water Licence (MDWL) under the SDWA. The Town's MDWL #119-101 Issue #2 is set to expire on June 6, 2021 and the Town must apply for licence renewal by December 6, 2020. The preparation of a financial plan requires a thorough analysis of operating and capital needs, as well as consideration of available funding sources. As part of the scope of this project, the Town will be updating its water and wastewater rate forecasts to extend to 2025.

1. Proposed Year of Initiative: 2020

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

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

Legislative: This initiative allows the Town to adhere to the requirements of SDWA and O.Reg 453/07: *Financial Plans*

Risk Management: A long-term Water / Wastewater Financial Plan supports prioritizing and managing operational, maintenance and capital needs for the Drinking Water System.

Adopted Plan/Study: The Financial Plan must apply for a period of at least six (6) years, and adoption of the Financial Plan must be evident through an approved Resolution that is passed by Town Council.

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

Promote a High Quality of Life and Deliver Exceptional Service: It is essential that the Town complete this financial plan in order to satisfy the regulatory requirements of the SDWA and O.Reg 453/07, to ensure the MDWL is renewed on time, and to ensure that the Water and Wastewater system are financially sustainable.

4. Main/Desired Goal or Outcomes/Benefits:

Comply with Ontario regulations to ensure the Town can renew its municipal drinking water licence. Have a 10-year financial plan to ensure that the water and wastewater systems are financially sustainable.

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

- Consultants: \$40,000

Purchase of Assets:**Materials/Supplies:****Other:**

Total Cost: \$40,000

6. Other Considerations or Efficiency Options:
Can you defer the request? No. The Town must comply with the regulation in order to renew its municipal drinking water licence.
Is it more efficient to contract out the initiative? Yes. The Town of Georgina does not have the expertise on staff to complete a comprehensive water and wastewater financial plan and rate study. Due to the studies only needing to be completed every five (5) years, even large municipalities such as Vaughan, Markham, and Richmond Hill use consultants to prepare the study.
Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-Term Results Expected: Meet the provincial legislation requirements to renew the Town's municipal drinking water licence.
8. Long-Term Results Expected: A sustainable financial plan that will ensure the Town continues to provide water quality standards that meet or exceed the provincial requirements.
9. Other Comments:



GEORGINA

**Town of Georgina
20-CAO-1****Title of Request:** Broadband Strategy & Action Plan**Date:** September 30, 2019**Department:** Office of the CAO**Division:** N.A.**Project Description:** To retain an expert to develop a Broadband Strategy & Action Plan.

Important Note: This request proposes a 2-step Council approval process. Step 1 requests Council to identify an upset limit of \$75,000 in the 2020 budget for the potential development of a Broadband Strategy & Action Plan. Step 2 requires that Council approve a scope of work for the Request for Proposal (RFP) procurement process prior to the issuance of the RFP.

1. Proposed Year of Initiative: 2020**2. Nature of Initiative/Review Factors (check and explain all that apply):**

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

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

The new, Council approved 2019 – 2023 *Corporate Strategic Plan* identifies the development of a Broadband Strategy as an action under the *Grow our Economy* priority. A primary purpose of the Broadband Strategy is to prepare a road map for enhancing broadband connectivity across the Town as it is a key element in fostering economic growth. Note: While York Region has a Broadband Strategy (2014) it is now dated and its strategies are more high-level in nature. That said, the proposed Georgina-focused strategy and action plan will build on the York Region document where appropriate.

4. Main/Desired Goal or Outcomes/Benefits:

To clearly set out the role the Town will play and the actions we will take to enhance connectivity across the Town in order to foster economic growth and the retention and attraction of residents/talent. Some key considerations will include: how to best leverage the 100km+ of publicly owned fibre optic infrastructure being installed across Georgina by York Region (YorkNet); the future of the Town-owned South Shore Community Broadband wireless network; the nature of partnerships to be pursued with various stakeholders including Internet Service Providers; the pursuit of funding opportunities; the development of policies to ensure the provision of fibre conduit in new developments and as part of capital infrastructure projects, etc.

The following pre-work to be done in Q3/Q4 2019 will serve as key inputs into the Broadband Strategy & Action Plan initiative:

- a. A current state analysis to define the issues/gaps – to include a speed test survey, workshop with businesses, and internal review of South Shore Community Broadband wireless network.
- b. Exploration of partnerships with Internet Service Providers in collaboration with York Region/YorkNet.
- c. Workshop with Council to: define vision for connectivity in Georgina (e.g., fibre enabled), develop guiding principles with regard to the Town's role, confirm a general scope of work for the Broadband Strategy & Action Plan, etc.

This pre-work will also support any application we submit for senior government funding calls that may come available.

5. Cost/ Financial Impact, Recovery and Net Impact: Upset limit of \$75,000.**6. Other Considerations or Efficiency Options:****Can you defer the request?**

Given that YorkNet is commencing a large component of their infrastructure build next year and that there may be more senior government funding coming available in the coming months it is recommended that we do not defer this initiative.

Is it more efficient to contract out the initiative?

It is proposed that the Town retain an expert through a competitive procurement process to lead the development of the Broadband Strategy & Action Plan. This type of project requires in-depth knowledge of the telecommunications industry – which the Town does not possess in-house.

Can you combine this initiative with other present functions?

This initiative serves as an important economic development tool and therefore, is being supported by the Economic Development Manager and her team.

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

Can you better leverage technology? N.A.**Can you share service delivery with other Town Departments/Agencies or municipalities?**

YorkNet staff have been assisting Town staff with the overall initiative (three staff workshops in summer 2019, Council education session, and numerous meetings/consultations) to reduce the overall cost. The Town in collaboration with YorkNet is also monitoring the announcement of funding opportunities.

7. Short-term results expected:

A clearly defined set of strategies and actions that will guide the Town in fostering affordable, enhanced high-speed connectivity across the Town. This initiative will also help bolster the Town's brand as a proactive and progressive community that places a priority on supporting our business community. A Broadband Strategy & Action Plan will also put the Town in a stronger position to advocate for and obtain funding.

8. Long-term results expected:

Economic growth, including job creation in the Town along with enhanced connectivity at more competitive rates for more of our residents and businesses across Georgina.

9. Other Comments:

Town Council approved a staff recommendation on April 5, 2017 (Report No. DS-2017-038) to allocate \$90,000 toward the Region's Connect to Innovate funding application. The request was for the federal government to match the \$90,000 to support upgrades to the Town's South Shore Community Broadband (SSCB) wireless network to service "certain households and businesses in those areas identified as partially serviced based on the survey completed" (reference to a 2017 speed test survey conducted by the Town). With the focus of the funding stream being fibre optic infrastructure, Georgina did not receive any matching funding dedicated to improving the SSCB wireless network. The Region however was awarded \$2M in funding to install 'backhaul' fibre optic infrastructure across Georgina and to Georgina Island. As part of the 2020 budget process, staff are also requesting that the \$90,000 continue to be set aside for broadband with its specific use determined through this strategy & action plan initiative.



**Town of Georgina
20-LIB-1**

Title of Request: Library Capital Initiatives

Date: July 24, 2019

Department: 178 Library Services

Division:

Project Description:

A. Technology upgrades & improvements:

- i. Upgrade phone system - Pefferlaw Branch
- ii. iPad (and case) for Children and Youth Services (CYS) programming
- iii. Update Accessible computer station software (one in each of KE & SN)
- iv. Update self-check units – Windows 7 no longer supported after 2019
- v. Cell phones for 3 managers

B. Teen space in Keswick Branch: Although it's the largest Library Branch in Georgina, houses the largest young adult collection, and is regularly visited by many teenagers as a place to relax and/or study with friends, the Keswick Branch does not have a clearly defined and attractive teen area. In 2018 and 2019 new teen furniture was purchased for the Peter Gzowski (Sutton) Branch and Pefferlaw Branches, respectively, and the feedback has been overwhelmingly positive. The new teen space in Keswick will include areas for study, diner-style booths, lounge furniture, and a wall-mounted television and secured gaming systems for recreational use, meeting a variety of needs.

C. Children's Programming Furniture in Pefferlaw Branch: Currently, the furniture that's available for programming use in the Pefferlaw Branch is mismatched, damaged and worn. Additionally, attendance has been rising at Pefferlaw Branch programs and there is often a shortage of furniture to meet our needs.

<p>1. Proposed Year of Initiative: 2020</p> <p>2. Nature of Initiative/Review Factors (check and explain all that apply):</p> <p><input type="checkbox"/> Legislative, <input checked="" type="checkbox"/> Growth & Risk Management, <input checked="" type="checkbox"/> Service Level Change, <input checked="" type="checkbox"/> Strategic Priority, <input checked="" type="checkbox"/> Efficiency, <input checked="" type="checkbox"/> Adopted Plan/Study <input type="checkbox"/> Other (please specify)</p>	<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Supports the library's strategic goal of Technology: to support digital literacy, virtual access, and efficient services.</p> <ul style="list-style-type: none">• Support digital skills development and increase self-service options.• Maintain up-to-date technology and integrate innovative options. <p>Supports the library's strategic goal of Spaces: Welcoming, flexible connected structures that accommodate a variety of needs.</p> <p>Supports the library's strategic goal of Collections & Programs: building on the strength of our children/teen programming.</p> <p>Supports the Town of Georgina's strategic goals:</p> <ul style="list-style-type: none">• Priority: To promote a High Quality of Life: Build a healthy, safe and accessible community• Priority: Deliver Exceptional Service: Ensure exceptional service delivery <p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>A. Technology upgrades & improvements:</p> <ul style="list-style-type: none">i. Upgrade phone system at Pefferlaw Branch: Multi-line telephone will allow the branch to use the fax machine and assist customers at the same time; activates voicemail while the phone is in use; permits longer calls without blocking the line.ii. iPad (and case) for CYS programming: Increased demand for technology-based programming in our Children and Youth Services department.iii. Update Accessible computer station software (one in each of KE & SN): JAWS & ZoomText offer accessible services for community members.iv. Update self-check units-Windows 7 no longer supported after 2019: Updated self-check units will enable us to continue this service as the current OS is no longer supported after 2019.v. Cell phones for 3 managers: Better communication capabilities for the management team, allowing staff to reach managers when required; improved communication capabilities in emergency situations.
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<p>B. Teen space in Keswick Branch: To provide fresh and welcoming space for teens within the Keswick Branch.</p> <p>C. Children's Programming Furniture in Pefferlaw Branch: To meet the Pefferlaw Children's programming needs, and to create a more welcoming, professional-looking programming space.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • Contracted Services: <ul style="list-style-type: none"> ◦ A. Technology: Pefferlaw phone system: \$3,000 • Consultants: • Purchase of Assets: <ul style="list-style-type: none"> A. Technology: <ul style="list-style-type: none"> i. Pefferlaw phone system: \$7,000 ii. iPad for CYS programming: \$800 iii. Accessible computer station software: \$4,000 iv. Update self-check units: \$14,000 v. Manager cell phones: \$1,000 B. Teen space: 3 diner booths; 1 couch; 1 ottoman; 1 flat-screen television; 1 wall mount; 2 classic Nintendo gaming systems (NES & SNES, both with pre-loaded games), and controllers; 2 gaming security cases - \$10,000 C. Children's furniture: 12 children's chairs; small carpet squares; art easel - \$2,000 • Materials/Supplies: • Other: <p style="text-align: right;">Total Cost: \$41,800</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes, but not recommended</p> <p>Is it more efficient to contract out the initiative? No</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p>
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Can you better leverage technology? No

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

7. Short-Term Results Expected:

A. Technology upgrades & improvements:

- i. Upgrade phone system at Pefferlaw Branch: Customers can speak with a staff member without getting a busy signal.
 - ii. iPad (and case) for CYS programming: Increased technology programming for children & teens.
 - iii. Update Accessible computer station software (one in each of KE & SN): Ensures the continuation of computer accessibility for the community.
 - iv. Update self-check units-Windows 7 no longer supported after 2019: Maintain independent self-service capabilities for customers.
 - v. Cell phones for 3 managers: Managers will communicate more efficiently and effectively.
- B. & C. Teen's & Children's Furniture:** A more welcoming and appealing environment that will encourage greater use of the library and its services.

8. Long-Term Results Expected:

A. Technology upgrades & improvements: As Georgina continues to grow, residents look to the Library for accessible, current technology.

We must invest in annual upgrades to maintain service levels.

- B. Teen space in Keswick Branch:** Children and teens will be eager to continue using the Library into and throughout their teen years (the age most libraries often see a dip in usage) and naturally ease into becoming lifelong library users and supporters well into their adult years.

- C. Children's Programming Furniture in Pefferlaw Branch:** Program attendance in Pefferlaw will continue to rise.

9. Other Comments:



Town of Georgina 20-WAT-1

Title of Request: Water Meter Change-out

Date: August 15, 2019

Department: Operations and Infrastructure

Division: Water

Project Description:

Our water meters are reaching their life expectancy of 20 years and have the potential to contribute to water loss.

Change out 250-300 residential and commercial water meters out of the 13,000+ that are installed. In 2018 and 2019, there has been over 500 meters changed out and with approval of this business case we will enter year three (3) of a multi-year contract to continue the change-out program.

The meter change-out program will allow the Town to transition to Automated Meter reading, which improves the accuracy of water bills and improves customer service by providing more timely consumption and leakage data related to complaints about high-consumption.

1. Proposed Year of Initiative: 2020

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

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

Growth: As the Town grows so does the number of water meters and accounts. We want a continuous change out program that will constantly change out meters as soon as they reach their 20 year life expectancy. Some of the original meters were installed in 1996/1997

<p>Risk Management: If the 20+ year old meters start to slow down they may not capture all the water that runs through them, this is a risk issue and will contribute to water loss.</p> <p>Customer Service: The new meters have the ability to be read with radio frequency, this will mean that the meter reader will not have to walk the route and scan the ARB. More houses should have actual readings because of this technology thus, limiting some of the customer service phone calls about estimated bills.</p>	<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Deliver Exceptional Service – Proactive financial and municipal asset management; Progressive organizational practices</p>	<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <ul style="list-style-type: none"> • New meters with updated technology that benefits staff and residents. • Warranty on new meters. • Change out a small amount of meters each year, instead of doing a major replacement in the years to come (major capital item). • Limit water loss. 	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none"> • \$100,000 • Based off the testing of the meters in 2018, we can expect that there will be at least 1-2% more accurate readings off the meters. • 1-2% will be realized revenue for the next 20 years. • Potentially less work orders that our contractor will have to attend going forward. (savings on the maintenance side). 	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes</p> <p>Is it more efficient to contract out the initiative? It is contracted</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p>
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Can you better leverage technology? No
Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-term results expected: <ul style="list-style-type: none">• Less maintenance issues.• Increase of at least 1% in revenue from replacement meters.
8. Long-term Results expected: <ul style="list-style-type: none">• Regular change out program implemented.• Smaller capital item that will mitigate our risk of older meters.
9. Other Comments:



Town of Georgina 20-WAT-2

Title of Request: Simcoe Landing Water Booster Station Valve Replacements

Date: August 23, 2019

Department: Operations and Infrastructure

Division: Water/Wastewater

Project Description: Replacement of deteriorated isolation valves in the Simcoe Landing water booster station.

This project will reduce the frequency of extended reduced water pressures to commercial and residential properties within the boosted zone during planned maintenance activities by replacing the existing non-operational butterfly valves.

1. Proposed Year of Initiative: 2020

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

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

Legislative: The **Safe Drinking Water Act**, 2002, S.O. 2002 requires that every owner of a municipal drinking water system and/or the operating authority for the system shall ensure the system is operated in accordance with the requirements under the Act and is maintained in a fit state of repair.

Risk Management: Fire Flow demands and domestic supply demands may not be provided if the station fails.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Ability to isolate pumps within the Simcoe Landing booster pumping station to perform routine maintenance and emergency repairs.

These butterfly isolation valves are used to isolate the two (2) Fire Flow Pumps, two (2) Duty Pumps, Pressure and Surge Relief Valves and other components of the Booster Station. Isolation permits critical maintenance activities of the equipment in a proactive approach to reduce the number of unanticipated failures. When operations staff perform maintenance to the various components and isolation of the equipment requiring maintenance is not possible, the whole station must be shutdown resulting in a disruption of service to the business and residents as well as reduced fire flow capacities in emergency situations.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** \$30,000 HST Incl.
- **Materials/Supplies:** \$50,000 HST Incl.

Total Cost: \$80,000

6. Other Considerations or Efficiency Options:

Can you defer the request?

No. Annual maintenance cannot be performed without disruption to businesses and residents and reduced fire flow protection.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:	By replacing the non-operational existing butterfly valves, this project will reduce the frequency of extended reduced water pressures to commercial and residential properties within the boosted zone during planned maintenance activities.
8. Long-Term Results Expected:	By replacing the non-operational existing butterfly valves, this project will reduce the frequency of extended reduced water pressures to commercial and residential properties within the boosted zone during planned maintenance activities.
9. Other Comments:	



**Town of Georgina
20-WAT-3**

Title of Request: Water Booster Pumping Station - Auto-Dialer Alarm System

Date: August 23, 2019

Department: Operations & Infrastructure

Division: Water/Wastewater

Project Description: Installation of auto-dialer alarm systems in the Simcoe Water Booster pumping station.

Replacement of backup alarm security alarm panel with a new auto-dialer alarm system – 18 Wastewater Pumping Stations, 1 Water Booster Station (20-WAT-1).

York Region has been providing monitoring of critical alarms of the Town's Water and Wastewater Stations since the early 1980's when the MOE constructed the Keswick Water and Wastewater Distribution system. York Region is decommissioning the older outdated monitoring system and will no longer support, replace or act as a monitoring station for the Town's old technology. The proposed new Town-owned system will replace the Region's system and provide the necessary back-up alarm system in the event that the Town's SCADA system is unable to communicate with Town staff.

This project is linked to Business Case 20-SEW-1.

1. Proposed Year of Initiative: 2020

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

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

Risk Management: The back-up alarm system is required in the event that communications with the SCADA system is lost or the SCADA system is unavailable. Staff will continue to receive alarms from the self powered auto-dialers. Operators respond to alarms when there are equipment failures in the pumping stations that might result in loss of pumping station capability. Fire Flow demands and domestic supply demands may not be provided if the station fails.

Legislative: Staff must be able to respond to emergencies in a timely manner to maintain compliance.

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

Priority 4: Deliver Exception Service – Manage our finances and assets proactively

By replacing the Town's Alarm Security Auto Dialers, the Town of Georgina is increasing the reliability of the Water and Wastewater System. This project will reduce the risk of extended reduced water pressures and reduced flows for fire fighting and domestic supply.

4. Main/Desired Goal or Outcomes/Benefits:

The proposed replacement of the Town's older security panels with new alarm panels provides continued important critical backup alarm monitoring during the station's primary alarm system (PLC, SCADA) failures or communications interruptions. The new technology incorporated within the new security alarm panels allows for a direct SMS (Text Messaging) or voice message to the Division's on call Water and Wastewater operator, eliminating the need and costs associated for a separate UL Listed Alarm monitoring company.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** \$1,500 – Installation, Setup and Testing
- **Materials/Supplies:** \$5,000 – Hardware

Total Cost: \$6,500

6. Other Considerations or Efficiency Options:

Can you defer the request?

No. Deferring this project will eliminate the back-up alarm system and staff will be reliant on the SCADA alone for alarm notification.

Is it more efficient to contract out the initiative? No. Cost analysis completed comparing contracting the service of UL Listed Monitoring Company vs Hardware Purchase and Monitoring by On Call Operator
Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology? Yes. This project will replace old equipment with the latest hardware technology.
Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-Term Results Expected: Continued monitoring of critical station alarms – power failure, pump failure, high and low water pressure, illegal entries, smoke alarms, low temperatures, backup generator failure.
8. Long-Term Results Expected: Continued monitoring of critical station alarms – power failure, pump failure, high and low water pressure, illegal entries, smoke alarms, low temperatures, backup generator failure.
9. Other Comments:



**Town of Georgina
20-WAT-4**

Title of Request: Water System Mainline Valves, Fire Hydrants and Secondary Valves Rehabilitation

Date: August 23, 2019

Department: Operations and Infrastructure

Division: Water/Wastewater

Project Description:

Water System Mainline Valves, Fire Hydrants and Secondary Valves Rehabilitation in conjunction with road re-surfacing projects.

This will be an annual program in conjunction with the road re-surfacing program.

1. Proposed Year of Initiative: 2020

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

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

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

Priority: Deliver Exceptional Service – Ensuring Exceptional Service Delivery; Managing our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

During on-going annual road re-surfacing or reconstruction projects, an assessment will be completed by operations staff of the current condition of the valves and hydrants within the project areas. Where it is determined that these appurtenances did not have supplementary corrosion protection systems provided during the initial installation works, proactive measures will be taken by way of excavating and replacing corrosion susceptible components, typically bolting and installing a corrosion protective petrodatum tape wrap system. This will extend the useful service life of these appurtenances and reduce the unanticipated failures that would result in damage to the newly surfaced roads and disruption of water service. Furthermore, when a road surface is damaged by way of cutting into the road to repair infrastructure the life expectancy of the road is reduced.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** \$75,000
- **Materials/Supplies:**

Total Cost: \$75,000

6. Other Considerations or Efficiency Options:**Can you defer the request?**

Yes. Deferring comes with the risk of increased road maintenance, water system infrastructure repair costs reduced road surface life.

Is it more efficient to contract out the initiative?

Yes. This work will be included in the contracts for the road re-surfacing works in serviced areas.

Can you combine this initiative with other present functions?

Yes. This work will be included in the contracts for the road resurfacing works in serviced areas.

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

As water distribution systems age so do the rate of failures of the various appurtenances. Being typically located under the road, these failures also impact the life expectancy the road. Coordinating these proactive works with road work will reduce the costs associated with unplanned emergency water system repairs and premature road failures.

8. Long-Term Results Expected:

Efficient and proactive asset management coordinated across multiple projects to extend the life of water distribution assets.

9. Other Comments:



**Town of Georgina
20-WAT-5**

Title of Request: Water Service Replacements – Annual Program

Date: August 23, 2019

Department: Operations and Infrastructure

Division: Water/Wastewater

Project Description: Water Service Rehabilitation, Repair and Replacements.

This will be an annual program and will address deficiencies found in the existing water distribution system (Water Service Connections), particularly as they relate to aging polybutylene pipe services installed in the 1980's that are now failing. There are approximately 3,000 services constructed with this material. A 20-year program to replace all of these service pipe is recommended. Approximately 100-160 water services can be replaced per year at a cost of approximately \$3,000 per service.

Staff will coordinate this work as much as possible with other capital works project such as completing the work in advance of the annual the road re-surfacing program, or combining the work with a road reconstruction project to achieve efficiencies.

1. Proposed Year of Initiative: 2020

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

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

Risk Management; Efficiency: Polybutylene water services installed in the 1980's have reached their end of life expectancy and are beginning to fail. These service pipes need to be replaced to eliminate leaks and service disruptions. It is more efficient to replace services in larger contracts rather than replacing them individually as they fail.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:	Priority: Deliver Exceptional Service – Manage our finances and assets proactively		
4. Main/Desired Goal or Outcomes/Benefits:	Replace failing polybutylene water service pipes. This will reduce the unanticipated failures and added costs.		
5. Cost/ Financial Impact, Recovery and Net impact	<ul style="list-style-type: none">• Contracted Services: \$475,000• Consultants: \$25,000• Purchase of Assets:• Materials/Supplies:• Other:	Total Cost: \$500,000 annually	
6. Other Considerations or Efficiency Options:	<p>Can you defer the request? Yes. Deferring comes with the risk of increased road maintenance, water system infrastructure repair costs and reduced road surface life.</p> <p>Is it more efficient to contract out the initiative? Yes</p> <p>Can you combine this initiative with other present functions? No</p> <p>Can you change the services model to reduce this demand without reducing service levels? No</p> <p>Can you better leverage technology? No</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>		

<p>7. Short-Term Results Expected:</p> <p>Reduced number or disruptions and repairs required in priority areas.</p>	
<p>8. Long-Term Results Expected:</p> <p>Improved water system reliability, and proactive asset management.</p>	
<p>9. Other Comments:</p> <p>There are large areas in Keswick where polybutylene water service pipes were installed in the 1980's. Staff will re-evaluate the project annually.</p>	



Town of Georgina 20-WAT-6

Title of Request: Cockburn Subdivision Watermain Upgrades

Date: September 26, 2019

Department: Operations and Infrastructure

Division: Water/Wastewater

Project Description: Watermain Replacement within the Cockburn Subdivision – Faircrest/Sunnidale/Grew/Meadowlea

Watermains on Faircrest Ave., Sunnidale Blvd., Grew Blvd. and Meadowlea Ave (and the easement connecting Grew and Sunnidale) require replacement and upsizing from 150mm Cast Iron watermains to 200mm PVC watermains to accommodate for maximum day demand and fire flow conditions.

Cast Iron watermains have an expected lifecycle of 50-65 years. The water mains in the subdivision were installed between 1965 – 1967 and are approximately 52-54 years in age, and are reaching the end of the planned useful life (lifecycle).

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

This water quality issue can be addressed by rehabilitating the pipe with a structural liner system, or replacement of the pipe. Staff recommend replacement of the pipes along with a potential increase in pipe size to ensure adequate fire flows and support future development and intensification in the area.

1. Proposed Year of Initiative: 2020

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

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

Risk Management: Replacing the Water Mains in this area will mitigate many Water Quality issues such as discoloured water, taste/odour issues, and low free chlorine residual.

Strategic Priority: This area contains some of the oldest Water Main infrastructure in Sutton; as such, is experiencing age-induced problems that can be alleviated by prioritizing this Water Main replacement.

Efficiency: Town staff have continued to ‘flush’ this area of Water Main on a weekly basis for exceptionally long durations. ‘Flushing’ allows water to move through the Water Main such that older water can be replaced by fresh, clean, and chlorinated water. This process not only uses staff time and effort, it also wastes significant amounts of treated Water. If the water main is flushed too aggressively (water velocity too fast), the sediment and tuberculation in the pipes can be stirred-up, leading to taste/odour issues, and discoloured water, requiring further attention from town staff.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

- 1) Reduce / Eliminate taste, odour, and discoloured water complaints in the neighbourhood.
- 2) Reduce / Eliminate Water Main breaks / leaks
- 3) Increased optimization and efficiency through lessened pumping costs, lessened staff/contractor time and effort spent repairing leaks, and by eliminating wasted water due to excessive flushing.
- 4) Loop ‘dead ends’ in the neighbourhood to eliminate stagnant / stale water

5. Cost/ Financial Impact, Recovery and Net impact

Staff Recommend a 2020 Budget of \$200,000.00 for Project Management, Geotechnical investigations, Water modelling, Detailed Engineering Design and Tender Period services

• Contracted Services:	\$1,814,000 (2021)
• Consultants:	\$200,000 (2020);
• Purchase of Assets:	\$ 100,000 (2021)
• Materials/Supplies:	
• Other:	
Total Cost:	\$2,114,000

TOTAL LINEAR METERS OF W/M	2013.77
TOTAL COST PER LINEAR METER (Includes Appurtenances, service connections, and final restoration)	
	\$750.00

	\$1,510,000
20% Contingency Cost	\$302,000
20% Engineering / Inspection Cost	\$302,000

	\$604,000
TOTAL COST	\$2,114,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

- Can you combine this initiative with other present functions?** No
- Can you change the services model to reduce this demand without reducing service levels?** No
- Can you better leverage technology?** No
- Can you share service delivery with other Town Departments/Agencies or municipalities?** No

7. Short-Term Results Expected:

Complete the design work in 2020, and the Construction phase in 2021.

8. Long-Term Results Expected:

This project is intended to reduce, or eliminate water quality issues in the neighbourhood.

9. Other Comments:

Cost Estimate based on:
 $2013.77m \times \$750/m \text{ (construction)} + 20\% \text{ contingency} + 20\% \text{ for Engineering/CA/Inspection} = \$2,114,000$

Staff will be updating the Town's Asset Management program in 2021, however this project should be prioritized due to the persistence of water quality complaints.

The 10-year Capital Works program prepared in 2019, in advance of the formal Asset Management Plan indicates that Water System Replacement project(s) with a budget of \$2,103,000.00 would be required starting in 2022. This project will bring that anticipated expenditure forward by one year.



**Town of Georgina
20-SEW-1**

Title of Request: Wastewater Pumping Station Auto-Dialer Alarm System

Date: August 23, 2019

Department: Operations and Infrastructure

Division: Water/Wastewater

Project Description: Installation of auto-dialer alarm systems in all Wastewater pumping stations.

Replacement of backup alarm security alarm panel with a new auto-dialer alarm system. 18 Wastewater Pumping Stations, 1 Water Booster Station (20-WAT-01)

York Region has been providing monitoring of critical alarms of the Town's Water and Wastewater Stations since the early 1980's when the MOE constructed the Keswick Water and Wastewater Distribution system. York Region is decommissioning the older outdated monitoring system and will no longer support, replace or act as a monitoring station for the Town's old technology. The proposed new Town-owned system will replace the Region's system and provide the necessary back-up alarm system in the event that the Town's SCADA system is unable to communicate with Town staff.

1. Proposed Year of Initiative: 2020

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

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

<p>Risk Management: The back-up alarm system is required in the event that communications with the SCADA system is lost or the SCADA system is unavailable. Staff will continue to receive alarms from the self powered auto-dialers. Operators respond to alarms when there are equipment failures in the pumping stations that might result in sewer back-ups and overflows.</p> <p>Legislative: Staff must be able to respond to emergencies in a timely manner to maintain compliance and reduce/eliminate the possibility of sewage discharge into the environment.</p>	<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Deliver Exceptional Service – Manage our finances and assets proactively</p> <p>By replacing the Town's Alarm Security Auto Dialers, the Town of Georgina is increasing the reliability of the Water and Wastewater System. This project will reduce the risk of sewage spills to the environment backups into homes and businesses.</p>	<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>The proposed replacement of the Town's older security panels with new alarm panels provides continued important critical backup alarm monitoring during the station's primary alarm system (PLC, SCADA) failures or communications interruptions. The new technology incorporated within the new security alarm panels allows for a direct SMS (Text Messaging) or voice message to the Division's on call Water and Wastewater operator, eliminating the need and costs associated for a separate UL Listed Alarm monitoring company.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <ul style="list-style-type: none">• Contracted Services: \$27,000 – Installation, Setup and Testing• Materials/Supplies: \$90,000 – Hardware <p>Total Cost: \$117,000</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? No. Deferring this project will eliminate the back-up alarm system and staff will be reliant on the SCADA alone for alarm notification.</p>
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Is it more efficient to contract out the initiative?
No. Cost analysis completed comparing contracting the service to a UL Listed Monitoring Company Vs Hardware Purchase and Monitoring by on call staff.
Can you combine this initiative with other present functions? No
Can you change the services model to reduce this demand without reducing service levels? No
Can you better leverage technology?
Yes. This project will replace old equipment with the latest hardware technology.
Can you share service delivery with other Town Departments/Agencies or municipalities? No
7. Short-Term Results Expected:
Continued monitoring of critical station alarms – power failure, pump failure, high sewage level, illegal entries, smoke alarms, low temperatures, backup generator failure.
8. Long-Term Results Expected:
Continued monitoring of critical station alarms – power failure, pump failure, high sewage level, illegal entries, smoke alarms, low temperatures, backup generator failure.
9. Other Comments:



**Town of Georgina
20-SEW-2**

Title of Request: Sewer Service Rehabilitation, Repair and Replacements – Annual Program

Date: August 30, 2019

Department: Operations and Infrastructure

Division: Water/Wastewater

Project Description: Sewer Service Rehabilitation, Repair and Replacements – Annual Program

This will be an annual program and will address deficiencies found in the existing wastewater collection system (Service Connections). Repairs and rehabilitation of the service laterals may be a combination of sewer lining (rehabilitation using trenchless methods) and replacement.

Staff will coordinate this work as much as possible with other capital works project such as completing the work in advance of the annual road resurfacing program, or combining the work with a road reconstruction project to achieve efficiencies.

The program envisions completing 20-30 service lateral rehabilitations or repairs per year.

1. Proposed Year of Initiative: 2020

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

- Legislative, Growth Strategic Priority, Efficiency, Adopted Plan/Study
- Other (please specify)

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

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

4. Main/Desired Goal or Outcomes/Benefits:

The Town's sewer flushing and CCTV Inspection program is a proactive approach to maintenance and defect identification. Defects identified that are of a nature that could cause failures or obstructions to flow within the mainline sewer or lateral service to the property resulting in backups will be repaired.

Additionally, infiltration and inflow (I&I) is water entering the sewer system through defective joints, gaskets and service connections and is subsequently pumped and treated resulting in increased operating costs to both the collection and treatment systems. The Town and the Region are committed to reducing I&I in order to ensure treatment capacity is maintained in the system for future allocation to development.

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** \$200,000
- **Materials/Supplies:**

Total Cost: \$200,000 Annually

6. Other Considerations or Efficiency Options:

Can you defer the request?

Yes. Deferral is not recommended. Staff recommend pursuing a proactive Asset Management Strategy.

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Short-Term Results Expected:

Reduced property damage and liability resulting from sewer back-up due to defective sewer laterals. Improved customer satisfaction and reduced costs for maintenance activities.

8. Long-Term Results Expected:

Proactive asset management resulting reduced lifecycle costs, and extended service life

9. Other Comments: