



**Working together towards a
strong economic recovery**



GEORGINA

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Navigating the many changes the COVID-19 pandemic has brought throughout 2020 has been challenging. The Town has had to adjust course and make difficult choices in terms of its financial situation. The decision to close facilities and public places, and follow the lead of public health authorities has come at a significant cost. It will take time to fully recover from the impact of the pandemic however, there are signs of economic recovery throughout our community, the province, Canada and the world.

The 2021 Budget is a reflection of the hard work of Council and staff to focus our resources, and continue to build a strong and vibrant community. We will work to bring services and programs back to pre-pandemic levels. Ultimately, our goal is for Georgina to become a stronger, more resilient community. I want to thank everyone for staying strong and for supporting each other as we move forward.

Margaret Quirk, Mayor

The COVID-19 pandemic has had a significant impact on Georgina. The challenges have included increased expenditures to maintain high-quality essential services, and a loss of revenue from the closure of parks and recreational facilities. The Town also provided tax relief for residents by deferring payments, while at the same time incurring unbudgeted and unforeseen expenses.

The Town maintained business continuity through customer service, by-law enforcement, waste and recycling collection, business services, fire and emergency services, and water and wastewater services. Staff were redeployed, regular summer staff were not hired and there was a reduction in some service levels.

These decisions put the Town in a challenging position for the 2021 Budget. Depending on the length of the pandemic, we may need to continue to make changes to cover losses and create a long-term financial strategy. I would like to acknowledge the dedication of staff for their commitment to the budget process this year

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

- Lake Simcoe
- 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.





COVID-19

Resident and business support

One of the first acts by Council was to endorse measures to assist residents. This included a 90-day waive of penalty and interest associated with the April 27 instalment of the interim tax bill. No penalty was added in May, June or July for an unpaid April 27 instalment. As well, 2019 water/wastewater rates remained in place for the duration of 2020.

The COVID-19 pandemic affected businesses locally and globally, and the Town took action to assist with a number of measures, including:

- The Georgina Emergency Response Benefit which granted eligible businesses, who had seen a 30 per cent reduction in revenue, up to \$7,500 and was administered through South Lake Community Futures.
- A grant of \$10,000 for each of the three Business Improvement Areas (BIAs), Keswick, Sutton and Jackson's Point, was approved to support annual budgets for 2020.
- COVID-19 Community Improvement Grant Program for businesses in the BIAs which assisted with recovery and efforts that had to be done by business owners to address operations during the pandemic.
- The Town assembled a task force to work with other municipalities in York Region and financial organizations to look at funding opportunities.
- The Town teamed up with the Northern Six (N6) municipalities of York Region and the York Region Economic Strategy Office to assist local businesses through the crisis

Impact on the Town of Georgina

The COVID-19 pandemic is an unprecedented global emergency. The Town of Georgina issued a declaration of emergency on March 19, 2020 in response to the pandemic. By doing this, the Town was able to align itself with the province and grant the Mayor the authority to take such action as she considered necessary to implement the Town's emergency plan. The Emergency Operations Centre (EOC) continues to work to respond to this unprecedented challenge.

The shutdown

Like municipalities throughout Ontario, Georgina took steps to close Town buildings, facilities, parks, playgrounds, beaches, trails, sports fields and boat launches. Recreation programs were cancelled along with summer camps and activities. The Town operated with essential staff at the Civic Centre and other staff worked from home. Business continuity was maintained through customer service (phone and email), by-law enforcement, waste and recycling collection, business services, fire and emergency services, and water and wastewater services. Council meetings moved online as well as some Town services.

COVID-19

Safety Warning

**PARK
CLOSED**

Public health officials remind you to:
Practice social distancing
Stay home if you're sick
Avoid touching surfaces
Wash your hands with soap and water frequently
www.ontario.ca/coronavirus



Financial impact

The financial impact of the COVID-19 pandemic will be felt by municipalities for many years. In Georgina, lost revenue from cancelled recreation programs and the shutdown of facilities like the ROC, the Stephen Leacock Theatre, the Georgina Gym, the Ice Palace, the Leisure Pool and the Sutton Arena, has led to a more than \$2 million shortfall for the Town. In August 2020, the Town received \$1.164 million from the province to help support financial pressures related to the pandemic as part of the federal-provincial Safe Restart Agreement. This funding, combined with expense mitigation measures, will assist in ensuring the Town is able to continue to provide the same high level of service to residents.



Communications

A primary strategy in the Town's response to the COVID-19 situation was to provide critical and timely information to residents, businesses, visitors, Council and media partners on a daily basis across all channels. Residents relied on the Town to stay informed. Throughout the pandemic, the Communications Division provided continuous support, communicating important information to residents and stakeholders through a number of channels including the website, media releases, social media, print and online advertising, print, online and broadcast media, digital and mobile signs, a weekly eNewsletter, weekly Town Page, and videos.

Where we are now

Beginning in June, 2020, the Town began the process of gradually reopening in line with the province's staged approach. This included reopening parks and playgrounds, boat launches, trails, sports fields and De La Salle Park and beach. Town facilities and amenities began reopening in September with new safety procedures and protocols in place.

Strategic about the Town's future

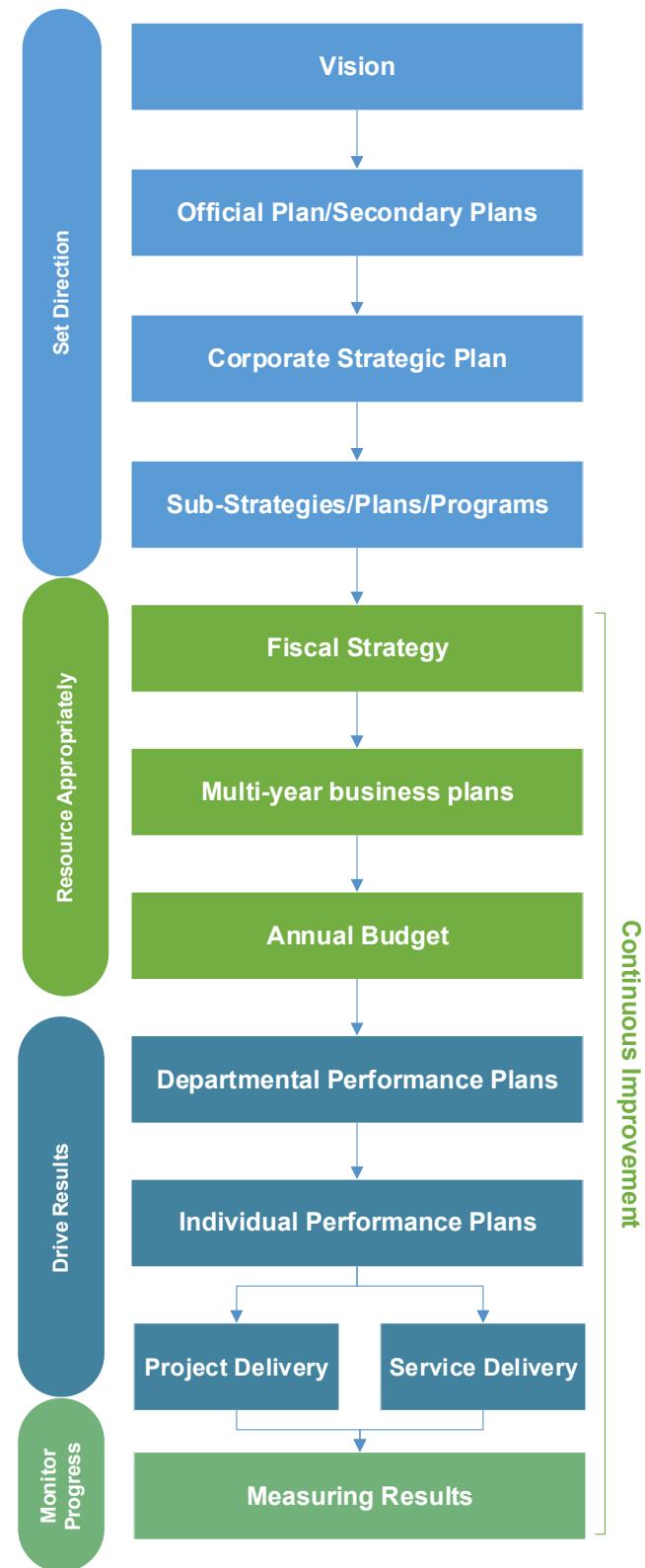
The Town of Georgina is working to create a high quality of life for all residents. To support this, the Town created the Service Excellence Framework in 2019. It helps demonstrate the relationship between the Town's strategic work, financial planning and service delivery. This alignment ensures the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

A significant piece of the framework is the Town's Corporate Strategic Plan. In 2019, 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 Strategic 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



MURC

Multi-use Recreation Complex

The Town of Georgina is planning an exciting new Multi-use Recreation Complex (MURC). The design was revealed in late 2019. Called the “HUB,” it will reflect the Town’s history, promote social and physical wellbeing, and include outdoor areas for learning and activities. The concept of grouping core programs around a HUB or centre was inspired by the history and geography of Georgina. The planned location for the MURC is on the west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road. It will be a community space for the whole family. The MURC is anticipated to feature a lap and leisure pool, full gymnasium, meeting and multi-purpose rooms and a Discovery Library branch.

Civic Centre

In 2019, Council approved the budget for the replacement Civic Centre project. Since then, the designated Steering Committee including the design team (i.e., staff, CBRE-Project Manager and IBI-Prime Architect) have diligently been working on the design. The design team adhered to the schedule prescribed to Council in 2019 until the arrival of the COVID-19 pandemic. It was clear at that point the need to reevaluate certain aspects and opportunities of this project and as such, focus shall be directed at analyzing the immediate and long-term impact of COVID-19. Henceforth, the Steering Committee recommended that the construction portion of the project to remain on hold pending the final analysis and report back to Council in 2021 with final recommendations prior to commencement of any further work.

2021 Budget

The Town is committed to building strong and healthy communities, and ensuring that everyone benefits from a high quality of life.

Working together towards a strong economic recovery has become essential as we move forward into 2021 and the challenges the COVID-19 pandemic continues to present.

Budget overview

The 2021 Budget was developed with a commitment to ensuring the Town can continue to provide a high level of service to residents while minimizing the impact of tax increases on Georgina's residents and businesses. This is a significant challenge in 2021 as the Town will continue to be impacted by the COVID-19 Pandemic. There is a clear focus on improving service delivery, managing growth, and delivering services more effectively and efficiently.

Operating and Capital Budgets

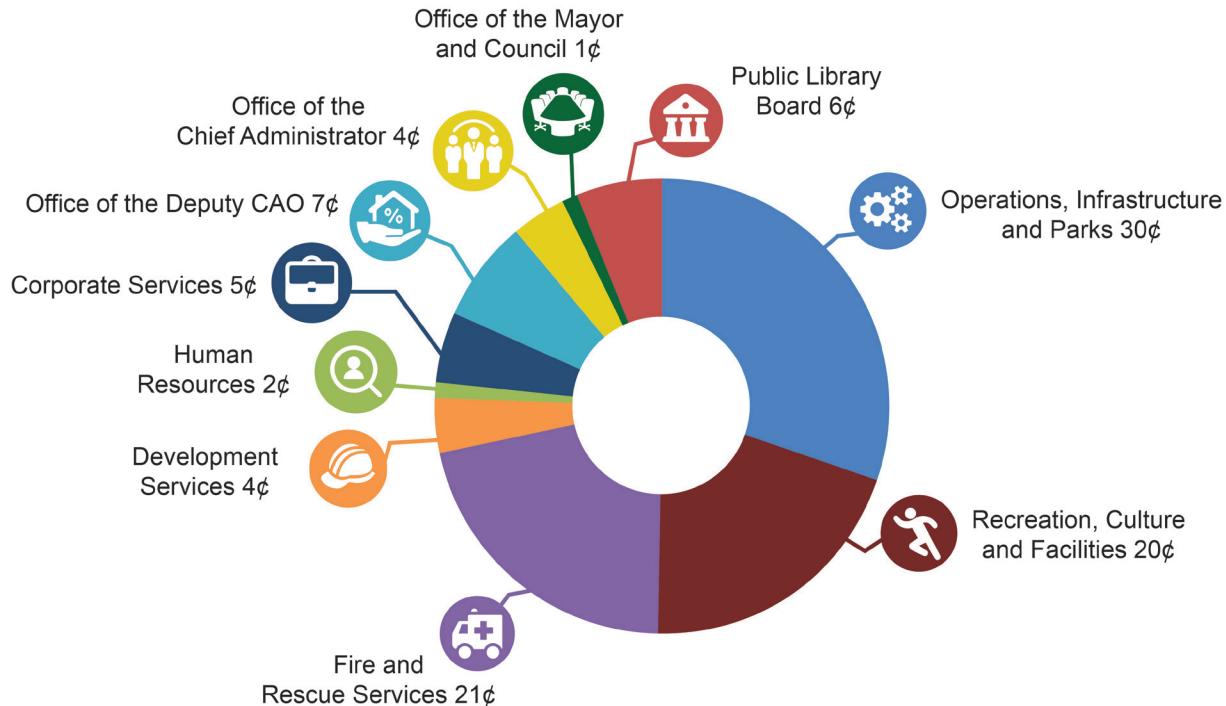
A capital budget is a budget allocating money for the acquisition or studies related to the maintenance of assets such as land, buildings, and equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

The Town of Georgina's 2021 Operating Budget, including contributions to reserves of \$10 million, is \$78 million. The 2021 Capital Budget is \$8 million. The Town is carrying forward \$60 million in capital projects, which includes carry forward cash flow of \$19 million for the Multi-use Recreation Complex and \$14 million for the replacement Civic Centre.

Property tax levy

The proposed tax levy for Georgina is \$46.5 million, which results in an increase of 0.95 per cent for operating, with an option for an additional 0.50 per cent for capital reserves, for a total proposed increase of 1.45 per cent.

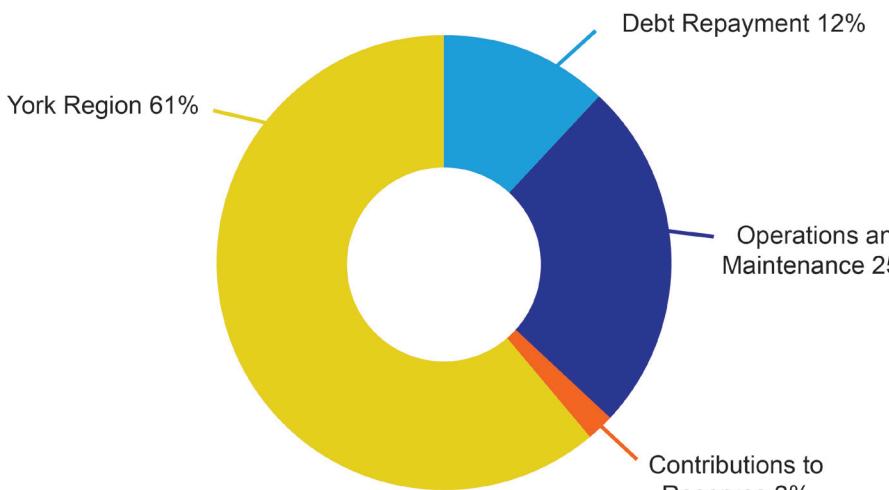
How Your Tax Dollar is Spent



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 2021.

Where Your Water and Wastewater Dollars are Spent

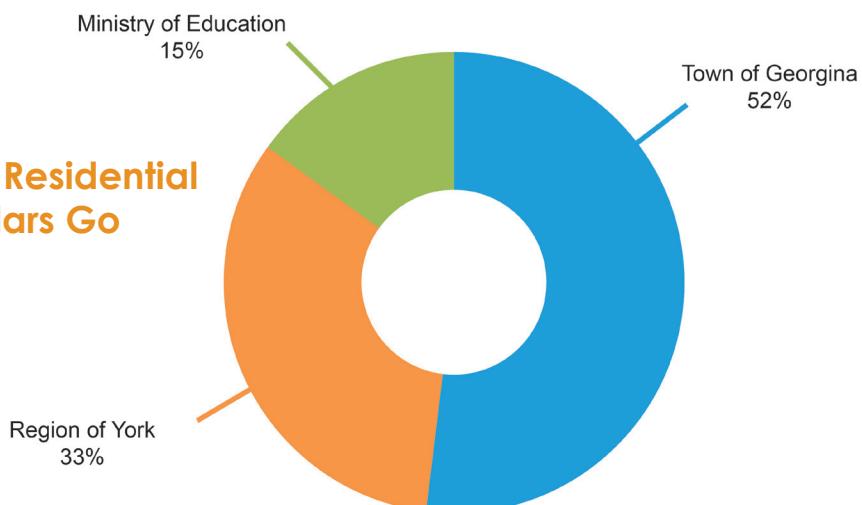


Where your tax dollars go

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

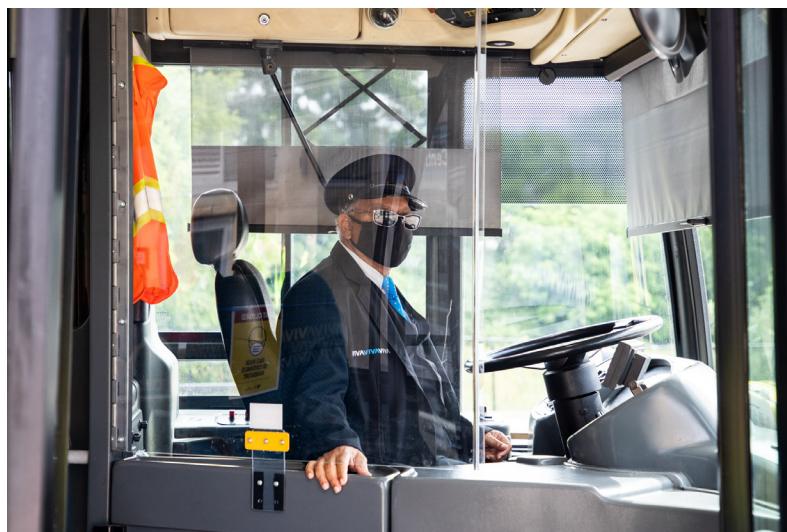
Georgina's changing environment will continue to present many budgetary and financial challenges related to the impact of COVID-19, proposed growth and long-term financial sustainability. The Town is facing these challenges by relying on the strong fiscal foundation that has been established and by updating several financial strategies. The Town is currently updating its development charge study, water and wastewater financial plan and rate study, building fee study, and asset management plans. To ensure

a sustained economic recovery, the Town has invested in economic recovery strategies including the creation of a dedicated economic recovery team (ERT) and programs. These new and updated strategies will ensure Georgina has the tools in place to address the financial pressures related to COVID-19, economic recovery, 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





GEORGINA

2021 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Federal Gas Tax	Federal/ Provincial Grants	DC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC)
Operations & Infrastructure									
203	21-OI-1 2021 Roads Selective Resurfacing & Maintenance	\$ 1,000,000	\$ 609,300	\$ 390,700					
207	21-OI-2 2021 Roads Rehabilitation	1,000,000							1,000,000
211	21-OI-3 Pollock Road Slope Design	50,000							
215	21-OI-4 Sidewalk Repair Program	80,000							
217	21-OI-5 Fleet Replacement and Rehabilitation	150,000							
223	21-OI-6 AMP Additional Funding	50,000							
226	21-OI-7 Uدورا Gravel Roads Design	300,000							
229	21-OI-8 New Equipment-Roads	80,000							
233	21-OI-9 Mossington Bridge Safety Assessment	25,000							
236	21-OI-10 West Park Baseball Field Rehabilitation Address Safety Requirement	240,000							
239	21-OI-11 Parks Vehicle Replacement	45,000							
242	21-OI-12 Parks Equipment Replacement	256,000							
245	21-OI-13 New Vehicle Parks	67,000							67,000
247	21-OI-14 Playground Rehabilitation – Wood Fibre Mulch Surface	65,000							
	21-OI-15* Increase in The Queensway Box Culvert Project - Approved 2020	48,520							
	21-OI-16* Burnie Road Culvert	50,000							
	21-OI-17* Marker Buoys	12,000							
		3,518,520	681,520	1,279,300	1,390,700	167,000	-	-	-
Recreation & Culture									
250	21-RC-1 Building Condition Assessment (BCA) Capital Program 21-RC-2* Increase in Georgina Pioneer Village (GPV) Heritage Project	1,022,000 89,090	1,111,090 89,090	1,022,000 89,090					
Fire & Rescue Services									
253	21-FS-1 Replacement of Tanker Apparatus	850,000							
255	21-FS-2 Replacement of Bunker Gear PPE (Approved in 2020)	47,900							
258	21-FS-3 Purchase of Communications Equipment	12,000							
260	21-FS-4 Purchase of Fire Suppression Equipment	75,000							
		984,900	984,900	-	-	-	-	-	-
Development Services									
263	21-DS-1 Comprehensive Zoning By-law Review	60,000	33,000						27,000
Corporate Services									
265	21-CS-1 Telephone systems	120,000							
268	21-CS-2 ICT Cycling	365,000							
		485,000	485,000	-	-	-	-	-	-

2021 BUDGET - SUMMARY OF CAPITAL PROJECTS



GEORGINA

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Federal Gas Tax	Federal/ Provincial Grants	DC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC)
Office of the Chief Administrative Officer									
272 21-CAO-1	Business continuity and customer convenience	275,000	275,000	-	-	-	-	-	-
Office of the Deputy Chief Administrative Officer									
275 21-DCAO-1	Purchase and Installation of Guillotine Cage	11,500	11,500	-	-	-	-	-	-
277 21-DCAO-2	Purchase of 2 Mobile Ticketing Licences and Devices	10,100	10,100	-	-	-	-	-	-
		21,600	21,600	-	-	-	-	-	-
Library									
279 21-LIB-1	Library Capital Requests	17,100	17,100	-	-	-	-	-	-
		17,100	17,100	-	-	-	-	-	-
TOTAL CAPITAL INVESTMENT									
		6,473,210	3,609,210	1,279,300	1,390,700	194,000	-	-	-
Water and Wastewater Operations & Infrastructure									
282 21-WAT-1	Meter Replacement Program	100,000	100,000	-	-	-	-	-	-
285 21-WAT-2	Line Valve and Hydrant Rehabilitation and Replacement	75,000	75,000	-	-	-	-	-	-
288 21-WAT-3	Morton Street Watermain Construction	1,180,000	1,062,000	-	-	-	-	-	118,000
291 21-WAT-4	Vehicle Replacement and Reassignment	67,000	67,000	-	-	-	-	-	15,000
294 21-WAT-5	External Project Management Services	150,000	135,000	-	-	-	-	-	15,000
297 21-SEW-1	Lateral Push CCTV Camera	15,000	15,000	-	-	-	-	-	-
300 21-SEW-2	Sewer Rehabilitation, Repair and Replacements	200,000	200,000	-	-	-	-	-	-
		1,787,000	1,654,000	-	-	-	-	-	-
		1,787,000	1,654,000	-	-	-	-	-	-
TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA									
		8,260,210	5,263,210	1,279,300	1,390,700	327,000	0	0	0

*Approved during budget deliberations on December 1 and December 2, 2020 or through reports approved by Council between October 21, 2020 and December 2, 2020. No business case included.

2021 BUDGET - CARRY FORWARD CAPITAL PROJECTS



GEOGINA

	Carry Forward Capital Investment	Spent to Date	Approved Cost to Complete	Carryforward (Estimated)	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC)
Operations & Infrastructure											
19-PRK-8 Black River Fencing	-	20,000	20,000	\$	\$	\$	\$	\$	\$	\$	\$
17-PWK-6 / Bridge & Culvert >3 Meters-Rehabilitation	139,460	536,500	397,040	127,500	127,500	20,000	397,040				
19-PWK-10 Resolution C- Replacement of storm sewers	-										
2020-0208 18-PWK-8 East Sidewalk Dalton Road	-	85,000	85,000	30,000	30,000	30,000	85,000				
19-PWK-3 Roads Equipment - E1, Tractor Snow Blower Attachment	-	100,000	97,000	135,000	135,000	97,000	97,000				
19-PWK-4 Major Culvert Replacement Project	3,000	1,650,000	1,563,340	2,100,000	2,100,000	1,767,700	1,563,340				
19-PWK-5 Stormwater System Inventory	-	1,000,000	959,700	85,000	85,000	85,000	42,500				
19-PWK-11 Hedge Road Bank Stabilization	86,660	1,000,000	959,700	150,000	150,000	150,000	42,500				
19-PWK-13 2019 Roads Maintenance Plan (Road Resurfacing Program)	332,300	40,300	357,800	357,800	357,800	357,800	357,800				
19-PWK-14 2019 Roads Now Needs Plan (Road Reconstruction Program)	332,300	40,300	50,000	50,000	50,000	50,000	50,000				
19-PWK-15 Bicycle & Pedestrian Active Transportation Master Plan	-	80,000	80,000	20,000	20,000	20,000	20,000				
20-OI-1 Asset Management Plan Needs Assessments and Development	-	75,000	75,000	25,000	25,000	25,000	25,000				
20-OI-11 Playground Replacement and Enhancements (AODA)	-	25,000	25,000	25,000	25,000	25,000	25,000				
20-OI-12 Pioneer Cemetery Needs Assessment	-	10,000	10,000	10,000	10,000	10,000	10,000				
20-OI-13 Keswick Cemetery Master Plan	-	80,000	80,000	20,000	20,000	20,000	20,000				
20-OI-14 ROC Trails Expansion	-	75,000	75,000	25,000	25,000	25,000	25,000				
20-OI-15 Roadside Safety Audit and Program Development and Implementation	-	25,000	25,000	25,000	25,000	25,000	25,000				
20-OI-17 Stormwater Management Facility (Ponds) Maintenance Program	-	2,381,450	2,277,410	1,856,600	1,856,600	465,950	1,390,650				
20-OI-18 Sutton Community Park Construction (\$1,400,000 Approved 2019)	104,040	-	1,261,000	1,261,000	1,261,000	46,200	1,214,800				
20-OI-2 2020 Roads Maintenance Plan (Approved in 2019)	-	24,000	24,000	24,000	24,000	24,000	24,000				
20-OI-3 2020 Roads Reconstruction Plan (Approved in 2019)	-	320,000	320,000	320,000	320,000	320,000	320,000				
20-OI-4 Bridge OSIM Inspections	33,120	2,365,100	2,331,980	100,000	100,000	100,000	100,000				
20-OI-5 Bridge Rehabilitations and Replacements	-	300,000	300,000	300,000	300,000	300,000	300,000				
20-OI-6 Roads Fleet and Equipment Replacement Program	-	20,000	20,000	20,000	20,000	20,000	20,000				
20-OI-7 Roads Division New Fleet and Equipment - Culvert Steamer	-	5,000	5,000	5,000	5,000	5,000	5,000				
20-OI-7 Roads Division New Fleet and Equipment - 1-Ton Truck	-	30,000	30,000	30,000	30,000	30,000	30,000				
20-OI-8 Parks Division Fleet and Equipment Replacement Program	4,500	335,000	330,500	330,500	330,500	330,500	330,500				
20-OI-9 Major Ditch Reconstruction	-	300,000	300,000	300,000	300,000	300,000	300,000				
20-OI-20 ROC Wildflower Planting Program	-	20,000	20,000	20,000	20,000	20,000	20,000				
20-OI-22 Removable Floating Finger Dock(s) at Mill Pond Park	-	5,000	5,000	5,000	5,000	5,000	5,000				
20-OI-25 Trails Lighting	-	30,000	30,000	30,000	30,000	30,000	30,000				
19-REC-8 Waterfront Park Strategy Phase 1	37,050	125,000	87,950	87,950	87,950	87,950	87,950				
19-REC-9 Tree Preservation & Compensation Policy Update	-	30,000	30,000	30,000	30,000	30,000	30,000				
	780,430	15,824,950	15,044,520	4,446,940	5,816,660	2,441,010	42,500	20,000	-	2,277,410	
Recreation and Culture											
19-REC-1 Corporate Sponsorship Strategy	62,640	100,000	37,360							37,360	
20-RC-3 GPV Schoolhouse (\$215,000 previously approved)	22,300	285,000	262,700	262,700	10,000	10,000	10,000				
20-RC-8 Pettifaw Recreational Needs Study	-	10,000	310,060	310,060	272,700	272,700	272,700			37,360	
	84,940	395,000	2,464,970	2,464,970							
Fire & Rescue Services											
17-FIR-8 / 18- Pettifaw Fire Station (1-8) FIR-10 / 19-	3,597,030	6,062,000									
FIR-2 20-FS-3 Replacement of Rescue/Pumper Apparatus	-	820,000	820,000	820,000	820,000	7,660	7,660				
20-FS-4 Replacement of Bunker Gear/PPE	44,340	52,000	6,934,000	3,292,630	827,660	827,660	827,660				
	3,641,370	6,934,000	2,464,970	2,464,970	2,464,970	2,464,970	2,464,970				



GEORGINA

2021 BUDGET - CARRY FORWARD CAPITAL PROJECTS

		Carry Forward Capital Investment	Spent to Date	Approved Cost to Complete	Carryforward (Estimated)	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC)
Development Services												
19-ECD-1	Wayfinding & Community Signage	12,990	40,000	27,010	27,010							
19-PLN-1	Keswick Secondary Plan Review	122,230	200,000	77,770	7,780							
20-DS-1	Building Fee Review	14,600	20,000	5,400	5,400							
Corporate Services												
15-ITS-5	Enterprise Resource Planning Software-Budget Module	149,820	260,000	110,180	40,190							
20-CS-1	Community Benefit Charge and Development Charge Background Study an	16,320	146,000	129,680	129,680							
20-CS-3	Enterprise Content Management (ECM) Acquisition and Implementation	-	135,000	135,000	13,500							
			283,000	283,000								
Office of the CAO												
17-REC-1 /	Design and construct the MURC (Carryforward Cash Flow)	1,852,860	42,141,000	19,025,140								
19-FAC-2 /	Design and construct the Civic Centre (Carryforward Cash Flow)	716,330	26,966,400	14,304,670								
18-CAO-2 /												
19-FAC-3	Holmes Point Washrooms	-	200,000	200,000	200,000							
19-PRK-4	Maskinonge Pedestrian Bridge	-	500,000	500,000	500,000							
19-PRK-6	The Link Parking Lot	34,080	995,000	960,920	960,920							
19-REC-5	Develop a Broadband Strategy & Action Plan	-	75,000	75,000	75,000							
20-CAO-1	Mossington Wharf Rehabilitation	58,000	770,000	712,000	712,000							
CAO-2019-0027												
			2,661,270	71,647,400	35,777,730	275,000	250,000	712,000	-	250,000	-	
Library												
20-LIB-1	Capital Requests	8,970	41,800	32,830	32,830							
		8,970	41,800	32,830	32,830							
TOTAL CARRY FORWARD CAPITAL		7,343,120	95,667,150	55,115,630	6,038,500	6,086,660	3,426,010	233,990	270,000	37,360	39,033,110	
Water and Wastewater (Operations & Infrastructure)												
18-WAT-4	Wexford Pumping Station Replacement	917,110	2,322,250	1,405,140								
20-WAT-1	Water Meter Change Out (Year 3)	69,100	100,000	30,900	30,900							
20-WAT-2	Water Booster Station Valve Replacements	-	80,000	80,000	80,000							
20-WAT-5	Water Service Replacements	-	500,000	500,000	500,000							
RESOLUTIO	Cockburn Subdivision Watermain Replacement	-	2,014,000	2,014,000	2,014,000							
N NO. C-												
2019-0897												
20-SEV-1	Wastewater Pumping Auto-Dialer System	20,300	123,500	103,200	103,200							
20-SEV-2	Sewer Service Repair and Replacements	1,790	200,000	198,210	198,210							
19-SEV-1	Wastewater Pumping Station Improvements	-	260,000	260,000	260,000							
TOTAL CARRY FORWARD: WATER/WASTEWATER		1,008,300	5,599,750	4,591,450	1,172,310	-	-	-	-	-	3,419,120	
TOTAL CARRY FORWARD - TOWN OF GEORGIA		8,351,420	101,266,900	59,707,080	7,210,810	6,066,660	3,436,010	233,990	270,000	37,360	42,452,250	



GEORGINA

10 YEAR CAPITAL PLAN

Summary

Department	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures											
Operations & Infrastructure	3,351,520	9,662,000	7,810,000	8,942,000	9,145,000	8,819,000	9,806,000	9,957,000	20,290,000	10,207,000	97,989,520
Water & Wastewater	1,654,000	1,724,000	2,349,000	2,876,000	2,044,000	3,145,000	1,929,000	2,946,000	1,834,000	2,726,000	23,227,000
Recreation & Culture	1,111,090	2,035,000	14,006,400	1,767,000	1,884,000	1,955,000	2,005,000	2,101,000	2,600,000	2,114,000	31,578,490
Fire & Rescue Services	984,900	1,492,200	1,484,100	1,099,900	225,500	1,816,400	688,200	6,213,000	326,400	254,400	14,586,000
Development Services	-	-	182,000	1,500,000	-	-	60,000	60,000	-	-	1,802,000
Human Resources	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Corporate Services	485,000	634,000	445,000	389,000	463,000	445,000	338,000	338,000	419,000	390,000	4,346,000
Office of the Deputy CAO	21,600	-	-	108,000	-	108,000	-	-	-	-	237,600
Chief Administrative Officer	275,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	365,000
Public Library Board	17,100	50,000	42,000	17,000	10,000	60,000	10,000	10,000	10,000	10,000	236,100
	7,900,210	15,617,200	26,338,500	16,718,900	13,792,500	16,368,400	14,856,200	21,645,000	25,499,400	15,721,400	174,457,710
Growth Related Expenditures											
Operations & Infrastructure	167,000	1,121,000	2,297,000	776,000	840,000	-	-	-	-	-	5,201,000
Water & Wastewater	133,000	-	-	-	-	-	-	-	-	-	133,000
Recreation & Culture	-	21,163,000	100,000	-	-	-	-	-	-	-	21,263,000
Fire & Rescue Services	-	20,000	542,000	7,230,000	140,000	779,000	9,733,000	-	-	-	18,444,000
Development Services	60,000	2,405,000	708,000	280,000	50,000	100,000	30,000	60,000	60,000	-	3,753,000
Human Resources	-	-	-	-	-	100,000	-	-	-	100,000	300,000
Corporate Services	-	50,000	-	-	-	-	50,000	-	-	-	-
Office of the Deputy CAO	-	-	-	-	-	-	-	-	-	-	-
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Public Library Board	-	200,000	-	-	-	-	-	-	-	-	200,000
	360,000	24,959,000	3,647,000	8,286,000	1,130,000	879,000	9,813,000	60,000	60,000	100,000	49,294,000
Total Annual Capital Expenditures	8,260,210	40,576,200	29,985,500	25,004,900	14,922,500	17,247,400	24,669,200	21,705,000	25,559,400	15,821,400	223,751,710
Non-Growth Related Funding											
Capital Reserve - Tax Funded	4,706,910	7,906,200	22,486,500	12,339,900	10,245,500	11,720,400	10,938,200	11,122,000	12,462,400	11,492,400	115,420,410
Capital Reserve - Rate Funded	1,654,000	1,724,000	2,349,000	2,876,000	2,044,000	3,145,000	1,929,000	2,946,000	1,834,000	2,726,000	23,227,000
Reserve Funds - Federal Gas Tax	1,539,300	1,440,000	1,503,000	1,503,000	-	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	15,003,300
Debtiture - Tax/ Rate Funded	-	4,547,000	-	-	-	-	-	486,000	6,074,000	9,700,000	20,807,000
Grants	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	7,900,210	15,617,200	26,338,500	16,718,900	13,792,500	16,368,400	14,856,200	21,645,000	25,499,400	15,721,400	174,457,710
Growth Related Funding											
Development Charges	327,000	2,660,000	814,000	1,168,000	517,000	54,000	72,000	54,000	54,000	100,000	5,820,000
Capital Reserve - Tax Funded	33,000	335,000	69,000	3,000	93,000	46,000	8,000	6,000	6,000	-	599,000
Reserve Funds - Federal Gas Tax	-	21,964,000	2,657,000	5,272,000	500,000	-	288,000	3,601,000	-	-	-
Debtiture - Development Charges	-	-	107,000	1,843,000	-	491,000	6,132,000	-	-	-	34,282,000
Debtiture - Tax / Rate Funded	-	-	-	-	-	-	-	-	-	-	8,573,000
Grants	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	20,000
	360,000	24,959,000	3,647,000	8,286,000	1,130,000	879,000	9,813,000	60,000	60,000	100,000	49,294,000
Total Annual Capital Funding	8,260,210	40,576,200	29,985,500	25,004,900	14,922,500	17,247,400	24,669,200	21,705,000	25,559,400	15,821,400	223,751,710



GEORGINA

2021 OPERATING BUDGET

Corporate Summary

	Office of the CAO	Corporate Services	Office of the Deputy CAO	Development Services	Fire and Rescue Services	Office of Mayor and Council	Human Resources	Operations and Infrastructure	Water/Wastewater	Recreation and Culture	Georgia Public Libraries	Non-Progarm	Grand Total	Var. %
Revenue														
Capital Recovery (Water/Wastewater)														
Development Fees														
Donations & Grants														
Library Grant														
Local Improvements (Water/Wastewater)														
Misc Revenues	(10,000)	(2,209,600)	(443,180)	(83,500)	(180,740)	(1,557,940)	(12,000)	(216,450)	(73,640)	(79,730)	(2,530,040)	(2,622,830)	(221,370)	-7.37%
Provision from Reserve	0	(10,000)	(11,450)	(70,1590)	(50,000)	(90,100)	(541,980)	(100,000)	(90,200)	(1,000,000)	(2,970,670)	(2,530,040)	(1,557,940)	-7.74%
Region or other Munic														
Tax Levy														
User Fees, Lease and Rental														
Water														
Wastewater														
Revenue Total	(10,000)	(2,379,480)	(1,037,960)	(3,324,950)	(173,500)									
Expense														
Salaries and Benefits	1,093,140	3,086,820	3,014,800	4,370,410	7,430,510	392,850	977,170	4,811,970	2,228,250	6,251,230	1,900,650	(128,110)	35,429,690	1.86%
Staffing Other Direct Expenses	38,350	193,500	56,630	94,880	102,770	50,970	33,480	94,140	61,960	158,310	55,390	940,390	2,823,510	2.46%
Contracted Services	356,280	306,900	241,400	149,980	17,730	26,000	4,026,290	1,304,440	351,420	27,000	6,807,450	6,807,450	27,000	3.36%
Consulting Services														
Contributions to Reserve														
Debenture Repayment														
Donations & Grants														
Hydro/Sewer/Gas														
Library/Grant														
Other Direct Costs														
Supplies and Maintenance														
Water Payments to York region														
Expense Total	1,656,210	4,831,390	4,138,900	5,240,390	9,696,790	480,120	1,085,700	14,500,300	17,335,500	12,197,570	2,771,580	4,524,310	78,458,760	1.17%
Grand Total	1,646,210	2,451,910	3,101,940	1,915,440	9,523,290	480,120	1,085,700	13,442,920	0	9,124,360	0	(42,106,510)	664,380	1.45%

2021 SUMMARY OF STAFFING AND OPERATING INITIATIVES



GEORGINA

2021 Staffing Summary			2021 New Initiatives Summary		
Pg.	New Positions	Pg.	2021 Payroll Costs	Total	Amount
	Operations & Infrastructure				
195	SR-OI-1 Clerk Assistant (1 year contract) Funded under Water and Wastewater rates		30,000	6,000	36,000
					25,000
	Economic Development				
*	Economic Recovery - Social Media and Marketing Coordinator (Temp Funded by Tax Rate Stabilization Reserve (COVID-19 Contingency)		41,500	8,500	50,000
					10,000
	Human Resources				
*	Health and Safety Pandemic Specialist (Temp) Funded by Tax Rate Stabilization Reserve (COVID-19 Contingency)		66,500	13,500	80,000
					35,000
	* Business cases are in report CS-2020-0020 , Attachment 1				
	Total Salaries and All Other Payroll Costs				
			138,000	28,000	166,000



2021 STAFF COMPLEMENT

5 Years Historical Trend

	2021	2020	2019	2018	2017
<i>Operations & Infrastructure</i>					
Permanent Full Time	53	53	52	77	74
Permanent Part Time				2	2
<i>Recreation & Culture</i>					
Permanent Full Time	46	46	46	19	19
Permanent Part Time	7	7	7	4	4
<i>Fire & Emergency Services</i>					
Permanent Full Time	48	48	48	47	47
Permanent Part Time				1	1
<i>Development Services</i>					
Permanent Full Time	38	38	38	38	34
Permanent Part Time				1	
<i>Corporate Services</i>					
Permanent Full Time	35	35	33	53	53
Permanent Part Time	1	1	1	23	23
<i>Human Resources</i>					
Permanent Full Time	7	7	7	7	7
<i>Chief Administrative Officer</i>					
Permanent Full Time	9	9	9	8	5
<i>Deputy Chief Administrative Officer</i>					
Permanent Full Time	24	24	24		
Permanent Part Time	20	20	20		
Total Town Permanent Full Time	260	260	257	249	239
Total Town Permanent Part Time	28	28	28	31	30
Total Town	288	288	285	280	269
Library Permanent Full Time	15	15	15	14	14
Library Permanent Part Time	12	12	11	12	11
Total Town and Library	315	315	311	306	294

Comments

- Library Positions: Not including 13 student positions



2021 COVID-19 CONTINGENCY Summary

	2021 - Base Budget	COVID-19 Impact	2021 Budget
Economic Recovery			
Economic Department			
Donations & Grants	0	50,000	50,000
Salaries and Benefits	0	50,000	50,000
Health and Safety			
HR			
Salaries and Benefits	0	80,000	80,000
Recreation Facilities			
Georgina Ice Palace			
Revenue	(633,230)	153,000	(480,230)
Salaries and Benefits	788,200	121,000	909,200
Miscellaneous Expenditures	17,000	5,000	22,000
Georgina Leisure Pool			
Revenue	(421,500)	102,000	(319,500)
Miscellaneous Expenditures	14,000	1,000	15,000
Sutton Arena			
Revenue	(223,500)	120,000	(103,500)
Salaries and Benefits	313,340	(173,000)	140,340
Miscellaneous Expenditures	241,100	(123,000)	118,100
The ROC			
Revenue	(556,300)	164,000	(392,300)
Other Facilities			
De La Salle Park			
Revenue	(200,800)	98,000	(102,800)
Salaries and Benefits	96,930	50,000	146,930
Miscellaneous Expenditures	101,880	106,000	207,880
Holmes Point			
Revenue	(49,000)	23,000	(26,000)
Salaries and Benefits	18,900	29,000	47,900
Miscellaneous Expenditures	27,250	11,000	38,250
Willow Beach			
Revenue	(150,000)	68,000	(82,000)
Salaries and Benefits	29,700	42,000	71,700
Miscellaneous Expenditures	23,660	24,000	47,660
Other Parks			
Revenue	(28,500)	17,000	(11,500)
Salaries and Benefits	62,350	(20,000)	42,350
Miscellaneous Expenditures	22,750	(10,000)	12,750
Grand Total	(616,740)	1,000,000	383,260

* Refer to report CS-2020-0020, Attachment 1, for the business cases relating to the above table

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.

2020 Success Story

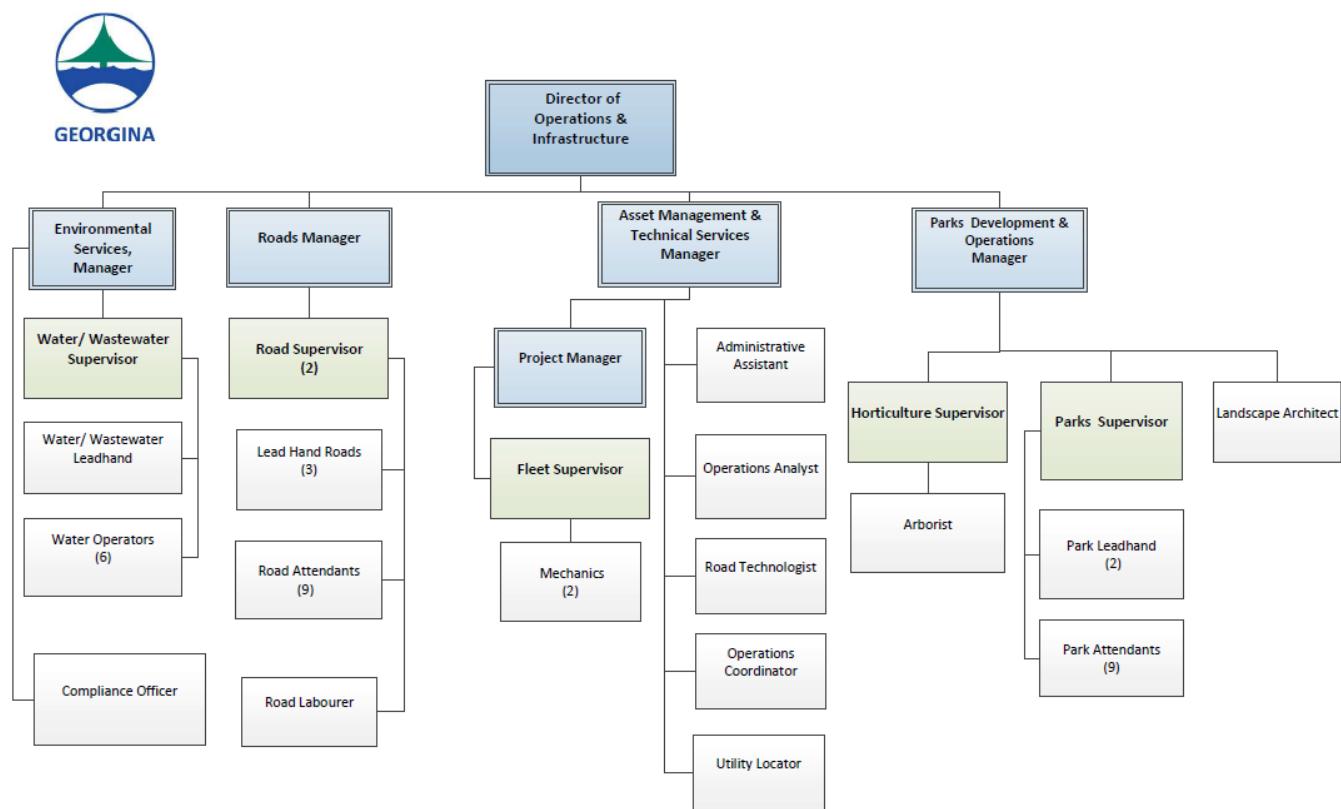
Waterfront park operations during COVID-19



The Town of Georgina, along with other municipalities with extensive waterfront park amenities, faced a serious challenge over the summer of 2020 managing visitor access to the parks. The Operations and Infrastructure Department and the Recreation and Culture Department developed an operational plan that allowed visitors to use De La Salle Park and beach with new COVID-19 protocols and controls. All other waterfront parks remained closed during the summer of 2020.

OPERATIONS AND INFRASTRUCTURE DEPARTMENT

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



GEORGINA

Major Initiatives Planned for 2021

- Completion of Part 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 Julia Munro 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. Total cost spent on Ash trees is \$ 1,244,600.
- Completion of Bridge and large culvert rehabilitation projects, including rehabilitation of the west bridge over the Zephyr Creek on Old Shiloh Road (bridge B3), and commencement of the environmental assessment for the replacement of the east bridge over the Pefferlaw Brook on Old Shiloh Road.
- Implement a multi-year road and drainage rehabilitation program to leverage economies-of-scale pricing.
- Replacement of aging water distribution infrastructure including replacement of plastic (polybutylene) water services installed in the mid 1980 in Keswick, and the replacement of the water mains on Faircrest Avenue, Grew Boulevard, Sunnidale Boulevard and O'Connor Drive in Sutton (installed mid 1950's).



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Department Administration - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	226,760	0	0	23,950	0	(30,720)	219,990	-3%	(6,770)	Salary step increase / Offset by Water and Wastewater recovery
Staffing Other Direct Expenses	4,200	0	0	0	0	(330)	3,870	-8%	(330)	
Other Direct Costs	700	0	0	0	0	(200)	500	-29%	(200)	
Expense Total	231,660	0	0	23,950	0	(31,250)	224,360	-3%	(7,300)	
Administration Total	231,660	0	0	23,950	0	(31,250)	224,360	-3%	(7,300)	
Grand Total	231,660	0	0	23,950	0	(31,250)	224,360	-3%	(7,300)	

Operations and Infrastructure Services – Road Operations Division

The Road Operations Division provides maintenance on all roads and associated infrastructure including bridges, ditches, culverts, streetlights, sidewalks, and traffic control signage.

Services provided by the Road Operations Division include:

- Road operations, maintenance and repairs – street sweeping, ditch maintenance, culvert installation, pothole repairs, catch basin cleaning, line painting, street and traffic sign installation/maintenance, road side grass cutting, brush removal, traffic control
- Winter snow plowing, sanding, salting and Snow removal
- Streetlight management

57 – Winter maintenance events

1,500 – Public Service Requests (PSRs) completed

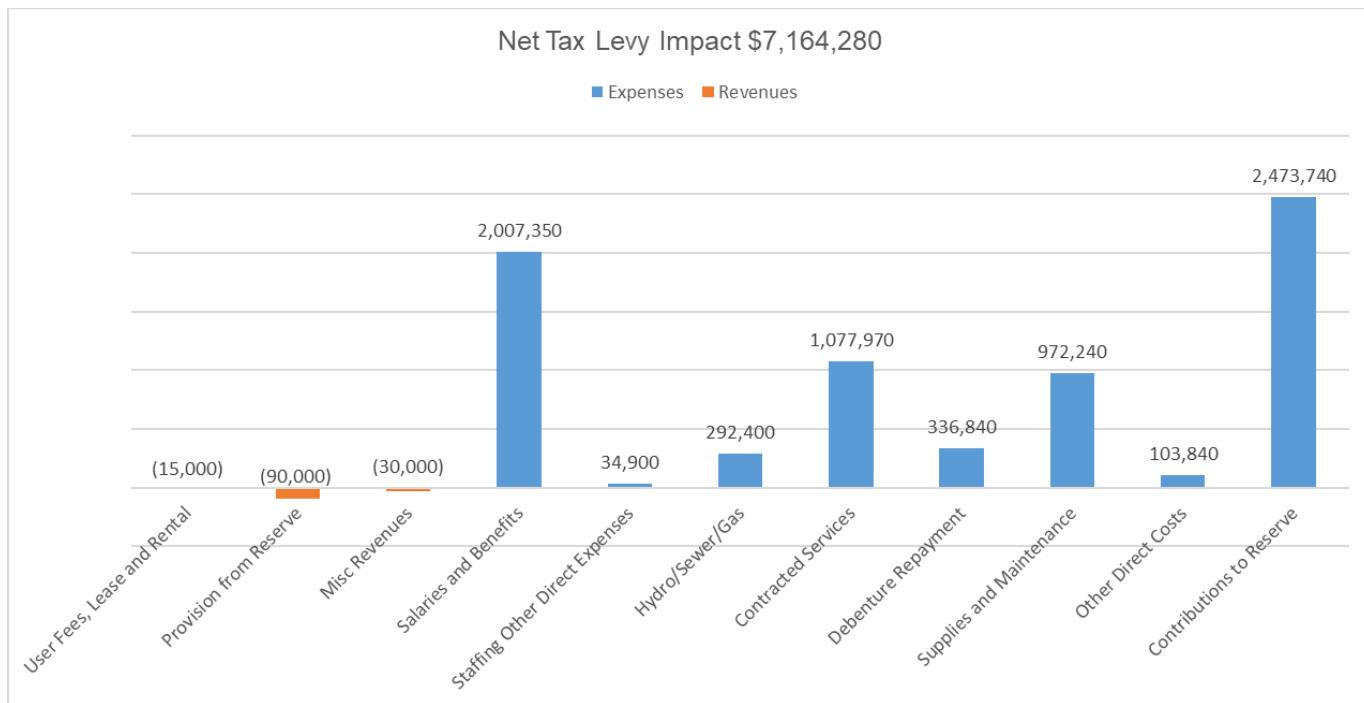
50 – Entrance and centre line culverts installed

87 – Kilometres of line paint placed



GEORGINA

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Implemented a multi-year program to rehabilitate road-side ditches in urban areas to address complaints and issues related to drainage and ditch maintenance
- Used artificial intelligence to identify road surface deficiencies under the ROVER pilot program, creating a more prompt response for repairs
- Leveraged new technology, including automated vehicle locating (AVL) using GPS technology, and geographic information systems (GIS) systems to improve efficiency and governance of deliverables

Projects for 2021

- Determine needs for improved roadside safety measures such as guiderails, warning signs and speed limits throughout the Town
- Formalize level of service documents for all aspects of service delivery within Roads Division and develop associated standard operating procedures
- Audit all roads and related infrastructure inventory and update digital database (GIS)
- Enhance traffic safety by improving the Traffic Calming Program throughout the Town
- Improve online permitting for road occupancy permits, municipal consents, entrance applications and paving permits





GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	430,070	0	0	12,340	0	62,000	504,410	17%	74,340
Sweeping, Flushing, Cleaning	387,030	0	0	0	0	(91,280)	295,750	-24%	(91,280)
Roads Maintenance									
Brush, Tree, Trim	110,440	0	0	0	0	(5,110)	105,330	-5%	(5,110)
Catch Basins, Curbs, Storms	36,800	0	0	0	0	(10,530)	26,270	-29%	(10,530)
Debris, Litter	40,880	0	0	0	0	(6,710)	34,170	-16%	(6,710)
Ditching	541,900	0	0	0	0	(116,890)	425,010	-22%	(116,890)
Dust Layer	22,250	0	0	0	0	(2,400)	19,850	-11%	(2,400)
Grading and Scarifying	19,140	0	0	20,000	0	(5,460)	33,680	76%	14,540
Grass Mowing	70,810	0	0	0	0	(13,630)	57,180	-19%	(13,630)
Gravel Pit	2,350	0	0	0	0	2,130	4,480	91%	2,130
Gravel Resurfacing	16,340	0	0	0	0	(5,830)	10,510	-36%	(5,830)
Labour Allocation	0	0	0	0	0	0	0	0	0
Misc Maintenance	16,370	0	0	0	0	(16,370)	0	-100%	(16,370)
Other Overhead	92,520	0	0	13,380	0	(2,900)	103,000	11%	10,480
Patching and Washouts	3,040	0	0	0	0	(3,040)	0	-100%	(3,040)
Patching, Spraying	180,940	0	0	0	0	28,620	209,560	16%	28,620
Resurfacing	(960)	0	0	0	0	960	0	-100%	960
Shoulder Maintenance	38,950	0	0	0	0	18,340	57,290	47%	18,340
Sidewalks	23,000	0	0	0	0	0	23,000	0%	0
Summer Standby	48,580	0	0	0	0	(5,660)	42,920	-12%	(5,660)
Roadside Safety									
Guiderails	15,590	0	0	0	0	(1,570)	14,020	-10%	(1,570)
Railroad Crossing	15,000	0	0	0	0	(2,000)	13,000	-13%	(2,000)
Routine Patrols	43,120	0	0	0	0	14,140	57,260	33%	14,140
Signs and Markings	174,830	0	0	0	0	1,300	176,130	1%	1,300
Street Name Signs	370	0	0	0	0	(370)	0	-100%	(370)
Winter Maintenance									
Sanding and Salting	579,280	0	0	67,680	0	89,530	736,490	27%	157,210
Snow Fence, Culvert Thawing	79,700	0	0	0	0	(2,270)	77,430	-3%	(2,270)
Snow Plowing and Removal	429,070	0	0	0	0	27,070	456,140	6%	27,070
Winter Patrols	67,350	0	0	0	0	(67,350)	0	-100%	(67,350)
Winter Standby	61,830	0	0	0	0	(27,790)	34,040	-45%	(27,790)
Fleet Maintenance									
Fleet	762,430	0	0	0	0	0	762,430	0%	0
Vehicle Maintenance	34,130	0	0	0	0	21,760	55,890	64%	21,760
Dams and Bridges									



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Bridges	(1,200)	0	0	0	0	5,170	3,970	-431%	5,170
Dams	2,140	0	0	0	0	(380)	1,760	-18%	(380)
Capital Repairs and Reconstruction	1,600,000	0	0	0	0	429,130	2,029,130	27%	429,130
Roads Operations Centre	167,930	0	0	0	0	(27,090)	140,840	-16%	(27,090)
Street Lighting	636,200	10,000	0	0	0	7,140	653,340	3%	17,140
Mosquito Control	126,850	0	0	0	0	(126,850)	0	-100%	(126,850)
Grand Total	6,875,070	10,000	0	113,400	0	165,810	7,164,280	4%	289,210



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(50,000)	0	0	0	0	0	20,000	(30,000)	-40%	20,000 Decrease based on historical trend
User Fees, Lease and Rental	(30,000)	0	0	0	0	0	15,000	(15,000)	-50%	15,000 Decrease based on historical trend
Revenue Total	(80,000)	0	0	0	0	0	35,000	(45,000)	-44%	35,000
Expense										
Salaries and Benefits	407,950	0	0	11,620	0	33,400	452,970	11%	45,020	Salary step increases / Reallocation
Staffing Other Direct Expenses	7,600	0	0	0	0	400	8,000	5%	400	
Contracted Services	(200)	0	0	0	0	200	0	-100%	200	
Contributions to Reserve	80,000	0	0	0	0	0	80,000	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	(7,000)	3,000	-70%	(7,000)	
Other Direct Costs	4,720	0	0	0	720	0	5,440	15%	720	
Expense Total	510,070	0	0	12,340	0	27,000	549,410	8%	39,340	
Administration Total	430,070	0	0	12,340	0	62,000	504,410	17%	74,340	
Bridges										
Expense										
Salaries and Benefits	(2,200)	0	0	0	0	0	5,170	2,970	-235%	5,170
Supplies and Maintenance	1,000	0	0	0	0	0	1,000	0%	0	
Expense Total	(1,200)	0	0	0	0	0	5,170	3,970	-431%	5,170
Bridges Total	(1,200)	0	0	0	0	0	5,170	3,970	-431%	5,170
Brush,Tree,Trim										
Expense										
Salaries and Benefits	94,440	0	0	0	0	0	(610)	93,830	-1%	(610)
Contracted Services	14,000	0	0	0	0	0	(4,000)	10,000	-29%	(4,000)
Supplies and Maintenance	2,000	0	0	0	0	0	(500)	1,500	-25%	(500)
Expense Total	110,440	0	0	0	0	0	(5,110)	105,330	-5%	(5,110)
Brush,Tree,Trim Total	110,440	0	0	0	0	0	(5,110)	105,330	-5%	(5,110)
Capital Repairs and Reconstruction										
Revenue										
Provision from Reserve	(90,000)	0	0	0	0	0	0	(90,000)	0%	0
Revenue Total	(90,000)	0	0	0	0	0	0	(90,000)	0%	0
Expense										
Contracted Services	90,000	0	0	0	0	0	429,130	90,000	0%	0
Contributions to Reserve	1,600,000	0	0	0	0	0	429,130	2,029,130	27%	429,130
Expense Total	1,690,000	0	0	0	0	0	429,130	2,119,130	25%	429,130
Capital Repairs and Reconstruction Total	1,600,000	0	0	0	0	0	429,130	2,029,130	27%	429,130
Catch Basins, Curb, Storms										
Expense										
Salaries and Benefits	16,800	0	0	0	0	0	(8,530)	8,270	-51%	(8,530)
Contracted Services	15,000	0	0	0	0	0	0	15,000	0%	0
Supplies and Maintenance	5,000	0	0	0	0	0	(2,000)	3,000	-40%	(2,000)
Expense Total	36,800	0	0	0	0	0	(10,530)	26,270	-29%	(10,530)
Catch Basins, Curbs, Storms Total	36,800	0	0	0	0	0	(10,530)	26,270	-29%	(10,530)
Dams										
Expense										
Salaries and Benefits	1,140	0	0	0	0	0	120	1,260	11%	120
Other Direct Costs	1,000	0	0	0	0	0	(500)	500	-50%	(500)
Expense Total	2,140	0	0	0	0	0	(380)	1,760	-8%	(380)
Dams Total	2,140	0	0	0	0	0	(380)	1,760	-8%	(380)
Debris, Litter										
Expense										
Salaries and Benefits	36,880	0	0	0	0	0	(5,710)	31,170	-15%	(5,710)
Other Direct Costs	4,000	0	0	0	0	0	(1,000)	3,000	-25%	(1,000)
Expense Total	40,880	0	0	0	0	0	(6,710)	34,170	-16%	(6,710)
Debris, Litter Total	40,880	0	0	0	0	0	(6,710)	34,170	-16%	(6,710)



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Ditching										
Expense										
Salaries and Benefits	366,800	0	0	0	0	0	(116,800)	-32%	(116,890)	Reallocation to Patching, Spraying
Contracted Services	110,000	0	0	0	0	0	45,000	41%	45,000	Reallocation from Supplies
Supplies and Maintenance	65,000	0	0	0	0	0	(45,000)	-69%	(45,000)	Reallocation to contract services
Expense Total	541,900	0	0	0	0	0	(116,800)	-22%	(116,890)	
Ditching Total	541,900						(116,890)		(116,890)	
Dust Layer										
Expense										
Salaries and Benefits	3,750	0	0	0	0	0	(2,400)	-64%	(2,400)	
Supplies and Maintenance	18,500	0	0	0	0	0	18,500	0%	0	
Expense Total	22,250	0	0	0	0	0	(2,400)	-11%	(2,400)	
Dust Layer Total	22,250						(2,400)		(2,400)	
Fleet										
Expense										
Contracted Services	12,700	0	0	0	0	0	0	0%	0	
Contributions to Reserve	364,610	0	0	0	0	0	364,610	0%	0	
Supplies and Maintenance	359,620	0	0	0	0	0	359,620	0%	0	
Other Direct Costs	25,500	0	0	0	0	0	25,500	0%	0	
Expense Total	762,430	0	0	0	0	0	762,430	0%	0	
Fleet Total	762,430						0		0	
Grading and Scarifying										
Expense										
Salaries and Benefits	19,140	0	0	0	0	0	(5,460)	-29%	(5,460)	
Contracted Services	0	0	0	20,000	0	0	20,000	-40%	20,000	Contract services for 21-OI-5
Expense Total	19,140	0	0	20,000	0	0	(5,460)	-19%	(13,630)	
Grading and Scarifying Total	19,140			20,000		0	33,680		76%	14,540
Grass Mowing										
Expense										
Salaries and Benefits	50,810	0	0	0	0	0	(5,630)	-45,180	-11%	(5,630)
Contracted Services	20,000	0	0	0	0	0	(8,000)	12,000	-40%	(8,000)
Expense Total	70,810	0	0	0	0	0	(13,630)	57,180	-19%	(13,630)
Grass Mowing Total	70,810			0		0	57,180		-19%	(13,630)
Gravel Pit										
Expense										
Salaries and Benefits	1,350	0	0	0	0	0	0	130	1,480	10%
Contracted Services	1,000	0	0	0	0	0	0	2,000	3,000	20,000
Expense Total	2,350	0	0	0	0	0	0	2,130	4,480	91%
Gravel Pit Total	2,350			0		0	2,130		4,480	91%
Gravel Resurfacing										
Expense										
Salaries and Benefits	1,140	0	0	0	0	0	(630)	510	-55%	(630)
Supplies and Maintenance	15,200	0	0	0	0	0	(5,200)	10,000	-34%	(5,200)
Expense Total	16,340	0	0	0	0	0	(5,830)	10,510	-36%	(5,830)
Gravel Resurfacing Total	16,340			0		0	10,510		-36%	(5,830)
Guiderrals										
Expense										
Salaries and Benefits	7,090	0	0	0	0	0	(1,570)	5,520	-22%	(1,570)
Contracted Services	6,000	0	0	0	0	0	6,000	0%	0	
Supplies and Maintenance	2,500	0	0	0	0	0	2,500	0%	0	
Expense Total	15,590	0	0	0	0	0	(1,570)	14,020	-10%	(1,570)
Guiderrals Total	15,590			0		0	14,020		-10%	(1,570)
Labour Allocation										
Expense										
Salaries and Benefits	0	0	0	0	0	0	0	0	0	



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense Total	0	0	0	0	0	0	0	0	0	0
Labour Allocation Total	0	0	0	0	0	0	0	0	0	0
Machine Shed Expense	0	0	0	0	0	0	(21,290)	-30%	(21,290)	Reallocation to Vehicle Maintenance
Salaries and Benefits	70,330	0	0	0	0	0	(1,800)	-10%	(1,800)	
Staffing Other Direct Expenses	18,200	0	0	0	0	0	(3,000)	-6%	(3,000)	
Hydro/Sewer/Gas	50,400	0	0	0	0	0	(1,000)	-3%	(1,000)	
Supplies and Maintenance	29,000	0	0	0	0	0	(27,090)	-6%	(27,090)	
Expense Total	167,930	0	0	0	0	0	(27,090)	-16%	(27,090)	
Machine Shed Total	167,930	0	0	0	0	0	(27,090)	-16%	(27,090)	
Misc Maintenance Expense	0	0	0	0	0	0	(10,370)	-100%	(10,370)	Reallocation to Roads
Salaries and Benefits	10,370	0	0	0	0	0	(6,000)	-100%	(6,000)	Reorganization to Roads
Contracted Services	6,000	0	0	0	0	0	(16,370)	-100%	(16,370)	
Expense Total	16,370	0	0	0	0	0	(16,370)	-100%	(16,370)	
Misc Maintenance Total	16,370	0	0	0	0	0	(16,370)	-100%	(16,370)	
Mosquito Control	0	0	0	0	0	0	(126,850)	-100%	(126,850)	
Expense	0	0	0	0	0	0	(200)	-100%	(200)	
Staffing Other Direct Expenses	126,000	0	0	0	0	0	(126,000)	0	(126,000)	Reorganization to Environmental
Contracted Services	650	0	0	0	0	0	(650)	0	(650)	
Supplies and Maintenance	126,850	0	0	0	0	0	(126,850)	0	(126,850)	
Expense Total	126,850	0	0	0	0	0	(126,850)	0	(126,850)	
Mosquito Control Total	126,850	0	0	0	0	0	(126,850)	0	(126,850)	
Other Overhead	0	0	0	0	0	0	(200)	-100%	(200)	
Expense	0	0	0	0	0	0	(2,900)	-11%	(2,900)	
Staffing Other Direct Expenses	10,500	0	0	0	0	0	10,500	0%	0	
Contracted Services	26,000	0	0	0	0	0	23,100	-11%	(2,900)	
Supplies and Maintenance	56,020	0	0	0	13,380	0	69,400	24%	(13,380)	Insurance Premium increase
Expense Total	92,520	0	0	0	13,380	0	(2,900)	11%	10,480	
Other Overhead Total	92,520	0	0	0	13,380	0	(2,900)	11%	10,480	
Patching and Washouts	0	0	0	0	0	0	(3,040)	-100%	(3,040)	
Expense	0	0	0	0	0	0	(3,040)	-100%	(3,040)	
Salaries and Benefits	3,040	0	0	0	0	0	(3,040)	0	(3,040)	
Expense Total	3,040	0	0	0	0	0	(3,040)	0	(3,040)	
Patching and Washouts Total	3,040	0	0	0	0	0	(3,040)	0	(3,040)	
Patching, Spraying	0	0	0	0	0	0	(23,620)	-100%	(23,620)	
Expense	0	0	0	0	0	0	(10,000)	-100%	(10,000)	
Salaries and Benefits	128,940	0	0	0	0	0	152,560	18%	23,620	Reallocation from Ditching
Contracted Services	10,000	0	0	0	0	0	0	0	0	
Supplies and Maintenance	42,000	0	0	0	0	0	57,000	36%	15,000	Increase based on actuals
Expense Total	180,940	0	0	0	0	0	28,620	16%	28,620	
Patching, Spraying Total	180,940	0	0	0	0	0	(28,620)	16%	28,620	
Railroad Crossing	0	0	0	0	0	0	(2,000)	-13%	(2,000)	
Expense	0	0	0	0	0	0	(2,000)	-13%	(2,000)	
Contracted Services	15,000	0	0	0	0	0	13,000	-13%	(2,000)	
Expense Total	15,000	0	0	0	0	0	(13,000)	-13%	(2,000)	
Railroad Crossing Total	15,000	0	0	0	0	0	(13,000)	-13%	(2,000)	
Resurfacing	0	0	0	0	0	0	(2,000)	-13%	(2,000)	
Expense	0	0	0	0	0	0	(2,000)	-13%	(2,000)	
Salaries and Benefits	(960)	0	0	0	0	0	960	0	960	
Expense Total	(960)	0	0	0	0	0	(960)	0	(960)	
Resurfacing Total	(960)	0	0	0	0	0	(960)	0	(960)	
Routine Patrols	0	0	0	0	0	0	(14,140)	33%	14,140	Reallocation
Expense	0	0	0	0	0	0	(14,140)	33%	14,140	
Salaries and Benefits	43,120	0	0	0	0	0	14,140	57,260	33%	



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense Total	43,120	0	0	0	0	0	14,140	57,260	33%	14,140
Routine Patrols Total	43,120	0	0	0	0	0	14,140	57,260	33%	14,140
Sanding and Salting Expense										
Salaries and Benefits	119,540	0	0	0	0	0	89,530	209,070	75%	89,530 Reallocation from Winter Patrols & Standby
Contracted Services	106,100	0	0	50,000	0	0	156,100	47%	50,000 Contract services for 21-Q1-5	
Supplies and Maintenance	355,640	0	0	17,680	0	0	317,320	5%	17,680 Increase based on historical trend	
Expense Total	579,280	0	0	67,680	0	0	89,530	736,390	27%	157,210
Sanding and Salting Total	579,280	0	0	67,680	0	0	89,530	736,390	27%	157,210
Shoulder Maintenance Expense										
Salaries and Benefits	26,950	0	0	0	0	0	140	27,090	1%	140
Supplies and Maintenance	12,000	0	0	0	0	0	18,200	30,200	152%	18,200 Increase based on actuals
Expense Total	38,950	0	0	0	0	0	18,340	57,290	47%	18,340
Shoulder Maintenance Total	38,950	0	0	0	0	0	18,340	57,290	47%	18,340
Sidewalks Expense										
Contracted Services	23,000	0	0	0	0	0	0	23,000	0%	0
Expense Total	23,000	0	0	0	0	0	0	23,000	0%	0
Sidewalks Total	23,000	0	0	0	0	0	0	23,000	0%	0
Signs and Markings Expense										
Salaries and Benefits	91,130	0	0	0	0	0	2,300	93,430	3%	2,300
Contracted Services	52,700	0	0	0	0	0	0	52,700	0%	0
Supplies and Maintenance	31,000	0	0	0	0	0	(1,000)	30,000	-3%	(1,000)
Expense Total	174,830	0	0	0	0	0	1,300	176,130	1%	1,300
Signs and Markings Total	174,830	0	0	0	0	0	1,300	176,130	1%	1,300
Snow Fence, Culvert Thawing Expense										
Salaries and Benefits	77,200	0	0	0	0	0	(2,270)	74,930	-3%	(2,270)
Supplies and Maintenance	2,500	0	0	0	0	0	0	2,500	0%	0
Expense Total	79,700	0	0	0	0	0	(2,270)	77,430	-3%	(2,270)
Snow Fence, Culvert Thawing Total	79,700	0	0	0	0	0	(2,270)	77,430	-3%	(2,270)
Snow Plowing and Removal Revenue										
Provision from Reserve	(100)	0	0	0	0	0	100	0	-100%	100
Revenue Total	(100)	0	0	0	0	0	100	0	-100%	100
Expense Total										
Expense Total										
Salaries and Benefits	216,970	0	0	0	0	0	26,970	243,940	12%	26,970 Reallocation
Contracted Services	212,200	0	0	0	0	0	0	212,200	0%	0
Expense Total	429,170	0	0	0	0	0	26,970	456,140	6%	26,970
Snow Plowing and Removal Total	429,070	0	0	0	0	0	27,070	456,140	6%	27,070
Street Lighting Expense										
Salaries and Benefits	1,860	0	0	0	0	0	(1,860)	0	-100%	(1,860)
Contracted Services	55,000	0	0	0	0	0	8,500	63,500	15%	8,500
Debenture Repayment	327,840	0	0	0	0	0	9,000	336,840	3%	9,000
Hydro/Sewer/Gas	235,000	10,000	0	0	0	0	0	245,000	4%	10,000 Growth per number of streetlights
Supplies and Maintenance	15,000	0	0	0	0	0	(7,000)	8,000	-47%	(7,000)
Other Direct Costs	1,500	0	0	0	0	0	(1,500)	0	-100%	(1,500)
Expense Total	635,200	10,000	0	0	0	0	7,140	653,340	3%	17,140
Street Lighting Total	636,200	10,000	0	0	0	0	7,140	653,340	3%	17,140
Street Name Signs Expense										



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2021 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	370	0	0	0	0	0	(370)	0	-100%	(370)
Expense Total	370	0	0	0	0	0	(370)	0	-100%	(370)
Street Name Signs Total	370	0	0	0	0	0	(370)	0	-100%	(370)
Summer Standby Expense										
Salaries and Benefits	48,580	0	0	0	0	0	(5,660)	42,920	-12%	(5,660)
Expense Total	48,580	0	0	0	0	0	(5,660)	42,920	-12%	(5,660)
Summer Standby Total	48,580	0	0	0	0	0	(5,660)	42,920	-12%	(5,660)
Sweeping,Flushing,Cleaning Expense										
Salaries and Benefits	70,400	0	0	0	0	0	(11,420)	58,980	-16%	(11,420)
Contracted Services	316,630	0	0	0	0	0	(79,860)	236,770	-25%	(79,860)
Expense Total	387,030	0	0	0	0	0	(91,280)	295,750	-24%	(91,280)
Sweeping,Flushing,Cleaning Total	387,030	0	0	0	0	0	(91,280)	295,750	-24%	(91,280)
Vehicle Maintenance Expense										
Salaries and Benefits	34,130	0	0	0	0	0	21,760	55,890	64%	21,760 Reallocation from Machine Shed
Expense Total	34,130	0	0	0	0	0	21,760	55,890	64%	21,760
Vehicle Maintenance Total	34,130	0	0	0	0	0	21,760	55,890	64%	21,760
Winter Patrols Expense										
Salaries and Benefits	67,350	0	0	0	0	0	(67,350)	0	-100%	(67,350)
Expense Total	67,350	0	0	0	0	0	(67,350)	0	-100%	(67,350)
Winter Patrols Total	67,350	0	0	0	0	0	(67,350)	0	-100%	(67,350)
Winter Standby Expense										
Salaries and Benefits	61,830	0	0	0	0	0	(27,790)	34,040	-45%	(27,790)
Expense Total	61,830	0	0	0	0	0	(27,790)	34,040	-45%	(27,790)
Winter Standby Total	61,830	0	0	0	0	0	(27,790)	34,040	-45%	(27,790)
Grand Total	6,875,070	10,000	0	113,400	0	165,810	7,164,280	4%	289,210	

Operations and Infrastructure Services – Parks and Forestry/Horticulture Division

The Town of Georgina Parks and Forestry/Horticulture Division is responsible for the day-to-day operation and maintenance of sports fields, parks, beaches, trails, and municipal cemeteries. Division staff all provide maintenance of street trees, urban forests, street furniture, decorative planters, and winter maintenance of sidewalks and facility parking lots. The division is also responsible for planning, design development and implementation of park/trail capital construction projects.

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

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

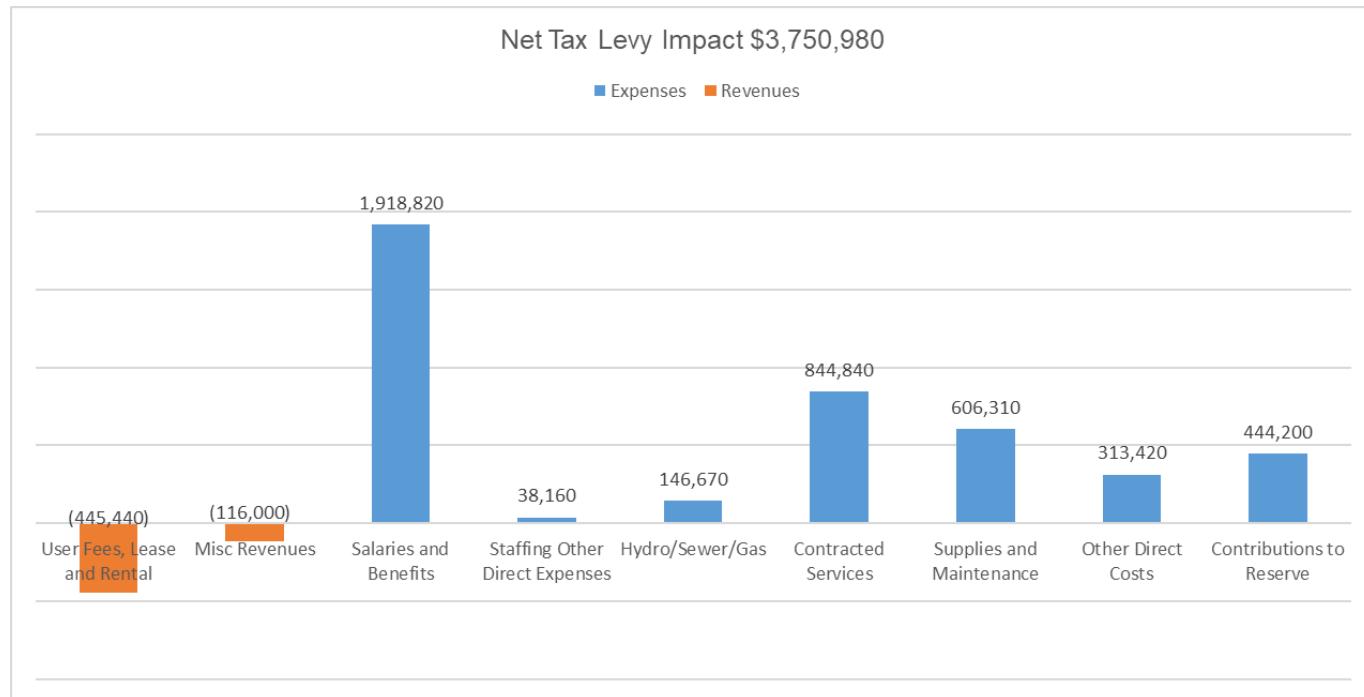
- Maintenance of sports fields and landscape areas in parks and along trails
- Street tree maintenance including the removal and replacement of trees affected by the Emerald Ash Borer (EAB) infestation
- Horticultural services and flower bed maintenance at all Town facilities
- Maintenance of Woodbine Avenue centre medians entry features
- Winter maintenance of municipal sidewalks and parking lots



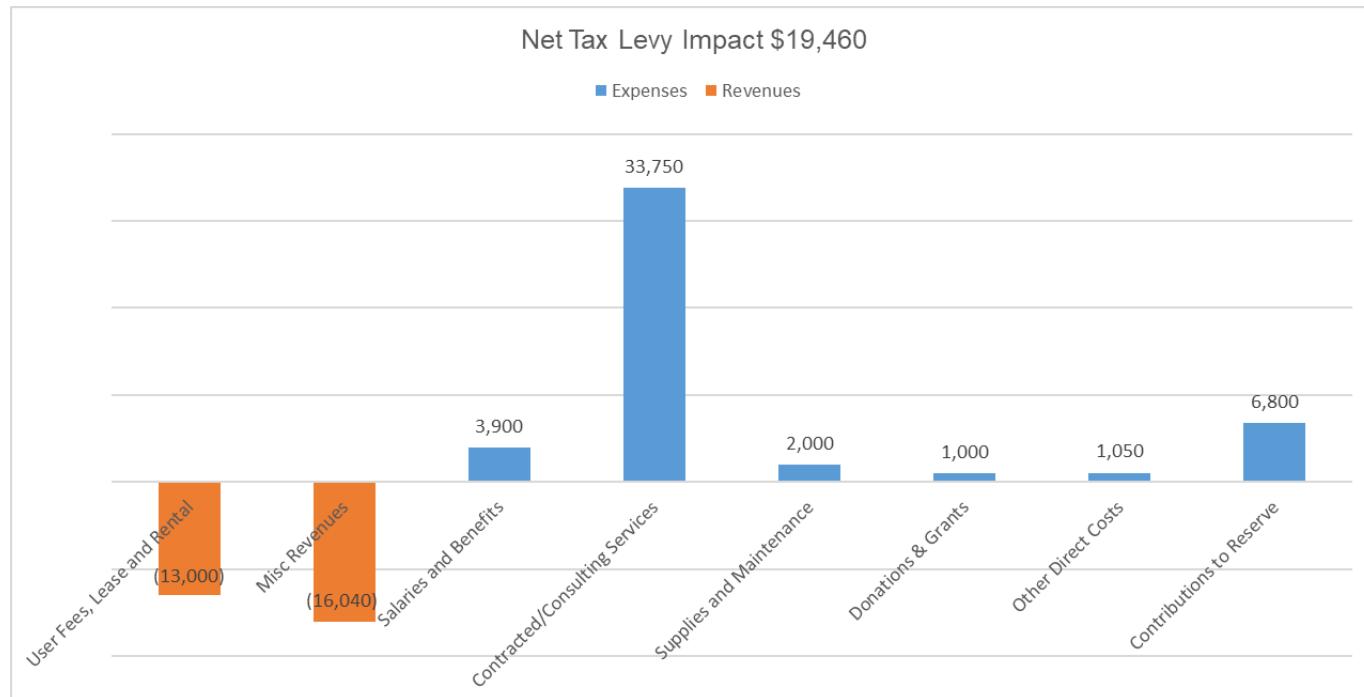
OPERATIONS AND INFRASTRUCTURE SERVICES – PARKS AND FORESTRY/HORTICULTURE DIVISION

2021 Budgeted Expenditures and Revenues

Parks



Cemeteries



GEORGINA

2020 Accomplishments

- Managed the parks and park amenities closures due to COVID-19, including support for the operation of De La Salle Park with reduced capacity and controls on visitor attendance in compliance with COVID-19 protocols.
- Commencement of the construction of the Julia Munro Community Park in Sutton with the Award of Tender in the fall of 2020.
- Waterfront Parks Master Plan (Part 1) underway with inventory, analysis, park design concepts and preparation for public feedback sessions.
- Streetscape design standards drafted based on significant public feedback.
- Playground replacement (four locations) underway including surveying and detailed design.
- Initiated the design of the Dalton Road Multi-use path.

Key Projects for 2021

- Support the development and implementation of waterfront park opening and operational plans pending establishment of COVID-19 protocols for large public gatherings in conjunction with public health officials and the Town's Recreation and Culture Department
- Completion of Part 1 of the Waterfront Parks Master Plan to determine the opportunities to better utilize and improve the Town's waterfront parks, beaches
- Complete the construction of Julia Munro Park
- Update the Keswick Cemetery Master Plan
- Upgrades and replacement of facilities and fencing within West Park
- Continue implementation of the Urban Tree Canopy Maintenance program with replacement of trees affected by the Emerald Ash Borer (EAB) infestation





GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Parks - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	1,044,310	13,550	0	1,740	0	247,580	1,307,180	25%	262,870
Recreational Parks									
Ball Diamonds	90,610	0	0	0	0	(340)	90,270	0%	(340)
Keswick Skate Park	10,670	0	0	(500)	0	(2,280)	7,890	-26%	(2,780)
Labour Allocation	0	0	0	0	0	0	0	0%	0
North Gwillimbury	(8,650)	0	0	0	0	(7,350)	(16,000)	85%	(7,350)
Playgrounds	120,270	0	0	0	0	(12,150)	108,120	-10%	(12,150)
Soccer Pitches	67,100	0	0	0	0	(9,970)	57,130	-15%	(9,970)
Fleet	0	0	0	0	0	206,460	206,460	206,460	206,460
De La Salle Park	28,950	0	0	6,090	0	54,510	89,550	209%	60,600
Holmes Point	(11,460)	0	0	0	0	(16,830)	(28,290)	147%	(16,830)
481 Lake Drive	0	0	0	3,670	0	0	3,670	0%	3,670
Parks Facilities Maintenance	551,840	0	0	0	0	(61,360)	490,480	-11%	(61,360)
Parks Maintenance									
Garbage Collection	183,890	0	0	0	0	(40,310)	143,580	-22%	(40,310)
Grounds Maintenance	321,510	0	0	0	0	(116,400)	205,110	-36%	(116,400)
Snow Removal	323,010	0	0	0	0	(101,450)	221,560	-31%	(101,450)
Planting Program									
Planting Program	497,090	0	0	0	0	(67,300)	429,790	-14%	(67,300)
Urban Forestry	632,500	0	0	0	0	(90,000)	542,500	-14%	(90,000)
Willow Beach/Wharf									
Wharves	(9,680)	0	0	0	0	0	(9,680)	0%	0
Willow Beach	(93,740)	0	0	0	0	4,400	(89,340)	-5%	4,400
Willow Wharf	(9,000)	0	0	0	0	0	(9,000)	0%	0
Grand Total	3,739,220	13,550	0	11,000	0	(12,790)	3,750,980	0%	11,760



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Parks - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
481 Lake Drive										
Revenue										
User Fees, Lease and Rental	(5,040)	0	0	0	0	0	(5,040)	0%	0	
Revenue Total	(5,040)	0	0	0	0	0	(5,040)	0%	0	
Expense										
Contracted Services	2,500	0	0	3,670	0	0	6,170	147%	3,670	
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	
Expense Total	5,040	0	0	3,670	0	0	8,710	73%	3,670	
481 Lake Drive Total	0	0	0	3,670	0	0	3,670	3,670	3,670	
Administration										
Revenue										
Misc Revenues	(20,000)	0	0	0	0	0	(20,000)	0%	0	
Revenue Total	(20,000)	0	0	0	0	0	(20,000)	0%	0	
Expense										
Salaries and Benefits	440,750	0	0	0	0	0	222,130	662,880	50%	222,130 Reallocation to Labour Allocation
Staffing Other Direct Expenses	30,060	0	0	0	0	0	2,200	32,260	7%	2,200
Contributions to Reserve	284,200	0	0	0	0	0	0	284,200	0%	0 Reallocation from Non-program
Hydro/Sewer/Gas	32,600	0	0	0	0	0	0	32,600	0%	0
Supplies and Maintenance	132,300	0	0	0	0	0	17,750	150,050	13%	17,750 Increase based on historical trend
Other Direct Costs	144,400	13,550	0	1,740	0	0	5,500	165,190	14%	20,790 Increase based on actuals
Expense Total	1,064,310	13,550	0	1,740	0	0	247,580	1,327,180	25%	262,870
Administration Total	1,044,310	13,550	0	1,740	0	0	247,580	1,307,180	25%	262,870
Ball Diamonds										
Revenue										
Misc Revenues	(53,000)	0	0	0	0	0	(53,000)	0%	0	
Revenue Total	(53,000)	0	0	0	0	0	(53,000)	0%	0	
Expense										
Salaries and Benefits	71,020	0	0	0	0	0	4,640	75,660	7%	4,640 Reallocation to Labour Allocation
Contracted Services	21,110	0	0	0	0	0	8,200	29,310	39%	8,200
Hydro/Sewer/Gas	12,210	0	0	0	0	0	0	12,210	0%	0
Supplies and Maintenance	39,270	0	0	0	0	0	(13,180)	26,090	-34%	(13,180) Reallocation to Fleet
Expense Total	143,610	0	0	0	0	0	(340)	143,270	0%	(340)
Ball Diamonds Total	90,610	0	0	0	0	0	(340)	90,270	0%	(340)
De La Salle Park										
Revenue										
User Fees, Lease and Rental	(200,800)	0	0	0	0	0	(200,800)	0%	0	
Revenue Total	(200,800)	0	0	0	0	0	(200,800)	0%	0	
Expense										
Salaries and Benefits	100,930	0	0	0	0	0	(50,590)	50,340	-50%	(50,590) Reallocation to Labour Allocation
Staffing Other Direct Expenses	1,000	0	0	0	0	0	0	1,000	0%	0
Contracted Services	19,500	0	0	0	0	0	60,000	79,500	308%	60,000 Reallocation from contracted services
Contributions to Reserve	0	0	0	0	0	0	8,500	8,500	0%	8,500
Hydro/Sewer/Gas	49,980	0	0	0	0	0	0	49,980	0%	0
Supplies and Maintenance	12,800	0	0	0	0	0	(1,200)	11,600	-9%	(1,200)
Other Direct Costs	45,540	0	0	6,090	0	0	37,800	89,430	96%	43,890
Expense Total	229,750	0	0	6,090	0	0	54,510	290,350	26%	60,600
De La Salle Park Total	28,950	0	0	6,090	0	0	54,510	89,550	20%	60,600
Facilities										
Revenue										
Salaries and Benefits	284,500	0	0	0	0	0	(41,470)	243,030	-15%	(41,470) Reallocation to Labour Allocation
Contracted Services	58,000	0	0	0	0	0	25,000	83,000	43%	25,000 Reallocation from contracted services
Contributions to Reserve	75,000	0	0	0	0	0	0	75,000	0%	0
Hydro/Sewer/Gas	5,320	0	0	0	0	0	0	5,320	0%	0



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Parks - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Supplies and Maintenance	127,690	0	0	0	0	(44,310)	83,380	-35%	(44,310)	Decrease based on historical trend / Reallocation
Other Direct Costs	1,330	0	0	0	0	(580)	750	-44%	(580)	
Expense Total	551,840	0	0	0	0	(61,360)	490,480	-11%	(61,360)	
Facilities Total	551,840	0	0	0	0	(61,360)	490,480	-11%	(61,360)	
Fleet										
Expense										
Supplies and Maintenance	0	0	0	0	0	0	206,460	206,460	206,460	206,460 Reallocation from other areas
Expense Total	0	0	0	0	0	0	206,460		206,460	
Fleet Total	0	0	0	0	0	0	206,460		206,460	
Garbage Collection										
Expense										
Salaries and Benefits	141,250	0	0	0	0	(20,170)	121,080	-14%	(20,170)	Reallocation to Labour Allocation
Supplies and Maintenance	36,020	0	0	0	0	(19,520)	16,500	-54%	(19,520)	Reallocation to Fleet
Other Direct Costs	6,620	0	0	0	0	(620)	6,000	-9%	(620)	
Expense Total	183,890	0	0	0	0	(40,310)	143,580	-22%	(40,310)	
Garbage Collection Total	183,890	0	0	0	0	(40,310)	143,580	-22%	(40,310)	
Grounds Maintenance										
Expense										
Salaries and Benefits	235,240	0	0	0	0	(71,060)	164,180	-30%	(71,060)	Reallocation to Labour Allocation
Contracted Services	20,000	0	0	0	0	0	20,000	0%	0	
Supplies and Maintenance	66,270	0	0	0	0	(45,340)	20,930	-68%	(45,340)	Reallocation to Fleet
Expense Total	321,510	0	0	0	0	(116,400)	205,110	-36%	(116,400)	
Grounds Maintenance Total	321,510	0	0	0	0	(116,400)	205,110	-36%	(116,400)	
Holmes Point										
Revenue										
Misc Revenues	(1,000)	0	0	0	0	0	(1,000)	0%	0	
User Fees, Lease and Rental	(48,000)	0	0	0	0	0	(48,000)	0%	0	
Revenue Total	(49,000)	0	0	0	0	0	(49,000)	0%	0	
Expense										
Salaries and Benefits	18,000	0	0	0	0	(9,000)	9,000	-50%	(9,000)	Reallocation to Labour Allocation
Staffing Other Direct Expenses	900	0	0	0	0	0	900	0%	0	
Contributions to Reserve	0	0	0	0	0	8,500	8,500	0%	8,500	
Hydro/Sewer/Gas	660	0	0	0	0	0	660	0%	0	
Supplies and Maintenance	2,000	0	0	0	0	(500)	1,500	-25%	(500)	
Other Direct Costs	15,980	0	0	0	0	(15,830)	150	-98%	(15,830)	Reallocation to Park Security
Expense Total	37,540	0	0	0	0	(16,830)	20,710	-45%	(16,830)	
Holmes Point Total	(11,460)	0	0	0	0	(16,830)	(28,290)	147%	(16,830)	
Keswick Skate Park										
Expense										
Salaries and Benefits	7,670	0	0	0	(500)	0	(280)	6,890	-10%	(780)
Supplies and Maintenance	3,000	0	0	0	0	0	(2,000)	1,000	-67%	(2,000)
Expense Total	10,670	0	0	0	(500)	0	(2,280)	7,890	-26%	(2,280)
Keswick Skate Park Total	10,670	0	0	0	(500)	0	(2,280)	7,890	-26%	(2,280)
Labour Allocation										
Expense										
Salaries and Benefits	0	0	0	0	0	0	0	0	0	0 Labour Allocation
User Fees, Lease and Rental	(19,500)	0	0	0	0	0	0	0	0	
Labour Allocation Total	0	0	0	0	0	0	0	0	0	0
North Gwillimbury										
Revenue										
User Fees, Lease and Rental	(19,500)	0	0	0	0	0	0	(19,500)	0%	0
Revenue Total	(19,500)	0	0	0	0	0	0	(19,500)	0%	0
Expense										
Salaries and Benefits	3,500	0	0	0	0	0	0	3,500	0%	0



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Parks - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS	
Staffing Other Direct Expenses	1,100	0	0	0	0	0	(1,100)	0	-100%	(1,100)	
Other Direct Costs	6,250	0	0	0	(6,250)	0	0	-100%	(6,250)		
Expense Total	10,850	0	0	0	(7,350)	3,500	(16,000)	-68%	(7,350)		
North Gwillimbury Total	(8,650)	0	0	0	(7,350)	85%	(16,000)				
Planting Program Expense											
Salaries and Benefits	376,510	0	0	0	0	(44,810)	331,700	-12%	(44,810)	Reallocation to Labour Allocation	
Contracted Services	15,000	0	0	0	(5,000)	10,000	10,000	-33%	(5,000)		
Hydro/Sewer/Gas	10,290	0	0	0	0	10,290	0	0%	0	Decrease based on historical trend / Reallocation	
Supplies and Maintenance	43,790	0	0	0	0	(17,490)	26,300	-40%	(17,490)	Fleet	
Other Direct Costs	51,500	0	0	0	0	0	51,500	0%	0		
Expense Total	497,090	0	0	0	0	(67,300)	429,790	-14%	(67,300)	(67,300)	
Planting Program Total Playgrounds	497,090	0	0	0	(67,300)	429,790	(67,300)				
Expense											
Salaries and Benefits	15,000	0	0	0	0	(740)	14,260	-5%	(740)	Reallocation to Labour Allocation	
Contracted Services	12,000	0	0	0	0	(7,000)	5,000	-58%	(7,000)		
Contributions to Reserve	60,000	0	0	0	0	0	60,000	0%	0		
Hydro/Sewer/Gas	14,860	0	0	0	0	0	14,860	0%	0		
Supplies and Maintenance	18,410	0	0	0	0	(4,410)	14,000	-24%	(4,410)		
Expense Total	120,270	0	0	0	0	(12,150)	108,120	-10%	(12,150)		
Playgrounds Total Snow Removal	120,270	0	0	0	(12,150)	108,120	(12,150)				
Expense											
Salaries and Benefits	250,560	0	0	0	0	(48,000)	202,560	-19%	(48,000)	Reallocation to Labour Allocation	
Contracted Services	16,000	0	0	0	0	0	16,000	0%	0		
Supplies and Maintenance	55,960	0	0	0	0	(52,960)	3,000	-95%	(52,960)	Reallocation to Fleet	
Other Direct Costs	490	0	0	0	0	(490)	0	-100%	(490)		
Expense Total	323,010	0	0	0	0	(101,450)	221,560	-31%	(101,450)		
Snow Removal Total Soccer Pitches	323,010	0	0	0	(101,450)	221,560	(101,450)				
Revenue											
Misc Revenues	(42,000)	0	0	0	0	0	(42,000)	0%	0		
Revenue Total	(42,000)	0	0	0	0	0	(42,000)				
Expense											
Salaries and Benefits	24,460	0	0	0	0	0	(5,370)	19,090	-22%	(5,370)	Reallocation to Labour Allocation
Contracted Services	11,800	0	0	0	0	0	12,000	23,800	102%	12,000	Increase based on actuals
Hydro/Sewer/Gas	15,540	0	0	0	0	0	15,540	0	0%	0	
Supplies and Maintenance	57,300	0	0	0	0	0	(16,600)	40,700	-29%	(16,600)	Reallocation to Fleet
Expense Total	109,100	0	0	0	0	0	(9,970)	99,130	-9%	(9,970)	
Soccer Pitches Total Urban Forestry	67,100	0	0	0	0	(9,970)	57,130	-15%	(9,970)		
Expense											
Contracted Services	620,000	0	0	0	0	0	(80,000)	540,000	-13%	(80,000)	Decrease based on historical trend
Supplies and Maintenance	12,500	0	0	0	0	0	(10,000)	2,500	-80%	(10,000)	Reallocation to Fleet
Expense Total	632,500	0	0	0	0	0	(90,000)	542,500	-14%	(90,000)	
Urban Forestry Total Wharves	632,500	0	0	0	0	0	(90,000)	542,500	-14%	(90,000)	
Revenue											
User Fees, Lease and Rental	(13,100)	0	0	0	0	0	(13,100)	0%	0		
Revenue Total	(13,100)	0	0	0	0	0	(13,100)				
Expense											
Salaries and Benefits	2,500	0	0	0	0	0	0	2,500	0%	0	
Hydro/Sewer/Gas	770	0	0	0	0	0	0	770	0%	0	



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Parks - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Other Direct Costs	150	0	0	0	0	0	0	0%	0	
Expense Total	3,420	0	0	0	0	0	3,420	0%	0	
Wharves Total	0	0	0	0	0	0	(9,680)	0%	0	
Willow Beach Revenue										
User Fees, Lease and Rental	(150,000)	0	0	0	0	0	(150,000)	0%	0	
Revenue Total	(150,000)	0	0	0	0	0	(150,000)	0%	0	
Expense										
Salaries and Benefits	25,700	0	0	0	0	(13,550)	12,150	-53%	(13,550)	Reallocation to Labour Allocation
Staffing Other Direct Expenses	4,000	0	0	0	0	0	4,000	0%	0	
Contracted Services	9,110	0	0	0	0	22,950	32,060	252%	22,950	Reallocation from contracted services
Contributions to Reserve	0	0	0	0	0	8,000	8,000	0	8,000	
Hydro/Sewer/Gas	2,400	0	0	0	0	0	2,400	0%	0	
Supplies and Maintenance	2,300	0	0	0	0	(500)	1,800	-22%	(500)	
Other Direct Costs	12,750	0	0	0	0	(12,500)	250	-98%	(12,500)	Reallocation to Park Security
Expense Total	56,260	0	0	0	0	4,400	60,660	8%	4,400	
Willow Beach Total	(93,740)	0	0	0	0	4,400	(89,340)	-5%	4,400	
Willow Wharf Revenue										
User Fees, Lease and Rental	(9,000)	0	0	0	0	0	(9,000)	0%	0	
Revenue Total	(9,000)	0	0	0	0	0	(9,000)	0%	0	
Willow Wharf Total	0	0	0	0	0	0	(9,000)	0%	0	
Grand Total	3,739,220	13,550	0	11,000	0	(12,790)	3,750,980	0%	11,760	



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Cemeteries - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
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 - Keswick	6,730	0	0	0	0	0	6,730	0%	0
Cemeteries - Sheppard's	1,250	0	0	0	0	0	1,250	0%	0
Grand Total	19,460	0	0	0	0	0	19,460	0%	0



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Cemeteries - Budget Details

		2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Cemeteries - Baldwin											
Expense											
Contracted/Consulting Services	4,000	0	0	0	0	0	0	4,000	0%	0	0
Expense Total	4,000	0	0	0	0	0	0	4,000	0%	0	0
Cemeteries - Baldwin Total	4,000	0	0	0	0	0	0	4,000	0%	0	0
Cemeteries - Cooke's											
Expense											
Salaries and Benefits	1,000	0	0	0	0	0	0	1,000	0%	0	0
Contracted/Consulting Services	4,300	0	0	0	0	0	0	4,300	0%	0	0
Donations & Grants	1,000	0	0	0	0	0	0	1,000	0%	0	0
Expense Total	6,300	0	0	0	0	0	0	6,300	0%	0	0
Cemeteries - Cooke's Total	6,300	0	0	0	0	0	0	6,300	0%	0	0
Cemeteries - Johnson's											
Revenue											
Misc Revenues	(20)	0	0	0	0	0	0	(20)	0%	0	0
Revenue Total	(20)	0	0	0	0	0	0	(20)	0%	0	0
Expense											
Contracted/Consulting Services	1,200	0	0	0	0	0	0	1,200	0%	0	0
Expense Total	1,200	0	0	0	0	0	0	1,200	0%	0	0
Cemeteries - Johnson's Total	1,200	0	0	0	0	0	0	1,200	0%	0	0
Cemeteries - Keswick											
Revenue											
Misc Revenues	(16,020)	0	0	0	0	0	0	(16,020)	0%	0	0
User Fees, Lease and Rental	(13,000)	0	0	0	0	0	0	(13,000)	0%	0	0
Revenue Total	(29,020)	0	0	0	0	0	0	(29,020)	0%	0	0
Expense											
Salaries and Benefits	2,900	0	0	0	0	0	0	2,900	0%	0	0
Contracted/Consulting Services	23,000	0	0	0	0	0	0	23,000	0%	0	0
Contributions to Reserve	6,800	0	0	0	0	0	0	6,800	0%	0	0
Supplies and Maintenance	2,000	0	0	0	0	0	0	2,000	0%	0	0
Other Direct Costs	1,050	0	0	0	0	0	0	1,050	0%	0	0
Expense Total	35,750	0	0	0	0	0	0	35,750	0%	0	0
Cemeteries - Keswick Total	6,730	0	0	0	0	0	0	6,730	0%	0	0
Cemeteries - Sheppard's											
Expense											
Contracted/Consulting Services	1,250	0	0	0	0	0	0	1,250	0%	0	0
Expense Total	1,250	0	0	0	0	0	0	1,250	0%	0	0
Cemeteries - Sheppard's Total	1,250	0	0	0	0	0	0	1,250	0%	0	0
Grand Total	19,460	0	0	0	0	0	0	19,460	0%	0	0

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 rehabilitation and replacement of core municipal infrastructure assets such as roads, bridges, water and sewer mains. The Division also manages Fleet Services which provides a range of services for Town-owned vehicles and equipment.

Services provided by the Asset Management and Technical Services Division includes:

- Preparing, maintaining and implementing the Town's Asset Management Plan and Program for core municipal assets
- Planning and delivering major capital construction projects and studies
- Maintaining Town vehicles and large equipment
- Protecting municipal assets through administration of permits and approvals for utility installations and external contractors working on Town roads and other private infrastructure
- Providing administrative, technical and engineering support to the Operations and Infrastructure Department

329 – Kilometres of road infrastructure

13 years – Average age of road surface

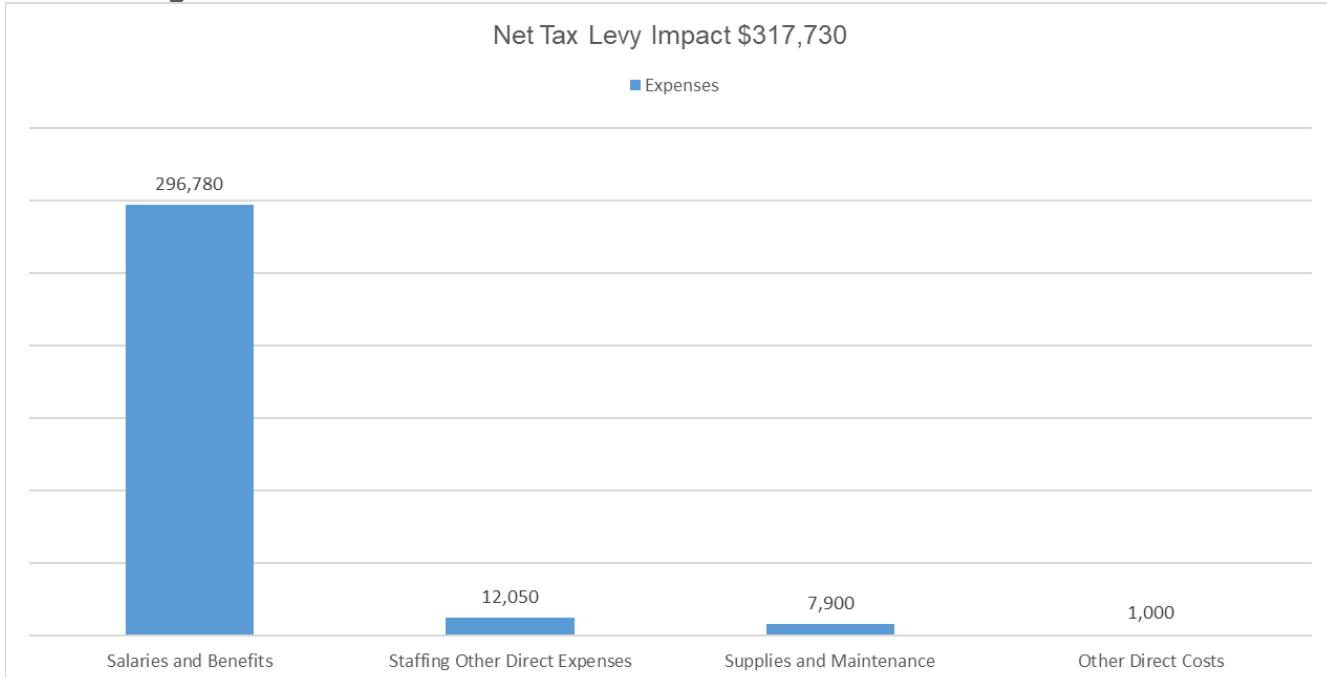
193 – Kilometres of watermains

4,345 – Number of streetlights

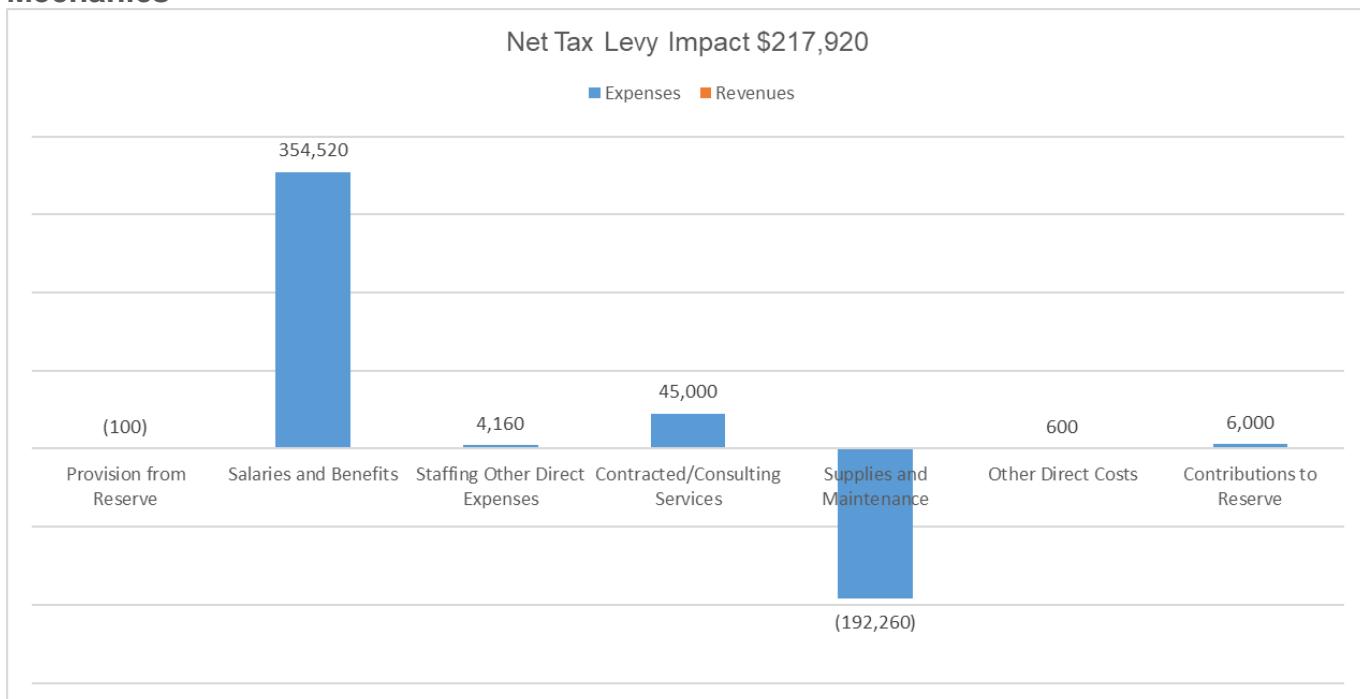
OPERATIONS AND INFRASTRUCTURE SERVICES – ASSET MANAGEMENT & TECHNICAL SERVICES DIVISION

2020 Budgeted Expenditures and Revenues

Asset Management



Mechanics



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2020 Accomplishments

Asset Management and Technical Services

- Commenced the preparation of an Asset Management Plan for the Town's core assets.
- Commenced the condition assessment of sewage pump stations #1, 2, 7 and 8.

Capital Projects

- Completed the road rehabilitation of Queensway South, Old Shiloh, Cryderman, Miles, Sibbald, Simcoe and Forestry subdivision
- Completed the rehabilitation of Church Street from Shorecrest Road to Metro Road
- Awarded the tender to start rehabilitation of Old Shiloh East, Baldwin and Frog Street bridges
- Commenced the Hedge Road stabilization design and public consultation project
- Commenced the design and geotechnical investigation of the road rehabilitation of Irving Drive

Fleet Services

- Assisted in a joint multi-vehicle tender to replace vehicles and equipment across multiple Town departments
- Completed hundreds of service requests on 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 2021

- Completion of the Town's Asset Management Plan for Core Municipal Assets (roads, bridges, water distribution and wastewater collection).
- Continued the Pavement Management Program in partnership with York Region.
- Assumption, design and geotechnical investigation of Estonian camp roads in Udora.
- Completion of design and start of construction for the rehabilitation of the water distribution system on Grew Boulevard, Faircrest Avenue, Sunnidale Boulevard and Simcoe Drive.
- Construction phase of the rehabilitation of Irving Drive.
- Construction of the Hedge Road stabilization project.



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2021 OPERATING BUDGET

Operations and Infrastructure - Asset Management - Budget Detail

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	283,470	0	0	11,820	0	0	1,490	296,780	5%	13,310 Salary step increases
Staffing Other Direct Expenses	7,000	0	0	0	0	0	5,050	12,050	72%	5,050
Supplies and Maintenance	0	0	0	0	0	0	7,900	7,900		7,900
Other Direct Costs	0	0	0	0	0	0	1,000	1,000		1,000
Expense Total	290,470	0	0	11,820	0	0	15,440	317,730	9%	27,260
Administration Total	290,470	0	0	11,820	0	0	15,440	317,730	9%	27,260
Grand Total	290,470	0	0	11,820	0	0	15,440	317,730	9%	27,260



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2021 OPERATING BUDGET

Operations and Infrastructure - Mechanics - Budget Details

Mechanic's Garage	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue										
Provision from Reserve	(100)	0	0	0	0	0	(100)	0%	0	0
Revenue Total	(100)	0	0	0	0	0	(100)	0%	0	0
Expense										
Salaries and Benefits	353,060	0	0	1,460	0	0	354,520	0%	1,460	
Staffing Other Direct Expenses	4,000	1,160	0	0	0	(1,000)	4,160	4%	160	
Contracted/Consulting Services	65,000	0	0	0	0	(20,000)	45,000	-31%	(20,000)	Reallocation from Roads
Contributions to Reserve	6,000	0	0	0	0	0	6,000	0%	0	
Supplies and Maintenance	(163,400)	0	0	0	0	(28,860)	(192,260)	18%	(28,860)	Increase in recovery from Garage
Other Direct Costs	600	0	0	0	0	0	600	0%	0	
Expense Total	265,160	1,160	0	1,460	0	(49,860)	218,020	-18%	(47,240)	
Mechanic's Garage Total	265,160	1,160	0	1,460	0	(49,860)	217,920	-18%	(47,240)	
Grand Total										

Operations and Infrastructure – Environmental Services Division

The Environmental Services Division is responsible for maintaining the Town's water and wastewater systems, stormwater management facilities, and administering solid waste management and recycling programs, aquatic weed and mosquito control, and groundwater monitoring programs.

The Water and Wastewater group operates and maintains the Keswick and Sutton water distribution and wastewater collection systems. 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 stations, public water stations, and service connections. It also includes wastewater sewers, pumping stations, residential grinder/ejector pumps and lateral connections. The division is also responsible for managing conveyance, storage, treatment and discharge of stormwater runoff to the environment.

5,000 – Water samples analyzed

10,500 – Tons of solid waste diverted from disposal through recycling

Services provided by the Environmental Services Division include:

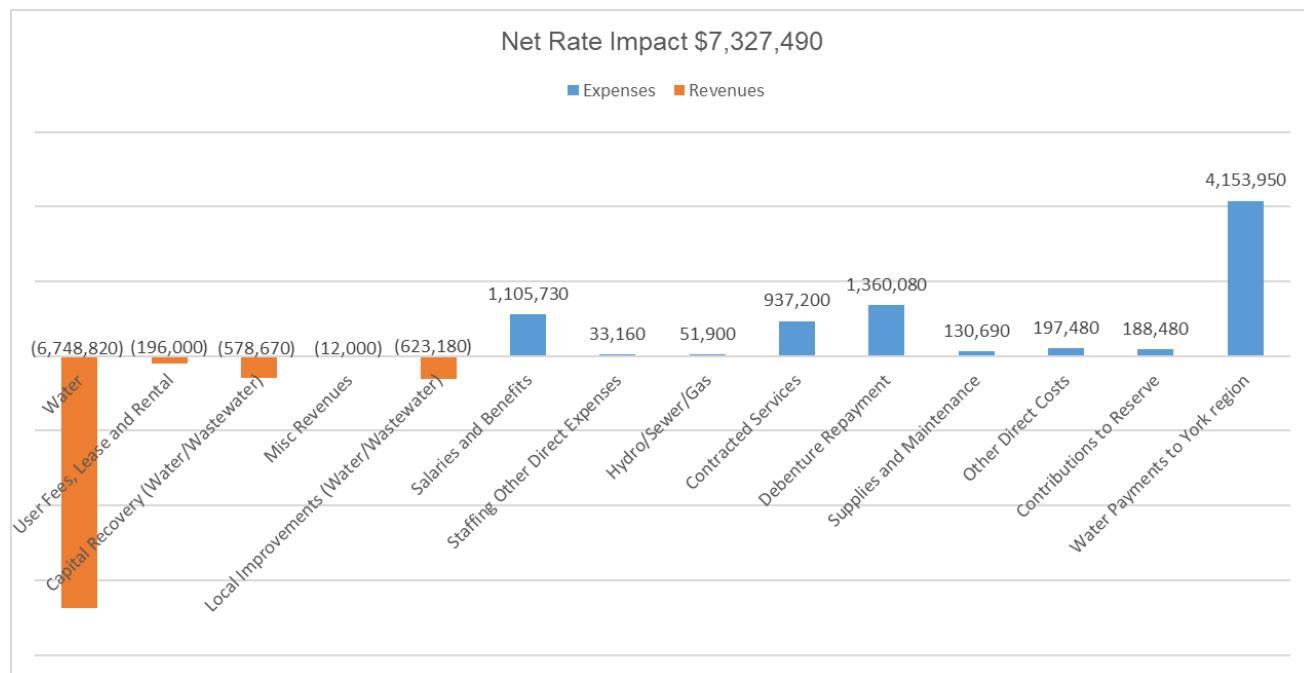
- Solid Waste management – Weekly pick up of residential recycling and compost, and bi-weekly residual waste through a contracted service
- Municipal drinking water quality, sampling, monitoring and reporting
- Water system operations, maintenance including and repairs of watermain breaks and service leaks watermain flushing and swabbing
- Customer Service including water turn off/on
- Wastewater system operations, maintenance and repairs including sewer break repairs, sewer flushing closed circuit television (CCTV) inspection of sewers, clearing sewer backups, pump station repairs and cleaning, and odour management
- Stormwater management system operations, maintenance and repairs



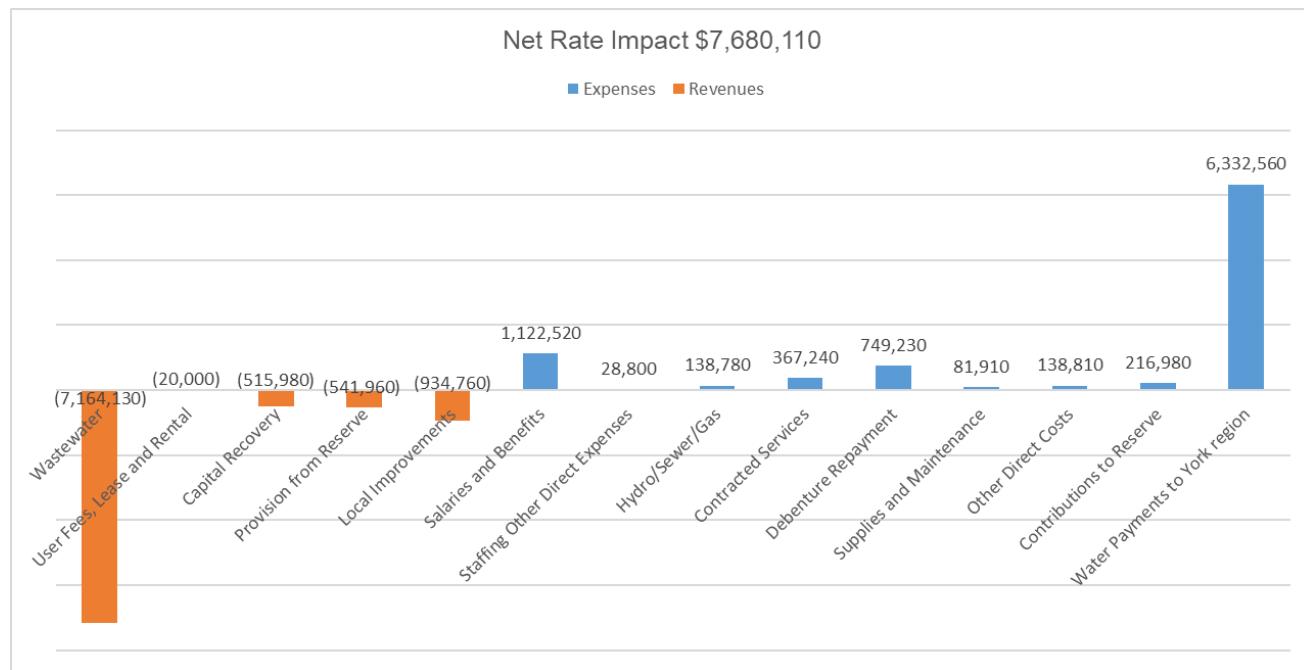
OPERATIONS AND INFRASTRUCTURE SERVICES – ENVIRONMENTAL SERVICES DIVISION

2021 Budgeted Expenditures and Revenues

Water



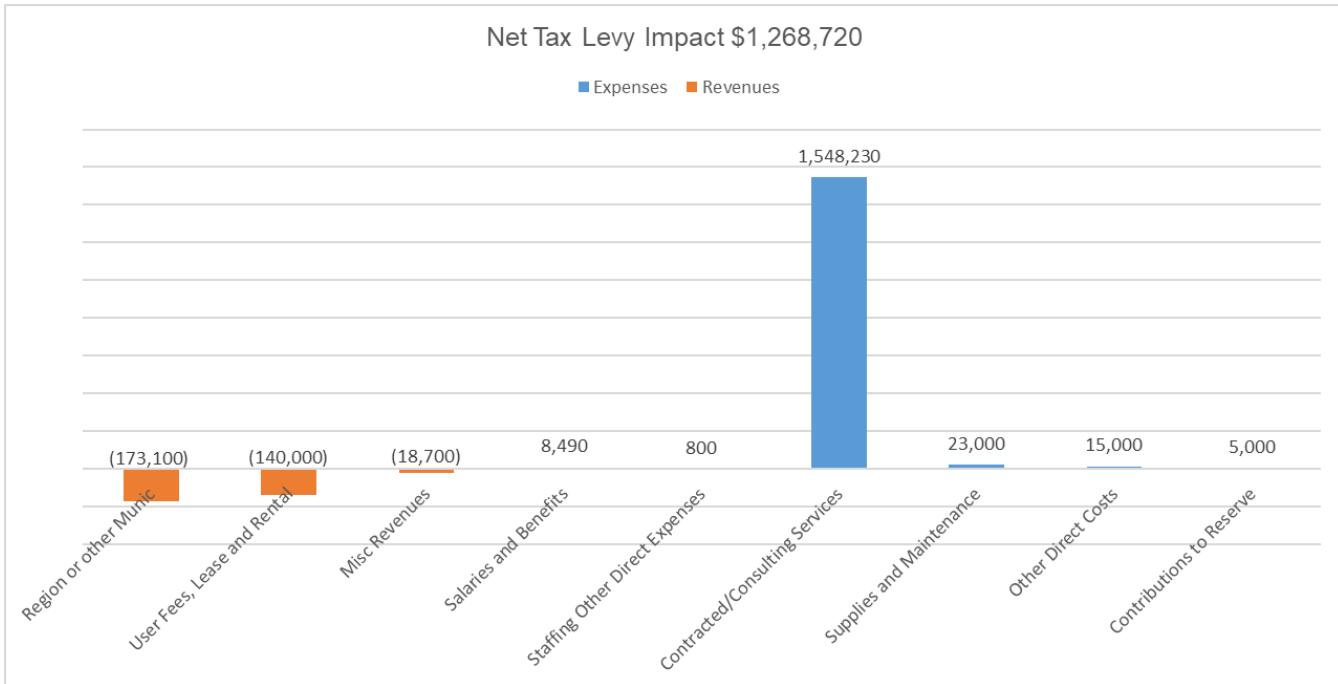
Wastewater



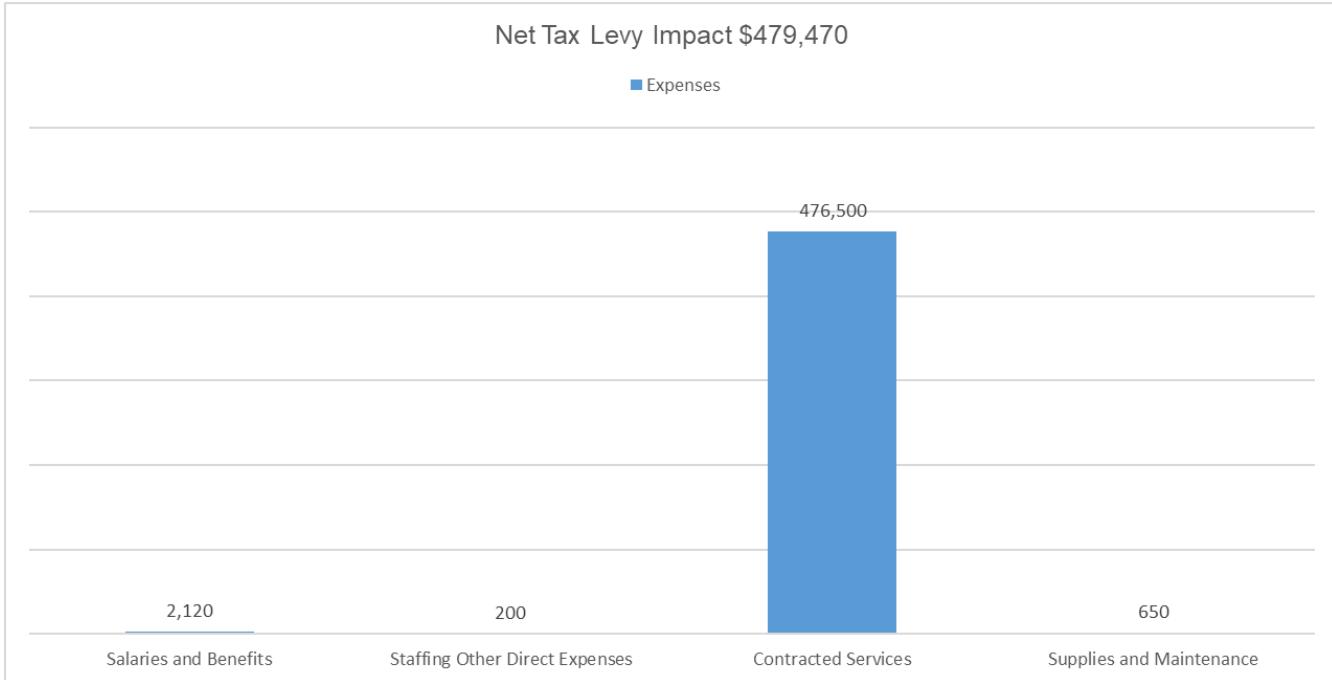
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OPERATIONS AND INFRASTRUCTURE SERVICES – ENVIRONMENTAL SERVICES DIVISION

Refuse and Recycle



Environmental



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2020 Accomplishments

- COVID-19 business continuity for all staff in Environmental Services. No public services interrupted since the start of the pandemic closures.
- Provincial inspection of the drinking water system. 100 per cent score consistent with 2019.
- External audit of the Drinking Water Quality Management System (DWQMS). 100 per cent score consistent with 2019.
- Stormwater management facility inventory and Operations and Maintenance Plan.

Key Projects for 2021

- Obtaining a consolidated Environmental Compliance Approval (Permit) from the Ministry of the Environment, Conservation and Parks for the Town's wastewater collection system, including approval for pre-authorization of future system expansions subject to engineering review.
- Establish a fire hydrant painting program to comply with the National Fire Protection Association guideline linking available system flow for firefighting with standard colour coding.
- 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 including remote reading of water meters with radio-transmission technology
- Implementing formalized stormwater management facility operations and maintenance plan and inspection protocols.
- Development of wastewater collection operations and maintenance manual consistent with the operational plan for the drinking water system.
- Implementation of the Cockburn subdivision watermain replacement project – Faircrest Avenue, Grew Boulevard, Sunnidale Boulevard and O'Connor Drive drinking water water mains.



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OPERATIONS AND INFRASTRUCTURE SERVICES – ENVIRONMENTAL SERVICES DIVISION

- Completion of the Wexford Pumping Station replacement and expansion of the boosted pressure zone in central Keswick including construction of the Morton Avenue watermain.
- Pilot projects for drinking water system valve inspection and exercising and maintenance hole (MH) inspections within the sanitary sewer and stormwater collection systems.



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2021 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration									
Administration	(2,284,020)	0	0	(143,880)	3,200	241,220	(2,183,480)	-4%	100,540
Labour Allocation	1,066,740	0	36,000	48,210	0	(1,167,750)	(16,800)	-102%	(1,083,540)
Water System maintenance									
Distribution System	640,540	0	0	0	0	260,960	901,500	41%	260,960
Hydrants	129,680	0	0	0	0	130,490	260,170	101%	130,490
SCADA & Network	112,360	0	0	0	0	54,450	166,810	48%	54,450
Water Booster Stations	96,620	0	0	0	141,000	76,240	313,860	225%	217,240
Water Meters	131,550	0	0	20,000	0	54,450	206,000	57%	74,450
Water Quality & Monitoring	24,630	0	0	0	0	174,260	198,890	708%	174,260
Water Operations Centre	46,900	0	0	0	0	71,150	118,050	152%	71,150
Water Fleet	35,000	0	0	0	0	0	35,000	0%	0
Grand Total	0	0	36,000	(75,670)	144,200	(104,530)	0		



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY FINANCING	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS	
Administration											
Revenue											
Water	(7,096,820)	0	0	348,000	0	0	(6,748,820)	-5%	348,000	Decrease in revenue due to deferral and reduction of Water rate increase from 2019	
Capital Recovery (Water/Waste)	(612,070)	0	0	33,400	0	0	(578,670)	-5%	33,400	Water rate increase from 2019	
Local Improvements (Water/Waste)	(631,920)	0	0	0	0	0	(623,180)	-1%	8,740	Decrease in revenue due to deferral and reduction of Water rate increase from 2019	
Misc Revenues	(12,000)	0	0	0	0	0	(12,000)	0%	0		
User Fees, Lease and Rental	(196,000)	0	0	0	0	0	(196,000)	0%	0		
Revenue Total	(8,548,810)	0	0	381,400	0	0	8,158,670)	-5%	390,140		
Expense											
Salaries and Benefits	0	0	0	0	0	0	234,540	234,540	234,540	Reallocation from Labour Allocation	
Staffing Other Direct Expenses	15,360	0	0	0	0	0	1,800	17,160	1,800		
Contributions to Reserve	722,190	0	0	(524,980)	0	(8,730)	188,480	-74%	(533,710)	Decrease/offset based on Water rates	
Debtenture Repayment	1,219,100	0	0	0	(20)	0	1,219,080	0%	(20)		
Contracted Services	6,570	0	0	0	0	0	3,430	10,000	52%	3,430	
Supplies and Maintenance	26,000	0	0	(300)	0	0	(6,500)	19,200	-26%	(6,800)	
Other Direct Costs	131,560	0	0	0	0	0	3,220	(2,000)	1,220		
Water Payments to York region	4,144,010	0	0	0	0	0	9,940	4,153,950	0%	9,940	
Expense Total	6,264,790	0	0	(525,280)	3,200	0	232,480	5,975,190	-5%	(289,600)	
Administration Total	(2,284,020)	0	0	(143,880)	3,200	0	241,220	(2,183,480)	-4%	100,540	
Distribution System											
Expense											
Salaries and Benefits	0	0	0	0	0	0	326,740	326,740	326,740	Reallocation from Labour Allocation	
Contracted Services	584,230	0	0	0	0	0	(59,990)	524,240	-10%	(59,990)	Decrease based on historical trend
Supplies and Maintenance	49,520	0	0	0	0	0	49,520	0%	0		
Other Direct Costs	6,790	0	0	0	0	0	(5,790)	1,000	-85%	(5,790)	
Expense Total	640,540	0	0	0	0	0	260,960	901,500	41%	260,960	
Distribution System Total	640,540	0	0	0	0	0	260,960	901,500	41%	260,960	
Hydrants											
Expense											
Salaries and Benefits	0	0	0	0	0	0	130,700	130,700	130,700	Reallocation from Labour Allocation	
Contracted Services	120,980	0	0	0	0	0	0	120,980	0%	0	
Supplies and Maintenance	8,490	0	0	0	0	0	8,490	0%	0		
Other Direct Costs	210	0	0	0	0	0	(210)	0	-100%	(210)	
Expense Total	129,680	0	0	0	0	0	130,490	260,170	101%	130,490	
Hydrants Total	129,680	0	0	0	0	0	130,490	260,170	101%	130,490	
Labour Allocation											
Expense											
Salaries and Benefits	1,066,740	0	36,000	48,210	0	(1,167,750)	(16,800)	-102%	(1,083,540)	SR-OI-1 Clerk Assistant (1 year contract) and Reallocation	
Expense Total	1,066,740	0	36,000	48,210	0	(1,167,750)	(16,800)	-102%	(1,083,540)		
Labour Allocation Total	1,066,740	0	36,000	48,210	0	(1,167,750)	(16,800)	-102%	(1,083,540)		
SCADA & Network											
Expense											
Salaries and Benefits	0	0	0	0	0	0	54,450	54,450	54,450	Reallocation from Labour Allocation	
Contracted Services	49,620	0	0	0	0	0	49,620	0%	0		
Supplies and Maintenance	2,540	0	0	0	0	0	2,540	0%	0		
Other Direct Costs	60,200	0	0	0	0	0	60,200	0%	0		
Expense Total	112,360	0	0	0	0	0	54,450	166,810	48%	54,450	
SCADA & Network Total	112,360	0	0	0	0	0	54,450	166,810	48%	54,450	
Water Booster Stations											
Expense											
Salaries and Benefits	0	0	0	0	0	0	141,000	141,000	141,000	Reallocation from Labour Allocation	
Debenture Repayment	0	0	0	0	0	0	0	0	0		
Hydro/Sewer/Gas	26,790	0	0	0	0	0	26,790	0%	0	Long term debt for Connel Booster Station	
Contracted Services	60,360	0	0	0	0	0	60,360	0%	0		
Supplies and Maintenance	9,470	0	0	0	0	0	9,470	0%	0		



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2021 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense Total	96,620	0	0	0	141,000	76,240	313,860	225%	217,240	
Water Booster Stations Total	96,620	0	0	0	141,000	76,240	313,860	225%	217,240	
Water Fleet Expense										
Supplies and Maintenance	31,500	0	0	0	0	0	31,500	0%	0	
Other Direct Costs	3,500	0	0	0	0	0	3,500	0%	0	
Expense Total	35,000	0	0	0	0	0	35,000	0%	0	
Water Fleet Total	35,000	0	0	0	0	0	35,000	0%	0	
Water Meters Expense										
Salaries and Benefits	0	0	0	0	0	54,450	54,450	15%	54,450	Reallocation from Labour Allocation
Contracted Services	130,000	0	0	20,000	0	0	150,000	0%	20,000	Increase based on actuals
Supplies and Maintenance	1,550	0	0	0	0	0	1,550	0%	0	
Expense Total	131,550	0	0	20,000	0	54,450	206,000	57%	74,450	
Water Meters Total	131,550	0	0	20,000	0	54,450	206,000	57%	74,450	
Water Operations Centre Expense										
Salaries and Benefits	0	0	0	0	0	71,150	71,150	0%	71,150	Reallocation from Labour Allocation
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	5,790	0	0	0	0	0	5,790	0%	0	
Expense Total	46,900	0	0	0	0	71,150	118,050	152%	71,150	
Water Operations Centre Total	46,900	0	0	0	0	71,150	118,050	152%	71,150	
Water Quality & Monitoring Expense										
Salaries and Benefits	0	0	0	0	0	174,260	174,260	0%	174,260	Reallocation from Labour Allocation
Contracted Services	22,000	0	0	0	0	0	22,000	0%	0	
Supplies and Maintenance	2,630	0	0	0	0	0	2,630	0%	0	
Expense Total	24,630	0	0	0	0	174,260	198,890	708%	174,260	
Water Quality & Monitoring Total	24,630	0	0	0	0	174,260	198,890	708%	174,260	
Grand Total	0	0	36,000	(75,670)	144,200	(104,530)	0	0	0	



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration									
Administration	(1,717,200)	0	0	(76,200)	310	39,840	(1,753,250)	-2%	(36,050)
Labour Allocation	1,066,720	0	0	0	0	(1,066,730)	(10)	-100%	(1,066,730)
WW Maintenance									
Residential Grinder Pumps	4,690	0	0	0	0	33,980	38,670	725%	33,980
VWW Collection System	295,330	0	0	0	0	286,030	581,360	97%	286,030
VWW Pumping Stations	213,800	0	0	0	0	351,740	565,540	165%	351,740
Water System maintenance	73,850	0	0	0	0	126,850	200,700	172%	126,850
VWW Operations Centre	36,310	0	0	0	0	305,180	341,490	840%	305,180
VWW Fleet	26,500	0	0	0	0	(1,000)	25,500	-4%	(1,000)
Grand Total	0	0	0	(76,200)	310	75,890	0		0



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2021 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Details

	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD % VARIANCE	COMMENTS
Administration										
Revenue										
Wastewater	(7,333,590)	0	0	169,460	0	0	(7,164,130)	-2%	169,460	Decrease in revenue due to deferral and reduction of Wastewater rate increase from 2019
Capital Recovery (Water/Wastew)	(528,660)	0	0	12,680	0	0	(515,980)	-2%	12,680	Decrease in revenue due to deferral and reduction of Wastewater rate increase from 2019
Local Improvements (Water/Waste)	(947,880)	0	0	(180,180)	0	0	13,120	-1%	13,120	Decrease based on historical trend
Provision from Reserve	(361,780)	0	0	0	0	0	(541,960)	50%	(180,180)	Increase/offset based on Wastewater rates
User Fees, Lease and Rental	(72,000)	0	0	0	0	0	52,000	-72%	52,000	Decrease based on actuals
Revenue Total	(9,243,910)	0	0	1,960	0	0	65,120	-1%	67,080	
Expense										
Staffing Other Direct Expenses	9,000	0	0	0	0	0	300	9,300	3%	300
Contracted Services	5,000	0	0	0	0	0	(5,000)	0	-100%	(5,000)
Contributions to Reserve	326,900	0	0	(96,490)	0	0	(13,430)	216,980	-34%	(109,920)
Debenture Repayment	748,920	0	0	0	0	0	310	749,230	0%	310
Supplies and Maintenance	20,500	0	0	0	0	0	(2,800)	17,700	-14%	(2,800)
Other Direct Costs	98,970	0	0	3,190	0	0	(4,350)	97,810	-1%	(1,160)
Water Payments to York region	6,317,420	0	0	15,140	0	0	6,332,560	0%	15,140	York region increase
Expense Total	7,526,710	0	0	(78,160)	310	(25,280)	7,423,580	-1%	(103,130)	
Administration Total	(1,717,200)	0	0	(76,200)	310	(39,840)	(1,753,250)	2%	(36,050)	
Labour Allocation										
Expense										
Salaries and Benefits	1,066,720	0	0	0	0	0	(1,066,720)	(10)	100%	(1,066,720)
Expense Total	1,066,720	0	0	0	0	0	(1,066,720)	(10)	-100%	(1,066,720)
Labour Allocation Total	1,066,720	0	0	0	0	0	(1,066,720)	(10)	-100%	(1,066,720)
Residential Grinder Pumps										
Expense										
Salaries and Benefits	0	0	0	0	0	0	32,670	32,670	32,670	Reallocation from Labour Allocation
Contracted Services	2,240	0	0	0	0	0	1,760	4,000	79%	1,760
Supplies and Maintenance	2,450	0	0	0	0	0	(450)	2,000	-18%	(450)
Expense Total	4,690	0	0	0	0	0	33,980	38,670	725%	33,980
Residential Grinder Pumps Total	4,690	0	0	0	0	0	126,850	200,700	172%	126,850
SCADA & Network										
Expense										
Salaries and Benefits	0	0	0	0	0	0	130,700	130,700	3%	130,700
Contracted Services	32,110	0	0	0	0	0	890	33,000	3%	890
Supplies and Maintenance	1,940	0	0	0	0	0	60	2,000	3%	60
Other Direct Costs	39,800	0	0	0	0	0	(4,800)	35,000	-12%	(4,800)
Expense Total	73,850	0	0	0	0	0	126,850	200,700	172%	126,850
WW Collection System										
Expense										
Salaries and Benefits	0	0	0	0	0	0	326,740	326,740	326,740	Reallocation from Labour Allocation
Contracted Services	246,620	0	0	0	0	0	(4,000)	242,620	-2%	(4,000)
Supplies and Maintenance	39,710	0	0	0	0	0	(33,710)	6,000	-85%	(33,710)
Other Direct Costs	9,000	0	0	0	0	0	(3,000)	6,000	-33%	(3,000)
Expense Total	295,330	0	0	0	0	0	286,030	581,360	97%	286,030
WW Fleet										
Expense										
Supplies and Maintenance	26,500	0	0	0	0	0	(1,000)	25,500	-4%	(1,000)
Expense Total	26,500	0	0	0	0	0	(1,000)	25,500	-4%	(1,000)
WW Operations Centre										
Expense										
Salaries and Benefits	0	0	0	0	0	0	305,680	305,680	305,680	Reallocation from Labour Allocation



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Details

	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Staffing Other Direct Expenses	20,000	0	0	0	0	(500)	19,500	-3%	(500)	
Hydro/Sewer/Gas	16,310	0	0	0	0	0	16,310	0%	0	
Expense Total	36,310	0	0	0	0	305,180	341,490	840%	305,180	
WW Operations Centre Total	36,310	0	0	0	0	305,180	341,490	840%	305,180	
WW Pumping Stations										
Expense										
Salaries and Benefits	0	0	0	0	0	326,740	326,740	0%	326,740	Reallocation from Labour Allocation
Contracted Services	57,620	0	0	0	0	30,000	87,620	52%	30,000	Reallocation from contract services
Hydro/Sewer/Gas	122,470	0	0	0	0	0	122,470	0%	0	
Supplies and Maintenance	33,710	0	0	0	0	(5,000)	28,710	-15%	(5,000)	
Expense Total	213,800	0	0	0	0	351,740	565,540	165%	351,740	
WW Pumping Stations Total	213,800	0	0	0	0	351,740	565,540	165%	351,740	
Grand Total	0	0	0	(76,200)	310	75,890	0	0	0	



GEORGINA

2021 OPERATING BUDGET

Operations and Infrastructure - Refuse and Recycling - Budget Details

Category	Sub-Category	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
								BUDGET	VARIANCE	\$	
Blue Boxes											
Revenue	Misc Revenues	(10,000)	0	0	0	0	0	4,000	(6,000)	-40%	4,000
	Region or other Munic	(173,100)	0	0	0	0	0	0	(173,100)	0%	0
Expense	Region or other Munic	(183,100)	0	0	0	0	0	4,000	(179,100)	-2%	4,000
Salaries and Benefits	Staffing Other Direct Expenses	1,400	0	0	0	0	0	(600)	800	-43%	2,800
	Contributions to Reserve	5,000	0	0	0	0	0	0	5,000	0%	(600)
Supplies and Maintenance	12,500	0	0	0	0	0	0	(4,500)	8,000	-36%	(4,500)
Contracted Services	542,870	0	0	0	0	0	0	0	542,870	0%	0
Other Direct Costs	200	0	0	0	0	0	0	(200)	0	-100%	(200)
Expense Total	561,970	0	0	0	0	0	0	(2,500)	559,470	0%	(2,500)
Blue Boxes Total	378,870	0	0	0	0	0	1,500	380,370	0%	1,500	
Collection											
Revenue	User Fees, Lease and Rental	(140,000)	0	0	0	0	0	0	(140,000)	0%	0
	Revenue Total	(140,000)	0	0	0	0	0	0	(140,000)	0%	0
Expense											
Salaries and Benefits	0	0	0	0	0	0	0	2,890	2,890	2,890	
Contracted Services	403,870	0	0	0	10,100	0	0	101,130	515,100	28%	111,230 Increase per contract
Other Direct Costs	11,500	0	0	0	0	0	0	3,500	15,000	30%	3,500
Expense Total	415,370	0	0	0	10,100	0	0	107,520	532,990	28%	117,620
Collection Total	275,370	0	0	10,100	0	0	107,520	392,990	43%	117,620	
Composting											
Revenue	Misc Revenues	(500)	0	0	0	0	0	500	0	-100%	500
	Revenue Total	(500)	0	0	0	0	0	500	0	-100%	500
Expense											
Supplies and Maintenance	500	0	0	0	0	0	0	(500)	0	-100%	(500)
Expense Total	500	0	0	0	0	0	0	(500)	0	-100%	(500)
Electronic Waste Collection and Disposal	0	0	0	0	0	0	0	0	0	0	0
Revenue	Misc Revenues	0	0	0	0	0	0	(2,700)	(2,700)	(2,700)	(2,700)
	Revenue Total	0	0	0	0	0	0	(2,700)	(2,700)	(2,700)	(2,700)
Expense											
Contracted Services	3,500	0	0	0	0	0	0	0	3,500	0%	0
Expense Total	3,500	0	0	0	0	0	0	(2,700)	800	-77%	(2,700)
Green Bins											
Revenue	Misc Revenues	(7,000)	0	0	0	0	0	(3,000)	(10,000)	43%	(3,000)
	Revenue Total	(7,000)	0	0	0	0	0	(3,000)	(10,000)	43%	(3,000)
Expense											
Salaries and Benefits	0	0	0	0	0	0	0	2,800	2,800	2,800	
Supplies and Maintenance	10,000	0	0	0	0	0	0	5,000	15,000	50%	5,000
Contracted Services	486,760	0	0	0	0	0	0	0	486,760	0%	0
Expense Total	496,760	0	0	0	0	0	0	0	504,560	2%	7,800
Green Bins Total	489,760	0	0	0	0	0	0	4,800	494,560	1%	4,800
Labour Allocation											



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2021 OPERATING BUDGET

Operations and Infrastructure - Refuse and Recycling - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense										
Salaries and Benefits	0	0	0	0	0	0	0	0	0	0
Expense Total	0	0	0	0	0	0	0	0	0	0
Labour Allocation Total	0	0	0	0	0	0	0	0	0	0
Leaf Collection										
Expense										
Contracted Services	122,950	0	0	0	0	(122,950)	0	-100%	(122,950)	Reallocated to Environmental
Expense Total	122,950	0	0	0	0	(122,950)	0	-100%	(122,950)	
Leaf Collection Total	122,950	0	0	0	0	(122,950)	0	-100%	(122,950)	
Weed Collection										
Expense										
Contracted Services	166,500	0	0	0	0	(166,500)	0	-100%	(166,500)	Reallocated to Environmental
Expense Total	166,500	0	0	0	0	(166,500)	0	-100%	(166,500)	
Weed Collection Total	166,500	0	0	0	0	(166,500)	0	-100%	(166,500)	
Grand Total	1,436,950	0	0	10,100	0	(178,330)	1,268,720	-12%	(168,230)	



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2021 OPERATING BUDGET

Operations and Infrastructure - Environmental - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	0	0	0	0	0	0	0	0	0	0
Contracted Services	0	0	0	0	0	0	0	0	0	0
Supplies and Maintenance	0	0	0	0	0	0	0	0	0	0
Expense Total	0	0	0	0	0	0	0	0	0	0
Administration Total	0	0	0	0	0	0	0	0	0	0
Leaf Collection										
Expense										
Contracted Services	0	0	0	0	0	0	180,000	180,000	180,000	180,000 Reorganization from Refuse and Recycling
Expense Total	0	0	0	0	0	0	180,000	180,000	180,000	180,000
Leaf Collection Total	0	0	0	0	0	0	180,000	180,000	180,000	180,000
MOSQUITO										
Expense										
Staffing Other Direct Expenses	0	0	0	0	0	0	200	200	200	200
Contracted Services	0	0	0	0	0	0	126,000	126,000	126,000	126,000 Reorganization from Roads
Supplies and Maintenance	0	0	0	0	0	0	650	650	650	650
Expense Total	0	0	0	0	0	0	126,850	126,850	126,850	126,850
MOSQUITO Total	0	0	0	0	0	0	126,850	126,850	126,850	126,850
PIT & Quarries										
Expense										
Contracted Services	0	0	0	0	0	0	0	0	0	0
Expense Total	0	0	0	0	0	0	0	0	0	0
PIT & Quarries Total	0	0	0	0	0	0	0	0	0	0
Weed Collection										
Expense										
Contracted Services	0	0	0	0	0	0	0	170,500	170,500	170,500 Reorganization from Refuse and Recycling
Expense Total	0	0	0	0	0	0	0	170,500	170,500	170,500
Weed Collection Total	0	0	0	0	0	0	0	170,500	170,500	170,500
Wells										
Expense										
Contracted Services	0	0	0	0	0	0	0	0	0	0
Expense Total	0	0	0	0	0	0	0	0	0	0
Wells Total	0	0	0	0	0	0	0	0	0	0
Stormwater Administration										
Expense										
Salaries and Benefits	0	0	0	0	0	0	0	2,120	2,120	2,120
Supplies and Maintenance	0	0	0	0	0	0	0	0	0	0
Expense Total	0	0	0	0	0	0	0	2,120	2,120	2,120
Stormwater Administration Total	0	0	0	0	0	0	0	2,120	2,120	2,120
Stormwater Ponds										
Expense										
Contracted Services	0	0	0	0	0	0	0	0	0	0
Supplies and Maintenance	0	0	0	0	0	0	0	0	0	0
Expense Total	0	0	0	0	0	0	0	0	0	0
Stormwater Ponds Total	0	0	0	0	0	0	0	0	0	0
Grand Total	0	0	0	0	0	0	479,470	479,470	479,470	479,470

Recreation and Culture Department

The Recreation and Culture Department is committed to building a healthy community and promoting active lifestyles. Our 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.

2020 has proven to be a challenging year for the Recreation and Culture Department. The COVID-19 pandemic has impacted all of us. Staff continue to realign and redefine our operations, programs and service delivery strategies to ensure our residents will continue to have ample recreation and cultural opportunities to enjoy.

Building for the future

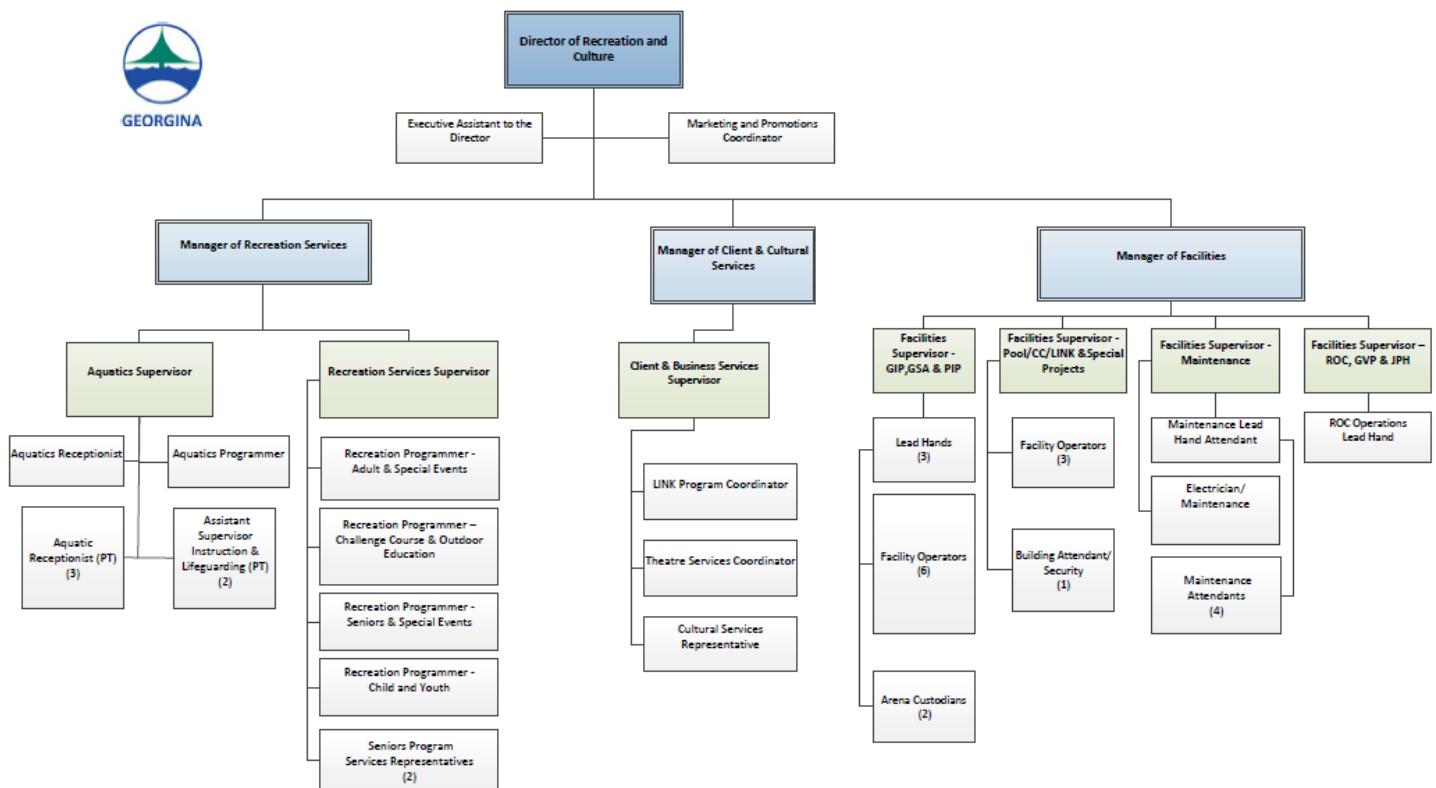


We continue to move forward plans for a Multi-use Recreation Complex (MURC), inclusive of a lane pool, therapy and leisure pool, double gymnasium, walking track, activity studio, programming/multi use rooms and a discovery library branch.

RECREATION AND CULTURE DEPARTMENT

The concept design was inspired by the idea of camping – grouping of programs around a social heart and is reflective of an active and caring community. Construction is anticipated to start in 2021 with an expected official opening date in mid-2022.

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 2021

- Multi-use Recreation Complex (MURC) design and start of construction
- Complete Operational Policies and Procedures Refresh
- Review and update of the Link Business Plan, Cultural Plan and ROC Business Plan
- Completion of Building Condition Assessment (BCA) Capital Project Initiatives
- Facilities Investure/Divesture Analysis and Recommendations



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2021 OPERATING BUDGET

Recreation and Culture - Department Administration - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	370,120	0	0	14,840	0	0	384,960	4%	14,840	Salary step increase
Staffing Other Direct Expenses	5,200	0	0	0	0	0	5,200	0%	0	0
Other Direct Costs	200	0	0	0	0	0	200	0%	0	0
Expense Total	375,520	0	0	14,840	0	0	390,360	4%	14,840	
Administration Total	375,520	0	0	14,840	0	0	390,360	4%	14,840	
Grand Total	375,520	0	0	14,840	0	0	390,360	4%	14,840	

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.

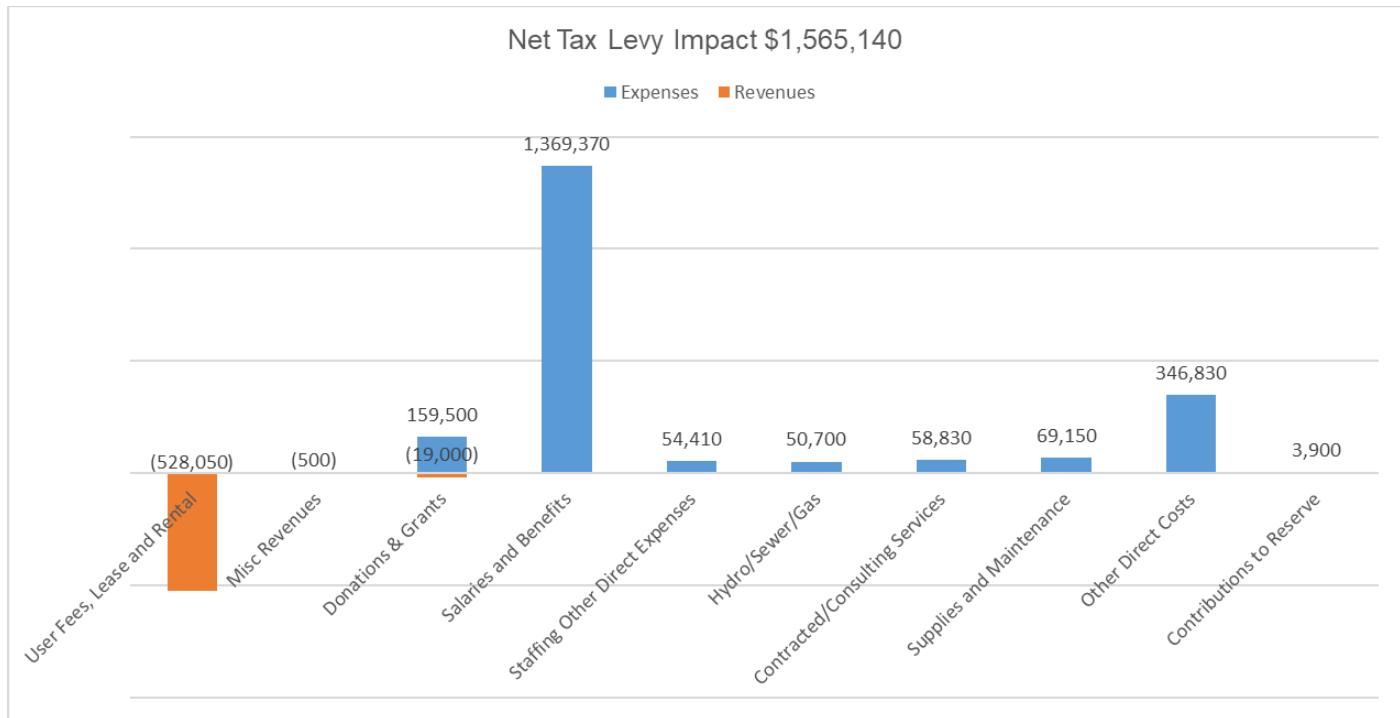
While we celebrated our SnoFest event in the traditional way, our Canada Day Celebrations were impacted by the COVID-19 Pandemic and took on a new virtual format celebrating Canada's 153rd birthday.

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)
- ROC 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



2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Continued the successful partnership with Jericho Youth Services on the delivery of three afterschool programs (Keswick, Sutton and Pefferlaw)
- Delivered a successful virtual Canada Day celebration through Facebook Live/Zoom platform in partnership with the Communication Division
- Development of an emergency operating and safety plan for the reopening of the De La Salle Park during the COVID-19 pandemic
- Development of camp in a box and pop-up programs in neighbourhood parks in place of summer in-person camps due to COVID-19 impacts.
- Developed a plan to gather public input to analysis for the Pefferlaw Recreation Needs Study



Key Projects for 2021

- Continue to provide 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
- Recreation Senior Strategy
- Completion of the Pefferlaw Recreational Needs Study
- Recreation Services policies and procedures review





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2021 OPERATING BUDGET

Recreation and Culture - Recreation - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	973,720	0	0	6,620	0	(30,000)	950,340	-2%	(23,380)
General Programs									
After School Program	125,850	0	0	0	0	0	125,850	0%	0
Day Camps	(500)	0	0	0	0	0	(500)	0%	0
General Programs	(3,620)	0	0	0	0	4,500	880	-124%	4,500
Sutton Grant (G18)	2,500	0	0	750	0	0	3,250	30%	750
Senior Programs									
Club 55 Administration	(5,130)	0	0	0	0	0	(5,130)	0%	0
Seniors Programs - Club 55	233,010	0	0	1,310	0	0	234,320	1%	1,310
Sutton Seniors Program	7,450	0	0	0	0	0	7,450	0%	0
Special Events									
Canada Day Festival	32,500	0	0	0	0	0	32,500	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	112,940	0	0	810	0	0	113,750	1%	810
Fleet	5,860	0	0	320	0	0	6,180	5%	320
Equity and Diversity Committee	7,650	0	0	0	0	0	7,650	0%	0
Grand Total	1,550,830	0	0	9,810	0	(25,500)	1,535,140	-1%	(15,690)



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2021 OPERATING BUDGET

Recreation and Culture - Recreation - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
User Fees, Lease and Rental	(6,500)	0	0	0	0	0	0	(6,500)	0%	0
Revenue Total	(6,500)	0	0	0	0	0	0	(6,500)	0%	0
Expense										
Salaries and Benefits	761,390	0	0	3,900	0	0	765,290	1%	3,900	
Staffing Other Direct Expenses	17,750	0	0	0	0	0	17,750	0%	0	
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	135,580	0	0	2,720	0	0	138,300	2%	2,720	
Expense Total	980,220	0	0	6,620	0	0	986,340	1%	6,620	
Administration Total	973,720	0	0	6,620	0	0	980,340	1%	6,620	
After School Program										
Expense										
Salaries and Benefits	23,000	0	0	0	0	0	0	23,000	0%	0
Donations & Grants	100,000	0	0	0	0	0	100,000	0%	0	
Supplies and Maintenance	2,850	0	0	0	0	0	2,850	0%	0	
Expense Total	125,850	0	0	0	0	0	125,850	0%	0	
After School Program Total	125,850	0	0	0	0	0	125,850	0%	0	
Canada Day Festival										
Revenue										
Donations & Grants	(5,000)	0	0	0	0	0	0	(5,000)	0%	0
Misc Revenues	(500)	0	0	0	0	0	0	(500)	0%	0
Revenue Total	(5,500)	0	0	0	0	0	0	(5,500)	0%	0
Expense										
Supplies and Maintenance	4,000	0	0	0	0	0	0	4,000	0%	0
Other Direct Costs	34,000	0	0	0	0	0	0	34,000	0%	0
Expense Total	38,000	0	0	0	0	0	0	38,000	0%	0
Canada Day Festival Total	32,500	0	0	0	0	0	32,500	0%	0	
Club 55 Administration										
Revenue										
User Fees, Lease and Rental	(38,380)	0	0	0	0	0	0	(38,380)	0%	0
Revenue Total	(38,380)	0	0	0	0	0	0	(38,380)	0%	0
Expense										
Salaries and Benefits	7,250	0	0	0	0	0	0	7,250	0%	0
Other Direct Costs	26,000	0	0	0	0	0	0	26,000	0%	0
Expense Total	33,250	0	0	0	0	0	0	33,250	0%	0
Club 55 Administration Total	(5,130)	0	0	0	0	0	(5,130)	0%	0	
Day Camps										
Revenue										
User Fees, Lease and Rental	(300,000)	0	0	0	0	0	0	(300,000)	0%	0
Revenue Total	(300,000)	0	0	0	0	0	0	(300,000)	0%	0
Expense										
Salaries and Benefits	246,500	0	0	0	0	0	0	246,500	0%	0
Staffing Other Direct Expenses	25,000	0	0	0	0	0	0	25,000	0%	0
Supplies and Maintenance	28,000	0	0	0	0	0	0	28,000	0%	0
Expense Total	299,500	0	0	0	0	0	0	299,500	0%	0
Day Camps Total	(500)	0	0	0	0	0	(500)	0%	0	
Equity and Diversity Committee										
Expense										
Salaries and Benefits	1,000	0	0	0	0	0	0	1,000	0%	0
Staffing Other Direct Expenses	1,100	0	0	0	0	0	0	1,100	0%	0
Other Direct Costs	5,550	0	0	0	0	0	0	5,550	0%	0
Expense Total	7,650	0	0	0	0	0	0	7,650	0%	0



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Recreation - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Equity and Diversity Committee Total	7,650	0	0	0	0	0	7,650	0%	0	
Fleet										
Expense										
Contributions to Reserve	3,900	0	0	0	0	0	3,900	0%	0	
Supplies and Maintenance	550	0	0	0	0	0	550	0%	0	
Other Direct Costs	1,410	0	0	0	320	0	1,730	23%	320	
Expense Total	5,860	0	0	0	320	0	6,180	5%	320	
Fleet Total	5,860	0	0	0	320	0	6,180	5%	320	
General Programs										
Revenue										
Donations & Grants	(4,500)	0	0	0	0	0	4,500	0	-100%	4,500
User Fees, Lease and Rental	(150,720)	0	0	0	0	0	(150,720)	0%	0	
Revenue Total	(155,220)	0	0	0	0	0	4,500	(150,720)	-3%	4,500
Expense										
Salaries and Benefits	76,600	0	0	0	0	0	76,600	0%	0	
Contracted/Consulting Services	35,500	0	0	0	0	0	35,500	0%	0	
Other Direct Costs	39,500	0	0	0	0	0	39,500	0%	0	
Expense Total	151,600	0	0	0	0	0	151,600	0%	0	
General Programs Total	(3,620)	0	0	0	0	0	4,500	880	-124%	4,500
Georgia Gym										
Revenue										
User Fees, Lease and Rental	(18,000)	0	0	0	0	0	(18,000)	0%	0	
Revenue Total	(18,000)	0	0	0	0	0	(18,000)	0%	0	
Expense										
Salaries and Benefits	84,200	0	0	0	0	0	84,200	0%	0	
Staffing Other Direct Expenses	5,000	0	0	0	0	0	5,000	0%	0	
Contracted/Consulting Services	2,500	0	0	0	0	0	2,500	0%	0	
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	11,740	0	0	0	810	0	12,550	7%	810	
Expense Total	130,940	0	0	0	810	0	131,750	1%	810	
Georgia Gym Total	112,940	0	0	0	810	0	113,750	1%	810	
Seniors Games										
Revenue										
User Fees, Lease and Rental	(4,000)	0	0	0	0	0	(4,000)	0%	0	
Revenue Total	(4,000)	0	0	0	0	0	(4,000)	0%	0	
Expense										
Other Direct Costs	4,500	0	0	0	0	0	4,500	0%	0	
Expense Total	4,500	0	0	0	0	0	4,500	0%	0	
Seniors Games Total	500	0	0	0	0	0	500	0%	0	
Seniors Programs - Club 55										
Revenue										
User Fees, Lease and Rental	(1,950)	0	0	0	0	0	(1,950)	0%	0	
Revenue Total	(1,950)	0	0	0	0	0	(1,950)	0%	0	
Expense										
Salaries and Benefits	151,670	0	0	260	0	0	151,930	0%	260	
Staffing Other Direct Expenses	3,860	0	0	0	0	0	3,860	0%	0	
Contracted/Consulting Services	8,830	0	0	0	0	0	8,830	0%	0	
Hydro/Sewer/Gas	33,400	0	0	0	0	0	33,400	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	27,200	0	0	1,050	0	0	28,250	4%	1,050	
Expense Total	234,960	0	0	1,310	0	0	236,270	1%	1,310	
Seniors Programs - Club 55 Total	233,010	0	0	1,310	0	0	234,320	1%	1,310	
SnoFest										
Revenue										



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Recreation - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Donations & Grants	(3,000)	0	0	0	0	0	0	0%	(3,000)	0%
Revenue Total	(3,000)	0	0	0	0	0	0	0%	(3,000)	0%
Expense										
Other Direct Costs	26,000	0	0	0	0	0	0	0%	26,000	0%
Expense Total	26,000	0	0	0	0	0	0	0%	26,000	0%
SnoFest Total	23,000	0	0	0	0	0	0	0%	23,000	0
Special Events - Administration										
Revenue										
Donations & Grants	(1,000)	0	0	0	0	0	0	0%	(1,000)	0%
Revenue Total	(1,000)	0	0	0	0	0	0	0%	(1,000)	0%
Expense										
Salaries and Benefits	12,100	0	0	0	0	0	0	0%	12,100	0%
Donations & Grants	4,500	0	0	0	0	0	0	0%	4,500	0%
Other Direct Costs	9,000	0	0	0	0	0	0	0%	9,000	0%
Expense Total	25,600	0	0	0	0	0	0	0%	25,600	0%
Special Events - Administration Total	24,600	0	0	0	0	0	0	0%	24,600	0
Sutton Grant (G18)										
Revenue										
Donations & Grants	(10,000)	0	0	0	0	0	0	0%	(10,000)	0%
Revenue Total	(10,000)	0	0	0	0	0	0	0%	(10,000)	0%
Expense										
Salaries and Benefits	1,500	0	0	0	0	0	0	0%	1,500	0%
Staffing Other Direct Expenses	800	0	0	0	0	0	0	0%	800	0%
Other Direct Costs	10,200	0	0	0	750	0	0	0%	10,950	7%
Expense Total	12,500	0	0	0	750	0	0	0%	13,250	6%
Sutton Grant (G18) Total	2,500	0	0	0	750	0	0	30%	3,250	30%
Sutton Seniors Program										
Revenue										
User Fees, Lease and Rental	(8,500)	0	0	0	0	0	0	0%	(8,500)	0%
Revenue Total	(8,500)	0	0	0	0	0	0	0%	(8,500)	0%
Expense										
Staffing Other Direct Expenses	900	0	0	0	0	0	0	0%	900	0%
Contracted/Consulting Services	9,000	0	0	0	0	0	0	0%	9,000	0%
Hydro/Sewer/Gas	5,000	0	0	0	0	0	0	0%	5,000	0%
Supplies and Maintenance	1,050	0	0	0	0	0	0	0%	1,050	0%
Expense Total	15,950	0	0	0	0	0	0	0%	15,950	0%
Sutton Seniors Program Total	7,450	0	0	0	0	0	0	0%	7,450	0
Volunteer Appreciation										
Expense										
Other Direct Costs	10,500	0	0	0	0	0	0	0%	10,500	0%
Expense Total	10,500	0	0	0	0	0	0	0%	10,500	0%
Volunteer Appreciation Total	0	0	0	0	0	0	0	0%	0	0
Grand Total	1,550,830	0	0	0	9,810	0	0	4,500	1,565,140	1%
										14,310

Recreation and Culture Department Client and 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 NEW Client & 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 administer the registration and facility booking software to ensure that all staff are supported and trained in order to achieve a superior customer experience. We are also committed to fostering excellent relationships with our community sport and cultural organizations and committees.

Services provided by the Client and Cultural Services Division include:

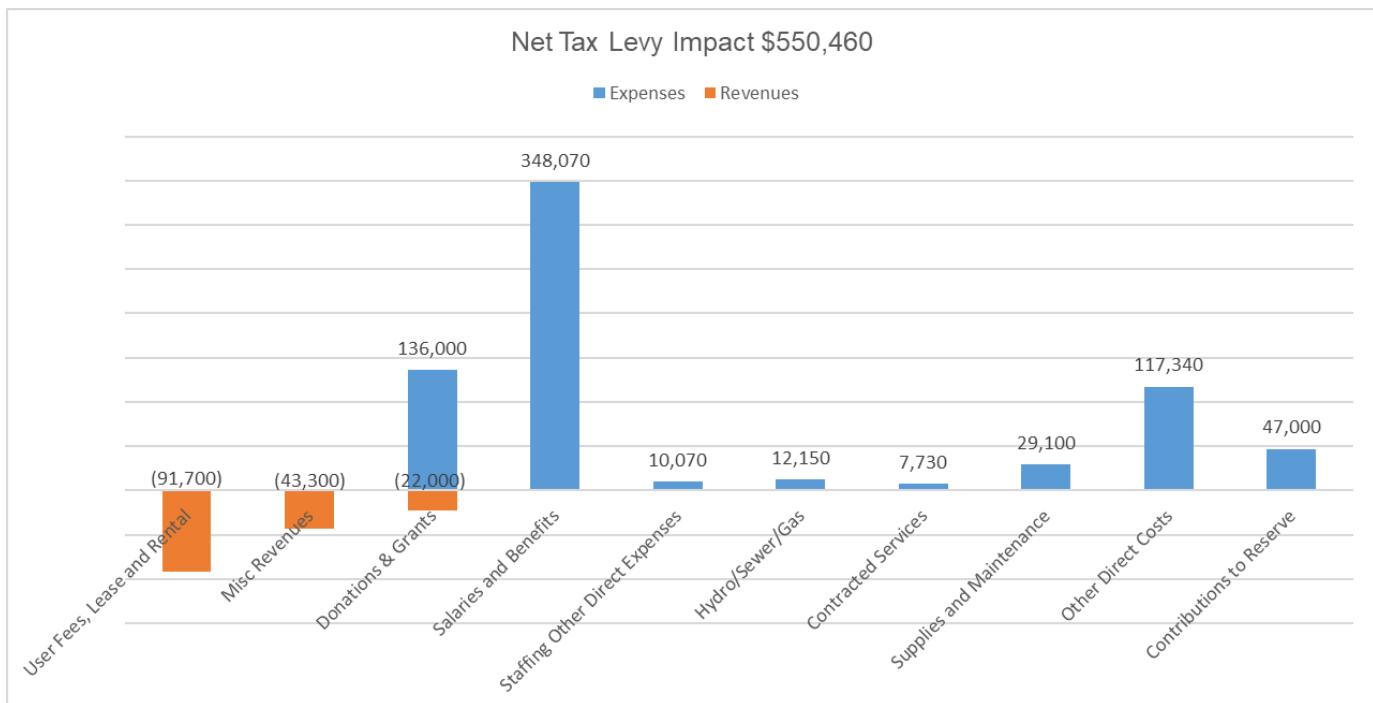
- Archival and collections management
- Arts programming
- Heritage preservation and interpretation
- Programs and services that support health and wellness, food and nutrition, youth engagement, skills training, public health, small business, and the non-profit community
- Special events, camps, and education programs
- Theatre and film programming
- Theatre and Concert Experiences
- Recreation and Culture Client Services

43 Sports
Organizations

31,000 Ice Visits

6,125 Field Visits

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Phase 2 and 3 construction of the Link to be completed by October
- Trained staff and upgraded to New Facility Booking Module
- Accessible railings installed in the Stephen Leacock Theatre

Key Projects for 2021

- 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 camp at the Stephen Leacock Theatre
- Special Events
- Support the Georgina Arts and Cultural Centre to expand its cultural program and impact



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Culture - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Georgina Arts Council	110,500	0	0	0	0	(500)	110,000	0%	(500)
Georgina Military Museum	24,000	0	0	0	0	2,000	26,000	8%	2,000
Pioneer Village	318,940	0	0	(11,170)	0	150	307,920	-3%	(11,020)
Stephen Leacock Theatre	105,480	0	0	2,060	0	(1,000)	106,540	1%	1,060
Grand Total	558,920	0	0	(9,110)	0	650	550,460	-2%	(8,460)



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Culture - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Georgina Arts Council										
Expense										
Donations & Grants	110,500	0	0	0	0	0	(500)	110,000	0%	(500)
Expense Total	110,500	0	0	0	0	0	(500)	110,000	0%	(500)
Georgina Arts Council Total	110,500	0	0	0	0	0	(500)	110,000	0%	(500)
Georgina Military Museum										
Expense										
Donations & Grants	24,000	0	0	0	0	0	2,000	26,000	8%	2,000
Expense Total	24,000	0	0	0	0	0	2,000	26,000	8%	2,000
Georgina Military Museum Total	24,000	0	0	0	0	0	2,000	26,000	8%	2,000
Pioneer Village										
Revenue										
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	(28,700)	0%	0	0
Revenue Total	(50,700)	0	0	0	0	0	(50,700)	0%	0	0
Expense										
Salaries and Benefits	272,920	0	0	(18,420)	0	0	0	254,500	-7%	(18,420) Salary step decrease
Staffing Other Direct Expenses	4,920	0	0	0	0	0	150	5,070	3%	150
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	15,300	0	0	0	0	0	0	15,300	0%	0
Other Direct Costs	42,500	0	0	7,250	0	0	0	49,750	17%	7,250
Contracted Services	5,000	0	0	0	0	0	0	5,000	0%	0
Expense Total	369,640	0	0	(11,170)	0	0	150	358,620	-3%	(11,020)
Pioneer Village Total	318,940	0	0	(11,170)	0	0	150	307,920	-3%	(11,020)
Stephen Leacock Theatre										
Revenue										
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
Revenue Total	(106,300)	0	0	0	0	0	0	(106,300)	0%	0
Expense										
Salaries and Benefits	93,730	0	0	(160)	0	0	0	93,570	0%	(160)
Staffing Other Direct Expenses	6,000	0	0	0	0	0	(1,000)	5,000	-17%	(1,000)
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	2,220	0	0	0	67,590	3%	2,220
Contracted Services	2,730	0	0	0	0	0	0	2,730	0%	0
Expense Total	211,780	0	0	2,060	0	0	(1,000)	212,840	1%	1,060
Stephen Leacock Theatre Total	105,480	0	0	2,060	0	0	(1,000)	106,540	1%	1,060
Grand Total	558,920	0	0	(9,110)	0	0	650	550,460	-2%	(8,460)

Recreation and Culture Department Facilities Division

The Facilities Division is committed to the efficient operations, maintenance and upkeep of all recreation and cultural facilities, including the Georgina Ice Palace, Leisure Pool, Sutton Arena, Pefferlaw Ice Pad, Pioneer Village, the Link, Stephen Leacock Theatre, Library branches and numerous community halls. The division also oversees the operations and maintenance of corporate facilities, including the fire stations, Georgina Civic Centre, water/waste water facilities, yards facilities (roads and parks), Jackson's Point Harbour, and various parks structures (washrooms, pavilions and others).

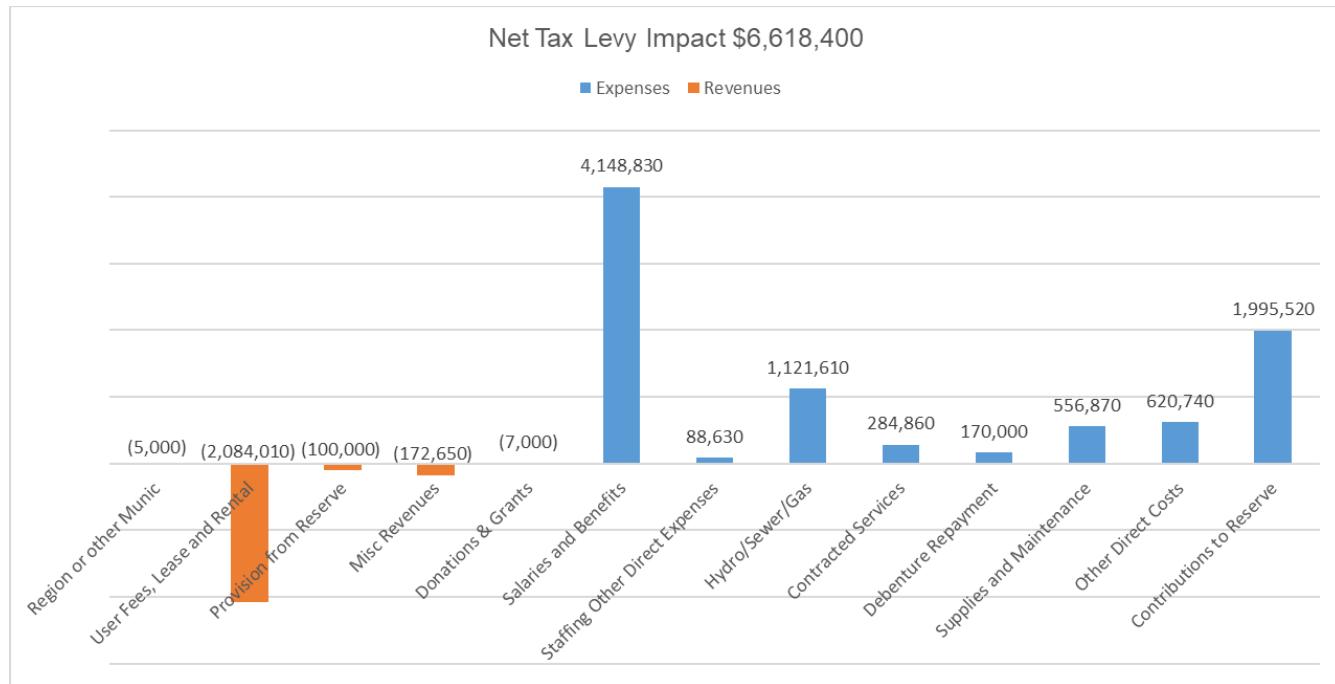
In addition to the general day-to-day operations and maintenance requirements, the division also oversees an aggressive capital improvements program addressing building condition assessment deficiencies in a cost-effective and timely manner. Staff work diligently to ensure all facilities are operating efficiently, safely and in good repair.

Among the 40+ facilities in Georgina, some of the most successful in 2020 were the Pefferlaw Ice Pad and the ROC.

Nine significant Building Condition Assessment projects are continuing, worth over \$1.4 million despite the COVID-19 pandemic in 2020.



2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Building Condition Assessment (BCA) projects:
 - Georgina Ice Palace partial roof replacement
 - Georgina Ice Palace drain repairs
 - Georgina Ice Palace condenser replacement
 - Georgina Ice Palace rooftop unit replacement
 - Belhaven Roads Yard concrete repairs
 - Kin Hall fixed-ladder replacement
 - Parks Washroom Buildings roof replacement
 - Sutton Library carpet replacement
 - Pefferlaw Lions Hall washroom counters
 - Keswick Fire Station floor repairs
 - Georgina Pioneer Village schoolhouse reconstruction
 - Georgina Pioneer Village roofing projects (Mann House and Noble House)
- Georgina Pioneer Village drainage improvements
- Stephen Leacock Theatre railing installation



GEORGINA

RECREATION AND CULTURE DEPARTMENT – FACILITIES DIVISION

- Jackson's Point Harbour security measures and improvements
- ROC Pond Fountain
- ROC 4X4 UTV (Utility Terrain Vehicle) to replace aging snowmobile

Key Projects for 2021

- Furnace replacements – Operations Annex, Egypt Roads Yard and Noble House (Georgina Pioneer Village)
- Revised facilities building condition assessments
- Arena refrigeration upgrades including chiller replacement GIP and oil separator replacement GSA
- Security Improvements at Udora Hall and libraries – installation of more cameras
- Flooring replacement at Georgina Leisure Pool
- Kitchen cupboard and countertop replacement at GIP
- Ice Resurfacer Replacement – arenas
- New tables and chairs for De La Salle Chapel
- Roof Replacement – Sutton Multi-use, in conjunction with YRCSB and YRSB

In addition, the Facilities Division has undertaken enhanced cleaning measures and protocols, and the provision for additional staff amid the COVID-19 pandemic. Our goal is to ensure all of our facilities are clean, safe and operating efficiently.



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Summary

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Facilities Maintenance									
Arts Centre & Gallery	10,000	0	0	0	0	0	10,000	0%	0
Electrical Maintenance	701,080	0	0	10,490	0	14,500	726,070	4%	24,990
Family Life Centre	4,960	0	0	130	0	0	5,090	3%	130
General	967,120	400,000	0	0	0	0	1,367,120	41%	400,000
Lawn Bowling	4,000	0	0	0	0	0	4,000	0%	0
Operations Centre	39,310	0	0	850	0	0	40,160	2%	850
Halls									
Belhaven Hall	15,250	0	0	620	0	0	15,870	4%	620
Egypt Hall	25,600	0	0	1,030	0	0	26,630	4%	1,030
Elmgrove Hall	3,510	0	0	570	0	0	4,080	16%	570
Kinsmen Hall	19,950	0	0	1,460	0	0	21,410	7%	1,460
Pefferlaw Lions Hall	65,510	0	0	2,600	0	0	68,110	4%	2,600
Port Bolster Hall	18,280	0	0	520	0	0	18,800	3%	520
Roches Point Hall	1,270	0	0	610	0	0	1,880	48%	610
Udora Hall	25,590	0	0	1,650	0	0	27,240	6%	1,650
Virginia Hall	3,880	0	0	470	0	0	4,350	12%	470
Jackson's Point Harbour									
Jackson's Point Harbour	(19,300)	0	0	660	0	0	(18,640)	-3%	660
Jackson's Point Washrooms	3,340	0	0	0	0	0	3,340	0%	0
Accessibility Committee									
Civic Centre	13,860	0	0	0	0	0	13,860	0%	0
Georgina Ice Palace	632,690	0	0	(4,720)	0	52,200	680,170	8%	47,480
Georgina Leisure Pool	908,150	0	0	(810)	0	12,800	920,140	1%	11,990
Pefferlaw Ice Pad	1,038,890	0	0	(8,980)	0	2,500	1,032,410	-1%	(6,480)
Sutton Arena	51,350	0	0	1,470	0	0	52,820	3%	1,470
The Link	412,700	0	0	38,950	0	0	451,650	9%	38,950
The ROC	370,120	(14,500)	0	3,000	103,390	(92,540)	369,470	0%	(650)
Grand Total	6,093,890	385,500	0	49,660	103,390	(14,040)	6,618,400	9%	524,510



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Details

	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Accessibility Committee										
Expense										
Salaries and Benefits	2,660	0	0	0	0	0	2,660	0%	0	
Staffing Other Direct Expenses	1,000	0	0	0	0	0	1,000	0%	0	
Contracted Services	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	200	0	0	0	0	0	200	0%	0	
Expense Total	13,860	0	0	0	0	0	13,860	0%	0	
Accessibility Committee Total	13,860						13,860	0%	0	
Arts Centre & Gallery										
Expense										
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Expense Total	10,000	0	0	0	0	0	10,000	0%	0	
Arts Centre & Gallery Total	10,000						10,000	0%	0	
Behaven Hall										
Expense										
Hydro/Sewer/Gas	4,760	0	0	0	0	0	4,760	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	0	8,000	0%	0	
Other Direct Costs	2,490	0	0	0	620	0	3,110	25%	620	
Expense Total	15,250	0	0	0	620	0	15,870	4%	620	
Behaven Hall Total	15,250				620		15,870	4%	620	
Civic Centre										
Revenue										
Misc Revenues	(650)	0	0	0	0	0	(650)	0%	0	
Revenue Total	(650)	0	0	0	0	0	(650)	0%	0	
Expense										
Salaries and Benefits	291,520	0	0	(4,720)	0	0	286,800	-2%	(4,720)	
Contracted Services	50,000	0	0	0	0	0	50,000	0%	0	
Contributions to Reserve	137,500	0	0	0	0	0	57,200	42%	57,200	Reallocation from Non-program budget
Hydro/Sewer/Gas	70,320	0	0	0	0	0	70,320	0%	0	
Supplies and Maintenance	78,500	0	0	0	0	0	(5,000)	73,500	-6%	(5,000)
Other Direct Costs	5,500	0	0	0	0	0	5,500	0%	0	
Expense Total	633,340	0	0	(4,720)	0	0	52,200	680,820	7%	47,480
Civic Centre Total	632,690			0	(4,720)		52,200	8%	47,480	
Egypt Hall										
Expense										
Contracted Services	5,500	0	0	0	0	0	5,500	0%	0	
Hydro/Sewer/Gas	10,000	0	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	6,000	0	0	0	0	0	6,000	0%	0	
Other Direct Costs	4,100	0	0	1,030	0	0	5,130	25%	1,030	
Expense Total	25,600	0	0	1,030	0	0	26,630	4%	1,030	
Egypt Hall Total	25,600			0	1,030		0	26,630	4%	1,030
Electrical Maintenance										
Expense										
Salaries and Benefits	702,900	0	0	10,130	0	0	15,000	728,030	4%	25,130 Salary step increases
Staffing Other Direct Expenses	12,800	0	0	0	0	0	12,800	0%	0	
Contributions to Reserve	26,600	0	0	0	0	0	26,600	0%	0	
Supplies and Maintenance	(49,150)	0	0	0	0	0	(500)	(49,650)	1%	(500)
Other Direct Costs	7,930	0	0	360	0	0	8,290	5%	360	
Expense Total	701,080	0	0	10,490	0	0	14,500	726,070	4%	24,990
Electrical Maintenance Total	701,080			0	10,490		0	726,070	4%	24,990
Elmgrove Hall										
Expense										
Hydro/Sewer/Gas	1,000	0	0	0	0	0	1,000	0%	0	
Supplies and Maintenance	250	0	0	0	0	0	250	0%	0	
Other Direct Costs	2,260	0	0	570	0	0	2,830	25%	570	
Expense Total	3,510	0	0	570	0	0	4,080	16%	570	
Elmgrove Hall Total	3,510			0	570		0	4,080	16%	570



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Details

	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Family Life Centre										
Revenue										
User Fees, Lease and Rental	(9,920)	0	0	0	0	0	(9,920)	0%	0	
Revenue Total	(9,920)	0	0	0	0	0	(9,920)	0%	0	
Expense										
Contracted Services	8,580	0	0	0	0	0	8,580	0%	0	
Supplies and Maintenance	800	0	0	0	0	0	800	0%	0	
Other Direct Costs	5,500	0	0	130	0	0	5,630	2%	130	
Expense Total	14,880	0	0	130	0	0	15,010	1%	130	
Family Life Centre Total	4,960	0	0	130	0	0	5,090	3%	130	
General										
Revenue										
Provision from Reserve	(100,000)	0	0	0	0	0	(100,000)	0%	0	
Revenue Total	(100,000)	0	0	0	0	0	(100,000)	0%	0	
Expense										
Contributions to Reserve	956,170	400,000	0	0	0	0	1,356,170	42%	400,000	Increase in contribution to the MURC
Hydro/Sewer/Gas	4,850	0	0	0	0	0	4,850	0%	0	
Supplies and Maintenance	6,100	0	0	0	0	0	6,100	0%	0	
Other Direct Costs	100,000	0	0	0	0	0	100,000	0%	0	
Expense Total	1,067,120	400,000	0	0	0	0	1,467,120	37%	400,000	
General Total	967,120	400,000	0	0	0	0	1,367,120	41%	400,000	
Georgina Ice Palace										
Revenue										
Misc Revenues	(2,500)	0	0	0	0	0	(2,500)	0%	0	
User Fees, Lease and Rental	(735,630)	0	0	0	0	0	(735,630)	0%	0	
Revenue Total	(738,130)	0	0	0	0	0	(738,130)	0%	0	
Expense										
Salaries and Benefits	879,200	0	0	(12,210)	0	0	866,990	-1%	(12,210)	Benefit provider change reduction for the Town
Staffing Other Direct Expenses	17,000	0	0	0	0	0	17,000	0%	0	
Contracted Services	24,000	0	0	0	0	0	24,000	0%	0	
Contributions to Reserve	150,200	0	0	0	0	0	150,200	0%	0	
Hydro/Sewer/Gas	362,300	0	0	0	0	0	362,300	0%	0	
Supplies and Maintenance	147,800	0	0	0	0	0	12,800	160,400	9%	Increase based on actuals
Other Direct Costs	65,980	0	0	11,400	0	0	77,380	17%	11,400	Insurance Premium increase
Expense Total	1,646,280	0	0	(810)	0	0	12,800	1,658,270	1%	11,990
Georgina Ice Palace Total	908,150	0	0	(810)	0	0	12,800	920,140	1%	11,990
Georgina Leisure Pool										
Revenue										
Misc Revenues	(88,000)	0	0	0	0	0	(88,000)	0%	0	
User Fees, Lease and Rental	(333,500)	0	0	0	0	0	(333,500)	0%	0	
Revenue Total	(421,500)	0	0	0	0	0	(421,500)	0%	0	
Expense										
Salaries and Benefits	1,070,630	0	0	(11,490)	0	0	(2,500)	1,056,640	-1%	(13,990)
Staffing Other Direct Expenses	16,000	0	0	0	0	0	16,000	0%	0	
Contracted Services	21,450	0	0	0	0	0	21,450	0%	0	
Contributions to Reserve	60,000	0	0	0	0	0	60,000	0%	0	
Hydro/Sewer/Gas	182,480	0	0	0	0	0	182,480	0%	0	
Supplies and Maintenance	61,650	0	0	0	0	0	5,000	66,650	8%	5,000
Other Direct Costs	48,180	0	0	2,510	0	0	50,690	5%	2,510	
Expense Total	1,460,390	0	0	(8,980)	0	0	2,500	1,453,910	0%	(6,480)
Georgina Leisure Pool Total	1,038,390	0	0	(8,980)	0	0	2,500	1,032,410	-1%	(6,480)
Jackson's Point Harbour										
Revenue										
User Fees, Lease and Rental	(69,400)	0	0	0	0	0	(69,400)	0%	0	
Revenue Total	(69,400)	0	0	0	0	0	(69,400)	0%	0	
Expense										
Salaries and Benefits	27,280	0	0	0	0	0	0	27,280	0%	0



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Details

	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Staffing Other Direct Expenses	1,850	0	0	0	0	0	0	1,850	0%	0
Contracted Services	3,000	0	0	0	0	0	0	3,000	0%	0
Hydro/Sewer/Gas	5,620	0	0	0	0	0	0	5,620	0%	0
Supplies and Maintenance	5,700	0	0	0	0	0	0	5,700	0%	0
Other Direct Costs	6,650	0	0	0	660	0	0	7,310	10%	660
Expense Total	50,100	0	0	0	660	0	0	50,760	1%	660
Jackson's Point Harbour Total	19,300	0	0	0	660	0	0	(18,640)	-3%	660
Jackson's Point Washrooms Expense										
Salaries and Benefits	1,120	0	0	0	0	0	0	1,120	0%	0
Hydro/Sewer/Gas	1,720	0	0	0	0	0	0	1,720	0%	0
Supplies and Maintenance	500	0	0	0	0	0	0	500	0%	0
Expense Total	3,340	0	0	0	0	0	0	3,340	0%	0
Jackson's Point Washrooms Total	3,340	0	0	0	0	0	0	3,340	0%	0
Kinsmen Hall Revenue										
User Fees, Lease and Rental	(19,500)	0	0	0	0	0	0	(19,500)	0%	0
Revenue Total	(19,500)	0	0	0	0	0	0	(19,500)	0%	0
Kinsmen Hall Expense										
Contracted Services	10,000	0	0	0	0	0	0	10,000	0%	0
Hydro/Sewer/Gas	13,600	0	0	0	0	0	0	13,600	0%	0
Supplies and Maintenance	10,000	0	0	0	0	0	0	10,000	0%	0
Other Direct Costs	5,850	0	0	0	1,460	0	0	7,310	25%	1,460
Expense Total	39,450	0	0	0	1,460	0	0	40,910	4%	1,460
Kinsmen Hall Total	19,950	0	0	0	1,460	0	0	21,410	7%	1,460
Lawn Bowling Expense										
Supplies and Maintenance	4,000	0	0	0	0	0	0	4,000	0%	0
Expense Total	4,000	0	0	0	0	0	0	4,000	0%	0
Lawn Bowling Total	4,000	0	0	0	0	0	0	4,000	0%	0
Operations Centre Expense										
Staffing Other Direct Expenses	4,000	0	0	0	0	0	0	4,000	0%	0
Contracted Services	13,130	0	0	0	0	0	0	13,130	0%	0
Hydro/Sewer/Gas	14,800	0	0	0	0	0	0	14,800	0%	0
Supplies and Maintenance	4,000	0	0	0	0	0	0	4,000	0%	0
Other Direct Costs	3,380	0	0	0	850	0	0	4,230	25%	850
Expense Total	39,310	0	0	0	850	0	0	40,160	2%	850
Operations Centre Total	39,310	0	0	0	850	0	0	40,160	2%	850
Pefferlaw Ice Pad Revenue										
User Fees, Lease and Rental	(16,400)	0	0	0	0	0	0	(16,400)	0%	0
Revenue Total	(16,400)	0	0	0	0	0	0	(16,400)	0%	0
Pefferlaw Ice Pad Expense										
Staffing Other Direct Expenses	900	0	0	0	0	0	0	900	0%	0
Contracted Services	38,000	0	0	0	0	0	0	38,000	0%	0
Hydro/Sewer/Gas	20,100	0	0	0	0	0	0	20,100	0%	0
Supplies and Maintenance	12,500	0	0	0	0	0	0	12,500	0%	0
Pefferlaw Lions Hall Revenue										
User Fees, Lease and Rental	(16,400)	0	0	0	0	0	0	(16,400)	0%	0
Revenue Total	(16,400)	0	0	0	0	0	0	(16,400)	0%	0



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Details

	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Other Direct Costs	10,410	0	0	2,600	0	0	13,010	25%	2,600	
Expense Total	81,910	0	0	2,600	0	0	84,510	3%	2,600	
Peterlaw Lions Hall Total	65,510	0	0	2,600	0	0	68,110	4%	2,600	
Port Bolster Hall										
Expense										
Hydro/Sewer/Gas	6,200	0	0	0	0	0	6,200	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	2,080	0	0	520	0	0	2,600	25%	520	
Expense Total	18,280	0	0	520	0	0	18,800	3%	520	
Port Bolster Hall Total	18,280	0	0	520	0	0	18,800	3%	520	
Roches Point Hall										
Revenue										
User Fees, Lease and Rental	(2,400)	0	0	0	0	0	(2,400)	0%	0	
Revenue Total	(2,400)	0	0	0	0	0	(2,400)	0%	0	
Expense										
Supplies and Maintenance	1,250	0	0	0	0	0	1,250	0%	0	
Other Direct Costs	2,420	0	0	610	0	0	3,030	25%	610	
Expense Total	3,670	0	0	610	0	0	4,280	17%	610	
Roches Point Hall Total	1,270	0	0	610	0	0	1,880	48%	610	
Sutton Arena										
Revenue										
Misc Revenues	(4,400)	0	0	0	0	0	(4,400)	0%	0	
User Fees, Lease and Rental	(223,500)	0	0	0	0	0	(223,500)	0%	0	
Revenue Total	(227,900)	0	0	0	0	0	(227,900)	0%	0	
Expense										
Salaries and Benefits	303,740	0	0	31,660	0	0	335,400	10%	31,660	Increase to reflect salaries
Staffing Other Direct Expenses	9,600	0	0	0	0	0	9,600	0%	0	
Contracted Services	26,000	0	0	0	0	0	26,000	0%	0	
Contributions to Reserve	57,000	0	0	0	0	0	57,000	0%	0	
Hydro/Sewer/Gas	136,000	0	0	0	0	0	136,000	0%	0	
Supplies and Maintenance	71,500	0	0	0	0	0	71,500	0%	0	
Other Direct Costs	36,760	0	0	7,290	0	0	44,050	20%	7,290	
Expense Total	640,800	0	0	38,950	0	0	679,550	6%	38,950	
Sutton Arena Total	412,700	0	0	38,950	0	0	451,650	9%	38,950	
The Link										
Revenue										
Donations & Grants	(7,000)	0	0	0	0	0	(7,000)	0%	0	
User Fees, Lease and Rental	(250,060)	(14,500)	0	0	0	0	(264,560)	6%	(14,500)	Additional revenue from York Region and Community
Revenue Total	(257,060)	(14,500)	0	0	0	0	(271,560)	6%	(14,500)	
Expense										
Salaries and Benefits	173,920	0	0	(130)	0	(2,000)	171,790	-1%	(2,130)	
Staffing Other Direct Expenses	10,630	0	0	0	0	1,000	11,630	9%	1,000	
Contracted Services	17,540	0	0	0	0	2,460	20,000	14%	2,460	
Contributions to Reserve	113,120	0	0	0	0	(107,000)	6,120	-95%	(107,000)	Reallocation
Debt Service Repayment	66,610	0	0	0	103,390	0	170,000	155%	103,390	The Link Debenture
Hydro/Sewer/Gas	82,000	0	0	0	0	7,000	89,000	9%	7,000	
Supplies and Maintenance	31,700	0	0	0	0	2,000	33,700	6%	2,000	
Other Direct Costs	131,660	0	0	3,130	0	4,000	138,790	5%	7,130	
Expense Total	627,180	0	0	3,000	103,390	(92,540)	641,030	2%	13,850	
The Link Total	370,120	(14,500)	0	3,000	103,390	(92,540)	369,470	0%	(650)	
The ROC										
Revenue										
Misc Revenues	(77,100)	0	0	0	0	0	(77,100)	0%	0	
User Fees, Lease and Rental	(409,200)	0	0	0	0	0	(409,200)	0%	0	
Revenue Total	(486,300)	0	0	0	0	0	(486,300)	0%	0	



GEORGINA

2021 OPERATING BUDGET

Recreation and Culture - Facilities - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	663,820	0	0	(4,660)	0	(3,500)	655,660	-1%	(8,160)	
Staffing Other Direct Expenses	13,850	0	0	0	0	0	13,850	0%	0	
Contracted Services	54,050	0	0	0	0	0	54,050	0%	0	
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	97,770	0	0	0	0	0	97,770	0%	0	
Other Direct Costs	123,500	0	0	3,750	0	0	127,250	3%	3,750	
Expense Total	1,263,080	0	0	(910)	0	(3,500)	1,258,670	0%	(4,410)	
The ROC Total	776,780	0	0	(910)	0	(3,500)	772,370	-1%	(4,410)	
Udora Hall										
Revenue										
Region or other Munic	(5,000)	0	0	0	0	0	(5,000)	0%	0	
Revenue Total	(5,000)	0	0	0	0	0	(5,000)	0%	0	
Expense										
Hydro/Sewer/Gas	12,000	0	0	0	0	0	12,000	0%	0	
Supplies and Maintenance	12,000	0	0	0	0	0	12,000	0%	0	
Other Direct Costs	6,590	0	0	1,650	0	0	8,240	25%	1,650	
Expense Total	30,590	0	0	1,650	0	0	32,240	5%	1,650	
Udora Hall Total	25,590	0	0	1,650	0	0	27,240	6%	1,650	
Virginia Hall										
Expense										
Hydro/Sewer/Gas	1,500	0	0	0	0	0	1,500	0%	0	
Supplies and Maintenance	500	0	0	0	0	0	500	0%	0	
Other Direct Costs	1,880	0	0	470	0	0	2,350	25%	470	
Expense Total	3,880	0	0	470	0	0	4,350	12%	470	
Virginia Hall Total	3,880	0	0	470	0	0	4,350	12%	470	
Grand Total	6,093,890	385,500	0	49,660	103,390	0	(14,040)	6,618,400	9%	524,510

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

2020 STATS

40 – Career firefighters

1 – Fire training officer

3 – Fire prevention staff

60 – Volunteer firefighters

1501 – Number of calls responded to

565 – Fire prevention inspections

2020 Success Story

Fire Prevention response to COVID-19



The COVID-19 pandemic presented Georgina Fire and Rescue Services with many challenges and in return, provided an opportunity to think outside the box. Fire Prevention rose to the challenge by introducing a number of online and innovative ways to stay connected to the community.

The Chalk One Up for Fire Safety campaign saw 250 packages delivered with a challenge to the community to create a fire safety/home escape masterpiece on their driveways with chalk. A total of 52 participants provided photos of their artwork. It was an excellent opportunity to introduce the virtual Home Safe Home program and provide fire education during the pandemic. Georgina was the first fire service, and to date, remains the only one conducting smoke alarm and CO checks virtually with homeowners using FaceTime, Zoom and Skype.

The Farm Fire Safety campaign saw fire safety packages assembled and mailed out to 273 farm owners in Georgina. The open-air burn campaign included educational messages delivered through Curbex signs, social media and the Town Page in the Georgina Advocate promoting the fire safety message for recreational burning. Fire safety messages, recreational burn and open-air burn permit information was also shared through curbside pickup at all three branches of Georgina Public Library. And, the open-

air/recreational burn by-law information was sent to 11,000 homes in June as part of the annual Georgina tax bill.

Fire Prevention put together a fire safety package that was included in the Recreation Services division's Suitcase of Summer program that included home escape plans, TVO booklets, Frisbees, colouring sheets, tattoos, magnets, dress the firefighter and sand pails with shovels. More than 100 suitcases were distributed throughout the community.

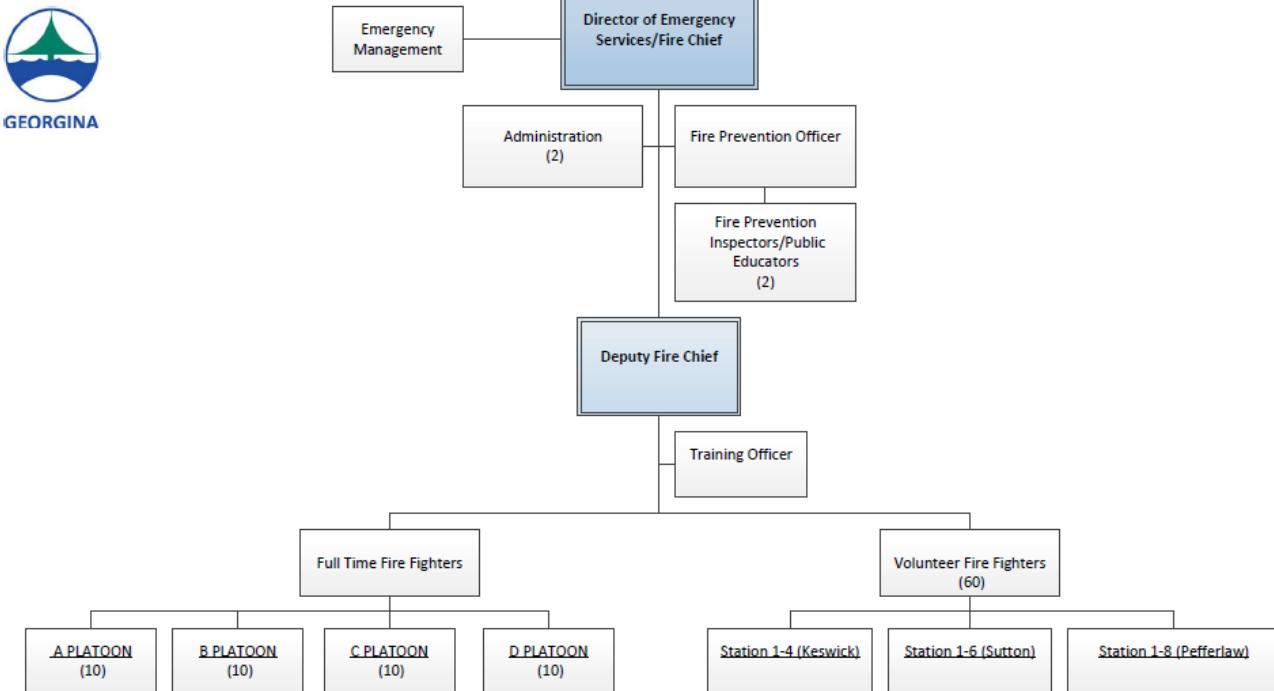
Working with Town staff, Fire Prevention met all requests within 24 hours to inspect local restaurants requesting a permit to allow businesses to open patios outside as part of the economic recovery plan for the Town.

Fire Prevention continues to be on the Georgina Life program twice a month via Zoom. Topics of discussion have included recreational fires, fire extinguishers, smoke alarms and CO's, and the virtual Home Safe Home program.

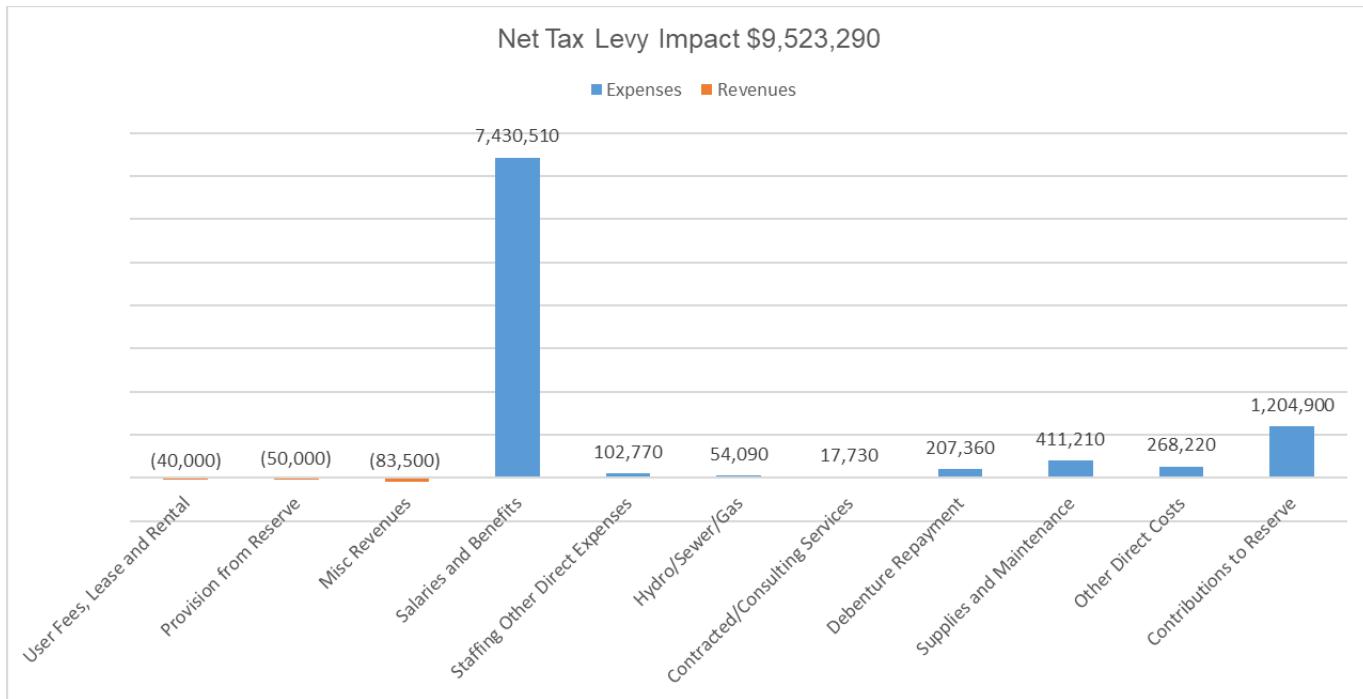
On March 11, 2020, the World Health Organization declared a global outbreak of COVID-19 pandemic. In response, the Town's Emergency Operations Centre (EOC) was activated on March 13th. Georgina Fire & Rescue Services has the responsibility of administering and managing the Town's Emergency Response Plan. The role of the Town's Community Emergency Management Coordinator is the responsibility of the Chief Fire Official. On March 19th the Town, through our EOC, declared a State of Emergency to reinforce the need that Ontarians follow the advice of Ontario Public Health. Our CEMC has worked closely in aligning our response with our Emergency Services Partners and in collaboration with York Region Public Health. To this date, the EOC has remained active and engaged having met with members of our EOC Working and Control Groups well over 150 times. The EOC continues to plan and execute Town wide responses that ensures continuity of critical services and the safety of all our residents.



Organizational Chart



2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Online agricultural and open-air burn permits
- Fire Rescue Boat received and placed into service to ensure the 52 kilometres of waterfront are protected
- Virtual Home Safe Inspections
- Station 1-4 and Station 1-6 facility signage installed

Major Operating Drivers

- Master Fire Plan recommendations and Fire Underwriters Survey
- Increase in population and traffic flow accessing Highway 404
- COVID-19 Medical Emergency Pandemic
- National Fire Protection Association (NFPA) requirements for training volunteer and career suppression staff

Major Initiatives Planned for 2021

- Continued certification of suppression and fire prevention staff
- Development of Community Risk Assessment Plan
- Replacement of Tanker 184
- Opening of Pefferlaw Fire Station 1-8 to ensure service levels for a growing community



GEORGINA

2021 OPERATING BUDGET

Fire and Rescue Services - Budget Details



GEOGINA

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Emergency Management										
Expense										
Contracted/Consulting Services	17,310	0	0	420	0	0	17,730	2%	420	
Supplies and Maintenance	1,880	0	0	0	0	0	1,880	0%	0	
Other Direct Costs	1,000	0	0	0	0	0	1,000	0%	0	
Expense Total	20,190	0	0	420	0	0	20,610	2%	420	
Emergency Management Total	20,190	0	0	420	0	0	20,610	2%	420	
Fire Prevention										
Expense										
Salaries and Benefits	398,090	0	0	27,290	0	2,000	427,380	7%	29,290	Salary increases per the negotiated Union schedule (Reallocation from contingency account)
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	17,200	0%	0	
Expense Total	420,790	0	0	27,290	0	2,000	450,080	7%	29,290	
Fire Prevention Total	420,790	0	0	27,290	0	2,000	450,080	7%	29,290	
Firefighting Force										
Revenue										
Misc Revenues	(83,500)	0	0	0	0	0	(83,500)	0%	0	
Provision from Reserve	(50,000)	0	0	0	0	0	(50,000)	0%	0	
User Fees, Lease and Rental	(40,000)	0	0	0	0	0	(40,000)	0%	0	
Revenue Total	(173,500)	0	0	0	0	0	(173,500)	0%	0	
Expense										
Salaries and Benefits	6,344,510	0	0	497,530	0	0	6,842,040	8%	497,530	(Reallocation from contingency account)
Staffing Other Direct Expenses	24,200	0	0	0	0	4,100	28,300	17%	4,100	
Contributions to Reserve	528,200	147,000	0	0	0	0	675,200	28%	147,000	Increase for the New South Keswick Fire Hall
Supplies and Maintenance	114,430	0	0	0	0	0	114,430	0%	0	
Other Direct Costs	243,080	0	0	24,140	0	0	267,220	10%	24,140	Insurance Premium increase
Expense Total	7,254,420	147,000	0	521,670	0	4,100	7,927,190	9%	672,770	
Firefighting Force Total	7,080,920	147,000	0	521,670	0	4,100	7,753,690	10%	672,770	
Fleet										
Expense										
Contributions to Reserve	474,900	0	0	0	0	54,800	529,700	12%	54,800	Reallocation from Non-program budget
Supplies and Maintenance	204,400	0	0	15,000	0	5,000	224,400	10%	20,000	Increase based on historical trend
Expense Total	679,300	0	0	15,000	0	59,800	754,100	11%	74,800	
Keswick Fire Hall										
Expense										
Staffing Other Direct Expenses	6,000	0	0	0	0	0	6,000	0%	0	
Hydro/Sewer/Gas	31,390	0	0	0	0	0	31,390	0%	0	
Supplies and Maintenance	20,590	0	0	0	0	9,410	30,000	46%	9,410	
Expense Total	57,980	0	0	0	0	9,410	67,390	16%	9,410	
Keswick Fire Hall Total	57,980	0	0	0	0	9,410	67,390	16%	9,410	
Pefferlaw Fire Hall										
Expense										
Staffing Other Direct Expenses	2,060	0	0	0	0	0	2,060	0%	0	
Debtenture Repayment	107,050	0	0	100,310	0	0	207,360	94%	100,310	Pefferlaw Fire Hall debtenture
Hydro/Sewer/Gas	6,730	0	0	0	0	0	6,730	0%	0	
Supplies and Maintenance	11,700	0	0	0	0	0	6,700	5,000	-57%	(6,700)
Expense Total	127,540	0	0	0	0	100,310	(6,700)	221,150	73%	93,610
Pefferlaw Fire Hall Total	127,540	0	0	0	0	100,310	(6,700)	221,150	73%	93,610
Sutton Fire Hall										
Expense										
Staffing Other Direct Expenses	3,510	0	0	0	0	0	3,510	0%	0	
Hydro/Sewer/Gas	15,970	0	0	0	0	0	15,970	0%	0	
Supplies and Maintenance	10,300	0	0	0	0	0	10,300	0%	0	
Expense Total	29,780	0	0	0	0	0	29,780	0%	0	

2021 OPERATING BUDGET

Fire and Rescue Services - Budget Details



GEORGINA

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Sutton Fire Hall Total	29,780	0	0	0	0	0	29,780	0%	0	
Training Officer										
Expense										
Salaries and Benefits	152,500	0	0	10,590	0	(2,000)	161,090	6%	8,590	
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	
Expense Total	217,900	0	0	10,590	0	(2,000)	226,490	4%	8,590	
Training Officer Total	217,900	0	0	10,590	0	(2,000)	226,490	4%	8,590	
Grand Total	8,634,400	147,000	0	574,970	100,310	66,610	9,523,290	10%	888,390	

Development Services

The Development Services Department promotes well managed growth and economic development and tourism through strategic land-use planning activities and marketing efforts. This Department 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.

2020 Successes

The COVID-19 pandemic in the spring of 2020 resulted in the need to act swiftly to strategize economic stabilization and recovery. Our team listened, took notes and assembled an Economic Recovery Team (ERT) to develop programs to support our local business community. These programs helped more than 90 businesses to better position themselves as they began to pivot and adjust to new protocols and customer buying patterns. One of these programs - the new Temporary Patio Program, will act as an example for a more permanent program to be explored in 2021. The temporary program allowed restaurants to build new temporary patios that contributed to stabilizing their cash flow, while providing a new experience for our residents.



Over the past year, and particularly in response to COVID-19 service delivery challenges, the Building Division has implemented online building permit applications and e-permits. The Development Services Team continues to explore options to improve efficiency and customer service through online solutions.

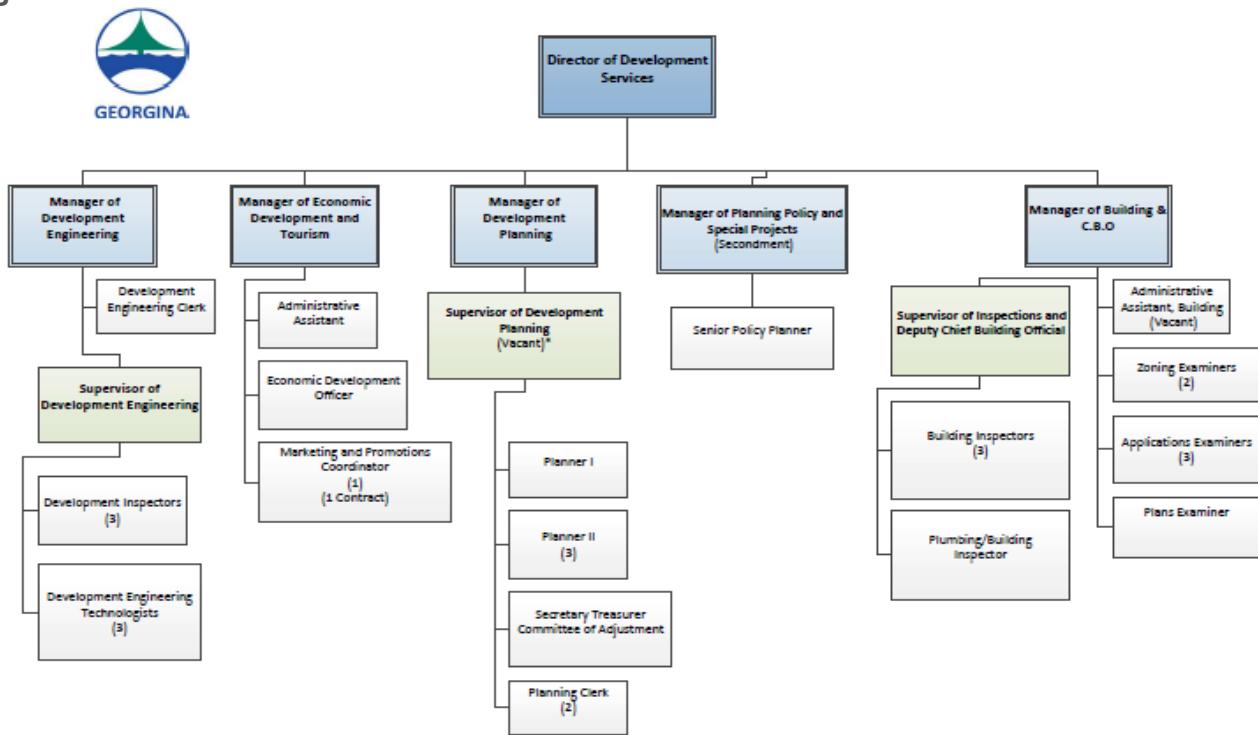
Online videos have been produced and are now on the Town's website to assist residents with the requirements for pool permits and smaller scale building permits.

The introduction of online grant applications have also helped to ensure the health and safety of our community during the COVID Pandemic. A new online dashboard tool was also launched to help local businesses and prospective investors ease the time consuming steps of acquiring up-to-date statistics and business information.

One of the Department's biggest accomplishments was reviewing and updating the site plan application process to improve service delivery and reduce the timeframes for site plan approvals. Staff developed an easy-to-read workflow diagram for applicants to understand the process better and to identify the point of contact for each stage of the process.

With the creation on new economic recovery programs and processes to improve service delivery, the department is committed to improving efficiencies and utilizing technology to adapt to the new ways of doing business during these uncertain times.

Organizational Chart



Divisions

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

Major Initiatives Planned for 2021

- Completion of the Keswick Secondary Plan Review and Update
- Participate in the development of a Broadband Strategy to leverage investment in YorkNet's Fibre Infrastructure
- Phase 1 of the Conformity Review and Update for Zoning By-law 500
- Implementation of a permanent Outdoor Patio Program
- Continuation of SHOP LOCAL initiatives (support of BIA marketing efforts)
- Expansion of Economic Recovery Initiatives (extension of COVID Pandemic Grant Programs, introduction of Customer Relationship Management tool)
- Review and update the Site Alteration Permit Process
- Update of the Town's Development Design Criteria
- Continuation of Partnership with GTTI and OWC as they proceed with development of the Skilled Trades Institute and ClearWater Farm.





GEORGINA

2021 OPERATING BUDGET

Development Services - Department Administration - Budget Details

	2021 BASE BUDGETS	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration Expense										
Salaries and Benefits	277,190	0	0	10,650	0	0	287,840	4%	10,650	Annual salary increase
Staffing Other Direct Expenses	4,860	0	0	0	0	0	4,860	0%	0	0
Other Direct Costs	900	0	0	0	0	0	900	0%	0	0
Expense Total	282,950	0	0	10,650	0	0	293,600	4%	10,650	
Administration Total	282,950	0	0	10,650	0	0	293,600	4%	10,650	
Grand Total	282,950	0	0	10,650	0	0	293,600	4%	10,650	

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.

Jan – June 2020

Applications submitted:
1 Subdivision
3 Zoning
2 Official Plan
1 Consent
24 Minor Variance

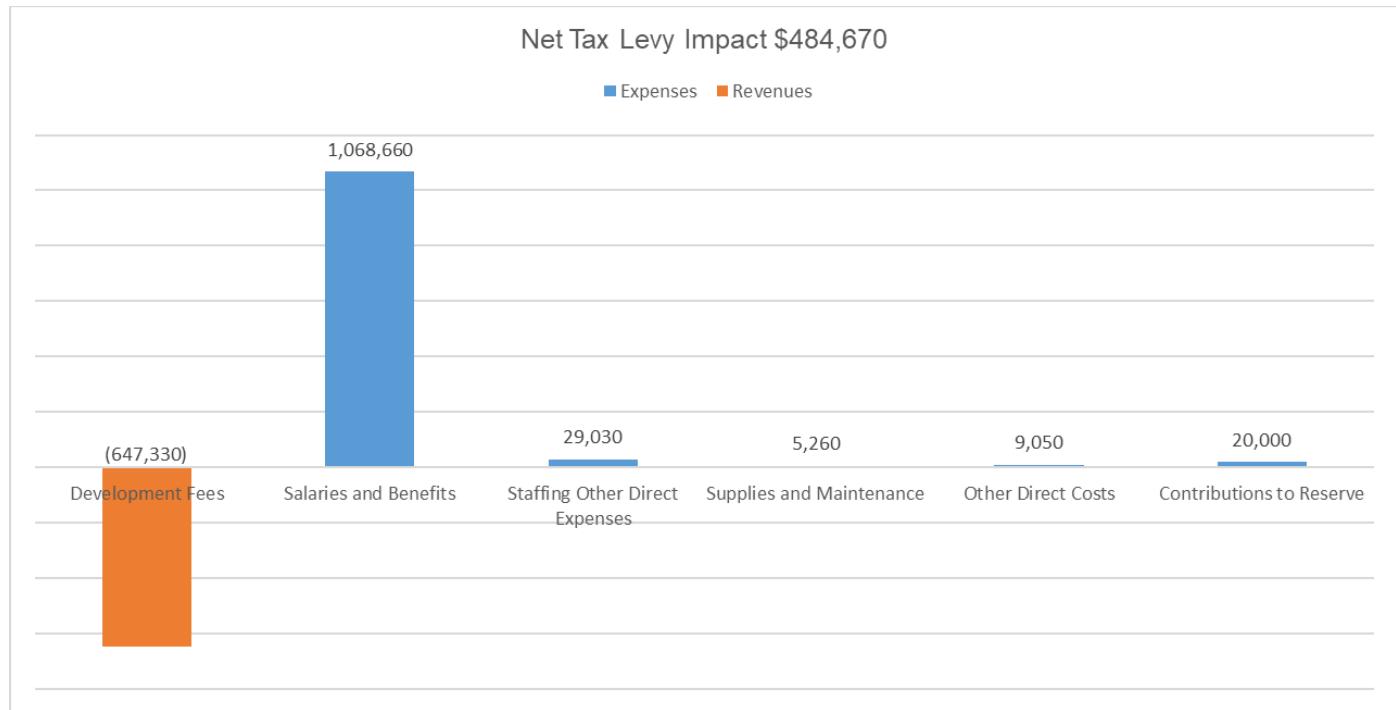
Services provided by the Planning Division include:

- 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, and the Georgina Heritage 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.



GEORGINA

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Zoning By-law No. 500 Update – consolidation of zoning by-law amendments approved since 2013 and posting of same on Town website
- January – August → staff reports on minor variance and severance applications were considered by the Committee of Adjustment, and ___ reports were considered by Council on a variety of development applications and other planning-related matters
- Update of Street Naming Policy and Procedures for Street Numbering
- General reports to Council:
 - Development Applications Status Reports – January and September
 - Cannabis – Interim Control By-law and Production Facilities Analysis
 - Urban Hens – Conclusion of Public Consultation Process and Implementation
 - OP Conformity Rezoning of Environmental Protection Lands
 - Implementation of Ainslie Hill Subdivision
 - General Amendments to Zoning By-law and Ferncroft Zoning Review



Key Projects for 2021

- Completion of the Keswick Secondary Plan Review and Update
- Completion of Cannabis Analysis and adoption of Official Plan Policies and Zoning Standards
- Initiation of Environmental Protection Area OP conformity Rezoning Process



GEORGINA

2021 OPERATING BUDGET

Development Services - Planning - Budget Details



GEORGINA

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Development Fees	(513,830)	0	0	0	0	0	(513,830)	0%	0	
Revenue Total	(513,830)	0	0	0	0	0	(513,830)	0%	0	
Expense										
Salaries and Benefits	931,610	0	0	40,310	0	0	971,920	4%	40,310	Salary step increase and Reorganization
Staffing Other Direct Expenses	20,280	0	0	0	0	0	20,280	0%	0	
Contributions to Reserve	20,000	0	0	0	0	0	20,000	0%	0	
Supplies and Maintenance	4,660	0	0	0	0	0	4,660	0%	0	
Other Direct Costs	5,050	0	0	0	0	0	5,050	0%	0	
Expense Total	981,600	0	0	40,310	0	0	1,021,910	4%	40,310	
Administration Total	467,770	0	0	40,310	0	0	508,080	9%	40,310	
Agricultural Advisory Committee										
Revenue										
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	
Expense Total	3,940	0	0	0	0	0	3,940	0%	0	
Committee of Adjustment										
Revenue										
Development Fees	(160,500)	0	0	0	0	0	27,000	(133,500)	-17%	27,000 Reduction in Consent Fees
Revenue Total	(160,500)	0	0	0	0	0	27,000	(133,500)	-17%	27,000
Expense										
Salaries and Benefits	87,050	0	0	5,210	0	0	92,260	6%	5,210	
Staffing Other Direct Expenses	7,850	0	0	0	0	0	7,850	0%	0	
Supplies and Maintenance	600	0	0	0	0	0	600	0%	0	
Other Direct Costs	500	0	0	5,210	0	0	500	0%	0	
Expense Total	96,000	0	0	5,210	0	0	101,210	5%	5,210	
Committee of Adjustment Total	(64,500)	0	0	5,210	0	0	27,000	(32,290)	-50%	32,210
Environmental Advisory Committee										
Revenue										
Salaries and Benefits	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	
Expense Total	4,940	0	0	0	0	0	4,940	0%	0	
Environmental Advisory Committee Total	4,940	0	0	0	0	0	4,940	0%	0	
Grand Total	412,150	0	0	45,520	0	27,000	484,670	18%	72,520	

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 no damage or other problems arise as a result of issues pertaining to drainage, and ensuring groundwater and the environment are protected from contamination.

2.1 kilometres – New roads and underground infrastructure

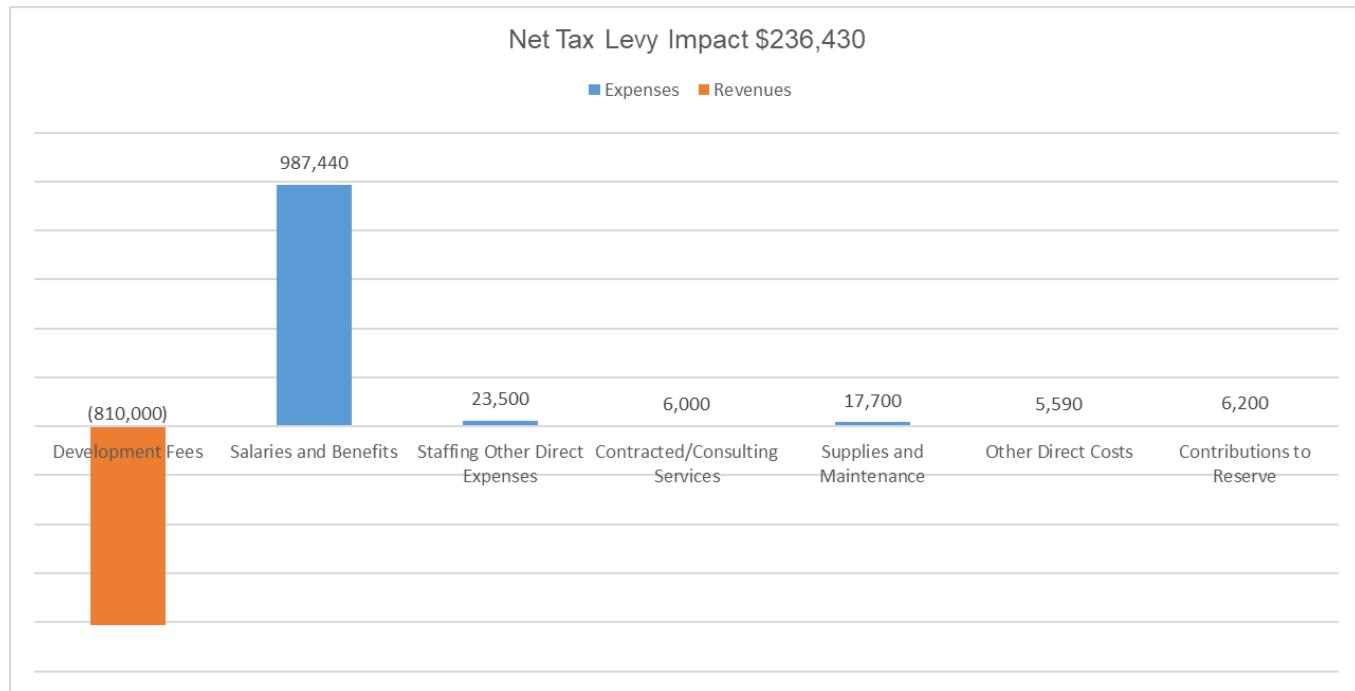
\$1.1 million – New infrastructure

80 – New site-alteration permits

Services provided by the Development Engineering Division include:

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

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Created Sanitary Sewer Model and Master Plan
- 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
- Reviewed and updated the Site Plan Control By-law and Process Review
- Reviewed and updated the Development Engineering Design Criteria
- Processed numerous minor and major site plan applications
- Reviewed and approved infrastructure for numerous subdivisions, condominiums and site plans

Key Projects for 2021

- Review the Site Alteration Permit By-law and Process
- Implement e-permitting for site-alteration permits
- Review and update the Development Engineering Design Criteria





GEORGINA

2021 OPERATING BUDGET

Development Services - Development Engineering - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Development Fees	(810,000)	0	0	0	0	0	(810,000)	0%	0	0
Revenue Total	(810,000)	0	0	0	0	0	(810,000)	0%	0	0
Expense										
Salaries and Benefits	994,040	0	0	(6,600)	0	0	987,440	-1%	(6,600)	
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	(1,000)	0	0	0	0	8,000	-11%	(1,000)	
Other Direct Costs	2,000	0	0	0	0	0	2,000	0%	0	
Expense Total	1,034,540	(1,000)	0	(6,600)	0	0	1,026,940	-1%	(7,600)	
Administration Total	224,540	(1,000)	0	(6,600)	0	0	216,940	-3%	(7,600)	
Fleet										
Expense										
Contributions to Reserve	6,200	0	0	0	0	0	6,200	0%	0	0
Supplies and Maintenance	9,700	0	0	0	0	0	9,700	0%	0	0
Other Direct Costs	2,870	0	0	720	0	0	3,590	25%	720	720
Expense Total	18,770	0	0	720	0	0	19,490	4%	720	720
Fleet Total	18,770	0	0	720	0	0	19,490	4%	720	
Grand Total	243,310	(1,000)	0	(5,880)	0	0	236,430	-3%	(6,880)	

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:

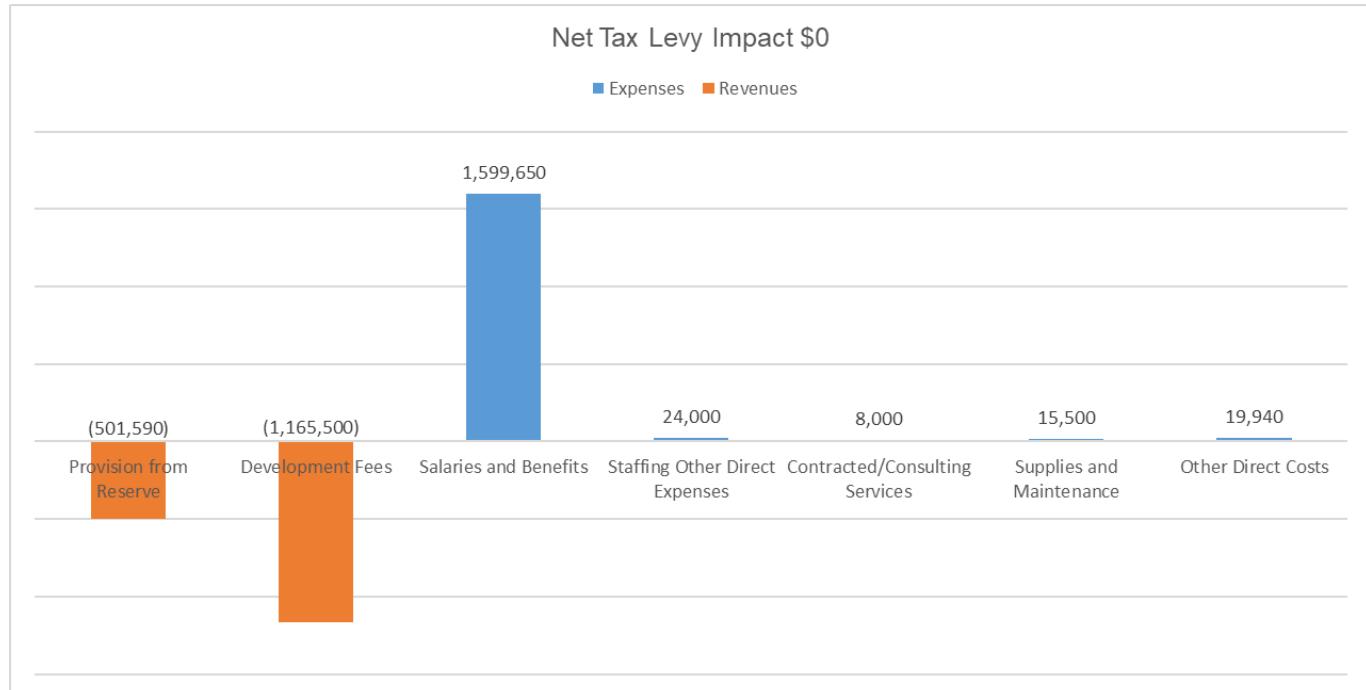
- Construction and demolition permit applications and inspections
- Inspections related to the Backflow and Cross Connection Control By-law
- Investigations relating to illegal construction and demolition
- Pool enclosure permit applications and inspections

\$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)

2021 Budgeted Expenditures and Revenues



GEORGINA

2020 Accomplishments

- Commenced a review of service delivery fees aimed to return to a 100 per cent cost recovery model.
- Inspected properties subject to the Septic Maintenance Inspection Program to minimize risk to the waters of Lake Simcoe.

Key Projects for 2021

- Introduce updated fees related to division service delivery.
- 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)



2021 OPERATING BUDGET

Development Services - Building - Budget Details



GEORGINA

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Development Fees	(958,500)	(207,000)	0	0	0	0	(1,165,500)	22%	(207,000)	Growth due to new development
Provision from Reserve	(712,000)	210,410	0	0	0	0	(501,590)	-30%	210,410	Reduction (offset) for development
Revenue Total	(1,670,500)	3,410	0	0	0	0	(1,667,090)	0%	3,410	
Expense										
Salaries and Benefits	1,603,230	0	0	(3,580)	0	0	1,599,650	0%	(3,580)	
Staffing Other Direct Expenses	23,000	0	0	0	0	1,000	24,000	4%	1,000	
Contracted/Consulting Services	8,000	0	0	0	0	0	8,000	0%	0	
Supplies and Maintenance	5,500	0	0	0	0	0	5,500	0%	0	
Other Direct Costs	13,500	0	0	0	0	0	13,500	0%	0	
Expense Total	1,653,230	0	0	(3,580)	0	1,000	1,650,650	0%	(2,580)	
Administration Total	(17,270)	3,410	0	(3,580)	0	1,000	(16,440)	-5%	830	
Fleet										
Expense										
Supplies and Maintenance	12,000	0	0	0	0	(2,000)	10,000	-17%	(2,000)	
Other Direct Costs	5,270	0	0	1,170	0	0	6,440	22%	1,170	
Expense Total	17,270	0	0	1,170	0	(2,000)	16,440	-5%	(830)	
Fleet Total	17,270	0	0	1,170	0	(2,000)	16,440	-5%	(830)	
Grand Total	0	3,410	0	(2,410)	0	(1,000)	0	0	0	

Development Services – Economic Development and Tourism Division

The Economic Development and Tourism Division is dedicated to helping facilitate 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. 2020 has been a difficult year due to the emergence of the COVID-19 pandemic. The work program continues to evolve to ensure that local businesses receive the assistance and access to programs that support recovery. Staff are aware of the significant impact COVID-19 has had on the business community and are revising existing grant programs to support recovery efforts. The need to support partner organizations within our community continues to grow as they expand services and programs designed to promote economic growth and the social well-being of our community. COVID-19 has increased the need for us to continue to leverage additional advertising/marketing and programming to help strengthen all sectors within our community.

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

Implementation of five new grant programs to support COVID -19 pandemic recovery including the allocation of \$250,000 for the administration of a Business Recovery Program

Services provided by the Economic Development and Tourism Division include:

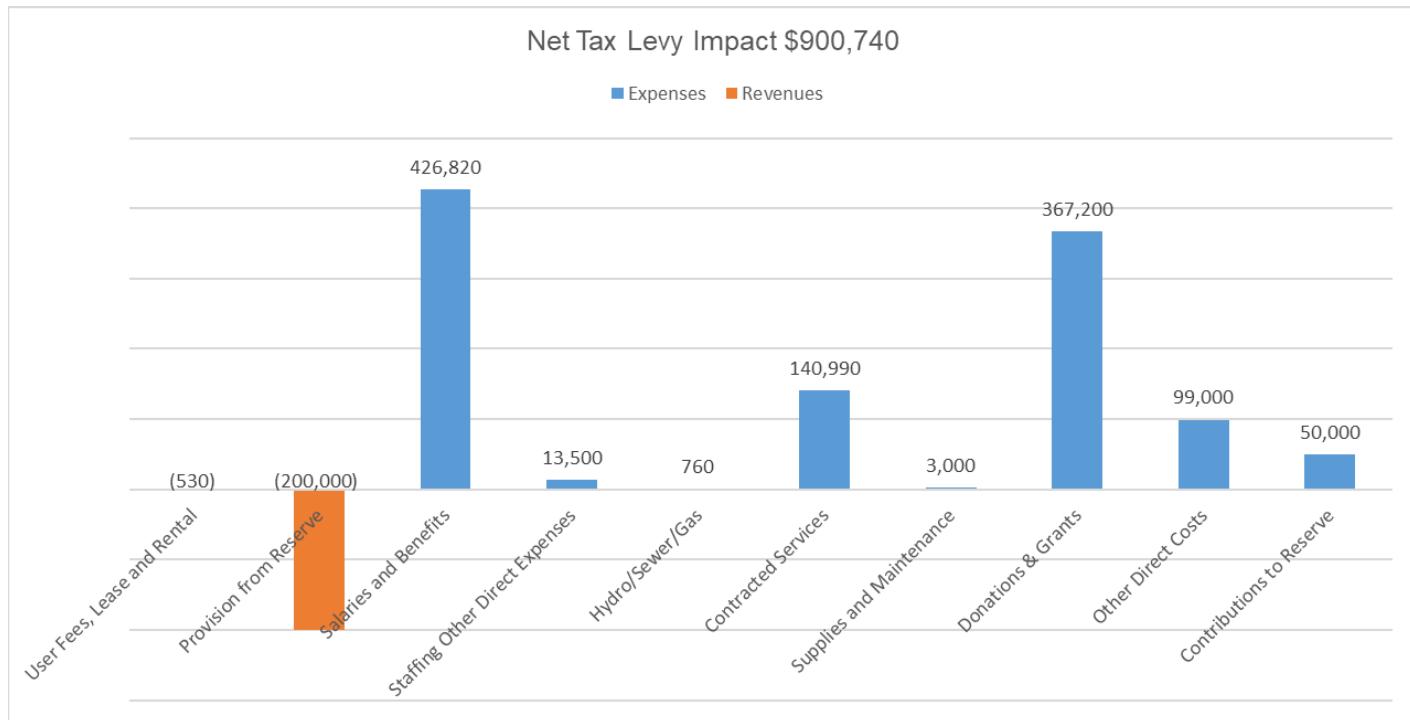
- Offers Community Improvement Plan Grant Program to support façade, heritage, accessibility and landscape enhancements in Business Improvement Areas (BIA's).
- Encourages development with the Development Application Fee Rebate Program.
- Provides Economic Development and Community Betterment Grants 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.



DEVELOPMENT SERVICES – ECONOMIC DEVELOPMENT AND TOURISM DIVISION

- Responds to the evolving economic climate with the assistance of partner organizations.
- Hosts workshops and training programs to support local businesses and workforce developments.
- Referrals to community agencies that provide training, funding and business services.

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Launch of the Economic Recovery Team in response to the COVID-19 pandemic.
- Council approved a \$250,000 Georgina Emergency Response Benefit and supported more than 60 Georgina businesses.
- Implementation of three additional COVID-19 grant programs (building permit fee rebate, technology and interior renovation grant, not-for-profit/charitable organization financial assistance program)
- Continuation of efforts to streamline and assist investors through the development approval process.
- Expansion of summer banner program.
- Supported 18 community events, sponsoring \$45,000 in 2020, through the Economic Development and Community Betterment Grant.



- Increased division awareness through an expanded social presence and a refreshed Economic Development eNewsletter and website.
- Implementation of a Temporary Patio Program to address requirements of the Stage 2 Framework for Reopening Ontario.
- Continued support of the agri-tourism sector during the COVID-19 pandemic through a virtual Field to Table Event and shortened Farmers Market season.

Key Projects for 2021

- Continue to support COVID-19 business recovery efforts
- Reset of programs to address the “new normal”
- Complete Phase 2 of the Tourism and Wayfinding Signage



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2021 OPERATING BUDGET

Development Services - Economic Development - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
User Fees, Lease and Rental	(50)	0	0	0	0	0	0	(50)	0%	0
Revenue Total	(50)	0	0	0	0	0	0	(50)	0%	0
Expense										
Salaries and Benefits	417,010	0	0	810	0	0	417,820	0%	810	
Staffing Other Direct Expenses	13,500	0	0	0	0	0	13,500	0%	0	
Contributions to Reserve	50,000	0	0	0	0	0	50,000	0%	0	
Supplies and Maintenance	3,000	0	0	0	0	0	3,000	0%	0	
Other Direct Costs	92,000	0	0	0	0	0	92,000	0%	0	
Expense Total	575,510	0	0	810	0	0	576,320	0%	810	
Administration Total	575,460	0	0	810	0	0	576,270	0%	810	
Economic Development Committee										
Revenue										
Salaries and Benefits	4,500	0	0	0	0	0	4,500	0%	0	
Other Direct Costs	5,500	0	0	0	0	0	5,500	0%	0	
Revenue Total	10,000	0	0	0	0	0	10,000	0%	0	
Economic Development Committee Total	10,000	0	0	0	0	0	0	0%	0	
Georgina Chamber of Commerce										
Revenue										
User Fees, Lease and Rental	(480)	0	0	0	0	0	(480)	0%	0	
Revenue Total	(480)	0	0	0	0	0	(480)	0%	0	
Expense										
Hydro/Sewer/Gas	760	0	0	0	0	0	760	0%	0	
Contracted Services	84,940	0	0	0	0	0	83,990	-1%	(950)	
Expense Total	85,700	0	0	0	0	0	84,750	-1%	(950)	
Georgina Chamber of Commerce Total	85,220	0	0	0	0	0	84,270	-1%	(950)	
Georgina Trades Training Inc										
Revenue										
Donations & Grants	50,000	0	0	0	0	0	50,000	0%	0	
Expense Total	50,000	0	0	0	0	0	50,000	0%	0	
Georgina Trades Training Inc Total	50,000	0	0	0	0	0	50,000	0%	0	
Grants and Sponsorships										
Revenue										
Provision from Reserve	(100,000)	0	0	0	0	0	(100,000)	0%	0	
Revenue Total	(100,000)	0	0	0	0	0	(100,000)	0%	0	
Expense										
Donations & Grants	217,200	0	0	0	0	0	217,200	0%	0	
Expense Total	217,200	0	0	0	0	0	217,200	0%	0	
Grants and Sponsorships Total	117,200	0	0	0	0	0	117,200	0%	0	
Streetscaping										
Expense										
Contracted Services	57,000	0	0	0	0	0	57,000	0%	0	
Expense Total	57,000	0	0	0	0	0	57,000	0%	0	
Streetscaping Total	57,000	0	0	0	0	0	57,000	0%	0	
Watervays Committee										
Expense										
Salaries and Benefits	4,500	0	0	0	0	0	4,500	0%	0	
Other Direct Costs	1,500	0	0	0	0	0	1,500	0%	0	
Expense Total	6,000	0	0	0	0	0	6,000	0%	0	
Watervays Committee Total	6,000	0	0	0	0	0	6,000	0%	0	
Georgina Community Health Council										
Revenue										
Provision from Reserve	0	0	0	0	(100,000)	0	0	0	(100,000)	
Revenue Total	0	0	0	0	(100,000)	0	0	0	(100,000)	
Expense										

2021 OPERATING BUDGET

Development Services - Economic Development - Budget Details



GEORGINA

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Donations & Grants	0	0	0	100,000	0	0	0	100,000	100,000	
Expenise Total	0	0	0	100,000	0	0	0	100,000	100,000	
Georgina Community Health Council Tot:	0	0	0	0	0	0	0		0	
Grand Total	900,880	0	0	810	0	(950)	900,740	0%	(140)	

Human Resources

The Human Resources Department (HR) 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.

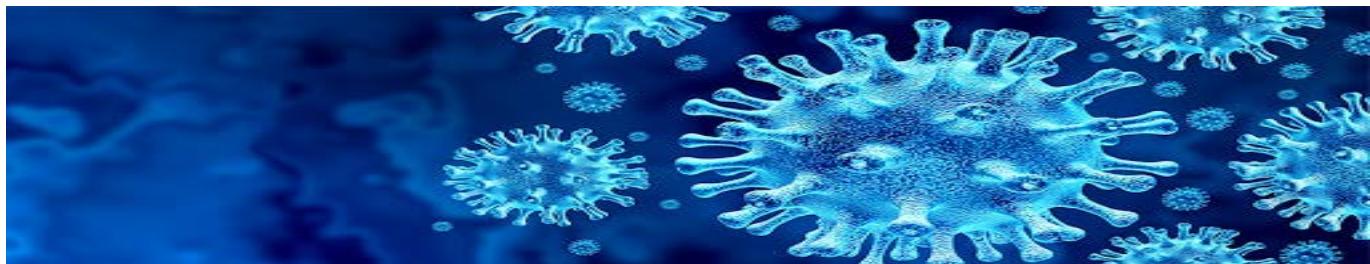
Services provided by the Human Resources Department include:

- 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

O&I – Roads Division-all critical vacancies filled

15 – Permanent jobs filled (as at September 2020)

2020 Success Story: COVID-19 Pandemic



In March, a state of emergency was declared due to the COVID-19 pandemic. The Emergency Operations Centre was immediately established in response to the Town's management of the pandemic situation. Two meetings a day were held, one for the Control Group and one for the Working Group. Human Resources was a part of both of these groups.

In support of the changing guidelines set forth by Public Health, Human Resources created a COVID-19 FAQ's section on the Intranet, including links to mental health and support groups. HR also developed a weekly Positivity Newsletter to help staff stay connected and to promote healthy, positive ways to stay motivated during the pandemic. To ensure the safety of employees, we created a Telework Guideline to assist all departments as many staff continue to work from home.

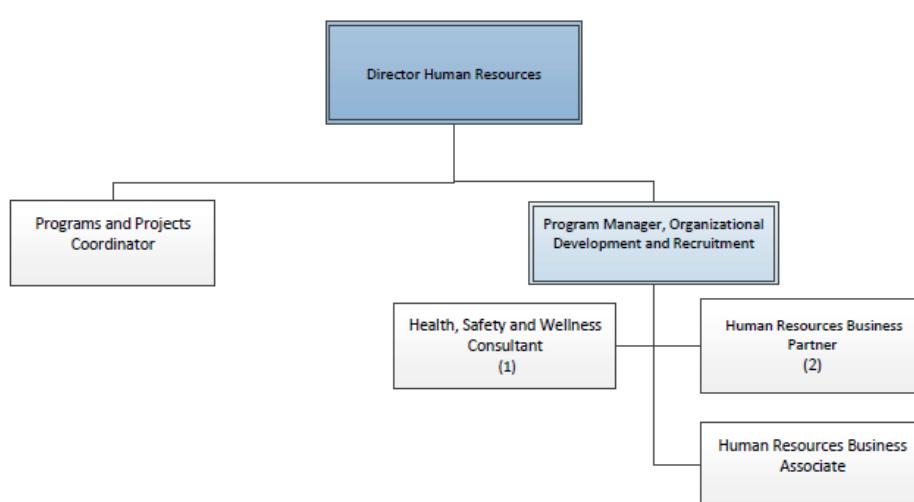
The Health, Safety and Wellness Consultant has been a constant and reliable point of contact for employees. This resource has been invaluable to the Corporation. The Consultant recorded two COVID-19 video updates that included the Town's response to COVID-19; conducted onsite COVID-19 Q and A's, and safety talks for Roads, Water and Parks; and delivered Personal Protective Equipment and disinfectant including personal spray sanitizers, disinfectant car kits, cloth/disposable masks and gloves across the Town (close to 1,000 delivered).

Our Organizational Development and Recruitment team coordinated multiple temporary layoffs of part-time employees due to COVID-19 and redeployments of full-time staff. As we entered into phase 2 of the government's reopening plan, HR led the Reopening Framework Working Group that looked at the spaces of each workplace to determine the physical changes that needed to occur when the workplace reopens. This exercise led to the development of a corporate Reopening Framework document.

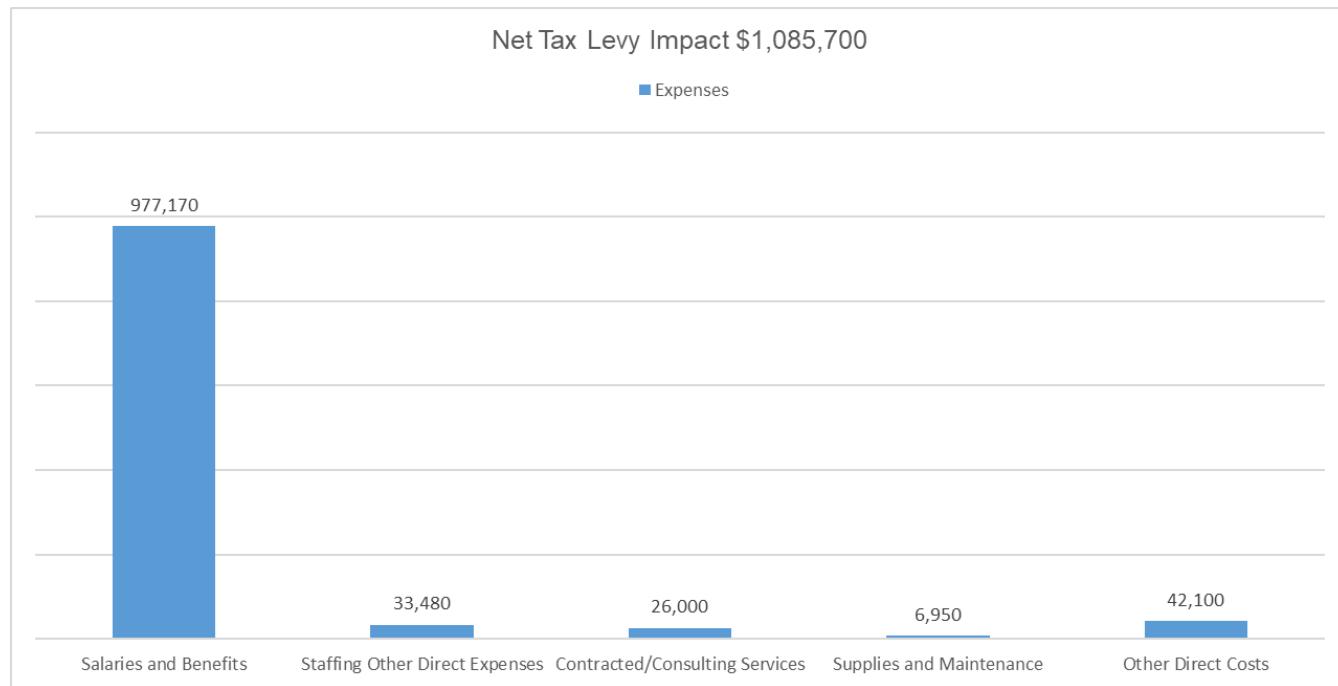
HUMAN RESOURCES

Human Resources continues to work closely with the Infrastructure Health and Safety Association (IHSA) to position the Town offices including the Civic Centre, Libraries, animal shelter and the Annex to be physically prepared for reopening in a safe manner.

Organizational Chart



2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- While continuing to foster employee engagement within the workforce, the Recognition Program is set to launch phase 2 in 2020. This program will focus on employee accomplishments and promote peer-to-peer recognition. A review of the Length of Service Award program is underway depending on COVID-19 restrictions in place for 2020.
- Established new Corporate Core Values
- Successful N6 Human Resources Forum
- Developed a N6 Advanced Leadership Excellence Program
- Expanded Municipal Partnerships (N6, Simcoe, Region, Markham, Municipal Learning Organizational Development (MLOD) Job Skills Keswick)
- Provided Train-the-trainer Certifications to additional staff members so we could broaden our pool of trainers
- \$25,000 Staff Rebate from Partnership with Job Skills, Keswick Branch
- \$14,560 rebate from Canada Summer Jobs for four approved positions
- Established an Electronic Training Log (1,069 training records entered)



- In 2020 negotiations are underway for CUPE 905.03, CUPE Library and for the Georgina Fire Service
- Rolled out several Health, Safety and Wellness Tip Sheets and weekly Positivity Newsletters
- Benefits transition to York Umbrella Group

Major Operating Drivers

- Labour Relations/negotiations
- COVID-19 Pandemic
- HR Policies – rollout
- New benefits contract – Joining York Umbrella Group
- E-Learning Platform for corporate learning and development

Major Initiatives Planned for 2021

- Advanced Leadership Development (Rollout January 2021)
- All Access Pass Franklin Covey Online 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
- Continuation of HR policies rollout



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2021 OPERATING BUDGET

Human Resources - Budget Details

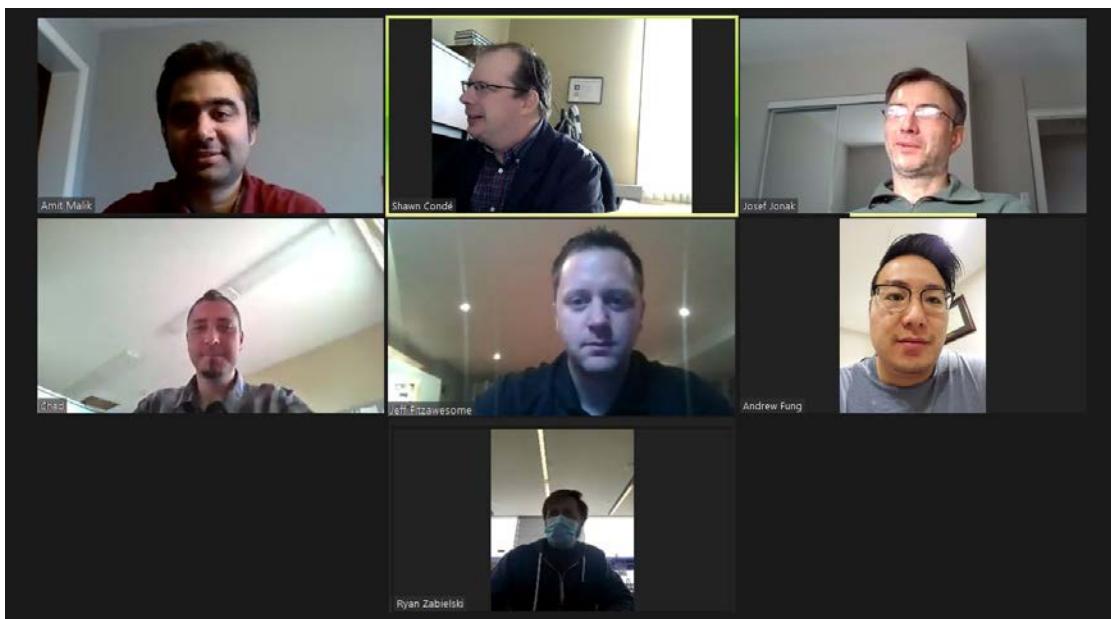
	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	938,710	0	0	23,060	0	0	961,770	2%	23,060	Salary step increases
Staffing Other Direct Expenses	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
Expense Total	974,690	0	0	23,060	0	0	997,750	2%	23,060	
Administration Total	974,690	0	0	23,060	0	0	997,750	2%	23,060	
Corporate										
Expense										
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	40,700	0	0	0	0	(1,000)	39,700	-2%	(1,000)	
Expense Total	56,100	0	0	0	0	(1,000)	55,100	-2%	(1,000)	
Corporate Total	56,100	0	0	0	0	(1,000)	55,100	-2%	(1,000)	
Health and Safety										
Expense										
Salaries and Benefits	8,300	0	0	0	0	(2,300)	6,000	-28%	(2,300)	
Staffing Other Direct Expenses	10,400	0	0	0	0	0	10,400	0%	0	0
Contracted/Consulting Services	14,500	0	0	0	0	0	14,500	0%	0	0
Supplies and Maintenance	2,150	0	0	0	0	(200)	1,950	-9%	(200)	
Expense Total	35,350	0	0	0	0	(2,500)	32,850	-7%	(2,500)	
Health and Safety Total	35,350	0	0	0	0	(2,500)	32,850	-7%	(2,500)	
Grand Total	1,066,140	0	0	23,060	0	(3,500)	1,085,700	2%	19,560	

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.

2020 Success Story

Leveraging technology to adapt to COVID-19



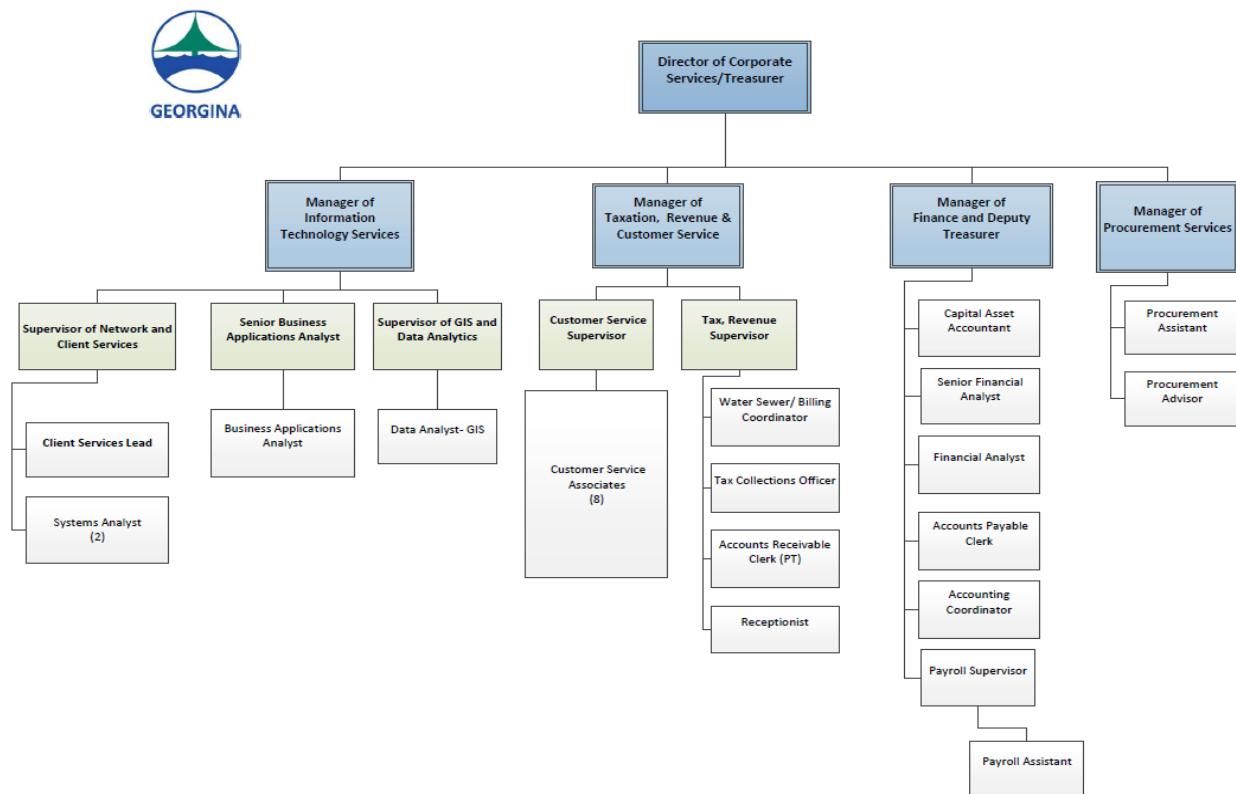
The COVID-19 pandemic has brought significant operational challenges for all departments across the organization. In response to these challenges, the Corporate Services Department quickly leveraged technology to ensure critical processes within departments continued to operate in an efficient and effective manner. These new processes, along with the direct IT support provided by our ITS division, has propelled the Town of Georgina to change the way we do our work to ensure we are providing

CORPORATE SERVICES

reliable services while maintaining essential safety precautions. In the first six months of the pandemic, the department completed the following processes or tasks:

- The IT Division assisted with:
 - The deployment of 80 laptops/tablets and 47 cell phones
 - All office moves for social distancing purposes at various facilities
 - Introducing a softphone for reception so that Customer Service staff could work remotely
 - Implementing Zoom for Council, Committee, and general staff meetings
 - Converting 113 users over to Global Protect for VPN access
- The Finance Division automated internal accounts payable processes and implemented an electronic funds transfer (EFT) payment option for vendors
- The Procurement Division automated the purchase requisition process and all remaining paper based procurement processes.
- The Tax, Revenue and Customer Service Division automated processes relating to recycling bin delivery, parking passes, burn permits and bulk water cards.

Organizational Chart



Divisions

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

Major Operating Drivers

- The impact of COVID-19
- Growth related pressures
- Inflationary pressures – cost of living adjustments
- Keeping up with information technology advancements
- Legislative pressures
- Debt repayments

Major Initiatives Planned for 2021

- Continued Implementation of IT Strategic Plan
- Development Charge Background Study and By-law
- Continuation of the Long-term Financial Strategy
- Assist in implementing an Electronic Content Management solution
- 2022 Budget



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2021 OPERATING BUDGET

Corporate Services - Department Administration - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Investment Revenues	(760,000)	0	0	0	0	0	(760,000)	0%	0	
Revenue Total	(760,000)	0	0	0	0	0	(760,000)	0%	0	
Expense										
Salaries and Benefits	341,690	0	0	(135,110)	0	(3,000)	203,580	-40%	(138,110)	Reorganization
Staffing Other Direct Expenses	12,250	0	0	0	0	(3,200)	9,050	-26%	(3,200)	
Supplies and Maintenance	1,500	0	0	0	0	(500)	1,000	-33%	(500)	
Other Direct Costs	1,100	0	0	0	0	500	1,600	45%	500	
Expense Total	356,540	0	0	(135,110)	0	(6,200)	215,230	-40%	(141,310)	
Administration Total	(403,460)	0	0	(135,110)	0	(6,200)	(544,770)	35%	(141,310)	
Grand Total	(403,460)	0	0	(135,110)	0	(6,200)	(544,770)	35%	(141,310)	

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 coordinates the annual budget process, 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 annual budgets
- Preparation of financial statements

\$7.4 million – Net contribution to reserves

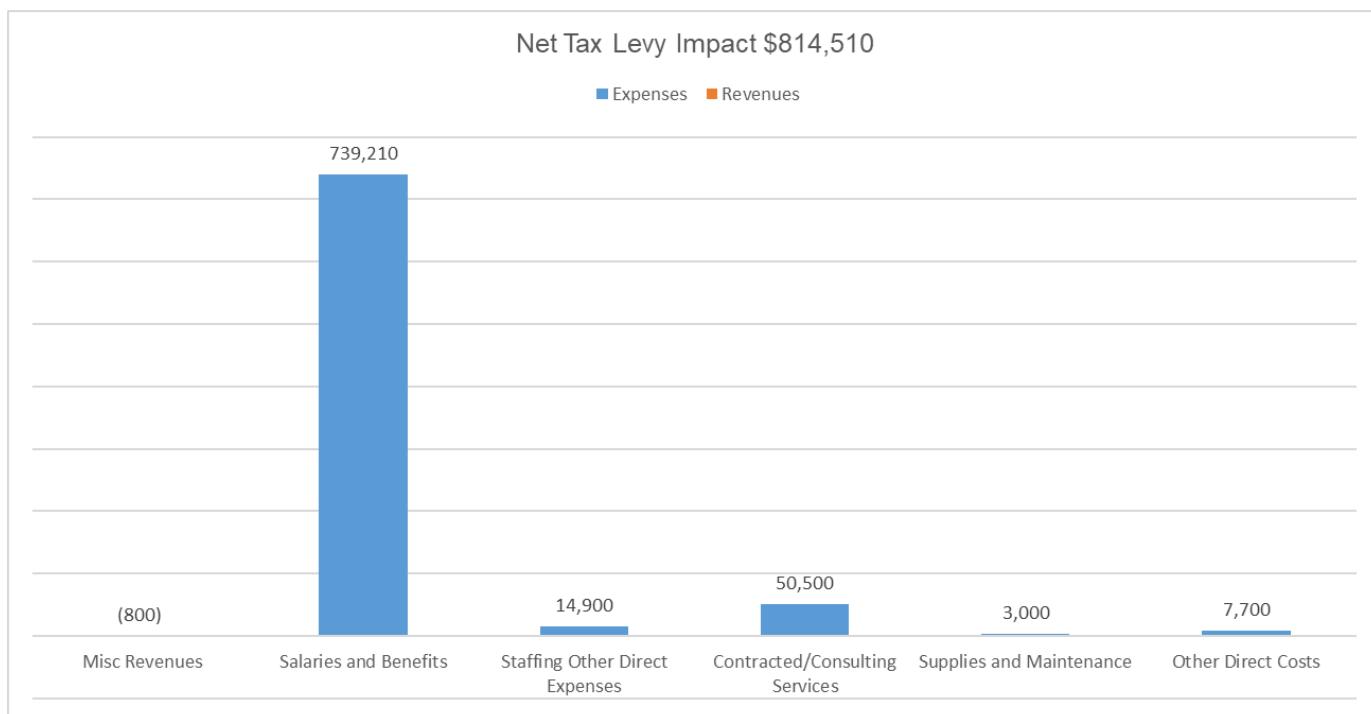
1,000 – Number of journals processed

1,800 – Number of credit card statements processed

11,000 – Number of timesheets processed



2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- 2021 Budget with a property tax increase of 1.45 percent to improve service levels, improve long-term sustainability and address community needs
- Completed the electronic timesheet program for payroll processing
- Implemented a new process for electronic signatures on cheques
- Rollout out Electronic Funds Transfer (EFT) payment option to vendors

Key Projects for 2021

- Continue to automate processes in Accounts Payable
- Continue to implement the Long-term Financial Strategy
- Explore options to implement multi-year budget

2021 OPERATING BUDGET

Corporate Services - Finance - Budget Details



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	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(800)	0	0	0	0	0	(800)	0%	0	0
Revenue Total	(800)	0	0	0	0	0	(800)	0%	0	0
Expense										
Salaries and Benefits	560,260	0	0	178,950	0	0	739,210	32%	178,950	Reorganization
Staffing Other Direct Expenses	9,100	0	0	0	0	5,800	14,900	64%	5,800	
Contracted/Consulting Services	50,500	0	0	0	0	0	50,500	0%	0	
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	
Expense Total	630,560	0	0	178,950	0	5,800	815,310	29%	184,750	
Administration Total	629,760	0	0	178,950	0	5,800	814,510	29%	184,750	
Grand Total	629,760	0	0	178,950	0	5,800	814,510	29%	184,750	

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

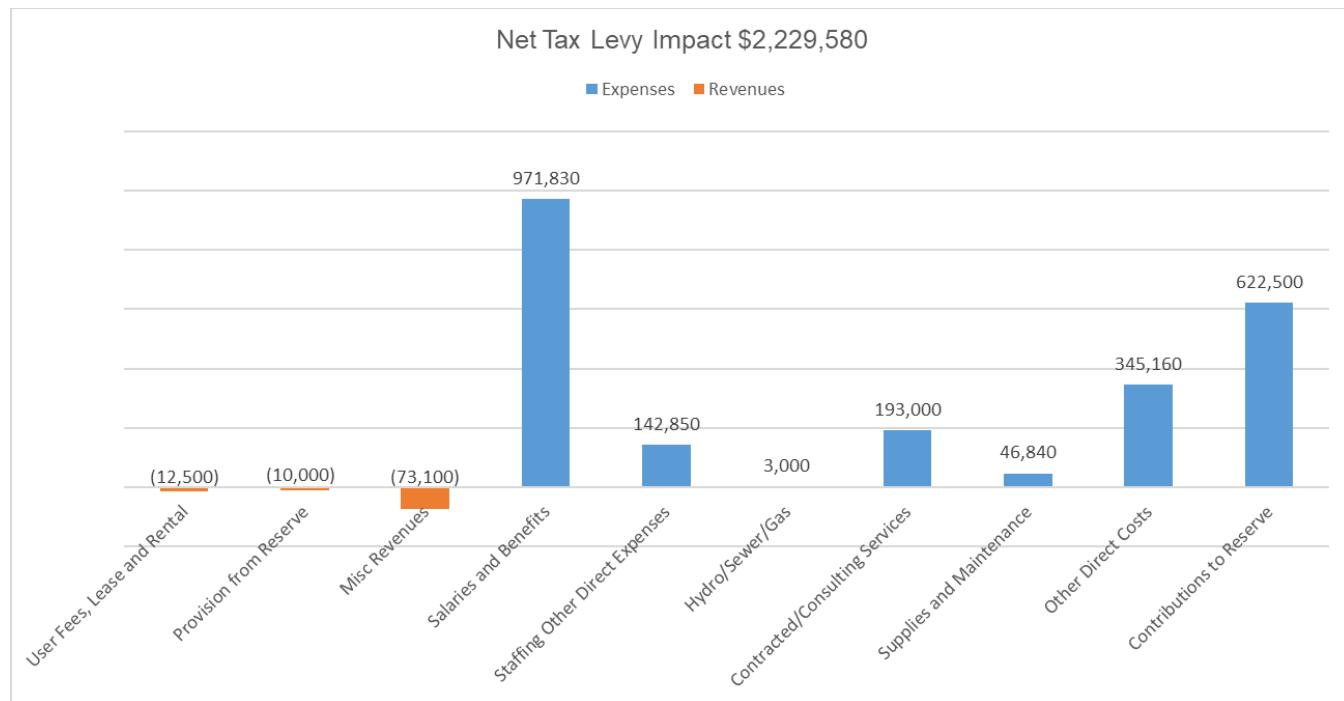
Supporting 450 users, 350 email accounts, 250 telephone sets, 215 cellular devices

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



2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Designated as a non-dominant internet service provider by Government of Canada
- Successfully supported the Emergency Operations Centre in the COVID-19 pandemic response
- 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
- YorkNet continued participation

Key Projects for 2021

- Continuing to implement the corporate IT Services Strategic Plan
- Implementing an Enterprise Records Management Content solution
- Improving the user experience of residents, visitors and businesses on the Georgina website
- Improving broadband and corporate information communications technology infrastructure



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2021 OPERATING BUDGET

Corporate Services - Information Technology - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Provision from Reserve	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Expense	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Salaries and Benefits	949,380	0	0	22,450	0	0	971,830	2%	22,450	Salary step increases
Staffing Other Direct Expenses	23,300	0	0	0	0	0	23,300	0%	0	
Contracted/Consulting Services	79,000	0	0	0	0	0	79,000	0%	0	
Contributions to Reserve	602,500	0	0	0	0	0	602,500	0%	0	
Supplies and Maintenance	13,440	0	0	0	0	0	14,400	7.8%	14,400	C-2020-0124 YorkNet Dark Fibre Infrastructure
Other Direct Costs	24,000	0	0	0	0	0	24,000	0%	0	
Expense Total	1,691,620	0	0	22,450	0	0	14,400	1,728,470	2%	36,850
Administration Total	1,681,620	0	0	22,450	0	0	14,400	1,718,470	2%	36,850
Broadband Service										
Revenue										
Misc Revenues	(73,100)	0	0	0	0	0	(73,100)	0%	0	
Expense	(73,100)	0	0	0	0	0	(73,100)	0%	0	
Contracted/Consulting Services	93,000	0	0	0	0	0	93,000	0%	0	
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	28,000	0	0	0	0	0	(9,000)	19,000	-32%	(9,000)
Supplies and Maintenance	11,880	0	0	1,130	0	0	9,000	22,010	85%	10,130
Other Direct Costs	155,380	0	0	1,130	0	0	157,010	1%	1,130	
Expense Total	82,780	0	0	1,130	0	0	83,910	1%	1,130	
Broadband Service Total	82,780	0	0	1,130	0	0	83,910	1%	1,130	
Corporate										
Revenue										
User Fees, Lease and Rental	(12,500)	0	0	0	0	0	(12,500)	0%	0	
Expense	(12,500)	0	0	0	0	0	(12,500)	0%	0	
Contracted/Consulting Services	119,550	0	0	0	0	0	119,550	0%	0	
Staffing Other Direct Expenses	216,920	0	0	0	0	0	216,920	0%	0	
Other Direct Costs	336,470	0	0	0	0	0	336,470	0%	0	
Expense Total	323,970	0	0	0	0	0	323,970	0%	0	
Geographic Information Systems										
Expense										
Contracted/Consulting Services	21,000	0	0	0	0	0	21,000	0%	0	
Other Direct Costs	82,230	0	0	0	0	0	82,230	0%	0	
Expense Total	103,230	0	0	0	0	0	103,230	0%	0	
Geographic Information Systems Total	103,230	0	0	0	0	0	103,230	0%	0	
Grand Total	2,191,600	0	0	23,580	0	0	14,400	2,229,580	2%	37,980

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:

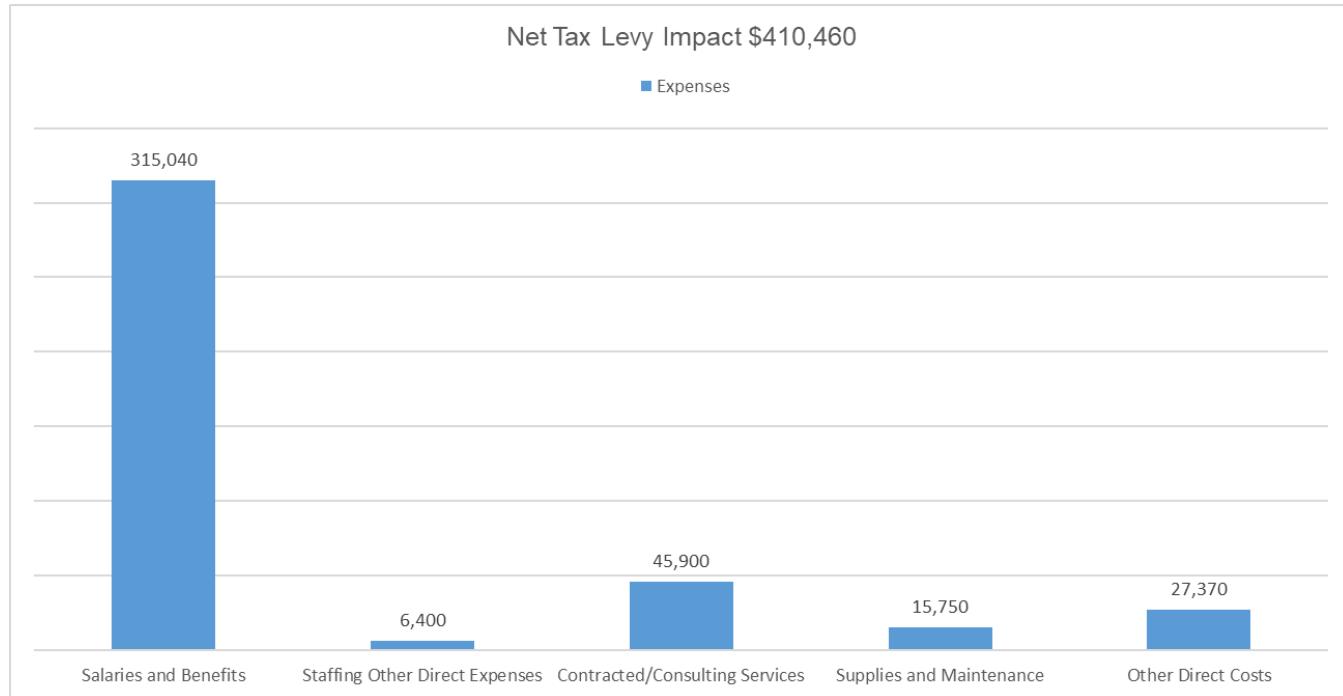
- Execution of acquisitions for approved projects;
- Development of procurement policies and procedures;
- Contractor relationship management services;
- Facilitation of the sale of surplus assets; and
- Procurement advisory services to all Town employees.

62 – Projects completed by Sept 2020

\$11 million – Dollar value of projects completed by Sept 2020

\$117,000 – Asset recovery value by Sept 2020

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Transitioned to a telework model in March and continued to execute procurement projects remotely with no reduction of service level
- Sourced all required Personal Protective Equipment (PPE) and supported the Emergency Operations Centre (EOC) throughout the declared emergency
- Converted the remaining paper-based process, (purchase requisition) to an online editable PDF form to support the new telework model resulting in paperless processes
- Adapted the interview stage of RFP evaluations to video conference interviews to ensure project evaluations continue
- Asset recovery value of \$117,000 – disposal of surplus assets to September 2020
- Expanded use of online RFP evaluation throughout organization
- Acquisition of Rescue Pumper Fire Apparatus
- Julia Munro Park contractor Request for Tender completed
- Replacement Civic Centre Request for Pre-Qualification completed
- Multi-use Recreation Complex Request for Pre-Qualification completed

Key Projects for 2021

- Support vertical infrastructure projects that will be ongoing such as replacement Civic Centre, Multi-Use Recreation Complex
- Procurement Policy and Procedures review



GEORGINA

2021 OPERATING BUDGET

Corporate Services - Procurement - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration Expense										
Salaries and Benefits	311,580	0	0	3,460	0	0	315,040	1%	3,460	
Staffing Other Direct Expenses	6,400	0	0	0	0	0	6,400	0%	0	
Contracted/Consulting Services	3,500	0	0	0	0	0	3,500	0%	0	
Supplies and Maintenance	1,850	0	0	0	0	(600)	1,250	-32%	(600)	
Other Direct Costs	500	0	0	0	0	0	500	0%	0	
Expense Total	323,830	0	0	3,460	0	(600)	326,690	1%	2,860	
Administration Total	323,830	0	0	3,460	0	(600)	326,690	1%	2,860	
Corporate Expense										
Contracted/Consulting Services	42,400	0	0	0	0	0	42,400	0%	0	
Supplies and Maintenance	14,500	0	0	0	0	0	14,500	0%	0	
Other Direct Costs	26,870	0	0	0	0	0	26,870	0%	0	
Expense Total	83,770	0	0	0	0	0	83,770	0%	0	
Corporate Total	83,770	0	0	0	0	(600)	83,770	0%	0	
Grand Total	407,600	0	0	3,460	0	(600)	410,460	1%	2,860	

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.

3,500 + – Service requests completed

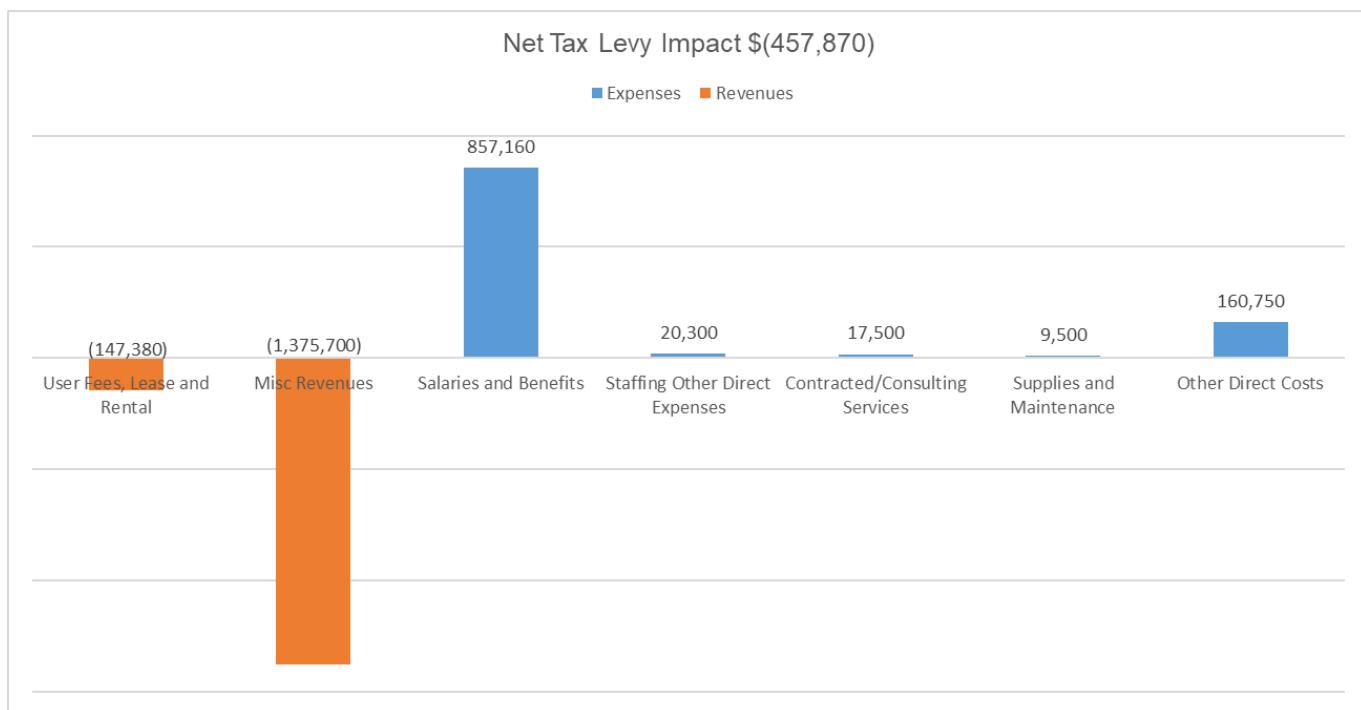
39,000 – Tax bills produced (interim and final)

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

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Continuation of the water meter change-out project, changing out 250 water meters in Keswick
- Continued development and implementation of the Customer Service Strategy
- Modified numerous processes as a result of the closure of the Civic Centre due to COVID-19
- Undertook process improvements as a result of a successful application for municipal modernization grant intake 1

Key projects for 2021

- Continuation of the Water Meter change-out program
- Implement Customer Service Strategy
- Creation of e-billing capabilities for water/sewer billing
- Additional process improvements to make processes more agile and electronic





GEORGINA

2021 OPERATING BUDGET

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

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(1,275,700)	0	0	(100,000)	0	0	(1,375,700)	8%	(100,000)	Increase based on historical trend
User Fees, Lease and Rental	(139,880)	0	0	0	0	0	(139,880)	0%	0	
Revenue Total	(1,415,580)	0	0	(100,000)	0	0	(1,515,580)	7%	(100,000)	
Expense										
Salaries and Benefits	857,400	0	0	(5,270)	0	5,030	857,160	0%	(240)	
Staffing Other/Direct Expenses	20,300	0	0	0	0	0	20,300	0%	0	
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	153,250	0	0	0	0	0	153,250	0%	0	
Expense Total	1,057,950	0	0	(5,270)	0	5,030	1,057,710	0%	(240)	
Administration Total	(357,630)	0	0	(105,270)	0	5,030	(457,870)	28%	(100,240)	
Registered Properties										
Revenue										
User Fees, Lease and Rental	(7,500)	0	0	0	0	0	(7,500)	0%	0	
Revenue Total	(7,500)	0	0	0	0	0	(7,500)	0%	0	
Expense										
Other Direct Costs	7,500	0	0	0	0	0	7,500	0%	0	
Expense 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	(357,630)	0	0	(105,270)	0	5,030	(457,870)	28%	(100,240)	

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.

2020 Success Story

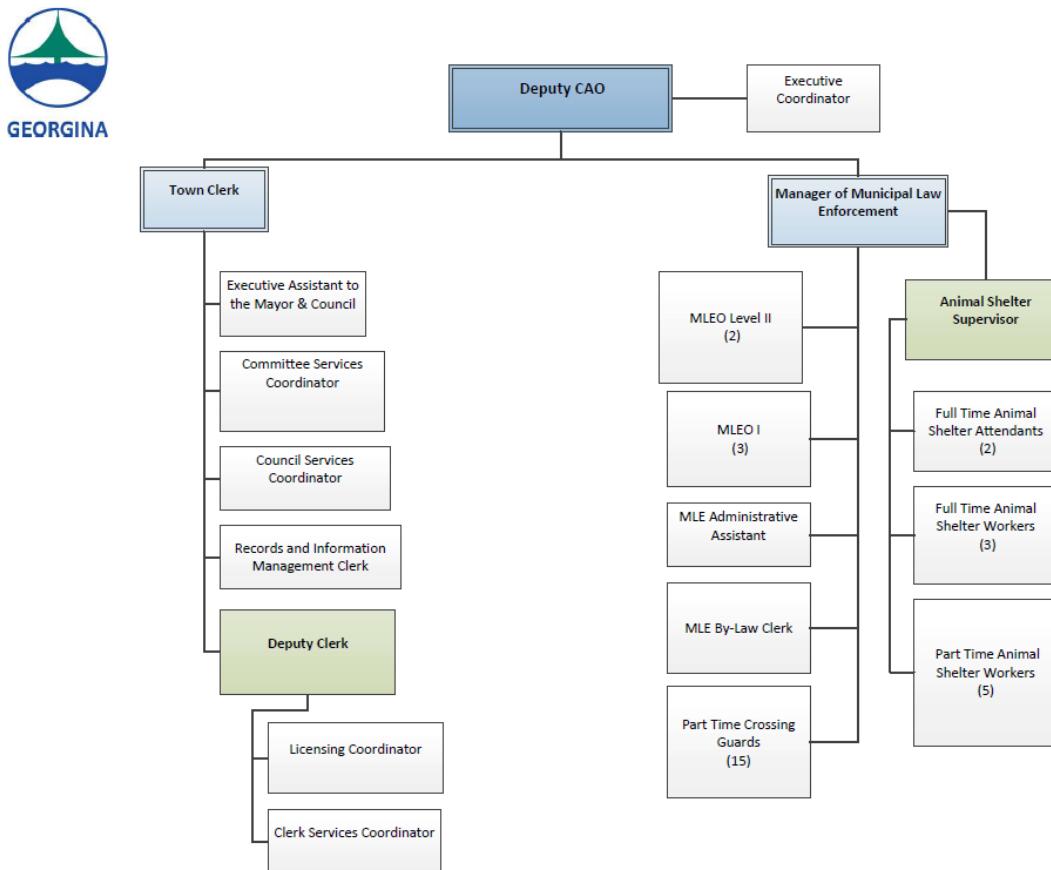
Municipal law enforcement support during COVID-19 pandemic



Throughout the COVID-19 pandemic, the Town of Georgina's by-law officers have worked to protect the health and safety of the community, and support the decisions of the Town's Emergency Operations Centre. Under the leadership of the manager of Municipal Law Enforcement (MLE), officers worked diligently to enforce the many provincial orders and the Town's by-laws.

MLE officers received authority from the province to enforce the Emergency Management and Civil Protection Act. Officers became responsible for enforcing provincial orders relating to non-essential businesses that remained open and social gathering limits, among many other emergency provincial orders. They also enforced the Town's parks by-law, and all of the park and beach closures. In addition to all other enforcement activities, officers worked seven days a week and had approximately 15,000 interactions with the public due to the pandemic.

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 2021

- Records Management review
- Development of Administrative Monetary Penalties



GEORGINA

2021 OPERATING BUDGET

Deputy CAO - Department Administration - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	324,680	0	0	2,620	0	0	327,300	1%	2,620	
Staffing Other Direct Expenses	8,100	0	0	0	0	(2,000)	6,100	-25%	(2,000)	
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	
Expense Total	335,380	0	0	2,620	0	(2,000)	336,000	0%	620	
Administration Total	335,380	0	0	2,620	0	(2,000)	336,000	0%	620	
Grand Total	335,380	0	0	2,620	0	(2,000)	336,000	0%	620	

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.

15,000 – Interactions with public in closed parks due to COVID-19

5,000 – Parking infractions issued

200 – Pet adoptions

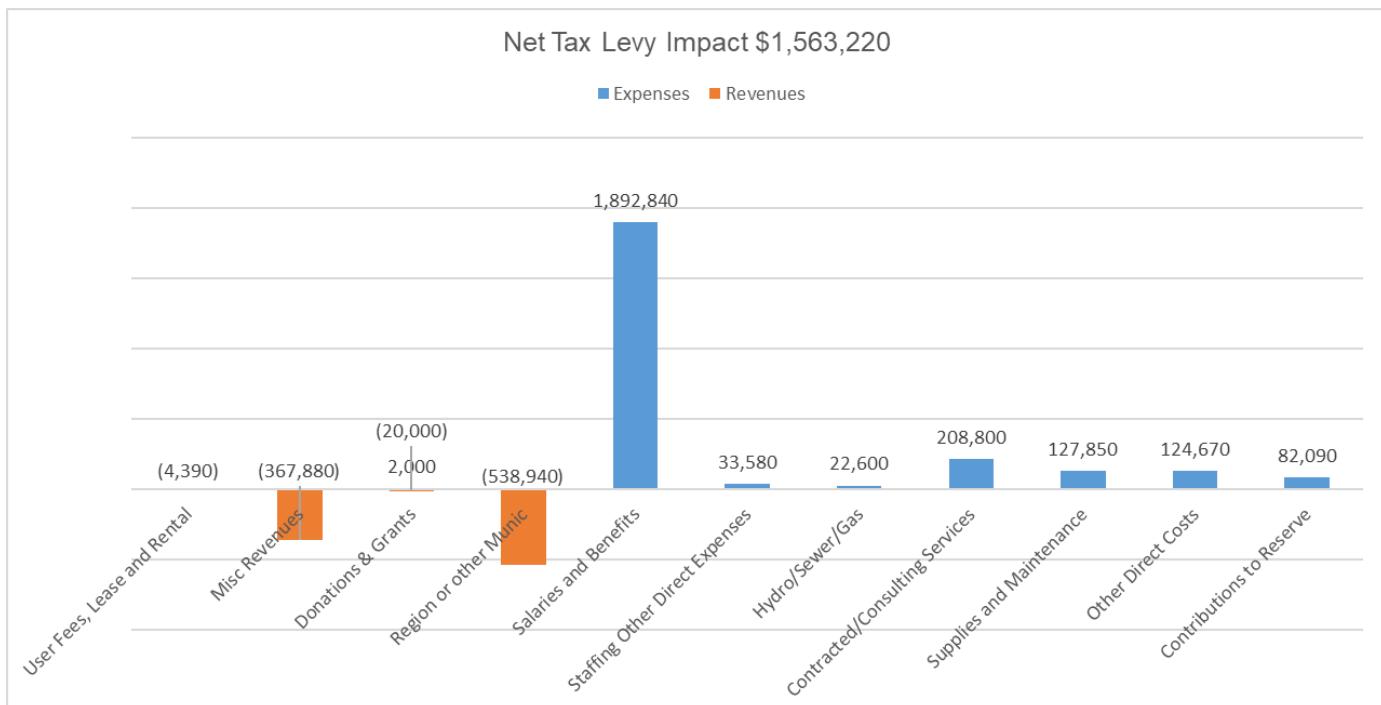
2,300 – Service requests

Services provided by the Municipal Law Enforcement Services Division include:

- Enforcement of various regulatory by-laws
- School crossing guards
- Parking enforcement
- Property standards and zoning enforcement
- Sign permits
- Animal Shelter
- Animal Services through partnership with Aurora and Newmarket



2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Enforcement response to COVID-19 with enhanced enforcement powers from the province
- Officer Scheduling Pilot Project to provide public service more hours everyday
- Enforcement of new Short-term Rental Accommodation By-law and Urban Hens By-law
- Completed review of set fines for by-law offences

Key Projects for 2021

- Initiation of Administrative Monetary Penalties for parking
- Extension of our Animal Services Partnership contract
- Safety enhancements at Animal Shelter
- Implementation of on-street parking permit program





GEORGINA

2021 OPERATING BUDGET

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

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(224,250)	0	0	0	0	(10,000)	(234,250)	4%	(10,000)	Increase based on historical trend
Revenue Total	(224,250)	0	0	0	0	(10,000)	(234,250)	4%	(10,000)	
Expense										
Salaries and Benefits	801,630	0	0	15,850	0	0	817,480	2%	15,850	Salary step increases
Staffing Other Direct Expenses	13,530	0	0	5,000	0	0	13,530	0%	0	
Contracted/Consulting Services	5,000	0	0	0	0	0	10,000	100%	5,000	
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	1,290	0	10,000	34,590	48%	11,290	Increase based on historical trend
Expense Total	902,860	0	0	22,140	0	10,000	935,000	4%	32,140	
Administration Total	678,610	0	0	22,140	0	0	700,750	3%	21,140	
Animal Control										
Revenue										
Misc Revenues	(70,000)	0	0	0	0	10,000	(60,000)	-14%	10,000	Decrease based on historical trend
Revenue Total	(70,000)	0	0	0	0	10,000	(60,000)	-14%	10,000	
Expense										
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	
Expense Total	157,800	0	0	0	0	0	157,800	0%	0	
Animal Control Total	87,800	0	0	0	0	0	10,000	97,800	11%	10,000
Animal Shelter										
Revenue										
Donations & Grants	(20,000)	0	0	0	0	0	(20,000)	0%	0	
Misc Revenues	(54,250)	0	0	0	0	5,000	(49,250)	-9%	5,000	
Region or other Munic	(538,940)	0	0	0	0	0	(538,940)	0%	0	
User Fees, Lease and Rental	(4,390)	0	0	0	0	0	(4,390)	0%	0	
Revenue Total	(617,580)	0	0	0	0	5,000	(612,580)	-1%	5,000	
Expense										
Salaries and Benefits	692,950	0	0	(3,070)	0	0	689,880	0%	(3,070)	
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	47,690	0	0	0	0	0	47,690	0%	0	
Hydro/Sewer/Gas	22,600	0	0	0	0	0	22,600	0%	0	
Supplies and Maintenance	91,050	0	0	0	0	8,000	99,050	9%	8,000	
Other Direct Costs	86,350	0	0	0	130	0	(1,000)	85,480	-1%	(870)
Expense Total	974,310	0	0	(2,940)	0	7,000	978,370	0%	4,060	
Animal Shelter Total	356,730	0	0	(2,940)	0	12,000	365,790	3%	9,060	
Crossing Guards										
Expense										
Salaries and Benefits	386,560	0	0	(3,980)	0	0	382,580	-1%	(3,980)	
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	
Expense Total	390,860	0	0	(3,980)	0	0	386,880	-1%	(3,980)	
Crossing Guards Total	390,860	0	0	(3,980)	0	0	386,880	-1%	(3,980)	
PAWS Program										
Expense										
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	
Expense 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										
Revenue										
Misc Revenues	(8,380)	0	0	(16,000)	0	0	(24,380)	191%	(16,000)	Increase (offset) from contracted services



GEORGINA

2021 OPERATING BUDGET

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

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue Total	(8,380)	0	0	(16,000)	0	0	(24,380)	191%	(16,000)	
Expense										
Salaries and Benefits	2,900	0	0	0	0	0	2,900	0%	0	
Staffing Other Direct Expenses	1,380	0	0	0	0	0	1,380	0%	0	
Contracted/Consulting Services	4,000	0	0	16,000	0	0	20,000	400%	16,000	Increase in contracted services
Other Direct Costs	100	0	0	0	0	0	100	0%	0	
Expense Total	8,380	0	0	16,000	0	0	24,380	191%	16,000	
Weed Control Total	0	0	0	0	0	0	0			
Grand Total	1,526,000	0	0	15,220	0	22,000	1,563,220	2%	37,220	

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

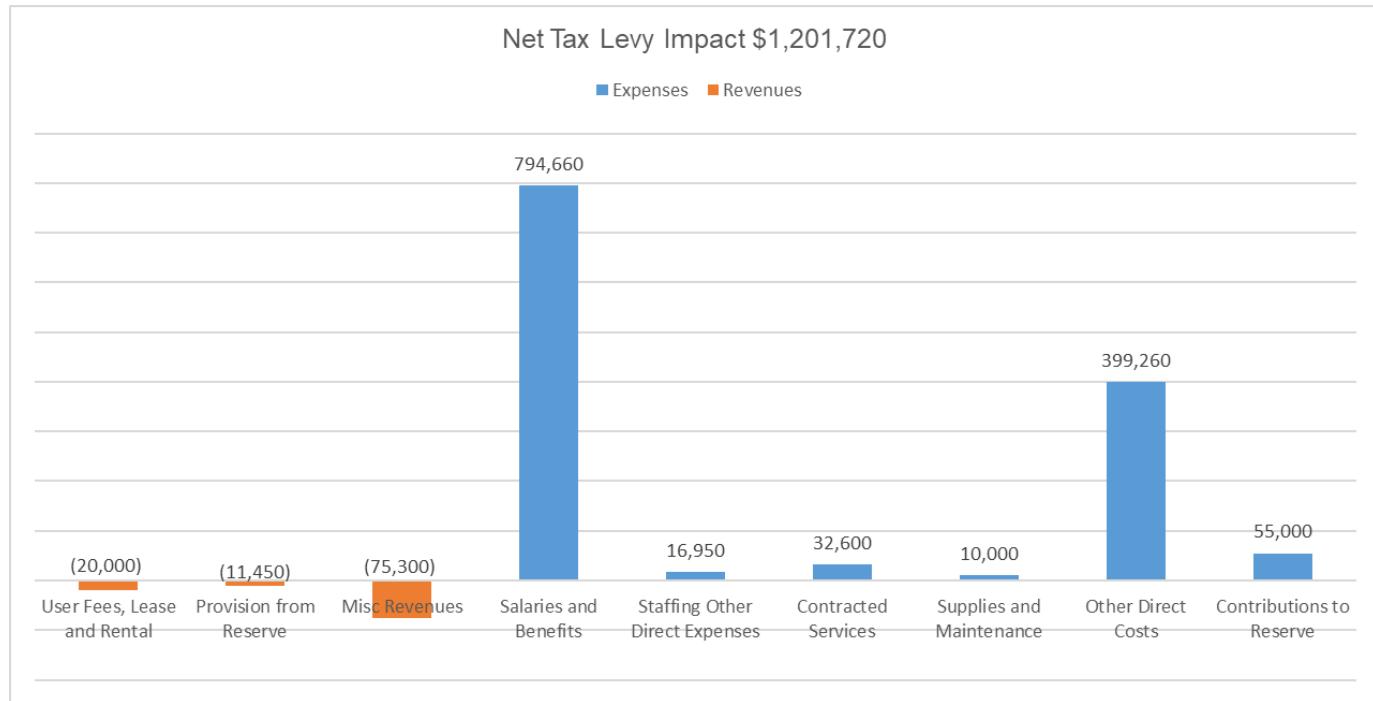
56 – Freedom of Information (FOI) request

56 – Business licences received/issued

33 – Marriage licences issued

34 – STRA applications received

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Implemented Urban Hens licensing process
- Implemented Short-term Rental Accommodation Licensing process
- Created Records Management Policies and Procedures
- Reviewed and updated Retention Schedule By-law
- Review of Procedural By-law
- Continued implementation of eScribe software

Key Projects for 2021

- Implementation and review of Records Management Program process
- Conduct orientation and training to implement Electronic Records and Document Management System
- Continue review of corporate by-laws and policies
- Implement revised Procedural By-law
- Review of Licensing By-law
- Integration of iCity in Licensing process
- Create Routine Disclosure Policy





GEORGINA

2021 OPERATING BUDGET

Office of the Deputy CAO - Clerks - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(57,500)	(9,000)	0	0	0	0	(66,500)	16%	(9,000)	
User Fees, Lease and Rental	(21,000)	0	0	0	0	1,000	(20,000)	-5%	1,000	
Expense										
Salaries and Benefits	782,600	0	0	9,820	0	0	792,420	1%	9,820	
Staffing Other Direct Expenses	14,900	0	0	0	0	0	14,900	0%	0	
Contracted Services	50,000	0	0	0	0	(20,000)	30,000	-40%	(20,000)	Decrease based on historical trend
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	
Expense Total	861,000	0	0	9,820	0	(20,000)	850,820	-1%	(10,180)	
Administration Total	782,500	(9,000)	0	9,820	0	(19,000)	764,320	-2%	(18,180)	
Elections										
Expense										
Contributions to Reserve	40,000	0	0	0	0	0	15,000	55,000	38%	15,000 To replenish Election Reserve
Other Direct Costs	2,690	0	0	0	0	0	2,690	0%	0	
Expense Total	42,690	0	0	0	0	0	15,000	57,690	35%	15,000
Fence Viewers and Livestock										
Revenue										
Misc Revenues	(8,800)	0	0	0	0	0	(8,800)	0%	0	
Revenue Total	(8,800)	0	0	0	0	0	(8,800)	0%	0	
Expense										
Staffing Other Direct Expenses	500	0	0	0	0	0	500	0%	0	
Contracted Services	2,600	0	0	0	0	0	2,600	0%	0	
Other Direct Costs	7,300	0	0	0	0	0	7,300	0%	0	
Expense Total	10,400	0	0	0	0	0	10,400	0%	0	
Fence Viewers and Livestock Total	1,600	0	0	0	0	0	1,600	0%	0	
Georgia Heritage Committee										
Expense										
Salaries and Benefits	2,240	0	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expenses	1,550	0	0	0	0	0	1,550	0%	0	
Other Direct Costs	3,250	0	0	0	0	0	3,250	0%	0	
Expense Total	7,040	0	0	0	0	0	7,040	0%	0	
Georgia Heritage Committee Total	7,040	0	0	0	0	0	7,040	0%	0	
Insurance										
Revenue										
Provision from Reserve	0	0	0	(11,450)	0	0	(11,450)	(11,450)	(11,450)	
Revenue Total	0	0	0	(11,450)	0	0	(11,450)	(11,450)	(11,450)	
Expense										
Other Direct Costs	326,860	0	0	55,660	0	0	382,520	17%	55,660	Insurance Premium increase
Expense Total	326,860	0	0	55,660	0	0	382,520	17%	55,660	
Insurance Total	326,860	0	0	44,210	0	0	371,070	14%	44,210	
Grand Total	1,160,690	(9,000)	0	54,030	0	(4,000)	1,201,720	4%	41,030	

Office of the Chief Administrative Officer

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

Also situated in the Office of the CAO, are:

- The Head of Corporate Service Delivery Excellence, who manages corporate strategy, business planning and continuous improvement and oversees the Communications Division.
- The Head of Special Capital Initiatives, who oversees the planning and implementation of key capital projects including the new Multi-use Recreation Complex, the Link community HUB projects and the Pefferlaw Fire Hall.

2020 Success Story

2020 will be remembered as the year of the COVID-19 pandemic and the affect it had on the Town of Georgina, and communities around the world. It created logistical and financial challenges, impacted Town services and led to the cancellation of many programs.



Despite this, the Town was still able to achieve a number of successes throughout the year, including supporting plans for a new Skilled Trades Institute in Willow Beach. In June, Council approved a request for funding of \$2.6 million from Georgina Trades Training Inc. (GTTI) to facilitate development and the province announced it was investing more than \$4 million in the construction training program. It will be

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

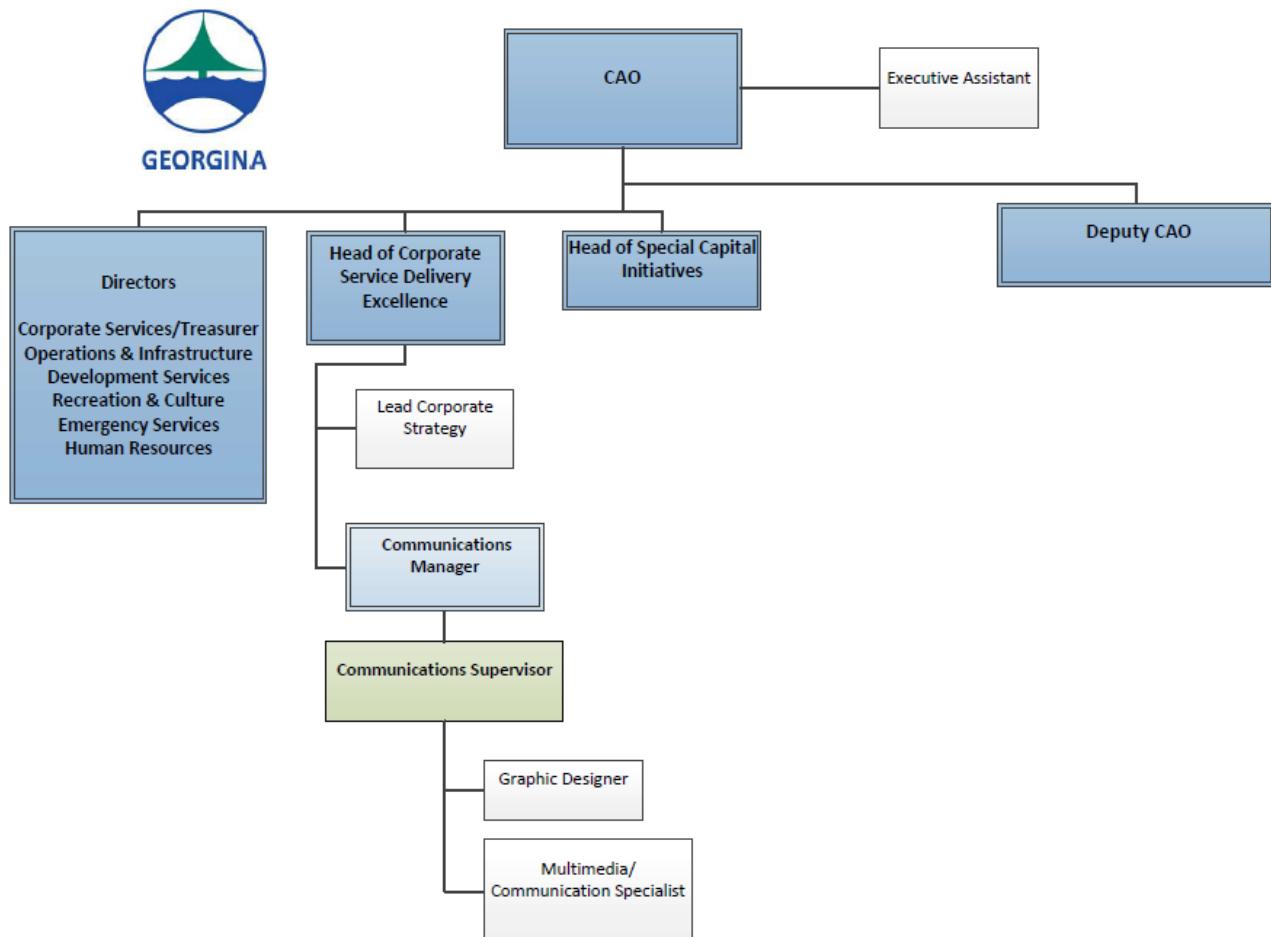
run through Skills Advance Ontario, which connects job seekers with sector-specific employment and training, and employers with the services they need to recruit the right workers. Led by GTTI, the project will prepare up to 100 job seekers for construction-related professions and use the skills learned to help build new modular housing units. The Town is leasing the land to GTTI that the housing units will be built on as part of the training project.

Georgina also approved its first-ever Broadband Strategy and Action Plan in 2020. It contains a vision, guiding principles and top priorities, as well as direction on the utilization of the existing Southshore Community Broadband wireless network. A key element of the plan is to leverage the more than 100 kilometres of fibre, funded in part by a grant received through the federal Connect-to-Innovate program, being installed by York Region. The region's fibre infrastructure will follow a predetermined path across Georgina. The Town and YorkNet will be working with private Internet Service Providers to lease the fibre to provide actual service to residents and businesses along and around the path.



GEORGINA

Organizational Chart



Divisions

- Communications Division

Major Operating Drivers

- Maintaining business continuity of essential services in the face of COVID-19
- Providing enhanced communication to residents with regard to COVID-19
- Growth of social media
- Providing leadership and direction for major capital projects
- Implementing the 2019-2023 Corporate Strategic Plan



Major Initiatives Planned for 2021

- Continue implementation of the Broadband Strategy and Action Plan
- Continue modernization of services – increased online self-serve
- Update Communications Plan
- Implementation of the Customer Experience Strategy
- Commence construction of Multi-use Recreation Complex
- Continue review of Lake Drive shoreline jurisdiction policy





GEORGINA

2021 OPERATING BUDGET

Chief Administrative Officer - Office of the CAO - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(10,000)	0	0	0	0	0	0	(10,000)	0%	0
Provision from Reserve	(180,000)	0	0	0	0	0	180,000	0	-100%	180,000 to Report CS-2020-0020
Revenue Total	(190,000)	0	0	0	0	0	180,000	(10,000)	-95%	180,000
Expense										
Salaries and Benefits	836,680	0	0	(4,910)	0	0	(174,700)	657,070	-21%	(179,610) Reallocation/offset to Reserves
Staffing Other Direct Expenses	21,600	0	0	0	0	0	2,500	24,100	12%	2,500
Contracted/Consulting Services	376,630	0	25,000	0	0	0	650	402,280	7%	25,650 NI-CAO-1 Grant Whiting Services
Supplies and Maintenance	5,700	0	0	0	0	0	800	6,500	14%	800
Other Direct Costs	7,000	0	0	0	0	0	1,000	8,000	14%	1,000
Expense Total	1,247,610	0	25,000	(4,910)	0	0	(169,750)	1,097,950	-12%	(149,660)
Administration Total	1,057,610	0	25,000	(4,910)	0	0	10,250	1,087,950	3%	30,340
Grand Total	1,057,610	0	25,000	(4,910)	0	0	10,250	1,087,950	3%	30,340

Office of the CAO – Communications Division

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

In a world of 24/7 information exchange, the Communications Division needs to be agile and responsive. It works with Council and staff to share information about Town programs, services and events with the public in addition to emergency or crisis situations, such as the COVID-19 pandemic. The division works to ensure 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

1,021* – Monthly eNews subscribers – 18 per cent increase over 2019

20,959* – Social media followers – 17 per cent increase over 2019

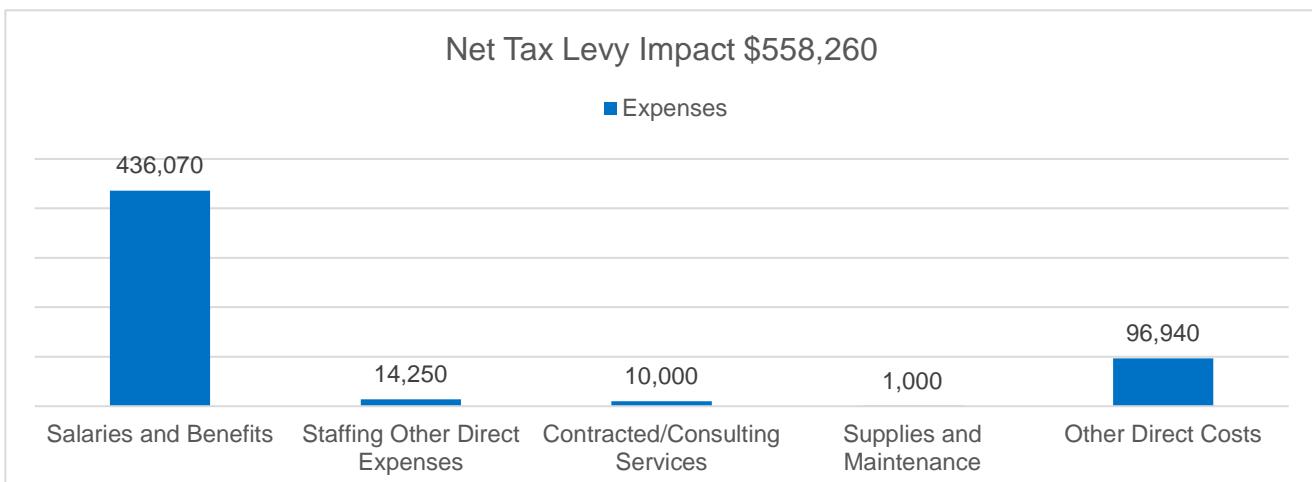
42* – Media releases

601,002** – Website views

*as of Sept. 4, 2020

**as of July 13, 2020

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- 2019 Community Snapshot
- 2019 Marcom Award
- 2020 major communications campaigns:
 - COVID-19 pandemic
 - 2021 Budget
 - Keswick Secondary Plan Review
 - Urban hens
 - Winter maintenance campaign
- Building permits video – how to get a pool permit
- Videos to support COVID-19 communications
- Created new planning signage
- Created Broadband Strategy and Action Plan pamphlet
- Created Customer Service Strategy materials

Key Projects for 2021

- Support continued communications related to COVID-19 pandemic recovery efforts
- Crisis Communications Plan
- Update Corporate Communications Plan
- Support Online Self-serve initiative



GEORGINA

2021 OPERATING BUDGET

Chief Administrative Officer - Communications - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	417,200	0	0	18,870	0	(1,350)	436,070	5%	18,870	Salary step increases
Staffing Other Direct Expenses	15,600	0	0	0	0	0	14,250	-9%	(1,350)	
Contracted/Consulting Services	10,000	0	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	1,000	0	0	0	0	0	1,000	0%	0	
Other Direct Costs	92,940	0	0	3,000	0	1,000	96,940	4%	4,000	
Expense Total	536,740	0	0	21,870	0	(350)	558,260	4%	21,520	
Administration Total	536,740	0	0	21,870	0	(350)	558,260	4%	21,520	
Grand Total	536,740	0	0	21,870	0	(350)	558,260	4%	21,520	

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.

COVID-19 response

The Emergency Operations Centre (EOC) was activated on March 13, 2020. On March 19, Mayor Margaret Quirk issued a declaration of emergency in response to the COVID-19 pandemic. The Mayor sits on the control group of the EOC which makes decisions on the Town's response to the pandemic.

Throughout the pandemic, the Mayor and Members of Council have worked to support residents and businesses as they adjust to this new normal. One of Council's first decisions was to provide tax relief to residents. In March 2020, Council approved a 30-day waive of penalty and interest associated with the April 27 instalment of the interim tax bill. In April, that was later extended to 90 days. No penalty was added in May, June or July for an unpaid April 27 instalment.

In April, Council approved the Georgina Emergency Response Benefit to support local businesses. It granted eligible businesses, which saw a 30 per cent reduction in revenue, up to \$7,500 and was administered through South Lake Community Futures.

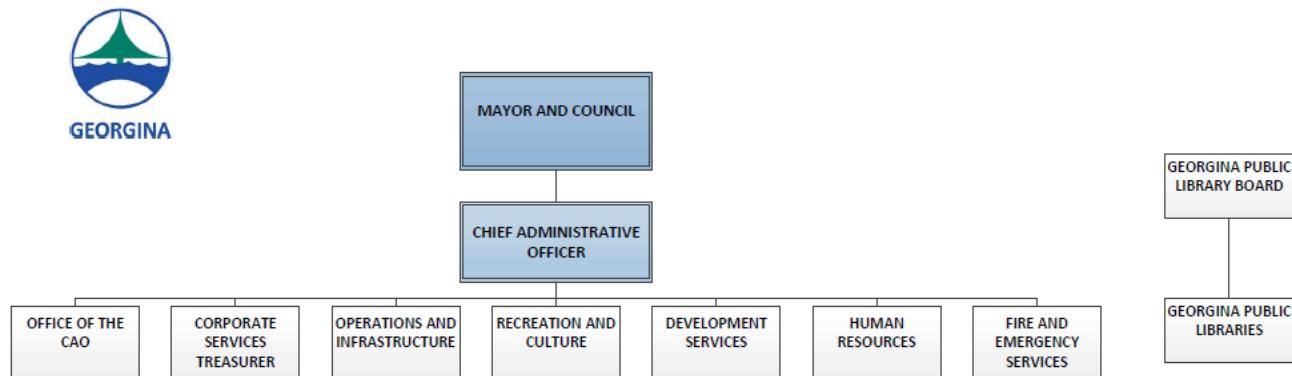
In May, Council approved a resolution to proclaim June 11 as Shop Local Georgina Day and make it an annual event to assist the local business community.

Council continued to support economic recovery initiatives throughout 2020 to support the local business community. In June, Council endorsed expanding the Community Improvement Plan and Development Application Rebate Programs, and also approved programs specific to supporting the business community with recovery efforts and the need to address the implications of the pandemic. Council also approved support for not-for-profits and charitable organizations in the form of a grant for those located in Town-owned buildings, and a grant program for those located in privately owned buildings.

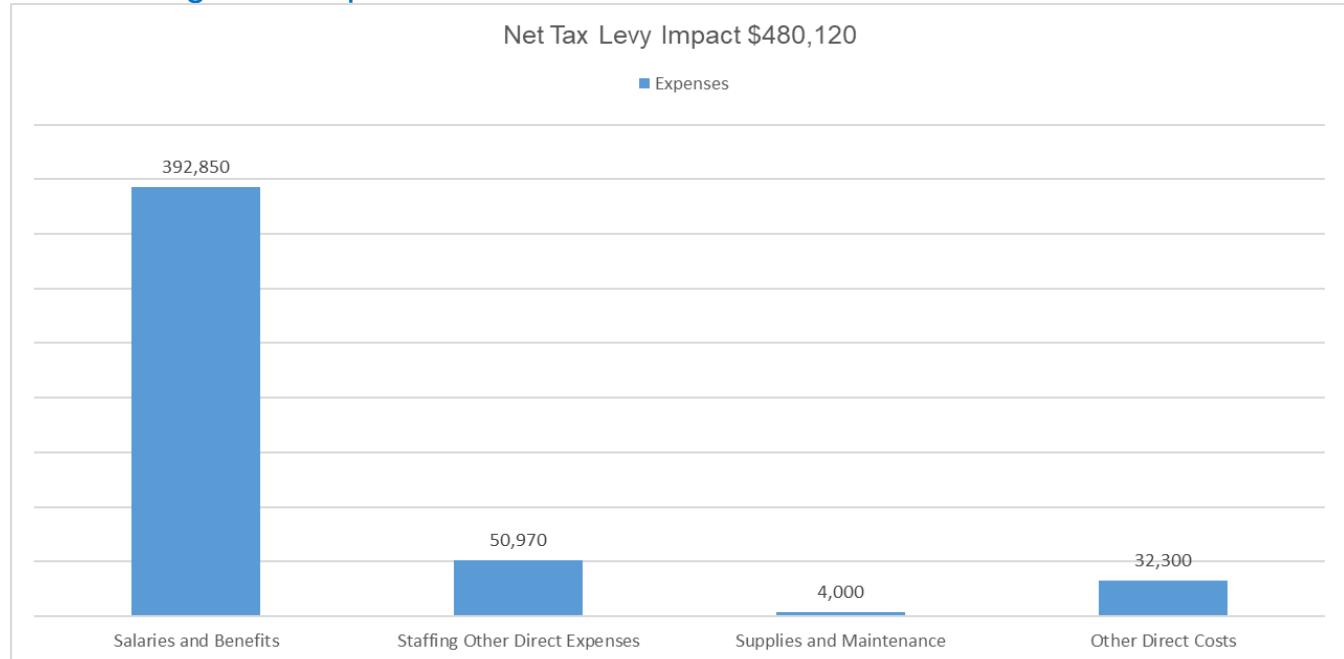


In June, a temporary patio program was approved to assist the restaurant sector with reopening during Stage 2 of the province's framework for reopening Ontario. Council directed the Economic Recovery Team, in consultation with staff from Development Services and Operations and Infrastructure Departments, to review and approve all applications for outdoor patios.

Organizational Chart



2021 Budgeted Expenditures and Revenues





GEORGINA

2021 OPERATING BUDGET

Department of the Mayor and Council - Budget Details

Mayor and Council	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense										
Salaries and Benefits	404,350	0	0	(11,500)	0	0	392,850	-3%	(11,500)	Benefit provider change reduction for the Town
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	
Expense Total	491,620	0	0	(11,500)	0	0	480,120	-2%	(11,500)	
Mayor and Council Total	491,620	0	0	(11,500)	0	0	480,120	-2%	(11,500)	
Grand Total										

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 typically open six days a week.

Georgina Public Library provides services including:

- 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

15,000+ Active Library Users

28,000+ Library visits per month

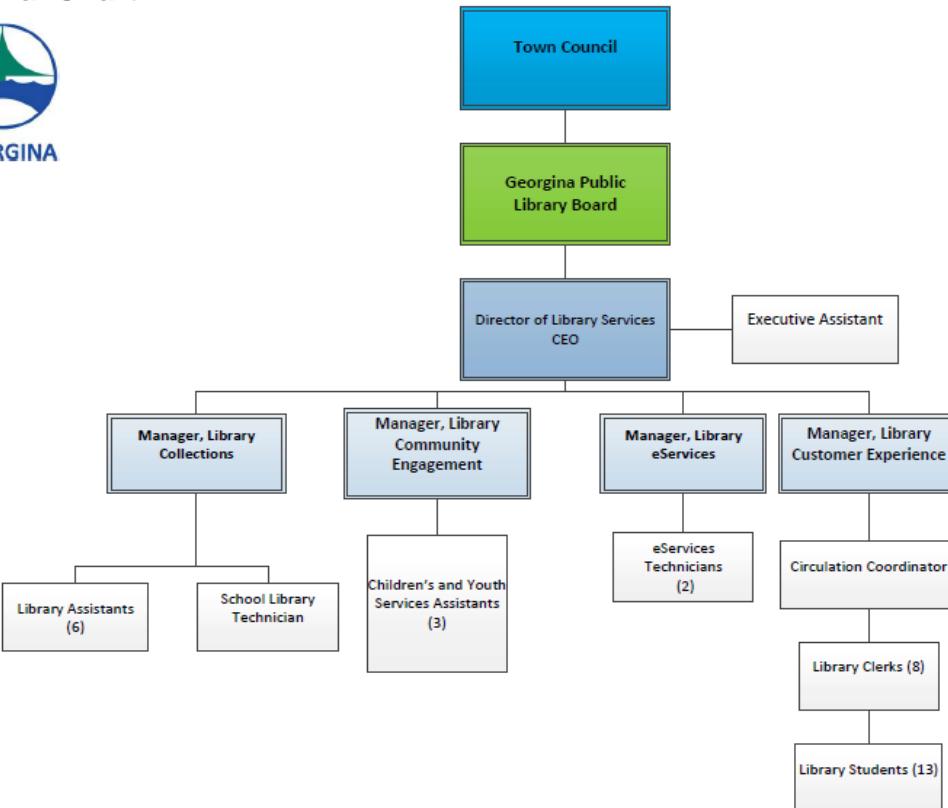
307,000+ Items borrowed

22,000+ Program attendees

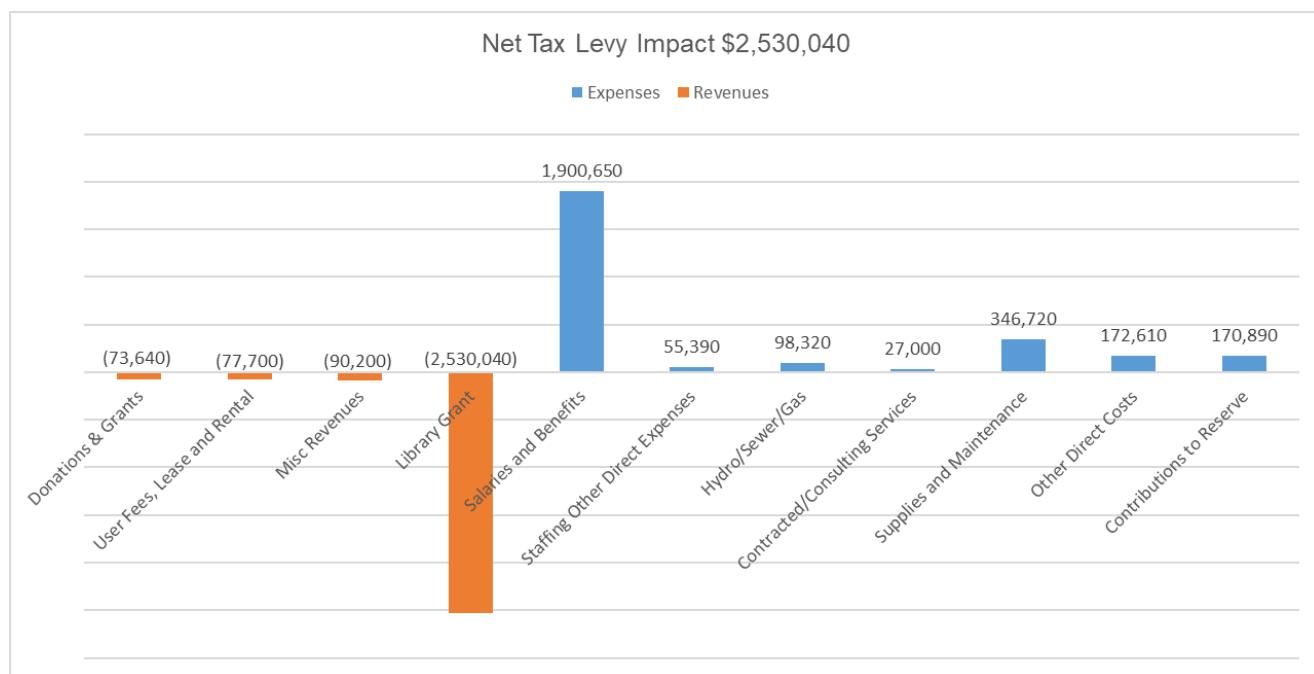
2020 Success Story**Curbside Pickup**

In 2020, the world was hit with the COVID-19 pandemic, and everyone had to figure out new ways to work, care for their loved ones, and somehow continue to live their lives while everything around them was changing on a daily, and sometimes hourly, basis. Throughout this, Georgina Public Library was here to support our community. Library service looked very different from in non-pandemic times, but we continued to support the well-being of our community through virtual programming for all ages, online books, music and learning resources, and, starting in June 2020, curbside pickup. Residents have been very eager to access physical library materials once again, with more than 12,500 items being checked out using our curbside service from June through August 2020. Residents were also thrilled to see the familiar faces of library staff once again, albeit from behind a mask.

Organizational Chart



2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Offered online programming throughout the closure of physical library spaces, with more than 7,000 views of videos on the GPL YouTube channel as of August 2020.
- Implemented Curbside Pickup service in June 2020 to allow safe access to physical library materials for residents during the COVID-19 pandemic. Circulated more than 12,500 items using the Curbside Pickup service as of August 2020.
- Provided an online version of our very popular Summer Reading Club, to support parents and educators in avoiding the “summer slump” of loss of reading skill, as well as providing a fun program for participants of all ages.

MAJOR OPERATING DRIVERS

- Financial pressures due to COVID-19
 - Increased cleaning/disinfecting costs
 - Increased PPE costs
 - Increased base requirements to offer service (e.g., Plexiglas barriers, signage, etc.)
- Continuing pressure to maintain, replace, and upgrade technology in support of both library operations and resident instruction and access
- Demographics – providing services for a diverse population base growing in Georgina, particularly population growth of families and seniors
- Continued weak Canadian dollar reduces the library’s purchasing power in terms of collections and electronic resources

Major Initiatives Planned for 2021

- Offer lending of mobile hotspots to provide internet connection options for residents
- Upgrade teen area in Keswick branch (deferred from 2020)
- Increase community outreach and connections with local non-profits



GEORGINA

2021 OPERATING BUDGET

Library - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Donations & Grants	(71,840)	0	0	0	0	0	0	(71,840)	0%	0
Library Grant	(2,482,220)	0	0	(47,820)	0	0	0	(2,530,040)	2%	(47,820) 1.9% Increase in Library grant
Misc Revenues	(60,000)	0	0	0	0	0	0	(60,000)	0%	0
Revenue Total	(2,614,060)	0	0	(47,820)	0	0	0	(2,661,880)	2%	(47,820)
Expense										
Salaries and Benefits	4,800	0	0	0	0	0	0	4,800	0%	0
Staffing Other Direct Expenses	25,350	0	0	0	0	0	0	25,350	0%	0
Contracted/Consulting Services	2,700	0	0	0	0	0	0	2,700	0%	0
Contributions to Reserve	170,890	0	0	0	0	0	0	170,890	0%	0
Supplies and Maintenance	76,500	0	0	0	0	0	7,500	84,000	10%	7,500
Other Direct Costs	89,800	0	0	4,980	0	0	0	94,780	6%	4,980
Expense Total	370,040	0	0	4,980	0	0	7,500	382,520	3%	12,480
Administration Total	(2,244,020)	0	0	(42,840)	0	0	7,500	(2,279,360)	2%	(35,340)
Keswick Library										
Revenue										
Donations & Grants	(1,500)	0	0	0	0	0	0	(1,500)	0%	0
Misc Revenues	(21,000)	0	0	0	0	0	0	(21,000)	0%	0
User Fees, Lease and Rental	(13,300)	0	0	0	0	0	0	(13,300)	0%	0
Revenue Total	(35,800)	0	0	0	0	0	0	(35,800)	0%	0
Expense										
Salaries and Benefits	1,220,450	0	0	10,000	0	(18,430)	0	13,520	1,215,550	0%
Staffing Other Direct Expenses	9,800	0	0	0	0	0	0	0	19,800	102%
Contracted/Consulting Services	24,300	0	0	0	0	0	0	0	24,300	0%
Hydro/Sewer/Gas	88,630	0	0	0	0	0	0	0	88,630	0%
Supplies and Maintenance	209,000	0	0	0	0	0	0	0	209,000	0%
Other Direct Costs	6,280	0	0	100	0	0	0	0	6,380	2%
Expense Total	1,558,460	0	10,000	(18,330)	0	0	13,520	1,563,660	0%	5,190
Keswick Library Total	1,522,660	0	10,000	(18,330)	0	0	13,520	1,527,860	0%	5,190
Peterlaw Library										
Revenue										
Misc Revenues	(1,300)	0	0	0	0	0	0	(1,300)	0%	0
User Fees, Lease and Rental	(1,500)	0	0	0	0	0	0	(1,500)	0%	0
Revenue Total	(2,800)	0	0	0	0	0	0	(2,800)	0%	0
Expense										
Salaries and Benefits	256,070	0	0	0	3,480	0	0	259,550	1%	3,480
Staffing Other Direct Expenses	5,760	0	0	0	0	0	0	5,760	0%	0
Contracted/Consulting Services	9,690	0	0	0	0	0	0	9,690	0%	0
Hydro/Sewer/Gas	23,770	0	0	0	0	0	0	23,770	0%	0
Supplies and Maintenance	9,890	0	0	0	1,450	0	0	4,480	15,810	60%
Other Direct Costs	305,180	0	0	0	4,930	0	0	314,580	3%	9,400
Expense Total	302,380	0	0	4,930	0	0	4,480	311,780	3%	9,400
Peterlaw Library Total	302,380	0	0	4,930	0	0	4,480	311,780	3%	9,400
Sutton Library										
Revenue										
Donations & Grants	(300)	0	0	0	0	0	0	(300)	0%	0
Misc Revenues	(7,900)	0	0	0	0	0	0	(7,900)	0%	0
User Fees, Lease and Rental	(62,900)	0	0	0	0	0	0	(62,900)	0%	0
Revenue Total	(71,100)	0	0	0	0	0	0	(71,100)	0%	0
Expense										
Salaries and Benefits	404,840	0	0	15,910	0	0	0	420,750	4%	15,910 Reallocation
Staffing Other Direct Expenses	4,480	0	0	0	0	0	0	4,480	0%	0
Supplies and Maintenance	29,950	0	0	0	0	0	0	29,950	0%	0

2021 OPERATING BUDGET

Library - Budget Details



GEORGINA

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Other Direct Costs	50,810	0	0	1,130	0	3,700	55,640	10%	4,830	
Expense Total	490,080	0	0	17,040	0	3,700	510,820	4%	20,740	
Sutton Library Total	418,980	0	0	17,040	0	3,700	439,720	5%	20,740	
Grand Total	0	0	10,000	(39,20)	0	29,200	0			(10)



GEORGINA

10 YEAR CAPITAL PLAN

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

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures											
Roads											
Roads - Maintenance Program (4 Roads)	1,000,000	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	25,663,000
Roads - "Now Needs" Program (4 Roads)	1,000,000	1,000,000	2,000,000	2,620,000	2,770,000	2,920,000	3,070,000	3,220,000	3,370,000	3,370,000	25,340,000
Polder Shoulder expansion and stabilization design	50,000										50,000
Polder Shoulder expansion and stabilization construction											3,800,000
Udora Roads Design and Construction											
Bridges & Culverts											
Bi-annual OSIM Inspection & Bridge Assessment											
Bridges - Repair & Replacement Bridge B4 Old Shiloh (east)	24,000										
Old Shiloh Bridge EA and Heritage Investigation	1,650,000										
OSIM Culverts - Repair & Replace	100,000										
Mossington Bridge Safety Assessment	300,000										
The Queensway Box Culvert Project - Approved 2020	25,000										
48,520											
Sidewalks											
Sidewalks - Repair & Replacement	80,000										
Active Transportation Master Plan Outcome (new Sidewalks)											
Storm Water											
Ditch Reconstruction Program	950,000										
Storm Sewer System Maintenance	160,000										
Retention Ponds - Repair & Replacement	200,000										
Storm Water Inventory	200,000										
Parks											
West Park Design											
West Park Rehabilitation Construction											
West Park Complete Redevelopment											
Old Keswick Cenotaph Construction and Contract Administration											
Zephyr-to-Sutton Rail Trail - Acquisition and Improvements	100,000										
Sutton Multi Use Path Construction	300,000										
Keswick Parkette (Old Cenotaph Site) Improvements											
Playground Rehabilitation – Wood Fibre Mulch Surface											
Vehicle and Equipment Replacements											
Parks Vehicle Replacement	45,000										
Parks Equipment Replacement	256,000										
Other											
Burnie Road Culvert	50,000										
Marker Buoys	12,000										
Operation and Closure Plan for clean Fill Sites											
Fleet program review	75,000										
Fuel Management System Evaluation/ Implementation	50,000										
Main Street Dam, Peterlaw - Structural Rehabilitation	50,000										
Roads / Vehicle Replacement and Rehabilitation	50,000										
Asset Management Plan Needs Assessment and Development	50,000										
Roads Equipment Replacement and Rehabilitation	80,000										
Growth Related Expenditures											
Simcoe Landing Phase 9: Village Square											
Simcoe Landing Phase 9: Neighbourhood Park											
Treasure Hill: Village Square/ Trails	801,000										
Greystone: Linear Park/ Trail Design/Construction											
Ainslie (Catering Road): Village Square Design/Construction											
Ainslie (Catering Road): Trail Head/Trails Design/Construction											
	3,351,520	9,662,000	7,810,000	8,942,000	9,145,000	8,819,000	9,806,000	9,957,000	20,290,000	10,207,000	97,389,520



GEORGINA

10 YEAR CAPITAL PLAN

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

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Tandem Axle Dump Truck	\$ 67,000	\$ 320,000	\$	\$	\$ 273,000	\$	\$	\$	\$	\$	\$ 593,000
Crew Cab	100,000				67,000						134,000
Roads Vehicle Replacement and Rehabilitation			100,000								100,000
Service Truck											100,000
Total Annual Capital Expenditures	3,518,520	10,783,000	10,107,000	9,718,000	9,985,000	8,819,000	9,806,000	9,957,000	20,290,000	10,207,000	103,190,520
Non-Growth Related Funding											
Capital Reserve - Tax Funded	1,812,220	4,572,000	6,307,000	7,439,000	7,642,000	7,316,000	8,303,000	8,454,000	9,087,000	8,704,000	69,636,220
Reserve Funds - Federal Gas Tax	1,539,300	1,440,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	15,003,300
Debtiture - Tax Funded											13,350,000
Grants											-
Other Revenue											-
Growth Related Funding											
Development Charges	9,662,000	7,810,000	8,942,000	9,145,000	8,819,000	9,806,000	9,957,000	20,290,000	10,207,000	97,989,520	
Capital Reserve - Tax Funded											927,000
Reserve Funds - Federal Gas Tax											-
Debtiture - Development Charges	167,000	320,000	100,000		340,000						4,274,000
Debtiture - Tax Funded											-
Grants											-
Other Revenue											-
Total Annual Capital Earnings	3,518,520	10,783,000	10,107,000	9,718,000	9,985,000	8,819,000	9,806,000	9,957,000	20,290,000	10,207,000	103,190,520

* Roads study recommended an annual investment requirement of:

- \$3.2 million per year for resurfacing and maintenance (2015 cost estimates)

- \$3.2 million per year for reconstruction (2015 cost estimates)

* Parks - Potential capital improvements to waterfront parks based on the upcoming Waterfront Parks Masterplan have not been included in the ten year forecast at this time.



GEORGINA

10 YEAR CAPITAL PLAN

Operations Infrastructure (Water, Wastewater, Refuse and Recycle)

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures											
Water											
Watermain Renewal											
Watermain line condition assessment											
New Initiatives - Water Loss											
Meter Replacement Program											
Line Valves & Hydrant - Rehabilitation & Replace											
Service Connections - Replacement											
Water Booster Pumping Station - Repair & Replace (BCA)											
Water Booster Pump Station Condition Assessment											
Construction of Morton Street Watermain											
External Project Management Services											
Water Yard BCA Rehabilitation											
Wastewater											
Vertical Wastewater condition assessment											
Wastewater line condition assessment											
Facility - Repair & Replace											
Waste Water Pumping Stations - Repair & Replace (BCA)											
Residential Ejector Pumps (sewage sum pumps)											
Sewer Main and Service Connection Rehabilitation											
CCTV Camera											
Fuel System Upgrades for Standby Generators (TSSA)											
Sewer Rehabilitation, Repair and Replacements											
Royal Road Wastewater Forcemain Replacement Engineering Services											
Water Yard BCA Rehabilitation											
Vehicles & Equipment - Replacement											
Water Yard BCA Rehabilitation	67,000	65,000	260,000	100,000	115,000	139,000	20,000	-	-	-	100,000
Construction of Morton Street Watermain	1,654,000	1,724,000	2,349,000	2,876,000	2,044,000	3,145,000	1,929,000	2,946,000	1,834,000	2,726,000	666,000
External Project Management Services											
Crew Cab	15,000	-	-	-	-	-	-	-	-	-	15,000
Growth Related Expenditures											
Construction of Morton Street Watermain	118,000	-	-	-	-	-	-	-	-	-	118,000
External Project Management Services	15,000	-	-	-	-	-	-	-	-	-	15,000
Crew Cab	133,000	-	-	-	-	-	-	-	-	-	133,000
Total Annual Capital Expenditures	1,787,000	1,724,000	2,349,000	2,876,000	2,044,000	3,145,000	1,929,000	2,946,000	1,834,000	2,726,000	23,360,000
Non-Growth Related Funding											
Capital Reserve - Rate Funded	1,654,000	1,724,000	2,349,000	2,876,000	2,044,000	3,145,000	1,929,000	2,946,000	1,834,000	2,726,000	23,227,000
Reserve Funds - Federal Gas Tax											
Debtenture - Rate Funded											
Grants											
Other Revenue											
Development Charges	133,000	-	-	-	-	-	-	-	-	-	133,000
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debtenture - Development Charges											
Debtenture - Rate Funded											
Grants											
Other Revenue											
Total Annual Capital Funding	133,000	-	-	-	-	-	-	-	-	-	133,000
	1,787,000	1,724,000	2,349,000	2,876,000	2,044,000	3,145,000	1,929,000	2,946,000	1,834,000	2,726,000	23,360,000



GEORGINA

10 YEAR CAPITAL PLAN

Fire Rescue Services

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Station 1-6: Replacement (S)											
Station 1-4 Repairs (Bldg Audit)	475,000	9,000	16,400	86,700			486,000	6,074,000			6,560,000
Station 1-6 Repairs (Bldg Audit)	10,500	6,000	8,800	2,800			60,000	60,000			587,100
Fire Suppression Equipment	75,000	60,000	72,000	93,000	60,000		60,000	135,000			67,100
Bunker Gear	47,900	49,000	51,000	52,000	52,000		52,200	54,000			810,000
Communications Equipment	12,000	15,000	25,000	25,000	25,000		775,000	25,000			520,900
Vehicle Replacement	850,000	882,700	1,321,100	904,700	929,400	65,000		65,000			977,000
	984,900	1,492,200	1,484,100	1,099,900	226,500	1,816,400	688,200	6,213,000	326,400	254,400	5,063,900
Growth Related Expenditures											
New Station in S. Keswick (12,500 sq.ft.)											
Training Facility											
Pumper - New Station	20,000		467,000	5,839,000			500,000				6,306,000
Furniture & Equipment - New Stn.							840,000				520,000
Support Vehicle - New Station											840,000
Bunker Gear for 20 Additional Firefighters											-
N. Keswick Stn. & Headquarters (20,000 sqft)											51,000
Fire Master Plan											90,000
Emergency Management Generator											10,512,000
	-	20,000	542,000	7,230,000	140,000	779,000	779,000	9,733,000	-	-	75,000
											50,000
											18,444,000
Total Annual Capital Expenditures											
Non-Growth Related Funding											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax	984,900	1,492,200	1,484,100	1,099,900	226,500	1,816,400	202,200	139,000	326,400	254,400	8,026,000
Debtenture - Tax Funded											6,560,000
Grants											-
Other Revenue											-
	984,900	1,492,200	1,484,100	1,099,900	226,500	1,816,400	688,200	6,213,000	326,400	254,400	14,586,000
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded	20,000	12,000	891,000		50,000						953,000
Reserve Funds - Federal Gas Tax		63,000			90,000						173,000
Debtenture - Development Charges											-
Debtenture - Tax Funded											8,745,000
Grants											8,573,000
Other Revenue											-
	-	20,000	542,000	7,230,000	140,000	779,000	9,733,000	-	-	-	18,444,000
Total Annual Capital Funding											
	984,900	1,512,200	2,026,100	8,329,900	366,500	2,595,400	10,421,200	6,213,000	326,400	254,400	33,030,000



GEORGINA

10 YEAR CAPITAL PLAN

Corporate Services (Department Administration, Finance,
Tax, Revenue and Customer Service, Procurement, Information Technology)

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures											
Corporate IT Strategic Plan											124,000
Security Systems and Other Equipment											31,000
Water Financial Plan and Rate Study											80,000
Telephone Systems	120,000	9,000			40,000	31,000	10,000	10,000			180,000
CRM	280,000										250,000
ICT Cycling	365,000	375,000	445,000	327,000	423,000	383,000	328,000	328,000	357,000	350,000	3,681,000
Growth Related Expenditures											
Comprehensive User Fee Study											100,000
CBC and DC Studies	50,000				100,000			50,000		100,000	200,000
-	50,000	-	-	100,000	-		50,000	-		100,000	300,000
Total Annual Capital Expenditures											
	485,000	634,000	445,000	389,000	563,000	445,000	388,000	338,000	419,000	490,000	4,646,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debenture - Tax Funded											
Grants											-
Other Revenue											4,346,000
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debenture - Development Charges											
Debenture - Tax Funded											
Grants											
Other Revenue											-
-	50,000	-	-	100,000	-		50,000	-		100,000	300,000
Total Annual Capital Funding											
	485,000	684,000	445,000	389,000	563,000	445,000	388,000	338,000	419,000	490,000	4,646,000



GEORGINA

10 YEAR CAPITAL PLAN

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

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Vehicle & Equipment - Replacement											216,000
Animal Shelter: Guillotine Cage	11,500										11,500
MLE: Mobile Ticketing Licences and Devices	10,100										10,100
Other	-										-
Growth Related Expenditures	21,600	-	-	108,000	-	108,000	-	-	-	-	237,600
Total Annual Capital Expenditures	21,600	-	-	108,000	-	108,000	-	-	-	-	237,600
Non-Growth Related Funding											237,600
Capital Reserve - Tax Funded	21,600	-	-	108,000	-	108,000	-	-	-	-	-
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
Growth Related Funding	21,600	-	-	108,000	-	108,000	-	-	-	-	237,600
Development Charges											-
Capital Reserve - Tax Funded											-
Reserve Funds - Federal Gas Tax											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Annual Capital Funding	21,600	0	0	108,000	0	108,000	0	108,000	0	0	237,600



GEORGINA

10 YEAR CAPITAL PLAN

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

	Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures												
Vehicles & Equipment Replacements		460,000	11,000	67,000	84,000	55,000	5,000	1,000	400,000	114,000	114,000	1,197,000
SLT-Interior Design Consultants (seating)		25,000										25,000
SLT-AODA & Seating Replacement			450,000									450,000
GPV-AODA Accessibility (Train Station/Post Office)		50,000										50,000
Facilities												
Building Condition Assessment Program		1,063,000	1,220,000	1,700,000	1,800,000	1,900,000	2,000,000	2,100,000	2,200,000	2,300,000	2,400,000	15,983,000
SLT/Cub 55 Marquee – Replace existing Marquee p Annex Furniture		50,000	40,000	62,000	63,000							50,000
Carpet Lift Belt replacement												40,000
Building Condition Assessments			138,000									125,000
Egypt Yard Furnace				35,000								138,000
Georgina Ice Palace Chiller Replacement				206,000								35,000
Chiller Gasket Replacement – Georgina Sutton Aren Melting Pit – Georgina Ice Palace		17,000										17,000
Sutton Multi Use Project			642,000		11,000							355,000
Replacement of HVAC at Noble House						25,000						642,000
GIP Hall Kitchen Replacement					22,000							11,000
Oil Separator Replacement GSA					45,000							25,000
Pool Lobby Flooring												45,000
Sump Pump Rebuilds Georgina Leisure Pool		18,000										18,000
Roads Yards Security Improvements		55,000										110,000
Georgina Pioneer Village (GPV) Heritage Project		89,090										89,090
Civic Centre					11,945,400							11,945,400
Growth Related Expenditures												
MURC			21,163,000		100,000							21,263,000
Total Annual Capital Expenditures												
Non-Growth Related Funding		1,111,090	23,198,000	14,106,400	1,767,000	1,884,000	1,955,000	2,005,000	2,101,000	2,600,000	2,114,000	31,578,490
Capital Reserve - Tax Funded		1,111,090	1,138,000	14,006,400	1,767,000	1,884,000	1,955,000	2,005,000	2,101,000	2,600,000	2,114,000	30,681,190
Reserve Funds - Federal Gas Tax												-
Debenture - Tax Funded			897,000									897,000
Grants												-
Other Revenue												-
Growth Related Funding												
Development Charges		1,111,090	2,035,000	14,006,400	1,767,000	1,884,000	1,955,000	2,005,000	2,101,000	2,600,000	2,114,000	31,578,490
Capital Reserve - Tax Funded												-
Reserve Funds - Federal Gas Tax												-
Debenture - Development Charges												21,263,000
Debenture - Tax Funded												-
Grants												-
Other Revenue												-
MURC			21,163,000		100,000							21,263,000
Total Annual Capital Funding												
		1,111,090	23,198,000	14,106,400	1,767,000	1,884,000	1,955,000	2,005,000	2,101,000	2,600,000	2,114,000	32,341,490

* There is approximately a \$25 million backlog in facility repairs and rehabilitations as identified in the building condition assessments that is not identified in the 10 year capital plan due to funding constraints. (2015 cost estimates)



GEORGINA

10 YEAR CAPITAL PLAN

Development Services (Department Administration, Building, Planning, Economic Development, Development Engineering)

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Vehicle Replacements											60,000
Economic Strategy											80,000
Black River Rd Sidewalk / Multi-Use Path (Town Share)			20,000								162,000
Queensway N. Urbanization (Town Share)		162,000		162,000							1,500,000
Growth Related Expenditures	-	-	182,000	1,500,000	-	-	60,000	60,000	-	-	1,802,000
Keswick Business Park Secondary Plan											60,000
Sutton/Jackson's Point Secondary Plan			60,000								60,000
Pfeifferlaw Secondary Plan			50,000								50,000
Official Plan Conformity Review			50,000								50,000
Planning Applications Fee Review					30,000						30,000
Miscellaneous Planning Studies						30,000					30,000
Ten Year OP Update and Review							30,000				100,000
Building By-law Update								20,000			20,000
Zoning By-law Update			60,000	100,000							160,000
Black River Rd Sidewalk/Multi-use Path (DC Funded)					648,000						648,000
Queensway N. Urbanization (DC Funded)			2,205,000			250,000					250,000
High Street Sanitary Sewer		60,000	2,405,000	708,000	280,000	50,000	100,000	30,000	60,000	60,000	2,205,000
Total Annual Capital Expenditures	60,000	2,405,000	890,000	1,780,000	50,000	100,000	90,000	120,000	60,000	60,000	3,753,000
Non-Growth Related Funding											5,555,000
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debtenture - Tax Funded											
Grants											
Other Revenue											
Growth Related Funding											
Development Charges											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debtenture - Development Charges											
Debtenture - Tax Funded											
Grants											
Other Revenue											
Total Annual Capital Funding	60,000	2,405,000	890,000	1,780,000	50,000	100,000	90,000	120,000	60,000	60,000	5,555,000

10 YEAR CAPITAL PLAN

Georgina Public Libraries



GEOGINA

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Minor Capital Library Plans (Master Plan/Strategic Plan)	17,100	10,000	42,000	17,000	10,000	10,000	10,000	10,000	10,000	10,000	146,100
	40,000				50,000						90,000
Growth Related Expenditures											
MURC Makerspace equipment	17,100	50,000	42,000	17,000	10,000	60,000	10,000	10,000	10,000	10,000	236,100
	200,000										200,000
Total Annual Capital Expenditures	17,100	250,000	42,000	17,000	10,000	60,000	10,000	10,000	10,000	10,000	436,100
Non-Growth Related Funding											
Capital Reserve - Tax Funded	17,100	50,000	42,000	17,000	10,000	60,000	10,000	10,000	10,000	10,000	236,100
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											200,000
Reserve Funds - Federal Gas Tax											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Annual Capital Funding	17,100	250,000	42,000	17,000	10,000	60,000	10,000	10,000	10,000	10,000	436,100



GEORGINA

10 YEAR CAPITAL PLAN

Chief Administrative Officer (Office of the CAO, Communications)

Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Non-Growth Related Expenditures											
Expedite Technology to facilitate Online Self Serve and Telework	275,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	275,000
Minor Capital											90,000
Growth Related Expenditures											
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	275,000	10,000	365,000								
Non-Growth Related Funding											
Capital Reserve - Tax Funded	275,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	365,000
Reserve Funds - Federal Gas Tax											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
Growth Related Funding	275,000	10,000	365,000								
Development Charges											-
Capital Reserve - Tax Funded											-
Reserve Funds - Federal Gas Tax											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
Total Annual Capital Funding	275,000	10,000	365,000								

10 YEAR CAPITAL PLAN

Human Resources



GEORGINA

	Capital Project	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	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
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	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												
Development Charges												
Capital Reserve - Tax Funded												
Reserve Funds - Federal Gas Tax												
Debenture - Development Charges												
Debenture - Tax Funded												
Grants												
Other Revenue												
		-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding		0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000



Estimated Discretionary Reserves
Summary for 2021

Consolidated Discretionary Reserves	\$	\$
Projected Opening Balance		44,186,140
Contributions:		9,153,260
Draws:		
Carry Forward Capital Projects	(7,210,810)	
Current Capital Projects	(5,263,210)	
Current Operating Draws	(2,962,100)	
Total Draws:		(15,436,120)
Transfer:		
Transfer to Operating Growth Stabilization Reserve	2,424,610	
Transfer from Tax rate stabilization reserve	(2,424,610)	
Total Transfers:		-
Projected Closing Balance		37,903,280
Less Internal Borrowing Balances		
(2021 Repayment is \$664,340)		
2014 The Link-Sutton Community Hall		(864,330)
Projected Closing Balance After Internal Borrowings		37,038,950



Individual Discretionary Reserves

1 Corporate Capital/ New Infrastructure Reserve

Projected Opening Balance	6,134,570
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Contributions:

Entrance Features	50,000
Pefferlaw Recreation Capital	50,000
Dam's - Repair and Replacement	75,000
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
New Capital Contribution	<u>535,530</u>
Total Contributions:	1,165,530

Draws:

19-PRK-4: Holmes Point Washrooms	(200,000)
19-PWK-3: Roads Equipment	(30,000)
19-PWK-5: Stormwater System Inventory	(135,000)
19-PWK-15: Bicycle & Pedestrian Active Transportation Master Plan	(42,500)
19-ECD-1: Wayfinding & Community Signage	(27,010)
20-OI-7: Roads Division New Fleet and Equipment	(145,000)
20-OI-17: Stormwater Management Facility (Ponds) Maintenance Program	(25,000)
20-RC-8: Pefferlaw Recreational Needs Study	(10,000)
21-OI-8: New Equipment-Roads	(80,000)
21-OI-17: Marker Buoys	(12,000)
21-DS-1: Comprehensive Zoning By-law Review	(33,000)
21-CAO-1: Business continuity and customer convenience	(275,000)
21-DCAO-1: Purchase and Installation of Guillotine Cage	(11,500)
21-DCAO-2: Purchase of 2 Mobile Ticketing Licences and Devices	(10,100)
Total Draws:	<u>(1,036,110)</u>

Projected Closing Balance	6,263,990
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Future Year Commitments:

Pefferlaw Recreational Capital	(396,750)
Multi-Use Recreation Centre - 10% Non DC Portion	(4,015,000)
South Keswick Fire Hall - 23% Non DC Portion	(250,000)
Dam's - Repair and Replacement	(75,000)
Corporate Information Technology	<u>(275,000)</u>
Total Future Commitments	<u>(5,011,750)</u>

Unrestricted for the Purpose of New Capital Infrastructure	1,252,240
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Estimated Discretionary Reserves
Summary for 2021

2 Facilities - Repair & Replacement

Projected Opening Balance	9,493,190
Contributions:	
General Contribution - Non Program	100,000
Leisure Facilities	118,100
Parks Facilities	75,000
Civic Centre	194,710
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:	
20-RC-3: GPV Schoolhouse	(262,700)
Facility and Equipment Emergency Repairs	(100,000)
21-RC-1: Building Condition Assessment (BCA) Capital Program	(1,022,000)
21-RC-2: Georgina Pioneer Village (GPV) Heritage Schoolhouse Restoration	(89,090)
Total Draws:	(1,473,790)
Projected Closing Balance	9,223,050



GEORGINA

Estimated Discretionary Reserves

Summary for 2021

3 Fleet & Equipment - Repair & Replacement

Projected Opening Balance	6,655,590
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	543,700
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 Program	(320,000)
20-OI-8: Parks Division Fleet and Equipment Replacement Program	(330,500)
20-FS-3: Replacement of Rescue/Pumper Apparatus	(820,000)
20-FS-4: Replacement of Bunker Gear/PPE	(7,660)
21-OI-5: Fleet Replacement and Rehabilitation	(50,000)
21-OI-11: Parks Vehicle Replacement	(45,000)
21-OI-12: Parks Equipment Replacement	(256,000)
21-FS-1: Replacement of Tanker Apparatus	(850,000)
21-FS-2: Replacement of Bunker Gear PPE (Approved in 2020)	(47,900)
21-FS-3: Purchase of Communications Equipment	(12,000)
21-FS-4: Purchase of Fire Suppression Equipment	(75,000)
21-CS-1: Telephone systems	(120,000)
21-CS-2: ICT Cycling	<u>(365,000)</u>
Total Draws:	(3,299,060)
Projected Closing Balance	5,096,540



Estimated Discretionary Reserves Summary for 2021

GEORGINA

4 Roads - Repair & Replacement

Projected Opening Balance	1,884,130.00
Contributions:	
Roads	<u>2,029,130</u>
Total Contributions:	2,029,130
Draws:	
20-OI-2: 2020 Roads Maintenance Plan (Approved in 2019)	(465,950)
20-OI-4: Bridge OSIM Inspections	(24,000)
20-OI-9: Major Ditch Reconstruction	(300,000)
19-PWK-13: 2019 Roads Now Needs Plan (Road Reconstruction Program)	(717,340)
Pavement Management System	(90,000)
21-OI-9: Mossington Bridge Safety Assessment	(25,000)
21-OI-15: The Queensway Box Culvert Replacement Project	(48,520)
21-OI-16: Burnie Road Culvert	<u>(50,000)</u>
Total Draws:	<u>(1,720,810)</u>
Projected Closing Balance	2,192,450

5 Parks - Repair & Replacement

Projected Opening Balance	857,780
Contributions:	
Parks	75,000
Playground Equipment	<u>30,000</u>
Total Contributions:	105,000
Draws:	
20-OI-11: Playground Replacement and Enhancements (AODA)	(357,800)
20-OI-12: Pioneer Cemetery Needs Assessment	(50,000)
20-OI-20: ROC Wildflower Planting Program	(20,000)
20-OI-25: Trails Lighting	(30,000)
21-OI-14: Playground Rehabilitation – Wood Fibre Mulch Surface	<u>(65,000)</u>
Total Draws:	<u>(522,800)</u>
Projected Closing Balance	439,980

6 Water - Fleet & Equipment - Repair & Replacement

Projected Opening Balance	592,060
Contributions:	
Water Fleet	<u>31,450</u>
Total Contributions:	31,450
Draws:	
Total Draws:	-
Projected Closing Balance	623,510



Estimated Discretionary Reserves
Summary for 2021

GEORGINA

7 Wastewater - Fleet & Equipment - Repair & Replacement

Projected Opening Balance	207,740
Contributions:	
Wastewater Fleet	<u>31,450</u>
Total Contributions:	31,450
Draws:	
Total Draws:	<u>-</u>
Projected Closing Balance	239,190

8 Water - Infrastructure - Repair & Replacement

Projected Opening Balance	3,591,810
Contributions:	
Water Infrastructure	<u>33,330</u>
Total Contributions:	33,330
Draws:	
Water Infrastructure / Draw to Balance Rates	(103,000)
20-WAT-1: Water Meter Change Out (Year 3)	(30,900)
20-WAT-2: Water Booster Station Valve Replacements	(80,000)
20-WAT-5: Water Service Replacements	(500,000)
21-WAT-1: Meter Replacement Program	(100,000)
21-WAT-2: Line Valve and Hydrant Rehabilitation and Replacement	(75,000)
21-WAT-3: Morton Street Watermain Construction	(1,062,000)
21-WAT-4: Vehicle Replacement and Reassignment	(67,000)
21-WAT-5: External Project Management Services	<u>(135,000)</u>
Total Draws:	<u>(2,152,900)</u>
Projected Closing Balance	1,472,240

9 Wastewater - Infrastructure - Repair & Replacement

Projected Opening Balance	1,431,870
Contributions:	
Wastewater Infrastructure	<u>-</u>
Total Contributions:	<u>-</u>
Draws:	
19-SEW-1: Wastewater Pumping Station Improvements	(260,000)
20-SEW-1: Wastewater Pumping Auto-Dialer System	(103,200)
20-SEW-2: Sewer Service Repair and Replacements	(198,210)
Draw to Balance Rates	(554,960)
21-SEW-1: Lateral Push CCTV Camera	(15,000)
21-SEW-2: Sewer Rehabilitation, Repair and Replacements	<u>(200,000)</u>
Total Draws:	<u>(1,331,370)</u>
Projected Closing Balance	100,500



Estimated Discretionary Reserves
Summary for 2021

10 Tax Rate Stabilization Reserve

Projected Opening Balance	3,053,710
Contributions:	
Contingencies	529,560
MURC Operating	883,070
South Keswick Fire Hall Staffing	<u>436,200</u>
Total Contributions:	1,848,830
Draws:	
19-PRK-8: Black River Fencing	(20,000)
19-REC-8: Waterfront Park Strategy Phase 1	(87,950)
19-REC-9: Tree Preservation & Compensation Policy Update	(30,000)
19-PLN-1: Keswick Secondary Plan Review	(7,780)
15-ITS-5: Enterprise Resource Planning Software-Budget Module	(129,680)
20-OI-1: Asset Management Plan Needs Assessment and Development	(100,000)
20-OI-15: Roadside Safety Audit and Program Development and Implementation	(75,000)
20-CS-1: CBC & DC Background Study and By-Law	(13,500)
20-CAO-1: Broadband Strategy	(75,000)
ECD Grant Incentive Program	(100,000)
Mechanics Overages	(100)
Volunteer Firefighters Stabilization Budget	(50,000)
Corporate Contingencies	(341,000)
21-OI-6: AMP Additional Funding	(30,000)
CAO-2020-0021: Insurance Premium Increase	(11,450)
Georgina Community Health Council	(100,000)
COVID Contingencies	<u>(1,000,000)</u>
Total Draws:	<u>(2,171,460)</u>
Transfer:	
Transfer to Operating Growth Stabilization Reserve	<u>(2,424,610)</u>
Total Transfers:	<u>(2,424,610)</u>
Projected Closing Balance	306,470
Future Year Commitments:	
Connect to Innovate Funding	<u>(15,000)</u>
Total Future Commitments	<u>(15,000)</u>
Unrestricted Balance	291,470



11 Water Rate Stabilization Reserve

Projected Opening Balance	90,700
Contributions:	
Contribution to Fund Rate Supported Studies	90,000
Corporate Contingencies	<u>13,000</u>
Total Contributions:	103,000
Draws:	
20-OI-1: Asset Management Plan Needs Assessment and Development	(50,000)
21-OI-6: AMP Additional Funding	<u>(20,000)</u>
Total Draws:	<u>(70,000)</u>
Projected Closing Balance	123,700

12 Wastewater Rate Stabilization Reserve

Projected Opening Balance	40,630
Contributions:	
Corporate Contingencies	<u>13,000</u>
Total Contributions:	13,000
Draws:	
Total Draws:	<u>-</u>
Projected Closing Balance	53,630



Estimated Discretionary Reserves
Summary for 2021

13 Working Capital Reserve

Projected Opening Balance	2,200,330
Contributions:	
Total Contributions:	-
Draws:	
Total Draws:	-
Projected Closing Balance	2,200,330

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	2,536,590
Contributions:	
WB Debenture	123,700
Total Contributions:	123,700
Draws:	
Total Draws:	-
Projected Closing Balance	2,660,290

16 Willow Beach Debentures - Wastewater

Projected Opening Balance	2,776,660
Contributions:	
WB Debenture	185,530
Total Contributions:	185,530
Draws:	
Total Draws:	-
Projected Closing Balance	2,962,190



17 Election Reserve

Projected Opening Balance	225,000
Contributions:	
Reserve for Election	<u>55,000</u>
Total Contributions:	55,000
Draws:	
Election	<u>-</u>
Total Draws:	<u>-</u>
Projected Closing Balance	280,000

18 Animal Shelter Donations

Projected Opening Balance	16,870
Contributions:	<u>-</u>
Total Contributions:	<u>-</u>
Draws:	<u>-</u>
Total Draws:	<u>-</u>
Projected Closing Balance	16,870

19 Landfill Site

Projected Opening Balance	100,000
Contributions:	<u>-</u>
Total Contributions:	<u>-</u>
Draws:	<u>-</u>
Total Draws:	<u>-</u>
Projected Closing Balance	100,000

20 Provincial Grant

Projected Opening Balance	1,005,900
Contributions:	<u>-</u>
Total Contributions:	<u>-</u>
Draws:	
19-PWK-14: 2019 Roads Now Needs Plan (Road Reconstruction Program)	(959,700)
20-OI-3: 2020 Roads Reconstruction Plan (Approved in 2019)	(46,200)
Total Draws:	<u>(1,005,900)</u>
Projected Closing Balance	-



Estimated Discretionary Reserves
Summary for 2021

21 Keswick Cemetery

Projected Opening Balance	117,300
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	44,100

22 Land Acquisition

Projected Opening Balance	1,163,000
Contributions:	
Land Acquisition	250,000
Total Contributions:	250,000
Draws:	
Total Draws:	-
Projected Closing Balance	1,413,000

23 Library Capital Reserve

Projected Opening Balance	438,320
Contributions:	
Library Capital Contribution	54,890
Total Contributions:	54,890
Draws:	
20-LIB-1: Capital Requests	(32,830)
21-LIB-1: Library Capital Requests	(17,100)
Total Draws:	(49,930)
Projected Closing Balance	443,280

24 Library Staffing Reserve

Projected Opening Balance	25,200
Contributions:	
Staffing Contingency	-
Total Contributions:	-
Draws:	
Total Draws:	-
Projected Closing Balance	25,200



25 Professional Development Reserve

Projected Opening Balance	120,000
Contributions:	
Total Contributions:	-
Draws:	
IT Training Initiative	(10,000)
Total Draws:	(10,000)
Projected Closing Balance	110,000

26 Building Division Surplus / (Deficit) Reserve

Projected Opening Balance	(850,000)
Contributions:	
Total Contributions:	-
Draws:	
20-DS-1: Building Fee Review	(5,400)
Building Division Projected Loss 2020	(501,590)
Total Draws:	(506,990)
Projected Closing Balance	(1,356,990)

27 Waterfront Parks Reserve

Projected Opening Balance	105,000
Contributions:	
Waterfront Parks Contribution	105,000
Total Contributions:	105,000
Draws:	
20-OI-22 Removable Floating Finger Dock(s)	(5,000)
Total Draws:	(5,000)
Projected Closing Balance	205,000



Estimated Discretionary Reserves
Summary for 2021

28 Operating Growth Stabilization Reserve

Projected Opening Balance

Contributions:

Aessment growth (0.15%)

67,960

Total Contributions:

67,960

Draws:

Total Draws:

Transfer:

Transfer from Tax Rate Stabilization Reserve

2,424,610

Total Transfers:

2,424,610

Projected Closing Balance

2,492,570

Future Year Commitments:

MURC Operating Exp. (Assessment Growth)

(1,549,210)

Keswick Fire Hall Operating Exp. (Assessment Growth)

(875,400)

Total Future Commitments

(2,424,610)

Unrestricted Balance

67,960



GEORGINA

Estimated Obligatory Reserve Funds
Summary for 2021

Federal Gas Tax	\$	\$
Projected Opening Balance		7,171,580
Contributions:		
Federal Gas Tax	<u>1,440,440</u>	
Total Contributions		1,440,440
Draws:		
17-PWK-6 / 19-PWK-10: Bridge & Culvert Rehabilitation	(397,040)	
C-2020-0208: Replacement of storm sewers	(127,500)	
18-PWK-8: East Sidewalk Dalton Road	(85,000)	
19-PWK-4: Major Culvert Replacement	(97,000)	
19-PWK-11: Hedge Road Bank Stabilization	(1,563,340)	
19-PRK-6: Maskinonge Pedestrian Bridge	(250,000)	
20-OI-3: 2020 Roads Reconstruction Plan (Approved in 2019)	(1,214,800)	
20-OI-5: Bridge Rehabilitations and Replacements	(2,331,980)	
21-OI-1 2021 Roads Selective Resurfacing & Maintenance	(609,300)	
21-OI-3 Pollock Road Slope Program	(50,000)	
21-OI-4 Sidewalk Repair Program	(80,000)	
21-OI-7 Udora Gravel Roads Design	(300,000)	
21-OI-10 West Park Baseball Field Rehabilitation	(240,000)	
Total Draws:		<u>(7,345,960)</u>
Projected Closing Balance		1,266,060



GEORGINA

Estimated Obligatory Reserve Funds
Summary for 2021

Development Charges

Projected Opening Balance	11,027,260
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Draws:

DC Funded Studies	(10,000)
19-PWK-14: Bicycle & Pedestrian Active Transportation Master Plan (50%)	(42,500)
19-PLN-1: Keswick Secondary Plan Review	(69,990)
20-CS-1: Community Benefit and Development Charge Background Study and By-Law	(121,500)
21-OI-5 Fleet Replacement and Rehabilitation	(100,000)
21-OI-13 New Vehicle Parks	(67,000)
21-DS-1 Comprehensive Zoning By-Law Review	(27,000)
21-WAT-3: Morton Street Watermain Construction	(118,000)
21-WAT-5: External Project Management Services	<u>(15,000)</u>
Total Draws:	<u>(570,990)</u>

Projected Closing Balance	10,456,270
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Less Internal Borrowing Balances @ December 31, 2021

(2021 Repayment was \$52,840)

2014 The Link-Sutton Community Hall	<u>(52,860)</u>
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Projected Closing Balance After Internal Borrowings	10,403,410
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GEORGINA

Estimated Obligatory Reserve Funds
Summary for 2021

Cash in Lieu of Parkland

Projected Opening Balance	2,056,320
Draws:	
19-PRK-6: Maskinonge Pedestrian Bridge	(250,000)
20-OI-14: ROC Trails Expansion	(20,000)
Total Draws:	(270,000)
Projected Closing Balance	1,786,320

Parking Cash in Lieu

Projected Opening Balance	118,520
Draws:	
Total Draws:	-
Projected Closing Balance	118,520

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



GEORGINA

2021 OPERATING BUDGET

Non-Program - Budget Details

	2021 BASE BUDGET	GROWTH LEVEL	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administrative Allocations										
Expense										
Salaries and Benefits	(258,110)	0	0	0	0	0	0	(258,110)	0%	0
Expense Total	(258,110)	0	0	0	0	0	0	(258,110)	0%	0
Administrative Allocations Total	(258,110)									
Corporate Reserve Contributions Expense										
Contributions to Reserve	3,196,880	0	0	(800,450)	0	0	(362,000)	2,034,430	-36%	(1,162,450)
Expense Total	3,196,880	0	0	(800,450)	0	0	(362,000)	2,034,430	-36%	(1,162,450)
Corporate Reserve Contributions Total	3,196,880			(800,450)			(362,000)	2,034,430	-36%	(1,162,450)
General Tax Levy										
Revenue										
Tax Levy	(45,305,080)	(521,010)	0	0	0	0	0	(45,826,080)	1%	(521,010) Assessment growth
Revenue Total	(45,305,080)	(521,010)	0	0	0	0	0	(45,826,080)	1%	(521,010)
General Tax Levy Total	(45,305,080)	(521,010)								
Grants										
Revenue										
Donations & Grants	(93,800)	0	0	14,070	0	0	(79,730)	-15%	14,070 Reduction to OMPF Grant	
Revenue Total	(93,800)	0	0	14,070	0	0	(79,730)	-15%	14,070	
Grants Total	(93,800)	0		14,070		0	(79,730)	-15%	14,070	
Miscellaneous Income										
Revenue										
Misc Revenues	(575,000)	0	0	0	0	0	(575,000)	0%	0	
Revenue Total	(575,000)	0	0	0	0	0	(575,000)	0%	0	
Miscellaneous Income Total	(575,000)									
Town Library Grant										
Expense										
Library Grant	2,482,220	0	0	47,810	0	0	2,530,030	2%	47,810 1.9% Increase to Library grant	
Expense Total	2,482,220	0	0	47,810	0	0	2,530,030	2%	47,810	
Town Library Grant Total	2,482,220			47,810		0	2,530,030	2%	47,810	
COVID-19										
Revenue										
Misc Revenues	0	0	0	0	0	0	850,000	850,000	850,000 Revenue loss due to Recreation & Culture and Parks	
Provision from Reserve	0	0	0	0	0	0	(1,000,000)	(1,000,000)	(1,000,000) Reduction in reserves. Refer to CS-2020-0020	
Revenue Total	0	0	0	0	0	0	(150,000)	(150,000)	(150,000)	
Expense										
Salaries and Benefits	0	0	0	0	0	0	130,000	130,000	130,000 HR & Economic Development	
Donations & Grants	0	0	0	0	0	0	50,000	50,000	50,000 Economic Development	
Supplies and Maintenance	0	0	0	0	0	0	(30,000)	(30,000)	(30,000) Expenditures due to COVID	
Expense Total	0	0	0	0	0	0	150,000	150,000	150,000	
COVID-19 Total	(40,552,390)	(521,010)		0	(738,570)	0	(294,040)	(42,106,510)	4%	(1,553,620)
Grand Total										

**GEORGINA****Town of Georgina
SR-OI-1****Title:** Clerical Support for Environmental Services**Date:** September 15, 2020**Department:** Operations and Infrastructure (O&I)**Division:** Environmental Services**Position Description:** Operations & Infrastructure Clerk (Temporary Position)

Responsible for providing clerical support, customer service, and administrative support within the Operations & Infrastructure Department.

This is one (1) Temporary Position up to eight (8) months. The temporary position is required during periods where staff functionality is reduced due to COVID-19 workplace protocols and absences. During the trial period the long-term staffing requirements of the position within the Department will be evaluated.

The Environmental Services Division is responsible for operating and maintaining the Keswick and Sutton Water Distribution System and the Wastewater Collection System, including implementing major maintenance projects, emergency response and for short-term capital improvement projects. This requires a significant administrative work, which includes but is not limited to:

- Verify and reconcile invoices from multiple vendors
- Assist with the procurement processes (e.g. drafting Request of Proposals, drafting Purchase Requisitions, and preparing supporting documents)
- Perform contract administration (e.g. tracking contract expiry dates, tracking variance reports for GL accounts, follow up with vendors for correcting invoices with mistakes, etc.)
- Coordinate administrative activities with Departmental procedures
- Create internal excel-based tracking tools for operations staff (e.g. Action Items Tracking sheet, summary tables for inventory tracking)
- Record meeting minutes

In addition, there are a number of Capital projects projected for 2021 that will require administrative support. This includes support for pump station condition assessment, service line replacement, and mechanical replacements at pumping stations.

1. Proposed Year of Initiative: 2021

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

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

Efficiency: The administrative burden of carrying out clerical activities by the Manager, Supervisor or Water Quality Specialist is very expensive and inefficient. Examples of not having this support were evident in Q3 2020, when it was apparent that multiple invoices had been misplaced, and deadlines for payment not honoured. This also represents a reputational risks with our vendors. The efficiencies of having clerical support involves being able to pay invoices on time, update contracts that expire on time, recording meeting outcomes for regulatory purposes, and supporting administration Capital projects planned for 2021.

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

Priority: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Comply with contractual obligations and administrative requirements.

5. Cost/ Financial Impact, Recovery and Net impact

Contracted Services: \$36,000 – Contract 8-month employee for 2021.

Total Cost: \$36,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No
 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

<p>Can you better leverage technology? No</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. This position is a shared position within the Department, but can support other areas as required, including Customer Service.</p>	
<p>7. Short-term results expected:</p> <p>In the short term, this eight (8) month contract will provide services to keep basic administrative services on track and in compliance with Procurement By-law and other administrative requirements. The position will also provide needed support for the 2021 Capital projects.</p>	
<p>8. Long-term Results expected:</p> <p>Provide services to keep basic administrative services on track and in compliance with Procurement By-law and other administrative requirements. This will allow for increased efficiency of technical staff by reducing administrative tasks.</p>	
<p>9. Other Comments:</p> <p>The workload for clerical services has increased significantly in the Environmental Services Division.</p> <p>Since May 2020, the Division employed a contract clerk position for a 6-month contract through the Job-Skills Canada program. This position provided support for the following tasks:</p> <ul style="list-style-type: none">• Support existing administrative staff for tracking, verifying and processing invoices, which has greatly decreased processing time.• Identifying discrepancies on invoices, contacting vendors and resolving issues (e.g. OWW, East G., Summa Eng., BMC Electrical, GFL).• Assisting in drafting RFAs, PR Forms, and supporting documents• Creating internal excel-based tracking tools for operations staff (e.g. Action Items Tracking sheet, calendar of contracts' expiry & renewals).	



GEORGINA

**Town of Georgina
NI-CAO-1****Date:** Sept. 15, 2020**Department:** Office of the CAO**Division:** Corporate Service Delivery Excellence**Project Description:**

Allocate \$25,000 per year for specialized grant writing services to maximize our success in obtaining external grant funding. The proposed \$25,000 budget would only be drawn on as required.

1. Proposed Year of Initiative: 2021 onward**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

This initiative would support the implementation of the Town's various strategies, plans, operating and capital works programs, etc.

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

This initiative would support the implementation of all eligible strategies and plans (e.g. Capital Plan, IT Strategy, etc.)

4. Main/Desired Goal or Outcomes/Benefits:

To capture more external grant funding dollars to help implement the Town's various strategies, plans, operating programs, capital works programs, etc. It could also support the Town's COVID-19 pandemic recovery efforts.

5. Cost/ Financial Impact, Recovery and Net impact:	The Town would retain services for the more complicated, high-dollar amount grants, which if obtained, could represent a very good return on investment.	
6. Other Considerations or Efficiency Options:	<p>Can you defer the request? It is anticipated that the province and federal government may start looking to direct money to stimulus-type grants (related to pandemic recovery) that the Town will want to leverage. Many grant programs will be over-subscribed requiring municipalities to prepare very competitive submissions to improve their chance of success.</p> <p>Is it more efficient to contract out the initiative? This business case proposes to contract out the service</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? N/A</p> <p>Can you better leverage technology? The grant writing services will be used to help obtain funding to modernize operations through the increased utilization of technology and automation.</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? Potentially. This would be decided on a case-by-case basis.</p>	
7. Short-Term Results Expected:	Assistance with supporting the Town to create submissions that are more competitive.	
8. Long-Term Results Expected:	Capturing an increased amount of grant dollars for the Town to advance the Corporate Strategic Plan, sub-strategies, plans, operating and capital works programs, and to assist with economic recovery.	
9. Other Comments:	An Internal Grants Committee was assembled in early 2020 through the Office of the CAO, comprised of the Head of Corporate Service Delivery Excellence, Director of Recreation and Culture, Director of Operations and Infrastructure, and the Manager of Economic Development. A staff resource has also been allocated to fulfill a part-time Corporate Grants Coordinator role. The committee, along with the dedicated staff resource, will work collaboratively to capture more grant dollars, while also seeking the advice and support of a third-party expert(s), when necessary.	



Town of Georgina
NI-LIB-1

Title of Request: Library New Operating Initiatives

Date: June, 2020

Department: 178 – Library

Division:

Project Description:

A. Technology Upgrades & Improvements:

- i. Data plans: Related to Capital requests for hotspots. If those Capital projects move forward, there will be ongoing Operating costs.

1. Proposed Year of Initiative: 2021

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

Supports the library's strategic goal of Technology: to support digital literacy, virtual access, and efficient services

- Support digital skills development and increase self-service options
- Maintain up-to-date technology and integrate innovative options

<ul style="list-style-type: none"> • Boost investment readiness: <ul style="list-style-type: none"> ◦ Facilitate the expansion of high speed internet to businesses located in urban and rural areas of the Town ◦ Facilitate continued local workforce development (education and training) as part of the evolving knowledge-based economy • Broadband strategy: Connectivity for all residents (e.g. education, healthcare, telework) allowing them to participate fully in the digital world by providing access to community Wi-Fi, including at libraries.
<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>A. Technology Upgrades & Improvements:</p> <ul style="list-style-type: none"> i. <u>Data plans</u>: Provide internet to residents so they can work, complete their education, start businesses, and access Town and library services remotely.
<p>5. Cost/ Financial Impact, Recovery and Net impact:</p> <p>A. Technology Upgrades & Improvements:</p> <ul style="list-style-type: none"> i. <u>Data plans</u>: 10 Unlimited monthly data plans throttled after 6 GB – \$10,000
<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Not recommended Is it more efficient to contract out the initiative? Yes, but the broadband strategy has not been fully implemented. 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, but the broadband strategy has not been fully implemented. Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>
<p>7. Short-Term Results Expected:</p> <p>A. Technology Upgrades & Improvements:</p> <ul style="list-style-type: none"> i. <u>Data plans</u>: More residents have access to the internet.
<p>8. A. Long-Term Results Expected:</p> <p>B. Technology Upgrades & Improvements:</p>

- i. Data plans: Improved quality of life for residents.

9. Other Comments:



Town of Georgina 21-OI-1

Title: 2021 Selective Road Resurfacing and Maintenance Program

Date: September 14, 2020

Department: Operations and Infrastructure

Division: Roads Division

Project Description:

Annual Program for Selective Road Resurfacing and Maintenance of asphalt and surface treated roads.

The Roads Division is responsible for providing safe passage of vehicles and motorists throughout the Town's diverse road network. Part of this responsibility relies upon adequate and timely maintenance techniques to prolong the road surface. These maintenance techniques include light ongoing maintenance such as pothole and shoulder maintenance, typically provided by Town staff, but also include more in-depth contracted pavement management techniques, including rout and seal, micro-surfacing (single or double), and asphalt resurfacing (single or double lift) to prolong the life cycle of the road surface prior to requiring reconstruction. The Selective Resurfacing and Maintenance encompasses all of these interim measures, prior to requiring reconstruction, and are typical of a robust pavement management system ensuring full life cycles of road surfaces are met.

Specifically, selective asphalt resurfacing (mill and pave) is the most common repair method and is a cost-effective solution to reconstruct small sections of irreparable road, whereby full reconstruction is not yet required. The selected repair locations are typically less than 100m in length and are often full road width, including shoulder reinstatement. By repairing these small, specifically identified sections of road, the reconstruction life cycle can often be extended by a number of years. Selective resurfacing is intended as a more in-depth maintenance solution for often-isolated problem areas throughout the Town.

Each year the Town undertakes a Road Preservation/Maintenance program on identified roads that have deteriorated but are not past their useful service life. These road sections were previously described in the “1-5 Year Needs” and “1-10 Year Needs” Category in the **2015 State Infrastructure - Roads** report prepared by 4-Roads Management Services Inc.

The project Budget for 2021 includes:

- Construction costs for selective resurfacing and maintenance (areas less than 1000 sq. metres; crack sealing; surface treatment)
- Engineering costs for geotechnical investigation, material testing and inspection

1. Proposed Year of Initiative: 2021 (Annual Program)

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. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets (roads) and development of a plan to maintain the asset at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also sets the standards for road maintenance levels.

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. Pavement condition, pavement age, traffic volumes and maintenance frequency are all monitored. These factors influence the timing and need for road rehabilitation projects, and are utilized to manage risk.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Maintain Town roads in a state of good repair to manage this asset proactively and extend its life cycle.

5. Cost/ Financial Impact, Recovery and Net impact

2021 Preservation/Maintenance Program	
Construction:	\$980,000
Consulting Services:	\$20,000
Total Cost:	\$1,000,000

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? Yes. Commencing in 2021, the Town will partner with the Region to implement a pavement management program (data collection and software) to further enhance the decision making process in identifying roads that require rehabilitation.

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

7. Short-Term Results Expected:

Improved safety and comfort for the travelling public.

8. Long-Term Results Expected:

- Reduced maintenance costs for repairs.
- Delayed need for a full reconstruction of the identified roads.

9. Other Comments:

Some candidates for Selective Resurfacing and Maintenance, include

Sections of:
Ways Bay Drive

Black River Road
Hadden Road
Boyers Road
Deer Park Drive
Varney Road

In 2017, staff reported to Council and recommended that the annual budget for Preservation/Maintenance (“1-6 year Needs”) be increased to a stable funding level of \$3.2 Million each year (2015 Cost estimates). Subsequently in 2019, Council approved a Preservation/Maintenance Budget of \$2,100,000 (19-PWK-13) and a 2020 Budget of 1,856,000 (20-OI-2). Due to funding constraints and majority of 2020 Roads program funding being carried forward, the 2021 Preservation/Maintenance program has been reduced to \$1,000,000. Staff will re-evaluate the potential candidate roads for selective resurfacing in 2022 – 2032, following a more fulsome development of the Asset Management Plan for Roads and implementation of the Pavement Management Software System.



**Town of Georgina
21-OI-2**

Title: 2021 Road Reconstruction Program

Date: September 14, 2020

Department: Operations and Infrastructure

Division: Asset Management and Technical Services

Project Description:

Roads identified for the 2021 reconstruction program include Irving Drive.

This road was identified in staff report OI-2019-0013 as a candidate for reconstruction. The engineering investigation and design work will commence in Late 2020, with the majority of the geotechnical investigation and engineering design work completed using funds available from the 2020 Capital Project 20-OI-03. Additional funds will be required in 2021 for final construction.

Each year the Town undertakes a road reconstruction program on identified roads that have deteriorated past their useful life. These road sections were previously described as the “NOW Needs” in the **2015 State Infrastructure - Roads** report prepared by 4-Roads Management Services Inc.

Road reconstruction involves the removal and replacement of the asphalt surface and the granular bedding underneath the road. Ditch re-grading and replacement of driveway culverts will also be undertaken. In urbanized areas, curb and gutters are replaced, along with the asphalt and granular base. Pavement condition, pavement age, traffic volumes and maintenance frequency are monitored and influence the timing and need for road rehabilitation projects.

The project Budget for 2021 includes:

- Construction costs
 - Engineering consulting for geotechnical investigation and recommendations; with asphalt design
 - Contract administration, inspection, and materials testing (QA/QC Control)

<ul style="list-style-type: none"> • Project Management 	<p>1. Proposed Year of Initiative: 2021</p> <p>2. Nature of Initiative/Review Factors (check and explain all that apply):</p> <p><input checked="" 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 type="checkbox"/> Efficiency, <input type="checkbox"/> Adopted Plan/Study <input type="checkbox"/> Other (please specify)</p> <p>Legislative: The Town is required to maintain roads in a state of good repair. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets (roads) and development of a plan to maintain the asset at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also requires on-going maintenance of infrastructure in a state of good repair</p> <p>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. Pavement condition, pavement age, traffic volumes and maintenance frequency are all monitored. These factors influence the timing and need for road rehabilitation projects, and are utilized to manage risk.</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:</p> <p>The identified roads that have come to the end of their life cycle and require reconstruction that will reset the age and condition of these assets.</p>		
<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <p>Construction: \$1,000,000</p>		
<p>6. Other Considerations or Efficiency Options:</p> <p>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</p>		

<p>Can you better leverage technology? Yes. Commencing in 2021, the Town will partner with the Region to implement a pavement management program (data collection and software) to further enhance the decision making process in identifying roads that require rehabilitation. A three-year project including planning, budget and delivery process is being developed and implemented.</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>	
<p>7. Short-Term Results Expected:</p> <ul style="list-style-type: none">• Improved safety and comfort for the travelling public.• Reduced maintenance costs for repairs.	
<p>8. Long-Term Results Expected:</p> <ul style="list-style-type: none">• Appropriate asset management programs for roads of all types will maintain the Service Level of roads at an acceptable safety and ride comfort rating.• Resets the age and condition of the assets in their life cycle.	
<p>9. Other Comments:</p> <p>In 2017 Staff reported to Council that the recommended that the annual budget for Road Reconstruction ("NOW Needs") be increased to stable funding level of \$3.2 Million each year (2015 Cost estimates). Subsequently in 2019 Council Approved a Reconstruction Budget of \$1,000,000 (19-PW/K-14) and a 2020 Budget of 1,261,000 (20-OI-3). Staff will re-evaluate the potential candidate roads for reconstruction in 2022 – 2032 following more fulsome development of the Asset Management Plan for Roads and implementation of the Pavement Management Software System.</p>	<p>Photos of Irving Drive (2020)</p>





**Town of Georgina
21-OI-3**

Title: Pollock Road Slope Design

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Asset Management and Technical Services

Project Description:

Pollock Road between Warden Avenue and Woodbine Avenue is heavily used by traffic entering and leaving Keswick. The asphalt in a section approximately 200 meters in length has shown early signs of deterioration due to an inadequate slope and shoulder configuration. The scope of this project will be to undertake a design to stabilize the slope on this stretch of road to make it safer for travellers and to protect the integrity of the road asset. The roadway will also be surveyed to determine the precise extent of the roadway issue.

Construction will be budgeted in a future year.

This will likely include widening the shoulder, installing roadside safety infrastructure, such as a guiderail and applying a sealant to the shoulder. The project will require permits and approvals from the Lake Simcoe Region Conservation Authority (LSRCA) and Department of Fisheries and Oceans (DFO) prior to construction.

1. Proposed Year of Initiative: 2021

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: Maintaining road surfaces at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. The slope is an integral part of a pavement structure and ensures the road's longevity. Ensuring a slope is stable also provides additional safety should a vehicle veer off the travelled surface.</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:</p> <p>Improved safety while maintaining the road integrity of Pollock Road between Warden and Woodbine.</p> <p>5. Cost/ Financial Impact, Recovery and Net Impact</p> <table border="1" data-bbox="731 1516 796 1981"> <tbody> <tr> <td>Engineering Services:</td> <td>\$50,000</td> </tr> <tr> <td>Total Cost:</td> <td>\$50,000</td> </tr> </tbody> </table> <p>6. Other Considerations or Efficiency Options:</p> <p>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</p> <p>7. Short-Term Results Expected:</p> <p>Improved safety for travellers.</p>	Engineering Services:	\$50,000	Total Cost:	\$50,000
Engineering Services:	\$50,000				
Total Cost:	\$50,000				

8. Long-Term Results Expected:

Maintaining the integrity and useful life of the road asset.

9. Other Comments:







**Town of Georgina
21-OI-4**

Title: Sidewalk Repair Program

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Asset Management & Technical Services

Project Description:

The Town conducts a sidewalk condition assessment annually. Through this annual inspection, the Town identifies trip-hazards and defective sections of concrete. The trip hazards are generally corrected through grinding or cutting concrete.

Larger sections (greater than two bays or three-metres) identified as being in poor condition and can no longer be maintained through preventative maintenance are grouped together to form the capital Sidewalk Repair program.

In addition, staff may become aware of sections of sidewalk where slope of grades are problematic, or where the width of the sidewalk is inadequate. These localized issues are also corrected.

Larger segments of sidewalk (full road length) that do not meet current municipal standards are replaced concurrently with road reconstruction projects.

1. Proposed Year of Initiative: 2021

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/Risk Management: Sidewalks must be maintained to a minimum standard outlined in O/Reg 239.02 under the Municipal Act. This program will allow the Town to prioritize sidewalk reconstruction projects outside of the scope of Road Operations (maintenance).</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:</p> <p>Improve the Town's infrastructure in a cost effective manner while mitigating risk for pedestrians.</p>
<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <p>Contracted Services: \$80,000</p>
<p>6. Other Considerations or Efficiency Options:</p> <p>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. We are already leveraging digital inspections and GIS Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>
<p>7. Short-Term Results Expected:</p> <p>Less risk by removing trip-hazards and deteriorated concrete; fewer complaints regarding sidewalk condition</p>
<p>8. Long-Term Results Expected:</p> <p>Asset maintains a better overall condition. After running the program for a number of years (5), the Town may be able to reduce the annual cost and amount to be repaired through capital.</p>
<p>9. Other Comments:</p>



**Town of Georgina
21-OI-5**

Title: Vehicle Replacement and Rehabilitation – Roads Division

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Asset Management & Technical Services

Project Description:

Vehicle Replacement and Rehabilitation – Roads Division

Project #1 – Replace Vehicle FLT081 (2013, ½-Ton 4x4 Pick-up) with Reassigned Pickup FLT130

Vehicle: FLT081 – **Year:** 2013 **Kilometers:** 205,000 **Condition:** Poor

Requirements: Pick up truck, with towing capabilities, safety lighting, Automated Vehicle Locator (AVL) equipment, two-way radio and corporate branding.

Purpose: Used to haul tools and equipment, towing trailers and transporting staff. Vehicle FLT130 will be transferred from Environmental Services to meet Roads Division needs.

Project #2 – Vehicle FLT311 (2009, Gradall) to be Rehabilitated

Vehicle: FLT311 – **Year:** 2009 **Hours:** 13,000 **Condition:** Poor

Requirements: Staff are proposing an extensive rehabilitation of this asset. Presently, staff are aware of turret repairs, pins rollers and new tires. Recent changes to the Highway Traffic Act have resulted in the Graddall changing in classification from construction equipment to a licensed vehicle falling within the Town's CV/OR fleet. The vehicle can be rehabilitated rather than replaced as it is less than halfway through its' expected life cycle.

Purpose: In-house multi-season services including; ditching, excavating, re-grading, installing culverts and flood mitigation.

Project #3 –Equipment GRADER EQT296- Disposal

Equipment: Grader Equipment EQT296 – **Year:** 1993 **Condition:** Very poor

Requirements: Disposal.

Purpose: Gravel road grading, gravel shoulder grading, ice-blading and snow removal. Staff will procure services through a Contracted Service (Equipment plus Operator), as replacement is not recommended at this time.

Comments: Staff have obtained a third-party review from experts on Grader maintenance. The initial cost estimate to repair the equipment is approximately \$55,000 with annual repairs of \$15,000. The quote provided far exceeds the value of the equipment, even by extending its life by five years. The Vehicles and Equipment Replacement (VERS) reserve confirms this piece of equipment has not been funded since 2009. The expected replacement cost for a comparable new motor road grader is \$330,000 – \$400,000.

Staff will procure services through a Contracted Service (Equipment plus Operator) as replacement is not recommended at this time. \$20,000 per year has been added to the Roads Operating budget, which is equivalent to the required VERS contribution that would have been funded from the Operating Budget if the vehicle were replaced. In addition, the Town has recently purchased Road Edger equipment, which mounts under existing 5-ton Dump trucks. This equipment replaces many of the current functions of the motor grader.

Project #4 – Vehicle FLT077 (2011,5-Ton Single Axle, Dump/Plow Truck) – Disposal

Vehicle FLT077 – Year: 2013 **Kilometers:** 109,614 **Condition:** Poor

Requirements: Disposal. This vehicle will no longer be required.

Purpose: Winter Maintenance of roads, snow plowing, sanding and salting. This service will be provided by the winter maintenance contract.

Comments: Staff will procure services through a Contracted Service (Equipment plus Operator) as replacement is not recommended at this time. \$50,000 per year has been added to the Roads Operating budget which is equivalent to the required VERS contribution which would have been funded from the Operating Budget if the vehicle were replaced.

Project #5 –Vehicle FL T112 (Road Sweeper) – Disposal/Replacement

Vehicle: **FL T112 – Year:** 2003, purchased used from York Region **Kilometers:** 91,164 km **Condition:** **Poor.** Extensive rust in sweeper assembly and elevator areas, major repairs are required

Requirements: Disposal.

Purpose: Road Division staff are proposing to replace the existing truck mounted sweeper with a mechanical Sweeper attachment to the existing Wheeled Loader that will allow staff to perform spot sweeping and debris clean up in a more cost-effective manner, while supporting the contracted service for street-sweeping. Some additional contracted services will be required to sweep municipal parking lots during the spring clean up. The increase in contracted services will assist with covering the disposed sweeper and the new attachment for the Wheeled Loader is necessary to assist with the anticipated growth. Spring road sweeping is provided through the multi-year Road Sweeping Contract.

1. Proposed Year of Initiative: 2021**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) VERS Vehicle Replacement Reserve

Risk Management: Assets are nearing the end of their useful life and require an asset intervention to extend their useful life (Gradall) or replacement to ensure they are able to provide essential services. Rehabilitation of high-value equipment is a cost-effective option that minimizes risk and meets the level of service required where appropriate. Replacement of lower value equipment is a effective Risk Management strategy to ensure vehicles are safe and available for use (reliable).

Efficiency: Reassigning an oversized vehicle from Environmental Services to the Roads Division will result in more efficient and cost-effective service delivery. Rehabilitation of specialized high-value equipment such as the Gradall is appropriate to gain maximum usage through its life cycle. Disposal of under utilized equipment that is capital intensive to replace and expensive to maintain (Road Grader and Street Sweeper) can have the services provided through rental or contracted service.

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:

Extending the useful life of the asset by completing an extensive rehabilitation.
Reassigning an oversized vehicle that still has useful life from Environmental Services to the Roads Division will result in more efficient and cost effective delivery of service.

5. Cost/ Financial Impact, Recovery and Net impact

Project # 1 – No capital cost, internal transfer.

Project # 2 – \$50,000

Project # 3 – No capital cost. Vehicle being disposed. \$20,000 per year increase to Operating budget (equivalent to the required VERS contribution)

Project #4 - No capital cost. Vehicle being disposed. \$50,000 per year increase to Operating budget (equivalent to the required VERS contribution)

Project #5 - \$100,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Contracting out some activities is recommended.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. Reassignment of a vehicle that is still in good condition to the Roads Division from Environmental Services.

7. Short-Term Results Expected:

Rehabilitation of an asset is a cost effective option that extends the useful life of an asset, minimizes risk and meets the level of service required.

8. Long-Term Results Expected:

- Fuel and maintenance savings.
- Efficient and cost effective service delivery

9. Other Comments:

Gradall photo



Road Sweeper and proposed Loader Attachment photos



Grader and Proposed “Edger” photos





**Town of Georgina
21-OI-6**

Title: Preparation of the Asset Management Plan Additional Funding

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Asset Management & Technical Services

Project Description:

Ontario Regulation 588/17 requires the Town of Georgina to prepare an Asset Management Plan for the Town's core municipal infrastructure assets by July 1, 2021. Asset management planning allow municipalities to make the best possible decisions regarding the building, operating, maintaining, renewing, replacing, and disposing of their infrastructure assets. An Asset Management Plan defines levels of services that minimizes risk and maximizes the life cycle of an organization's assets in a sustainable manner.

This budget will be used to further fund the development of the Asset Management Plan in 2021.

1. Proposed Year of Initiative: 2021

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 it have an Asset Management Plan for core assets in place by July 1, 2021, under Ontario Regulation 588/17.

<p>Risk Management: This program will allow the Town to prioritize core assets and minimize life cycle cost, while maintaining a predetermined Level of Service in a sequence that minimizes risk.</p>				
<p>Strategic Priority: This project supports the 2019-2023 Strategic Plan 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:</p> <p>Complete an Asset Management Plan for the Town's core assets (water, wastewater, stormwater, roads and bridges) by July 1, 2021.</p>				
<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <table><tr><td>Consulting Services:</td><td>\$50,000</td></tr><tr><td>Total Cost:</td><td>\$50,000</td></tr></table>	Consulting Services:	\$50,000	Total Cost:	\$50,000
Consulting Services:	\$50,000			
Total Cost:	\$50,000			
<p>6. Other Considerations or Efficiency Options:</p> <p>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? 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? Yes. This will be expanded to all Town assets in future phases.</p>				
<p>7. Short-Term Results Expected:</p> <p>Compliance with all legislative requirements of Ontario Regulation 588/17 within the deadlines imposed by the Province.</p>				

8. Long-Term Results Expected:

Implementation of a comprehensive and sustainable Asset Management Program in conformance with the Town's adopted Strategic Asset Management Policy.

9. Other Comments:



GEORGINA

**Town of Georgina
21-OI-7**

Title: Udora Gravel Road Design and Construction

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Asset Management and Technical Services

Project Description:

The roads within the "Estonian Camp" Subdivisions Plan 544 and Plan 588 were originally maintain by the Subdivision Developer and Land Owners (Estonian Summer Camp Association). In recent years, the Estonian Summer Camp Association has not maintained the roads and increased routine maintenance has been required by the Town in order to ensure that access to properties is maintained. The Town is in the process of Assuming Maintenance of the Roads and ending the Subdivision Agreement with the Trustees of the Estonian Summer Camp Association.

This project will undertake the legal surveys, geotechnical investigation and preliminary engineering design necessary to determine the costs associated with constructing an upgraded road system in this area.

It is anticipated that the roads will be reconstructed to the municipal standard for an all-season gravel road. Public consultation will be an integral part of the process. The reconstruction program will be phased over a number of years.

1. Proposed Year of Initiative: 2021

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)

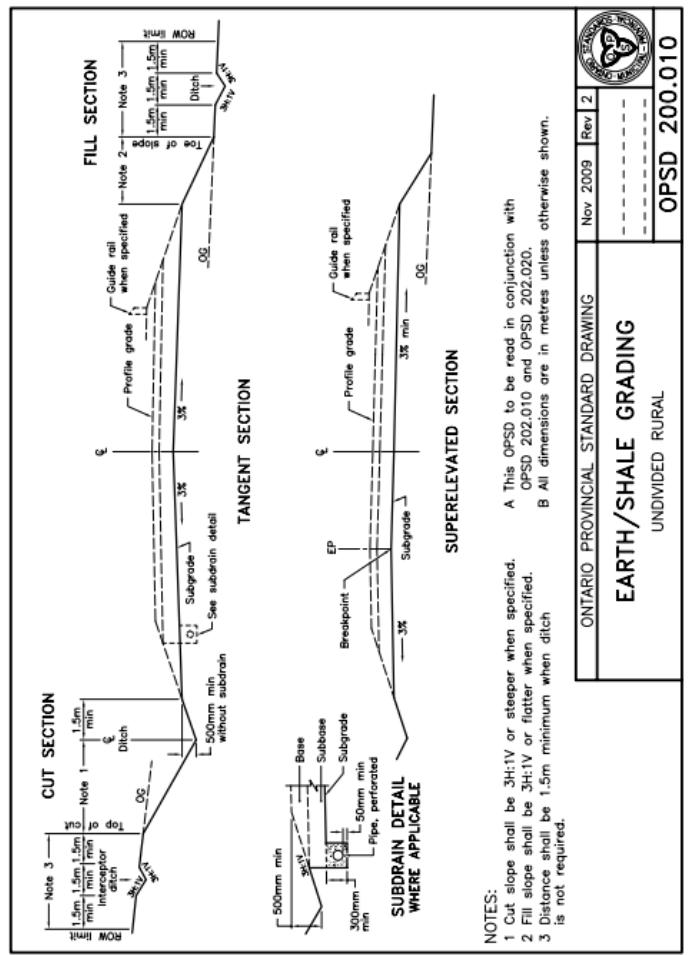
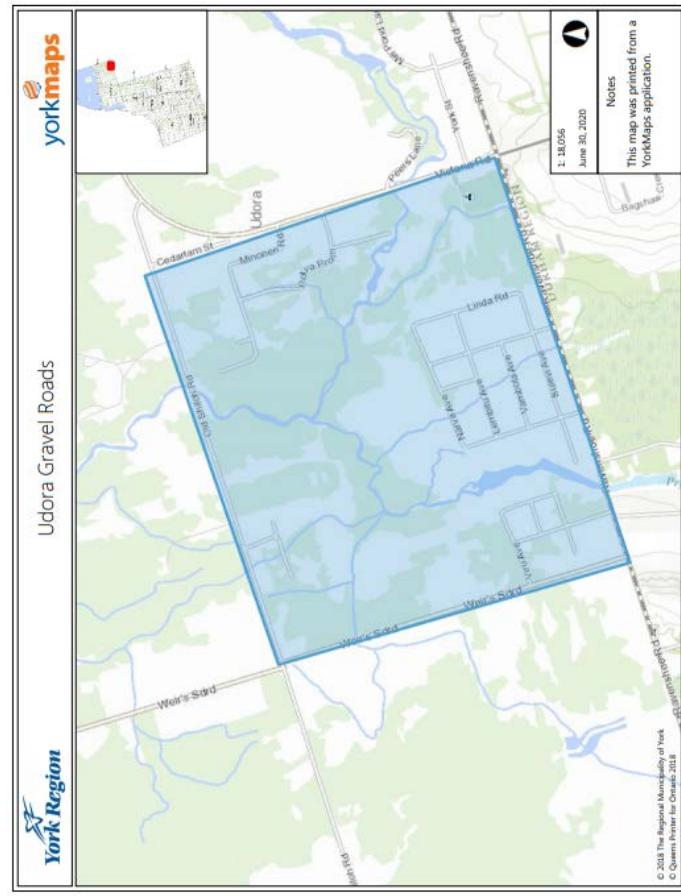
<p>Legislative: The Town is required to maintain roads in a state of good repair. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets (roads) and development of a plan to maintain the asset at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also requires ongoing maintenance of infrastructure in a state of good repair.</p> <p>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. Following formal Assumption of Maintenance for these roads, the Town will be fully responsible for the maintenance in a state of good repair.</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:</p> <p>The community has several roads with substandard geometric and pavement design, this work will correct this, improving the level of service which the Town provides.</p>
<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <p>2021 Investigation and Engineering Design (Phase 1)</p>
<p>Design: \$300,000</p>
<p>6. Other Considerations or Efficiency Options:</p> <p>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</p> <p>Can you better leverage technology? No Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>
<p>7. Short-Term Results Expected:</p>

Improved safety and comfort for the travelling public, within the Estonian Camp subdivision.

8. Long-Term Results Expected:

Reduced maintenance costs for repairs.

9. Other Comments:





**Town of Georgina
21-OI-8**

Title: New Equipment – Roads Division

Date: September 14, 2020

Department: Operations and Infrastructure

Division: Roads

Project Description: Equipment Replacement and Rehabilitation

Project #1 – Portable Variable Message Signs (PVMS)

Requirements: Trailer Mounted Portable Variable Message signs of size greater than 48" x 70"

Purpose: Road Division staff are proposing to purchase two trailer mounted PVMS boards for use across the Municipality. These dynamic boards allow for custom messages or images to be displayed, day or night. Typical uses include closures, construction notices, emergencies, public events and public messaging. The intent is that Roads Division will house and maintain the units, while making them available for use across all departments for public notification. The experience of the 2020 COVID-19 closures showed how useful these message boards are and how quickly rental fees exceed purchasing costs.

Project #2 – Pavement Edger

Requirements: Pavement Edger

Purpose: Purchase the second of three “Pavement Edgers” for Roads Tandem Axle Trucks. These units deliver material of choice to the road edge in a uniform and sloped manner. Shoulders throughout the municipality need significant maintenance to be brought up to Minimum Standards as outlined in the Municipal Act. Additionally, the road shoulder is an integral part of ensuring the road surface edge and drainage remain in good

condition throughout the life of the road surface. This second unit would double production. Request is for the purchase of one unit in 2021 – the equipment mounting modifications were completed on three trucks in 2020.

1. Proposed Year of Initiative: 2021

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: Project #1 - Portable Variable Message Signs (PVMS) have proven to be an effective means to communicate with the public with respect to Public Service Announcements and Closures of municipal roads, parks and facilities.

Efficiency: Project #1 – Long-term rental of Portable Variable Message Signs has proven to be costly. Ownership is a more efficient model.

Project #2 - Additional “Pavement Edger” attachments for snow plow trucks is a less costly method of providing gravel shoulder maintenance compared to a Motor Grader or contracted service and maximized the use of existing staff and 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:

- Project #1: Reduce costs by purchasing PVMS signs. Typically, these signs are rented on an as-needed basis, however, if the signs are deployed for long periods, such as providing information regarding Park Closures/Opening, road closures etc. the rental cost becomes higher than the cost to own,. Additionally, it provides better communication to residents in many different aspects throughout the community.
- Project # 2: Doubling efficiency of gravel shoulder maintenance operations. The “Pavement Edger” maximizes the use of the existing Town dump-trucks during the summer months and offsets the function lost due to the disposal of the motor grader that will be removed from the Fleet inventory (Disposal).

<p>5. Cost/ Financial Impact, Recovery and Net impact :</p> <p><u>2021 Projects</u></p> <p>Project # 1 - \$60,000 Project # 2 - \$20,000 (Pavement Edger unit #2)</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>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? Yes Can you change the services model to reduce this demand without reducing service levels? Yes. This project provides a more efficient service model. Can you better leverage technology? No Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. PVMS will be used to support all municipal functions and programs requiring communication with the public.</p>	<p>7. Short-Term Results Expected:</p> <p>Increased efficiency and reduced operating costs</p>	<p>8. Long-Term Results Expected:</p> <p>Increased efficiency and reduced operating costs</p>	<p>9. Other Comments: Portable Variable Message Sign (PVMS)</p> <p>Pavement Edger</p>
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Town of Georgina
21-OI-9

Mossington Bridge Safety Assessment

Date: August 20, 2020

Department: Operations and Infrastructure

Division: Asset Management and Technical Services

Project Description:

Mossington Bridge is a single span structural steel truss bridge with a concrete deck that was constructed in 1912. Mossington Bridge is located in Sutton on Hedge Road. Residents have observed pedestrians climbing the cross member section of the bridge as a means to jump into the water below. There is a considerable safety and liability concern if any individual is injured either by being struck by a passing vehicle, falling or injuring themselves when they climb the structure. In addition, to the jumping other nuisance behaviours (noise, trespassing, and illegal parking) have been reported.

The security measures currently in place have not deterred pedestrians from jumping from the bridge. Operations and Infrastructure have placed signs on the bridge indicating jumping is prohibited and have installed CCTV cameras to provide a means of recording and hindering these unsafe actions, prior to any more restrictive measures being put into place (such as structural works to impede the climbing).

This project will undertake a safety assessment to determine what additional measures need to be taken to ensure individuals do not congregate at the bridge, do not climb the bridge super structure or jump from the bridge.

1. Proposed Year of Initiative: 2021

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: It has been determined that the security measures currently in place are inadequate for the safety concerns caused by pedestrians inappropriate use of the bridge. A safety assessment will determine if additional safety requirements are needed to deter individuals from jumping from the bridge.

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.

4. Main/Desired Goal or Outcomes/Benefits:

To prevent the inappropriate use (climbing & jumping) of Mossington Bridge.

5. Cost/ Financial Impact, Recovery and Net impact

Contracted Services:	\$25,000
Total Cost:	\$25,000

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? Possibly

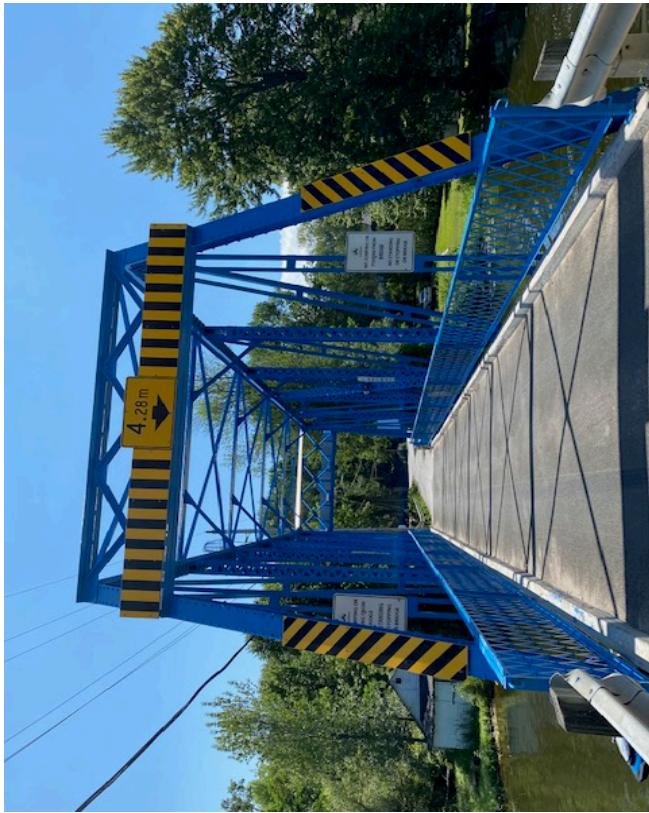
Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Short-Term Results Expected:

To have a plan put in place to improve the safety conditions of the bridge to pedestrians and vehicles.

8. Long-Term Results Expected: To prevent the inappropriate use (climbing & jumping) of Mossington Bridge.

9. Other Comments:





**Town of Georgina
21-OI-10**

West Park Baseball Field Rehabilitation – Address Safety Requirements

Date: December 2, 2020

Department: Operations and Infrastructure

Division: Park Development and Operations

Project Description: Retain design/build contractor to remove unsafe infrastructure and repair two (2) welded ball diamond backstops, fencing, player enclosures. Demolish, salvage and dispose of two (2) non-welded diamond backstops/fencing. Rehabilitation of the two (2) existing infields and warning tracks and restore those removed.

The condition of the Park facilities has deteriorated creating hazards for players, and therefore risk is a concern.

Purpose: Improvements to ball diamonds (to allow programming and mitigate ball group/visitor risk.

Requirements: Design/build firm and team of subcontractors to provide construction documents and services with an upset limit of \$240,000

1. Proposed Year of Initiative: 2021

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: Replace fencing and equipment that has deteriorated to the point of becoming a safety concern for users.

<p>Adopted Plan Study: Leisure Services Master Plan November 2004; and Recreation Facility Needs Study May 2014. Recommendations #30, 31 and 32 recommend that continued use of West Park for baseball users (adult and junior) will require significant investment to replace infrastructure. Long Term plans should evaluate the need for continued use of West Park, Re-development of West Park, or relocation of these amenities.</p> <p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Deliver Exceptional Service – Manage our finance and assets proactively.</p>		
<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <ul style="list-style-type: none"> • Extended life of facilities until full rebuild occurs 		
<p>5. Cost/ Financial Impact, Recovery and Net impact – funded through Capital Reserve</p> <table> <tr> <td>Design/build services: \$240,000</td> </tr> <tr> <td>Total: \$240,000</td> </tr> </table>	Design/build services: \$240,000	Total: \$240,000
Design/build services: \$240,000		
Total: \$240,000		
<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request?</p> <ul style="list-style-type: none"> • No. Alternative is to shut down the park to further programming. <p>Is it more efficient to contract out the initiative?</p> <ul style="list-style-type: none"> • Yes <p>Can you combine this initiative with other present functions?</p> <ul style="list-style-type: none"> • No <p>Can you change the services model to reduce this demand without reducing service levels?</p> <ul style="list-style-type: none"> • No <p>Can you better leverage technology?</p> <ul style="list-style-type: none"> • No <p>Can you share service delivery with other Town Departments/Agencies or municipalities?</p> <ul style="list-style-type: none"> • No 		

7. Short-Term Results Expected:

- Provide a safe and usable facility.

8. Long-Term Results Expected:

- Provide a safe and usable facility

9. Other Comments:

DIAMOND 1 FENCING/BACKSTOP



DIAMOND 2 FENCING





**Town of Georgina
21-OI-11**

Vehicle Replacement – Park Operations Division

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Park Operations

Project Description: Vehicle Replacement – Park Operations Division

Project #1 – Replace Vehicle FLT056

Vehicle FLT056 – Year: 2011 **Kilometres:** 203,860 **Condition:** Poor

Purpose: Used by staff engaged in activities such as for painting ball diamond and soccer field lines, cleaning splash pads, picking up brush and picking up garbage, small maintenance activities and transporting staff.

Requirements: 1/2-ton Crew-Cab, Pick-up Truck, equipped with: safety lighting, AVL equipment, and corporate branding

1. Proposed Year of Initiative: 2021

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

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

<p>Risk Management: Fleet replacement supports a safe and effective fleet for staff and the public.</p> <p>Efficiency: Replacement of vehicles that have reach the end of their useful life reduces operating and repair costs and ensures that staff have reliable equipment necessary to perform their duties.</p> <p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Deliver Exceptional Service – Manage our finance and assets proactively.</p>
<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <ul style="list-style-type: none"> • Increased reliability and increased efficiency due to less down time due to maintenance and unforeseen repairs. Will result in more cost effective service delivery.
<p>5. Cost/ Financial Impact, Recovery and Net impact – funded through Vehicle and Equipment Reserve</p> <p>Project # 1 \$45,000</p> <p>Funded through Vehicle and Equipment Reserve</p>
<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request?</p> <ul style="list-style-type: none"> • No. Proposed vehicles are required in order to ensure service levels are being maintained. <p>Is it more efficient to contract out the initiative?</p> <ul style="list-style-type: none"> • No <p>Can you combine this initiative with other present functions?</p> <ul style="list-style-type: none"> • No <p>Can you change the services model to reduce this demand without reducing service levels?</p> <ul style="list-style-type: none"> • 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:

- Reduce Maintenance costs

8. Long-Term Results Expected:

- Efficient and cost effective service delivery

9. Other Comments:



**Town of Georgina
21-OI-12**

Title: Equipment Replacement – Park Operations Division

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Parks

Project Description: Equipment Replacement

Project #1 – Replace Equipment EQT189 and Attachments (Parks Sidewalk Snow plow/Snow Blower and attachments)

Equipment EQT189 – Year: 2008 **Hours:** 3,186 **Condition:** Poor, deferred multiple years

Purpose: Equipment used in winter operations for plowing sidewalks. Unit is equipped with snow blower and sweeper attachments that allow for effective snow clearing and sweeping operations. Staff proposing replacement with a purpose built machine with new blower and sweeper attachments.

Requirements: Sidewalk snow plow, safety lighting, two-way radio, Automated Vehicle Locator (AVL) equipment, and corporate branding. Blower and sweeper attachments to be included.

Project #2 – Replace Equipment EQT314 and EQT315 John Deere Front mount mowers (Parks Lawn Mowers)

Equipment EQT314 – Year: 2010 **Hours:** 1,882 **Condition:** Poor, replacement recommended

Equipment EQT315 – Year: 2010 **Hours:** 1,511 **Condition:** Poor, replacement recommended

<p>Purpose: John Deere front mount mowers deliver large area grass cutting services. Both units have been used extensively and are recommended to be replaced. Staff are recommending replacement while units still have some residual value to meet total cost of ownership and Asset Management principles. (Planned replacement instead of an emergency purchase)</p> <p>Requirements: Staff prefer front mount mower capabilities of these units to continue service delivery excellence. Units will be equipped with AVL equipment and corporate branding.</p>
<p>1. Proposed Year of Initiative: 2021</p>
<p>2. Nature of Initiative/Review Factors (check and explain all that apply):</p> <ul style="list-style-type: none"> <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 type="checkbox"/> Other (please specify)
<p>Risk Management: Fleet replacement supports a safe and effective fleet for staff and the public.</p> <p>Efficiency: Replacement of vehicles that have reach the end of their useful life reduces operating and repair costs, ensuring staff have reliable equipment necessary to perform their duties.</p>
<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: Deliver Exceptional Service – Manage our finance and assets proactively.</p>
<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>Increased reliability due to less downtime for maintenance and unforeseen repairs. Will result in more cost effective service delivery.</p>
<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <p>Project #1 - \$170,000 Project #2 - \$86,000 (\$43,000 each)</p>
<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes. However high maintenance costs and frequent breakdowns are associated with keeping asset past there optimum life cycle.</p>

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:

New equipment will result in increased reliability due to less downtime for maintenance and unforeseen repairs.

8. Long-Term Results Expected:

Efficient and cost effective service delivery.

9. Other Comments:

The Town will be contracting out the majority of sidewalk snow plowing beginning in the 2021/2022 winter season. The Sidewalk snow plow and equipment will be used by Parks Staff to supplement contracted services and to maintain walkways and pathways within municipal facilities and properties.



**Town of Georgina
21-OI-13**

Title: New Vehicles – Park Operations Division

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Park Operations

Project Description: New Vehicle Addition

Project #1 – Additional Fleet for Parks Division (Growth)

Purpose: Utilized to transport park maintenance equipment, tow trailers and transport staff.

Requirements: $\frac{3}{4}$ -Ton 4x4 Crew Cab Pick-up truck with safety lighting, AVL equipment, two-way radio and corporate branding

1. Proposed Year of Initiative: 2021

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: The new vehicle is required to maintain service levels with the addition of new Park Facilities under construction. The vehicle will be used by new Parks Lead Hand position added in 2020 and existing Park Operations staff.

Efficiency: Replacement of vehicles that have reach the end of their useful life reduces operating and repair costs, ensuring staff have reliable equipment necessary to perform their duties.

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:	Increased reliability and increased efficiency due to less downtime due to maintenance and unforeseen repairs. Will result in more cost effective service delivery.
5. Cost/ Financial Impact, Recovery and Net impact	
Project # 1	\$67,000
6. Other Considerations or Efficiency Options:	<p>Can you defer the request? No. Proposed vehicles are required in order to ensure service levels are being maintained. 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</p>
7. Short-Term Results Expected:	Reduce Maintenance costs
8. Long-Term Results Expected:	Efficient and cost effective service delivery
9. Other Comments:	



**Town of Georgina
21-OI-14**

Title: Playground Rehabilitation – Wood Fibre Mulch Surface

Date: September 15, 2020

Department: Operations & Infrastructure

Division: Park Operations

Project Description: Playground Rehabilitation - Wood Fibre Mulch Surface

Purpose: Special (ASTM/CSA approved) wood fiber mulch is required to top up existing playground safety surfaces. Due to the deterioration of the organic material over time, there is a need for regular addition of new wood fiber mulch in a number of playground locations. The mulch also serves as an accessible surface.

Requirements: Supply and installation of specific wood fiber mulch in various locations. The cost to replace the wood fibre playground surface at each location is approximately \$7,500 - \$8,500, depending on the volume.

1. Proposed Year of Initiative: 2021

This is a multi-year replacement and rehabilitation project.

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: User safety for fall heights on play structures (see attached specifications).

<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:</p> <p>Ongoing user safety and accessibility, meeting CSA Safety Standards for playground surfaces</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact:</p> <p>The project will be delivered over four years with similar budget requirements for each of the four years. In total 36 playground structures (24 park locations) will require wood fibre mulch replacement. Approximately nine playground structures will have wood fibre mulch replacements in 2021.</p> <table border="0" data-bbox="687 1649 829 1860"> <tbody> <tr> <td>2021 -</td> <td>\$65,000</td> </tr> <tr> <td>2022 -</td> <td>\$65,000</td> </tr> <tr> <td>2023 -</td> <td>\$65,000</td> </tr> <tr> <td>2024 -</td> <td>\$65,000</td> </tr> </tbody> </table> <p>The Operating Budgets for materials will be increased in each subsequent year to create a sustainable maintenance program.</p>	2021 -	\$65,000	2022 -	\$65,000	2023 -	\$65,000	2024 -	\$65,000	<p>6. Other Considerations or Efficiency Options:</p> <p>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</p>	<p>7. Short-Term Results Expected:</p> <p>Safe and accessible playground experience.</p>
2021 -	\$65,000											
2022 -	\$65,000											
2023 -	\$65,000											
2024 -	\$65,000											

8. Long-Term Results Expected:

Safe and accessible playground experience

9. Other Comments:



Town of Georgina
21-RC-1

Title of Request: Various Facilities – Building Condition Assessment (BCA) Capital Program

Date: August 4, 2020

Department: Recreation, Culture & Facilities

Division: Facilities

Project Description: The Town of Georgina's Building Condition Assessments (BCAs) 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: 2021

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:

Replacement of Washroom Fixtures to Touchless (\$25,000): Many fixtures in various facilities have already been changed. Replacement of fixtures in remaining facilities would bring uniformity and conformity to AODA requirements. In light of the COVID-19 pandemic, this project would also contribute to the mitigation on disease transmission. A potential reduction in water usage would also be a desired result.

Furnace Replacement Annex (\$40,000): To have the old oil furnace & tank replaced with a natural gas unit that would be cheaper to maintain and operate. Also, with the aging oil furnace & tank, it is getting increasingly difficult for this unit to pass the yearly inspection.

Building Condition Assessments (\$150,000): To identify strategic priorities for the repair/replacement of the various components of our community facilities. The original BCAs were completed in 2016 and are required to be completed every five years. Georgina maintains over forty facilities varying from Fire Halls, Libraries, Community Halls, and Administrative Buildings.

Flooring Replacement – Leisure Pool (\$45,000): New flooring to be installed in the main entrance, hallway to change rooms, stairs going up to viewing area and viewing area as floor tiles are constantly peeling and causing trip hazards for patrons. New flooring is expected to last 15 years trouble free.

Roof Replacement – Sutton Multi Use (\$642,000 for the pool, \$120,000 for the Library): Total cost - \$2,275,050 to be shared three ways between the Town, the YRDSB and the YCDSB. Consultant report indicates that the majority of the roof was installed in 1999 and is at the end of its usable life. Replacement is required.

5. Cost/ Financial Impact, Recovery and Net impact: \$1,022,000

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? Yes

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

7. Short-Term Results Expected:

The health and safety of the various facilities.

8. Long-Term Results Expected:

Worry free 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 funds across the approved projects.



**Town of Georgina
21-FS-1**

Title of Request: Replacement of Pumper Tanker Apparatus

Date: June 5, 2020

Department: Fire & Rescue Services

Division: Suppression/Fleet

Project Description: Replacement of Tanker Apparatus T184 due to end of life cycle.

1. Proposed Year of Initiative: 2021

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: Provide Exceptional Municipal Service
- 2016 Fire Master Plan

4. Main/Desired Goal or Outcomes/Benefits:

T184 has been in service for 22 years (since 1998). As per Fire Underwriters Survey (FUS), the recommendation for frontline apparatus replacement is 15 years. The T184 will be replaced with a pumper tanker apparatus.
5. Cost/ Financial Impact, Recovery and Net Impact:
Purchase of Assets: \$850,000
7. 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
21-FS-2**

Title of Request: Replacement of Bunker Gear/PPE

Date: June 5, 2020

Department: Fire & Rescue Services

Division: Suppression

Project Description: Replacement of Bunker Gear/PPE

1. Proposed Year of Initiative: 2021

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 are equipped with 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: Provide Exceptional Municipal 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.

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 applied, ensuring a stable and consistent budget line. This further allows the Town to introduce improved bunker gear/PPE as standards and quality are improved gradually.

By purchasing a defined amount of bunker gear/PPE annually, the cost is fixed over several years 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.

As approved during the 2020 budget process – this contract was for three years, with an option to extend the contract for an additional two years (2020 and 2021).

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.

We aim to be able to provide every firefighter (fulltime/volunteer) with access to a spare set of bunker gear (between 5-10 yrs. of age) to maintain our service levels while the primary set is decontaminated and or repaired.

This will allow us to purchase 17 sets.

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

Contracted Services: (\$47,900 - \$2,815.21 per set)

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:

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: Contract with A.J. Stone commenced in 2017 as follows:

YEAR	COST PER UNIT	4% INCREASE	TOTAL PER UNIT
2017	2406.45	Nil	2406.45
2018	2406.45	96.26	2502.71
2019	2502.71	100.11	2602.82
2020	2602.82	104.11	2706.93
2021	2706.93	108.28	2815.21



GEORGINA

**Town of Georgina
21-FS-3**

Title of Request: Purchase of Communications Equipment

Date: June 5, 2020

Department: Fire & Rescue Services

Division: Suppression – Communications & Technologies

Project Description: Purchase of Communications Equipment

1. Proposed Year of Initiative: 2021

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: Provide Exceptional Municipal Service

4. Main/Desired Goal or Outcomes/Benefits:

The Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes recommends that firefighters be provided with an opportunity to have a method of two-way communication. We have a sufficient number of radios for staff members at this time, however, staff are now experiencing an increase in radio repairs. Communications equipment is a high priority item with critical health and safety implications. There is generally a limited life span for this equipment, therefore, units must be replaced regularly to ensure functionality.

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 per unit. The Town will be purchasing approximately 10 pagers in 2021 to allow for a continuous sustainable and consistent replacement program.

5. Cost/ Financial Impact, Recovery and Net impact

Materials/Supplies: **\$12,000 in total cost**

- Pagers (10 @ \$600 each) – \$6,000;
- Batteries – \$2,000;
- Microphones – \$2,000 and
- Tablets – \$2,000.

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:

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 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 and off duty firefighters.

9. Comments:



**Town of Georgina
21-FS-4**

Title of Request: Purchase of Suppression Equipment

Date: June 5, 2020

Department: Fire & Rescue Services

Division: Suppression

Project Description: Purchase of Suppression Equipment

1. Proposed Year of Initiative: 2021

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 (\$10,000)
 - Purchase of SCBA Cylinders (\$15,000)
 - Purchase of haz mat, gas detection and special operations equipment (\$25,000)
 - Purchase of auto extrication equipment (\$25,000)

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

Priority: Promote a High Quality of Life

Priority: Provide Exceptional Municipal Service

4. Main/Desired Goal or Outcomes/Benefits:

HOSE and APPLIANCES - \$10,000

- Fire hose is required to be tested and inspected annually. We continue to replace hose that is over 10 years of age and hose that fails annual testing. Our current hose specifications have extended warranties, ensuring good value. Our supply of hoses is comprised of properties that ensure safety and longevity, while providing great operational value for our firefighters.

SCBA Cylinders(\$15,000 -10 cylinders)

- In 2019, we purchased 60 self-contained breathing apparatus (SCBA) units.
- The Fire Department requires SCBA cylinders to be replaced based on their life cycle. We require 10 cylinders to maintain the replacement life cycle.
- We endeavour to continue a process we began in 2015, which continues with life cycle replacement of cylinders. Each year we will budget for the replacement of some cylinders, ensuring that we are replacing cylinders that are at the end of their life cycle.
- The 15-year life cycle is based on the manufacturer's recommendations, National Fire Protection Association Standards (NFPA) 1852 Standard on Selection, Care and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA), Canadian Standards Association (CSA), and industry best practice.

Haz Mat, Gas Detection And Special Operations Equipment (\$25,000)

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

Auto Extrication Equipment (\$25,000)

- This equipment will assist firefighters with auto extrication when attending motor vehicle collisions. The department is moving to current technologies to efficiently respond to incidents.

5. Cost/ Financial Impact, Recovery and Net impact

Materials/Supplies: \$75,000

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:

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

9. Comments:



GEORGINA

**Town of Georgina
21-DS-1**

Title: Comprehensive Zoning By-law Review

Date: 2021

Department: Development Services

Division: Planning

Project Description:

Zoning By-law Update / Conformity Exercise to Implement the Environmental Protection Areas, Agricultural Protection Area and Rural Area designations in the Official Plan.

1. Proposed Year of Initiative: 2021

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:

Identified as an objective under PROMOTE a high quality of life – Promote Responsible Growth. Supports the basic business functions of the Development Services Department.

4. Main/Desired Goal or Outcomes/Benefits:

Compliance with legislative requirements of Section 26(19) of the Planning Act and completion of the first stage in the update of the Town's Zoning By-law.
5. Cost/ Financial Impact, Recovery and Net Impact: \$60,000 for specialized environmental planning consulting services. Identified as a 2021 expenditure in the 2020 Budget – 10-year Capital Plan.
6. Other Considerations or Efficiency Options: Can you defer the request? No. In order to manage land use and protect the Town's environmental, agricultural, and rural lands, the Zoning By-law needs to be updated to comply with the Town's November 2016 Official Plan. Is it more efficient to contract out the initiative? Budget request is for contracted professional services to assist staff with certain technical expertise. Can you combine this initiative with other present functions? The balance of the work to complete the initiative would be undertaken with internal staff resources. Can you change the services model to reduce this demand without reducing service levels? N/A Can you better leverage technology? The project will be completed utilizing the Town's GIS system. Can you share service delivery with other Town Departments/Agencies or Municipalities? No
7. Short-Term Results Expected: Completion of the first stage of the Comprehensive Zoning By-law Update and conformity with legislative requirements.
8. Long-Term Results Expected: Enhancement of service to customers and greater efficiencies in work processes.
9. Other Comments:



**Town of Georgina
21-CS-1**

Title of Request: Civic Centre Telephone System Replacement

Date: August 20, 2020

Department: Corporate Services

Division: Information Technology Services

Project Description: The current Civic Centre telephone system is a legacy Nortel/Avaya BCM-450 (business communication manager) solution that is at its end of life and no longer supported by the manufacturer. A need to replace this telephone system is required.

1. Proposed Year of Initiative: 2021

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

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

Efficiency:

The new telephone system will provide a more efficient Customer Service experience, as Staff will be better equipped to interact with customers. A VoIP (voice over internet protocol) is a turnkey solution with a robust disaster recovery capability for voice and unified communication technologies that is currently unavailable on the Organizations existing Avaya platform.

Adopted plan/study:

- Corporate IT Strategic Plan (2019)
- Customer Service Strategy (2019)
- Corporate Strategic Plan (2019-2023)

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

Deliver Exceptional Service:

- Customer Service Strategy
- IT Strategic Plan

4. Main/Desired Goal or Outcomes/Benefits:

The Town of Georgina would like to make full use of current and unified communications technologies that are currently unavailable on the Town's existing Avaya BCM-450 (business communications manager) platform. To harness the full potential of current and unified communications technologies the Town requires an upgrade/replacement of the existing telephone system.

Efficiencies and strategies to reuse existing VoIP network infrastructure and/or existing system components will be considered, only if the use of such equipment protects the Town's current investment and does not hinder the implementation of advanced capabilities (i.e. easy convergence from the existing platform).

This project also aligns with the ongoing customer service initiative.

5. Cost/ Financial Impact, Recovery and Net impact

\$120,000 Capital; yearly operational TBD

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

	<p>Can you better leverage technology? Yes Can you share service delivery with other Town Departments/Agencies or municipalities? No</p>
7. Short-term results expected:	<ul style="list-style-type: none">• An improved customer service experience for our customers.• Better coordination between business units through the use of advanced telephony elements and unified messaging capabilities.• Better efficiency and organization of customer data and reporting capabilities allowing staff to better measure and gauge customer service through key performance measures.
8. Long-term Results expected:	<ul style="list-style-type: none">• By upgrading/replacing the current telephone system and call centre elements currently in use at the Civic Centre, the Town expects to make full use of current and unified communications technologies.• Enhancing information and communications infrastructure and telephony capabilities.
9. Other Comments:	<p>In the event that construction of the replacement civic centre building occurs within the equipment lifecycle of the replacement telephone system, the solution can be relocated to the new building while the existing system would be temporarily recommissioned to bridge the migration of staff to the new building.</p>



**Town of Georgina
21-CS-2**

Title of Request: Annual Information and Communications Technology (ICT) Cycling

Date: June 29, 2020

Department: Corporate Services

Division: Information Technology Services
Project Description:

Annual Corporate Desktop and Notebook Cycling: \$75,000

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 Commercial Off-the-Shelf (COTS) Software Cycling: \$75,000

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 (GIS) software and other specialized applications used throughout the Organization are not included in this category.

Annual Corporate Network Infrastructure Cycling: \$75,000

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. The Town became an Internet Service Provider (ISP) on December 16, 2019 managing the Wireless Broadband Service (WBS)'s Internet gateway and administration services.

Williams Communication Services performed the annual communication towers inspection and maintenance contract in the summer of 2019 and 2020. As a result, the Town received a report noting significant deterioration of huts, provided recommendations based on the current state of the infrastructure, as well as evaluating several options for the future of the infrastructure.

Recommended actions for the 2021 budget year: Continue to maintain and manage the WBS Network by replacing/upgrading equipment and improve site conditions in order to continue to provide services to Town facilities.

1. Proposed Year of Initiative: 2021**2. Nature of Initiative/Review Factors (check and explain all that apply):**

- Legislative, Growth Risk Management, Customer Service, 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
- Corporate Strategic Plan Goal 4 Provide Exceptional Municipal Service

4. Main/Desired Goal or Outcomes/Benefits:**Annual Corporate Desktop and Notebook Cycling:**

Maintaining an equipment life cycle policy ensures that end-user equipment is cycled within a reasonable time frame. This helps to ensure optimized performance, reliability, and security of data.

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 life cycle 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 life cycle metric for end-user computer software and matches the hardware life cycle 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.

As part of the cycling process, additional opportunities for equipment reallocation, virtualization, and services consolidation to find efficiencies or meet specific regulatory and industry-sanctioned requirements will be planned and implemented.

Annual Wireless Broadband Infrastructure Cycling:

Many municipal facilities located in under-serviced areas rely on this infrastructure.

Maintaining and managing the network will involve continuing to remove and replace older access point equipment with new Ubiquiti or equivalent equipment. Replacing and repointing antennas will gain more effective radio links and help ensure optimized performance, reliability, and security of the wireless broadband infrastructure.

5. Cost/ Financial Impact, Recovery and Net Impact

\$365,000

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 used throughout the Organization, including the Georgina Public Library.
8. Long-Term Results Expected:	
9. Other Comments:	



**Town of Georgina
21-CAO-1**

Title of Request: Business continuity and customer convenience – enabling increased online self-serve options

Date: Sept. 16, 2020

Department: Office of the CAO

Division: Corporate Service Delivery Excellence

Project Description: To implement increased online self-serve capabilities to enhance operational efficiency and customer convenience, as well as help ensure business continuity in response to the COVID-19 pandemic. Key components of the initiative include:

- i. Expanding online self-serve options (forms and payments) on the existing Town of Georgina's website
- ii. Website enhancements
- iii. Reviewing and addressing AODA compliance on the website
- iv. Acquiring a mobile app
- v. Retaining external IT project management services to implement the project

Important Note: This request is to seek Council approval to draw on reserves that have been set aside to implement the IT Strategic Plan up to \$275,000. It is hoped however, that we can fund all or part of the initiative through the Provincial Municipal Modernization Program (Intake 2). The specific timing of Intake 2 has not yet been announced by the province, but we anticipate a fall opening. The Town received \$84,072 through Intake 1, which focused on reviewing customer service processes and the phone system. Intake 2 is to provide municipalities with money to implement modernization initiatives.

1. Proposed Year of Initiative: 2021

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:

- Customer Experience Strategy

- IT Strategic Plan
- CRM Needs Assessment recommendations
- Continuous Improvement Program
- Municipal Modernization Process Review (intake 1)

4. Main/Desired Goal or Outcomes/Benefits:

- Maximize online self-serve capabilities/options for residents, businesses and visitors
- Enhance efficiency in business processes and operations

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

- Upper limit of \$275,000 for solution implementation
- This initiative will impact future operating budgets (e.g. annual subscription fee for mobile app). Operating costs will be evaluated as part of the Request-for-Proposal process. In this regard, staff will report back to Council in advance of the contract award with a breakdown of the capital and operating costs. A high-level estimate of the impact on the operating budget is \$30,000 to \$40,000 per year.
- The investment in this initiative however, is expected to result in various efficiencies. A 2015 research study conducted by Deloitte, titled Digital Government Transformation, indicates it is significantly more cost effective to conduct business through a digitized online channel as outlined in the table below:

Channel	Cost per transaction (CAD)
Face-to-face	\$15.21
Telephone	\$5.94
Postal	\$11.51
Online	\$0.36

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however increased online self-serve will enhance operational efficiency and customer convenience, as well as help ensure business continuity in response to the COVID-19 pandemic

Is it more efficient to contract out the initiative? Technology implementation and project management services will be contracted out

Can you combine this initiative with other present functions? This initiative will expedite the implementation of initiatives already identified in the IT Strategy, Customer Experience Strategy and Municipal Modernization (Intake 1) recommendations

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

Can you better leverage technology? Yes, existing software/technology will be leveraged where possible

Can you share service delivery with other Town Departments/Agencies or municipalities? This is a corporate-wide initiative that will include and benefit all departments/divisions

7. Short-Term Results Expected:

- This initiative represents the next step in implementing recommendations of the Municipal Modernization Process Review project, conducted by the third-party consultant (AtFocus). Sixteen processes and the phone system were reviewed as part of the initiative, and a report will be presented to Council in Q4 2020. A central recommendation from the AtFocus report is to move processes online to increase customer self-service capabilities and operational efficiencies. In this regard, the short-term result anticipated is increased customer convenience as well as providing a key strategy for offering contactless service in response to the pandemic.

8. Long-Term Results Expected:

- Based on the Town's customer service survey conducted in the summer of 2019 (total of 865 respondents), nearly 40 per cent of the respondents rated website/online as their top preferred method for receiving services. It is assumed that this number is now higher given the pandemic situation. This business case/initiative directly responds to this preference and will help to improve overall customer satisfaction with the Town's service delivery options.
- In 2019, over 50 per cent of visitors to the Town's website accessed georgina.ca via a mobile phone. This number may have increased given the pandemic situation. The enhancement of the website to make it more mobile friendly and the development of a mobile app will directly respond to this customer preference/trend, again improving overall customer satisfaction.
- Improving processes and moving them online will result in less manual work, thereby freeing up staff time to identify and enhance additional processes and modernization opportunities.
- Moving more services online facilitates improved telework capabilities.
- The Deloitte study referenced in section 5 above also highlighted other citizen benefits including time savings from reduced travel and waiting, and avoided out-of-pocket transport and postage costs.

9. Other Comments:



**Town of Georgina
21-DCAO-1**

Title of Request: Purchase and Installation of Guillotine Cage

Date: July 3, 2020

Department: Office of the Deputy CAO

Division: Municipal Law Enforcement – Animal Shelter

Project Description: Purchase and Installation of Additional Guillotine Cage.

1. Proposed Year of Initiative: 2021

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 Department Business Plans or Other Plans:

- Strategic Plan – Delivery Exceptional Service – Ensure exceptional service delivery and support staff development and excellence.

4. Main/Desired Goal or Outcomes/Benefits:

Improve safety of Animal Shelter Staff and animals.

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

\$11,500

<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? No, this is a health and safety concern. 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</p>	
	<p>7. Short-Term Results Expected:</p> <p>A healthier workplace for Animal Shelter staff and the animals.</p>
	<p>8. Long-Term Results Expected:</p> <p>A healthier workplace for Animal Shelter staff and the animals.</p>
<p>9. Other Comments:</p>	<p>In some cases, Animal Shelter staff provide care to dogs deemed dangerous by a municipality and/or a court. These dogs have been involved in attacks on humans or other domestic animals. Currently, the shelter has one guillotine cage that can accommodate a single dangerous dog. The cage allows staff to safely clean the area and feed the dog without any physical interaction. There have been occasions where the shelter has had to accommodate more than one dangerous dog at a time. This scenario occurred several times in the last year, and as a result, staff brought up safety concerns. In these situations, staff had to handle dogs with catchpoles and bite shields, which is stressful and potentially dangerous for both staff and dog. An additional guillotine cage that can allow a dangerous dog to be cared for without being handled would greatly improve the safety and work environment for all staff and dogs involved.</p>



GEORGINA

**Town of Georgina
21-DCAO-2**

Title of Request: Purchase of Two Mobile Ticketing Licences and Devices

Date: July 3, 2020

Department: Office of the Deputy CAO

Division: Municipal Law Enforcement

Project Description: Purchase of two additional mobile ticketing licences and devices.

1. Proposed Year of Initiative: 2021

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 Services

4. Main/Desired Goal or Outcomes/Benefits:

More efficient use of resources.

5. Cost/ Financial Impact, Recovery and Net impact

\$10,100

6. Other Considerations or Efficiency Options:

- Can you defer the request?** Yes, but then we continue using our new mobile ticketing devices as well as hand-written tickets.
Is it more efficient to contract out the initiative? n/a
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? Yes, but then we continue using our new mobile ticketing devices as well as hand-written tickets.
Can you better leverage technology? No.
Can you share service delivery with other Town Departments/Agencies or municipalities? No.

7. Short-Term Results Expected:

Officers will spend less time issuing tickets, and will require less printing expense, resulting in a more efficient use of resources.

8. Long-Term Results Expected:

Officers will spend less time issuing tickets, and will require less printing expense, resulting in a more efficient use of resources.

9. Other Comments:

Currently, three full-time permanent Municipal Law Enforcement Officer 1s are using three – AIMS Parking Mobile Apps and printing devices while Seasonal Parking Enforcement Officers continue to handwrite Parking Infraction Notices. The Seasonal Parking Enforcement Officers would utilize the two new.

It is more efficient to use the mobile ticketing devices as it will save officer time and reduce printing costs for hand-written tickets. Parking Infraction Notices issued by the mobile device also reduces processing time by administrative staff, as they would no longer have to manually enter tickets into the system.



**Town of Georgina
21-LIB-1**

Title of Request: Library Capital Requests

Date: July, 2020

Department: 178 – Library

Division:

Project Description:

A. Technology Upgrades & Improvements:

15 mobile hotspots enabling residents' internet access at home through a lending program.

B. Security Camera Installations:

Purchase and installation of video cameras at all three library branches to improve resident and staff safety. This is a joint project with the Town's Facilities division. One camera installed in the interior of each branch at the service desk (costs included in this proposal), and one installed on the exterior of the branch near the main entrance (costs covered by Facilities).

1. Proposed Year of Initiative: 2021

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

<ul style="list-style-type: none"> • Priority – Deliver exceptional service: Ensure exceptional service delivery • Supports the library's strategic goal of Technology: to support digital literacy, virtual access, and efficient services • Support digital skills development and increase self-service options • Maintain up-to-date technology and integrate innovative options • Boost investment readiness: <ul style="list-style-type: none"> ◦ Facilitate the expansion of high speed internet to businesses located in urban and rural areas of the Town ◦ Facilitate continued local workforce development (education and training) as part of the evolving knowledge-based economy • Broadband strategy: Connectivity for all residents (e.g. education, healthcare, telework) allowing them to participate fully in the digital world by providing access to community Wi-Fi, including at libraries. 	<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>A. Technology Upgrades & Improvements: The 2016 Economic Development Strategy and Action Plan identified "lack of high speed internet service (particularly in rural areas)" as a weakness. This is evident as residents used the library's computers and WiFi 46,521 times in 2019. In addition, many residents are now working and learning from home due to COVID-19 and lack of internet makes participating in society and the economy even more difficult. Lending mobile hotspots would provide internet to residents so they can work, complete their education, start businesses, and access Town and library services remotely.</p> <p>B. Security camera installations: Enhanced security and safety for both residents and staff.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <p>A. Technology upgrades & improvements: Purchase of 15 devices and 15 cases: \$2,100</p> <p>B. Security camera installations: \$5000 per location: \$15,000 Total: \$17,100</p> <p>6. Other Considerations or Efficiency Options:</p>
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Can you defer the request? Yes, but not recommended.
Is it more efficient to contract out the initiative? Yes, but the broadband strategy has not been completely implemented.
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:

A. Technology Upgrades & Improvements:

Residents who don't currently have internet access will be able to connect to the internet from the comfort of their own home, instead of in the library. During the pandemic-related facility closures of 2020, residents who typically rely on the Library were left without internet access.

B. Security Camera Installations:

Increased safety and comfort level for staff and residents.
Improved ability to investigate and follow up on situations involving illegal behaviour and/or behaviour that contravenes the Library Code of Conduct.

8. Long-Term Results Expected:

A. Technology Upgrades & Improvements:

Continue to provide equitable access to technology for all residents and maintain service levels.

B. Security Camera Installations:

Deterrent effect on inappropriate/illegal behaviour.

9. Other Comments:

A. Technology Upgrades & Improvements:

Also has a corresponding Operating Budget request.



**Town of Georgina
21-WAT-1**

Title: Annual Water Meter Replacement Program

Date: June 16,2020

Department: Operations and Infrastructure

Division: Environmental Services

Project Description:

This multi-year program will replace approximately 300 residential water meters annually, which have reached the end of their life expectancy. This represents approximately 2.5% of all meters in the inventory. The program was first started in 2018, and to date approximately 750 water meters have been replaced. The majority of water meters were installed in the late 1980's and early 1990's. Standards by the American Water Works Association (AWWA) recommends for meter life expectancy and replacement, a timeline of approximately 20-years. Water meters that reach their end of life expectancy become less accurate, and normally "under-read" leading to lost revenue. Aged water meters are also more susceptible to leakage.

All new water meters installed through this replacement program, or installed through new construction, have the capability to provide remote readings with radio technology. Eventually, through the replacement program, all water meters will be upgraded to allow for remote reading. This capability greatly increases accuracy of billing, improves customer service, and reduces costs for meter reading.

1. Proposed Year of Initiative: 2021

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: Water loss is a hazard, which can be mitigated against by replacing meters that have reached their life expectancy. This also reduces the likelihood of requiring major capital dollars to replace a large sum, should they fail.</p>	<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: “Deliver Exception Service” – manage our finances and assets proactively.</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 the resident. • Warranty on new meters. • Change out a small amount of meters each year, instead of doing a major replacement in the years to come (major capital item). • Limit water loss. 	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <table border="1"> <tr> <td>Contracted Service Replacement</td> <td>\$100,000</td> </tr> </table> <p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes Is it more efficient to contract out the initiative? Yes, it is a contracted service 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</p>	Contracted Service Replacement	\$100,000	<p>7. Short-Term Results Expected:</p> <ul style="list-style-type: none"> • Reduced maintenance. • Revenue increase due to more accurate readings. <p>8. Long-Term Results Expected:</p> <ul style="list-style-type: none"> • Increase the average age of meters in the system, with newer devices with renewed life cycles.
Contracted Service Replacement	\$100,000					

- Reduced loss of water.

9. Other Comments:



Town of Georgina 21-WAT-2

Title: Water System Mainline Valves, Fire Hydrants and Secondary Valve Rehabilitation - Annual Program

Date: July 3, 2021

Department: Operations and Infrastructure (O&I)

Division: Environmental Services

Project Description:

This annual program is for the rehabilitation and replacement of water mainline valves, secondary valves and fire hydrants within the Town's water system. The program is coordinated with the Town's annual Roads Resurfacing Program or other capital projects; to ensure that underground infrastructure is brought up to a state of good repair before any roadwork or above ground construction is undertaken.

1. Proposed Year of Initiative: 2021

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: Rehabilitating and replacing critical assets of the water distribution system is essential to ensure reliability of the system, reduce risks of water disruptions, water leaks, and replacement of assets in expensive emergency repairs.

Efficiency: By coordinating this replacement program with the Roads Resurfacing Program, economies of scale can be leveraged; reducing the need for expensive restoration works after a road has been resurfaced.

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

Priority: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- During ongoing annual road resurfacing or reconstruction projects, an assessment will be completed by Town staff on the current condition of the valves and hydrants within the project area. These accessories may be replaced or repaired in conjunction with the roadwork.
- Any remaining funds may also be used outside of a road reconstruction or resurfacing project.

5. Cost/ Financial Impact, Recovery and Net impact

Contracted Services \$75,000
Total Costs: \$75,000

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes
Is it more efficient to contract out the initiative? Yes. This work will be included in the Request for Tender for identified roads resurfacing works.

Can you combine this initiative with other present functions? Yes. This program is planned and executed in conjunction with road resurfacing work

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:

Rehabilitating and replacing critical assets of the water distribution system is essential to ensure reliability of the system and reduce risks of water disruptions, water leaks, and replacement of assets in expensive emergency repairs.

8. Long-Term Results Expected:

Water distribution systems are typically located under the road. When these systems fail, they also effect the life expectancy of the road. Coordinating this work proactively with roadwork projects will reduce the costs associated with unplanned emergency water system repairs and premature road failures.

9. Other Comments:



GEORGINA

Town of Georgina 21-WAT-3

Title: Morton Avenue Watermain Construction

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Asset Management & Technical Services

Project Description:

The scope of this project is to construct a 200-mm diameter watermain on Morton Avenue to support the Connell Booster Pump Station (BPS) expanded boosted pressure zone. The Town's existing Wexford BPS does not have sufficient capacity available to service the new development lands in the Queensway East and West service area, therefore the Town is replacing the Wexford BPS with the new Connell Water BPS to service both the existing and new homes in this area. In order to fully commission the expanded pressure zone, the Morton Avenue watermain must be connected to provide the secondary supply to the remaining Keswick lower pressure zone. The replacement of the Wexford Booster Pumping station will allow the Wexford/Connell Pressure zone to be expanded.

The expansion of the Wexford/Connell Pressure Zone includes installing 10 valves within the surrounding water distribution system at the new pressure zone limits.

The Connell Pumping Station project is being delivered by the Developer group and is being undertaken as a shared cost between the Town and the Developer group. The Morton Avenue watermain and the pressure zone valves will be installed by the Town. Some of the pressure zone boundary valves are also a shared costs. The Morton Avenue watermain costs are the responsibility of the Town.

1. Proposed Year of Initiative: 2021

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

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

Service Level Change: Will resolve water pressure issues experienced by residents by expanding the boosted zone boundary limits.

Growth: The Town's existing Wexford BPS does not have sufficient capacity available to service the new development lands in the Queensway East and West service area, therefore the Town is replacing the Wexford BPS with the new Connell Water BPS to service both the existing and new homes in this area.

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

Priority: Ensure Exceptional Service Delivery and manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

The new Connell BPS will serve the existing Wexford BPS zone and as well as new development. The Morton Avenue watermain will provide the secondary water supply to the existing Keswick lower Zone from the Region of York trunk watermain on Woodbine Avenue.

5. Cost/ Financial Impact, Recovery and Net impact

Construction:
TOTAL COST:

\$1,180,000
\$1,180,000

- For the identified External Town Works, the funding source will be 90% from the Capital Waterworks Reserve and 10% funded by Development Charges.
- Additional costs for project management have been identified in business case (21-WAT-05).

6. Other Considerations or Efficiency Options:

Can you defer the request? No. Work on the BPS and associated developer works are underway. An existing agreement to construct these works has been signed. Funds proposed are required to complete the project.

	<p>Is it more efficient to contract out the initiative? Yes. Staff are proposing to procure contracted services through a public tender for construction.</p> <p>Can you combine this initiative with other present functions? Yes. Work is currently being undertaken in partnership with Developer group.</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:	Improved water pressures through the expansion of the boosted zone.
8. Long-Term Results Expected:	<ul style="list-style-type: none">• Improved water pressures through the expansion of the boosted zone.• Improved reliability of the system.
9. Other Comments:	



**Town of Georgina
21-WAT-4**

Title: Vehicle Replacement and Rehabilitation – Environmental Services Division

Date: July 3, 2020

Department: Operations and Infrastructure

Division: Environmental Services

Project Description: Vehicle replacements for Environmental Services (Water/Wastewater)

Project #1 – Replace Vehicle FLT130 (¾-Ton crew cab, 4x4 Pick-up)

Vehicle FLT130 – Year: 2016 **Kilometres:** 73,388 km **Condition:** Good

Requirements: ¾ Ton cargo van. Raised roof with storage/shelving, safety lighting, AVL equipment, two-way radio and corporate branding.

Purpose: Used by Environmental Services Operators to complete various tasks. Transportation of tools and equipment to deliver specialized services to maintain the Town's water distribution system and wastewater collection system.

The vehicle FLT130 (¾-Ton crew cab, 4x4 pickup) is not appropriately outfitted for its intended use. The vehicle is still in good condition and will be re-purposed within the Roads Division.

1. Proposed Year of Initiative: 2021

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

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

Efficiency: Replacement of the $\frac{3}{4}$ -Ton 4x4 Pick-up with a tool van will allow staff in the Environmental Services Division to be more efficient. Reassigning the existing vehicle to the Roads Division will result in more efficient and cost effective delivery of service and provides a cost effective replacement option for Roads Vehicle FLT081.

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:

Increased efficiency of staff time and service delivery.

5. Cost/ Financial Impact, Recovery and Net impact

Purchase of Asset: \$67,000

6. Other Considerations or Efficiency Options:

Can you defer the request? Is it more efficient to contract out the initiative? No. Proposed vehicles are required in order to ensure service levels are being maintained.

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. Reassignment of original vehicle that is still in good condition to the Roads Division.

7. Short-Term Results Expected:

Fuel and staff time savings.

8. Long-Term Results Expected:

Efficient and more cost effective service delivery.

9. Other Comments:





GEORGINA

Town of Georgina 21-WAT-5

Title: External Project Management Services

Date: September 24, 2020

Department: Operations and Infrastructure

Division: Asset Management & Technical Services

Project Description:

The scope of this project is to procure external project management services to oversee the delivery of the design and construction of Morton Avenue watermain and the replacement of watermains within the Cockburn subdivision.

Currently, the volume, size and complexity of capital projects requiring delivery in the Operations and Infrastructure Department surpasses the capacity of the current internal staff complement to deliver these projects in a timely fashion. The procurement of an external Project Manager to assist in delivering key projects in the Department's capital program will assist in keeping assets in a state of good repair.

1. Proposed Year of Initiative: 2021

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

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

Efficiency: An external Project Manager will assist in the timely delivery of the state of good repair capital program for the Town's core assets.

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

Priority: Ensure Exceptional Service Delivery and manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- Assistance in delivering the state of good repair capital program in a timely fashion and within the approved capital budget envelope.

5. Cost/ Financial Impact, Recovery and Net impact

Project Management Services Morton Avenue:	\$50,000
Project Management Services Cockburn Subdivision:	\$100,000
TOTAL:	\$150,000

- Project fees will be charged to the respective capital project for which the work was completed for accounting purposes. Fees listed above for project management services have not been included in the capital budget for the identified projects.

6. Other Considerations or Efficiency Options:

Can you defer the request?

- No

Is it more efficient to contract out the initiative?

- Yes. Due to limited staff resources, assistance is required to deliver the current capital portfolio.

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?
<ul style="list-style-type: none">• No
7. Short-Term Results Expected:
<ul style="list-style-type: none">• Ensuring projects are delivered on time and on budget.
8. Long-Term Results Expected:
<ul style="list-style-type: none">• Ensuring the Town's core assets are kept in a state of good repair and the Town meets all regulatory requirements.
9. Other Comments:
<ul style="list-style-type: none">• Council approved a two year project plan for Cockburn watermain replacement through the 2020 budget that included design and construction, with a budget of \$2,014,000 (estimated total), which includes \$200,000 for the design in 2020 and \$1,814,730 for the construction phase in 2021/2022 (RESOLUTION NO. C-2019-0697).• Council approved Report No. OI-2020-0016 at their August 12, 2020 meeting, approving the award of a Single Source Contract to Parsons Inc. for the design, contract administration and inspection of the Morton Avenue watermain; and the overall system integration of the Connell BPS Boosted Zone Expansion as part of the Connell BPS Shared Works, in the amount of \$254,250 (RESOLUTION NO. C-2020-0243). Business case number 21-WAT-03.



**Town of Georgina
21-SEW-1**

Title: Sewer Lateral Inspection CCTV Push Camera

Date: July 3, 2020

Department: Operations and Infrastructure (O&I)

Division: Environmental Services

Project Description: Purchase a Sewer Lateral CCTV Push Camera

A Sewer Lateral CCTV Camera is used to investigate blockages in wastewater connection service pipes. The small camera is pushed into a “clean-out” or floor drain inside a building and provides a recorded video image from inside the building out to the sewer main. This camera would be utilized during investigations of sewer backup complaints. The video image indicates the location of oil and grease build up on laterals, root intrusion on pipes, and other blockages. This aids in the determination of the best corrective action, and responsibility for costs of repair.

1. Proposed Year of Initiative: 2021

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).

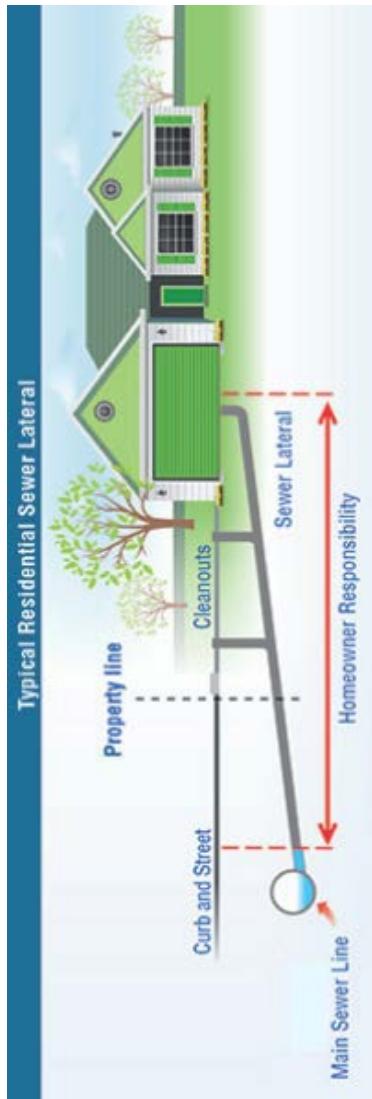
Risk management: The reports of sewer backups typically arise from blockages in sewer laterals. Correcting these backups in a timely manner reduces the risk of further backups occurring. The ability to accurately determine the location and ownership of the pipe where the blockage occurs creates a transparent method to assign costs and responsibility for all repairs.

<p>Service Level Change: Currently, Town staff require property owners to hire a private plumber to perform a CCTV investigation of their sewer lateral to determine the location of a possible blockage when a backup is reported. This procedure and policy will remain unchanged. However, staff will be able to confirm findings of any inspection reports received, and will be able to perform their own investigative work when required.</p>	<p>3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:</p> <p>Priority: "Deliver Exception Service" – manage our finances and assets proactively.</p>	<p>4. Main/Desired Goal or Outcomes/Benefits:</p> <p>Provide Waterworks staff with appropriate tools to perform independent sewer lateral inspections when required.</p>	<p>5. Cost/ Financial Impact, Recovery and Net impact</p> <p>Equipment: \$15,000</p>	<p>6. Other Considerations or Efficiency Options:</p> <p>Can you defer the request? Yes. The status quo can continue, i.e. relying on independent plumbers hired by property owners to determine ownership of pipes blockages.</p> <p>Is it more efficient to contract out the initiative? No. This service can be performed by contracted services, however call-out rates for non-emergency may exceed the cost of the equipment.</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. This project will use established, proven technology for inspecting sewer laterals.</p> <p>Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. This equipment can be used by Facilities maintenance staff when required.</p>	<p>7. Short-Term Results Expected:</p> <p>The use of the CCTV push camera by staff will support a continued and more efficient response to sewer backup calls, while also providing better tools to determine ownership of sewer laterals to perform maintenance and repairs.</p>
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8. Long-Term Results Expected:

- Increased Service levels and customer satisfaction.
- Increased skills of staff to assess sewer deficiencies and trouble spots.

9. Other Comments: N/A





**Town of Georgina
21-SEW-2**

Title: Sewer Rehabilitation, Repair and Replacements

Date: September 29, 2020

Department: Operations and Infrastructure (O&I)

Division: Environmental Services

Project Description:

This is an annual program that began in 2020 to address deficiencies found in the existing wastewater collection system (Sewer collapses, service connections, spot repairs and rehabilitation). Staff will coordinate this work as much as possible with other capital works projects 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: 2021

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: Repair and replacement of sewer pipe deficiencies will reduce the likelihood of a future sewer breaks, sewer back-ups and sewer collapse, thereby reducing the risk of failure of the wastewater system in this area.

Efficiency: The wastewater system will increase its efficiency during high flow periods, and reduce likelihood of inflow and infiltration (I/I) flows reducing the cost of pumping sewage downstream the system.

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:

- Reduce need for emergency maintenance, thereby reducing cost and increasing level of service
- Improve the reliability of the wastewater collection system

5. Cost/ Financial Impact, Recovery and Net impact

- **Contracted Services:** \$200,000
- **Materials/Supplies:**

Total Cost: \$200,000

6. Other Considerations or Efficiency Options:

Can you defer the request?

- Yes. Deferral is not recommended as sewer emergencies would be more costly.

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?

<ul style="list-style-type: none"> • No <p>Can you share service delivery with other Town Departments/Agencies or municipalities?</p> <ul style="list-style-type: none"> • No 	<p>7. Short-Term Results Expected:</p> <ul style="list-style-type: none"> • Reduce/eliminate need for emergency maintenance <p>8. Long-Term Results Expected:</p> <ul style="list-style-type: none"> • Increase efficiency of the operation and maintenance of the system by eliminating deficiencies on the sewer system, reducing potential for inflow and infiltration, and therefor reducing the cost of energy for pumping stations. <p>9. Other Comments:</p> <p>The list of sewer pipe deficiencies is identified every year as a result of the previous year CCTV inspection program. Every year about 25% of the sewer system is inspected, deficiencies found and prioritized. This project is based on the identified deficiencies of 2019 CCTV inspection program. There are a total of 25 deficiencies identified through the CCTV 2019 inspection program, which will require spot repairs.</p>
	<p>Examples of the deficiencies identified through 2019 CCTV inspection program:</p> <ol style="list-style-type: none"> 1. Civic Centre Road – G-WWWMH02412 – WWWMO269; G-WWWMH02413 Deficiency: Joint Offset Large Location: 52.98m Downstream of MH02412 Nasco Severity: Grade 4



2. Civic Centre Road – G-WWWMH02412;WWM0269 – G-WWWMH02413

Deficiency: Joint Offset Large

Location: 34.28m downstream of MH02412

Nassco Severity: Grade 4

