



GEORGINA

Town of Georgina

22-CI-OI-01

Capital Initiative

Title of Request:	EAB Tree Removal Program	Business Case Type:	Capital Initiative
Department:	Operations & Infrastructure	Business Case number:	22-CI-OI-01
Division:	Road Operations	Date:	September 27, 2021
Budget Request:	\$ 1,100,000	Funding Source:	Discretionary Reserve

Project Description:

Emerald Ash Borer (EAB) is a forest pest native to Asia that has killed millions of Ash trees in southwestern Ontario, and the Great Lakes States. The Emerald Ash Borer kills Ash trees when its larvae tunnel through the tree's vascular system just under the bark which delivers water, nutrients and sugars throughout the tree. The ultimate death of the tree may take 2-3 years from the time it is first infested. The first confirmed infestation in the Town of Georgina was reported in 2011.

In response to this invasive pest the Town of Georgina has had an Ash Tree removal program that was anticipated to be completed over a 10-year period. The program began in 2013 with an inventory and assessment of Ash trees that might be affected. This program identified, tagged, assessed and prioritized Ash trees for removal based upon condition and risk. Since the start of this program, thousands of trees have been removed, yet over 4,000 still remain, and are in worsening condition as time continues. At this point in time the vast majority of Ash trees in boulevards and parks have died and require removal.

The proposed program will accelerate the removal of the remaining trees over the next 3 years to reduce the liability associated with dead-fall. The proposal is to remove and re-plant the remaining Ash trees over a four-year cycle. Annual capital requests will be submitted each year with the budget estimates provided under Financial Impact. The first year (2022) would include only EAB removals. The second, third and fourth years (2023, 2024, 2025) would include both removals and planting. Also, portion of the 2022 budget may be allocated to address current PSR planting requirements. Breakdown provided under Financial Impact. A follow-up report will be brought forward after the four year cycle to assess any remaining planting needed.

1. Proposed Year of Initiative (Start date and End Date): Q1 2022 – Q4 2022
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: Reduce associated liability with dead or dying ash trees that must be safely removed prior to falling.
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: Removal of all Ash trees with Town property and within 10m buffer in woodlots to limit liability. Replanting of all urban street trees (parks, residential neighborhoods). Ash trees removed in Rural and woodlot settings will not be replanted.
5. Cost/ Financial Impact, Recovery and Net impact: EAB Removals Summary: Estimated cost per tree based upon previous years removals: \$580.00/Tree Remaining number of Tagged Ash Trees: 3,983 Estimated number of Untagged woodlot trees: 398 (10% of tagged) Total number of trees to be removed: 4,381 Removals Sub-total: 4,381 x \$580.00 = \$2,540,980 Total = \$ 2,540,000 (4 Years) Year 2022: 1896 * \$580 = \$1,100,000 Year 2023: 1465 * \$580 = \$850,000 Year 2024: 1020 * \$580 = \$590,000 Year 2025: 0 * \$580 = \$0

EAB Replanting Summary:

Estimated number of boulevard and parkland trees: 2,145
 Cost per deciduous replacement tree: \$350.00
 Replanting Sub-Total: 2,145 * \$350 = \$750,750
 Total = \$750,000 (4 Years)

Year 2022: 0 * \$350 = \$0
 Year 2023: 714 * \$350 = \$250,000
 Year 2024: 714 * \$350 = \$250,000
 Year 2025: 714 * \$350 = \$250,000

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:	Request			2023-31
1. Removals & Replanting (2022)	1,100,000		1,100,000	
Total Expenditures:	\$ 1,100,000	\$ -	\$	1,100,000
*Please note this is not a 10-year forecast. Do not include future project budget request.				

PSR Planting:

Up to 10% of the total budget may be allocated to expedite the PSR Planting: \$1,100,000*0.10 = \$110,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No, trees continue to fall and must be managed

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

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. Other Comments / Gallery:





GEORGINA

Town of Georgina
22-CI-OI-02
Capital Initiative

Title of Request:	New Equipment (Roads)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-02
Division:	Roads Operations (Fleet)	Date: June 30, 2021
Budget Request:	\$ 175,000	Funding Source: Discretionary Reserve

Project Description:

New Equipment

1. Auger (Back-Hoe)

Purchase Auger attachment for existing backhoe. Currently, Town staff require an auger attachment regularly for sign post replacements. The available options are to rent an auger or borrow the Parks Division Tractor and Auger. As the frequency of work increases, especially with the future plans of sign-post replacement program, the rental of the attachment will become cost prohibitive. Similarly, the Parks Division is limited on the amount of sharing given their own needs of this equipment. As a result, the purchase of an auger would provide Town staff full access to use the attachment when needed, as often reactive post replacements cannot be delayed.

2. Pavement Edger

Purchase the third of three "Pavement Edgers" for Roads Tandem Axle Trucks. In 2020, the 3 newest tandem axle trucks were outfitted to receive these Pavement Edgers, and one unit was purchased and installed. In 2021, the second unit was purchased and installed. 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 third unit would add to production. Request is for the purchase of one unit in 2022 – the equipment mounting modifications and other 2 purchases were completed in 2020 and 2021.

3. Rear Tractor Material Applicator

Purchase of a rear tractor material applicator would round-out the equipment changes to the winter operations upgrade plan. In the past few years, equipment modifications, route changes, and material selections have shaped the new way we deliver winter maintenance throughout the Town. The rear tractor material applicator will allow our tractor to be 100% utilized on a snow-plow route. Currently, the tractor assists in delivering small laneway and dead-end-road snow clearing, but relies on a separate small truck to apply materials shortly

thereafter. This material applicator would allow these units to be 100% independent in providing winter maintenance on Town highways. Once this change is enacted, this unit will have a dedicated route focussed on the shoreline communities of Lake Simcoe, primarily from North Gwillumbury Park eastward to Sutton, where large trucks are often improperly sized for the road design width.

4. Trailer Mounted Hydro-vac (combined request with Environmental Services)

Purchase of small hydro-vacuum excavator for use within Roads Division, Environmental Services Division, and on occasion Parks Division. Primary functions will be assisting Roads staff in sign and post replacements, daylighting around utilities, and used in specialized excavation areas (near other municipal infrastructure). Environmental services will benefit from this unit by use in sewer flushing, water box replacement, sewer back-ups and emergencies. This unit would be used for low-volume, non-routine maintenance. As a result of the combined and increased need for hydro-excavation within the municipality, and the ongoing increase in contracting rates, Town staff believe this is the next appropriate step in managing our finances appropriately, while ensuring the reactive needs of the municipality are being met. Current rates for hydro-excavation service are \$275 - \$300 per hour, often at a 4 hour minimum. These units have a typical lifecycle of 10 years with proper maintenance. The breakeven offset to become cost neutral asset would be equal to 10 calls-for-service per year, which each division exceeds individually annually.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022-Q4 2022

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: Equipment available in-house provides efficiencies reducing dependency on contractors, reduction in obtaining rentals/services from various sites often outside of Georgina, and non-duplication of efforts during winter operations.

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:

Improved efficiency of various operations delivered within Roads and Environmental Services Division

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

Expenditures:	Budget: Request	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
1. Procurement (Auger)	20,000		20,000	
2. Procurement (Pavement Edger)	15,000		15,000	
3. Procurement (Rear Spreader)	30,000		30,000	
4. Procurement (Hydro-Vac)	110,000		110,000	
Total Expenditures:	\$ 175,000	\$ -	\$	175,000
*Please note this is not a 10-year forecast. Do not include future project budget request.				

6. Other Considerations or Efficiency Options:

Can you defer the request? These requests could be deferred, although efficiencies will not be gained.

Is it more efficient to contract out the initiative? Supply and delivery done by others.

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. Other Comments / Gallery:





GEORGINA

Town of Georgina
22-CI-OI-03
Capital Initiative

Title of Request:	Bridges & Culverts: Minor Capital – Culverts under 3m	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-03
Division:	Roads Operations	Date: June 30, 2021
Budget Request:	\$ 200,000	Funding Source: Canada Community-Building Fund

Project Description:

75% - Installation program for replacement of culverts under 3m that have either failed and are in a temporary state of repair or have reached a culvert rating indicating failure and replacement. This work will be focused on centerline culverts (culverts spanning under the travelled portion of the road) throughout the municipality and will be prioritized based upon the Stormwater Inventory Report completed through the Asset Management Division. This program is intended to continue annually to mitigate future active failures. An active failure is an unexpected failure or failure prior to scheduled replacement.

25% - Managing the Towns outfalls and easement maintenance which needs attention. This program will primarily focus on main outfalls for large catchment areas inclusive of creeks leading to rivers in Keswick and Sutton. The maintenance is necessary to ensure the design capacity of these easements and outfalls is maintained for expected volumes of surface runoff.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 - Q4 2022

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: Ensuring our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating assets.

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:

Replacement of 15 culverts throughout the Municipality – Including site preparation, removal, replacement, and resurfacing. Ditching, vegetation removal, outfall improvements including dredging (if required) and erosion protection.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:				
1. Construction	200,000		200,000	2023-31
Total Expenditures:	\$ 200,000	\$ -	\$ 200,000	200,000
*Please note this is not a 10-year forecast. Do not include future project budget request.				

6. Other Considerations or Efficiency Options:

Can you defer the request? No, Town staff are reacting to more and more unknown failures each year.

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this large of a program.

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-OI-04
Capital Initiative

Title of Request:	Sidewalk: Minor Capital – Concrete	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-04
Division:	Roads Operations	Date: June 30, 2021
Budget Request:	\$ 75,000	Funding Source: Canada Community-Building Fund

Project Description:

Minor Capital Program to replace sidewalks, curb and gutter, and catch basins (frame and lid). These infrastructure assets undergo an annual inspection which generates both minor repair requests and flags areas for major reconstruction. Major reconstruction items are not part of this work and are delivered as part of separate larger reconstruction projects. This program is intended to address smaller repair areas inclusive of a few sidewalk bays, less than 100m of curb and gutter, and isolated repairs on catch basin frames that can be bundled together.

1. Proposed Year of Initiative (Start date and End Date):
Q3 2022 (following inspections) -Q4 2022

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: Ensuring our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating assets.

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:

Meet the requirements for each asset class in ensuring safe passage and properly functioning assets.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:				
1. Construction	75,000		75,000	2023-31
Total Expenditures:	\$ 75,000	\$ -	\$	75,000
*Please note this is not a 10-year forecast. Do not include future project budget request.				

6. Other Considerations or Efficiency Options:

Can you defer the request? No, deficiencies are found each year.

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-OI-05
Capital Initiative

Title of Request:	Roads: Minor Capital Resurfacing	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-05
Division:	Roads Operations	Date: July 7, 2021
Budget Request:	\$ 2,157,000	Funding Source: Canada Community-Building Fund & Federal / Provincial Grants

Project Description:

Minor Capital Resurfacing is an ongoing, annual program required to maintain our pavement surfaces throughout the Town. The minor capital resurfacing program includes a larger asphalt resurfacing plan, and smaller pavement preservation plans including asphalt rejuvenation, rout and seal and micro surfacing. The locations and methods of preservation are derived from the pavement management system, as managed through the Asset Management and Technical Services Division. A thorough audit of data, future needs, asset lifecycle, and cross-divisional project review (ex. Watermain projects) is completed prior the release of contract documents. This project is largely classified as a maintenance program, and not reconstruction.

1. Proposed Year of Initiative (Start date and End Date):

Q2 2022 (following inspections) –Q3 2022

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: Ensuring our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating assets.

Strategic Priority: A key component of the Town's Asset Management Plans, specific to preserving the Road Inventory in a good state of repair

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:

Meet the requirements for each asset class in ensuring safe passage and properly functioning assets. Meet asset lifecycle goals. Deliver efficient and effective contracts.

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

Expenditures:	Request	Operating (Including Staffing) Annually	Capital (Cash Flow)*		
			2022	2023	2023-31
1. Construction	2,000,000		2,000,000		
2. Consultant/Geotechnical	157,000		157,000		
Total Expenditures:	\$ 2,157,000	\$ -	\$		2,157,000
*Please note this is not a 10-year forecast. Do not include future project budget request.					

6. Other Considerations or Efficiency Options:

Can you defer the request? No, deficiencies are found each year.

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

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? There are opportunities for group buying on some projects/methods of delivery

7. Other Comments / Gallery:

Staff will report back in Q1 2022 with a briefing note to identify the roads that will be completed.







Title of Request:	Roads: Major Capital Resurfacing Design	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-06
Division:	Asset Management and Technical Services	Date: September 10, 2021
Budget Request:	\$ 175,000	Funding Source: Canada Community-Building Fund

Project Description:

Annual Major Resurfacing Program for Asphalt Roads as determined through the Town's Pavement Management Program.

Roads requiring extensive rehabilitation will be determined and prioritized in Q3 and Q4 of 2021. Following prioritization, the resurfacing/rehabilitation program will be delivered over a two-year period, with design, and geotechnical investigation being undertaken in year one (2022) and construction, contract administration and inspection being undertaken in year two (2023). This cycle of condition assessment, prioritization, design, and construction will be followed annually going forward.

The Town, in partnership with York Region, oversees a Pavement Condition Assessment Program that uses computer-based pavement management software and quantitative survey data to monitor and evaluate the condition of pavement surface conditions for the Town's road network. This program evaluates the Town's road network every two years, with the first year of the program being undertaken in Q3 and Q4 of 2021. Candidate road-segments rehabilitation will be determined through the Pavement Condition Assessment Program and will provide information on what roads require intervention and to what extent for 2022 and 2023.

Three Types of Road Rehabilitation are considered:

- Minor Rehabilitation (Selective Resurfacing/Patching; local repairs, crack-sealing, and micro-surface treatment)
- Major Rehabilitation (Full road-segment resurfacing (mill & pave); and surface treatment)
- Road Reconstruction

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2023

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

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

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

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 and influence the timing and need for road rehabilitation projects and used to manage risk.

Strategic Priority: Asphalt paved roads and surface treated roads are a major component of the Town's Tangible Capital Asset inventory. The Pavement Management program supports the Corporate Strategic Plan under the priority of "Deliver exceptional service"

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

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

The Pavement Management Program developed in conjunction with the Asset Management Program strives to maintain the Town's road network in a State of Good repair that meets the needs of residents and businesses. Appropriate analysis, planning and design prior to construction will ensure that the capital program is delivered efficiently and in a cost-effective manner.

4. Main/Desired Goal or Outcomes/Benefits:

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

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

	Budget:		Operating (Including Staffing) Annually	Allocation:	
	Request			Capital (Cash Flow)*	
Expenditures:				2022	2023
1. Design Consulting Services	175,000			175,000	2023-31
Total Expenditures:	\$ 175,000	\$ -		\$	175,000
				*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

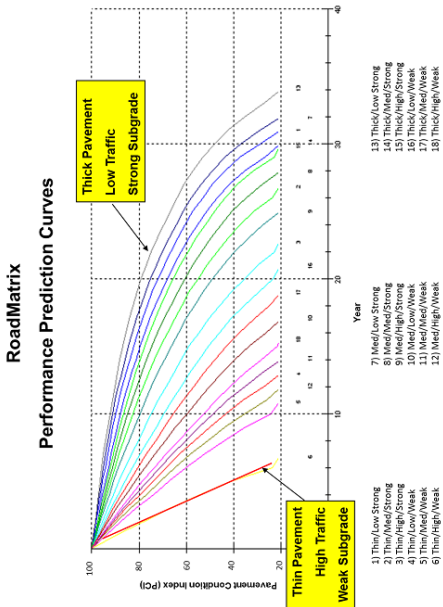
7. Other Comments / Gallery:

Staff will report back in Q1 2022 with a briefing note to identify the roads that will be completed.

Step 1 – Collect Condition Data, once every 2-Years (2021)



Step 2 – Prioritize Using RoadMatrix Software (2021/2022)



Step 3 – Geotechnical Investigation and Design (2022)



Step 4 – Tendering and Construction (2023)





GEORGINA

Town of Georgina
22-CI-OI-07
Capital Initiative

Title of Request:	Streetlight Upgrades	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-07
Division:	Roads Operations	Date: June 30, 2021
Budget Request:	\$ 90,000	Funding Source: Discretionary Reserve

Project Description:

New Streetlight Installations

New streetlight requests are generated by internal needs assessment and/or by resident concern. These types of requests are reviewed internally for efficacy, often undergo a petition process and always a public communication program (website, mailings). The requests are not pre-determined as most 'planned' improvements are captured under other programs and/or development applications. These requests have a wide-range of costs dependent upon existing site conditions and electricity availability.

Remaining Streetlight LED Retrofit Program

In 2016, the town underwent an LED retrofit program whereby Town streetlight fixtures using high-pressure sodium (HPS) or equivalent bulbs were switched out for energy efficient LED bulbs, reducing the Town's electricity consumption (carbon footprint) and associated costs. For a variety of reasons, whether under old sub-division agreements or not included in the original program, approximately 200 streetlight fixtures remain to be upgraded to LED. The benefits of this program are noted in the 2015 proposal submitted by Real-Term Energy.

1. Proposed Year of Initiative (Start date and End Date):

Q2 2022 – Q3 2022

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: Cost-benefit to the Town by reduction in maintenance and electricity costs.

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:

Meet desired goal of greater than 95% LED fixtures within Town assets.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:		
			Capital (Cash Flow)*		
Expenditures:	Request		2022	2023	2023-31
1. Construction (NEW)	30,000		30,000		
2. Retrofit	60,000		60,000		
Total Expenditures:	\$ 90,000	\$ -	\$		90,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No, deficiencies are found each year.

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-OI-08
Capital Initiative

Title of Request:	Fleet Policy Review	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-08
Division:	Fleet Services	Date: July 30, 2021
Budget Request:	\$ 20,000	Funding Source: Discretionary Reserve

Project Description:

The current fleet policy is outdated and requires updating to cover new legislation around driver behavior, hours of service tracking, as well as reshaping the policy to have proper coverage of all fleet items. The policy updating will be completed using a consultancy familiar with this work, specifically the transfer from small in-house written policies to larger, more complex policies. The consultant will also provide expertise on lifecycle modelling, and confidentiality concerns with licenses, abstract checks, insurances and other sensitive information, and how best to manage that by way of policy language.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022-Q2 2022

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

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

Strategic Priority: The new policy will shape how our staff, divisions, and stakeholders interact and use fleet on a daily basis. It will shape how we govern compliance with legislation and is the first step in viewing Fleet Management as a broader, centralized functioning unit.

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:

Newly drafted policy to propose to council in 2022

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

	Budget:		Operating (Including Staffing) Annually		Allocation:	
	Request				Capital (Cash Flow)*	
Expenditures:					2022	2023-31
1. Consultant	20,000				20,000	
Total Expenditures:	\$	20,000	\$	-	\$	20,000
*Please note this is not a 10-year forecast. Do not include future project budget request.						

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Necessary

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-OI-09
Capital Initiative

Title of Request:	Fuel Management System	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-09
Division:	Fleet Services	Date: July 13, 2021
Budget Request:	\$ 120,000 - Capital \$ 2,500 - Operating	Funding Source: Discretionary Reserve

Project Description:

Fuel Management System implementation following the fuel management review in 2020. Recommendations on options to include fuel management to understand fuel usage, reduce theft and optimize operations by way of bulk fueling locations.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q3 2022

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: Cost-benefit to the Town by reduction in driving time, fueling time, theft management, and leveraging bulk fuel pricing on larger volumes.

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:

Cost reduction across all departments for fuel usage. Increase efficiency in the management of Fleet assets through the collection of base-line information on vehicle and equipment usage through the fuel system data collection (mileage/hours, date, Operator etc.)

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023-31
1. Procurement and implementation	120,000		120,000	
2. Operating	2,500	2,500		
Total Expenditures:	\$ 122,500	\$ 2,500	\$	120,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but it is not practical to do so.

Is it more efficient to contract out the initiative? Yes, product delivered by third party vendors

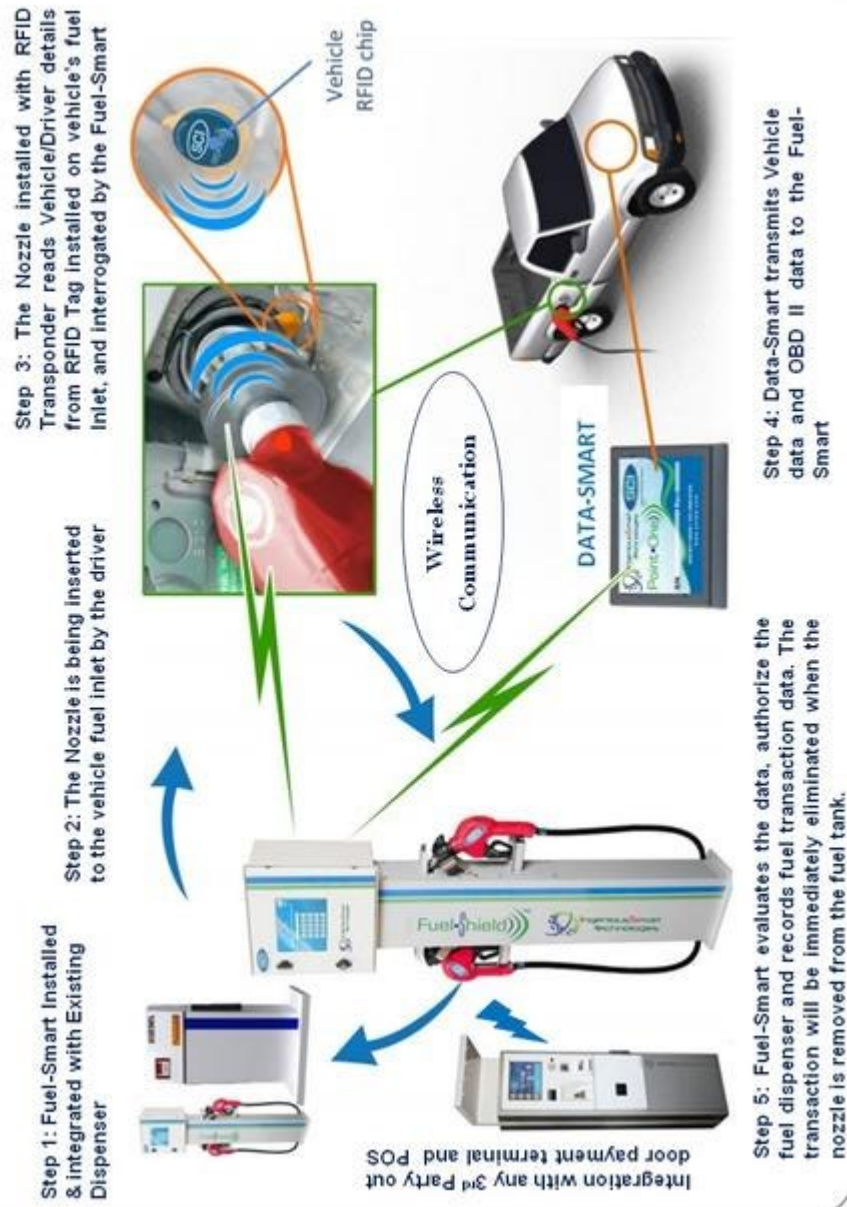
Can you combine this initiative with other present functions? No

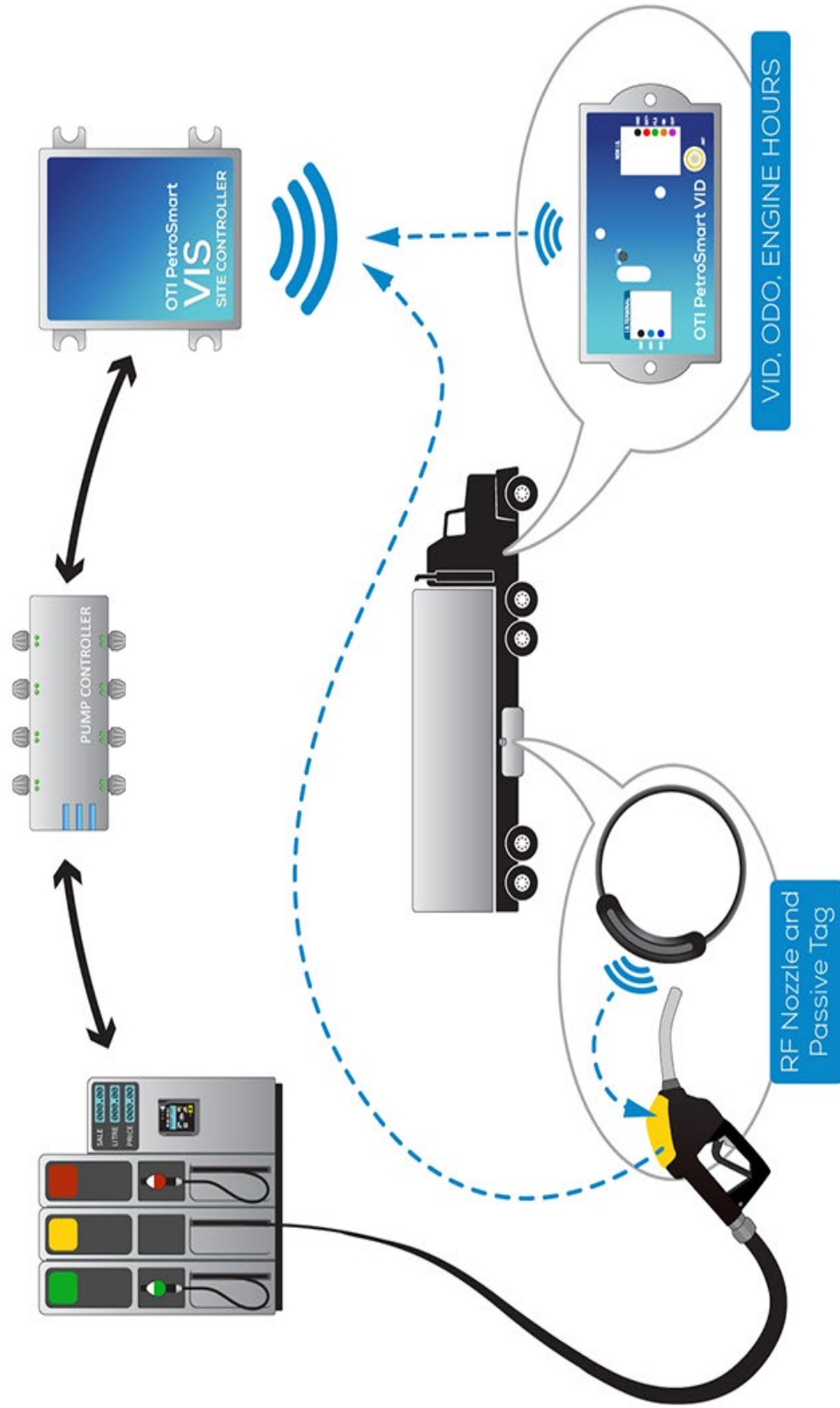
Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Fuel-Smart: Fuel Management Architecture





GEORGINA

Town of Georgina
22-CI-OI-10
Capital Initiative

Title of Request:	2022 Bridge OSIM	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-10
Division:	Asset Management and Technical Services	Date: June 25, 2021
Budget Request:	\$ 75,000	Funding Source: Discretionary Reserve

Project Description:

Ontario Regulation 107/97 requires municipalities to undertake a detailed inspection of their bridge and large culvert (over 3m) inventory every two years using the Ontario Structure Inspection Manual (OSIM). The OSIM dictates the procedures and requirements for inspecting bridges and large culverts.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 - Q3 2022

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: Ontario Regulation 104/97 requires a structural inspection of bridges and large culverts to be undertaken every two years. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of asset and development of a plan to maintain the asset at an approved service level.

Risk Management: Maintaining bridges at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor vehicle accident.

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:

To meet regulatory requirements and ensure bridges and culverts over 3 metres within the Town are maintained at an acceptable standard.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:				
1. Consulting Services	75,000		75,000	2023-31
Total Expenditures:	\$ 75,000	\$ -	\$ 75,000	75,000
*Please note this is not a 10-year forecast. Do not include future project budget request.				

6. Other Considerations or Efficiency Options:

Can you defer the request? No. The inspection is required to be done every two years under Provincial regulation.

Is it more efficient to contract out the initiative? Yes. A professional engineer with structural expertise is required to undertake this assessment.

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-OI-11
Capital Initiative

Title of Request:	Lake Drive Road Safety Plan Functionality Assessment	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-11
Division:	Asset Management and Technical Services	Date: June 25, 2021
Budget Request:	\$150,000	Funding Source: Discretionary Reserve

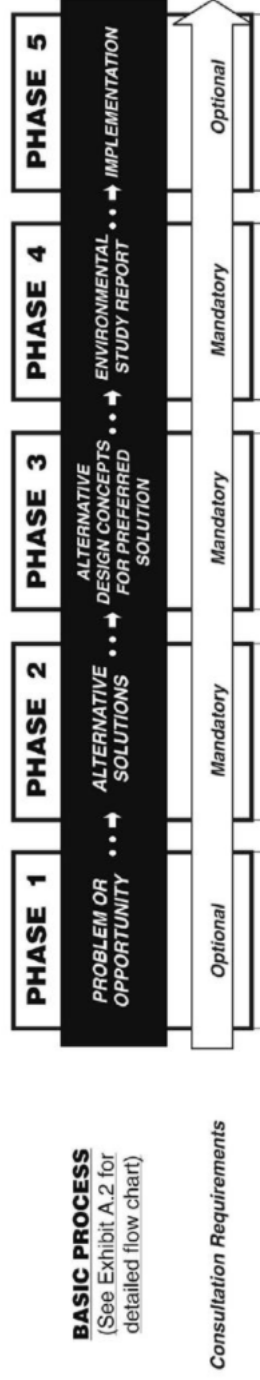
Project Description:

Lake Drive is a multi-purpose road used extensively by motorists, cyclists and pedestrians for access to Lake Simcoe. Concerns have been raised by residents and road users regarding road safety so all user groups could share its use in a safe manner. Town staff have put a number of traffic mitigation solutions in place over the past year including reduced speed limits, community safety zones and the installation of traffic bollards.

Lake Drive has a number of factors that makes travel by multiple users a challenge including narrow lanes, poor sight lines, and a lack of sidewalks and paved shoulders. Council directed staff to bring forward a comprehensive budget proposal to address safety concerns brought forward by the Safe Streets Committee. Resolution C-2021-0176 June 9, 2021.

The Lake Drive Road Safety Plan Functionality Assessment will allow for a comparative engineering assessment of options, taking into consideration community, technical and financial considerations for all road users. The Lake Drive Road Safety Plan Functionality Assessment will be tied to, and support the outcomes of the Waterfront Parks Master Plan. The Project will follow the Master Plan Approach under the Municipal Class Environmental Assessment process, including extensive public consultation.

Master Plans undertaken under the Municipal Class Environmental Assessment process are long range plans which integrate infrastructure requirements for existing and future land use with environmental assessment planning principles. These plans examine an infrastructure system(s) or group of related projects in order to outline a framework for planning for subsequent projects and/or developments.



Problem or Opportunity Statement

The proposed project will require a Consultant Team to undertake a comprehensive analysis and public consultation process, to identify and develop improvement plans for Lake Drive to address identified issues related to traffic and pedestrian safety. The Alternatives will consider functionality of road way within the existing corridor and will focus on safety solutions that do not change the inherent character of the road.

The Problem/Opportunity Statement State and the Alternative solutions will consider economic and social factors such as the potential for economic development; as well as the impact on local residents and the broader community.

Problem:

- Lack of pedestrian and active transportation infrastructure and opportunities
- Volume of vehicular traffic, particularly in the summer months
- Speed of vehicular traffic
- Sightline and other safety issues
- Parking restrictions
- Access to private and public properties

Opportunities:

- Opportunities for traffic calming and traffic management strategies including: one-way traffic, physical traffic calming measures and non-physical traffic calming, Administrative measures and enforcement.
- Improved opportunities to support active transportation, enjoyment of the waterfront, and economic development.

Consultation:

Consultation early in and throughout the process is a key feature of environmental assessment planning. Extensive public consultation and stakeholder engagement will be required.

Alternative Solutions:

The alternative solutions considered will provide details and analysis of the following:

- A description of the existing environment, i.e. natural, social, cultural economic and technical.
- the extent to which the alternative solutions resolve the problem.
- the advantages and disadvantages of the alternative solutions.
- the effects of the alternative solutions on the environment.
- the decision-making process used to select the preferred solution.

Alternative Designs and Preferred Solution(s)

The following information will be documented:

- the extent to which the alternative designs address the solution to the problem.
- the advantages and disadvantages of the alternative designs.
- the effects on the physical, natural, social, cultural, economic and technical environments of each of the alternative designs.
- the evaluation and decision-making process used to select the most appropriate design.

This section requires that a description be provided of the detailed environmental inventory. Details of the mitigating measures will be described.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q1 2023

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

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

Risk Management: Identifying road elements with the potential to contribute to risk of injury and maintaining road infrastructure at an acceptable standard reduces the Town's risk and exposure to liability in the event of an accident.

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:

A study that provide options that could be implemented on Lake Drive that would take into consideration all user groups.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023-31
1. Consulting Services	150,000		150,000	
2.				
Total Expenditures:	\$ 150,000	\$ -	\$	150,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes. A third party engineering assessment with expertise in road and traffic management is required.

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. Other Comments / Gallery:







GEORGINA

Town of Georgina
22-CI-OI-12
Capital Initiative

Title of Request:	Old Shiloh Bridge West Heritage Investigation and Environmental Assessment	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-12
Division:	Asset Management and Technical Services	Date: June 28, 2021
Budget Request:	\$100,000	Funding Source: Discretionary Reserve

Project Description:

Old Shiloh Road West bridge is a concrete bow string arch bridge that was built in 1925. In 2019, a detailed bridge condition survey was undertaken that indicated the bridge was approaching the end of its lifecycle and recommended that planning should commence for its replacement.

As the bridge is over 40 years old, a Heritage Impact Assessment will first need to be undertaken followed by an Environmental Assessment prior to rehabilitation.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2023

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

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

Legislative: Ontario Regulation 9/06 of the Ontario Heritage Act requires a Heritage Investigation be undertaken for structures over 40 years old prior to undertaking any rehabilitation or replacement works. In accordance with the Municipal Class Environmental Assessment process, an Environmental Assessment will need to be completed prior to rehabilitation of the bridge. The Schedule of the Environmental Assessment will be determined once the outcome of the Heritage Investigation is determined.

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:

To undertake a Heritage Investigation and Environmental Assessment in order to proceed to the rehabilitation of Old Shiloh Bridge West (B4).

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

	Budget:		Allocation:		
			Operating (Including Staffing)	Capital (Cash Flow)*	
		Request	Annually	2022	2023-31
Expenditures:					
1. Consulting Services		100,000		100,000	
Total Expenditures:	\$	100,000	\$ -	\$	100,000
				*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

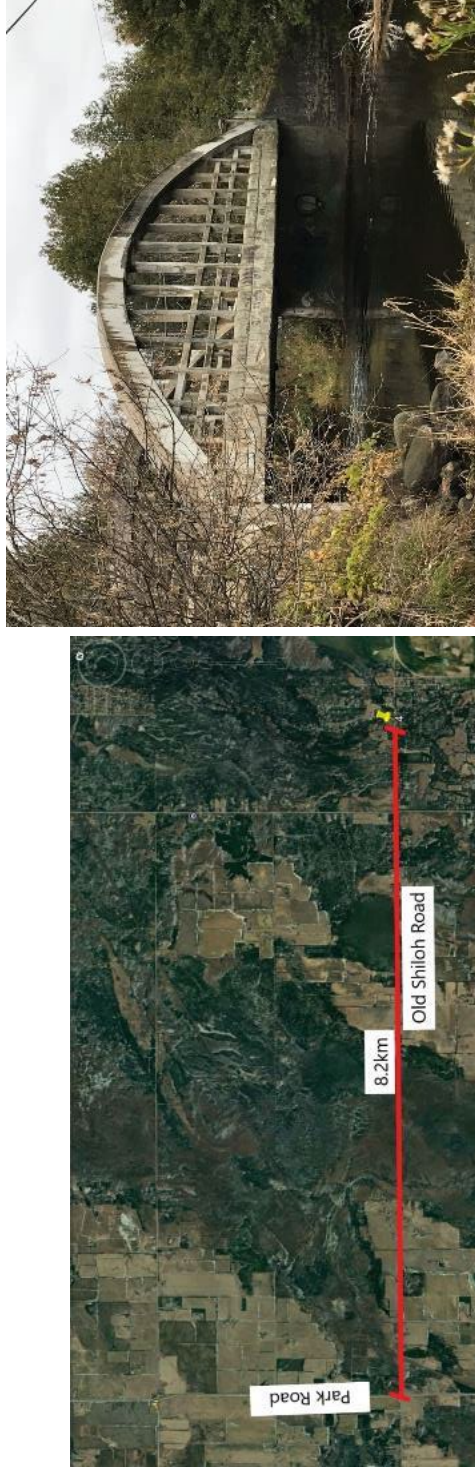
Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:





GEORGINA

Town of Georgina
22-CI-OI-13
Capital Initiative

Title of Request:	Development of an Asset Management Plan for Non Core Assets	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-13
Division:	Asset Management and Technical Services	Date: June 25, 2021
Budget Request:	\$ 150,000	Funding Source: Canada Community-Building Fund

Project Description:

The Town of Georgina is required by Ontario Regulation 588/17 to prepare an Asset Management Plan (AMP) for the Town's remaining municipal infrastructure assets that weren't captured through the core asset AMP by July 1, 2023. This includes parks, facility and fleet assets.

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 lifecycle of an organization's assets in a sustainable manner

1. Proposed Year of Initiative (Start date and End Date):

Q2 2022 – Q2 2023

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

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

Legislative: The Town is required to have an Asset Management Plan for all remaining assets in place by July 1, 2023, under Ontario Regulation 588/17.

Risk Management: This program will allow the Town to prioritize assets and minimize lifecycle cost while maintaining a predetermined Level of Service, which minimizes risk to the Town.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Complete an Asset Management Plan for the Town's remaining assets (parks, facilities and fleet) by July 1, 2023.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:				
1. Consulting Services	150,000		150,000	2023-31
Total Expenditures:	\$ 150,000	\$ -	\$ 150,000	150,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

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? Yes, this AMP will complement the AMP currently being undertaken for core assets and inform future capital rehabilitation planning requirements.

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. Representatives from other Town Departments will be part of a larger stakeholder team to help deliver this AMP.

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-OI-14
Capital Initiative

Title of Request:	Major Ditch Design and Rehabilitation Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-14
Division:	Asset Management and Technical Services	Date: June 28, 2021
Budget Request:	\$ 400,000	Funding Source: Canada Community-Building Fund

Project Description:

The Town manages approximately 500 km of open ditch and culvert systems. Roadside ditches are intended to drain the road and Right-of-Way (ROW) and must be deep enough to ensure drainage of the granular base of the roads (minimum 400mm depth). The roadside ditches are also designed to accept drainage from private property that is directed towards the ROW. Due to the low elevations and flat topography in much of Georgina, standing water and flooding is an issue. Municipal staff evaluate all reported complaints of ponding and poor drainage in the road side ditches and have created a prioritized inventory of the necessary work, including extensive "heat maps" of complaint areas.

The ditch reconstruction program will reconstruct major sections of ditch and culvert to convey flow in a continuous manner from public and private property to stormwater outlets. The program includes replacement of driveway culverts and roadway cross-culverts where required.

In order to re-construct the ditches effectively the program includes a significant portion of engineering work. The engineering work is prioritized each year based on the ditch evaluation conducted by staff.

The project Budget for 2022 includes:

- Construction costs
- Engineering consulting for geotechnical investigation and recommendations
- Contract administration, inspection and materials testing (QA/QC Control)
- Project management

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q2 2023

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

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

Risk Management: The Town has a number of flooding complaints annually; continuing a program to reconstruct critical areas is proactive of the municipality and reduces its exposure.

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:

To alleviate flooding and ensure subgrade drainage in critical areas in a systematic manner.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023 2023-31
1. Consulting Services	40,000		40,000	
2. Contracting Services	360,000		360,000	
Total Expenditures:	\$ 400,000	\$ -	\$	400,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-OI-15
Capital Initiative

Title of Request:	Vehicle and Equipment Replacement Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-OI-15
Division:	Fleet Services	Date: June 30, 2021
Budget Request:	\$ 1,773,000	Funding Source: Discretionary Reserve

Project Description:

The Vehicle and Equipment Replacement Program defines a lifecycle for each asset, based upon historical replacement and operating costs. A standard operating life (years) is assumed for each vehicle class and type. Once this life cycle is met, equipment receives a mechanical inspection, and the asset may be added to the replacement program. By using industry standard lifecycles, the Town ensures its vehicle and equipment lifecycle costs are kept to a minimum; this being the total overall cost of an asset including purchase, licensing, insurance, maintenance, repairs, and revenue associated with disposal. By using a lifecycle costing model, some assets may have lower usage than expected prior to disposal, however, these assets retain much higher resale value, resulting in lower asset lifecycle costs. Some assets may also be disposed of earlier than the assumed standard operating life if the mechanical condition has deteriorated to the point where the cost to maintain and repair the vehicle is prohibitive.

In 2021, the Fleet Services Division has combined all business cases related to the Corporate vehicle replacement program, to provide clarity regarding the replacement of previously approved and acquired assets. By doing so, Town staff and Council are provided a full view of all Fleet related assets and their associated costs.

The vehicle and equipment condition status, and the proposed replacement plan have been itemized below. All vehicles and equipment below have been assessed against expected lifecycle and condition to be included within this request. A condition rating of poor constitutes an operable piece of equipment requiring regular repairs (annual repairs between 4%-12% of the acquisition cost) and has current deficiencies at the time of inspection. A very poor condition rating constitutes either an inoperable asset or an asset requiring significant repairs (annual repairs greater than 13% of the acquisition value) or significant failure.

Item	1	Replacement	Vehicle Details		Type:	Passenger Van (FLT066)
	Department:	Community Services	Year:	2010	Make/Model:	Dodge Grand Caravan
	Division:	Recreation	Condition:	Very Poor	Kilometers/Hours:	86,029
	Purpose of Asset:	To deliver the services of the Recreation Division, for transport employees, equipment, materials to Town events.				
	Procurement Requirements:	Minimum 5 passenger van or SUV capable of carrying large signs and equipment required for events, required lighting and decal kit. There is an opportunity for this vehicle to be part of the green fleet acquisition for a hybrid or full electric vehicle.				
	Budget Request:	\$45,000.00				

Item	2	Replacement	Vehicle Details		Type:	Work Van (FLT013)
	Department:	Community Services	Year:	2012	Make/Model:	GMC Savana (1SA) - Diesel
	Division:	Maintenance	Condition:	Poor	Kilometers/Hours:	135,800
	Purpose of Asset:	A primary work vehicle for the maintenance division. Hauls trailers as required for delivery of services.				
	Procurement Requirements:	2 passenger ¾ ton pick-up truck, with work-body (tool shelving), lighting and decals				
	Budget Request:	\$70,000.00				

Item	3	Replacement	Vehicle Details		Type:	Cargo Trailer (FLT103)
	Department:	Community Services	Year:	2011	Make/Model:	Haulmark FVN Cargo Trailer
	Division:	Maintenance	Condition:	Very Poor	Kilometers/Hours:	N/A
	Purpose of Asset:	A primary work vehicle for the maintenance division. Hauls elevated work platforms, tools, materials.				
	Procurement Requirements:	Tandem Axle, enclosed trailer not less than 20' length				
	Budget Request:	\$25,000.00				

Item	4	Replacement	Vehicle Details		Type:	Cargo Trailer (FLT105)
	Department:	Operations and Infrastructure	Year:	2011	Make/Model:	American Hauler
	Division:	Environmental Services	Condition:	Very poor	Kilometers/Hours:	N/A
	Purpose of Asset:	A trailer used for storage. Historically used for emergency response prior to box-truck (2019), 40' sea-container with roll up doors (primarily Storage)				
	Procurement Requirements:					
	Budget Request:	\$20,000.00				
Item	5	Replacement	Vehicle Details		Type:	Floor Scrubber (EQT134)
	Department:	Community Services	Year:	2012	Make/Model:	Minuteman Floor Scrubber
	Division:	Facilities	Condition:	Poor	Kilometers/Hours:	N/A
	Purpose of Asset:	Replacement of three (3) floor scrubbers and Olympia Edger at end of lifecycle. Used in Ice Palace, Sutton Arena and Kin Hall				
	Procurement Requirements:	Three (3) Floor scrubbers and equivalent Olympia Edger				
	Budget Request:	\$25,000.00				
Item	6	Replacement	Vehicle Details		Type:	Aerator (EQT270)
	Department:	Community Services	Year:	2004	Make/Model:	Aerator
	Division:	Parks	Condition:	Poor	Kilometers/Hours:	N/A
	Purpose of Asset:	Aerate sports fields including baseball, soccer, ROC grounds on regular maintenance schedule. Part of the turf maintenance program.				
	Procurement Requirements:	Core Aerator, 3-point hitch fitted, 69" width Aerator @ 540rpm, no more than 1700lbs				
	Budget Request:	\$25,000.00				

Item	7	Replacement	Vehicle Details		Type:	Groomer (EQT211)
Department:	Community Services		Year:	2010	Make/Model:	Bannerman Ball Park
Division:	Parks		Condition:	Poor	Kilometers/Hours:	N/A
Purpose of Asset:	Groom 14 diamonds weekly across the municipality					
Procurement Requirements:	76" groomer including Ripper blade, rake assembly, leveler assembly, roller assembly, robber scraper, brush assembly, 50gal water holding tank with a 12 volt pump and fan spray, sling away wing brush and highway safety transport kit					
Budget Request:	\$8,000.00					

Item	8	Replacement	Vehicle Details		Type:	Articulating Loader (EQT213)
Department:	Community Services		Year:	2012	Make/Model:	Wacker WL50 Loader
Division:	Parks		Condition:	Inoperable/very poor	Kilometers/Hours:	5401 hours
Purpose of Asset:	Load equipment in winter months, snow plow, run various attachments for summer months including beach groomer, stump grinder, diamond groomer, bush mower, aerator and support various other functions of Parks.					
Procurement Requirements:	75 HP agricultural tractor with front loader, 1000rpm PTO, various attachments including plow blade, stump grinder forks. Replaces articulating loader (greater year round equipment utilization)					
Budget Request:	\$150,000.00					

Item	9	Replacement	Vehicle Details		Type:	Medium-Duty Work Truck (FL T132)
Department:	Community Services		Year:	2016	Make/Model:	Silverado 3500
Division:	Parks		Condition:	Poor	Kilometers/Hours:	80,789 km
Purpose of Asset:	Daily work vehicle, haul materials, trailers, mowers, light-equipment and attachments to perform Parks duties					
Procurement Requirements:	4WD, regular cab, aluminum work body dump truck, 8,000lb GVWR (5-ton) **The Town is moving towards 5T trucks as the payload of ¾-ton and 2-ton vehicles does not allow winter material haulage. This will allow year round use of the vehicle at a marginal cost increase.					
Budget Request:	\$60,000.00					

Item	10	Disposal	Vehicle Details		Type:	Support Equipment (EQT 304)
Department:		Operations and Infrastructure	Year:	1996	Make/Model:	Chipper
Division:		Roads	Condition:	Very Poor	Kilometers/Hours:	N/A
Purpose of Asset:		Wood Chipper used to chip brushing material generated from Roadside Maintenance				
Procurement Requirements:		Disposal only. This equipment will be replaced with Item 11 through the purchase of a larger, higher capacity unit.				
Budget Request:		N/A				
Item	11	Replacement	Vehicle Details		Type:	Support Equipment (EQT 388)
Department:		Operations and Infrastructure	Year:	2006	Make/Model:	Salsco Chipper
Division:		Roads	Condition:	Poor	Kilometers/Hours:	N/A
Purpose of Asset:		Chip brushing material required for Road Maintenance				
Procurement Requirements:		Large trailer mounted woodchipper				
Budget Request:		\$30,000.00				
Item	12	Replacement	Vehicle Details		Type:	Grass Maintenance Equipment (EQT293)
Department:		Community Services	Year:	2012	Make/Model:	Jacobsen HR-6010
Division:		Parks	Condition:	Poor	Kilometers/Hours:	1256 hours and 1706 hours
Purpose of Asset:		Grass mowing units for grass cutting crews				
Procurement Requirements:		60HP winged, rotary front mount mowers. Two (2) units are required.				
Budget Request:		\$110,000.00				

Item	13	Replacement	Vehicle Details		Type:	Light-Duty Work Truck (FLT083)
Department:		Operations and Infrastructure	Year:	2013	Make/Model:	GMC Sierra 1500
Division:		Roads	Condition:	Poor	Kilometers/Hours:	185,506 km
Purpose of Asset:		Pick-up truck for hauling materials, trailers, light-equipment; vehicle is used for road maintenance patrols				
Procurement Requirements:		Regular cab 1/2-ton pick-up truck, long box, lighting, back rack, decals				
Budget Request:		\$35,000.00				

Item	14	Replacement	Vehicle Details		Type:	Loader (EQT216)
Department:		Operations and Infrastructure	Year:	2012	Make/Model:	John Deere 544k
Division:		Roads	Condition:	Poor	Kilometers/Hours:	3,297 hours
Purpose of Asset:		Daily loading, unloading, sweeping, stacking, material management, winter operations including loading, plowing and snow removal				
Procurement Requirements:		160 HP articulating rubber-tire loader, including 3-cu.yd. capacity bucket, forks, sweeper head (open broom) and capability to attach existing implements				
Budget Request:		\$195,000.00				

Item	15	Replacement	Vehicle Details		Type:	Light-Duty Work Truck (FLT111)
Department:		Emergency Services	Year:	2015	Make/Model:	Dodge Durango
Division:		Fire	Condition:	Poor	Kilometers/Hours:	220,000
Purpose of Asset:		Emergency response vehicle used within Fire Department				
Procurement Requirements:		Large SUV capable of carrying lifesaving equipment, passengers, gear, meeting lighting requirements, technology requirements, and Town decaling				
Budget Request:		\$80,000.00				

Item	16	Replacement	Vehicle Details	Type:	Heavy Duty Apparatus (FLT021)
Department:	Emergency Services		Year: 2003	Make/Model:	Freightliner FL80 (E182)
Division:	Fire		Condition: Poor/Lifecycle	Kilometers/Hours:	308,526
Purpose of Asset:	Rescue Pumper Apparatus				
Procurement Requirements:	Rescue pumper apparatus of similar style, capable of providing effective firefighting response				
Budget Request:	\$875,000.00				

Item	17	Replacement	Vehicle Details	Type:	AVL GPS
Department:	All		Year:	Make/Model:	Webtech Wireless
Division:	All		Condition:	Kilometers/Hours:	n/a
Purpose of Asset:	To track equipment for theft, liability and operational requirement				
Procurement Requirements:	Upgrade required for approximately 30 out-of-date units to meet current system requirements and future technology implementation. Required for fleet preventative maintenance program.				
Budget Request:	\$20,000.00				

1. Proposed Year of Initiative (Start date and End Date):

Q4 2021-Q4 2022

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: Equipment available in-house provides efficiencies reducing dependency on contractors, reduction in obtaining rentals/services from various sites often outside of Georgina, and non-duplication of efforts during winter operations.

Risk Management: Ensure our lifecycle cost per unit is kept to a minimum, while ensuring equipment and vehicles are readily available for work, reducing potential high-cost repairs and unknown liabilities.

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:

Efficient, effective and detailed asset management.

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

Expenditures:	Budget: Request	Operating (Including Staffing) Annually	Allocation:		
			2022	2023	2023-31
1. Procurement	45,000		45,000		
2. Procurement	70,000		70,000		
3. Procurement	25,000		25,000		
4. Procurement	20,000		20,000		
5. Procurement	25,000		25,000		
6. Procurement	25,000		25,000		
7. Procurement	8,000		8,000		
8. Procurement	150,000		150,000		
9. Procurement	60,000		60,000		
10. Procurement	-		-		
11. Procurement	30,000		30,000		
12. Procurement	110,000		110,000		
13. Procurement	35,000		35,000		
14. Procurement	195,000		195,000		
15. Procurement	80,000		80,000		
16. Procurement	875,000		875,000		
17. Procurement	20,000		20,000		
Total Expenditures:	\$ 1,773,000	\$ -	\$	\$ 1,773,000	1,773,000

*Please note this is not a 10-year forecast. Do not include future project budget request.

6. Other Considerations or Efficiency Options:

Can you defer the request? These requests could be deferred and would likely result in high repair costs

Is it more efficient to contract out the initiative? Supply and delivery done by others.

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-RC-01
Capital Initiative

Title of Request:	Facilities Repairs & Remediation Program	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 22-CI-RC-01
Division:	Facilities	Date: June 2, 2021
Budget Request:	\$ 286,000	Funding Source: Discretionary Reserve

Project Description:

Address priority deficiencies and lifecycle replacement projects pertaining to health & safety matters and not necessarily captured through the current BCA Program or demonstrating equipment fatigue and/or at end of reliable lifecycle.

1. Proposed Year of Initiative (Start date and End Date):

Q2 2022-Q3 2022

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:

To grow our economy, promote a high quality of life, and to deliver exceptional service

4. Main/Desired Goal or Outcomes/Benefits:

- Replace carpet lift (track) and side pieces on ROC ski lift in compliance with TSSA inspection requirements and certificate of operation permit. (\$150,000)** The current carpet track is 10 years old and showing advanced signs of wear. It has reached the end of its useful lifecycle and is beginning to slip on the top drive drum reducing the efficiency of the lift. The side pieces of the carpet lift have expanded

and warped and no longer run flat along the full run of the lift. T.S.S.A will not issue a certificate of pass and permit operation as there is an increased potential for pinch points.

- b. **Replacement of Dehumidifiers on the Blue Rink Pad, Georgina Ice Palace. (\$75,000)** The units have reached their lifecycle expectancy and present increased risk of failure and ultimate service disruption. Replacement of units will avoid significant service disruption and impact on users for the 2022/23 season. The units are an integral component in controlling condensation and unsafe ice conditions when interior temperatures hover near or around the freezing point. Unsafe conditions lead to facility closures and shutdowns negatively impacting user group schedules and lost revenues. The new units are the same as previously installed in Sutton in 2019. The new electric desiccant units are 2.5 times more effective and efficient at controlling moisture than the existing units while using the same power consumption (more cost efficient to operate). The existing units also use R22 refrigerant. As of 2020 - R22 was to be phased out of usage in this application.
- c. **Replacement of both Oil Separators at the Sutton Arena – scheduled preventative maintenance per TSSA safety requirements. (\$25,000).** To maintain safe operations of our plant room. To reduce unnecessary wear and tear on compressors. To avoid down time and lost revenue due to mechanical failure. Supply/install of the oil separators, 2 new relief valves, piping to outside and new diffuser. This is a new safety requirement from TSSA. This is keeping the Town in best practice by ensuring the safety of Staff and user groups.
- d. **Replace the gaskets on the Sutton Arena Plate and Frame Chiller (\$20,000).** Replacement of gaskets to ensure safety of staff and patrons (following manufacturer guidelines) to mitigate and avoid potential ammonia leaks.
- e. **Application of a high moisture, high traffic non-slip coating to the concrete floor in the basement of Port Bolster Hall. (\$16,000).** Applying of coating will significantly reduce the risk of persons slipping and sustaining potential injuries.

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

	Budget:	Operating (Including Annually	Allocation:	
			2022	2023
Expenditures:	Request	Annually	2022	2023-31
1. Carpet Replacement – ROC Ski Lift	150,000		150,000	
2. Dehumidifier Replacement – Blue Pad	75,000		75,000	
3. Oil Separator Replacement – Sutton Arena	25,000		25,000	
4. Chiller Gasket Replacement – Sutton Arena	20,000		20,000	
5. Concrete Floor Coating For Basement Floor At The Port Bolster Hall	16,000		16,000	
Total Expenditures:	\$ 286,000	\$ -	\$	286,000
			*Please note this is not a 10-year forecast. Do not include future project	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Replacement of the lift carpet will mitigate potential injuries while improving performance of the unit as a whole, providing patrons with a better experience.



GEORGINA

Town of Georgina
22-CI-RC-02
Capital Initiative

Title of Request:	Building Condition Assessment (BCA) Items	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 22-CI-RC-02
Division:	Facilities	Date: June 3, 2021
Budget Request:	\$ 470,000	Funding Source: Discretionary Reserve

Project Description:

The Town of Georgina's Building Condition Assessment (BCA) Program was instituted in 2016 as a first step in the integration of sustainable management techniques. This approach emphasizes the long term life cycle of a facility and provides recommendations as to the replacement of building components moving forward. This initiative has worked to identify a variety of improvements to our facilities, as well as providing a timeline and approximate costs. The following projects have been identified for completion at this time:

- HVAC Replacement – Stephen Leacock Theatre: 3 Older RTUs - **\$80,000** There is one older 'Lennox' gas-fired and DX cooled rooftop unit located near the north east corner of the roof that appears to serve the theatre. This unit is estimated to be rated at 15 tons of cooling, uses R-22 refrigerant, and was installed circa 1998, and is past its useful lifespan. There is a York RTU (model: D7CG048N09906A) that is rated at 4 tons of cooling and 125,000 Btu/hr of input heating capacity and a York RTU (model: D1NA030N05606C) that is rated at 2.5 tons of cooling and 70,000 Btu/hr of input heating capacity that were both manufactured circa 2003. Due to be replaced in 2023, however, since the above Lennox unit is being replaced in 2022, it would be reasonable to replace these units as well.
- HVAC Replacement - Pepperlaw Lions Hall: 2 Lennox air handling units (Outdoor and Indoor +2 outdoor condensing units) as well as a Venmar Heat Recovery Ventilator (HRV) - **\$100,000** There are 2 Lennox indoor air handler units (model: AM30Q314-70-1) located in the second floor space. These air handling units are heated by a domestic hot water coil and cooled by a direct expansion cooling coil. According to the manufacturer's literature the air handling units each have a nominal heating capacity of 70,000 Btu/hr. There are two Lennox condensing units located at high level on the south wall of the building that appear to serve the air handling unit cooling coils. One unit serves the second floor air cadets space and the other unit serves the ground floor Club 55 space. These units were installed in 1996 and use R-22 refrigerant and were due to be replaced in 2021. The Venmar HRV is dated at 1996 also and was due to be replaced in 2018.

- HVAC Replacement - Station 1-4 – 3 older rooftop units (Carrier) - \$50,000 There are 3 older 'Carrier' gas-fired rooftop units located on the upper and rear roofs. As the nameplate information for these units is faded we have assumed that these units represent 10 tons of cooling capacity and each has a gas-fired burner. These units are controlled by wall mounted thermostats. We have estimated that these units are beyond their expected life cycle.
- HVAC Replacement - Noble House – Furnace/Air Conditioning units - \$20,000 Units have required significant repairs over the years and are past their useful lifespans.
- Carpet Replacement – Pefferlaw Library - \$30,000 This is a discretionary item based on the BCAs, recommended to be replaced in 2026, however, in recent months, the carpet has had to be repaired with unsuccessful results. The carpet is frayed and damaged in various areas, while library staff have identified it as a safety concern.
- Concrete Loading Dock Repairs & Railing Installation– Stephen Leacock Theatre - \$50,000 There is a concrete loading dock with presumed steel reinforcement at the southeast corner of the building at the theatre. It remains in serviceable, although in cosmetically poor condition. Portions of the dock are more than 2' above grade, which requires a guard per code. Some of the rebar is exposed as well, indicating that the structure is crumbling and requires some repair work.
- Leisure Pool Sump Pump Replacement - 4 pumps to be replaced - \$20,000 Pumps have been failing in recent years to the point where only one out of four are currently working. If a major flood were to occur in the basement mechanical room, the single pump would not be able to keep up with the floodwater. Three pumps are original to the facility (1996) and it is recommended that all four pumps be replaced in 2022.
- Kin Hall Exterior Ramp to comply with AODA - \$120,000 For the purposes of building access, the ramp at the west side of the property does not conform to Accessibility for Ontarians with Disabilities Act requirements, several of which are as follows:
 - * Insufficient width of path
 - * Insufficient surface area of landings
 - * Lack of tactile strips at base of ramp
 - * Lack of colour contrasted strips at changes in slope
 - * The handrails do not include 300mm extensions at the bottom of the ramp
 - * BCA recommends that this ramp be replaced/modified to conform to AODA requirements.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022-Q4 2022

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: To grow our economy, promote a high quality of life and to deliver exceptional service.**4. Main/Desired Goal or Outcomes/Benefits:**

Main outcomes would be to conform to the BCA recommendations for outstanding items which they have identified. These projects will also contribute to the health and safety of our facilities, and ensure that our facilities are in a state of good repair.

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

	Budget:	Allocation:		
		Operating (Including Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023 2023-31
1. HVAC Replacement – Stephen Leacock Theatre	80,000		80,000	
2. HVAC Replacement - Pefferlaw Lions Hall	100,000		100,000	
3. HVAC Replacement - Station 1-4	50,000		50,000	
4. HVAC Replacement - Noble House	20,000		20,000	
5. Carpet Replacement – Pefferlaw Library	30,000		30,000	
6. Concrete Loading Dock Repairs & Railing Install.	50,000		50,000	
7. Leisure Pool Sump Pump Replacement	20,000		20,000	
8. Kin Hall Exterior Ramp to comply with AODA	120,000		120,000	
Total Expenditures:	\$ 470,000	\$ -	\$	470,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Council to approve cost with the understanding that staff shall have the flexibility to manage the funds across the approved projects.



GEORGINA

Town of Georgina
22-CI-RC-03
Capital Initiative

Title of Request:	Train Station Repairs	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 22-CI-RC-03
Division:	Facilities	Date: August 10, 2021
Budget Request:	\$ 50,000	Funding Source: 50% Discretionary Reserve 50% Federal / Provincial Grants

Project Description:

Remove and replace decking structure in front of the Train Station at Georgina Pioneer Village, installing new footings, railings and ramp system. To be completed by Village staff.

1. Proposed Year of Initiative (Start date and End Date):

Q3 2022

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) To conform to AODA regulations and to mitigate potential injury due to unsafe decking.

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

Grow our economy. Promote a high quality of life, and deliver exceptional service

4. Main/Desired Goal or Outcomes/Benefits:

The main goal would be to make the area safe for staff and patrons. Currently, the deck is partly blocked off due to it being unsafe, while the rest of the area is not as safe as it should be. Improvements will be the first step in making Town facilities more accessible, which is consistent with the Provincial Governments initiative. This initiative will also contribute to reducing risk to patrons and staff.

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

	Budget:		Allocation:		
			Operating (Including Staffing)	Capital (Cash Flow)*	
			Annually	2022	2023
2023-31					
Expenditures:		Request			
1. Deck replacement		50,000			
Total Expenditures:	\$	50,000	\$ -	\$	50,000
				*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No – can be completed in house

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-RC-04
Capital Initiative

Title of Request:	Waterfront Parks Master Plan, Parts 2 & 3	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 22-CI-RC-04
Division:	Parks	Date: June 30, 2021
Budget Request:	\$ 210,000	Funding Source: Discretionary Reserve Development Charges

Project Description:

The continuation and completion of the Waterfront Parks Master Plan.

Part 2 will focus on the following key recreational waterfront locations/Zones:

- Adeline Park
- Leash Free Dog Park Area (West Park)
- Young's Harbour Park
- Claredon Beach Park
- Rayners Wharf
- North Gwillimbury Park
- Maskinonge River
- Shoreline from Park Road to Thorah Park Boulevard
- Pefferlaw River

Part 3 will provide recommendations on the following:

- Future economic development opportunities
- Developing business opportunities and partnerships
- Sustainable management
- Operational practices
- Parking by-law and strategy
- Legislative, policy and by-law updates
- Purchase and sale of lands and/or assets
- A 10-year implementation strategy

1. Proposed Year of Initiative (Start date and End Date): Q1 2022 – Q4 2022	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: Responsive to the demand of our growing population and tourism Risk management: Increase accessibility for all users. Minimize conflict between vehicles and pedestrians. Efficiency: Develop standards across waterfront parks, for amenities, signage, furnishings, management/operational regimes
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: GOAL 1: “Grow Our Economy” GOAL 3: “Engage Our Community & Build Partnerships” GOAL 4: “Deliver Exceptional Service” – manage our finances and assets proactively.	4. Main/Desired Goal or Outcomes/Benefits: The Waterfront Parks Master Plan will examine, inventory and recommend management/infrastructure improvement opportunities for existing waterfront sites, including: trails linkages, pedestrian crossings, parking modifications, traffic analysis and transit links, washroom facilities, concessions, swimming, fishing, dog-friendly waterfronts, road ‘ends’, launches, docks, jetties, marinas/harbour, signage, information kiosks, road closures, and potential economic spin-offs. Consultants will be retained to conduct the following tasks: audits, public and staff consultation, questionnaires, PICs, surveys, comparisons to other similar waterfront communities.

BENEFITS OF THE PROJECT:

- To enhance the opportunity for public enjoyment of the waterfront having consideration of accessibility for all users.
- To gather data on out of Town beach users, boaters, anglers as well as residents and cottagers
- To protect and enhance the natural environment of the waterfront;
- To create or strengthen linkages between the waterfront and other areas in proximity to the waterfront, as identified in the Trails and Active Transportation Master Plan (TATMP), Lake to Lake Route Study
- To incorporate policies which focus on the public use of the waterfront and enhancement of lakefront parks, riverfronts and connecting trails and open space systems
- To identify phased improvements for future Capital design and construction projects

Established policy framework, and appropriate valuations in place to optimize alternative revenue opportunities through an effective strategy.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023
1. Part 2	125,000		125,000	2023-31
2. Part 3	85,000		85,000	
Total Expenditures:	\$ 210,000	\$ -	\$	210,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes – However, growing concern by staff & Council with respect to congestion, capacity and management of valued waterfront assets has been repeatedly expressed as a priority.

Is it more efficient to contract out the initiative? Yes. Staff prepared and posted the Request for Proposal (RFPs) for all three Parts together, since there are similarities in project scope and also some of the consulting tasks would be similar across Parts (i.e. public and stakeholder consultation), and therefore potential efficiencies might be realized. The scope of work for all three Parts were combined into one RFP, for budgeting purposes and to obtain committed pricing for Parts Two (2) and Three (3).

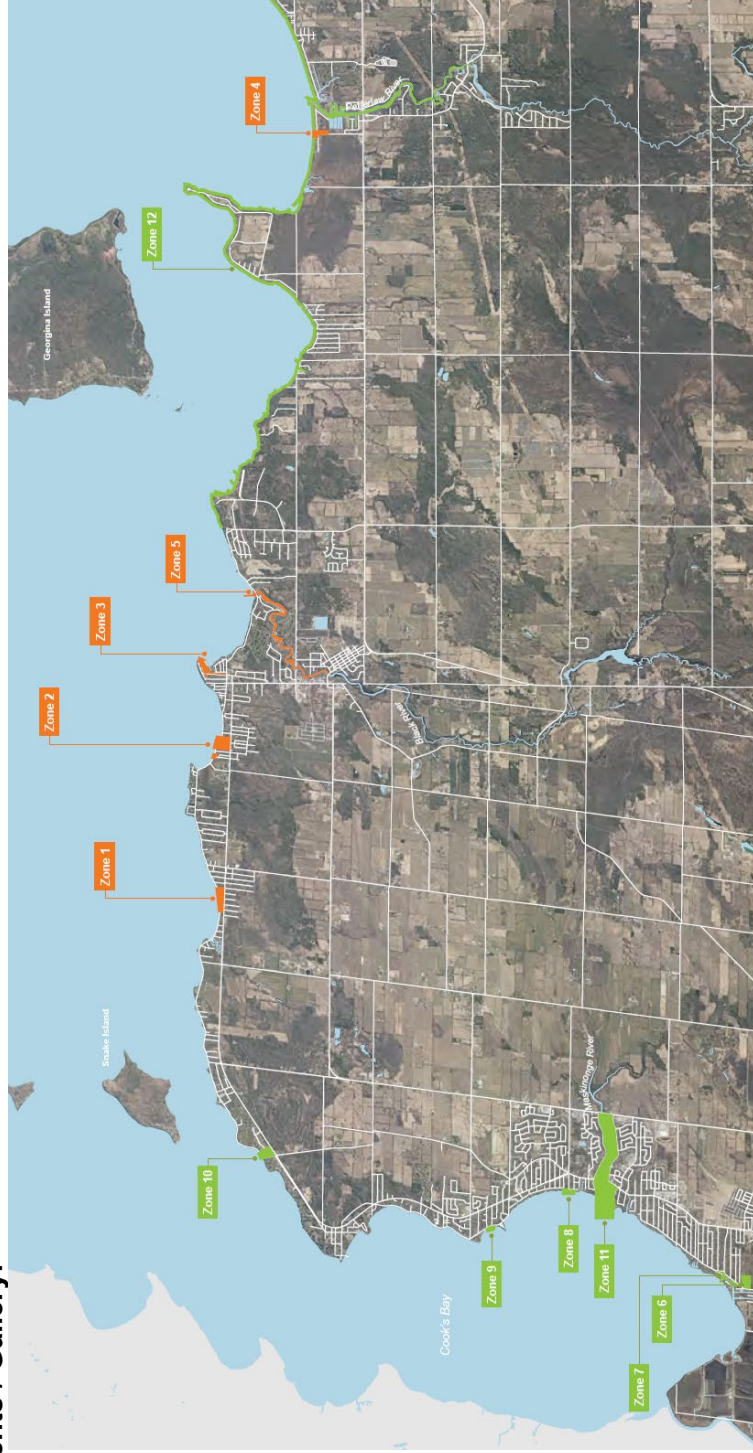
Can you combine this initiative with other present functions? No

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

Can you better leverage technology? N/A

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

7. Other Comments / Gallery:





GEORGINA

Town of Georgina
22-CI-RC-05
Capital Initiative

Title of Request:	Picnic Table Replacement	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 22-CI-RC-05
Division:	Parks	Date: June 30, 2021
Budget Request:	\$ 50,000	Funding Source: Discretionary Reserve

Project Description:

Removal and replacement of picnic tables at various parks. The existing picnic tables that were installed with a concrete base and footings in the past have in most cases heaved and become a hazard. These tables need to be removed and replaced. New picnic tables will be installed without the concrete base and footings. A number of AODA compliant picnic tables will be provided where there is an accessible access route.

1. Proposed Year of Initiative (Start date and End Date):

Q2 2022 – Q3 2022

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: Remove hazards within Town parks. Provide accessible tables.

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

GOAL 2: "Promote a High Quality of Life" – Build a healthy, safe and accessible community

GOAL 4: "Deliver Exception Service" – Manage our finances and assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

- Provide safe and accessible picnic facilities within all Town parks

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
			2022	2023
Expenditures:				
1. Removal and replacement of picnic tables				
Total Expenditures:	\$ 50,000	\$ -	50,000	50,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. However, deferring the request would result in significant maintenance by staff to grade around the existing tables to eliminate trip hazards

Is it more efficient to contract out the initiative? Yes.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? N/A

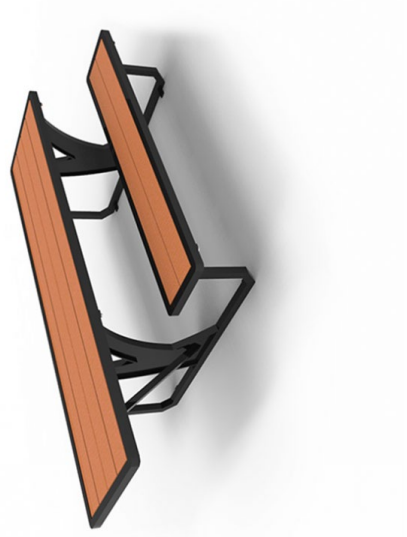
Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

Existing Tables:



Possible replacements:





GEORGINA

Town of Georgina
22-CI-FS-01
Capital Initiative

Title of Request:	Purchase of Suppression Equipment	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 22-CI-FS-01
Division:	Suppression	Date: June 10, 2021
Budget Request:	\$ 60,000	Funding Source: Discretionary Reserve

Project Description:

Purchase of Suppression Equipment.

1. Proposed Year of Initiative (Start date and End Date):
Q1 2022-Q4 2022

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 replacement SCBA Cylinders (\$20,000)
 - Purchase of replacement haz mat, gas detection and special operations equipment (\$5,000)
 - Purchase of auto extrication equipment (\$25,000)

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

Goal 2: Promote a High Quality of Life
Goal 4: Provide Exceptional Municipal Service

4. Main/Desired Goal or Outcomes/Benefits:**Hose and appliances - \$10,000**

- Annually fire hose is required to be tested and inspected. We continue to replace hose that is over 10 years of age and hose that fails annual testing. Our current hose specifications have extended warranty properties to ensure good value and have properties that ensure safety, longevity in hose and great operational value for our firefighters.

SCBA Cylinders (\$20,000 -12 cylinders)

- In 2019 we purchased 60 SCBA Units.
- The Fire Department requires SCBA cylinders and are replacement them on a lifecycle basis and we require 10 cylinders to maintain the replacement lifecycle.
- We endeavour to continue a process we began in 2015 which continues with lifecycle replacement whereby each year we will budget for the replacement of some cylinders which allows us to always ensure we are replacing cylinders that are at the end of their lifecycle.
- The 15 year lifecycle is driven by manufacturer recommendations, National Fire Protection Association Standards (NFPA) 1852 Standard on Selection, Care and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA), Canadian Standards Association (CSA), and industry best practice.

Haz mat, gas detection and special operations equipment (\$5,000)

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

Auto extrication equipment (\$25,000)

- This equipment will be utilized to assist firefighters with auto extrication when attending motor vehicle collisions. The department is moving to current technologies in the form of e tools to efficiently respond to incidents.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023
1. Suppression Equipment	60,000		60,000	2023-31
Total Expenditures:	\$ 60,000	\$ -	\$ 60,000	60,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

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. Other Comments / Gallery:

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



GEORGINA

Town of Georgina
22-CI-FS-02
Capital Initiative

Title of Request:	Replacement of Bunker Gear/PPE	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 22-CI-FS-02
Division:	Suppression	Date: June 10, 2021
Budget Request:	\$ 54,000	Funding Source: Discretionary Reserve

Project Description:

Replacement of bunker gear and other PPE.

1. Proposed Year of Initiative (Start date and End Date):
Q1 2022-Q4 2022

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

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

On-going annual cycle replacement of bunker gear and other Personal Protective Equipment (PPE) items to ensure firefighters have bunker gear and PPE that meet Occupational Health and Safety Requirements.

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

Goal 2: Promote a High Quality of Life
Goal 4: 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 used to ensure a stable and consistent budget line. This also allows the Town to introduce improved bunker gear/PPE as standards and quality are 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 2022 we will be going to tender for a new 5 year contract. We will need to purchase 17 bunker suits to maintain our life cycle replacement program.

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.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023
1. Replacement of Bunker Gear/PPE	54,000		54,000	2023-31
Total Expenditures:	\$ 54,000	\$ -	\$ 54,000	54,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

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. Other Comments / Gallery:

The purchase of replacement bunker gear and other PPE ensures our firefighters meet Occupational Health and Safety Requirements.



GEORGINA

Town of Georgina
22-CI-FS-03
Capital Initiative

Title of Request:	Purchase of Communications Equipment	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 22-CI-FS-03
Division:	Suppression	Date: June 10, 2021
Budget Request:	\$15,000	Funding Source: Discretionary Reserve

Project Description:

Purchase of Communications Equipment.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022-Q4 2022

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:

Goal 2: Promote a High Quality of Life

Goal 4: Provide Exceptional Municipal Service

4. Main/Desired Goal or Outcomes/Benefits:

Providing the opportunity for firefighters to continue with the method of two way communication as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes. We have a sufficient number of radios for staff members at this time, however staff are now experiencing an increase in repairs on our radios. Communications equipment is a high priority item with health and safety implications. There is generally a limited life span for this equipment and there it must be replaced regularly to ensure functionality.

Pagers are continuously requiring replacement and repair. The maximum lifespan of a pager is typically 5 years. The cost of a pager is approximately \$600 each and we will be purchasing approximately 15 pagers in 2022 to allow us to continue with a sustainable and consistent replacement program.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			Capital (Cash Flow)*	
Expenditures:	Request		2022	2023-31
1. Pagers (15 @ \$600 each)	9,000		9,000	
2. Batteries	3,000		3,000	
3. Microphones	3,000		3,000	
Total Expenditures:	\$ 15,000	\$ -	\$	15,000
*Please note this is not a 10-year forecast. Do not include future project budget request.				

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. Other Comments / Gallery:

Purchasing of communications equipment allows suppression staff to be compliant with best practices as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes.



GEORGINA

Town of Georgina
22-CI-DS-01
Capital Initiative

Title of Request:	Development Engineering Comprehensive Design Criteria Review	Business Case Type: Capital Initiative
Department:	Development Services	Business Case number: 22-CI-DS-01
Division:	Development Engineering	Date: July 27, 2021
Budget Request:	\$ 65,000	Funding Source: Development Charges

Project Description:

Retain engineering consultant expert to review and update the Town's Development Engineering Design Criteria. The guideline serves as the standard which dictate the requirements for engineering design and construction within the Town. The guideline has undergone multiple revisions throughout the years and was last updated in 2013. The guideline is currently out of date and the goal of the review is to update the guideline to address changes in legislation, design standards and construction practises.

Upon completion of the assessment, the recommendations provided by the Consultant will enable the Town to define a clear and organized framework for all future developments and construction projects for the Town. The refined guidelines will ensure compliance with the latest applicable standards, policies, by-laws and legislation.

1. Proposed Year of Initiative (Start date and End Date):

Q2 2022 – Q2 2023

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

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

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

- Priority 2: Promote a high quality of life – healthy, safe, sustainable communities
 Priority 4: Deliver exceptional service – organizational & operational excellence

4. Main/Desired Goal or Outcomes/Benefits:

Update development engineering design criteria to address legislative changes.

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

	Budget:		Operating (Including Staffing) Annually		Allocation:	
	Request				Capital (Cash Flow)*	
Expenditures:						
1. Engineering consultant	65,000				2022 2023 2023-31	
Total Expenditures:	\$	65,000	\$	-	65,000	65,000
					*Please note this is not a 10-year forecast. Do not include future project budget request.	

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-CS-01
Capital Initiative

Title of Request:	Annual Information and Communications Technology (ICT) Cycling	Business Case Type: Capital Initiative
Department:	Corporate Services	Business Case number: 22-CI-CS-01
Division:	Information Technology Services	Date: August 13, 2021
Budget Request:	\$ 270,000	Funding Source: Discretionary Reserve

Project Description:

Annual Corporate Desktop and Notebook Cycling: \$100,000

Annual 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 an appropriate equipment lifecycle (5 Years).

Annual Corporate COTS (commercial off-the-shelf) Software Cycling: \$20,000

Annual cycling of workstation software for desktop computers, standard notebooks, ruggedized notebooks, tablets, docking stations and end-point terminals to ensure an appropriate software lifecycle.

All corporate standard software packages that reside on end-user workstations such as Adobe, Antivirus, Antimalware, Bluebeam, specialized software, etc. are included in this category. Microsoft's Office suite (MS Word, MS Excel, MS Outlook, MS PowerPoint) is now a subscription-based offering and is not included in this category.

Geographical Information Systems software and other specialized applications used throughout the Organization are not included in this category.

Annual Corporate Network Infrastructure Cycling: \$80,000

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: \$70,000

The Town of Georgina acquired the assets of the former South Shore Community Broadband consortium on August 30, 2013. The Town became an independent internet Service Provider (ISP) on December 16, 2019 managing the Wireless Broadband Service (WBS) internet gateway and all administration services.

Recommended actions for the 2022 budget year: Continue to Maintain and Manage the WBS Network as directed by Council. Continue to replace/upgrade equipment as required and improve site conditions in order to continue to provide services to rural residents, Town facilities, and third-party Internet Service Providers (ISPs).

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2022

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

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

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

Information Technology Services Strategic Plan

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 lifecycle timelines are donated to schools, families in need, and other non-profit community groups through a local charity.

Computer equipment deemed obsolete or no longer useful is decommissioned through the Waste Electrical and Electronic Equipment (WEEE) program administered by Ontario Electronic Stewardship, an agency of the Government of Ontario. This agency is responsible for ensuring that equipment is recycled through various environmentally friendly methods depending on the material(s) being reclaimed to ensure a zero-landfill

policy. Equipment is collected, sorted and shredded before pieces are melted down to recover their component materials for manufacturing re-use. 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 an appropriate software life cycle policy ensures that end-user software applications are updated and cycled within a four-year period. This helps to ensure optimized performance, reliability, and security of equipment and infrastructure. This is also a typical industry standard lifecycle-metric for end-user computer software and matches the hardware lifecycle schedule.

The return on investment for the majority of client-based software packages used throughout the Organization is approximately 3.3 years. Standardization on software versions and continually investing in licensing updates helps to ensure that the Organization maintains “built-in” upgrades with limited use of software assurance subscription programs.

The cost allocation for has been reduced significantly as the software-based licensing is moving away from the perpetual licensing to a subscription-based model.

Annual Corporate Network Infrastructure Cycling:

Maintaining a reasonable equipment life cycle for server equipment and associated infrastructure will help to ensure optimized performance, reliability, and security.

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

Annual Wireless Broadband Infrastructure Cycling:

As we advocate and implement the Town of Georgina Broadband Strategy, the reliance and independency of our wireless broadband infrastructure for residential and business connectivity will reduce. However, there are a number of facilities located in under-served areas of the community that still 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 to gain more effective radio links will help to ensure optimized performance, reliability, and security of the wireless broadband infrastructure.

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

Expenditures:	Budget: Request	Operating (Including Annually	Allocation:		
			Capital (Cash Flow)*		
			2022	2023	2023-31
1. Corporate Desktop and Notebook Cycling	100,000		100,000		
2. Corporate COTS (commercial off-the-shelf) Software Cycling	20,000		20,000		
3. Corporate Network Infrastructure Cycling	80,000		80,000		
4. Wireless Broadband Infrastructure Cycling	70,000		70,000		
Total Expenditures:	\$ 270,000	\$ -	\$		270,000

*Please note this is not a 10-year forecast. Do not include future project budget request.

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. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-CS-02
Capital Initiative

Title of Request:	Update of Long Range Financial Plan	Business Case Type: Capital Initiative
Department:	Corporate Services	Business Case number: 22-CI-CS-02
Division:	Finance	Date: August 17, 2021
Budget Request:	\$ 70,000	Funding Source: Development Charges

Project Description:

A consultant will be engaged to update the Current Long Term Plan that was undertaken in 2016 as the factors impacting the forecast have changed including

1. The impact of COVID19, which prevented the update to occur in 2021
2. An updated Development Charges Plan,
3. Significant changes to budgets over 2016 to 2021.
4. The information provided by the new Asset Management studies and process
5. The updated BCA's for Facilities and Parks
6. Updated information on the expenditures for the waterfront Master plan phase 1
7. The updated estimates for the Civic Centre and MURC

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 to Q1 2023

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

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

The Long-Range Financial Forecast is a foundational piece for the future planning of the Town's investments in services and the associated infrastructure.

The current forecast was developed in 2016. Since 2016 many factors have changed as highlighted in the project description.

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

The Long-Range Financial Plan links to the strategic Plan through the Deliver Exceptional Services Priority. Specifically, the plan supports the desire to manage the Town's finances and assets proactively

The Long-Range financial plan provides impact into all of the various business plans and other plans such as the Development Charges review, the asset management plans and the various service plans. It also impacts all of the components of the Strategic Plan as it creates the framework for affordability and providing the necessary financial resources to operate the Town.

4. Main/Desired Goal or Outcomes/Benefits:

The overriding goal of the Long-Range Financial Plan is to provide a framework for determining future programs and initiatives in a manner that ensures the financial integrity of the Town is maintained.

The major outcome is that the Town is able to move forward proactively on its future services and infrastructure and maintain its overall fiscal integrity.

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

The funds will be financed through Development Charges and are captured on the capital program in the latest study and By-Law.

	Budget:	Operating (Including Staffing) Annually	Allocation:		
			Capital (Cash Flow)*		
Expenditures:	Request		2022	2023	2023-31
1. Consulting Services	70,000		70,000		
2.					
Total Expenditures:	\$ 70,000	\$ -	\$		70,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No - The plan should have been updated in 2020 however it has been delayed due to COVID and given the number of other dynamics that have changed it would not be prudent to delay the work.

Is it more efficient to contract out the initiative? Yes - The work will be undertaken by a consultant

Can you combine this initiative with other present functions? Not feasible

Can you change the services model to reduce this demand without reducing service levels? Not applicable

Can you better leverage technology? Not applicable

Can you share service delivery with other Town Departments/Agencies or municipalities? Not Feasible

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-CAO-01
Capital Initiative

Title of Request:	Develop a Corporate Sustainability Plan	Business Case Type: Capital Initiative
Department:	Office of Chief Administrative Officer	Business Case number: 22-CI-CAO-01
Division:	Corporate Strategy	Date: June 28, 2021
Budget Request:	\$ 40,000	Funding Source: Discretionary Reserve

Project Description:

Allocate \$ 40,000 for specialized consulting services to develop a Corporate Sustainability Plan.

1. Proposed Year of Initiative (Start date and End Date):
Q1 2022 – Q4 2022

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)

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

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

Council identified the development of a Sustainability Plan in the current 2019-2023 Corporate Strategic Plan. This initiative would guide and support the implementation of other strategies and plans (e.g. Recreation and Culture Master Plan (including Trails Master Plan), Waterfront Master Plan, etc.)

4. Main/Desired Goal or Outcomes/Benefits:

The Corporate Sustainability Plan will identify and develop key approaches and actions the Town and community can implement to reduce our carbon footprint and promote and protect the natural environment. The Plan will serve to guide future decision making at the Town through the application of a sustainability decision framework. The plan will identify a continuum of short-term low cost items that can be implemented right away through to broader longer-term actions. The outcomes of the plan will also be monitored and measured to quantify impact and to inform where adjustments are required.

It is also important to note that the Town's chances for securing grant funding for sustainability initiatives can be enhanced through the adoption of a Corporate Sustainability Plan, which demonstrates Council's commitment to the environment. With the competition for grant dollars becoming more and more competitive – having these types of plans in place can be the difference between getting the funding and not getting the funding.

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

Allocate \$40,000 for specialized consulting services to develop a Corporate Sustainability Plan.

	Budget:		Operating (Including Staffing) Annually	Allocation:	
	Request			2022	2023
Expenditures:					
1. External Industry Expert	40,000			40,000	2023-31
Total Expenditures:	\$ 40,000	\$ -		\$ 40,000	40,000
*Please note this is not a 10-year forecast. Do not include future project budget request.					

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. However, this is a priority of Council as identified in the current 2019-2023 Corporate Strategic Plan

Is it more efficient to contract out the initiative? This business case proposes to contract out the service

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? N/A

Can you better leverage technology? N/A

Can you share service delivery with other Town Departments/Agencies or municipalities? The scope of the plan will identify where partnerships can be leveraged moving forward (LSRCA, York Region, N6, etc).

7. Other Comments / Gallery:

The Corporate Sustainability Plan will guide and support the Town in advancing the Corporate Strategic Plan, sub-strategies, plans, operating and capital works programs, and to assist with meeting its environmental objectives.



GEORGINA

Town of Georgina
22-CI-CAO-02
Capital Initiative

Title of Request:	Create new 2023-2026 Corporate Strategic Plan	Business Case Type: Capital Initiative
Department:	Office of Chief Administrative Officer	Business Case number: 22-CI-CAO-02
Division:	Corporate Strategy	Date: June 28, 2021
Budget Request:	\$ 50,000	Funding Source: Discretionary Reserve

Project Description:

Allocate \$50,000 for contracted services to support the development of a new 2023-2026 Corporate Strategic Plan, including a resident engagement component to identify the collective mandate for the new term of Council.

1. Proposed Year of Initiative (Start date and End Date):

Q2 2022 – Q1 2023

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

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

This initiative will support the development of new 2023-2026 Corporate Strategic Plan.

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

This initiative will support the development of the 2023-2026 Corporate Strategic Plan.

4. Main/Desired Goal or Outcomes/Benefits:

The Corporate Strategic Plan is a key direction setting component of the Service Excellence Framework at the Town. It represents a new Council's collective mandate for their 4-year term and focuses the allocation of resources and effort toward this mandate. The Corporate Strategic Plan—combined with the Town's Official Plans, sub-strategies, and fiscal strategy—drives the implementation of the Town's vision of a "progressive and vibrant growing community" and the mission of "providing exceptional municipal services."

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

The Town proposes to retain the services of an expert in organizational strategic planning and operational excellence backed by a demonstrated track record of helping municipalities become significantly more effective and efficient with a customer first approach.

	Budget:	Operating (Including Staffing) Annually	Allocation:		
			Capital (Cash Flow)*		
Expenditures:	Request		2022	2023	2023-31
1. Expert consulting services	50,000			10,000	
Total Expenditures:	\$ 50,000	\$ -	\$ 40,000	10,000	50,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? Corporate Strategic Plans typically align with the term of a Council and identify their collective mandate for the four year term. This initiative proposes to undertake the bulk of the background work and preliminary plan preparation in 2022, which will allow for the new term of Council to provide input and finalize the direction of their plan in Q1, 2023.

Is it more efficient to contract out the initiative? This business case proposes to contract out the service.

Can you combine this initiative with other present functions? The public engagement component can be leveraged to inform other initiatives.

Can you change the services model to reduce this demand without reducing service levels? N/A

Can you better leverage technology? N/A

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-LIB-01
Capital Initiative

Title of Request:	Library Capital Initiatives	Business Case Type: Capital Initiative
Department:	Public Library	Business Case number: 22-CI-LIB-01
Division:	Public Library	Date: June 30, 2021
Budget Request:	\$ 49,500	Funding Source: Library Reserve

Project Description:

A. GPL Strategic Plan: The Georgina Public Library Strategic Plan expires in 2021. In typical times, the world changes a fair amount over the course of four years, and this is the case even more so due to COVID-19. Given the drastically changed landscape of public libraries in our current time, the Georgina Public Library Board requires an expert in library strategic thinking in order to help us chart our course for the next several years.

B. Desensitizer/Resensitizer Equipment: All library material contains an anti-theft security strip, which requires desensitizing once the item is checked-out and re-sensitizing once the item is returned to the library. This allows the security gates to function as designed and alert staff to any potential theft. The current desensitizing devices available to staff at each branch are unreliable and perform poorly leading to delays in the processing of library material, as well as both false alarms and missed alarms.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022-Q4 2022

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:

Supports the Library's strategic goal for Technology:

- To support digital literacy, virtual access, and efficient services
- Maintain up-to-date technology

Supports the Town of Georgina's strategic goals:

- Deliver exceptional service: Ensure exceptional service delivery

4. Main/Desired Goal or Outcomes/Benefits:

- A. **GPL Strategic Plan:** A plan that provides a vision, mission, and priorities based on the current and future needs of the community, allowing Georgina Public Library to appropriately and strategically support Georgina residents for the coming years. This will give us the ability to plan ongoing library services for the community that address current and future needs, improving quality of life for residents.
- B. **Desensitizer/Resensitizer Equipment:** Purchasing the new devices will increase the speed at which library staff are able to process material and improve the customer service experience.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:	Request			2023-31
1. Strategic Plan Consultant	40,000		40,000	
2. de-& re-sensitizers	9,500		9,500	
Total Expenditures:	\$ 49,500	\$ -	\$	49,500
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:	
Can you defer the request?	Not recommended
Is it more efficient to contract out the initiative?	Strategic plan: yes; de- & re-sensitizers, N/A
Can you combine this initiative with other present functions?	No
Can you change the services model to reduce this demand without reducing service levels?	No
Can you better leverage technology?	No
Can you share service delivery with other Town Departments/Agencies or municipalities?	No
7. Other Comments / Gallery:	
GPL Strategic Plan: Current Library Strategic Plan expired in 2021. The Library Board decided to delay a new plan until 2022, given the pressures of COVID.	



GEORGINA

Town of Georgina
22-CI-WAT-01
Capital Initiative

Title of Request:	Polybutylene Water Service Line Replacement Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-WAT-01
Division:	Environmental Services	Date: June 25, 2021
Budget Request:	\$ 500,000	Funding Source: Water/Wastewater Reserves

Project Description:

This annual program is addressing deficiencies found in water service connections in the existing water distribution system, particularly as they relate to aging polybutylene pipe services installed in the 1980s that are now failing.

For the initial years of this Program, the Town of Georgina has identified 533 service lines made of polybutylene material in Keswick South (see priority list of streets on Table below). The annual program is intended to replace approximately 50 to 60 service lines per year on a street by street basis. In 2020, Capital Project 20-WAT-05 of \$500,000 per year was approved. In late 2020, staff commenced the procurement process, and the Town awarded the engineering design contract as per Council Resolution No. C-2021-0095, of March 31, 2021. The engineering design of the project commenced in May 2021. Subsequent construction management services are structured in three (3) construction packages for years 1, 2, and 3.

The remaining amount from 20-WAT-05, estimated in \$50,000 will be carried forward and combined with this request for \$500,000, to proceed with Tender for construction for the first package of service replacements.

Town staff will coordinate the replacement of these services where possible with other capital works initiatives such as completing the work in advance of the annual the Road Rehabilitation Program to achieve efficiencies.

Priority	Street Name	Number of Units	Number of Repairs	Polly Services Left
1	Royal Road	62	12	47
2	Lake Drive South	224	10	214
3	Bayview Ave.	124	13	111
4	Tampa Dr.	93	5	88
5	Hollywood	86	13	73
TOTAL		589	53	533

1. Proposed Year of Initiative (Start date and End Date):

2022

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: Polybutylene water services installed in the 1980s have reached the end of their life expectancy and are beginning to fail. These service pipes need to be replaced to eliminate leaks and service disruptions. By implementing a rehabilitation and replacement program for these service lines, which are prone to failure, the Town is reducing risks, potential costly emergency repairs and ensuring residents continue to have a reliable drinking water service to their residences.

Efficiency: It is more efficient to replace services in larger contracts rather than replacing them individually as they fail. On average, the cost to fix 3 to 5 emergency water leaks associated with these types of old service lines could cover 10 to 12 repairs under a contract.

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

Goal 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- Replace failing polybutylene water service pipes not only will reduce unanticipated failures and added costs, but will also reduce the potential for increased water leaks in the system.

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

Expenditures:	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
			2022	2023
1. Contracted Services	Request 500,000		500,000	2023-31
Total Expenditures:	\$ 500,000	-	\$	500,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. Deferring the request could result in increased costly emergency repairs and reduced service life of Town assets.

Is it more efficient to contract out the initiative? Yes.

Can you combine this initiative with other present functions? Yes. This work will be coordinated with the Road Rehabilitation Program to ensure economies of scale.

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. Other Comments / Gallery:





Town of Georgina
22-CI-WAT-02
Capital Initiative

GEORGINA

Title of Request:	Water Operational Support Equipment	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-WAT-02
Division:	Environmental Services	Date: June 25, 2021
Budget Request:	\$ 50,000	Funding Source: Water/Wastewater Reserves

Project Description:

Water and wastewater operational support equipment include a number of tools and software to keep up with best management practices in the industry. Some of these examples is the \$15,000 approved in 21-SEW-1 for a lateral sewer push camera approved for 2021. Items identified to purchase in 2022 include:

- Renewal of acoustic water leak detection data loggers (est. \$5,000 X 2 = \$10,000)
- Renewal of pipe locator, battery and charger (est. \$5,000 X 2 = \$10,000)
- New – Hand held valve turning machine – battery powered, charger and shaft extensions (est. \$15,000)
- New – e-logs system for electronically recording inspection data from pumping stations (est. \$15,000)

For example, for the hand held valve-turning device, since these valves haven't been touched in decades, the first time exercising them will require a special procedure. The Town will follow the AWWA operating formula for opening/closing valves. This involves an incremental process for opening/closing. The first turn needs to have a very minimal torque applied. The first inch might need 20 or 30 cycles of 1/8 turns then 1/4 turns, then 1/2 turns before moving the valve safely without causing damage. The operator must not apply an extension bar or any thing that increases the torque on the stem. The margin of error will be significantly reduced by using a hand-held valve-turning machine.

1. Proposed Year of Initiative (Start date and End Date):

2022

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 tools and equipment listed in this case involves tools needed for emergency response (leak detection loggers, pipe locator, and hand held turning device). In addition, the valve-turning device will assist for the new Valve Maintenance Program started in 2021. This is a proactive preventative maintenance program to exercise valves and identify those in need of repair and replacement. In particular, valve turning is a complex process for valves that have not been exercised in decades. As for the e-log system, while there is no regulatory requirement, the Ministry of the Environment has signaled its intention to provide guidance for municipalities using elogs for record keeping purposes. Record keeping is a regulatory requirement and having a modern system to record information will reduce the risk for non-compliance inherent to paper logging systems.

Efficiency: Tools and equipment for Operators have to be renewed and upgraded. Technology advances rapidly in this sector and more modern equipment is needed to allow Operators to work effectively and efficiently. Tools noted in this business case is a mix of replacement tools and purchasing new tools for water service provision.

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

Goal 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- Provide Waterworks staff with appropriate tools to perform emergency response for water leaks, pipe detectors, recording of data inspections and assist with the valve turning program.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023
1. Equipment	50,000		50,000	2023-31
Total Expenditures:	\$ 50,000	\$ -	\$ 50,000	50,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. The status quo can continue, i.e. relying old and failing tools and equipment, but this would be prone to increased errors on leak detection, pipe location, record keeping, and valve turning, which in turn will increase the cost of repairs and replacement of infrastructure.

Is it more efficient to contract out the initiative?

- No, some of these activities require Licensed Operators to use such machines and tools (e.g. valve turning, pipe locator, e-logs).
- Yes, as some of these activities could have contractors doing the work (e.g. pipe locator, leak detection, sewer alarm), but the cost would be significantly higher than having our operators do the work with the right tools

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.

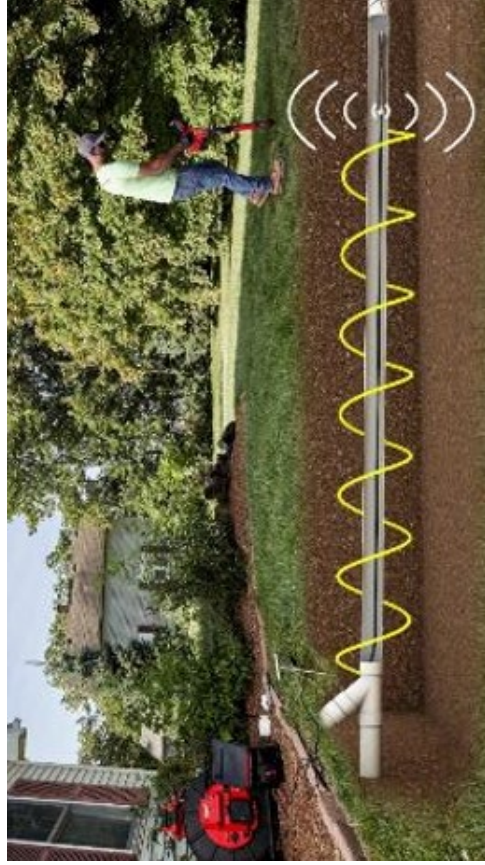
Can you better leverage technology? No.

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes, the Town staff is exploring with N6, opportunities for co-procuring the e-logs, and the sewer alarm sensors.

7. Other Comments / Gallery:



Hand held valve turning device



Pipe locator sonar



GEORGINA

Town of Georgina
22-CI-WAT-03
Capital Initiative

Title of Request:	Water System Mainline Valves, Fire Hydrants and Secondary Valve Rehabilitation Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-WAT-03
Division:	Environmental Services	Date: June 25, 2021
Budget Request:	\$ 100,000	Funding Source: Water/Wastewater Reserves

Project Description:

This annual program is for the management of water system underground assets. The program involves resources for asset condition assessment, asset rehabilitation and replacement. These projects are coordinated with the Town's annual Roads Resurfacing Program, Valve Management Program and Fire Hydrant Program and capital projects, to ensure that underground infrastructure is brought up to a state of good repair before any road work or above ground construction is undertaken. The Valve Management Program started in 2021 with the Valve Exercising Pilot Program, whereby about 30 to 100 valves are exercised and broken valves replaced.

1. Proposed Year of Initiative (Start date and End Date):

2022

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 and reduce risks of water disruptions, water leaks and replacement of assets in expensive emergency repairs.

Efficiency: By coordinating the Town's annual Roads Resurfacing Program, Valve Management Program, Fire Hydrant Program and capital projects, 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:

Goal 4: "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 areas. These appurtenances 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:

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			Capital (Cash Flow)*	
Expenditures:	Request		2022	2023
1. Rehabilitation Program	100,000		100,000	
Total Expenditures:	\$ 100,000	\$ -	\$	100,000
*Please note this is not a 10-year forecast. Do not include future project budget request.				

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 primarily for contracted services for repair, construction, purchase of parts and also included in the Request for Tenders, such as the identified roads resurfacing works.

Can you combine this initiative with other present functions? Yes. This program is planned and executed in conjunction with annual Roads Resurfacing Program, Valve Management Program, Fire Hydrant Program and capital projects.

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, for repair construction work, Town staff is working with N6 to explore possibility for a shared contract for construction and repair of water and wastewater works.

7. Other Comments / Gallery:





GEORGINA

Town of Georgina
22-CI-WAT-04
Capital Initiative

Title of Request:	Annual Water Meter Replacement Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-WAT-04
Division:	Environmental Services	Date: June 25, 2021
Budget Request:	\$ 150,000	Funding Source: Water/Wastewater Reserves

Project Description:

This multi-year program will replace approximately 400 residential water meters annually, which have reached the end of their life expectancy. This represents approximately 3% of all meters in the inventory (13,000+). The program was first started in 2018, and to date there has been over 1,000 meters 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. Our Water meters are reaching and surpassing this life expectancy. Water meters that reach their end of life expectancy become less accurate, and normally "under-read" leading to lost revenue, therefore have the potential to contribute to our water loss. Aged water meters are also more susceptible to leakage.

1. Proposed Year of Initiative (Start date and End Date):

Due to the contract renewal date. This would commence Q3 2022 and be completed by Q4 2022.

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

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

Growth: as the Town grows so does the number of water meters and accounts. A continuous change out program will constantly change out meters as soon as they reach their life expectancy of 20 years. Some of the original meters were installed in 1996/1997

Risk Management: If the 20-year-old + meters start to slow down they may not capture all the water that runs through them, this is a risk issue and will contribute to water loss. The other risk is that if we do not do a continuous changeout program then there is the possibility that in future if there is a major issue with the older meters a major capital item will be needed.

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

Strategic plan - Goal: Deliver Exceptional Service- Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- New meters with updated technology that benefits staff and the resident.
- Warranty on new meters
- Change out a small number of meters each year, instead of doing a major replacement in the years to come (major capital item)
- Limit water loss

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

- Based off the testing of the meters in 2018, potential increase of revenue due to more accurate readings (est. of 1-2% more accurate readings off the meters).
- 1-2% will be realized revenue for the next 20 years.
- Potentially less work orders that our contractor will have to attend going forward. (savings on the maintenance side).
- Reduced maintenance

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023
1. Water Meter Replacement	150,000		150,000	2023-31
2.				
Total Expenditures:	\$ 150,000	\$ -	\$	150,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

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.

7. Other Comments / Gallery:



Title of Request:	Public Water Tap Upgrades	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-WAT-05
Division:	Asset Management and Technical Services	Date: October 6, 2021
Budget Request:	\$100,000	Funding Source: Water/Wastewater Reserves

Project Description:

The Town currently owns and maintains four public water taps to supply Town water to the public. The four taps can be found in the following locations:

1. Boyer Road (west of Pine Post Road)
2. Kennedy Road (North of Metro Road)
3. High Street (North of Burke Street)
4. Black River Road (Black River Road at Park Road)

The intent of these taps, when originally installed, was to provide the public access to potable water for residents that had not yet connected to the municipal drinking water distribution system, and to provide access to treated water for residents living in rural areas. Recently, there have been numerous reports made by residents and Town Staff regarding commercial operators such as landscaping companies using the public water taps. This presents a potential hazard to the public system through cross-contamination due to non-potable water, fertilizers and possibly pesticides that may be in the equipment connected to the public tap. To address this, three of the public water taps were closed in October of 2021 (Boyer Road, Kennedy Road, High Street) and the Black River Road public tap was modified and left open for use until a long term solution could be put in place.

The Town also owns and operates one bulk water-filling station for commercial vehicles (tankers). The bulk water-filling station, located at the Environmental Services yard on Civic Centre Road, allows for automated, 24-hour access to potable water. Commercial users are required to

purchase this water through a pay-for-use system accessed with a pre-paid PIN number card. The bulk water-filling station is fully protected with backflow prevention devices. This bulk water station is coming to the end of its useful life and is currently due for replacement in 2023.

Staff are currently undertaking an engineering assessment to determine a long term solution for the public water taps and bulk water filling station. This project will implement the recommended long term solution resulting from this assessment.

The Town has not charged any fee for the supply of water to residents from the Public Water Taps. The intention is to implement an entirely User-Pay system for access to municipal treated water, similar to any other user of the system and the users of the Bulk Water filling station.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022-Q3 2022

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: To manage the Town's exposure to risk by having unmonitored stations and the potential for contamination of the water supply, and the loss of revenue from commercial vehicles using residential water taps instead of the pay-for-use bulk station available.

Efficiency: The replacement of the existing uncontrolled water taps will address the loss of revenue from commercial operators using residential water taps instead of the pay-for-use bulk station.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

To implement a long term solution for the dispensing of treated municipal water that will meet the needs of residents and commercial users in a safe and reliable manner.

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

Expenditures:	Budget: Request	Operating (Including Staffing) Annually	Allocation:		
			Capital (Cash Flow)*		
			2022	2023	2023-31
1. Contracted Services	100,000		100,000		
Total Expenditures:	\$ 100,000	\$ -	\$		100,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

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. We will be updating the current bulk water station card payment system.

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

7. Other Comments / Gallery:





GEORGINA

Town of Georgina
22-CI-SEW-01
Capital Initiative

Title of Request:	Rehabilitation of Sewage Pump Stations 1, 2, 7 & 8	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-SEW-01
Division:	Asset Management and Technical Services	Date: June 29, 2021
Budget Request:	\$ 270,000	Funding Source: Water/Wastewater Reserves

Project Description:

A condition assessment of sewage pump stations 1, 2, 7 and 8 was undertaken in 2021. Through this assessment, a number of items were identified within all four sewage pump stations that require rehabilitation in the short term planning window. This project is for the design, contract administration and construction for the work identified which includes items associated with mechanical, structural and site works components.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2022

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: Maintaining these discrete assets in a state of good repair ensures the reliability of these assets and reduces risk to the Town's infrastructure.

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

Priority 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Preserve and extend the service life wastewater infrastructure by managing risk and minimizing overall lifecycle cost through implementation of a sustainable rehabilitation and replacement program.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
			2022	2023
Expenditures:	Request			2023-31
1.Consulting and Contract Administration	45,000		45,000	
2.Contract Services	225,000		225,000	
Total Expenditures:	\$ 270,000	\$ -	\$	270,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-SEW-02
Capital Initiative

Title of Request:	Sewer Pumping Station Rehabilitation – Fuel System Upgrades	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-SEW-02
Division:	Environmental Services	Date: June 25, 2021
Budget Request:	\$ 200,000	Funding Source: Water/Wastewater Reserves

Project Description:

This project involves the implementation and construction upgrades for the fuel storage for standby generators at pumping stations.

The Town has two (2) water booster stations (WBS), and 18 sewage pumping stations (SPS) serving Town residents. Many of these 16 back-up power systems were built in the 1980s. Some of the older stations are not designed to comply with current Provincial and private standards such as TSSA and CSA standards.

In 2021, the Town completed the condition assessment of the fuel system improvements for the stations' emergency generators. These works are necessary to comply with the Technical Standards & Safety Authority (TSSA) document FS-219-2016, Fuel Oil Code Adoption Document, enforced under O. Reg. 213/01, which incorporate Ontario specific requirements form the Ontario Fire Code. From these stations, SPS 6 and 23 were prioritized for upgrades to their fuel storage systems. The preliminary cost estimates for these stations is:

Station #	Fuel System Rehab. Est. Cap. Cost
SPS# 6	\$93,990
SPS#23	\$87,920
TOTAL	\$181,910*

* Excluding contingency

1. Proposed Year of Initiative (Start date and End Date):
2022

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

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

Legislative: This project will bring high priority pumping stations into compliance with O. Reg. 213/01: Fuel Oil. Under Section 7 (1) of the regulation, it states that no distributor may supply fuel to a container or tank unless the supplier is satisfied that the installation of the appliances complies with the regulation, and unless the system has been inspected once in the last 10 years. This project will also ensure that the fuel and storage systems meet CSA B139-06, CSA B139-15 and related codes with a focus on the Fuel Storage systems and related auxiliary systems at each SPS.

Risk Management: This project will mitigate health and safety risks associated with the management of fuel at the Town's water and wastewater pumping stations.

Adopted Plan/Study: The rehabilitation of assets is a key component of Asset Management Regulation O. Reg. 588 and the Asset Management Plan Town staff are currently developing.

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

Goal 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- To ensure that the fuel and storage systems meet CSA B139-06, CSA B139-15 and related codes with a focus on the Fuel Storage systems and related auxiliary systems at each SPS.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023
1. Contract	200,000		200,000	2023-31
Total Expenditures:	\$ 200,000	\$ -	\$ 200,000	200,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. Deferring the request could result in increased health and safety risks for operators and Town's assets.

Is it more efficient to contract out the initiative? N/A.

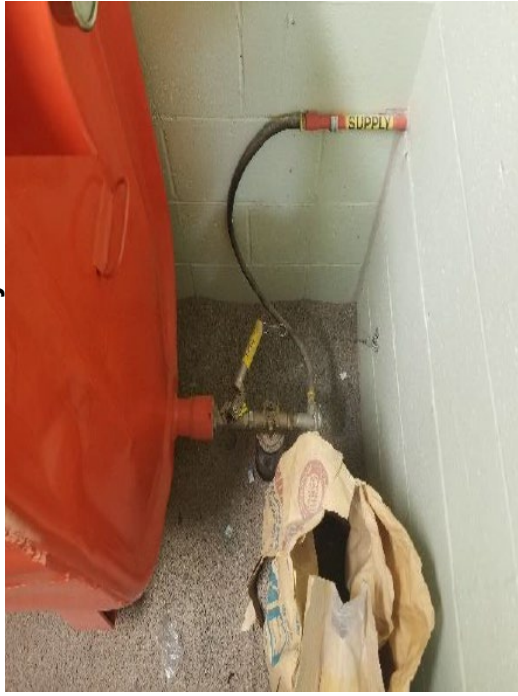
Can you combine this initiative with other present functions? No. The current Condition Assessment program for pumping stations does not consider SPS 6 and 23. The nature of the deficiencies for the fuel requires immediate attention. The upgrades do not involve structural work, which could be overlapping with future building condition assessment improvements.

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. Other Comments / Gallery:



SPS 7 – 517 Lake Drive S



GEORGINA

Town of Georgina
22-CI-SEW-03
Capital Initiative

Title of Request:	Inflow and Infiltration Study	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-SEW-03
Division:	Asset Management and Technical Services	Date: June 28, 2021
Budget Request:	\$ 150,000	Funding Source: Water/ Wastewater Reserves

Project Description:

Inflow and infiltration (I&I) occurs when groundwater and storm water enters the sewage system for treatment through illegal sump pump connections, downspouts or holes and cracks in sewer pipes. Left unmanaged, I&I reduces the capacity of the sewage system leaving less for existing residents and future growth and may cause sewage back ups in basements.

York Region, in partnership with its nine local municipalities, has implemented an Inflow and Infiltration Reduction Strategy that requires an overall reduction of I&I across the Region of 40MLD by 2031. As part of this target, the Region has implemented a local municipal target framework, identifying I&I reduction targets in each of the nine local municipalities to be achieved by 2026.

York Region has provided Town staff with priority areas of concern where I&I could be an issue. This business case is to undertake an I&I study to further pinpoint areas of high I&I flow and undertake additional monitoring and testing where required to come up with a rehabilitation workplan that can be implemented over the next five years to meet the Town's I&I reduction targets of 0.27 MLD as outlined in the Region's local municipal target framework.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2022

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: Identifying and addressing areas with high I&I in the Town's sewer infrastructure reduces the risk of sewer back ups, system overflows and damage to private and Town infrastructure.

Adopted Plan/Study: The Inflow and Infiltration Reduction Strategy has been developed by the Region and its nine local municipalities to reduce I&I across the Region by 40 MLD by 2031.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

To identify areas of concern in helping reduce I&I within the Town's sewer infrastructure system by the identified target amount in the Region's framework by 2026.

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

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
Expenditures:	Request		2022	2023
1. Consulting Services	150,000		150,000	2023-31
Total Expenditures:	\$ 150,000	\$ -	\$	150,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

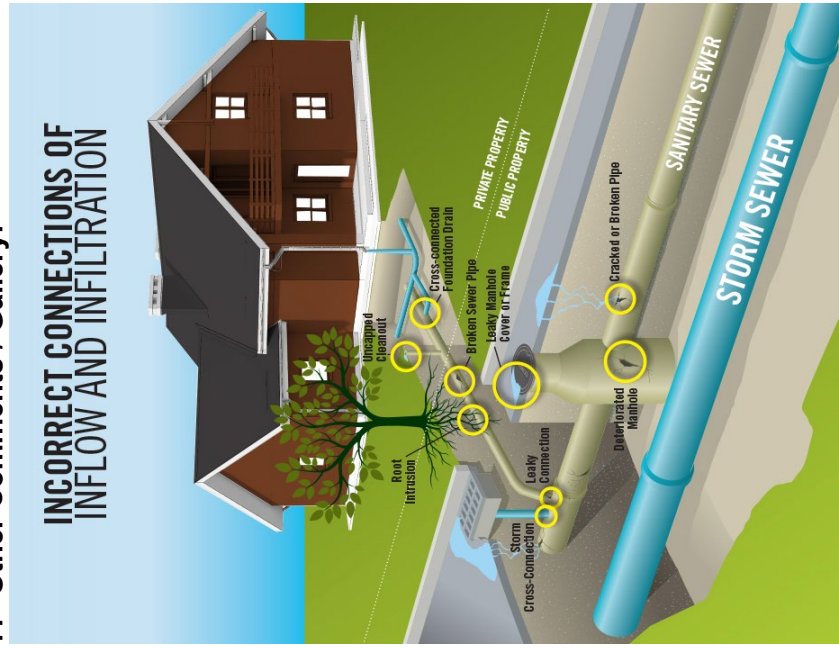
Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. Town staff will work with the Region to utilize monitoring data already collected by the Region.

7. Other Comments / Gallery:





GEORGINA

Town of Georgina
22-CI-SEW-04
Capital Initiative

Title of Request:	Condition Assessment of Sewage Pump Stations	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-SEW-04
Division:	Asset Management and Technical Services	Date: June 28, 2021
Budget Request:	\$ 160,000	Funding Source: Water/Wastewater Reserves

Project Description:

This project will undertake a comprehensive condition assessment of four (4) sewage pump stations.

A condition assessment is the planned process of inspecting and evaluating asset condition and performance to establish the current state of an asset as a means of prioritizing and forecasting maintenance and rehabilitation efforts. This process addresses risk, level of service requirements, legislative changes or policies, operational efficiency, and provides information to effectively manage assets throughout their lifecycle.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2022

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 of Georgina owns and operates 18 sewage pumping stations, which are considered core assets under Ontario Asset Management Planning Regulation 588/17. The condition assessment work is necessary to support preventative maintenance and rehabilitation planning for the pumping stations to ensure they remain in a state of good repair as required by O.Reg. 588/17.

Risk Management: Developing and implementing appropriate condition assessment practices ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.

Adopted Plan/Study: Town staff are in the process of developing an Asset Management Plan to ensure that the Town's core infrastructure assets are properly managed and maintained. Undertaking condition assessment of assets on a regular basis is an important part of asset management planning.

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

Priority 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

A comprehensive inventory and assessment of infrastructure will assist Town staff in identifying the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:				
1. Consulting Services	Request 160,000		160,000	2023-31
Total Expenditures:	\$ 160,000	\$ -	\$ 160,000	160,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-CI-SEW-05
Capital Initiative

Title of Request:	Linear Sewer Main and Maintenance Hole Condition Assessment Program	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 22-CI-SEW-05
Division:	Asset Management and Technical Services	Date: June 28, 2021
Budget Request:	\$ 200,000	Funding Source: Water/Wastewater Reserves

Project Description:

Sanitary sewer mains are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town has 185 km of gravity sewer mains, 17 km of force mains and over 2,500 maintenance holes in its linear sewer asset inventory. These assets play an important role in collecting sewage from residents and businesses and conveying it to the Region's collection system for ultimate management.

Condition assessment is a key step in the overall asset management process as it provides information necessary to identify, plan and prioritize maintenance and rehabilitation projects in a cost-effective manner. As part of the condition assessment program for sewer mains and maintenance holes, closed circuit television (CCTV) will be used to capture images of the inside of pipes and maintenance holes. These images will then be reviewed to determine the level of deterioration using a standardized coding format for classifying, evaluating and managing pipeline conditions to determine maintenance and rehabilitation requirements.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2022

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: Condition assessments provide data on the current infrastructure condition; how long it can be expected to last; and what the cost will be to rehabilitate or replace the asset when it comes to the end of its lifecycle. Understanding the condition of these core assets is integral to reducing the risk to the Town and allows for proper asset management planning.

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

Priority 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Updated condition data on the Town's sanitary sewer main asset inventory to be used for maintenance and rehabilitation planning.

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

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:	Request			
1. Contracted Services	200,000		200,000	
Total Expenditures:	\$ 200,000	\$ -	\$	200,000

*Please note this is not a 10-year forecast. Do not include future project budget request.

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery: