

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. CAO-2020-0005

FOR THE CONSIDERATION OF
COUNCIL

ON APRIL 22, 2020

(ORIGINALLY SCHEDULED FOR APRIL 8, 2020)

SUBJECT: Broadband Strategy and Action Plan

1. RECOMMENDATION:

1. That Council receive Report No. CAO-2020-0005 prepared by the Office of the CAO dated April 8, 2020 respecting the Broadband Strategy and Action Plan.
2. That Council endorse Attachment 1 to Report No. CAO-2020-0005 as the Town's Broadband Strategy and Action Plan.
3. That Council approve the direct purchase of services from Amedeo Bernardi Consulting Inc. to deliver Actions 2 and 3 in the proposed Broadband Strategy and Action Plan (Attachment 1) as well as conduct work related to preparing and administering broadband related funding submissions for the Town.
4. That Council approve an upper limit of \$35,000 for the work referenced in Recommendation 3 above, to be funded from the \$75,000 approved in the 2020 budget for a Broadband Strategy and Action Plan.

2. PURPOSE:

The purpose of this report is to seek Council endorsement of a proposed Broadband Strategy and Action Plan (Attachment 1), along with the approval of a direct purchase of consulting services and funding to allow for the implementation of the Plan.

3. BACKGROUND:

Fast and affordable internet connectivity for all has taken on a heightened level of importance in the face of the current global pandemic

Fast and affordable internet connectivity is a critical component of a community's infrastructure. And this need has been heightened more than ever as we experience the COVID-19 global pandemic. The requirement for social distancing has resulted in internet connectivity serving as a vital link to fully engaging and participating in society. It is also proving that internet connectivity is and will be essential for our economy moving forward. There is no doubt that a community's resiliency and ability to rebound quickly in the months and years to come will be directly linked to its level of access to fast and affordable internet

connectivity. In this regard, Council's decision to include the development of a Broadband Strategy as a key action in its 2019-2023 Strategic Plan will directly support the Town's ability to respond to the challenges ahead.

A significant amount of research, analysis and engagement has been conducted over the past five months

In advance of undertaking the development of a comprehensive Broadband Strategy, Council authorized the following steps to better define the direction for moving forward:

- October 2019 – secured a third-party expert Amedeo Bernardi Consulting Ltd. to assist Council with defining a broadband vision and set of directions for moving forward.
- November 2019 – administered an online resident/business survey regarding internet speed, pricing and overall concerns.
- November 2019 – conducted a workshop with the business community to explore connectivity, pricing concerns and business needs.
- November 2019 – conducted a preliminary analysis of the South Shore Community Broadband (SSCB) wireless network.
- December 2019 - January 2020 – Consultant held discussions with Internet Service Providers with regard to current and future plans in Georgina.
- January 2020 – Consultant prepared and distributed a Broadband Guidebook that outlined the current state of connectivity within Georgina as well as best practices in other municipalities.
- January – February 2020 – Consultant conducted one-on-one interviews and a workshop with Council to establish a connectivity vision and a general direction for moving forward.

4. ANALYSIS:

Council has set the future direction for broadband in the Town of Georgina

At a workshop held on February 12th, Council established the following directions as set out in Attachment 1:

- A vision for enhanced internet connectivity across the Town
- Guiding principles regarding the Town's role in achieving the vision
- Top priorities the Town should focus on
- The general direction for the South Shore Community Broadband (SSCB) network, and
- The desire to explore all available funding options.

The significant amount of research and engagement to date has allowed for the development of a Broadband Strategy & Action Plan much earlier than anticipated

The original plan was to undertake some preliminary research and engagement in late 2019 and early 2020 to prepare a terms of reference for the development of a comprehensive Broadband Strategy and Action Plan. However, we have been able to prepare the Broadband

Strategy and Action Plan earlier than planned (Attachment 1). This is due to the significant amount of analysis carried out, combined with the insight and expertise provided by the consultant as well as by Laura Bradley, General Manager of YorkNet.

The Broadband Strategy and Action Plan includes three key actions

The following set of actions has been recommended by the consultant based on the research and analysis conducted, along with the direction provided by Council:

1. Identification of a Broadband Champion to ensure sustained momentum
2. Issuance of a *Request for Information (RFI)* to formally engage Internet Service Providers (ISPs) on approaches for improving connectivity, with a report back to Council in Q3 2020 on recommended next steps informed by the RFI
3. Development of a set of broadband related policies and requirements including a dig once policy, enhanced connectivity criteria for new developments, and standardized processes/agreements for access to the South Shore Community Broadband (SSCB) network and municipal rights-of-way.

Completing the Strategy ahead of schedule places the Town in a stronger position to leverage senior level government funding

It is staff's understanding through the consultant that Provincial and Federal funding will become available, likely in the next several months. It's recognized that this timing could be impacted by the current COVID-19 situation. However, being in the fortunate position to now have a Broadband Strategy and Action Plan prepared, allows the Town to better position itself to obtain and leverage any upcoming funding.

The RFI process recognizes that the solution to enhanced internet connectivity across the Town requires multiple players, projects and funding sources

The RFI will solicit input from Internet Service Providers (ISPs) and other entities that may be interested in providing broadband services in line with the Town of Georgina's vision, guiding principles and top priorities.

The RFI would seek feedback from ISPs on:

- Leveraging the SSCB and YorkNet networks as well as existing ISP networks
- Implementing community WiFi in certain locations
- Potential joint pilot projects, and
- Maximizing Georgina's positioning to obtain federal and provincial broadband funding for the community.

Ultimately, the RFI will serve to map out the Town's path forward to enhancing Broadband connectivity across the community.

To maintain momentum, it is recommended that the Town continue to retain industry expert Amedeo Bernardi Consulting Inc. to help implement the actions

Amedeo Bernardi Consulting Inc. is an industry expert, who possesses significant knowledge and expertise in broadband initiatives, strategic planning, management advisory services, and Federal and Provincial funding applications. Over the past several months, Amedeo Bernardi Consulting Inc. performed the following work in support of the Town of Georgina's broadband initiative:

- Reviewed extensive materials pertaining to the current state of broadband in Georgina
- Reviewed and provided feedback on a speed test survey administered by Town staff
- Conducted interviews with several regional Internet Service Providers (ISPs) to better understand their current and future plans in Georgina
- Prepared a guidebook for Mayor and Council on the current state of connectivity in the Town and to help foster a consensus on the direction for moving forward
- Led one-on-one meetings with Mayor and Council
- Led a visioning workshop with Mayor and Council, and
- Prepared the proposed Final Report: Broadband Strategy and Action Plan (Attachment 1)

In the interest of maintaining continuity and momentum and to ensure we are in a strong position to take advantage of upcoming broadband funding opportunities, it is being recommended that we continue to retain Mr. Bernardi through this next phase to:


- Prepare the RFI and participate in the related review process
- Prepare a set of next step recommendations for Council (Q3, 2020) informed by the results of the RFI
- Prepare a comprehensive set of broadband related policies
- Prepare/administer applications for upcoming broadband related funding

Alternatively, the Town could issue a Request for Proposal (RFP) to retain the consulting services for the next phase. The RFP process will take approximately 3-5 months.

5. RELATIONSHIP TO STRATEGIC PLAN:


**This report serves to deliver a key action in the 2019-2023 Corporate Strategic Plan:
Develop a Broadband Strategy**

GROW
our economy




Objective: Increase employment and investment in our business community

- Refresh the Economic Development Strategy & Action Plan
- Refresh the Investment Attraction Strategy



Objective: Improve broadband and transportation connectivity

- **Develop a Broadband Strategy**
- Explore strategies to extend Hwy 404 north into Keswick Business Park
- Advocate for the 400/404 link



Objective: Promote Town identity

- Create a plan to strengthen Georgina's brand

6. FINANCIAL AND BUDGETARY IMPACT:

A total of \$165,000 has been allocated in the 2020 budget for broadband related purposes

Council approved \$75,000 in the 2020 budget for the development of a Broadband Strategy and Action Plan. In addition, \$90,000 continues to be set aside for broadband related purposes in the corporate reserve fund. This \$90,000 was initially set aside by Council in 2017 to leverage federal funding through the Region's Connect to Innovate (CTI) funding application. The request was for the federal government to match the \$90,000 to support upgrades to the Town's South Shore Community Broadband (SSCB) wireless network. With the focus of the funding stream being fibre optic infrastructure, Georgina did not receive any matching funding dedicated to improving the SSCB wireless network. The Region however was awarded \$2,000,000 in funding to install 'backhaul' fibre optic infrastructure across Georgina and to Georgina Island.

Staff are proposing to use an upper limit of \$35,000 of the \$165,000 to implement the recommended actions in the attached Broadband Strategy & Action Plan

Given the above, there is currently a total of \$165,000 (\$75,000 + \$90,000) set aside for broadband related purposes through the 2020 Budget. Through this report, staff are proposing to use an upper limit of \$35,000 to move to immediate implementation of the actions set out in the attached Broadband Strategy & Action Plan.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

There are no public consultation or notice requirements associated with this report.

The following public engagements were undertaken in 2019:

- October 15 (Udora) and November 20 (the ROC) - Public Information Sessions regarding Connect to Innovate Funding were conducted by YorkNet with the attendance of internet service providers to discuss potential connectivity options.
- November 25 – Broadband Workshop with Business community was conducted to gather information regarding the current state of connectivity in the Town of Georgina.
- November (month of) – administered an online resident/business survey regarding internet speed, pricing and overall concerns.

8. CONCLUSION:

Access to fast and affordable internet connectivity has taken on a heightened level of importance in the face of the current global pandemic. The ability of a community and its economy to be resilient and recover quickly in the coming months and years will depend directly on its quality of internet connectivity.

A significant amount of broadband related research, analysis and engagement has been conducted over the past five months. This combined with the insight and expertise of Amedeo Bernardi (consultant) and Laura Bradley (General Manager, YorkNet) has allowed for the preparation of the Broadband Strategy and Action Plan earlier than anticipated. As a result, it is being recommended that Council endorse the attached Broadband Strategy and Action Plan and approve the immediate implementation of the associated actions through allocating \$35,000 and the extension of the contract with Amedeo Bernardi Consulting Inc.

Immediate implementation will put the Town in a strong position to drive key connectivity enhancements for the Town's residents, and businesses, which will bolster our overall resiliency and capacity to respond to the challenges ahead.

In this regard, it is requested that Council approve the recommendations in Section 1 of this report.

Prepared by:

Recommended by:

Olga Lawton, PMP
Lead, Corporate Strategy

Shawn Nastke, RPP, MCIP
Head, Corporate Service Delivery Excellence

Approved by:



David Reddon
Chief Administrative Officer

Attachment 1 – Final Report: Broadband Strategy and Action Plan

Town of Georgina

Final Report: Broadband Strategy and Action Plan



**AMEDEO BERNARDI
CONSULTING INC.**

Attachment 1: Final Report: Broadband Strategy and Action Plan

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Introduction

The Corporation of the Town of Georgina has embarked on a journey that continues to define the current state of broadband throughout the community and to develop a Strategy and Action Plan aimed to achieve its broadband vision. The vision as established at the Council Workshop on February 12, 2020, asserts that:

“All businesses and residents should have access to affordable and reliable broadband connectivity options at the service levels they require based on technology advancements, private market forces and funding commitments from senior levels of government.”

This final report to Council outlines the steps that the Town has taken in determining their broadband vision and provides a series of next steps that will comprise its own Strategy and Action Plan to fulfill the vision over the coming years. The challenge of providing affordable and reliable broadband connectivity is a large one that many communities and regions across Canada have been working hard to achieve. As was stated during the Council Workshop, the economic and well-being benefits of broadband are real.

However, so too is the investment of both effort and money required to address any gaps Georgina might have. We know from the Connect to Innovate application process that while there was \$500 Million available, the program was oversubscribed in excess of \$4 Billion. Currently, estimates of Canada’s broadband gap vary from \$8 Billion and in excess of \$12 Billion depending on the data sourced.

Government funds alone cannot cover the needs of all Canadians. The Canadian Federal government declared its aspirational goal of 50 Mbps download and 10 Mbps upload. The Canadian Radio-television and Telecommunications Commission (“CRTC”) launched the second intake of its Broadband Gap Fund totalling \$750 Million. Georgina was unable to participate in this fund as the area was excluded from the minimum coverage parameters as set out by the CRTC’s mapping data. However, Innovation, Science and Economic Development Canada (“ISED”) has announced the Universal Broadband Fund (“UBF”) aimed at providing \$1.7 Billion and is set to launch in the coming months. Taken in combination with the yet as unknown provincial subsidies, there can be no doubt that the total will not come close to the low end of estimates.

BroadbandUSA is the National Telecommunications and Information Administration’s (NTIA) program in the United States that provides expert advice and field-proven tools for assessing broadband adoption, planning new infrastructure and engaging a wide variety of partners in infrastructure projects. BroadbandUSA states:

“A well-designed Community Broadband Roadmap documents a community’s strategic vision and goals, analyzes existing community resources and needs and guides the tactical plans to realize this vision. The benefits of developing a Community Broadband Roadmap extend far beyond developing a technology plan, business model or project plan. It helps identify new opportunities for partnerships and collaborations that can spur additional businesses, programs and economic growth. While robust Community Broadband Roadmaps may have

much in common, the best roadmaps reflect each community's unique priorities, resources, and needs.¹"

The Town of Georgina has made significant progress in creating its own roadmap and is now in the position to develop and implement its tailored Strategy and Action Plan to realize the strategic vision as set forth by Council. The Town has amassed a sizeable quantity of data and research as it has worked towards the Council Workshop. The process included the vital and fulsome engagement of Council, staff, community stakeholders, and regional service providers. This final report intends to recommend next steps that the Town of Georgina should consider as part of its Action Plan.

Background

Amedeo Bernardi Consulting Inc. ("Consultant") was retained by the Town to perform the following work in support of this project:

- Review materials pertaining to the current state of broadband in Georgina,
- Review and provide feedback on a speed test survey as administered by Town staff,
- Conduct interviews with several regional Internet Service Providers ("ISPs") to better understand their current and future service in Georgina and willingness to collaborate with the Town on enhancing connectivity,
- Prepare a guidebook for Mayor and Council in collaboration with the Town's Project Team,
- Lead a one-on-one with Mayor and Council following receipt of the guidebook,
- Lead a visioning workshop with Mayor and Council,
- Prepare a final report on the results of the Council Workshop, and
- Present the final report at a Council meeting on April 8, 2020.

Council Workshop

Agenda

The Council Workshop agenda was developed by the Project Team and the Consultant based on feedback received from the one-on-one sessions with Mayor and Council that at minimum, would achieve consensus on:

- A vision for enhanced internet connectivity across the Town,
- Guiding principles regarding the Town’s role in achieving the vision,
- A list of priorities the Town should focus on,
- The general direction for the South Shore Community Broadband (SSCB) network,
- The desire to apply for funding and for what specifically, and
- A general scope of work for a comprehensive Action Plan to be developed in 2020.

Attendees

The Council Workshop was held on February 18, 2020 in the Town of Georgina’s Council Chambers in a recorded, open session

<http://connectpro36955291.adobeconnect.com/pu8gasxjvsxo/>


The following were in attendance:

Margaret Quirk Mayor	Shawn Nastke Head of Corporate Service Delivery Excellence
Robert Grossi Deputy Mayor/Regional Councillor	Olga Lawton Lead, Corporate Strategy
Mike Waddington Ward 1 Councillor	Shawn Conde Manager, Information Technology Services
Dan Fellini Ward 2 Councillor	Rob Wheeler Director of Corporate Services / Treasurer
Dave Neeson Ward 3 Councillor	Rob Flindall Director of Operations & Infrastructure
Frank Sebo Ward 4 Councillor	Karyn Stone Manager of Economic Development
Dave Harding Ward 5 Councillor	Sean Columbus Economic Development Officer
Dave Reddon Chief Administrative Officer	Laura Bradley General Manager, YorkNet
Ryan Cronsberry Deputy CAO	Amedeo Bernardi President, Amedeo Bernardi Consulting Inc.

Attachment 1 – Final Report: Broadband Strategy and Action Plan


Process

The Consultant led Mayor and Council through a workshop session that presented the summarized input collected from the one-on-one sessions. Staff was in attendance to provide support and additional information as required to ensure that Mayor and Council were fully informed at each phase. The workshop content is presented below:




Council Workshop

Broadband Strategy & Action Plan
February 12, 2020
Council Chambers



Overview of the session

- Democratic dot voting exercise
- 5-10 Year Internet Connectivity Vision for Georgina
- Choose Guiding Principles that Align with the Vision
- Identify the Top 3 Immediate Priorities
- General Direction on the Future of South Shore Community Broadband
- Funding Options
- Direction of Strategy and Action Plan
- Next Steps
- Closing remarks



Define 5-10 year Connectivity Vision for Georgina

Allotted time: 20 minutes


Instructions:

Step 1: Review draft Vision Statements

Step 2: Vote for your preferred Vision Statement:

- ✓ Dot stickers in your package
- ✓ Use 1 dot – pick most preferred statement

Step 3: Council to provide thoughts/comments on the selected Vision Statement.




5-10 year Connectivity Vision for Georgina
(20 minutes – 1 dot – pick one statement)

VISION: What do you want to do with broadband, what do you want to accomplish?

Our connectivity vision for Georgina is:

- All businesses and residents have access to affordable and reliable broadband connectivity options at the service levels they require.
- All constituents (regardless of location) have access to broadband for health, work and education.
- Connectivity should be available to everyone in the next 5-10 years, based on technology advancements and private market forces.
- Access to high speed Internet at competitive rates to drive Economic Development.



Choose Guiding Principles that Align with the Vision
(30 minutes – 5 dots - pick up to five statements)

Allotted time: 30 minutes


Instructions:

Step 1: Read through and identify statements that you would like to select

Step 2: Select up to 5 statements and put your dots beside them

- ✓ You can place more than one dot beside a statement

Step 3: Council to provide thoughts/comments on the top 5 Guiding Principles.




Choose Guiding Principles that Align with the Vision
(30 minutes – 5 dots - pick up to five statements)

GUIDING PRINCIPLES: The approach to be used to guide an organization to achieve the Vision.

The way we will achieve the Vision is to:

- Leverage private public partnerships - form partnerships with service providers and seek private investments.
- Earmark reserve funds so to leverage external funding opportunities.
- Leverage our SSCB infrastructure.
- Leverage the 100+km of YorkNet fiber infrastructure.
- Not become a competitive ISP or compete with the private sector.
- Set realistic expectations: cannot provide the same level of service in the rural area as in urban area.
- Rely solely on the private sector and market forces to provide connectivity options.
- Partner with neighbouring municipalities and First Nations.
- Facilitate communication campaign to ensure that residents and business are aware of the existing options.
- Establish policies to promote broadband deployment such as Dig Once and shared infrastructure.

Attachment 1: Final Report: Broadband Strategy and Action Plan

 **Identify the Top 3 Immediate Priorities**
(20 minutes – 3 dots – pick up to three statements)

Allotted time: 20 minutes


Instructions:

Step 1: Read through and identify priority statements that you would like to select

Step 2: Select up to 3 priorities and put your dots beside them

✓ You can place more than one dot beside a statement


Step 3: Council to provide thoughts/comments on the Top 3 Immediate Priorities.

 **Identify the Top 3 Immediate Priorities**
(20 minutes – 3 dots – pick up to three statements)

PRIORITIES: What are the immediate priorities? All underserved areas, only residential, only business, rural business, only for municipal needs, and/or Community Wi-Fi?

Our top priorities are:

- Provide enhanced broadband access to underserved areas, whether business and/or residential.
- Connectivity for all residents (e.g. education, healthcare, telework, etc.) allowing them to participate fully in the digital world.
- Leveraging broadband to foster economic development; business attraction, expansion, retention.
- Enhanced rural connectivity for businesses, including agricultural operations to leverage the digital world.
- Connectivity for the Town of Georgina's municipal needs.
- Provide Community Wi-Fi, including in libraries, tourist destinations and other public facilities.

 **General Direction on the Future of South Shore Community Broadband**
(25 minutes – 2 dots – pick up to two statements)

Allotted time: 25 minutes


(Rob Wheeler to provide a brief update on demand for Internet services by the Town)

Step 1: Read through and identify statements that you would like to select

Step 2: Select up to 3 statements and put your dots beside them


✓ You can place more than one dot beside a statement

Step 3: Council to provide thoughts/comments on the top three statements?


 **General Direction on the Future of South Shore Community Broadband**
(25 minutes – 2 dots – pick up to two statements)

We will leverage the SSCB network in the following manner to achieve the Vision:

- Maintain infrastructure for Town's business continuity and internal needs.
- Town continues to be an Internet Service Provider (ISP) for residents and businesses having minimal to no connectivity options.
- Explore leasing existing towers (colocation) to private service providers to deliver last mile service to residents and businesses, and potential tower enhancements based on a sustainable business plan.
- Sell the network and infrastructure (with the exception of those portions required for municipal operations).

 **Funding Options**
(15 minutes – discussion only)

- Pursue government funding, even where cost-sharing arrangements are required.
- Leverage our SSCB infrastructure as in-kind contribution.
- Require private contribution in challenging areas.
- Pursue Private-Public-Partnership (P3) model (e.g. cost share with ISP).
- Partnerships with neighbouring municipalities.
- Explore tax levy options (e.g. local improvement charge).

 **Direction of Strategy and Action Plan**
(25 minutes)

We've established a direction:

- Vision Statement
- Guiding Principles
- Top 3 Priorities
- General Direction for SSCB

Results

Council proceeded to cast their votes for their preferred statements on each subject as detailed above in the "Process" section. Votes were tallied and the statements were then prioritized. Council was given time to reflect on the results and their comments were solicited to ensure their input was accurately reflected. Following the roundtable discussions, revisions were made as necessary and consensus was eventually obtained on each topic.

Notably, it was decided that all funding options would remain open to provide maximum flexibility in ensuring all options are considered in the future. The results are noted below:

VISION

All businesses and residents should have access to affordable and reliable broadband connectivity options at the service levels they require based on technology advancements, private market forces and funding commitments from senior levels of government.

GUIDING PRINCIPLES

The way we will achieve the Vision is to:

1. Leverage private public partnerships - form partnerships with service providers and seek private investments.
2. Establish policies to promote broadband deployment, such as Dig Once and shared infrastructure.
3. Earmark reserve funds so to leverage external funding opportunities.
4. Leverage our South Shore Community Broadband (SSCB) infrastructure.
5. Leverage the proposed 100+km of YorkNet fiber infrastructure.
6. Partner with neighbouring municipalities and First Nations.
7. Not become a competitive ISP or compete with the private sector.

TOP PRIORITIES

1. Connectivity for all residents (e.g. education, healthcare, telework, etc.) allowing them to participate fully in the digital world.
2. Leveraging broadband to foster economic development; business attraction, expansion, retention.
3. Provide Community Wi-Fi, including in libraries, tourist destinations and other public facilities.
4. Connectivity for the Town of Georgina's municipal needs.

DIRECTIONS FOR SOUTH SHORE COMMUNITY BROADBAND (SSCB)

We will leverage the SSCB network in the following manner to achieve the Vision:

1. Maintain infrastructure for Town's business continuity and internal needs.
2. Explore leasing existing towers (colocation) to private service providers to deliver last mile service to residents and businesses, and potential tower enhancements based on a sustainable business plan.

FUNDING

1. We will leverage the SSCB network in the following manner to achieve the Vision:
2. Pursue government funding, even where cost-sharing arrangements are required.
3. Leverage our SSCB infrastructure as in-kind contribution.
4. Require private contribution in challenging areas.
5. Pursue Private-Public-Partnership (P3) model (e.g. cost share with ISP).
6. Partnerships with neighbouring municipalities.
7. Explore tax levy options (e.g. local improvement charge).

Recommended Actions

The Town of Georgina completed a significant amount of research and analysis leading up to the Council Workshop. This included community and business consultations, a speed test survey, analysis of SSCB infrastructure and the preparation of the guidebook. The process also included the vital and fulsome engagement of Council, staff, community and business stakeholders, and regional Internet service providers forming critical components of the Strategy itself.

The next step of the process was to retain a consultant to develop a comprehensive Broadband Strategy and Action Plan. However, with this deep and rich repository of information, it is our opinion that the Town should consider advancing directly to a tactical Action Plan.

There is also another factor that weighs into this recommendation – **new government broadband funding programs are imminent**. The Province of Ontario is set to introduce a broadband fund through the Ministry of Infrastructure, likely in the next several months. Furthermore, the Universal Broadband Fund has been advertised with an available \$1.7 Billion in support. **Time is of the essence** as communities and regions across the country, along with the service providers will begin to ready themselves to access the limited funding pools.

The Town should address the gaps it has in its data set through a shorter-term action plan in 2020 that will increase the potential for the community to be positioned to take part in the upcoming wave of funding. While it may not participate directly in such applications, the completion of the Action Plan, coupled with the new vision and guiding principles will at least indicate to service providers and possibly neighbouring regions alike that Georgina is aligned and ready to continue along its broadband roadmap.

The following pages outline the elements that, in combination form a prioritized Action Plan for the remainder of 2020.

