

2025 BUDGET

WORKING
TOGETHER TO
INCREASE
HOUSING SUPPLY



GEORGINA



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A message from the Mayor

It's been another year of tremendous growth and change in Georgina. We opened the new Multi-Use Recreation Complex and it has been a tremendous success with the community. Construction is now underway on the replacement Civic Centre which will provide for the Town's staffing and public needs today and for the future.

I am pleased to present a budget that invests in our public services and provides good value for your tax dollar. There are a number of exciting new projects in the 2025 budget, including a development tracking solution, the design for a new fire hall in south Keswick, new parks, and commitments to address housing shortages and homelessness.

The Town took an important step in advancing health care in the community by entering into a Memorandum of Understanding (MOU) to formalize a collaborative relationship with Southlake Regional Health Centre and Northern York South Simcoe Ontario Health Team. The MOU will help advance the delivery of a distributed model of health care that would provide improved access, better patient experiences and help to address health equity issues within our community.

The budget process is a huge undertaking every year, with input from staff, Council and residents. Understanding our community's priorities is vital because, for myself and my Council colleagues, advocating for your needs is our most important job.

A tremendous amount of time and hard work has gone into the 2025 budget to ensure we are focusing our resources to continue to build a strong community. I want to thank my Council colleagues, the senior leadership team and Town staff for their hard work on this budget. I also want to acknowledge our residents who participated in the budget process and provided valuable feedback. By continuing to work together, we can ensure a strong future for Georgina.



Margaret Quirk
Mayor

A message from the CAO

The Town of Georgina's 2025 budget sets out our objectives and reinforces the organization's sound approach to public finances. We are committed to investing in the community's future while providing value to our residents and businesses.

The Town is always looking to reduce costs and create more efficient processes. Our overarching goal is to provide value for tax dollars, respect taxpayers' money and deliver quality customer service to our residents, businesses and visitors.

There are numerous projects underway, from road repairs and road construction to parks repair and water service replacements. We continue to invest in capital infrastructure and delivery to support the Town's growth and to attract new businesses.

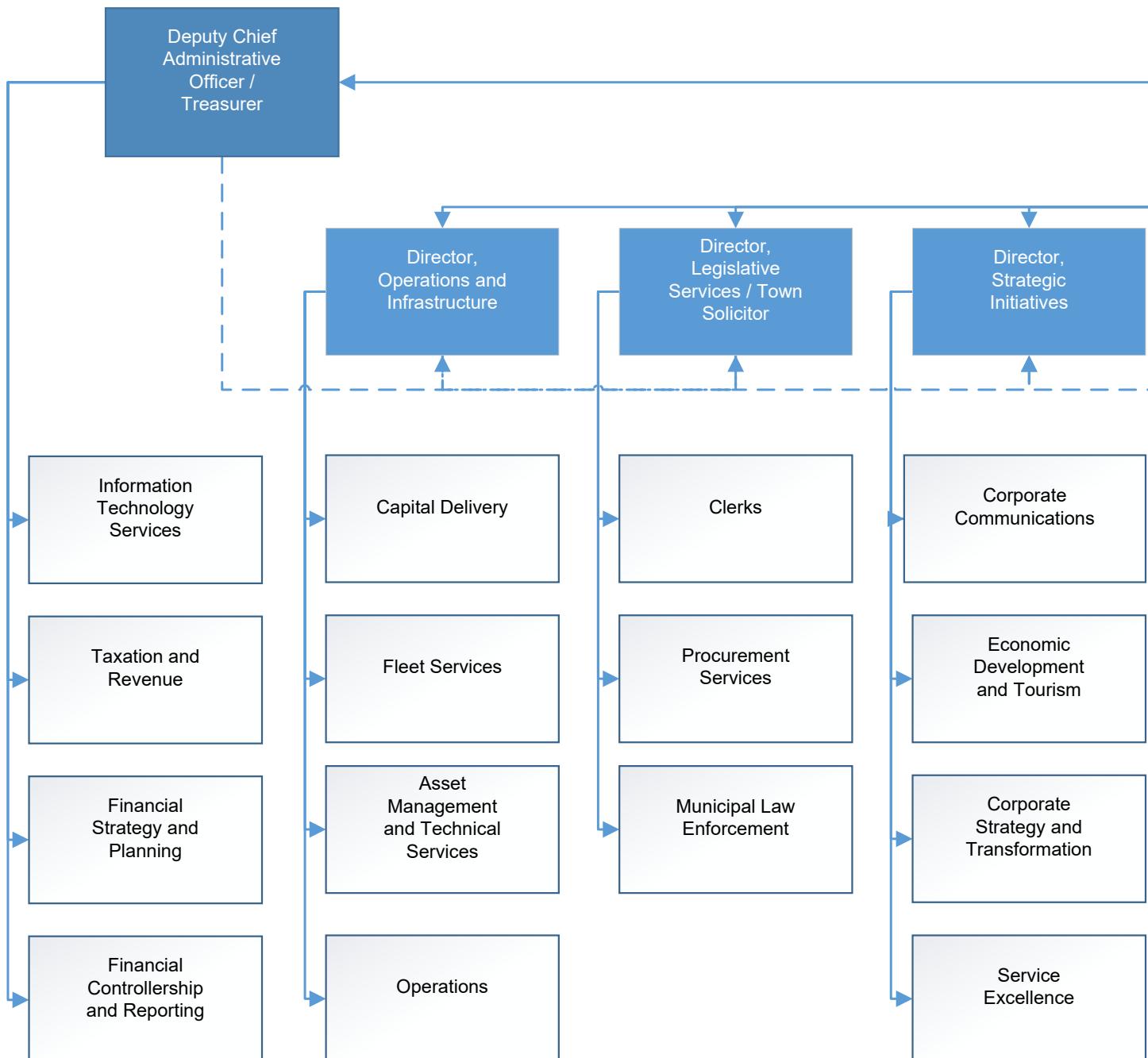
In 2024, the Town received the Distinguished Budget Presentation Award – the most prestigious award in government budgeting – from the Government Finance Officers Association (GFOA). Achieving this award reflects the Town's commitment to investing in the community's future while providing the most value to residents and businesses. The Distinguished Budget Presentation Awards Program recognizes municipalities that prepare budget documents at the highest quality reflecting both the guidelines established by the National Advisory Council on State and Local Budgeting, and the GFOA's best practices.

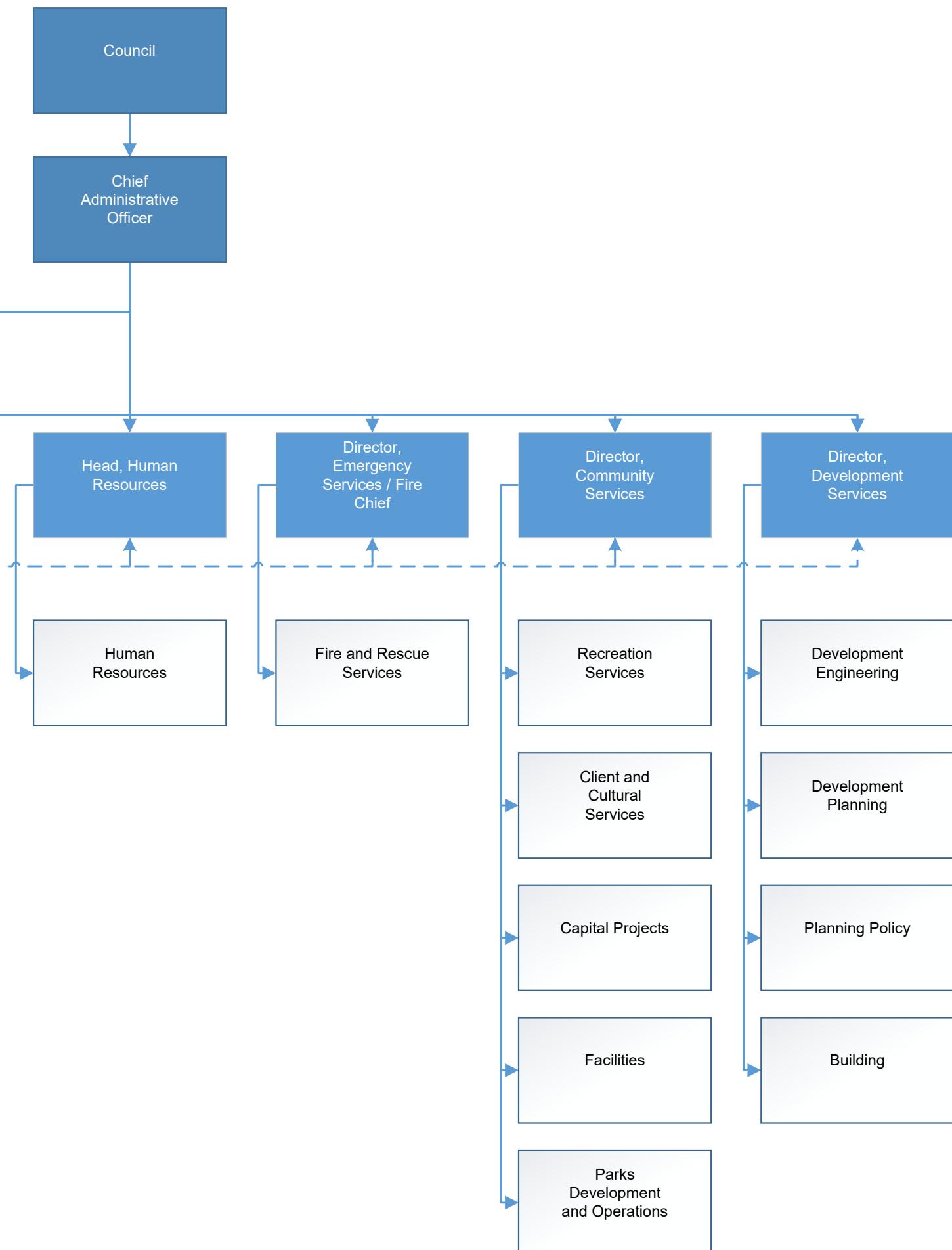
I want to thank the residents who participated in the budget process this year by completing the survey and attending the public information session – thank you for being part of the engagement process. The budget is a team effort. I am very proud of our Senior Leadership Team and staff who work hard to create a vibrant and welcoming community.

Ryan Cronberry
CAO



Organizational chart







Town of Georgina Organizational structure

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

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

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

Mayor Margaret Quirk

Regional Councillor - Naomi Davison

Ward 1 Councillor - Charlene Biggerstaff

Ward 2 Councillor - Dan Fellini

Ward 3 Councillor - Dave Neeson

Ward 4 Councillor - Dale Genge

Ward 5 Councillor - Lee Dale

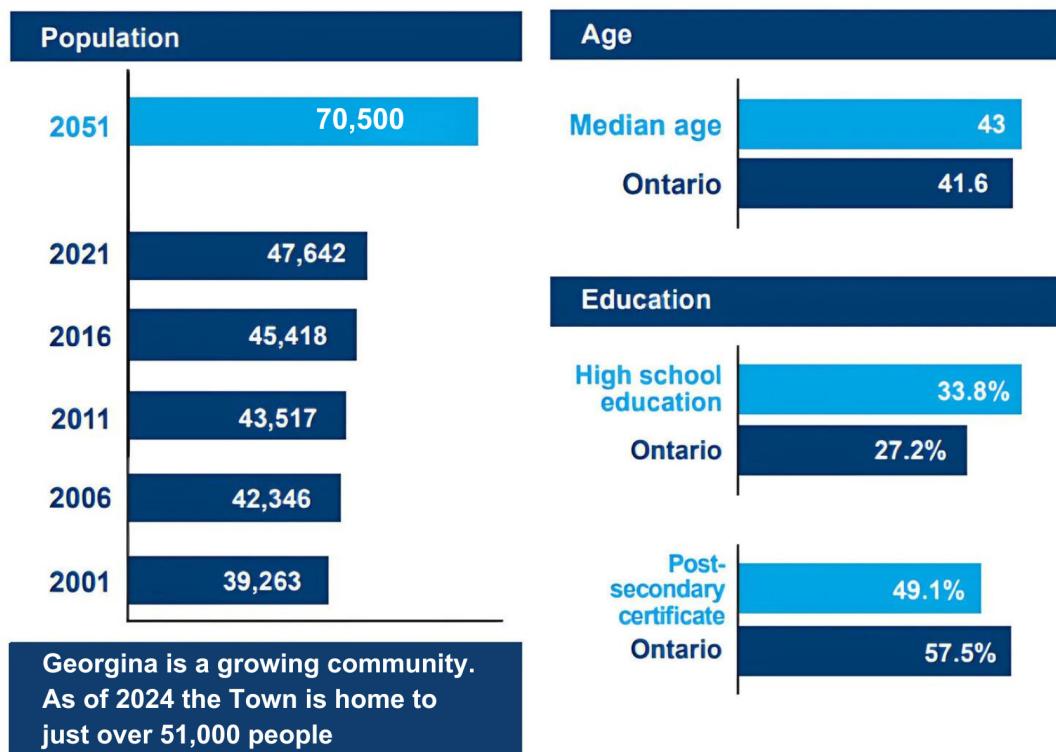
As the Town of Georgina continues to grow and evolve, the organizational structure remains flexible to respond to the needs of the community as staff work together to deliver on Council's priorities and the shared commitment to service excellence.

The Town of Georgina is made up of a variety of departments, divisions and sections:

Mayor and Council	Fire and Rescue Services
Chief Administrative Officer	Legislative Services
Deputy Chief Administrative Officer	Operations and Infrastructure
Community Services	Public Library
Development Services	Strategic Initiatives

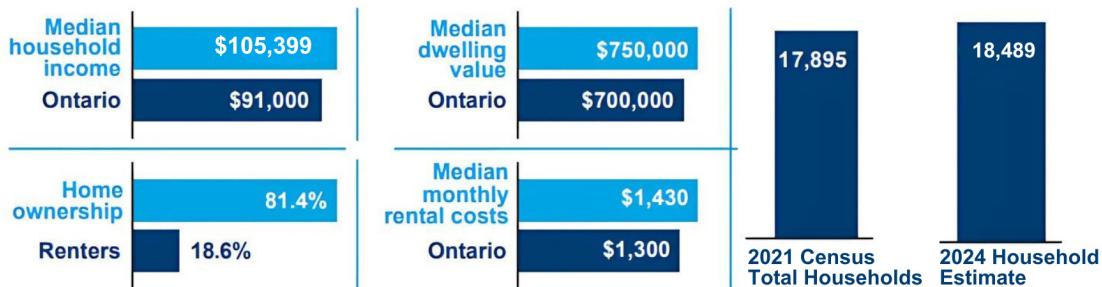
Population and demographics

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



Household and earnings

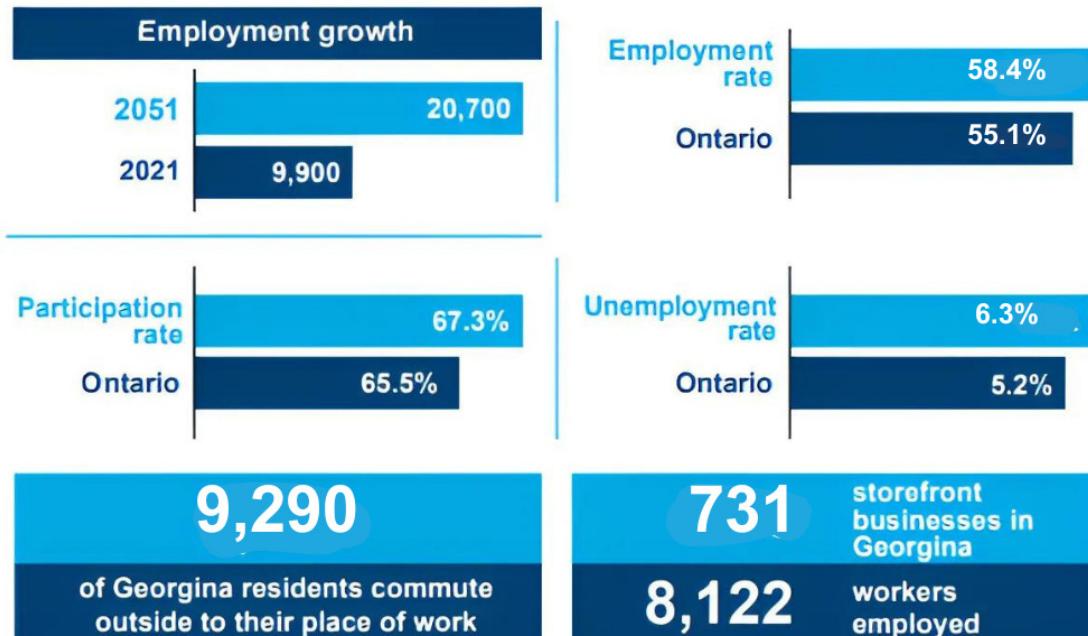
76.5 per cent of Georgina's population spend less than 30 per cent or more of total income on shelter costs, with 23.5 per cent spending more than 30 per cent (compared to 75.8 per cent and 24.2 per cent, respectively, in Ontario).



Labour force and local economy

Georgina's top five employment sectors:

1. Accommodation and food services
2. Retail trade
3. Health care and social assistance
4. Arts, entertainment and recreation
5. Educational services



About this document



Developing the budget is a significant undertaking that involved many Members of Council and Town staff, and public consultation. Thanks and appreciation are extended to the following for their efforts in 2024:

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

Assumptions

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

Basis of budgeting

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

Release dates

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

- Proposed budget to be released to Council, the Clerk and the public on Nov. 5, 2024
- Budget report to be included on Nov. 6, 2024 Council agenda by addendum
- Council budget deliberations on Dec. 3 and Dec. 4, 2024
- Final budget will be deemed adopted at the end of the legislated timelines, unless shortened by Mayor and Council

Accessibility

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

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

905-476-4301
info@georgina.ca

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Georgina for its annual budget for the fiscal year beginning Jan. 1, 2024.

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

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

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

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

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

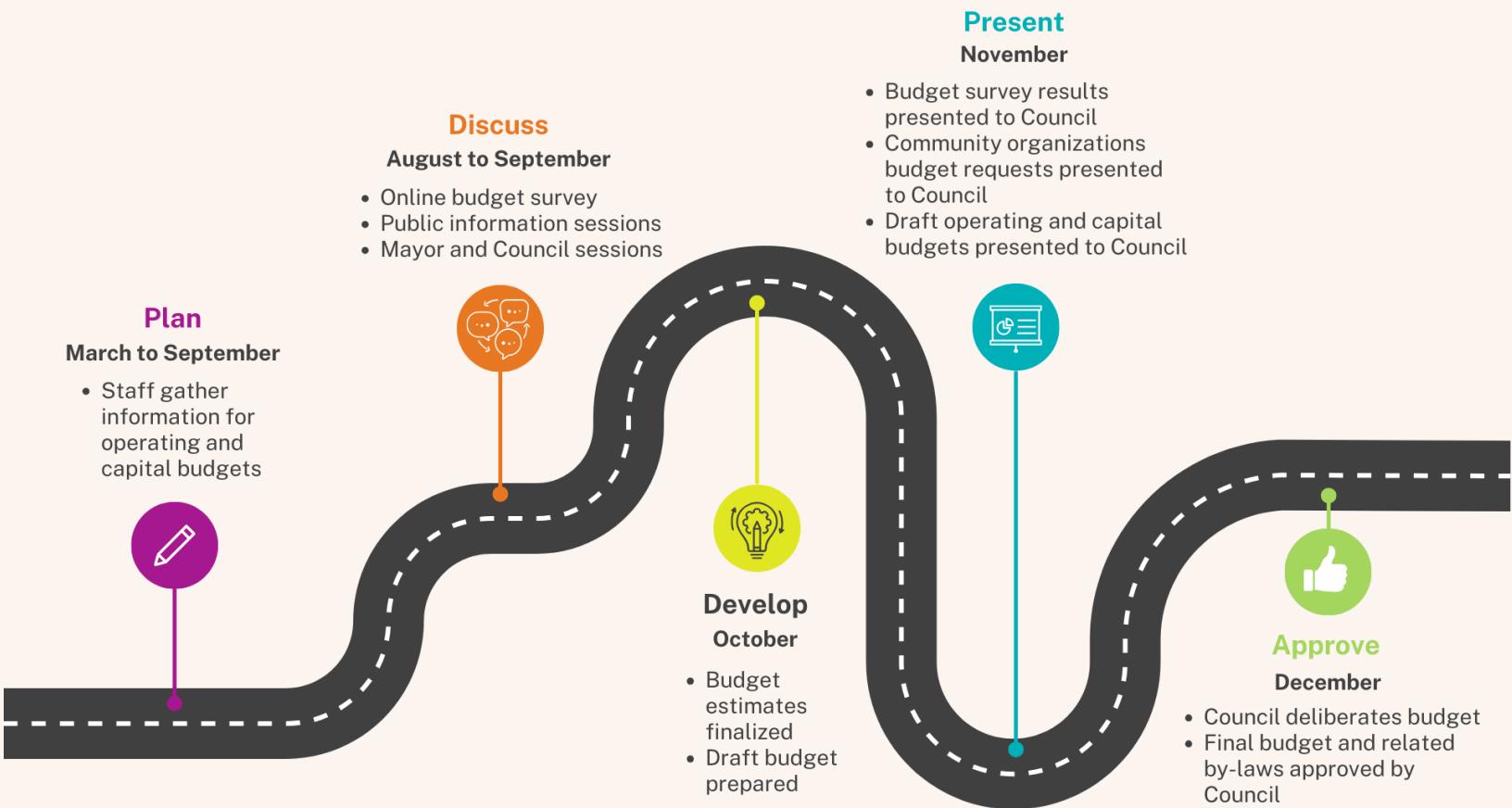


Budget roadmap

In 2023, the Town unveiled Georgina's Game Plan, the 2023-2027 Corporate Strategic Plan. It outlines the priorities for the organization, ensuring a common direction and purpose for Council and staff over the next four years. The budget is focused on the delivery of core municipal services and achieving the Corporate Strategic Plan.

The annual budget process is lengthy. Town management and staff started to work on the 2025 budget as early as March 2024. In the initial stages of the budget process, staff gathered information, analyzed financial trends and considered the economic climate. In the summer and early fall months, there was a public survey and two public information sessions. All of this information was then taken into consideration when the final budget was consolidated in October.

Council endorsed the process and timetable for the budget deliberation early in the year, setting Dec. 3 and Dec. 4, 2024, as Special Council meetings for budget deliberations. To allow sufficient time to review and provide feedback on the proposed budget, copies were released on Nov. 5 for Council and public review.





What makes Georgina great

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

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

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

Physical features

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

Economy

- The Town has designated 550 acres on the east side of Woodbine Avenue at the Highway 404 extension for the development of a business park. Panattoni Development Company Canada is currently developing more than 200 acres, making it one of the largest development opportunities within an ideal distance of Toronto.
- Georgina is dedicated to facilitating local economic growth and prosperity, and to ensuring that the infrastructure and development policies are in place to provide for a healthy community, that meets the social, economic and cultural needs of the residents and business owners.
- Georgina is home to 1,094 businesses with employees.

Population and demographics

- Population of 47,642 [Census 2021] – a 4.9 per cent increase from 2016.
- Georgina residents speak more than 106 different languages [Census 2021]

Attractions

- Georgina Pioneer Village and Archives
- Multi-Use Recreation Complex (MURC)
- Stephen Leacock Theatre of Performing Arts
- The Georgina Centre for Arts and Culture
- The ROC, York Region's Adventure Headquarters
- Waterfront parks



Vision, mission and values

Vision

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

Mission

To promote a high quality of life for our community through the delivery of exceptional services, inclusive engagement and a commitment to support a thriving economy and sustainable environment.



Values

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

Excellence: We strive to go the extra mile.

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

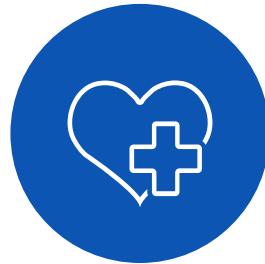
Teamwork: We achieve our goals together.

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

Resilience: We can adapt to whatever comes our way.



Advancing health care in Georgina



On June 27, 2024, the Town of Georgina entered into a Memorandum of Understanding (MOU) to formalize a collaborative relationship with Southlake Regional Health Centre (Southlake) and Northern York South Simcoe Ontario Health Team (NYSS OHT) to advance the delivery of a distributed model of health care that would provide improved access, better patient experiences and help to address health equity issues within our community.

Central to the MOU is the pursuit of a new health-care facility in Georgina to provide a suite of services based on the most pressing needs of residents and the broader community.

The MOU establishes a commitment to develop health facilities and expand health and wellness programs/services within Georgina and focuses on five areas for collaboration:

Health facilities and resources

To increase access to care through the development of a new facility, resources and expanded use of existing spaces

New and expanded health and wellness programs

To improve health equity by increasing access to inclusive, evidence-informed programs and services

Advocacy and community/partner/provider engagement

To collaboratively pursue and advocate for support and investments from funders and decision-makers at all levels of government

Data sharing

To inform shared pursuits that leverage each organization's information and insights, while upholding all applicable privacy requirements

Research and innovation

To explore joint partnerships with academic institutions to bolster research that advances knowledge and standards for leading edge care

A dedicated project lead at Southlake will oversee the MOU's administration to help implement and advance shared goals through an investment of up to \$210,000 by the Town. To learn more, visit georgina.ca/HealthCare.



Housing and homelessness



The Town took steps in 2024 to address housing challenges in the community. Bill 23, the More Homes Built Faster Act, 2022, the province set out specific housing targets for municipalities. In 2023, the Town made substantial progress towards meeting its housing target – breaking ground on a total of 419 housing units. Through the Building Faster Fund, the province provided \$1.5M in funding, which will help the Town reach its shared goals with the province, York Region and developers for increasing housing supply, attainability and affordability within the community.

Homelessness is a significant challenge throughout York Region and in Georgina. In March 2024, a Special Council meeting was held on affordable housing and homelessness. Council heard from experts including representatives from York Region, local agencies including Inn from the Cold (also representing Routes and the Georgina Community Food Pantry), Blue Door, the Salvation Army, the United Way of Greater Toronto, and the Northern York South Simcoe OHT. The Special Council meeting provided an opportunity to share information and ideas about how to ensure all Georgina residents are adequately housed.

As a result of the presentation and discussion, Council passed a resolution designed to further this spirit of collaboration. The Strategic Initiatives Department and other Town staff were directed to work together with regional and not-for-profit partners to tackle frontline issues for people dealing with housing insecurity. Staff are also generating policy and planning ideas to ensure the Town encourages the development of both affordable housing projects in the short and long term.



Replacement Civic Centre

A groundbreaking ceremony for the replacement Civic Centre was held on June 13, 2024. Construction is underway on the building that will be located near the current Civic Centre.

The Replacement Civic Centre contract was awarded to Maystar General Contractors Inc. in May. The new building was designed with accessibility, sustainability and energy efficiency in mind to create a functional space for staff and residents both now and in the future.

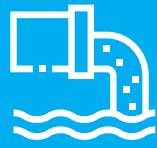
The overall project budget was approved by Council at \$54.1M. This budget accounts for the new building and demolition of the current Civic Centre, effective taxes, design and contract administration, all furniture, fixtures and equipment including AV and IT, all past site testing, surveying and consultant reporting, future testing and commissioning as well as contingency funds.

The process of building a new standalone Civic Centre started in March 2018.

To learn more about the replacement Civic Centre, visit georgina.ca/CivicCentre.



October 1958



Stormwater rate

A stormwater rate charge is a reliable and sustainable approach to ensuring a community's environmental and growth concerns may be handled in a financially responsible way. While water and wastewater charges are related to potable water, a stormwater charge is levied to help maintain aging infrastructure related to management of runoff from rain and snowmelt.

On April 24, 2024, Council approved the general revenue approach as the funding option for stormwater. The Town introduced a new stormwater management charge on the 2024 final property tax bill. It will fund and support the stormwater system, which protects property and the environment from flooding and erosion, and poor water quality. The separate stormwater charge is for all residential, commercial and industrial properties. Stormwater initiatives will no longer be funded through general property taxes.

What is stormwater?

Stormwater is water that comes from rain and melted snow that flows over property and into the storm drains, culverts and ditches. Along the way, the stormwater picks up debris and pollutants from urbanized and rural sites that enter the storm drains and watercourses. The disruption to the natural hydrologic water cycle also means the stormwater runs off quickly into storm drains and systems, and then to our lakes and rivers, which can lead to flooding, and other environmentally damaging effects.



The Keswick business park continues to develop

The 404 Logistics Park broke ground in October 2022 starting with Phase 1, which consists of three buildings. Occupancy of the first 370,000 square foot building is expected in the fall of 2024. The first tenant will be located at the north end of the building and will occupy approximately 52,000 square feet.

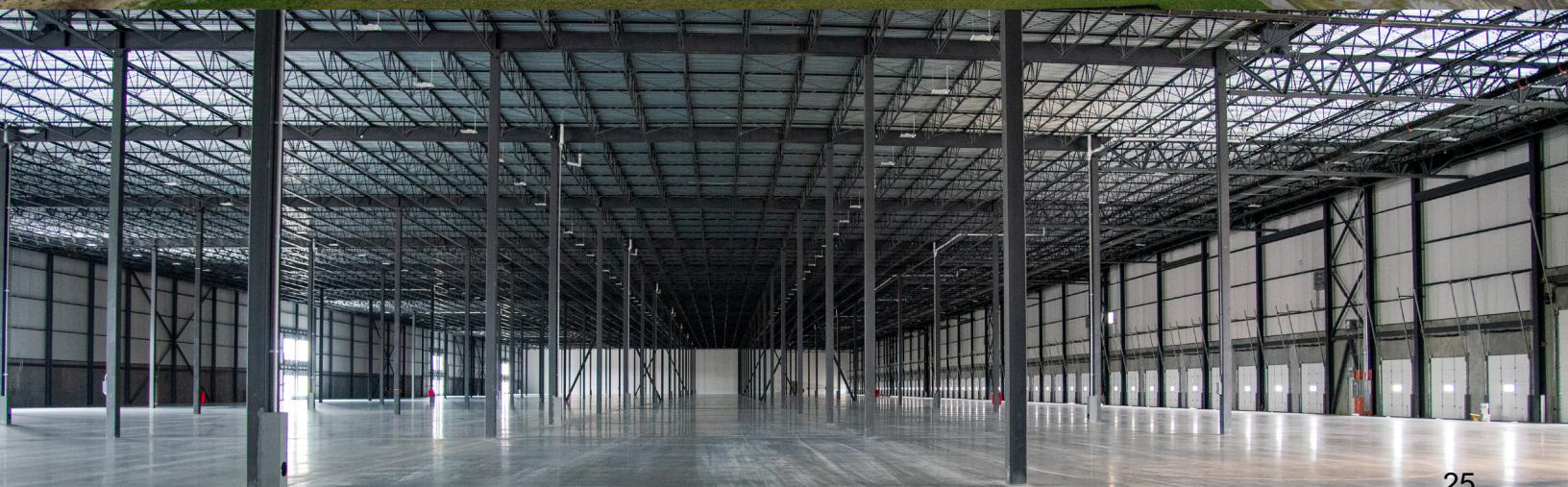
The 200+ acre park includes the potential for eight buildings and a naturalized trail system along the Maskinonge River that will be constructed as the development proceeds.

Development Services and the Economic Development Office continue to work with Panattoni Development Company to move through the approvals required to complete Phase 1. With the completion of Phase 2 and 3, the Logistics Park will create more than 1,000 jobs.

Other land parcels within the 500-acre Keswick Business Park will accommodate a variety of industrial and institutional business operations as well as small-scale commercial uses, including 50 acres being developed by a transportation company moving its operations from the southern Greater Toronto Area (GTA)

and another 50 acres by Canadian Life Science and Technology Park, a first-of-its-kind park in Canada. The remaining acreage is privately owned, and staff are in discussion with some of these lands to review opportunities.

Staff continue to work with York Region to increase water/wastewater infrastructure and with the Province of Ontario, in collaboration with York Region, to extend Hwy 404 into and through the employment lands to support the full build-out of the business park lands.



We're strategic about Georgina's future

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

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

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

Delivering service excellence

Ensuring balanced growth

Diversifying our local economy

Creating a vibrant, healthy and safe community for all

Advancing environmental sustainability

On June 12, 2024, staff presented a report to Council with a summary of the progress made and actions undertaken by staff in 2023, the first year of the 2023-2027 Strategic Plan annual reporting, in support of achieving the approved goals and objectives.

The reporting period for the 2023 Strategic Plan Annual Report is Jan. 1 – Dec. 31, 2023. Initiatives completed within the first part of 2024 will be reported through the next annual update in 2025.

Key 2023 Strategic Plan Annual Report highlights:

- 62 of 68 (91 per cent) of the 2023 to 2027 Strategic Plan initiatives are in-progress, in the course of being done or ongoing.
- 37 of 50 (74 per cent) of the 2023 to 2027 Strategic Plan indicators/measures are trending in the desired direction.

The 2023 Strategic Plan Annual Report is the first in a series of annual reports associated with the Town of Georgina 2023-2027 Strategic Plan. The accomplishments and progress outlined through the report demonstrates the Town's commitment to achieving the goals, actions and measures as outlined in the Strategic Plan.





Corporate-wide efficiencies

Throughout 2024, the Town continued to develop and implement initiatives to improve efficiencies for the community and the organization. Among these is the continued growth of the online self-serve program, where forms continue to be digitized and more processes are becoming automated.

Efficiencies have been created in other areas throughout the Town.

- Tax and Revenue implemented a QR code on the envelopes for tax and water bills, directing residents to the tax brochure. This saved more than 100,000 printings a year as the brochure no longer needed to be included.
- The digitization of financial records and the in-house development of dashboards, analytical and web-based solutions to support administrative and internal business.
- Refinement of the permit fast-track system to streamline the intake and review of permit applications for accessory buildings, decks, pools, small interior renovations, demolitions and service connections.
- Enhancements to the site alteration and entrance permit process through incremental improvements to documentation, FAQs and a grading drawing checklist, with a focus on customer experience by reducing the number of required resubmissions and permit issuance timelines. These documents are now available on the Town's website for reference, ensuring transparency and efficiency in the process.



- The Heritage Register Review will streamline the current inventory and overhaul the intelligence on Heritage resources and future processes.
- Georgina Fire and Rescue Services Home Inspection Tool or HIT app, provides residents with valuable knowledge to help prevent residential fires. Residents can use the app to make sure they have working smoke alarms and practise a home escape plan.
- Enabling new features in the Human Resources Information System (HRIS) to provide efficiencies in requesting vacation and other leaves, host training and provide online onboarding.
- Municipal Law Enforcement purchased e-bikes, which reduced fuel expenses.
- The Georgina Animal Shelter and Adoption Centre purchased the necessary equipment to enable staff to do their own microchipping, instead of paying a vet's office to carry out the procedure.

These are some of the ways the Town is working to improve service and make it more efficient for residents and visitors.



Building GEORGINA

The Town continued to move forward with some exciting projects in 2024. This included improvements to a number of parks and playgrounds, and completion of the new Pefferlaw Pump Track and Skatepark. All of these Building Georgina projects are designed to bring the community together and improve our public spaces.



Pefferlaw Pump Track and Skatepark

Located in Pefferlaw Park, the Pump Track and Skatepark opened in June 2024. The park is designed for bikes, skateboards, rollerblades, scooters and other wheeled sports equipment. The design includes features for users of all skill levels, including anyone new to the sport. Users requested a larger pump track with a variety of riding options and directions. The facility features a dedicated concrete skatepark and an asphalt pump track with a junior loop off the main track. A sports lighting system illuminates the facility for safe use in the evenings.



Trail expansion and park amenities improvements

The Town improved and enhanced the existing pedestrian trail and park amenities in Pefferlaw Park. Work included the expansion of the existing pedestrian trail to create an active walking loop with outdoor fitness stations positioned around the trail. The design focused on expanding the existing limestone screening trail network while connecting all new recreation facilities together into one cohesive park design.

Parks and playgrounds

Improvements were made at a number of parks in 2024. This included replacement of the playground equipment at West Park and Udora Park. The new playgrounds feature creative and interactive designs for play spaces that are fun and engaging for the whole community. Playground equipment is inclusive and accessible. Some of the new playground equipment pieces include:

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

The Town is committed to investing in its parks and playgrounds to meet the needs of the growing community.



Rendering of West Park playground



National Day for Truth and Reconciliation

The Town of Georgina held a flag raising in partnership with the Chippewas of Georgina Island in honour of National Day for Truth and Reconciliation on Sept. 30, 2024. Flags were also raised at Ravenshoe Road and Woodbine, and at Dalton Road and Lake Drive. Members of Council, dignitaries and Town staff joined members of the Chippewas of Georgina Island First Nation for this special event. A smudge ceremony was conducted, and a drummer performed at the ceremonial event.

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

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

The Town received a gold MarCom award for the National Day for Truth and Reconciliation video.





2025 Budget overview



Housing supply is top priority for the Town of Georgina. In alignment with the Province of Ontario's goal under Bill 23, the More Homes Built Faster Act, 2022, we are committed to meeting our housing target of 6,200 new homes by 2031. This ambitious goal is crucial to addressing the growing demand for housing in our community.

However, our efforts to expand housing must be balanced with the need to maintain and enhance the infrastructure that supports this growth. Rising inflation and increased costs of materials have significantly impacted our capital program, posing challenges to project budgets and timelines.

Despite these obstacles, we remain dedicated to advancing our housing initiatives while managing fiscal responsibility. Our focus is on leveraging available resources efficiently and collaborating with all levels of government to overcome these challenges and achieve our housing targets.

We appreciate everyone's support as we navigate these challenges and strive to build a thriving, inclusive and affordable community for all Georgina residents.

Developing the budget

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

The goals of the budget are to:

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

Key priorities and issues considered during development of the budget included:

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

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

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

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

Operating and capital budgets

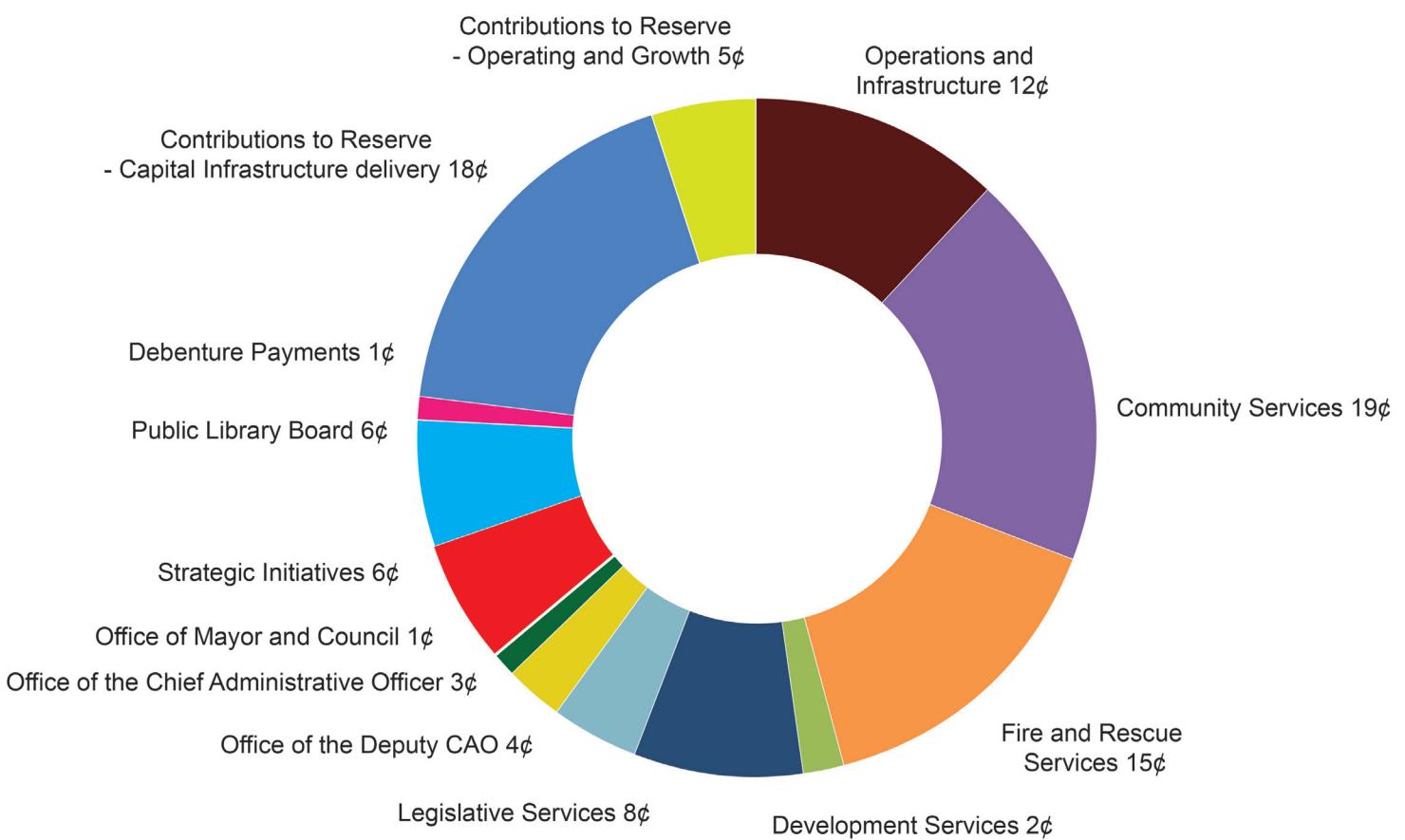
A capital budget is a budget allocating money for the acquisition or studies related to the maintenance of assets such as land, buildings, and equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

The Town of Georgina's 2025 Operating Budget, including contributions to discretionary reserves of \$16.5 million, is \$106.4 million. The 2025 Capital Budget is \$36.3 million, for a total operating and capital budget of \$142.7 million.

The Town is carrying forward \$19.2 million in capital projects, which excludes carry forward cash flow of \$47.5 million for the replacement Civic Centre.

The estimated assessment growth for 2025 is estimated to be 1.5 per cent. This estimate is based on projected growth in 2024 which will be added to the tax roll in 2025.

How your tax dollar is spent

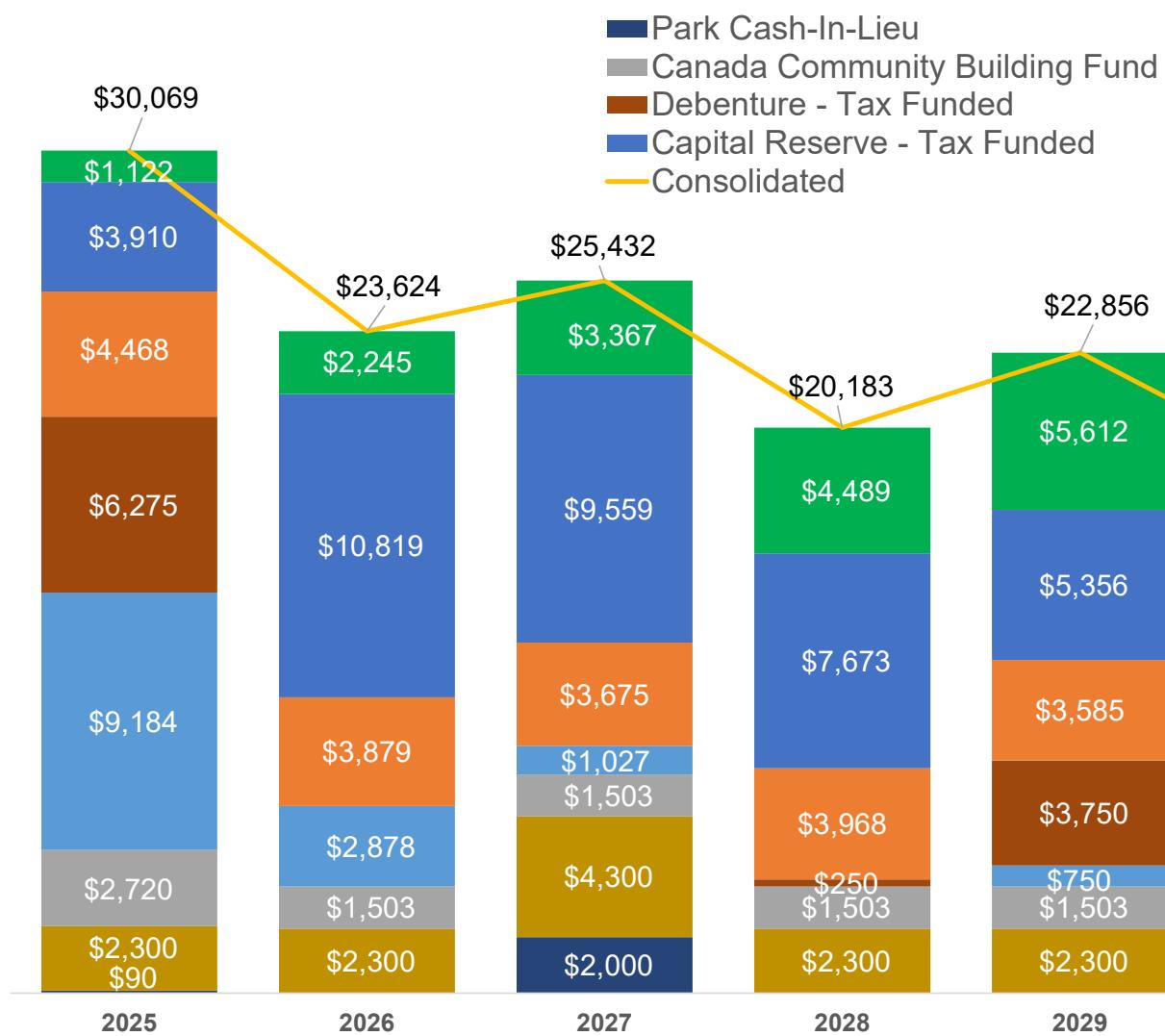


Ten-year Capital Financial Plan and Capital Infrastructure Levy

The 10-year Capital Financial Plan is an updated financial plan to ensure the Town can fully fund its 10-year capital plan. The Town's updated 10-year capital plan is set at \$280 million, which includes \$230 million in non-growth-related expenditures and \$50 million in growth related expenditures. In addition to this, the Town is carrying forward \$67 million in capital expenditures, which includes the Replacement Civic Centre project. This results in a total 10-year capital delivery of \$347 million. The graph below breaks down the associated funding sources over the next 10 years relating to the \$230 million in non-growth expenditures. As shown in the graph, the proposed two per cent will result in an infrastructure levy of \$1,122,350 in 2025; however, it will grow to \$11.2 million in infrastructure investments within the 10-year capital plan. A two per cent increase in the tax levy results in a 11 per cent increase to the 2025 capital reserve contributions.

Non-Growth Related Funding Sources

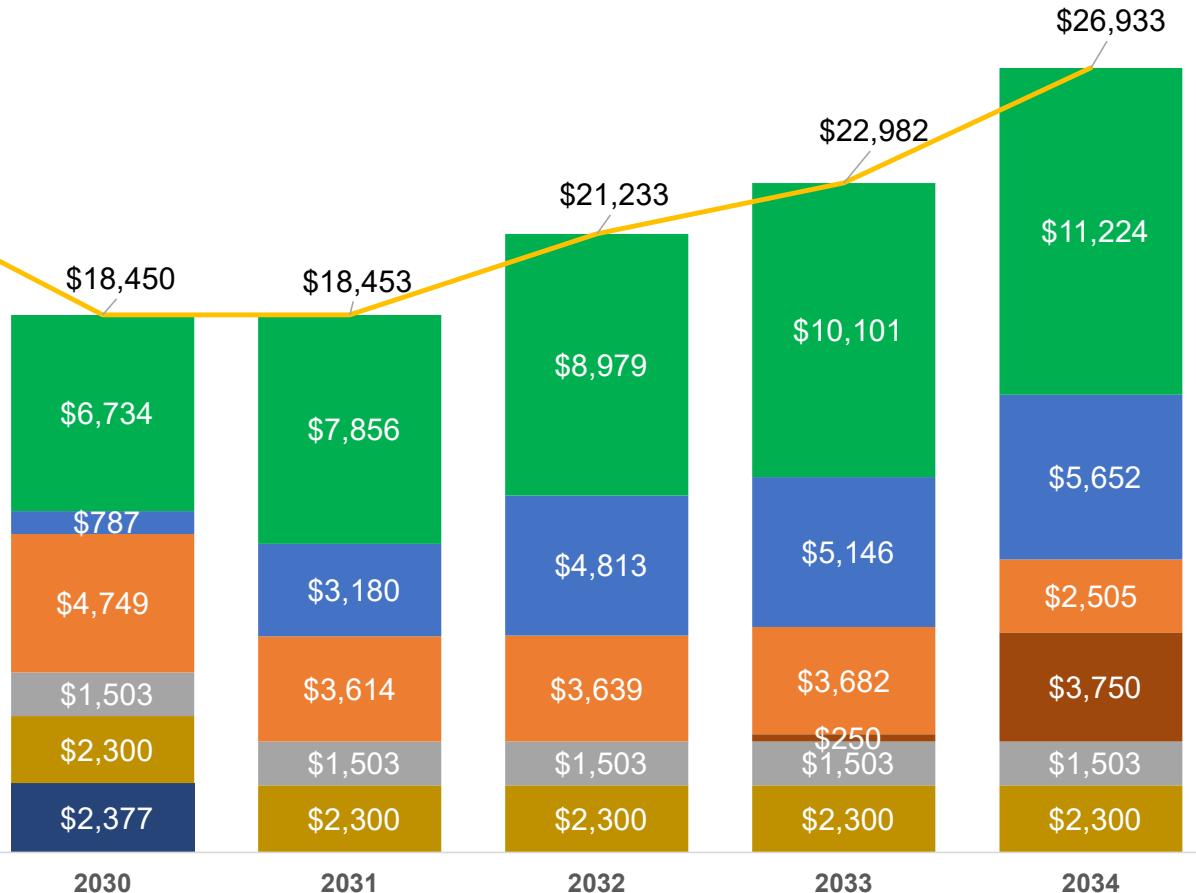
Total Non-Growth Related Funding is \$230 Million



The proposed infrastructure levy of two percent per year will ensure the Town can continue to keep its infrastructure in a state of good repair, which is necessary to provide high quality services to residents. This levy is based on the current information from our Asset Management Plans and Development Charge study. This budget contains service level recommendations relating to core assets, such as roads, which the ten-year capital plan and core infrastructure levy are based on. Service levels relating to non-core assets, such as facilities and parks, will need to be evaluated and determined as part of the phase 3 asset management plan that is being developed throughout 2025. The proposed infrastructure levy of two percent and the timeframe it is required for is based off of the information on assets available today.

Staff will review the infrastructure levy annually to ensure it is at the required amount to maintain service levels, continue to close the infrastructure funding gaps, and deliver on the ten year capital plan. Based on the 10-year capital plan today, the Town is forecasting the below allocations:

- Grants
- Debenture - Rate Funded
- Capital Reserve - Rate Funded
- Infrastructure Levy of 2 Percent





Property tax levy

The tax levy for Georgina is \$58.9 million, which results in an increase of 2.99 per cent for operating, and an additional 2 per cent for infrastructure levy, for a total increase of 4.99 per cent.

The 2 per cent infrastructure levy contribution to capital reserves is essential in order to address the funding shortfalls identified in the Asset Management Plan. The annual contributions are used to deliver on the \$280 million 10-year capital plan, which includes the infrastructure investments necessary to continue to provide high-quality services to residents.



Infrastructure Levy Allocations

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Core Assets	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
Non-Core Assets	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Total	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

See glossary of core asset and non-core assets (Tab 15, page 445).

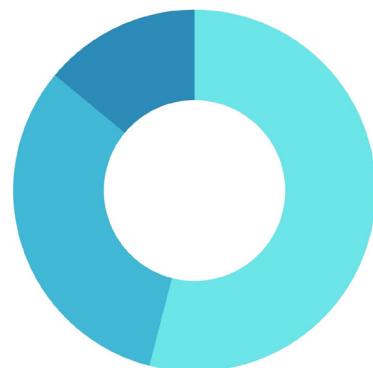


Where your residential tax dollars go

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



Where your residential tax dollars go



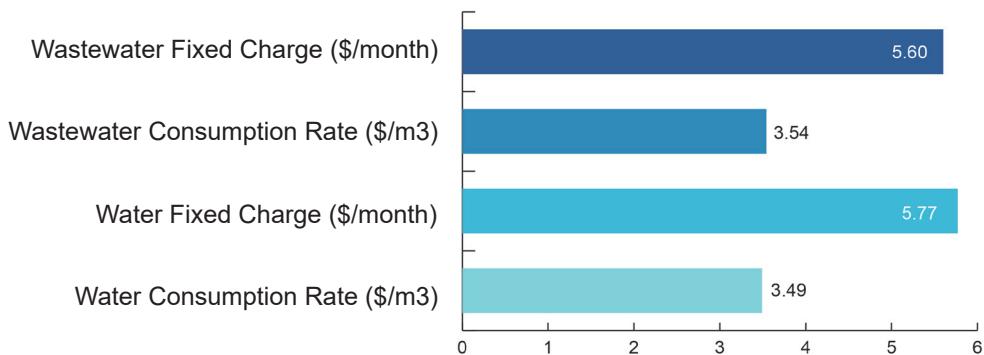
- 14% Ministry of Education
- 32% Region of York
- 54% Town of Georgina

Water and wastewater rates

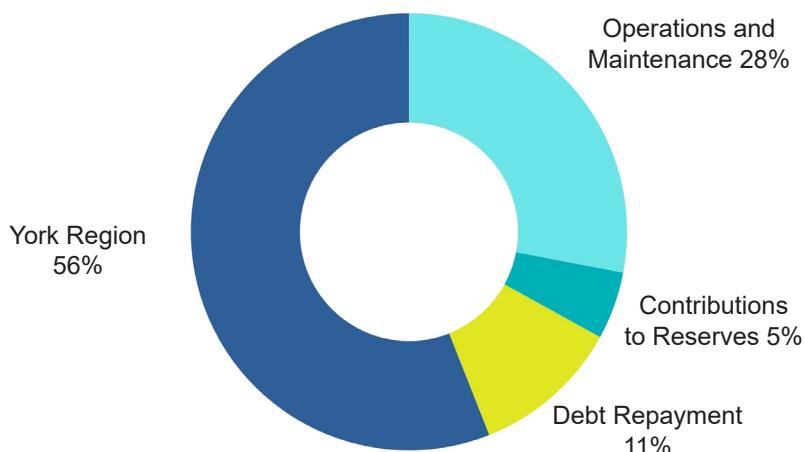
The Town of Georgina is responsible for the local distribution of water and collection of wastewater. York Region is responsible for the supply of water, and the treatment and disposal of wastewater.

Georgina's water and wastewater budget includes its own costs, as well as those water and wastewater costs billed by the Region. The primary funding source for the operating budget is water and wastewater rates. The rates are collected from those on municipal services. The local water and wastewater rates have been established based on the anticipated water consumption and related wastewater discharge for 2025. An average single family detached dwelling will see their water and wastewater bill increase by nine per cent.

Water and wastewater rates



Where your water and wastewater dollars are spent





Housing supply and affordability



As your local government, the Town is committed to working collaboratively with regional, provincial and federal counterparts to address the pressing issue of housing supply and affordability. The goal is to ensure that every resident has access to quality, affordable housing.

At the local level, the Town is focused on improving development processes, supporting community-driven housing projects and fostering innovative solutions tailored to the Town's unique needs. Regionally, efforts are being coordinated to enhance infrastructure and integrate planning strategies that support sustainable growth. Provincially, the Town is advocating for policies and resources that align with local needs and promote affordable housing throughout the region. Federally, the Town is engaging with national programs to secure funding and support that is essential for local initiatives.

By leveraging the expertise and resources from all levels of government, the Town is striving to create a comprehensive approach to housing that benefits our entire community. This unified effort is essential in building resilient neighbourhoods and ensuring that housing remains accessible and affordable for everyone.

Performance Measures

In 2023, the Town introduced its new 2023-2027 Corporate Strategic Plan. This is the Town's overarching document – its north star – that informs and shapes all other corporate planning documents, such as the Official Plan, master plans and strategies, and the corporation's annual business plans and budgets. It is also one of the most important tools for communicating priorities to the public.

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

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

The table below shows the progress toward accomplishing the Town's Corporate Strategic Plan.

Delivering Service Excellence

Department	Performance Indicator/Measures	2023 Actuals	2024 Estimates	2025 Projected
CAO/Human Resources	Number of employees completed professional development	107	118	130
	Number of employees completed compliance/technical related training	82	238	262
	Number of employees completed Health and Safety related training	97	255	281
	Number of employees completed corporate policy training	155	257	283
Strategic Initiative	Calls answered live by Service Georgina	90%	90%	90%
Community Services	Dollars and in-kind contribution generated through corporate sponsorship program	\$47,130	\$47,000	\$60,000
Operations and Infrastructure	Per cent of roads core assets in better than fair condition (by replacement value)	81%	81%	81%

Ensure Balanced Growth

Department	Performance Indicator/Measures	2023 Actuals	2024 Estimates	2025 Projected
Development Services	Number of building permits issued - residential and ICI	717	450	600
	Per cent of increase in commercial tax base	0.70%	0.76%	0.75%
Deputy CAO	Per cent of increase in industrial tax base	49.63%	0.33%	5%
	Dollars in total contribution in capital reserves	\$9.2 million	\$10.3 million	\$11.5 million
Development Services	Housing starts - Singles	398	250	300
	Housing starts - Semi	2	0	1
	Housing starts - Accessory Apartments/Additional residential units	38	30	30
	Kilometer (by lane) of road network improved in Georgina	193.2 km	105 km	80 km
Operations and Infrastructure				

Diversifying Our Local Economy

Department	Performance Indicator/Measures	2023 Actuals	2024 Estimates	2025 Projected
Strategic Initiative	Number of new businesses	50	15	15
	Number of businesses	1,094	1,120	1,120
Strategic Initiative	Increase in ICI (Industrial, Commercial, Institutional) floor area in square feet	23,371	390,000	25,000
	Per cent of net employment growth	2.20%	2.20%	5%
Strategic Initiative	Number of partnerships with private sector tourism stakeholders	63	93	90+
	Number and size of events that attract visitors from outside Georgina	28	29	30+
Strategic Initiative	Number of improvements to infrastructure that enhance the visitor experience	13	15	18



Creating a Vibrant, Healthy and Safe Community for All

Department	Performance Indicators/Measures	2023 Actuals	2024 Estimates	2025 Projected
Fire and Rescue Services	Number of emergency calls responded to	2,564	2,690	2,830
	Career Apparatus Staffing Levels (apparatus staffed level of 4)	75%	80%	80%
	Number of fire safety inspections completed	416	642	854
Community Services	Number of accessible parks, facilities, and services	3	5	5
	Number of new or improved local parks, recreation amenities and community spaces	30	35	40

Advancing Environmental Sustainability

Department	Performance Indicator/Measures	2023 Actuals	2024 Estimates	2025 Projected
Community Services	Total number hectares of park land owned by the Town	160	160	160+
Operations and Infrastructure	Capital dollars spent on improving Lake Simcoe water quality	\$25,961	\$81,000	\$100,000
	Number new and/or replacement trees planted	375	4,664	3,000

Municipal services

It can be confusing who takes care of what. Here is a break down of what services we, as the Town of Georgina, take care of and what York Region handles.



Georgina services

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

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York Region services

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

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Have a question?

Ask our chatbot at georgina.ca or call Service Georgina at 905-476-4301, ext. 3001.



Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Debt (Tax, DC, or Water/Wastewater Rates)	Long Term Other Sources
Operations & Infrastructure									
306 25-CI-OI-01	Streetlight New Installations and Rehabilitations	30,000		30,000					
308 25-CI-OI-02	Minor Capital – Concrete	100,000		100,000					
310 25-CI-OI-03	Pavement Management	4,500,000		-	2,200,000	2,300,000			
315 25-CI-OI-04	High Street Streetscape & Infrastructure - Construction	2,375,000		-				2,375,000	
319 25-CI-OI-05	Active Transportation Master Plan	200,000		-				200,000	
321 25-CI-OI-06	Walkways/through Connections	20,000		20,000					
323 25-CI-OI-07	Design Build – Old Shiloh Bridge	3,900,000		-				3,900,000	
325 25-CI-OI-08	Main Street Dam Condition Assessment	100,000		100,000					
327 25-CI-OI-09	Refurbishment of Rescue Pumper (FLT-148)	200,000		200,000					
329 25-CI-OI-10	Proposed LoS and Financial Strategy (All Service Areas)	120,000		-	120,000				
331 25-CI-OI-11	Growth Related Fleet and Equipment	612,000		-				612,000	
333 25-CI-OI-12	Non Growth Related Fleet and Equipment	30,000		30,000					
335 25-CI-OI-13	Vehicle and Equipment Replacement Strategy (VERS)	1,615,000		1,615,000					
341 25-CI-OI-14	Lake Drive Improvements, Phase 1 - Construction	400,000		-	400,000				
345 25-CI-OI-15	Pavement Marking / Sign Upgrades	30,000		30,000					
409 25-CI-WAT-04	Excess Soils Management	67,500		67,500					
		14,299,500		2,192,500	2,720,000	2,300,000	812,000	-	6,275,000
Community Services									
347 25-CI-CS-01	Non-Core Facilities Assets Repair and Remediation Program	1,202,250		1,202,250					
357 25-CI-CS-02	Parks Repair and Remediation Program	1,220,000		1,130,000					
		2,422,250		2,332,250					
Fire & Rescue Services									
363 25-CI-FS-01	Fire Equipment	190,150		190,150					
366 25-CI-FS-02	Design of South Keswick Fire Station and EMS	1,900,000		-				1,330,000	570,000
368 25-CI-FS-03	Rescue Pumper – New South Keswick Fire Station	1,500,000		-				1,500,000	
370 25-CI-FS-04	Training Facility	1,650,000		-	550,440	1,099,560			
		5,240,150		190,150	-	550,440	2,599,560	-	1,330,000
Development Services									
372 25-CI-DS-01	Fee Bylaw Review Study	60,000		30,000					
									30,000

2025 BUDGET - SUMMARY OF CAPITAL PROJECTS



GEORGINA

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2025 BUDGET - SUMMARY OF CAPITAL PROJECTS



GEORGIA

ca/budget

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Debt (Tax, DC, or Water/Wastewater Rates)	Other Sources	Long Term
										\$
Water and Wastewater										
3114 25-CI-OI-04	High Street Streetscape & Infrastructure - Construction	1,380,000								1,380,000
4042 25-CI-WAT-01	Water Service Replacements, Contract 2 - Lake Drive South Construction	1,320,000								1,320,000
4045 25-CI-WAT-02	The Queensway South Watermain Replacement - Construction	1,134,000								1,134,000
4047 25-CI-WAT-03	Line Valves & Hydrant - Rehabilitation & Replace	250,000		250,000						
4049 25-CI-WAT-04	Excess Soils Management	67,500		67,500						
4111 25-CI-WAT-05	Scada Upgrade	210,000		210,000						
4113 25-CI-WAT-06	Sample Stations	120,000		120,000						
4116 25-CI-WAT-07	Water Meter Replacement Program	4,000,000		4,000,000						4,000,000
4118 25-CI-WAT-08	Watermain Replacement - Golfview Cres	180,000		180,000						
420 25-CI-SEW-01	Gravity Sewer Main and Manhole Repairs	750,000		750,000						
422 25-CI-SEW-02	Sanitary Sewer and Manhole Condition Assessment	200,000		200,000						
424 25-CI-SEW-03	Wastewater Force mains Condition Assessment	50,000		50,000						
426 25-CI-SEW-04	Sewage Pump Station Repairs, Group 2 - Construction	600,000		600,000						600,000
428 25-CI-SEW-05	CLI/ECA Wastewater Operations Compliance	200,000		200,000						
		10,461,500		1,277,500						9,184,000
TOTAL CAPITAL INVESTMENT - TOWN OF GEORGIA										
	36,305,600	9,604,600	2,720,000	2,850,440		3,651,560	90,000	16,789,000		600,000

Note: there are currently two developer projects earmarked for 2025 via separate council reports:

- Queensway North urbanization
- Terry Fox park

10 YEAR CAPITAL PLAN

Summary



GEORGINA

Department	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures											
Operations & Infrastructure	13,487,500	11,627,000	8,763,000	10,140,000	13,185,000	7,785,200	8,442,000	10,486,400	12,003,800	16,557,600	112,477,500
Stormwater	3,190,000	1,970,000	1,610,000	1,305,000	1,700,000	1,545,000	2,015,000	1,685,000	2,130,000	1,705,000	18,855,000
Water & Wastewater	10,461,500	4,787,300	3,092,750	2,662,650	2,635,000	3,204,100	1,599,200	1,953,700	1,551,900	800,000	32,748,100
Community Services	2,422,250	3,525,000	10,895,000	4,220,000	4,610,000	5,120,000	5,610,000	6,120,000	6,610,000	7,120,000	56,252,250
Fire & Rescue Services	190,150	959,600	161,100	245,570	265,570	260,830	207,060	417,930	286,720	215,855	3,210,385
Office of the Deputy CAO	230,000	415,000	370,000	350,000	410,000	350,000	415,000	370,000	350,000	350,000	3,610,000
Legislative Services	20,000	-	-	-	-	-	-	-	-	-	20,000
Strategic Initiative	50,000	235,000	425,000	1,175,000	25,000	160,000	100,000	175,000	25,000	160,000	2,530,000
Public Library Board	17,200	105,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	25,000	512,200
Growth Related Expenditures	30,068,600	23,623,900	25,431,850	20,183,220	22,855,570	18,450,130	18,453,260	21,233,030	22,982,420	26,933,455	230,215,435
Operations & Infrastructure	812,000	200,000	-	-	-	-	-	-	-	-	1,012,000
Water & Wastewater	-	-	-	85,000	-	-	-	-	85,000	-	170,000
Community Services	-	2,697,000	-	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	-	10,973,000
Fire & Rescue Services	5,050,000	20,540,000	628,000	-	-	-	-	-	-	-	26,218,000
Development Services	210,000	3,075,000	2,891,000	110,000	60,000	110,000	2,430,000	2,455,000	-	-	11,341,000
Office of the Deputy CAO	-	-	-	-	70,000	70,000	-	-	-	-	140,000
Strategic Initiatives	165,000	-	-	-	-	-	-	-	-	-	165,000
Total Annual Capital Expenditure	36,305,600	50,135,900	28,950,850	20,928,220	23,982,570	21,530,130	21,462,260	25,273,030	24,732,420	26,933,455	280,234,435
Non-Growth Related Funding											
Capital Reserve - Tax Funded	5,032,100	13,063,600	12,926,100	12,162,570	10,967,570	7,520,930	11,036,060	13,791,330	15,247,520	16,875,455	118,623,235
Capital Reserve - Rate Funded	4,467,500	3,879,000	3,675,400	3,967,650	3,585,000	4,749,100	3,614,200	3,638,700	3,681,900	2,505,000	37,763,450
Park Cash-In-Lieu	90,000	-	2,000,000	-	-	2,377,100	-	-	-	-	4,467,100
Reserve Funds - CCBF	2,720,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	16,247,000
Debtenture - Tax Funded	6,275,000	-	-	250,000	3,750,000	-	-	-	250,000	3,750,000	14,275,000
Debtenture - Rate Funded	9,184,000	2,878,300	1,027,350	-	750,000	-	-	-	-	-	13,839,650
Grants	2,300,000	2,300,000	4,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	25,000,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
Growth Related Funding	30,068,600	23,623,900	25,431,850	20,183,220	22,855,570	18,450,130	18,453,260	21,233,030	22,982,420	26,933,455	230,215,435
Development Charges	3,651,564	6,112,000	3,519,000	660,000	1,127,000	3,010,000	3,009,000	3,955,000	1,750,000	-	26,793,564
Capital Reserve - Tax Funded	105,000	-	-	85,000	-	70,000	-	-	85,000	-	175,000
Capital Reserve - Rate Funded	30,000	14,280,000	-	-	-	-	-	-	-	-	200,000
Debtenture - Development Cha	1,330,000	550,436	-	-	-	-	-	-	-	-	15,610,000
Grants	570,000	6,120,000	-	-	-	-	-	-	-	-	550,436
Other Revenue	6,237,000	26,512,000	3,519,000	745,000	1,127,000	3,080,000	3,009,000	4,040,000	1,750,000	-	6,690,000
Total Annual Capital Funding	36,305,600	50,135,900	28,950,850	20,928,220	23,982,570	21,530,130	21,462,260	25,273,030	24,732,420	26,933,455	280,234,435

2025 BUDGET - CARRY FORWARD CAPITAL PROJECTS



GEORGINA

	Carry Forward Capital Investment	Spent to Date As of Oct 8 2024	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Other Revenue
Operations & Infrastructure										
22-Cl-O1/23-Cl-O1-06	EAB Tree Removal Program	2,672,730	3,603,240	930,510						
22-Cl-O1-09	Fuel Management System	13,430	120,000	106,570						
23-Cl-O1/2023-0009	Vehicle and Equipment Replacement Program	1,567,490	2,805,410	1,237,920						
23-Cl-O1-08	Streetscape Redevelopment Detailed Design High St		740,000	740,000						
C-2023-0246	Aerial Apparatus (F5-020/A166)		2,300,000	2,300,000						
24-Cl-O1-07	Lake Drive N Reverment (Design)		40,000	40,000						
24-Cl-O1-16	B4 Old Shiloh: Engineering Design	15,930	286,000	280,070						
24-Cl-O1-19	VERS strategy	432,500	1,542,500	1,110,000						
24-Cl-O1-20	Roads Material Storage Building		450,000	450,000						
24-Cl-O1-21	Alice Avenue Area Drainage Improvements - Engineering		250,000	250,000						
24-Cl-O1-22	Station Road - Drainage Improvements		70,000	70,000						
24-Cl-O1-24	Lake Drive Improvements - Phase 1		120,000	120,000						
100190/100191	Urban Tree Planting	91,900	179,520	87,620						
		4,927,870	12,516,670	7,588,800	6,881,110					
Community Services										
19-PRK-6	Maskinonge Pedestrian Bridge		500,000	500,000						
24-Cl-CS-01	Building Condition Assessment Program	871,230	1,567,000	695,770						
24-Cl-CS-02	Facilities Repair and Remediation Program	204,500	604,500	400,000						
24-Cl-CS-04	Ainslie Hill Park and Trail Development		1,440,000	1,440,000						
C-2024-0362	Georgia Ice Palace Backup Generator Replacement		450,000	450,000						
2024-02-1- 237476726	Seniors Community Grant	2,850	25,000	22,150						
		1,078,580	4,586,500	3,507,920	1,545,770					
Fire & Rescue Services										
Agreement 65298	SDF Training Stream	367,610	439,370	71,760						
FSG	Firehouse Sub Grant		29,530	29,530						
24-Cl-FS-01	Suppression Equipment	81,110	110,700	29,590						
		448,720	579,600	130,880	29,590					
Development Services										
C2021-0289	Dovedale Drive Extension	1,112,640	1,830,000	717,360						
C-2022-0238	Lake Drive Jurisdiction Action Plan	815,930	2,114,580	1,298,650						
24-Cl-DS-01	Development Engineering Comprehensive Design Criteria Review	46,280	250,000	203,720						
		1,974,850	4,194,580	2,219,730						
Legislative Services										
20-CS-3	Enterprise Content Management	123,830	283,000	159,170						
Office of the Deputy Chief Administrative Officer										
22-Cl-CS-02	Long Range Financial Plan Update									
23-Cl-DCAO-02	Additional Resources for Corporate IT Projects (HRIS)	12,908	180,000	167,092						
C-2024-0252	Consulting Services to Update DC Background Study and Bylaw		70,000	70,000						
		12,908	320,000	307,092	167,092					
										140,000
										-
										1,298,650

2025 BUDGET - CARRY FORWARD CAPITAL PROJECTS



GEORGINA

	Carry Forward Capital Investment	Spent to Date As of Oct 8 2024	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Other Revenue
Strategic Initiatives										
18-CAO-2/19-FAC-3/ SI-2023-0105	Replacement Civic Centre (see schedule on page 57)	6,557,620	54,106,000	47,548,380						47,548,380
23-CL-SI-03	Community Tourism and Wayfinding Signs	19,010	50,000	30,980		30,980				
24-CL-SI-01	Multi-Year Accessibility Plan	-	175,000	175,000		175,000				
24-CL-SI-02	Climate Change Action Plan	48,590	250,000	201,410		201,410				
24-CL-SI-03	Resident Satisfaction Survey	-	60,000	60,000		60,000				
24-CL-SI-04	Corporate Broadband Roadmap	-	15,000	15,000		15,000				
23-CL-DCAO-01	Development Tracking Solution	-	500,000	500,000		500,000				
23-CL-DCAO-02	Additional Resources for Corporate IT Projects (DTS)	92,072	382,500	296,428		296,428				
C-2024-0211	Southlake MOU	-	210,000	210,000		210,000				
C-2024-0279	Affordable Housing and Homelessness	-	180,000	180,000		180,000				
234-2024-3201	Building Faster Fund	6,717,292	57,451,020	1,522,520		1,522,520				
Library										
24-CL-LI-01	Library Capital Initiatives	6,000	26,500	20,500	20,500	20,500				790,428
TOTAL CARRY FORWARD CAPITAL										
		15,280,050	79,957,870	64,667,820	9,516,462	530,070	2,232,750	2,627,508	914,000	48,847,030
Water and Wastewater (Operations & Infrastructure)										
C-2023-0166	Condition Assessments of Pumping Stations	167,260	340,250	172,980		172,980				
24-CL-WAT-02	Service Connections - Design of Contract 4,5,6	-	400,000	400,000		400,000				
24-CL-WAT-03	Watermain Renewal The Queensway South - Joe Dales to Elmdale Avenue	-	228,300	228,300		228,300				
24-CL-WAT-04	Watermain Renewal High Street - Snooks Rd to Burke Street/River St to Dalton Rd	-	189,000	189,000		189,000				
24-CL-SEW-01	Gravity Sewer Main and Manhole Repair	-	250,000	250,000		250,000				
24-CL-SEW-05	SPS 6,11, 18, 19 Design and Construction	-	150,000	150,000		150,000				
24-CL-SEW-06	SPS Generator Rehab	-	200,000	200,000		200,000				
TOTAL CARRY FORWARD: WATER/WASTEWATER		167,260	1,757,550	1,590,290	1,590,290	-	-	-	-	-
Stormwater (Operations & Infrastructure)										
24-CL-OI-01	SW/M ponds CA - 20N Planning/Assessment	54,430	200,000	145,570		145,570				
24-CL-OI-03	Baseline	-	250,000	250,000		250,000				
24-CL-OI-04	SW/M - Major Culverts and Ditching	-	40,000	40,000		40,000				
24-CL-OI-05	SW/M CA: Road Crossing Culverts	-	100,000	100,000		100,000				
	SW/M CA: Linear (urban)									
	TOTAL CARRY FORWARD: STORMWATER		54,430	590,000	535,570	535,570	-	-	-	-
TOTAL CARRY FORWARD - TOWN OF GEORGINA										
		15,511,740	82,305,420	66,793,680	11,642,322	530,070	2,232,750	2,627,508	914,000	48,847,030



Tax Levy Supported

	Office of the CAO	Office of the Deputy CAO	Development Services	Fire and Rescue Services	Office of Mayor and Council	Operations and Infrastructure	Community Services	Georgina Public Libraries	Legislative Services	Strategic Initiatives	Corporate	2025 Budget	% change from 2024
Revenue													
Tax Levy												(58,918,280)	6.56%
Payment in Lieu	(380,000)	(4,013,000)										(380,000)	0.00%
Development Fees												(4,013,000)	5.11%
User Fees and Service Charges	(453,950)	(23,900)	(10,000)	(49,7760)	(3,650,400)	(74,050)	(88,630)	(1,348,750)	(50)			(6,149,540)	(2.91%)
Donations & Grants & Misc Revenues	(12,500)	(6,000)	(33,320)	(21,250)	(538,560)	(369,490)	(100,000)	(36,390)	(129,905)	(41,620)		(442,375)	
Lease and Rental												(601,540)	6.18%
Transfer Payments and Recoveries	(3,100)	(303,610)										(1,678,380)	27.13%
Interest and Penalty												(1,480,890)	19.34%
Provision from Reserve	(50,000)	(10,000)	(30,000)	(50,000)	(1,243,750)	(713,550)	(10,000)	(7,000)	(310,550)	(3,630,970)		(6,055,820)	(0.37%)
Supplementary Taxes												(625,000)	8.70%
Investment Revenue												(1,000,000)	0.00%
Revenue Total	(50,000)	(2,332,550)	(4,352,610)	(193,320)	(2,132,250)	(5,157,450)	(175,470)	(2,194,320)	(540,985)	(64,213,870)	(81,342,825)		
Expense													
Salaries and Benefits	1,573,180	3,085,570	5,118,760	8,546,330	507,860	4,315,880	11,300,900	2,783,640	4,316,240	2,926,020	(258,110)	44,216,270	5.19%
Staffing Other Direct Expenses	175,980	164,680	86,500	155,250	50,190	91,430	305,660	58,820	71,370	69,520		1,229,400	8.74%
Consulting Services	80,000		35,000				0					115,000	39.39%
Contracted Services	141,500	361,270	9,500	25,110		3,761,650	915,380		28,700	1,431,040		6,766,150	9.00%
Hydro/Sewer/Gas	3,000						429,520	1,329,030	121,990	22,600		1,977,890	3.97%
Other Direct Costs	55,730	1,082,660	28,610	337,180	35,080	285,640	1,483,450	237,840	977,340	392,425		4,915,975	12.12%
Supplies and Maintenance	8,450	35,890	54,630	516,420	4,000	589,350	1,565,550	317,950	208,230	8,450		3,298,920	4.88%
Donations & Grants												672,750	4.71%
Contributions to Capital Reserves												10,651,090	10.43%
Contributions to Operating Reserves												2,229,360	113.34%
Contributions to Growth Reserves												347,220	71.95%
Debtiture Repayment												4,433,390	(6.09%)
Expense Total	2,034,840	4,733,090	5,651,520	9,647,280	597,130	9,473,470	16,995,470	11,1,838,020	3,544,360	4,854,500	3,517,440	(46,810,920)	-4.99%
2025 Budget	1,984,640	2,400,540	1,288,910	9,455,960	597,130	7,341,220							

Tax Levy Cost Drivers

	GROWTH	SERVICE LEVEL	INFLATIONARY	OTHER	STORMWATER TRANSFER	CAPITAL LEVY	TOTAL
2025 Tax Levy \$ Change	(336,090)	58,110	3,432,590	(261,180)	(1,216,890)	1,122,350	2,798,890
2025 Tax Levy %	(0.60%)	0.10%	6.13%	(0.47%)	(2.17%)	2.00%	4.99%



GEORGINA

georgina.ca/budget

2025 OPERATING BUDGET

Corporate Summary

Stormwater Rate Supported

	Stormwater System	Grand Total
Revenue		
Stormwater	(3,318,970)	(3,318,970)
Revenue Total	(3,318,970)	(3,318,970)
Expense		
Salaries and Benefits	966,740	966,740
Staffing Other Direct Expenses	2,400	2,400
Contracted Services	222,460	222,460
Supplies and Maintenance	138,610	138,610
Other Direct Costs	500	500
Contributions to Reserve	1,988,260	1,988,260
Expense Total	3,318,970	3,318,970
Grand Total		

Stormwater Revenue

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

The 2025 stormwater rate is a 2% increase over the 2024 annualized rate.

Water and Wastewater Rate Supported

	Water	Wastewater (Sewer)	Grand Total
Revenue			
Consumption Revenue	(8,893,480)	(9,117,500)	(18,010,980)
Capital Recovery (Water/Wastewater)	(935,240)	(884,430)	(1,819,670)
Local Improvements (Water/Wastewater)	(585,000)	(900,000)	(1,485,000)
Donations & Grants & Misc Revenues	(120,490)		(120,490)
User Fees and Service Charges	(284,650)	(33,500)	(318,150)
Revenue Total	(10,818,860)	(10,935,430)	(21,754,290)
Expense			
Salaries and Benefits	1,452,840	1,452,840	2,905,680
Staffing Other Direct Expenses	29,280	39,280	68,560
Contracted Services	1,587,340	631,790	2,219,130
Hydro/Sewer/Gas	38,790	144,070	182,860
Supplies and Maintenance	245,910	161,710	407,620
Other Direct Costs	166,660	119,100	285,760
Water Payments to York region	5,255,340	6,923,060	12,178,400
Debenture Repayment	1,669,040	749,220	2,418,260
Contributions to Reserve	373,660	714,360	1,088,020
Expense Total	10,818,860	10,935,430	21,754,290
Grand Total			

Water and Wastewater Rates

	Rate	Increase (%)*
Water		
Consumption Rate (\$/m3)	3.49	12.5%
Fixed Charge (\$/month)	5.77	17.0%
Wastewater		
Consumption Rate (\$/m3)	3.54	4.5%
Fixed Charge (\$/month)	5.60	15.0%
Water and Wastewater Rate Increase		9.1%

on a typical bill of 165 m³/annum *



2025 SUMMARY OF STAFFING AND OPERATING INITIATIVES

GEORGINA

2025 Staffing Summary

Pg.

			Salary	Payroll Costs	Total
<u>New Positions</u>					
Operations & Infrastructure					
266	25-SI-OI-01	Arborist Funded by Existing Contracted Services Budget	87,110	26,130	113,240
268	25-SI-OI-02	Coordinator - Fleet Support Funded by 50% Tax Levy, 50% Cost Recovery from East Gwillimbury	63,700	19,110	82,810
271	25-SI-OI-03	Two Roads Labourers Funded by 50% Stormwater Rates and 50% of Existing Non-Permanent Positions Budget	139,400	41,820	181,220
273	25-SI-ST-01	Stormwater Technologist Funded by Stormwater Rates	89,880	26,960	116,840
276	25-SI-WAT-01	Operations Technologist - Water & Wastewater Funded by Water/Wastewater Rates	89,880	26,960	116,840
Fire and Rescue Services					
278	25-SI-FS-01	Fire Prevention Officer Funded by Assessment Growth	62,770	18,830	81,600
Development Services					
282	25-SI-DS-01	Building Inspector Funded by Building Permit User Fees	83,880	25,160	109,040
Legislative Services					
285	25-SI-LS-01	Two Seasonal Parking Control Officers for Winter Funded by Parking Revenue User Fees	40,000	5,000	45,000
Deputy CAO					
287	25-SI-DCAO-01	Revenue Associate - PPT to PFT Funded by Water/Wastewater Rates	20,060	10,390	30,450
Chief Administrative Officer					
289	25-SI-HR-01	Human Resources Administrative Coordinator Funded by Tax Levy	82,320	24,700	107,020
291	25-SI-HR-02	Community Employment Program (contract) Funded by Tax Levy	30,000	5,000	35,000
Total Salaries and All Other Payroll Costs				789,000	230,060
					1,019,060



GEORGINA

2025 SUMMARY OF STAFFING AND OPERATING INITIATIVES

2025 New Initiatives Summary

Pg.

New Initiatives

			<u>Amount</u>
			\$
Operations & Infrastructure			
293	25-NI-OI-01	Streetlighting Funded by Tax Levy	32,000
295	25-NI-OI-02	Tree Planting Program Funded by Tree Preservation / Compensation Reserve	40,000
297	25-NI-OI-03	Emergency Fleet and Equipment Repairs Funded by Fleet and Equipment - Repair & Replacement Reserve	100,000
299	25-NI-WAT-01	Air Valve Repair and Replacement Funded by Water/Wastewater Rates	50,000
Community Services			
301	25-NI-CS-01	Cultural Event Funded by Tax Levy	25,000
Development Services			
303	25-NI-DS-01	Planning Consulting Services Funded by Tax Rate Stabilization Reserve	30,000
Strategic Initiatives			
304	25-NI-SI-01	Georgina Food Pantry Annual Funding Funded by Tax Levy	25,000
Total New Initiatives			302,000

ESTIMATED RESERVE FUNDS

Summary for 2025



Reserve Category	Reserve name	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Discretionary - Tax Levy Funded						
	Corporate Capital/New Infrastructure	2,218,330	586,940	(961,110)		1,844,160
Election		212,570	84,000			296,570
Facilities - Repair & Replacement		8,087,940	1,003,640	(3,512,320)		5,579,260
Fleet & Equipment - Repair & Replacement		6,185,210	2,296,190	(6,472,660)		2,008,740
Keswick Cemetery		9,610	6,800			16,410
Land Acquisition		2,778,050	250,000			3,028,050
Landfill Site		13,360		(13,360)		-
Library Capital		386,870	54,890	(37,700)	(150,000)	254,060
Library Professional Development and Staff Engagement		31,280				31,280
Library Stabilization		(36,870)			150,000	113,130
Operating Growth Stabilization		5,636,140	347,220			5,983,360
Parks - Repair & Replacement		88,640	295,290	(355,000)		28,930
Professional Development and Staff Engagement		217,250		(60,000)		157,250
Roads - Repair & Replacement		10,602,080	2,650,010	(1,292,870)		11,959,220
Tax Rate Stabilization		6,423,940	2,145,360	(5,650,840)		2,918,460
Waterfront Parks		3,314,250	205,000	(525,000)		2,994,250
Discretionary - Tax Levy Funded Total		46,168,650	9,925,340	(18,880,860)	-	37,213,130
Discretionary - Water/Wastewater Rate Funded						
Water - Fleet & Equipment - Repair & Replacement		694,180	31,450	(220,000)	(450,000)	55,630
Water - Infrastructure - Repair & Replacement		969,140	206,580	(1,782,490)	450,000	(156,770)
Water Rate Stabilization		(590,890)	150,860			(440,030)
Wastewater - Fleet & Equipment - Repair & Replacement		456,360	31,450	(420,000)		67,810
Wastewater - Infrastructure - Repair & Replacement		356,860	394,020	(1,290,680)	550,000	10,200
Wastewater Rate Stabilization		328,130	288,890		(550,000)	67,020
Discretionary - Water/Wastewater Rate Funded Total		2,213,780	1,103,250	(3,713,170)	-	(396,140)
Discretionary - Stormwater Rate Funded						
Stormwater Repair and Replacement		987,870	1,988,260	(3,841,680)		(865,550)
Stormwater Rate Stabilization		50,000				50,000
Stormwater - Fleet & Equipment - Repair & Replacement		50,000				50,000
Discretionary - Stormwater Rate Funded Total		1,087,870	1,988,260	(3,841,680)	(765,550)	
Obligationary						
Building Division		1,792,710	318,520	(30,000)		2,081,230
Canada Community Building Fund		2,091,080	1,560,280	(3,250,070)		401,290
Cannabis Legalization		26,930				26,930
Cash in Lieu of Parkland		3,650,610	1,500,000	(1,004,000)		4,146,610
Development Charges		21,522,920	6,000,000	(9,674,610)		17,848,310
Tree Compensation		365,860		(40,000)		325,860
Uptown Keswick Business Improvement Area		24,000		(6,500)		17,500
Obligationary Total		29,474,110	9,378,800	(14,005,180)	24,847,730	

Reserve Category	Reserve name	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Grants						
	OCIF	2,300,000	(2,300,000)			-
	Provincial Grants	2,326,035	(2,326,035)			-
	York Region Grants	427,620	(427,620)			-
	Grants	29,530	(29,530)			-
	Grants Total	5,083,185	(5,083,185)			
	Projected Closing Balance	78,944,410	27,478,835	(45,524,075)		60,899,170

INTERNAL BORROWING SCHEDULE

Replacement Civic Centre Internal Borrowing Schedule ('000)													
Internal Borrowing and Debenture Forecast	Construction		Post Completion			Repayment Period - 13.5 Years			2037	2038	2039	2040	
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Projected opening balance	2,337	(748)	(21,067)	(21,850)	(20,790)	(19,731)	(18,671)	(17,611)	(16,552)	(15,492)	(14,432)	(13,373)	(12,313)
Spent to Date - as of Oct 8, 2024	(6,558)	(43,442)	(4,106)										
Estimated remaining capital outlays	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473	3,473
Annual reserve contribution													
Construction financing repayment													
Construction financing - Interest (Variable)													
Debenture proceeds													
Debenture payment - Principal - (20M)													
Debenture payment - Interest (3.72% - Estimated)													
Reserve balance	(748)	(21,067)	(21,850)	(20,790)	(19,731)	(18,671)	(17,611)	(16,552)	(15,492)	(14,432)	(13,373)	(12,313)	(11,253)



2025 STAFF COMPLEMENT

5 Years Historical Trend

	2025	2024	2023	2022	2021
Operations & Infrastructure					
Permanent Full Time	54	48	47	43	53
Permanent Part Time					
Community Services					
Permanent Full Time	70	70	67	60	46
Permanent Part Time	14	14	14	7	7
Fire & Rescue Services					
Permanent Full Time	54	53	53	49	48
Permanent Part Time					
Development Services					
Permanent Full Time	36	35	35	37	38
Permanent Part Time					
Human Resources					
Permanent Full Time	6	5	5	7	7
Legislative Services					
Permanent Full Time	28	28	27	23	23
Permanent Part Time	22	22	22	22	22
Deputy Chief Administrative Officer					
Permanent Full Time	28	27	28	36	35
Permanent Part Time	0	1	1	1	1
Chief Administrative Officer					
Permanent Full Time	2	2	2	12	8
Strategic Initiatives					
Permanent Full Time	23	23	23		
Total Town Permanent Full Time	301	291	287	267	258
Total Town Permanent Part Time	36	37	37	30	30
Total Town	337	328	324	297	288
Library Permanent Full Time	23 *	23	23	15	15
Library Permanent Part Time	12	12	13	12	12
Total Town and Library	372	363	360	324	315

Comments

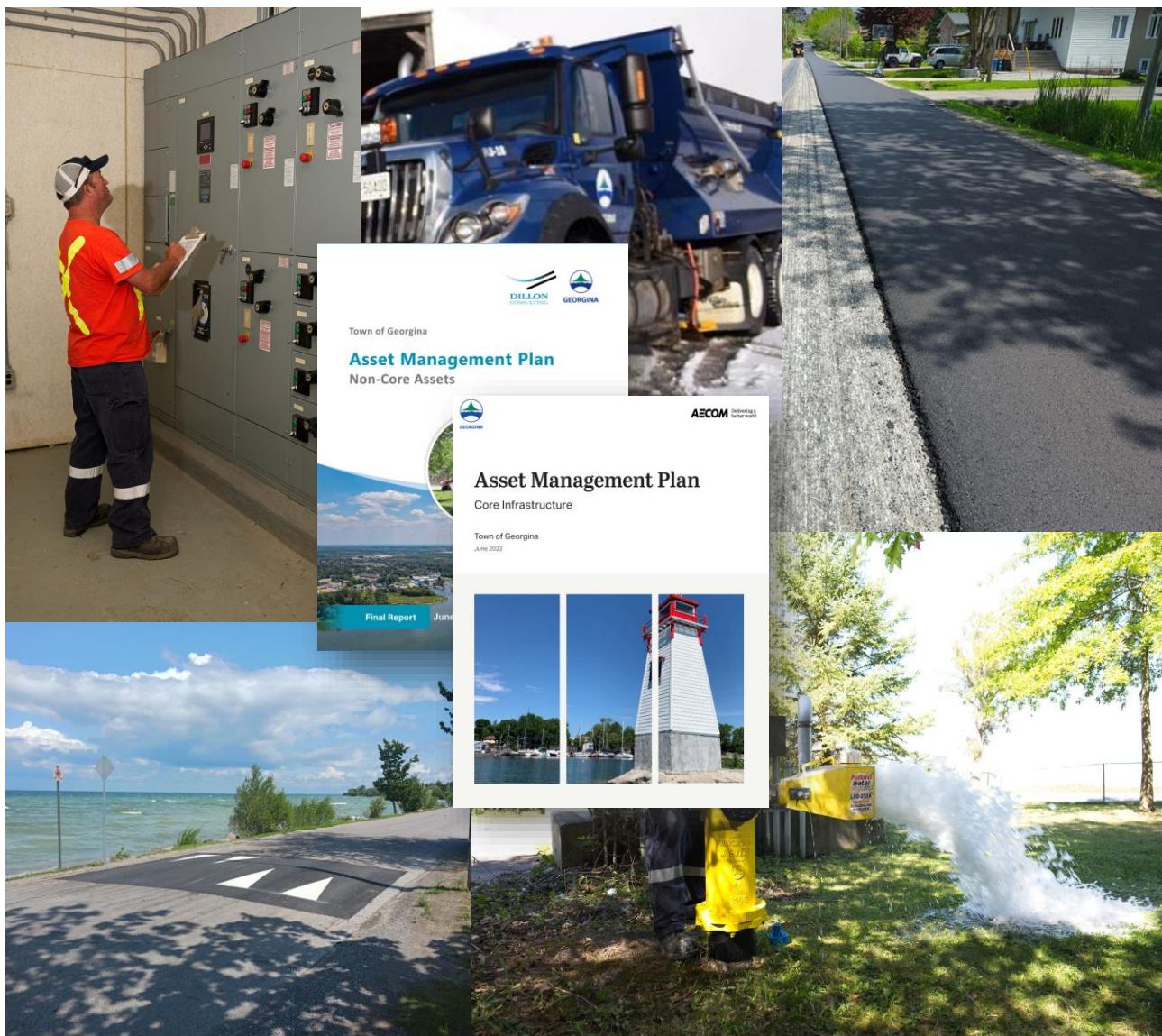
* Library Positions: Not including 17 permanent student positions

Note: the year over year fluctuations between the departments are a result of reorganizations

Business Plan

Operations and Infrastructure Department

The Operations and Infrastructure Department provides a wide range of services and functions. The department is responsible for the planning, operation and maintenance of the Town's municipal infrastructure including all municipal roads, drinking water distribution, wastewater collection and transmission, storm water management, sidewalks, streetlights, and urban forestry. The department is also responsible for managing the solid waste collection and recycling programs, environmental management programs, and traffic management programs.



Business Plan

2024 Success Story

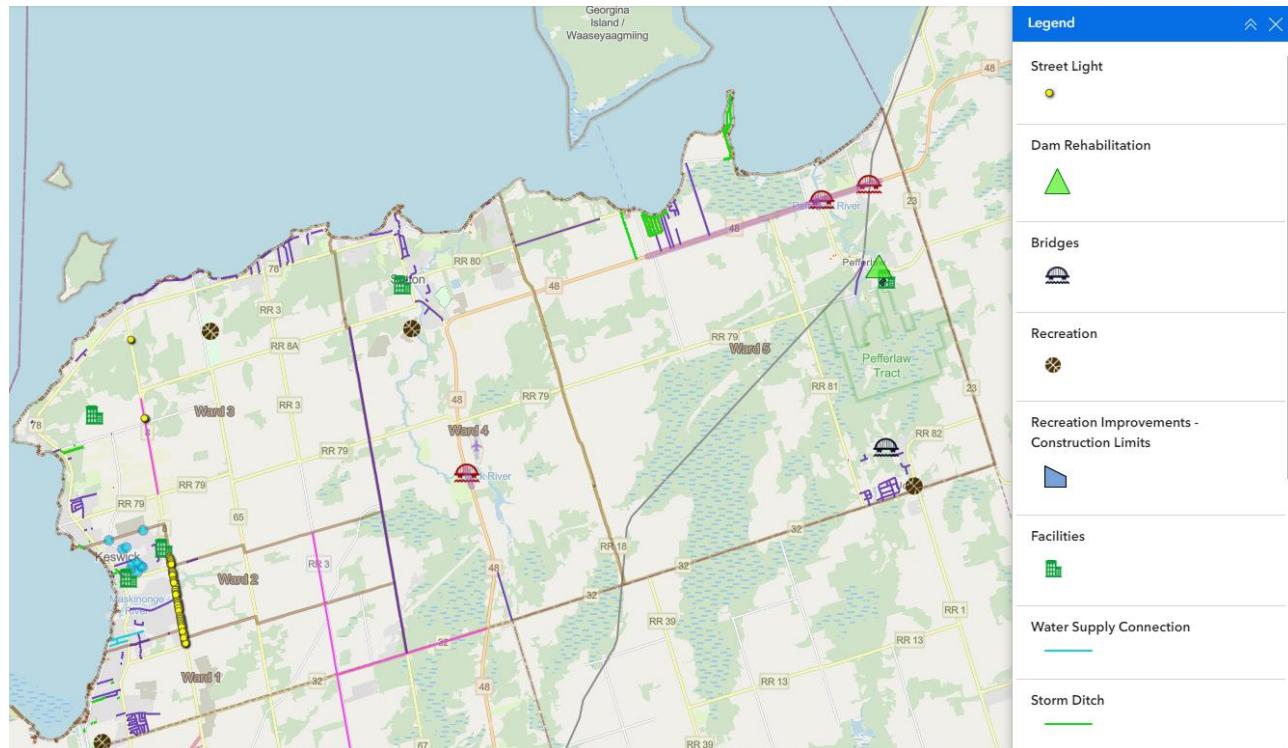
Project Communications

Early in 2024, planning for the upcoming construction season was well underway. More than 400 individual locations of work were to take place throughout Georgina in a single, short construction season – but how do we communicate these unique projects and locations in an effective way?

New in 2024, the department worked collaboratively with the ITS GIS team to develop the [All Construction map](#). It builds upon a 2023 pilot (only resurfacing) and includes all planned works such as streetlighting upgrades, road repair and rehabilitation, dam rehabilitation, and park upgrades, among others. It also includes projects from York Region and the Ministry of Transportation – a one-stop-shop! Links within each location point to budget documents, additional website information and project status.

In addition to the online tools, on-site signage was updated and standardized, direct mailers were used on projects that directly impacted local residents, and website pages were standardized to ensure the projects' key messages were clear and concise.

All construction map example

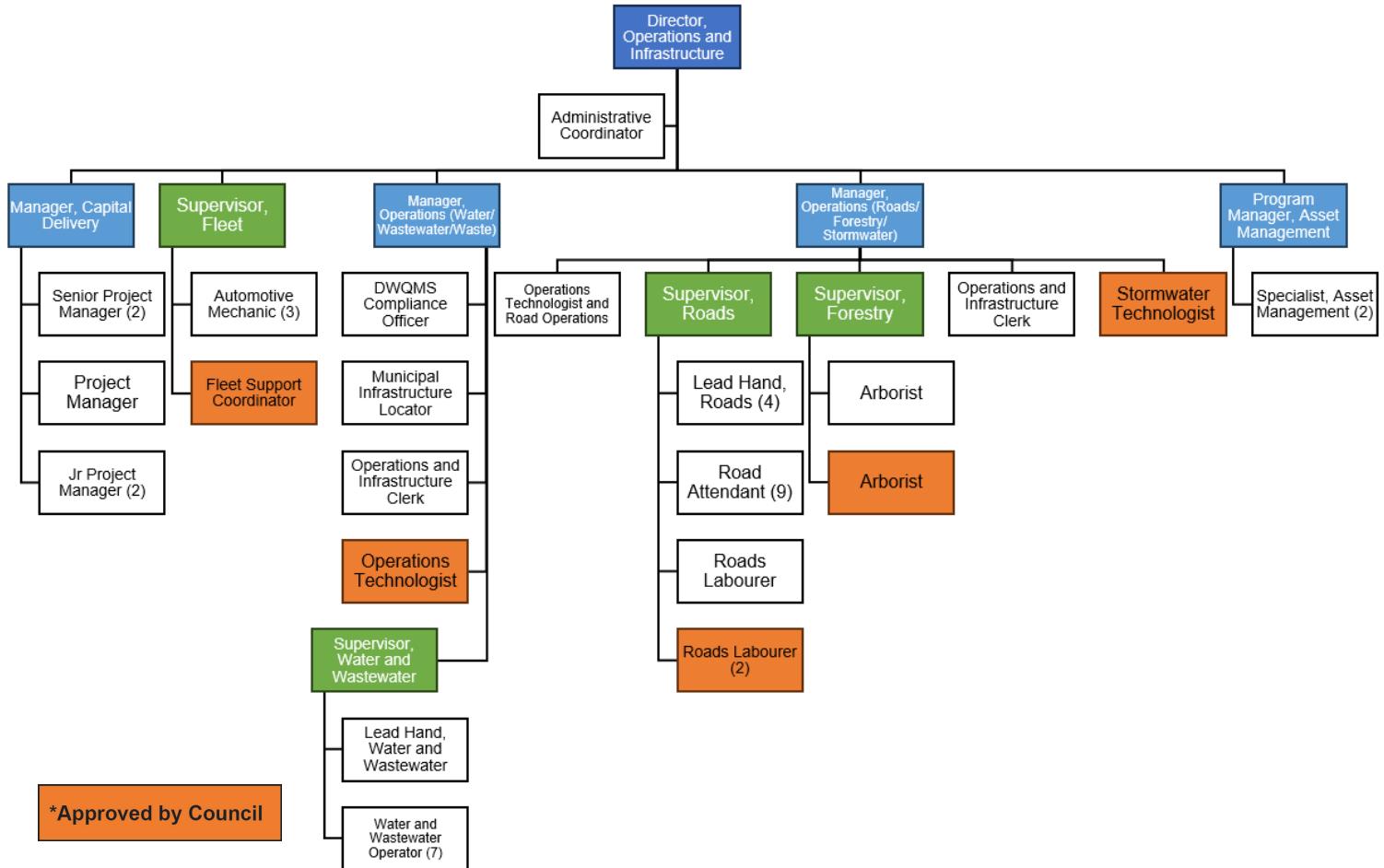




GEORGINA

Business Plan

Organizational Chart



Divisions

- Asset Management
- Capital Delivery
- Fleet Services
- Operations Division
 - Traffic Services
 - Road and Stormwater Services
 - Forestry Services
- Operations Division
 - Water Quality and Distribution Services
 - Wastewater Collection and Transmission Services
 - Solid Waste Management

Business Plan

Major Operating Drivers

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

Major Initiatives Planned for 2025

- Completing the consolidated and updated levels of service for all asset classes as the final step in the Town's initial Asset Management Program, in accordance with the provincial requirements
- Continued delivery of the Pavement Management System: auditing and rehabilitating roads to achieve an average "good" rating network wide
- Design of key projects including water service replacements, stormwater pond rehabilitation and the Old Shiloh Bridge Replacement
- Continue to expand open-data availability including capital and operational programs and services to the public through the internet
- Formalize the relationship with East Gwillimbury Fire and Rescue Services for apparatus maintenance and repair
- Continue to deliver various stormwater management projects including ditch maintenance, culvert replacement and outlet maintenance
- Update and modernize the SCADA system (Supervisory Control and Data Acquisition) – monitoring and controlling the water and wastewater network and pumping stations
- Review opportunities for land transfer, acquisition and divestiture



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Department Administration - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration Expense									
Salaries and Benefits	323,450			53,340	(112,980)	263,810	-18%	0%	Transfer 2 O&I Clerks from Director Admin to Operations
Staffing Other Direct Expenses	8,890					8,890	0%	0	Director Admin and Water Admin
Other Direct Costs	1,000			500		1,500	50%	500	
Expense Total	333,340			53,840	(112,980)	274,200	-18%	(59,140)	
Administration Total	333,340			53,840	(112,980)	274,200	-18%	(59,140)	
Grand Total	333,340			53,840	(112,980)	274,200	-18%	(59,140)	

Business Plan

Operations and Infrastructure – Asset Management

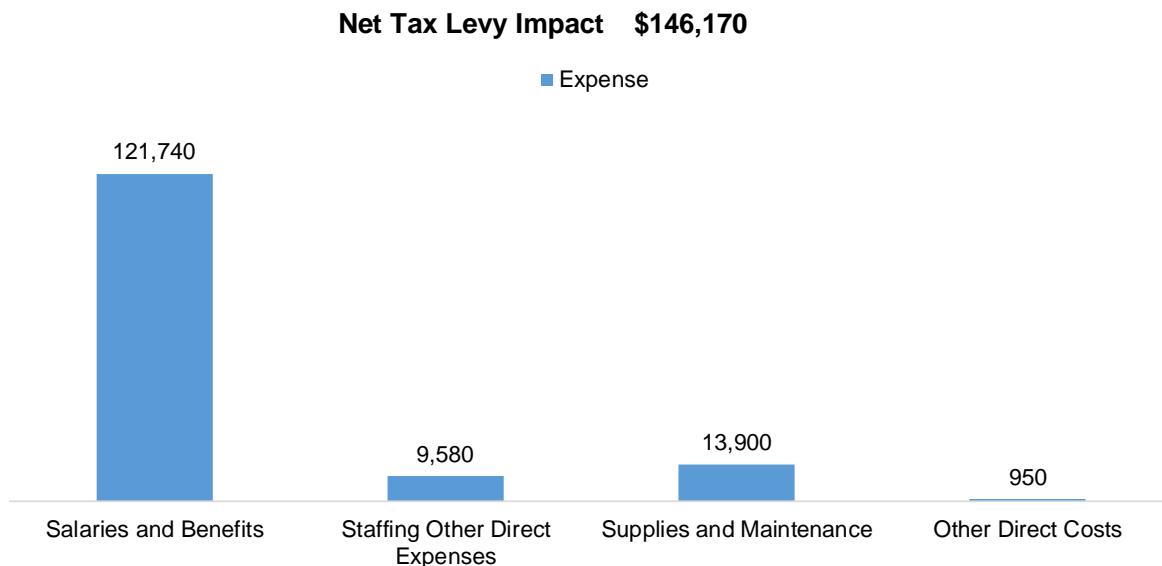
The Asset Management and Technical Services Division provides a range of services to coordinate the administration, planning and management of asset lifecycles of municipal infrastructure assets such as roads, bridges, water and sewer mains. This division also conducts the necessary studies and assessments to inform the decision making for infrastructure planning.

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

- Preparing, maintaining and implementing the Town's Asset Management Plan and Program for core and non-core municipal assets
- Planning major and minor capital improvements and studies for the next 10 years
- Developing and maintaining maintenance routines, standard operating procedures and risk assessments on various assets
- Protecting municipal assets through administration of permits and approvals for utility installations and external contractors working on Town roads and other private infrastructure
- Administering the condition assessments of all core and non-core assets
- Providing technical support to the Operations and Infrastructure Department

2025 Budgeted Expenditures And Revenues

The below chart shows the budgeted operating activities for the division.



Business Plan

2024 Accomplishments

- Completion of the Town's non-core Asset Management Plan (facilities, parks, buildings, fleet, urban forestry, active transportation, roadway appurtenances and information technology assets)
- Continuation of the condition assessment of four sewage pumping stations annually, namely #12, 13, 17 and 20
- Continuation of the bi-annual structural inspection of bridges and culverts (>3m) in accordance with the Ontario Structure Inspection Manual (OSIM)
- Completion of the inflow/infiltration (I/I) study to identify high I/I areas to support York Region's Inflow and Infiltration Reduction Strategy
- Continuation of the condition assessment for 10 per cent of the Town's Gravity Sanitary Sewer and Manhole inventor.
- Commencement of the condition assessment for the Town's stormwater management facilities namely stormwater management (SWM) ponds and Low Impact Development (LID) features
- Issuance of the Town's final Consolidated Linear Infrastructure Environmental Compliance Approval (CLI/ECA) for the Wastewater Collection System

Key Projects for 2025

- Commencement of the condition assessment for 10 per cent of the Town's Linear Stormwater Management System annually.
- Continuation of the condition assessment for four sewage pumping stations annually, namely stations #21, 22, 23, 24
- Continuation of the condition assessment for 10 per cent of the Town's Gravity Sanitary Sewer and Manhole inventory
- Commencement of the condition assessment for 10 per cent of the Town's stormwater mains, manholes and catch basins
- Continued implementation the Pavement Management Program in partnership with York Region
- Submission of the updated levels of service under O. Reg. 588/17, Asset Management Planning for Municipal Infrastructure
- Commencement of the Inspection and Monitoring Program for the Wastewater Collection System and the Stormwater Management System in accordance with the reporting requirements for the respective CLI/ECAs.



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Asset Management - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
							BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	
Administration									
Expense									
Salaries and Benefits	173,210				40,420	(91,890)	121,740	-30%	(51,470)
Staffing Other Direct Expenses	9,830					(250)	9,580	-3%	(250)
Supplies and Maintenance	11,900				2,000		13,900	17%	2,000
Other Direct Costs	1,000				(50)		950	-5%	(50)
Expense Total	195,940				42,370	(92,140)	146,170	-25%	(49,770)
Administration Total	195,940				42,370	(92,140)	146,170	-25%	(49,770)
Grand Total	195,940				42,370	(92,140)	146,170	-25%	(49,770)

Transfer Municipal
Infrastructure Locator from
Asset Management to Water-
Labour Allocation division

Business Plan

Operations and Infrastructure – Capital Delivery Division

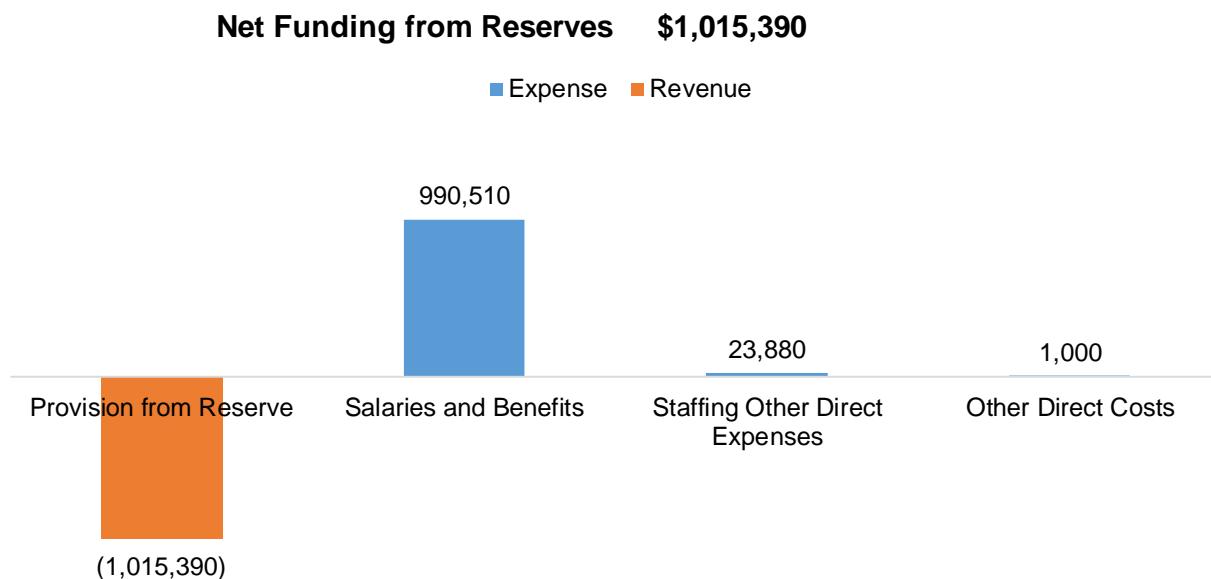
The Capital Delivery Division is responsible for conducting capital projects within the Operations and Infrastructure Department's portfolio. This includes procurement, consultant's engineering designs, permitting, and construction and contract administration for various types of municipal infrastructure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

Services provided by the Capital Delivery Division include:

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

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.





GEORGINA

Business Plan

2024 Accomplishments

- Completed construction of the 2024 portion of the Town-wide multi-year road repairs contract under the Pavement Management Program
- Completed construction of ditch and culvert drainage improvements work on Virginia Boulevard and Burnie Road
- Completed reconstruction of Black River Road
- Completed construction of stabilization of shoulders on Pollock Road
- Completed construction of upgrading streetlights to LED
- Completed construction of rehabilitation of sewage pump stations # 1, 2, 7 and 8
- Completed construction of rehabilitation and remediation of the Pefferlaw Dam
- Completed construction of water distribution system valve and chamber modifications in the area bounded by Morton Avenue, Church Street and Woodbine Avenue
- Completed construction to replace aged plastic water service connection pipes with copper on Bayview Avenue, Elmhurst Lane, Loves Road and Royal Road
- With funding from the Lake Simcoe Region Conservation Authority, completed effectiveness monitoring of 14 “LittaTrap” catch basin inserts in selected locations as a pilot program to reduce discharges of sediment into receiving water bodies
- Completed the Municipal Class Environmental Assessment for the replacement of the Old Shiloh Road Bridge
- Initiated preliminary design for replacement of the Old Shiloh Road Bridge
- Initiated design of streetscape and infrastructure improvements for High Street in Sutton
- Initiated engineering design of urbanization of the Queensway North from Church Street to the new development zone
- Completed engineering design for reconstruction of Riverglen Drive and Boyers Road
- Completed detailed design of road upgrades in the former Estonian Camp area of Udora
- Completed engineering design of the fourth phase of replacement of aged and leaking plastic drinking water service connections with copper on Elm Avenue, Pineway Avenue, Parkway Avenue and Pine Beach Drive
- Completed detailed design of stormwater ditch and culvert improvements in the general areas of Alice Avenue, Duclos Point and south of Royal Beach Park (Virginia)
- Completed detailed design for rehabilitation of sewage pump stations # 6, 11, 18, 19 and 23
- Completed engineering design for next phase of repairs to sanitary sewers at various locations throughout Georgina
- Completed preliminary design and tendering of replacement salt and sand storage building at the Egypt Roads Yard

Business Plan

2025 Key Focus Areas

- Implementation of the 2025 season of the Town-wide road repairs construction contract under the Pavement Management Program
- Construction to replace 190 aged and leaking plastic drinking water service connections with copper on Lake Drive South
- Construction of ditch and culvert drainage improvements in the general areas of Alice Avenue, Duclos Point and Royal Beach Park
- Continuation of the long-term program for construction of repairs to sanitary sewers at various locations throughout Georgina
- Construction of urbanization of the Queensway North from Church Street to the new development zone
- Construction of Phase 1 of the Lake Drive Improvements Program
- Construction of drainage improvements on Station Road and a multi-use path along a portion of Old Homestead Road
- Construction of watermain renewal on the Queensway South between Miami Drive and Joe Dales Drive
- Construction of rehabilitation of sewage pump stations # 6, 11, 18, 19 and 23
- Construction of repairs to sanitary sewers at various locations throughout Georgina
- Construction of a replacement salt and sand storage building at the Egypt Roads Yard
- Detailed design and tendering for construction of streetscape and infrastructure improvements on High Street in Sutton
- Detailed design for replacement of the Old Shiloh Bridge
- Engineering design for repair and replacement of priority stormwater management ponds
- Continuation of ongoing program of engineering design for stormwater ditch and culvert improvements
- Additional engineering design and construction projects for roads, water, wastewater, stormwater management and other non-core infrastructure prioritized in accordance with the Town's asset management strategy



GEORGIA

2025 OPERATING BUDGET

Structure - Capital Delivery - Budget Details

Operations and Infrastructure - Capital Delivery - Budget Details

Operations and Infrastructure – Operations Road Operations, Fleet and Forestry

The Operations Division provides operations and maintenance on road infrastructure (bridges, streetlights, sidewalks). The division delivers engineering and technical services related to traffic operations including traffic studies for speed limits, traffic calming, parking control and roadside safety. The division also provides forestry services.

Services provided by the Operations Division include:

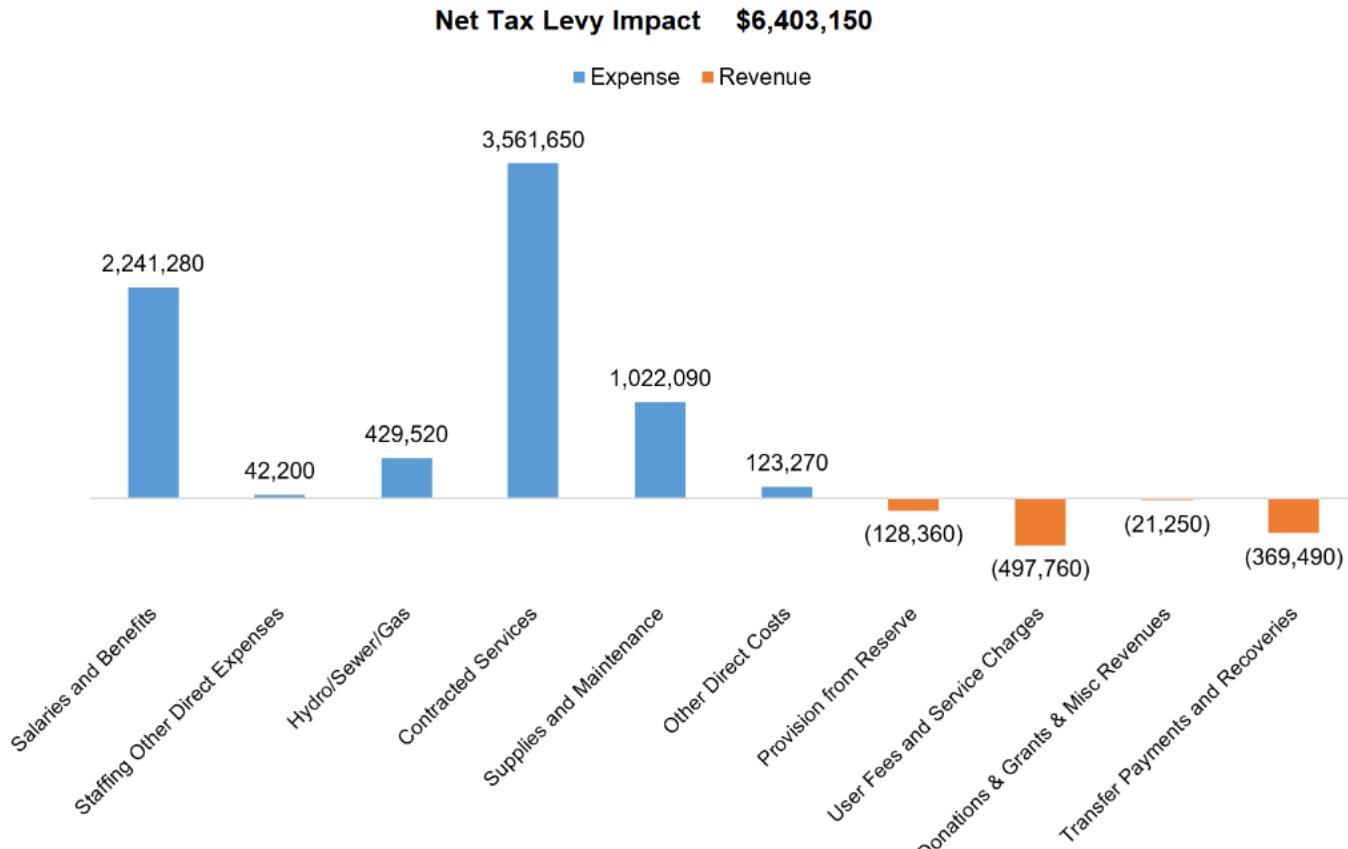
- Road operations: street sweeping, pothole repairs, line painting, street and traffic sign installation/maintenance, roadside grass cutting, brush removal, traffic control, minor resurfacing
- Winter patrolling, snow plowing, sanding, salting and snow removal on road surfaces and sidewalks/multi-use paths
- Forestry services including tree removals, stumping, planting, boulevard and park tree maintenance, and sightline issues
- Aquatic weed removal, mosquito control and solid waste management and recycling
- Emergency response to roads damage, wind damage, vehicle incidents
- Traffic management, studies, analysis and traffic calming
- Streetlight repair and maintenance

Business Plan

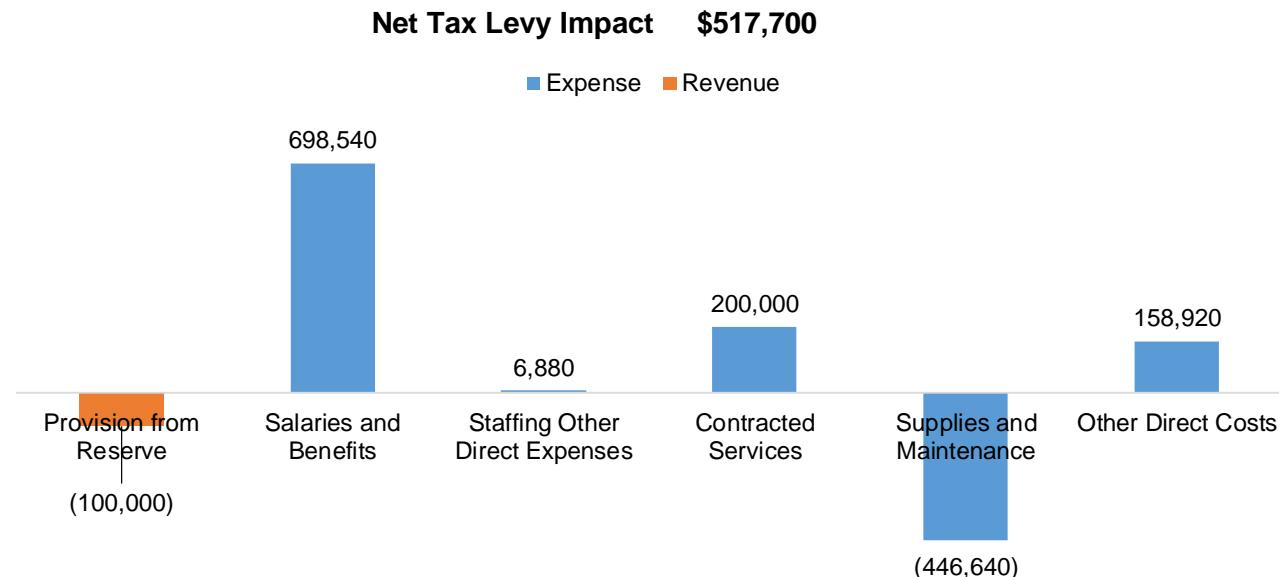
2025 Budgeted Expenditures and Revenues

The below charts show the budgeted operating activities for the division.

Operations



Fleet



Business Plan

2024 Accomplishments

- Delivered the minor capital program including sidewalk replacement, curb replacements and gravel surface repairs throughout Georgina
- Met winter service levels at 98 per cent
- Updated the Salt Management Plan
- Created a Council-approved Winter Maintenance Policy
- Updated the Traffic Calming Policy to be more robust and functional in a growing community
- Implemented digital tools and automation to increase efficiency of field operations
- Inclusion of Automated Speed Enforcement into the Town Traffic Safety programming
- Street name sign upgrades and replacements
- Approval of the Consolidated Linear Infrastructure Environmental Compliance Approval stormwater (CLI ECA) application

Key Projects for 2025

- Update the Town's Active Transportation Master Plan
- CLI ECA program rollout and compliance
- Street name sign upgrades and replacements
- Excess soil management plan



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Summary

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	385,850	3,700		54,570	(44,320)	399,800	4%	13,950
Aquatic Weed Removal	170,500			10,230		180,730	6%	10,230
Closed Landfill - Monitoring	11,230			12,640		23,870	113%	12,640
Dams and Bridges	5,650			(4,650)	1,000	1,000	-82%	(4,650)
Bridges	3,950			(2,950)	1,000	1,000	-75%	(2,950)
Dams	1,700			(1,700)	0	0	-100%	(1,700)
Fleet Maintenance	435,920			(124,220)	311,700		-28%	(124,220)
Fleet	385,370			(73,670)	311,700		-19%	(73,670)
Vehicle Maintenance	50,550			(50,550)	0	0	-100%	(50,550)
MOSQUITO	126,000			10,080		136,080	8%	10,080
Refuse and Recycling	1,519,760			(98,000)	1,421,760		-6%	(98,000)
Blue Boxes	332,600				332,600		0%	0
Collection	446,080				446,080		0%	0
Electronic Waste Collection and Disposal	800					800	0%	0
Green Bins	545,720					545,720	0%	0
Labour Allocation						(98,000)	0%	(98,000)
Yard Waste Collection	194,560					194,560	0%	0
Roads Maintenance	1,442,760			48,960	42,380	579,280	46%	670,920
Brush,Tree,Trim	126,040				(109,540)	16,500	-87%	(109,540)
Catch Basins, Curbs, Storms	32,130				(32,130)	0	-100%	(32,130)
Debris, Litter	34,190				(34,190)	3,000	-91%	(34,190)
Ditching	386,150				(386,150)	0	-100%	(386,150)
Dust Layer	25,250			1,200	(1,290)	25,160	0%	(90)
Grading and Scarifying	43,930				(20,000)	(13,330)	10,000	-77%
Grass Mowing	67,880					(55,380)	12,000	-82%
Gravel Pit	3,660					(1,660)	2,000	-45%
Gravel Resurfacing	17,560					(7,560)	10,000	-43%
Labour Allocation	0						1,547,170	0%
Other Overhead	119,980						132,850	11%
Patching, Spraying	244,970						92,000	-62%
Shoulder Maintenance	74,210						(29,010)	45,200
Sidewalks	223,690						(15,690)	217,500
Summer Standby	43,110						(43,110)	0
Roads Operations Centre	156,800			17,120	(39,790)	134,130	-14%	(22,670)
Machine Shed	156,800			17,120	(39,790)	134,130	-14%	(22,670)
Roadside Safety	326,540			650	7,020	(275,560)	-82%	(267,890)
Community Art (Asphalt)	20,000						0%	0
Railroad Crossing	13,000						5%	650
Routine Patrols	60,190						-100%	(60,190)
Signs and Markings	212,630						-100%	(212,630)
Guardrails/Fences	20,720						21%	4,280
Street Lighting	341,000						45%	152,000
Sweeping,Flushing,Cleaning	255,960						-59%	(177,230)

2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Summary

GEORGINA



	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Urban Forestry	259,920		(64,000)		(105,920)	90,000	-55%	(169,920)
Winter Maintenance	1,433,930			67,910	(541,520)	960,320	-33%	(473,610)
Sanding and Salting	1,103,910			67,910	(263,000)	908,820	-8%	(195,090)
Snow Fence, Culvert Thawing	71,430				(69,930)	1,500	-98%	(69,930)
Snow Plowing and Removal	221,510				(171,510)	50,000	-77%	(171,510)
Winter Standby	37,080				(37,080)	0	-100%	(37,080)
Grand Total	6,871,820	3,700	17,610	329,310	(819,290)	6,403,150	-7%	(468,670)

**GEORGINA**

2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve						(40,000)	0%	(40,000)	25-NI-O1-02 To fund Tree
User Fees and Service Charges	(35,000)					(29,780)	85%	(29,780)	Planting Program
Donations & Grants & Misc Revenue:	(21,250)					(21,250)	0%	0	Allocation for ASE
Transfer Payments and Recoveries	(5,000)					(161,790)	323%	(161,790)	Stormwater allocation
Revenue Total						(231,570)	378%	(231,570)	
Expense									
Salaries and Benefits	433,010				54,150	187,250	674,410	56%	Transfer O&I Clerk from Director Admin to Operations Admin; removal of Water and Wastewater Allocation; increases salaries and benefits
Staffing Other Direct Expenses	7,500						10,500	40%	3,000
Supplies and Maintenance	300						1,000	233%	700
Other Direct Costs	6,290					420	6,710	7%	420
Expense Total	447,100					54,570	187,250	692,620	55%
Administration Total	385,850				3,700	54,570	(44,320)	399,800	4%
Aquatic Weed Removal									
Expense									
Contracted Services	170,500					10,230		180,730	6%
Expense Total	170,500					10,230		180,730	6%
Aquatic Weed Removal Total						10,230		180,730	6%
Blue Boxes									
Revenue									
User Fees and Service Charges						(10,260)	0%	0	
Transfer Payments and Recoveries						(200,000)	0%	0	
Revenue Total						(210,260)	0%	0	
Expense									
Staffing Other Direct Expenses							800	0%	0
Contracted Services							529,660	0%	0
Supplies and Maintenance							12,400	0%	0
Expense Total							542,860	0%	0
Blue Boxes Total						332,600	0%	332,600	0
Bridges									
Expense									
Salaries and Benefits	2,950					(2,950)	0	0	-100% (2,950)
Supplies and Maintenance	1,000						1,000	0%	0
Expense Total						(2,950)	1,000	(2,950)	(2,950)
Bridges Total						(2,950)	1,000	(2,950)	(2,950)
Brush, Tree, Trim									
Expense									
Salaries and Benefits	109,540					(109,540)	0	0	-100% (109,540)
Contracted Services	15,000						15,000	0%	0
Supplies and Maintenance	1,500						1,500	0%	0



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense Total	126,040				(106,540)	16,500	-87%	(109,540)	
Brush, Tree, Trim Total	126,040				(106,540)	16,500	-87%	(109,540)	
Catch Basins, Curbs, Storms									
Expense									
Salaries and Benefits	9,130				(9,130)	0	-100%	(9,130)	Move to Stormwater
Contracted Services	20,000				(20,000)	0	-100%	(20,000)	Move to Stormwater
Supplies and Maintenance	3,000				(3,000)	0	-100%	(3,000)	Move to Stormwater
Expense Total	32,130				(32,130)	0	-100%	(32,130)	
Catch Basins, Curbs, Storms Total	32,130				(32,130)	0	-100%	(32,130)	
Closed Landfill - Monitoring									
Revenue									
Provision from Reserve	(26,000)				12,640	(13,360)	-49%	12,640	Reduced provision
Revenue Total	(26,000)				12,640	(13,360)	-49%	12,640	
Expense									
Contracted Services	37,230				37,230	0%	0%	0	
Expense Total	37,230				37,230	0	0%	0	
Closed Landfill - Monitoring Total	11,230				12,640	23,870	113%	12,640	
Collection									
Revenue									
User Fees and Service Charges	(140,000)				(140,000)	0%	0%	0	
Revenue Total	(140,000)				(140,000)	0%	0%	0	
Expense									
Contracted Services	574,080				574,080	0%	0%	0	
Other Direct Costs	12,000				12,000	0%	0%	0	
Expense Total	586,080				586,080	0%	0%	0	
Collection Total	446,080				446,080	0%	0%	0	
Community Art (Asphalt)									
Expense									
Contracted Services	20,000				20,000	0%	0%	0	
Expense Total	20,000				20,000	0%	0%	0	
Community Art (Asphalt) Total	20,000				20,000	0%	0%	0	
Dams									
Expense									
Salaries and Benefits	1,200				(1,200)	0	-100%	(1,200)	Move to Stormwater
Other Direct Costs	500				(500)	0	-100%	(500)	Move to Stormwater
Expense Total	1,700				(1,700)	0	-100%	(1,700)	
Dams Total	1,700				(1,700)	0	-100%	(1,700)	
Debris, Litter									
Expense									
Salaries and Benefits	31,190				(31,190)	0	-100%	(31,190)	Reversal of labour allocation
Other Direct Costs	3,000				3,000	0%	0%	0	
Expense Total	34,190				(31,190)	3,000	-91%	(31,190)	
Debris, Litter Total	34,190				(31,190)	3,000	-91%	(31,190)	
Ditching									
Expense									
Salaries and Benefits	305,400				(305,400)	0	-100%	(305,400)	Move to Stormwater



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Contracted Services	60,750				(60,750)	0	-100%	(60,750)	Move to Stormwater
Supplies and Maintenance	20,000				(20,000)	0	-100%	(20,000)	Move to Stormwater
Expense Total	386,150				(386,150)	0	-100%	(386,150)	
Ditching Total	386,150				(386,150)	0	-100%	(386,150)	
Dust Layer									
Expense									
Salaries and Benefits	1,290				(1,290)	0	-100%	(1,290)	
Supplies and Maintenance	23,960				1,200	25,160	5%	1,200	
Expense Total	25,250				1,200	(1,290)	0%	(90)	
Dust Layer Total	25,250				1,200	(1,290)	0%	(90)	
Electronic Waste Collection and Disposal									
Revenue									
Transfer Payments and Recoveries	(2,700)					(2,700)	0%	0	
Revenue Total	(2,700)					(2,700)	0%	0	
Expense									
Contracted Services	3,500					3,500	0%	0	
Expense Total	3,500					3,500	0%	0	
Electronic Waste Collection and Disposal Total	800					800	0%	0	
Fleet									
Expense									
Supplies and Maintenance	385,370					(73,670)	311,700	-19%	Stormwater allocation; fleet and fuel allocations
Expense Total	385,370					(73,670)	311,700	-19%	(73,670)
Fleet Total	385,370					(73,670)	311,700	-19%	(73,670)
Grading and Scarifying									
Expense									
Salaries and Benefits	13,930					(13,930)	0	-100%	(13,930) Reversal of labour allocation
Contracted Services	30,000					(20,000)	10,000	-67%	(20,000) Move to FT Staff
Expense Total	43,930					(20,000)	(13,930)	-77%	(33,930)
Grading and Scarifying Total	43,930					(20,000)	(13,930)	-77%	(33,930)
Grass Mowing									
Expense									
Salaries and Benefits	55,880					(55,880)	0	-100%	(55,880) Reversal of labour allocation
Contracted Services	12,000					12,000	0%	0%	0
Expense Total	67,880					(55,880)	12,000	-82%	(55,880)
Grass Mowing Total	67,880					(55,880)	12,000	-82%	(55,880)
Gravel Pit									
Expense									
Salaries and Benefits	1,660					(1,660)	0	-100%	(1,660)
Supplies and Maintenance	2,000					3,660	2,000	0%	0
Expense Total	3,660					(1,660)	2,000	-45%	(1,660)
Gravel Pit Total	3,660								
Gravel Resurfacing									
Expense									
Salaries and Benefits	7,560					(7,560)	0	-100%	(7,560)
Supplies and Maintenance	10,000							0%	0



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense Total	17,560				(7,560)	10,000	-43%	(7,560)	
Gravel Resurfacing Total	17,560				(7,560)	10,000	-43%	(7,560)	
Green Bins									
Revenue									
User Fees and Service Charges	(12,500)								
Revenue Total	(12,500)								
Expense									
Contracted Services	537,970								
Supplies and Maintenance	20,250								
Expense Total	558,220								
Green Bins Total	545,720								
Guidelines/Fences									
Expense									
Salaries and Benefits	720								
Contracted Services	20,000								
Expense Total	20,720								
Guidelines/Fences Total	20,720								
Labour Allocation									
Revenue									
User Fees and Service Charges									
Revenue Total									
Expense									
Salaries and Benefits	0								
Expense Total	0								
Labour Allocation Total	0								
Machine Shed									
Expense									
Salaries and Benefits	53,790								
Staffing Other Direct Expenses	18,400								
Hydro/Sewer/Gas	47,400								
Supplies and Maintenance	28,000								
Other Direct Costs	9,210								
Expense Total	156,800								
Machine Shed Total	156,800								
MOSQUITO									
Expense									
Contracted Services	126,000								
Expense Total	126,000								
MOSQUITO Total	126,000								
Other Overhead									
Expense									
Staffing Other Direct Expenses	12,500								
Supplies and Maintenance	23,040								
Other Direct Costs	84,450								
Expense Total	126,000								
MOSQUITO Total	126,000								
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**GEORGINA**

2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense Total	119,990		4,960	7,900		132,850	11%	12,860	
Other Overhead Total	119,990		4,960	7,900		132,850	11%	12,860	
Revenue									
Provision from Reserve	(30,000)					(30,000)	0%	0	
Revenue Total	(30,000)					(30,000)	0%	0	
Expense									
Salaries and Benefits	152,970				(152,970)	0	-100%	(152,970)	Reversal of labour allocation
Contracted Services	60,000				15,000	75,000	25%	15,000	Budget reallocation from Asphalt-Cold Mix to Sub-Contracting
Supplies and Maintenance	62,000				(15,000)	47,000	-24%	(15,000)	Budget reallocation from Asphalt-Cold Mix to Sub-Contracting
Expense Total	274,970				(152,970)	122,000	-56%	(152,970)	
Patching, Spraying Total	244,970				(152,970)	92,000	-62%	(152,970)	
Railroad Crossing									
Expense									
Contracted Services	13,000				650	13,650	5%	650	
Expense Total	13,000				650	13,650	5%	650	
Railroad Crossing Total	13,000				650	13,650	5%	650	
Routine Patrols									
Expense									
Salaries and Benefits	60,190					(60,190)	0	-100%	(60,190)
Expense Total	60,190					(60,190)	0	-100%	(60,190)
Routine Patrols Total	60,190					(60,190)	0	-100%	(60,190)
Sanding and Salting									
Revenue									
Provision from Reserve	(45,000)					(45,000)	0%	0	
Revenue Total	(45,000)					(45,000)	0%	0	
Expense									
Salaries and Benefits	263,000					(263,000)	0	-100%	(263,000)
Contracted Services	472,220					47,220	519,440	10%	47,220
Supplies and Maintenance	413,690					20,690	434,380	5%	20,690
Expense Total	1,148,910					67,910	(263,000)	-17%	(195,090)
Sanding and Salting Total	1,103,910					67,910	(263,000)	-18%	(195,090)
Shoulder Maintenance									
Expense									
Salaries and Benefits	29,010					(29,010)	0	-100%	(29,010)
Supplies and Maintenance	45,200								
Expense Total	74,210					(29,010)	45,200	0%	0
Shoulder Maintenance Total	74,210					(29,010)	45,200	-39%	(29,010)
Sidewalks									
Expense									
Salaries and Benefits	15,690					(15,690)	0	-100%	(15,690)
Contracted Services	208,000					9,500	217,500	5%	9,500
Expense Total	223,690					(15,690)	217,500	-3%	(6,190)
Sidewalks Total	223,690					(15,690)	217,500	-3%	(6,190)



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2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

Signs and Markings	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue									
User Fees and Service Charges						(172,220)	(172,220)	0%	(172,220) Allocation for ASE
Revenue Total						(172,220)	(172,220)	0%	(172,220)
Expense									
Salaries and Benefits	97,430				(97,430)	0	-100%		
Contracted Services	104,200				7,020	50,000	161,220	55%	57,020 Offset by safe street contract
Supplies and Maintenance	11,000					11,000	0%	0	
Expense Total	212,630				7,020	(47,430)	172,220	-19%	(40,410)
Signs and Markings Total	212,630				7,020	(219,650)	0	-100%	(212,630)
Snow Fence, Culvert Thawing									
Expense									Remove temporary winter
Salaries and Benefits	69,930					(69,930)	0	-100%	80,000 windrow program funding
Supplies and Maintenance	1,500					1,500	0%	0	
Expense Total	71,430					(69,930)	1,500	-98%	(69,930)
Snow Fence, Culvert Thawing Total	71,430					(69,930)	1,500	-98%	(69,930)
Snow Plowing and Removal									
Revenue									
Provision from Reserve	(80,000)					80,000	0	-100%	
Revenue Total	(80,000)					80,000	0	-100%	80,000
Expense									
Salaries and Benefits	201,510					(201,510)	0	-100%	(201,510) Reversal of labour allocation
Contracted Services	100,000					(50,000)	50,000	-50%	Based on actual uptake of (50,000) winter windrow program
Expense Total	301,510					(251,510)	50,000	-83%	(251,510)
Snow Plowing and Removal Total	221,510					(171,510)	50,000	-77%	(171,510)
Street Lighting									
Expense									
Contracted Services	88,000					12,000	120,000	100,000	14%
Hydro/Sewer/Gas	245,000							365,000	49%
Supplies and Maintenance	8,000					20,000	20,000	28,000	250%
Expense Total	341,000					32,000	120,000	493,000	45%
Street Lighting Total	341,000					32,000	120,000	493,000	45%
Summer Standby									
Expense									
Salaries and Benefits	43,110						(43,110)	0	-100%
Expense Total	43,110						(43,110)	0	-100%
Summer Standby Total	43,110						(43,110)	0	-100%
Sweeping, Flushing, Cleaning									
Expense									
Salaries and Benefits	59,190						(39,490)	19,700	-67%
Contracted Services	196,770						(137,740)	59,030	-70%
Expense Total	255,960						(177,230)	78,730	-69%
Sweeping, Flushing, Cleaning Total	255,960						(177,230)	78,730	-69%
Urban Forestry									
Expense									
Salaries and Benefits	43,110						(43,110)	0	-100%
Expense Total	43,110						(43,110)	0	-100%
Urban Forestry Total	43,110						(43,110)	0	-100%



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2025 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	145,920					(145,920)	0	-100%	(145,920) Reversal of labour allocation
Contracted Services	114,000					40,000	90,000	-21%	25-SI-OI-01 To offset Arborist staff request, and 25-NI-OI-02 Tree Planting Program
Expense Total	259,920					(105,920)	90,000	-65%	(169,920)
Urban Forestry Total	259,920					(64,000)	90,000	-65%	(165,920)
Vehicle Maintenance									
Expense									
Salaries and Benefits	50,550					(50,550)	0	-100%	(50,550) Reversal of labour allocation
Expense Total	50,550					(50,550)	0	-100%	(50,550)
Vehicle Maintenance Total	50,550					(50,550)	0	-100%	(50,550)
Winter Standby									
Expense									
Salaries and Benefits	37,080					(37,080)	0	-100%	(37,080) Reversal of labour allocation
Expense Total	37,080					(37,080)	0	-100%	(37,080)
Winter Standby Total	37,080					(37,080)	0	-100%	(37,080)
Yard Waste Collection									
Expense									
Contracted Services	194,560					194,560	0%	0%	0
Expense Total	194,560					194,560	0%	0%	0
Yard Waste Collection Total	194,560					194,560	0%	0%	0
Grand Total	6,871,820	3,700	17,610	329,310	(819,290)	6,403,150	-7%	(463,670)	



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Fleet - Budget Details

Mechanic's Garage	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue									25-NI-O1-03 Emergency Fleet Support; remaining balance from EG pilot for temporary staff support; increase in salaries and benefits
Provision from Reserve									
Revenue Total									
Expense									
Salaries and Benefits	524,960			32,610	140,970	698,540	33%	173,560	
Staffing Other Direct Expenses	6,880					6,880	0%	0	
Contracted Services	314,990				(114,990)	200,000	-37%	(114,990)	Budget transfer from Contracted Services to Supplies and Maintenance
Supplies and Maintenance									Budget transfer from Contracted Services to Supplies and Maintenance; fleet and fuel
Other Direct Costs	(440,290)								
Expense Total	157,170								
Mechanic's Garage Total	563,710								
Grand Total	563,710								

Business Plan

Operations and Infrastructure – Water Distribution and Wastewater Collection

The Water/Wastewater Division is responsible for maintaining the Town's water and wastewater system. The water/wastewater group operates and maintains the Keswick and Sutton Water Distribution and Wastewater Collection System. This includes distributing treated water purchased from York Region and conveying wastewater to Region facilities for treatment. Town-owned infrastructure includes watermains, valves, fire hydrants, booster stations, wastewater sewers, pumping stations, residential grinder/ejector pumps and service connections.

The division is also responsible for managing conveyance, storage, and treatment and discharge of stormwater runoff to the environment. This division is funded by water and wastewater rates.

Services provided by the Water/Wastewater Division include:

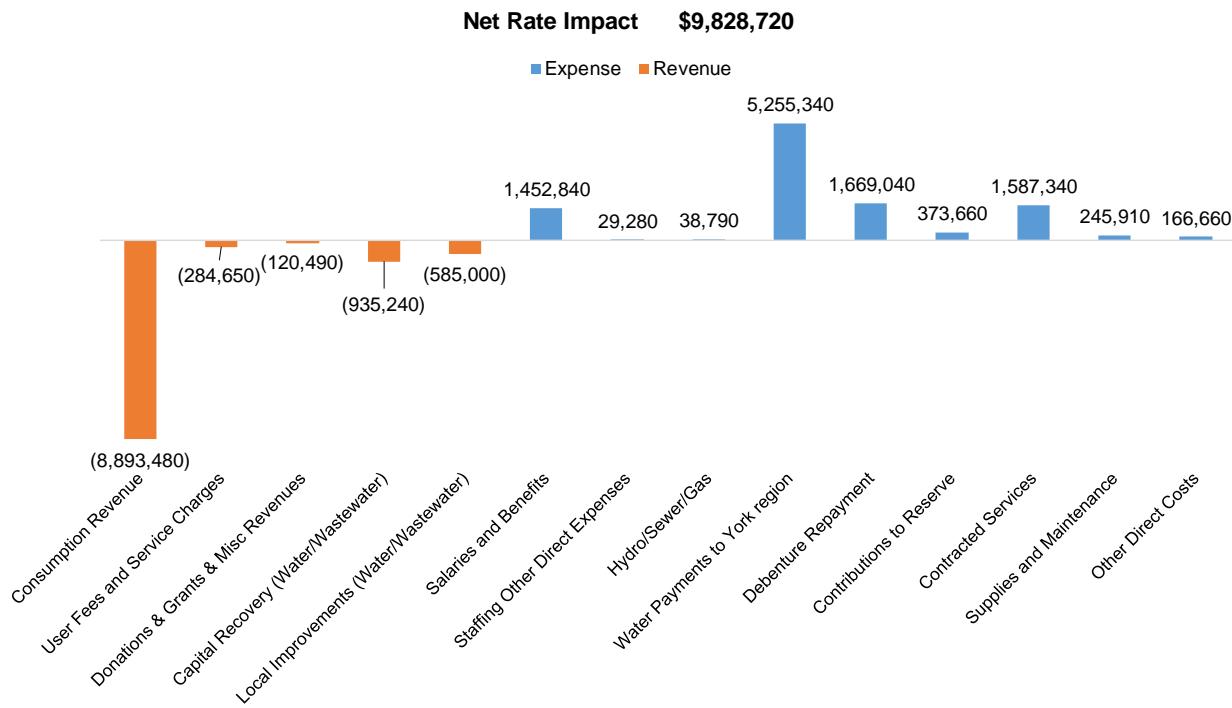
- Operations of the municipal drinking water distribution system, reporting on water quality, sampling and monitoring
- Water system operations, maintenance including repairs of watermain breaks, service leaks and watermain flushing
- Customer service including water turn off/on, water quality complaints/inquiries
- Wastewater system operations, maintenance and repairs including sewer break repairs, sewer flushing, clearing sewer backups, pump station repairs and cleaning, odour management, SCADA system notification and data statistics
- Preventative maintenance programs for the Water Distribution and Wastewater Collection System, including regulatory sampling, valve exercising, dead-end flushing, hydrant winterizing and annual inspections, annual routine checks/monitoring of booster/pumping stations, and flushing of sanitary sewer

Business Plan

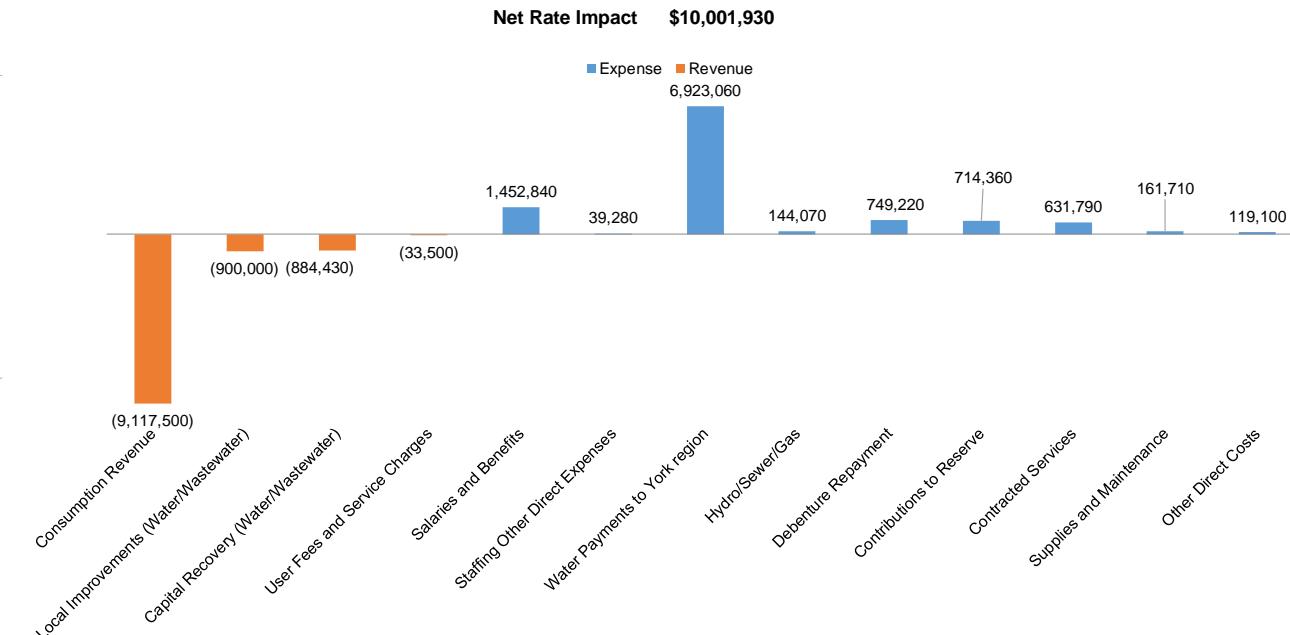
2025 Budgeted Expenditures and Revenues

The below charts show the budgeted operating activities for the division.

Water



Wastewater



Business Plan

2024 Accomplishments

- Successfully passed the annual ministry inspection of the water system
- Completed the annual fire hydrant inspections.
- Completed the annual air valve inspections.
- Continue to conduct valve cycling program and replacement of inoperable valves.
- Received the final Consolidated Linear Infrastructure Environmental Compliance Approval (CLI/ECA) for the Sanitary Collection System.
- Completed preventative maintenance programs for Water Distribution and Wastewater Collection system.
- Continual collaboration with asset management group of Town infrastructure for condition assessment of pumping station, inflow and infiltration, Core Asset Management plan

Key Projects for 2025

- Implement measures outlined in the CLI/ECA to ensure timely adherence to regulatory requirements.
- Mainline and secondary valves and hydrant rehab and replacement.
- Enhance sampling protocols by installing sample stations throughout the Water Distribution System.
- Excess soil management plan and disposal of excess soils.
- Upgrade the main infrastructure that supports the Supervisory Control and Data Acquisition (SCADA) system to monitor the Town's water booster and sewer stations.
- Utilize corporate GeoCortex software to record flushing program data, hydrant inspection and valve checks.

2025 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Summary



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	(2,697,330)	(112,000)	73,650	(359,560)	1,104,200	(1,991,040)	-26%	706,290
Administration	(2,697,330)	(112,000)	116,840	(306,050)	221,360	(2,777,180)	3%	(79,850)
Labour Allocation	0		(43,190)	(53,510)	882,840	786,140	0%	786,140
Water Fleet	41,500			18,660	60,160		45%	18,660
Water Meters	217,640		100,000	(63,060)	254,580		17%	36,940
Water Operations Centre	107,870			(14,640)	(63,060)	30,170	-72%	(77,700)
Water Quality & Monitoring	228,410				(196,080)	32,330	-86%	(196,080)
Water System maintenance	2,101,910			148,100	(636,210)	1,613,800	-23%	(488,110)
Distribution System	1,374,760		143,460	(298,340)	1,219,880		-11%	(154,880)
Hydrants	303,310			(151,330)	151,980		-50%	(151,330)
SCADA & Network	133,260			(103,260)	30,000		-77%	(103,260)
Water Booster Stations	290,580			(83,280)	211,940		-27%	(78,640)
Grand Total	0	(112,000)	73,650	(126,100)	164,450	0	0%	0



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Consumption Revenue	(7,788,370)			(1,105,110)	0	(8,893,480)	14%	(1,105,110)	Increase in cost recovery
Capital Recovery (Water/Wastewater)	(808,130)			(127,110)		(935,240)	16%	(127,110)	Increase in cost recovery
Local Improvements (Water/Wastewater)	(631,920)				46,920	(585,000)	-7%	46,920	Based on Water/Wastewater study
User Fees and Service Charges	(266,650)		(8,000)		(10,000)	(284,650)	7%	(18,000)	Transfer connection revenue from Treasury; newly added 15% to inflits
Donations	(12,490)		(108,000)			(120,490)	865%	(108,000)	New user fee for New Development Flushing Programs for water uses
Revenue Total	(9,507,560)		(116,000)		(1,232,220)	36,920	(10,818,860)	14%	(1,311,300)
Expense									
Salaries and Benefits	252,230		116,840	116,690	180,940	666,700	164%	414,470	25-SIWAT-01 Operations Technologist - Water & Wastewater; staff reallocation; removal of 414,470 labour allocation
Staffing Other Direct Expenses	13,880	1,000				14,880	7%	0	
Contracted Services	6,000					6,000	0%	0	
Contributions to Reserve	350,860			22,800		373,660	6%	22,800	Add estimate for Cockburn subdivision watermain
Debenture Repayment	1,219,080				296,990	1,516,070	24%	296,990	296,990 replacement debenture
Supplies and Maintenance	24,200	3,000			14,270	3,500	44,970	86%	Mainly increase for building
Other Direct Costs	155,280				8,780	0	164,060	6%	20,770 repairs based on historical 8,780
Water Payments to York region	4,788,700		4,000	116,840	466,640	5,255,340	10%	466,640	Increase based on York Region rate allocation and
Expense Total	6,810,230		(112,000)	116,840	926,170	184,440	8,041,680	18%	1,231,450
Administration Total	(2,697,330)			(306,050)		(221,360)	(2,777,180)	3%	(79,850)
Distribution System									
Expense									
Salaries and Benefits	378,340				(378,340)	0	-100%	(378,340)	Reversal of labour allocation
Contracted Services	956,900				143,460	50,000	1,150,360	20%	25-NIWAT-01 Air Valve Repair and Replacement; plus increase based on 193,460 contract
Supplies and Maintenance	38,520					30,000	68,520	78%	30,000 SCADA to other areas
Other Direct Costs	1,000						1,000	0%	0
Expense Total	1,374,760				143,460	(298,340)	1,219,880	-11%	(154,880)
Distribution System Total	1,374,760				1,374,760	(298,340)	1,219,880	-11%	(154,880)
Hydrants									
Expense									



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	151,330			(151,330)	0	0	-10%	(151,330)	Reversal of labour allocation
Contracted Services	140,980			(30,000)	110,980		-21%	(30,000)	Budget reallocation
Supplies and Maintenance	11,000			30,000	41,000		273%	30,000	Budget reallocation
Expense Total	303,310			(151,330)	151,980		-50%	(151,330)	
Hydrants Total	303,310			(151,330)	151,980		-50%	(151,330)	
Labour Allocation									
Expense									
Salaries and Benefits	0			(43,190)	(53,510)	882,840	786,140	0%	786,140 Reversal of labour allocation
Expense Total	0			(43,190)	(53,510)	882,840	786,140	0%	786,140
Labour Allocation Total	0			(43,190)	(53,510)	882,840	786,140	0%	786,140
SCADA & Network									
Expense									
Salaries and Benefits	63,060				(63,060)	0	-10%	(63,060)	Reversal of labour allocation
Contracted Services	10,000				20,000	30,000	200%	20,000	Reallocate budget from SCADA to other areas
Other Direct Costs	60,200				(60,200)	0	-100%	(60,200)	Reallocate budget from SCADA to other areas
Expense Total	133,260				(103,260)	30,000	-77%	(103,260)	
SCADA & Network Total	133,260			(103,260)	30,000	77%	(103,260)		
Water Booster Stations									
Expense									
Salaries and Benefits	88,280				(88,280)	0	-100%	(88,280)	Reversal of labour allocation
Contracted Services	5,360				4,640	10,000	87%	4,640	
Debenture Repayment	152,970				0	152,970	0%	0	
Hydro/Sewer/Gas	30,530					30,530	0%	0	
Supplies and Maintenance	13,440					5,000	18,440	37%	5,000
Expense Total	290,580				4,640	(83,280)	211,940	-27%	(78,640)
Water Booster Stations Total	290,580			4,640	(83,280)	211,940	-27%	(78,640)	
Water Fleet									
Expense									
Supplies and Maintenance	41,500					(13,920)	27,580	-34%	(13,920) Fleet allocation
Expense Total	41,500					(13,920)	27,580	-34%	(13,920)
Water Fleet Total	41,500				(13,920)	27,580	-34%	(13,920)	
Water Meters									
Expense									
Salaries and Benefits	63,060					(63,060)	0	-100%	(63,060) Reversal of labour allocation
Contracted Services	153,000					100,000		65%	100,000 meters
Supplies and Maintenance	1,580							0%	0
Expense Total	217,640					100,000	(63,060)	17%	36,940
Water Meters Total	217,640				100,000	(63,060)	17%	36,940	
Water Operations Centre									
Expense									
Salaries and Benefits	63,060					(63,060)	0	-100%	(63,060) Reversal of labour allocation
Staffing Other Direct Expenses	12,000					2,400	14,400	20%	2,400
Hydro/Sewer/Gas	25,300					(17,040)	8,260	-67%	(17,040) Based on trend

2025 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Supplies and Maintenance	5,910					5,910	0%	0	
Other Direct Costs	1,600					1,600	0%	0	
Expense Total	107,870			(14,640)	(63,060)	30,170	-72%	(77,700)	
Water Operations Centre Total	107,870			(14,640)	(63,060)	30,170	-72%	(77,700)	
Water Quality & Monitoring									
Expense									
Salaries and Benefits	201,780			(201,780)		0	-100%	(201,780)	Reversal of labour allocation
Contracted Services	24,000			3,000	27,000		13%	3,000	
Supplies and Maintenance	2,630			2,700	5,330		103%	2,700	
Expense Total	228,410			(196,080)	32,330		-86%	(196,080)	
Water Quality & Monitoring Total	228,410			(196,080)	32,330	-86%	(196,080)		
WW Fleet									
Expense									
Supplies and Maintenance				32,580	32,580		0%	32,580	Fleet allocation
Expense Total				32,580	32,580		0%	32,580	
WW Fleet Total	0			32,580	32,580	0	0%	32,580	
Grand Total	0			(112,000)	73,650	(126,100)	164,450	0	0%

2025 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Summary

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	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	(2,020,330)	1,000	73,650	(328,680)	1,316,010	(958,350)	-53%	1,061,980
Water System maintenance	238,340				(141,340)	97,000	-59%	(141,340)
WW Fleet	23,500				9,780	33,280	42%	9,780
WW Maintenance	1,407,370		10,000	168,100	(788,420)	797,050	-43%	(610,320)
Residential Grinder Pumps	48,830		10,000	(37,830)	21,000		-57%	(27,830)
WW Collection System	715,930			84,500	(388,340)	412,090	-42%	(303,840)
WW Pumping Stations	642,610			83,600	(362,250)	363,960	-43%	(278,650)
WW Operations Centre	351,120			11,280	(331,380)	31,020	-91%	(320,100)
WW Operations Centre	351,120	0	1,000	11,280	(331,380)	31,020	-91%	(320,100)
Grand Total				83,650	(149,300)	64,650	0%	0

**GEORGINA**

2025 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Capital Recovery (Water/Wastewa	(776,000)				(108,430)	(884,430)	14%	(108,430)	Increase based on cost
Local Improvements (Water/Wastewa	(947,880)				47,880	(900,000)	-5%	47,880	Based on Water/Wastewater
Provision from Reserve						0	0%	0	
Consumption Revenue	(8,528,220)				(589,280)	0	(9,117,500)	7%	(589,280) recovery
User Fees and Service Charges	(33,500)					(33,500)	0%	0	
Revenue Total	(10,285,600)				(649,830)	0	(10,935,430)	6%	(649,830)
Expense									
Staffing Other Direct Expenses	7,500	1,000				8,500	13%	1,000	
Contributions to Reserve	831,980				(117,620)	714,360	-14%	(117,620)	Based on cost recovery
Debtiture Repayment	749,220				0	749,220	0%	0	
Hydro/Sewer/Gas						0	0%	0	
Supplies and Maintenance	16,000					16,000	0%	0	
Other Direct Costs	110,840				2,260	113,100	2%	2,260	
Water Payments to York region	6,549,730					6,923,060	6%	373,330	Increase based on York Region rate allocation and consumption estimates
Expense Total	8,265,270	1,000			257,970	8,524,240	3%	258,970	
Administration Total	(2,020,330)	1,000			(391,860)	0	(2,411,190)	19%	(390,860)
Labour Allocation									
Expense									
Salaries and Benefits	0				73,650	63,180	1,316,010	1,452,840	0%
Expense Total	0				73,650	63,180	1,316,010	1,452,840	0%
Labour Allocation Total	0				73,650	63,180	1,316,010	1,452,840	0%
Residential Grinder Pumps									
Expense									
Salaries and Benefits	37,830					(37,830)	0	-100%	(37,830) Removal of labour allocation
Contracted Services	2,000				10,000		12,000	500%	To support replacement of residential grinder pumps;
Supplies and Maintenance	9,000						9,000	0%	
Expense Total	48,830				10,000	(37,830)	21,000	-57%	(27,830)
Residential Grinder Pumps Total	48,830				10,000	(37,830)	21,000	-57%	(27,830)
SCADA & Network									
Expense									
Salaries and Benefits	151,340					(151,340)	0	-100%	(151,340) Removal of labour allocation
Contracted Services	60,000					22,000	82,000	37%	22,000 Budget reallocation
Supplies and Maintenance	2,000					13,000	15,000	65%	13,000 Budget reallocation
Other Direct Costs	25,000					(25,000)	0	-100%	(25,000) Budget reallocation
Expense Total	238,340					(141,340)	97,000	-59%	(141,340)
SCADA & Network Total	238,340					(141,340)	97,000	-59%	(141,340)
WW Collection System									
Expense									
Salaries and Benefits									

2025 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	378,340				(378,340)	0	-100%	(378,340)	Removal of labour allocation
Contracted Services	265,470			84,500	(10,000)	349,970	32%	84,500	Anticipated contractual and inflationary increases
Supplies and Maintenance	66,120					56,120	-15%	(10,000)	
Other Direct Costs	6,000					6,000	0%	0	Budget reallocation
Expense Total	715,930			84,500	(38,340)	412,090	-42%	(303,840)	
WW Collection System Total	715,930			84,500	(388,340)	412,090	-42%	(303,840)	
WW Fleet									
Expense									
Supplies and Maintenance	23,500					9,780	33,280	42%	9,780
Expense Total	23,500					9,780	33,280	42%	9,780
WW Fleet Total	23,500				9,780	33,280	42%	9,780	
WW Operations Centre									
Expense									
Salaries and Benefits	315,290					(315,290)	0	-100%	(315,290)
Staffing Other Direct Expenses	19,500			11,280		30,780	58%	11,280	Based on trend
Hydro/Sewer/Gas	16,330				(16,090)	240	-99%	(16,090)	Budget reallocation
Expense Total	351,120			11,280	(331,380)	31,020	-91%	(320,100)	
WW Operations Centre Total	351,120			11,280	(331,380)	31,020	-91%	(320,100)	
WW Pumping Stations									
Expense									
Salaries and Benefits	378,340				(378,340)	0	-100%	(378,340)	Removal of labour allocation
Contracted Services	117,820			70,000		187,820	59%	70,000	Recent contractual inflation and increase in emergency pump repairs
Hydro/Sewer/Gas	127,740					143,830	13%	16,090	
Supplies and Maintenance	18,710					32,310	73%	13,600	Budget reallocation
Expense Total	642,610			83,600	(362,250)	363,960	-43%	(278,650)	
WW Pumping Stations Total	642,610			83,600	(362,250)	363,960	-43%	(278,650)	
Grand Total	0	1,000	83,650	(149,300)	64,650	0	0%	0	

Business Plan

Operations and Infrastructure – Stormwater

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

Services provided under the stormwater budget include:

Rural:

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

Urban:

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

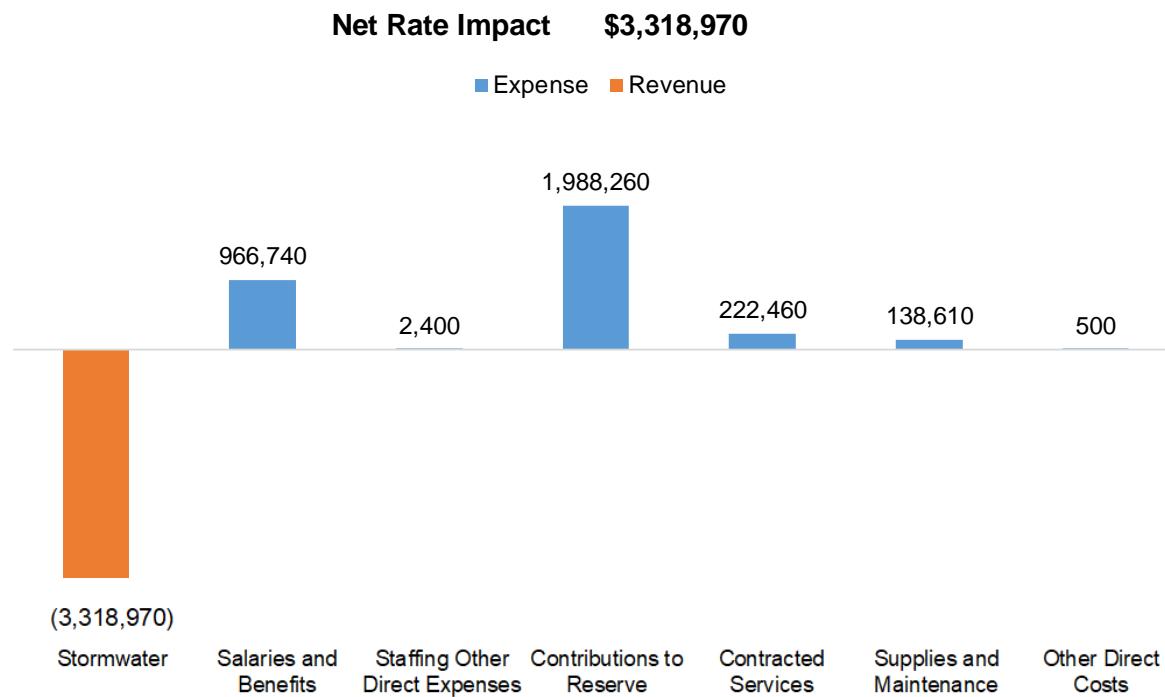
Capital:

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

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division



2024 Accomplishments

- Completed the Stormwater Rate Study
- Completed construction of ditch and culvert drainage improvements work on Virginia Boulevard and Burnie Road
- With funding from the Lake Simcoe Region Conservation Authority, completed effectiveness monitoring of 14 “LittaTrap” catch basin inserts in selected locations as a pilot program to reduce discharge of sediment into receiving water bodies
- Completed engineering design of the fourth phase of replacement of aged and leaking plastic drinking water service connections with copper on Elm Avenue, Pineway Avenue, Parkway Avenue and Pine Beach Drive
- Completed detailed design of stormwater ditch and culvert improvements in the general areas of: Alice Avenue, Duclos Point and south of Royal Beach Park (Virginia).



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Business Plan

2025 Key Focus Areas

- Construction of ditch and culvert drainage improvements in the general areas of: Alice Avenue and Duclos Point
- Construction of drainage improvements on Station Road
- Engineering design for repair and replacement of priority stormwater management ponds
- Engineering design and construction for stormwater ditch and culvert improvements, minor and major

2025 OPERATING BUDGET

Operations and Infrastructure - Stormwater - Budget Summary



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration			0	(3,970)	(357,600)	(361,570)	0%	(361,570)
Administration			0	(3,970)	(1,116,890)	(1,120,860)	0%	(1,120,860)
Labour Allocation					759,290	759,290	0%	759,290
Sweeping, Flushing, Cleaning			2,755	137,740	140,485	0%	140,485	
Dams and Bridges			500	500	500	0%	500	500
Stormwater Maintenance			1,215	103,750	104,965	0%	104,965	
Ditching			1,215	80,750	81,965	0%	81,965	
Catch Basins, Curbs, Storms				23,000	23,000	0%	23,000	
Stormwater Fleet			115,610	115,610	0%	115,610	0%	115,610
Grand Total			0	(0)	(0)	0%	(0)	(0)

**GEORGINA**

2025 OPERATING BUDGET

Operations and Infrastructure - Stormwater - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD %, VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Stormwater	(2,098,110)		(3,970)	(1,216,890)	(3,318,970)	0%	(3,318,970)	0%	New stormwater fee recoveries
Revenue Total	(2,098,110)		(3,970)	(1,216,890)	(3,318,970)	0%	(3,318,970)	0%	
Expense									
Salaries and Benefits	207,450				207,450	0%	207,450	0%	25-SI-ST-01 Stormwater Technologist and 25-SI-OI-03
Staffing Other Direct Expenses	2,400				2,400	0%	2,400	0%	50% of Two Roads Labourers
Contributions to Reserve	1,888,260				100,000	1,988,260	0%	1,988,260	To fund Stormwater Reserve
Supplies and Maintenance						0	0	0	
Other Direct Costs						0	0%	0	
Expense Total	2,098,110				100,000	2,198,110	0%	2,198,110	
Administration Total	0		(3,970)	(1,116,890)	(1,120,860)	0%	(1,120,860)	0%	
Catch Basins, Curbs, Storms									
Expense									
Contracted Services					20,000	20,000	0%	20,000	Moved from Operations
Supplies and Maintenance					3,000	3,000	0%	3,000	
Expense Total					23,000	23,000	0%	23,000	
Catch Basins, Curbs, Storms Total					23,000	23,000	0%	23,000	
Dams									
Expense									
Other Direct Costs					500	500	0%	500	
Expense Total					500	500	0%	500	
Dams Total					500	500	0%	500	
Ditching									
Expense									
Contracted Services					1,215	60,750	61,965	0%	61,965 Moved from Operations
Supplies and Maintenance						20,000	20,000	0%	20,000 Moved from Operations
Expense Total					1,215	80,750	81,965	0%	81,965
Ditching Total					1,215	80,750	81,965	0%	81,965
Labour Allocation									
Expense									
Salaries and Benefits						759,290	759,290	0%	759,290 Operations and corporate labour allocations
Expense Total						759,290	759,290	0%	759,290
Labour Allocation Total						759,290	759,290	0%	759,290
SW Fleet									
Expense									
Supplies and Maintenance									15,610 Fleet allocation
Expense Total									15,610
SW Fleet Total									15,610
Sweeping,Flushing,Cleaning									
Expense									



GEORGINA

2025 OPERATING BUDGET

Operations and Infrastructure - Stormwater - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Contracted Services				2,755	137,740	140,495	0%	140,495	Moved from Operations
Expense Total				2,755	137,740	140,495	0%	140,495	
Sweeping, Flushing, Cleaning Total				2,755	137,740	140,495	0%	140,495	
Grand Total	0	(0)	0	(0)	(0)	(0)	0%	(0)	

Business Plan

Community Services Department

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

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

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

2024 Success Story

Multi-Use Recreation Complex grand opening





GEORGINA

Business Plan

The grand opening of the Multi-Use Recreation Complex occurred on March 2, 2024. The project is funded 100% from development charges and the operating expenses are fully funded by assessment growth with no tax increases. The project obtained substantial completion on December 14, 2023 and was delivered over \$200,000 under budget. The facility includes a variety of recreational opportunities with features for users of all skill levels. Residents had long requested a pool in south Keswick and opportunities to gather for sports, recreational programming, and meetings to name a few. As a result of the Recreation Facility Needs Study (2014) the Multi-Use Recreation Complex was designed.

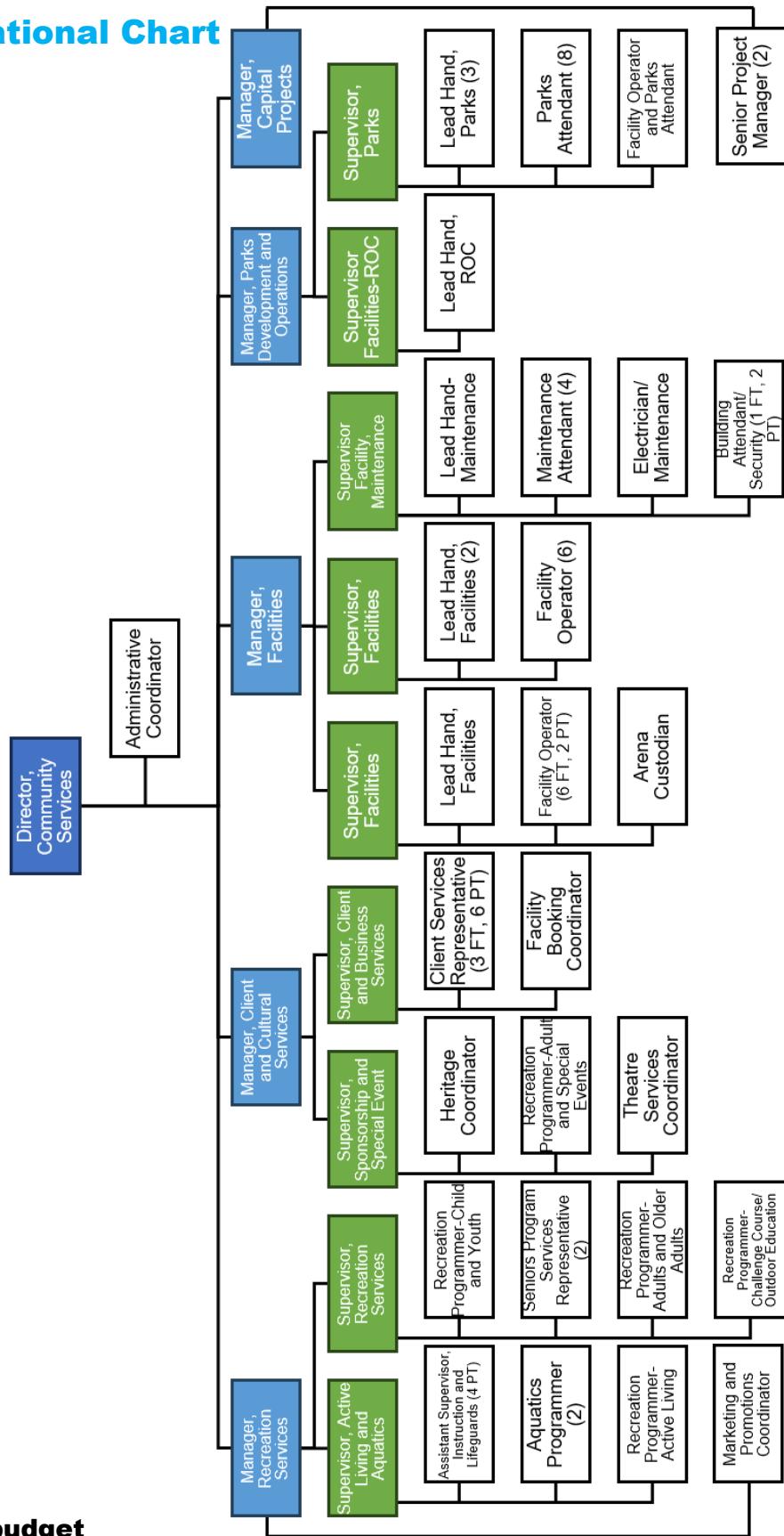
The Multi-Use Recreation Complex is a recreational facility for all ages that will increase opportunities in the Town of Georgina. The Multi-Use Recreation Complex includes a six-lane 25-metre pool, a therapy pool, double gymnasium, indoor walking track, activity studio, a variety of program and meeting rooms, and active living spaces.

The grand opening of the Multi-Use Recreation Complex allows us to expand aquatic and recreational programming for the community as well as offer new opportunities. This new facility will serve as an exciting central hub for all ages in Georgina for decades to come.



Business Plan

Organizational Chart



Business Plan

Divisions

- Recreation Services Division
- Facilities Division
- Parks and Horticulture Division
- Client and Cultural Services Division
- Capital Projects Division

Major Operating Drivers

- Departmental data collection and analysis
- Increased participation in programs and activities
- Promotion of community health, wellness and active lifestyles
- Operational efficiency and project performance
- Project planning, including the overall need, progress and status of new and existing programs such as the Building Condition Assessment Program and capital projects

Major Initiatives Planned for 2025

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



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2025 OPERATING BUDGET

Community Services - Department Administration - Budget Details

Administration Expense	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
									Transfer Marketing Coordinator from Director Admin to Recreation Admin
Salaries and Benefits	439,070			33,400	(96,160)	376,310	-14%	(62,760)	
Staffing Other Direct Expenses	7,400					7,400	0%	0	
Other Direct Costs	1,000					1,000	0%	0	
Expense Total	447,470			33,400	(96,160)	384,710	-14%	(62,760)	
Administration Total	447,470			33,400	(96,160)	384,710	-14%	(62,760)	
Grand Total	447,470			33,400	(96,160)	384,710	-14%	(62,760)	

Business Plan

Community Services - Recreation Services Division

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

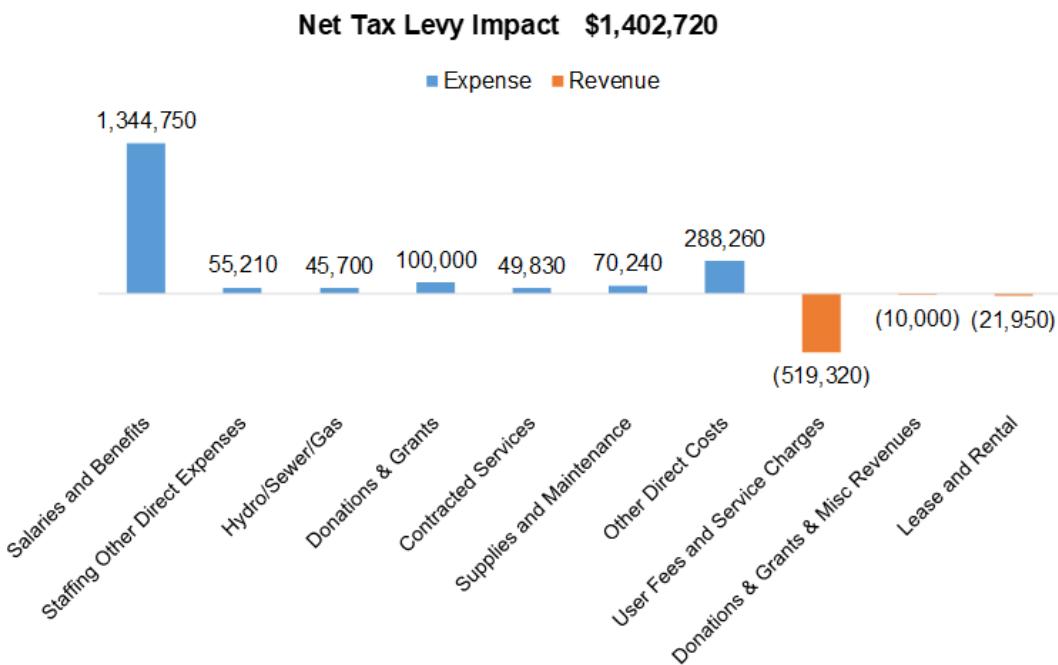
Staff continues to ensure all recreation activities and programs are inclusive, affordable and accessible. The aim is to encourage and promote healthy, active lifestyles.

Services provided by the Recreation Services Division include:

- Register programs and activities (aquatics, gymnasium, etc.)
- Outdoor programs and activities
- Drop-in programs and activities (swimming, gym, skating, etc.)
- Summer camps
- The ROC operations (snow resort, challenge course) in partnership with all divisions in the Community Services Department
- After school programs (partnership with Jericho Youth Services)
- Operating three locations of Club 55

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



Business Plan

2024 Accomplishments

- Celebrated the grand opening of the Multi-Use Recreation Complex (MURC) in March
- Completed three of the four amenities at the Pefferlaw Outdoor Recreation Amenities (Community Garden, PIP/Sports Zone, Pump Track and Skatepark)
- Hosted the Grand Opening of the Pefferlaw Pump Track and Skatepark in June
- Continue expanding programming and activities at all facilities to meet the community's needs
- Introduced the Rec Pass membership for unlimited access to drop-in programs
- Continue to successfully build staff recruitment for all programs (general, sports and aquatics)
- Successfully continue to grow and deliver summer camps
- Continued to provide a wide range of fun interactive special events relating to programming for the community (such as Senior BBQs, Pride Parade, Pan African Flag Festival, etc.)
- Continued the successful partnership with Jericho Youth Services on the delivery of two after school programs (Sutton and Pefferlaw)
- Opened and successfully operated ski/snowboard equipment rental shop and snow school
- Successfully entered an agreement to pilot the ROC cafeteria's rental and operations to a third-party business for the winter season

Key Projects for 2025

- Continue to grow programs, activities and special events at the MURC
- Implementation and completion of the remaining Pefferlaw recreational outdoor amenities; expanding the existing pathways and park amenities
- Continue to implement the programming at the PIP/Sports Zone and pump track and skatepark
- Continue to work with the Georgina Brock Garden Club as they facilitate the Pefferlaw Community Garden
- Provide a wide range of indoor and outdoor recreation programs, activities memberships and camps for the community
- Work as part of the Georgina Equity and Diversity Advisory Committee (GEDAC) to become a more inclusive Georgina
- Continue to expand programming for school group field trips (ROC winter activities, learn to swim, challenge course, etc.)

2025 OPERATING BUDGET

Community Services - Recreation - Budget Summary



	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	788,310			29,080	96,160	913,550	16%	125,240
After School Program	100,000					100,000	0%	0
Club 55 Administration	(4,920)					(4,920)	0%	0
Day Camps	(3,980)					(3,980)	0%	0
Fleet	2,560			190	4,990	7,740	202%	5,180
General Programs	(4,240)			2,260		(1,980)	-53%	2,260
Georgina Gym	133,160			3,570		136,730	3%	3,570
Seniors Games	500			1,500		2,000	300%	1,500
Seniors Programs - Club 55	239,610			1,000	8,600	249,210	4%	9,600
Sutton Grant (G18)	3,930			440		4,370	11%	440
Grand Total	1,254,930			1,000	45,640	101,150	12%	147,790



GEORGINA

2025 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(1,500)					(1,500)	0%	0	
Expense						(1,500)	0%	0	
Salaries and Benefits	605,810				27,470	96,160	729,440	20%	123,630 benefits
Staffing Other Direct Expenses	17,750						17,750	0%	0
Contracted Services	3,000						3,000	0%	0
Supplies and Maintenance	7,500						7,500	0%	0
Other Direct Costs	155,750						157,360	1%	1,610
Expense Total	789,810				29,080	96,160	915,050	16%	125,240
Administration Total	788,310				29,080	96,160	913,550	16%	125,240
After School Program									
Expense									
Donations & Grants	100,000						100,000	0%	0
Expense Total	100,000						100,000	0%	0
After School Program Total	100,000						100,000	0%	0
Club 55 Administration									
Revenue									
User Fees and Service Charges	(38,380)						(38,380)	0%	0
Revenue Total	(38,380)						(38,380)	0%	0
Expense									
Salaries and Benefits	7,460						7,460	0%	0
Other Direct Costs	26,000						26,000	0%	0
Expense Total	33,460						33,460	0%	0
Club 55 Administration Total	(4,920)						(4,920)	0%	0
Day Camps									
Revenue									
User Fees and Service Charges	(320,000)						(320,000)	0%	0
Revenue Total	(320,000)						(320,000)	0%	0
Expense									
Salaries and Benefits	257,020						257,020	0%	0
Staffing Other Direct Expenses	31,000						31,000	0%	0
Supplies and Maintenance	28,000						28,000	0%	0
Expense Total	316,020						316,020	0%	0
Day Camps Total	(3,980)						(3,980)	0%	0
Fleet									
Expense									
Supplies and Maintenance	700						4,990	5,690	713%
Other Direct Costs	1,860						190	2,050	10%
Expense Total	2,560						190	4,990	7,740
Fleet Total	2,560						190	4,990	7,740
General Programs									



GEORGINA

2025 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue									
User Fees and Service Charges	(155,440)					(155,440)	0%	0	
Revenue Total	(155,440)					(155,440)	0%	0	
Expense									
Salaries and Benefits	76,200			2,260		78,460	3%	2,260	
Contracted Services	35,500					35,500	0%	0	
Other Direct Costs	39,500					39,500	0%	0	
Expense Total	151,200			2,260		153,460	1%	2,260	
General Programs Total	(4,240)					(1,980)	-33%	2,260	
Georgina Gym									
Revenue									
Lease and Rental	(20,000)					(20,000)	0%	0	
Revenue Total	(20,000)					(20,000)	0%	0	
Expense									
Salaries and Benefits	103,530			3,090		106,620	3%	3,090	
Staffing Other Direct Expenses	2,700					2,700	0%	0	
Contracted Services	2,500					2,500	0%	0	
Hydro/Sewer/Gas	12,300					12,300	0%	0	
Supplies and Maintenance	18,050					18,050	0%	0	
Other Direct Costs	14,080					14,560	3%	480	
Expense Total	153,160			3,570		156,730	2%	3,570	
Georgina Gym Total	133,160			3,570		136,730	3%	3,570	
Seniors Games									
Revenue									
User Fees and Service Charges	(4,000)					(4,000)	0%	0	
Revenue Total	(4,000)					(4,000)	0%	0	
Expense									
Other Direct Costs	4,500					1,500			
Expense Total	4,500					1,500			
Seniors Games Total	500					1,500	300%	1,500	
Seniors Programs - Club 55									
Revenue									
Lease and Rental	(1,950)					(1,950)	0%	0	
Revenue Total	(1,950)					(1,950)	0%	0	
Expense									
Salaries and Benefits	156,270			7,980		164,250	5%	7,980	
Staffing Other Direct Expenses	2,960					2,960	0%	0	
Contracted Services	8,830					8,830	0%	0	
Hydro/Sewer/Gas	33,400					33,400	0%	0	
Supplies and Maintenance	10,000			1,000		11,000	10%	1,000	
Other Direct Costs	30,100					30,720	2%	620	
Expense Total	241,560			1,000		251,160	4%	9,600	
Seniors Programs - Club 55 Total	239,610			1,000		249,210	4%	9,600	
Sutton Grant (G18)									
Revenue									
Donations & Grants & Misc Revenues	(10,000)					(10,000)	0%	0	



GEORGINA

2025 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue Total						(10,000)	0%	0	0
Expense									
Salaries and Benefits	1,500					1,500	0%	0	0
Staffing Other Direct Expenses	800					800	0%	0	0
Other Direct Costs	11,630					12,070	4%	440	440
Expense Total	13,930					14,370	3%	440	440
Sutton Grant (G18) Total	3,930					4,370	11%	440	
Grand Total	1,254,930		1,000	45,640	101,150	1,402,720	12%	147,790	

Business Plan

Community Services - Facilities Division

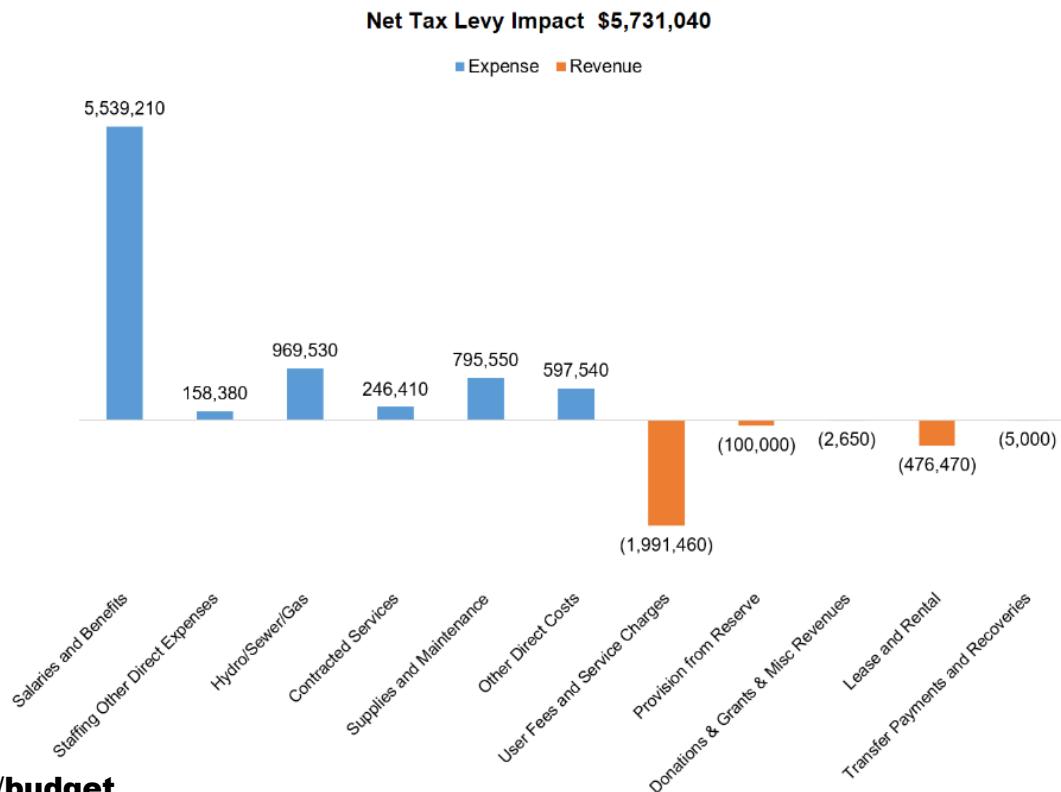
The Facilities Division is committed to the efficient operation, maintenance and upkeep of all recreation and cultural facilities, including the Georgina Ice Palace (GIP), Georgina Leisure Pool, Sutton Arena, Pefferlaw Ice Pad, Pioneer Village, the Link, Stephen Leacock Theatre, Georgina Public Library branches and numerous community halls. The Multi-Use Recreation Complex (MURC), occupied in early 2024, is another location that Facilities operates and maintains.

The division also oversees the operation and maintenance of corporate facilities, including the fire stations, Georgina Civic Centre, water/wastewater facilities, yards facilities (roads and parks), Jackson's Point Harbour, and various parks structures (washrooms, pavilions, and others).

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

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



Business Plan

2024 Accomplishments

Facility repair and remediation program:

- Canopy repairs at the Pefferlaw Lions Hall
- Chain link fence replacement at Pefferlaw Ice Pad
- Emergency steel stair replacement at Georgina Sutton Arena
- Column repairs at Belhaven Hall
- Refrigeration plant upgrades at Georgina Ice Palace
- Parking lot repairs at Keswick Fire Hall
- Groundworks at Sutton Multi-Use Facility

Building improvement and refurbishment projects:

- Table and chair replacement at Egypt Hall and De La Salle Chapel
- Snow melt pit installation at Georgina Ice Palace
- Purchase of new electric ice resurfacers at Georgina Ice Palace

Key Projects for 2025

Continuation of facility repair and remediation program:

- HVAC Replacement Projects (Keswick and Pefferlaw Libraries)
- Belhaven Hall Repairs and Refurbishments
- Parking lot Lighting Replacement at Club 55/Stephen Leacock Theatre
- Various Parking Lot Repaving Projects

Building improvement and refurbishment Projects:

- Dehumidifier and Boiler Replacement at Georgina Leisure Pool
- Change Table Replacements at Georgina Leisure Pool
- Fire Panel Replacement at Club 55/Stephen Leacock Theatre for Performing Arts

2025 OPERATING BUDGET

Community Services - Facilities - Budget Summary



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
1 Market Sq	15,950				21,230	47,670	15,950	0%
Administration	540,760					609,660	13%	68,900
Arts Centre & Gallery	10,000					10,000	0%	0
Belhaven Hall	16,430				2,370		18,800	14%
Civic Centre	714,180				(6,000)	10,220	416,350	-42%
Egypt Hall	29,550					5,610	35,160	(297,830)
Electrical Maintenance	538,610					21,380	53,010	5,610
Elmgrove Hall	4,590				330		4,920	74,390
Family Life Centre	7,200					3,270		330
Georgina Ice Palace	757,950				(26,600)	19,220	(11,740)	45%
Georgina Leisure Pool	785,880					29,380	129,350	158,730
Jackson's Point Washrooms	3,350						3,350	0%
Kinsmen Hall	24,730					860		0
Lawn Bowling	4,000						4,000	860
MURC	1,419,680				(55,000)	(125,500)	157,660	0%
Operations Centre	45,520					500	95,440	72,600
Pefferlaw Ice Pad Sports Zone	70,760					7,450	2,860	1,540
Pefferlaw Lions Hall	70,450						71,990	2%
Port Bolster Hall	21,270					310		310
Roches Point Hall	2,430					360		360
Sutton Arena	300,450					101,940	(6,590)	95,800
The Link	92,470						126,080	32%
Udora Hall	30,720						36,690	33,610
Virginia Hall	4,770					280		5,970
Grand Total	5,511,700	(23,000)	(158,100)	392,490	7,950	5,731,040	4%	219,340



GEORGINA

2025 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
1 Market Sq									
Expense									
Contracted Services	9,000					9,000	0%	0	
Hydro/Sewer/Gas	5,000					5,000	0%	0	
Supplies and Maintenance	1,050					1,050	0%	0	
Other Direct Costs	900					900	0%	0	
Expense Total	15,950					15,950	0%	0	
1 Market Sq Total	15,950					15,950	0%	0	
Administration									
Revenue									
Provision from Reserve	(100,000)					(100,000)	0%	0	
Revenue Total	(100,000)					(100,000)	0%	0	
Expense									
Salaries and Benefits	530,910					530,910	13%	68,900	Increase in salaries and benefits
Contracted Services	5,000					5,000	0%	0	
Hydro/Sewer/Gas	4,850					4,850	0%	0	
Other Direct Costs	100,000					100,000	0%	0	
Expense Total	640,760					640,760	11%	68,900	
Administration Total	540,760					540,760	13%	68,900	
Arts Centre & Gallery									
Expense									
Supplies and Maintenance	10,000					10,000	0%	0	
Expense Total	10,000					10,000	0%	0	
Arts Centre & Gallery Total	10,000					10,000	0%	0	
Belhaven Hall									
Expense									
Hydro/Sewer/Gas	4,760					4,760	0%	0	
Supplies and Maintenance	8,000					8,000	25%	2,000	
Other Direct Costs	3,670					3,670	4,040	370	
Expense Total	16,430					16,430	2,370	2,370	
Belhaven Hall Total	16,430					16,430	2,370	2,370	
Civic Centre									
Revenue									
Donations & Grants & Misc Revenues	(650)					(650)	0%	0	
Revenue Total	(650)					(650)	0%	0	
Expense									
Salaries and Benefits	530,060					530,060	-54%	(288,080)	Staff reallocation
Contracted Services	40,000					40,000	(5,000)	(5,000)	
Hydro/Sewer/Gas	70,320					70,320	0%	0	
Supplies and Maintenance	68,950					68,950	(5,000)	(4,750)	
Other Direct Costs	5,500					5,500	0%	0	
Expense Total	714,830					714,830	(30,050)	(297,830)	
Civic Centre Total	714,180					714,180	(30,050)	416,350	-42%
Egypt Hall									
Expense									



GEORGINA

2025 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Contracted Services	7,500					7,500	0%	0	
Hydro/Sewer/Gas	10,000					10,000	0%	0	
Supplies and Maintenance	6,000					11,000	83%	5,000	
Other Direct Costs	6,050					6,660	10%	610	
Expense Total	29,550					35,160	19%	5,610	
Egypt Hall Total	29,550					35,160	19%	5,610	
Electrical Maintenance Expense									
Salaries and Benefits	565,750					55,480	642,400	14%	76,650 benefits
Staffing Other Direct Expenses	12,800					21,170	12,800	0%	0
Supplies and Maintenance	(46,050)					(2,470)	(48,520)	5%	(2470)
Other Direct Costs	6,110					210	6,320	3%	210
Expense Total	538,610					21,380	53,010	14%	74,390
Electrical Maintenance Total	538,610					21,380	53,010	14%	74,390
Elmgrove Hall Expense									
Hydro/Sewer/Gas	1,000						1,000	0%	0
Supplies and Maintenance	250						250	0%	0
Other Direct Costs	3,340						3,670	10%	330
Expense Total	4,590						330	7%	330
Elmgrove Hall Total	4,590					330	4,920	7%	330
Family Life Centre									
Revenue									
Lease and Rental	(9,920)						(9,920)	0%	0
Revenue Total	(9,920)						(9,920)	0%	0
Expense									
Contracted Services	8,580						8,580	0%	0
Supplies and Maintenance	3,200						6,000	114%	3,200
Other Direct Costs	5,740						5,810	1%	70
Expense Total	17,120						3,270	19%	3,270
Family Life Centre Total	7,200					3,270	10,470	45%	3,270
Georgia Ice Palace									
Revenue									
Provision from Reserve						0		0	
User Fees and Service Charges						(644,030)	4%	(26,600)	
Lease and Rental						(108,900)	0%	0	
Revenue Total						(26,600)	4%	(26,600)	
Expense									
Salaries and Benefits	800,040					7,500	807,540	1%	7,500
Staffing Other Direct Expenses	14,000						14,000	0%	0
Contracted Services	40,000						40,000	0%	0
Hydro/Sewer/Gas	362,300						347,300	4%	(15,000) Based on historical trend
Supplies and Maintenance	182,100						190,360	5%	8,260
Other Direct Costs	85,840						92,560	8%	6,720
Expense Total	1,484,280						(11,740)	1%	7,480



GEORGINA

2025 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
			(26,600)	19,220	(11,740)	738,830	-3%	(19,120)	
Georgina Ice Palace Total	757,950					(430,800)	0%	0	
Georgina Leisure Pool						(430,800)	0%	0	
Revenue									
User Fees and Service Charges	(430,800)								
Revenue Total	(430,800)								
Expense									
Salaries and Benefits	873,360					22,900	199,150	1,095,410	25% increase in salaries and benefits
Staffing Other Direct Expenses	14,800						14,800	21,450	0% 0
Contracted Services	21,450							112,480	0% 0
Hydro/Sewer/Gas	182,480					(70,000)	200	76,350	-38% (70,000) Based on historical trend
Supplies and Maintenance	71,150					5,000		54,920	7% 5,200
Other Direct Costs	53,440					1,480		3,920	3% 1,480
Expense Total	1,216,680					29,380	129,350	1,375,410	13% 158,730
Georgina Leisure Pool Total	785,880					29,380	129,350	944,610	20% 158,730
Jackson's Point Washrooms									
Expense									
Salaries and Benefits	1,130						1,130	0%	0
Hydro/Sewer/Gas	1,720						1,720	0%	0
Supplies and Maintenance	500						500	0%	0
Expense Total	3,350						3,350	0%	0
Jackson's Point Washrooms Total	3,350								0
Kinsmen Hall									
Revenue									
User Fees and Service Charges	3,000						3,000	0%	0
Lease and Rental	(22,500)						(22,500)	0%	0
Revenue Total	(19,500)						(19,500)	0%	0
Expense									
Contracted Services	12,000						12,000	0%	0
Hydro/Sewer/Gas	13,600						13,600	0%	0
Supplies and Maintenance	10,000						10,000	0%	0
Other Direct Costs	8,630						8,630	9,490	10% 860
Expense Total	44,230						44,230	45,090	2% 860
Kinsmen Hall Total	24,730								860
Lawn Bowling									
Expense									
Hydro/Sewer/Gas							0	0%	0
Supplies and Maintenance	4,000						4,000	0%	0
Expense Total	4,000						4,000	0%	0
Lawn Bowling Total	4,000								
MURC									
Revenue									
Provision from Reserve									
Revenue Total									
Provision from Reserve	(88,420)								
									Remove provision for 2024
									88,420 partial year operation

2025 OPERATING BUDGET

Community Services - Facilities - Budget Details



GEORGINA

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	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
User Fees and Service Charges	(440,330)	(115,000)	(125,500)			(680,830)	55%	(240,500)	Recreation pass introduction and one additional recreation session in 2025 (2024 operated partial year)
Lease and Rental	(1,250)					(1,250)	0%	0	
Revenue Total	(530,000)	(115,000)	(125,500)			(682,080)	29%	(152,080)	
Expense									
Salaries and Benefits	1,597,480			85,470		1,682,950	5%		
Staffing Other Direct Expenses	43,500			50,000	4,500	98,000	125%		
Hydro/Sewer/Gas	62,000					62,000	0%	0	
Supplies and Maintenance	212,720		60,000		20,000	(480)	292,240	37%	79,520 maintenance
Other Direct Costs	33,980				2,190	3,000	39,170	15%	5,190
Expense Total	1,949,680		60,000		157,660	7,020	2,174,360	12%	224,680
MURC Total	1,419,680		(55,000)		125,500	95,440	1,492,280	5%	72,600
Operations Centre									
Expense									
Staffing Other Direct Expenses	4,000					4,000	0%	0	
Contracted Services	13,130					13,130	0%	0	
Hydro/Sewer/Gas	14,800					14,800	0%	0	
Supplies and Maintenance	7,000					7,000	0%	0	
Other Direct Costs	6,590					500	7,090	8%	500
Expense Total	45,520					500	46,020	1%	500
Operations Centre Total	45,520					500	46,020	1%	500
Pefferlaw Ice Pad Sports Zone									
Expense									
Salaries and Benefits	28,710			7,000		35,710	24%	7,000	
Contracted Services	1,150				2,000	3,150	174%	2,000	
Hydro/Sewer/Gas	20,000					21,000	5%	1,000	
Provision from Reserve						0	0%	0	
Supplies and Maintenance	16,400					860	17,260	5%	860
Other Direct Costs	4,500					450	4,950	10%	450
Expense Total	70,760		1,000		7,450	2,860	82,070	16%	11,310
Pefferlaw Ice Pad Sports Zone Total	70,760		1,000		7,450	2,860	82,070	16%	11,310
Pefferlaw Lions Hall									
Revenue									
User Fees and Service Charges	100						100	0%	0
Lease and Rental	(16,500)						(16,500)	0%	0
Revenue Total	(16,400)						(16,400)	0%	0
Expense									
Staffing Other Direct Expenses	900						900	0%	0



GEORGINA

2025 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Contracted Services	38,000					38,000	0%	0	
Hydro/Sewer/Gas	20,100					20,100	0%	0	
Supplies and Maintenance	12,500					12,500	0%	0	
Other Direct Costs	15,350					16,890	10%	1,540	
Expense Total	86,850					88,390	2%	1,540	
PerforLaw Lions Hall Total	70,450					71,990	2%	1,540	
Port Bolster Hall									
Expense									
Hydro/Sewer/Gas	6,200					6,200	0%	0	
Supplies and Maintenance	12,000					12,000	0%	0	
Other Direct Costs	3,070					3,380	10%	310	
Expense Total	21,270					21,580	1%	310	
Port Bolster Hall Total	21,270					21,580	1%	310	
Roches Point Hall									
Revenue									
Lease and Rental	(2,400)					(2,400)	0%	0	
Revenue Total	(2,400)					(2,400)	0%	0	
Expense									
Supplies and Maintenance	1,250					1,250	0%	0	
Other Direct Costs	3,580					3,940	10%	360	
Expense Total	4,830					5,190	7%	360	
Roches Point Hall Total	2,430					2,790	15%	360	
Sutton Arena									
Revenue									
User Fees and Service Charges	(223,900)					(223,900)	0%	0	
Lease and Rental	(9,000)					(9,000)	0%	0	
Revenue Total	(232,900)					(232,900)	0%	0	
Expense									
Salaries and Benefits	234,030					231,670	42%	97,640	Staff reallocation
Staffing Other Direct Expenses	7,250					7,250	0%	0	
Contracted Services	29,600					29,600	0%	0	
Hydro/Sewer/Gas	136,000					136,000	0%	0	
Supplies and Maintenance	73,500					66,910	-9%	(6,590)	
Other Direct Costs	52,970					57,270	8%	4,300	
Expense Total	533,350					628,700	18%	95,350	
Sutton Arena Total	300,450					101,940	32%	95,350	
The Link									
Revenue									
User Fees and Service Charges	(15,000)					(15,000)	0%	0	
Donations & Grants & Misc Revenues	(2,000)					(2,000)	0%	0	
Lease and Rental	(306,000)					(306,000)	0%	0	
Revenue Total	(323,000)					(323,000)	0%	0	
Expense									
Salaries and Benefits	99,850					100,610	1%	760	
Staffing Other Direct Expenses	6,630					6,630	0%	0	

2025 OPERATING BUDGET

Community Services - Facilities - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Contracted Services	24,000					24,000	0%	0	
Hydro/Sewer/Gas	97,900	25,000				122,900	26%	25,000	Increase for phase 2 & 3 per historical trend
Supplies and Maintenance	33,700					33,700	0%	0	
Other Direct Costs	153,390	6,000				161,240	5%	7,850	
Expense Total	415,470	31,000				449,080	8%	33,610	
The Link Total	92,470	31,000				126,080	36%	33,610	
Udora Hall									
Revenue									
Transfer Payments and Recoveries	(5,000)					(5,000)	0%	0	
Revenue Total	(5,000)					(5,000)	0%	0	
Expense									
Hydro/Sewer/Gas	14,000					14,000	0%	0	
Supplies and Maintenance	12,000					12,000	42%	5,000	
Other Direct Costs	9,720					9,720	10%	970	
Expense Total	35,720					35,720	5,970	5,970	
Udora Hall Total	30,720					36,690	19%	5,970	
Virginia Hall									
Expense									
Hydro/Sewer/Gas	1,500					1,500	0%	0	
Supplies and Maintenance	500					500	0%	0	
Other Direct Costs	2,770					2,770	3,050	280	
Expense Total	4,770					4,770	5,050	280	
Virginia Hall Total	5,511,700	(23,000)		(158,100)		392,490	7,950	5,731,040	4%
Grand Total									219,340

Business Plan

Community Services – Parks, Cemeteries and Horticulture Division

The Parks, Cemeteries and Horticulture Division is responsible for the day-to-day operation and maintenance of active sports fields, active and passive parks, beaches, trails, municipal cemeteries, horticulture, and beautification initiatives.

Parks Division staff provide maintenance of Town horticulture and beautification initiatives, benches and receptacles, tree planting and replacement, decorative planters, summer maintenance of core sidewalks, and winter maintenance of facility parking lots.

The division is also responsible for the strategic planning, design development and implementation of parks and trails capital construction projects. Staff provide comments on all development applications.

Services provided by the Parks, Cemeteries and Horticulture Division include:

- Maintenance of sports fields and landscape areas in parks and along trail systems
- Maintenance and operations of Jackson's Point Harbour slips and rentals
- Grooming and maintenance of waterfront beaches
- Summer beautification initiatives and maintenance of core business areas
- Horticultural services and flower bed maintenance at all Town parks and facilities
- Beautification and maintenance of Woodbine Avenue centre medians entry features
- Winter maintenance of municipal parking lots



GEORGINA

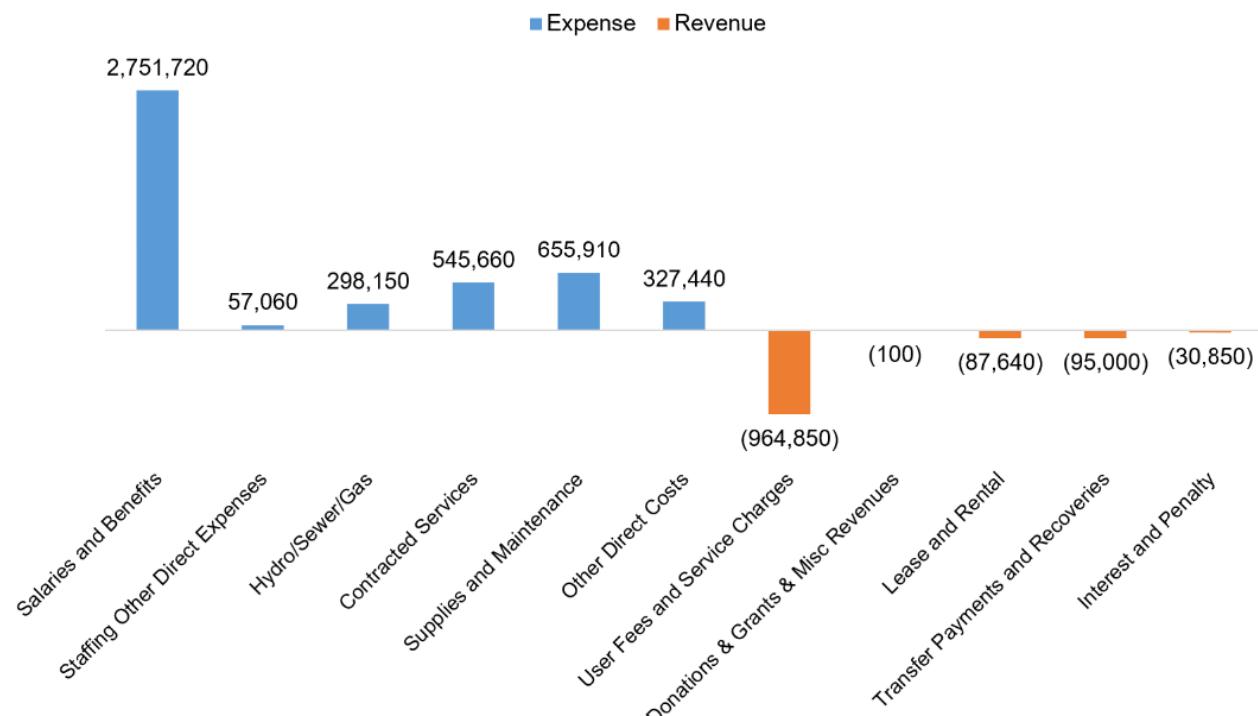
Business Plan

2025 Budgeted Expenditures and Revenues

The below charts show the budgeted operating activities for the division.

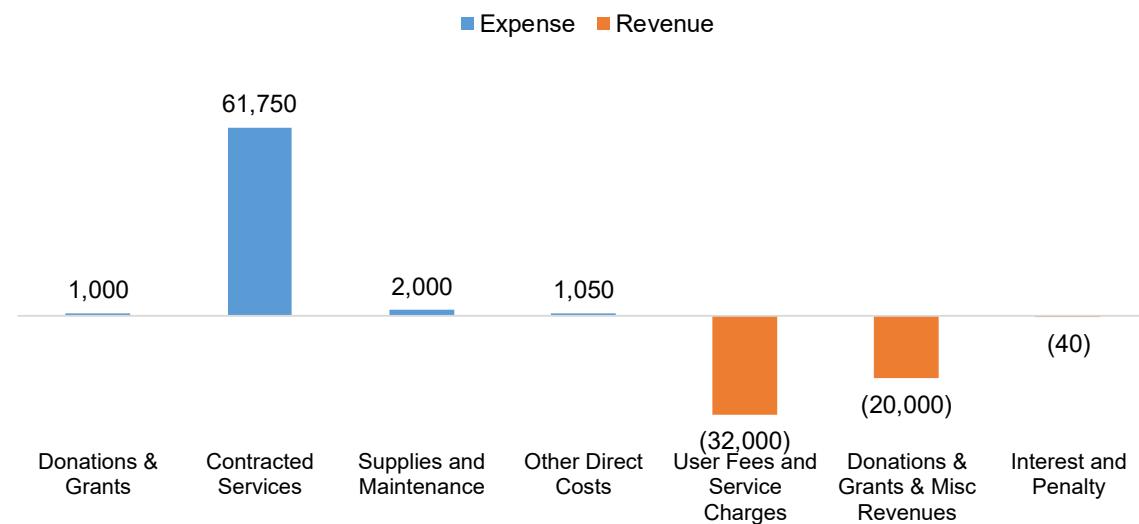
Parks

Net Tax Levy Impact \$3,457,500



Cemeteries

Net Tax Levy Impact \$13,760





GEORGINA

Business Plan

2024 Accomplishments

- Ditching and drainage work on the Civic Centre property
- Installation of new playgrounds at West Park and Udora Park
- Phase 3 completion of the Waterfront Parks Master Plan
- Continued implementation of the picnic table replacement program
- Continued implementation of playground replacement program
- Completion of Pefferlaw Lions Park improvements including Pump Track and Skatepark
- Completion of the Keswick Cemetery and Pioneer Cemeteries Master Plans
- Resurfacing of the tennis and pickleball courts on the Civic Centre property, Watson Park and Udora Park
- Start implementation of the outcomes of the Keswick Cemetery and Pioneer Cemeteries Master Plan
- Completion of Parks Master Plan
- Implementation of a pilot program for food vendors at De La Salle and Willow Beach Parks
- Shoreline restoration at Corner Park

Key Projects for 2025

- Continue implementation of the outcomes of the Keswick Cemetery and Pioneer Cemeteries Master Plan
- Retrofit and/or replacement of municipal playground structure at various locations
- Continue with ditching and drainage work throughout parks and open spaces
- Replacement of waterfront parks pay-and-display machines
- Gravel top up at various parking lot locations
- Replacement of Plinths at Lawn Bowling Club
- New playground construction in the Ainslie Hill subdivision
- Design the Terry Fox park.

2025 OPERATING BUDGET

Community Services - Parks - Budget Summary



	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
481 Lake Drive	(31,850)					(31,850)	0%	0
Administration	918,810			35,700	(51,570)	902,940	-2%	(15,870)
Ball Diamonds	58,900				1,060	59,960	2%	1,060
De La Salle Park	11,470			3,010	22,800	37,280	225%	25,810
Facilities	698,990	15,000			(17,650)	696,340	0%	(2,650)
Garbage Collection	153,370				2,350	155,720	2%	2,350
Grounds Maintenance	249,350			1,710	10,360	261,420	5%	12,070
Holmes Point	23,180			1,280	4,800	29,260	26%	6,080
Jackson's Point Harbour	(14,320)			6,200	(3,400)	(11,520)	-20%	2,800
Keswick Skate Park	9,600			3,000	1,120	13,720	43%	4,120
North Gwillimbury	(16,000)					(16,000)	0%	0
Planting Program	509,260			2,120	10,820	522,200	3%	12,940
Playgrounds	51,310				240	51,550	0%	240
Snow Removal	240,590				3,550	244,120	1%	3,530
Soccer Pitches	55,460				(3,760)	51,700	-7%	(3,760)
The ROC	644,280	(6,490)		16,920	26,830	615,140	-5%	(29,140)
Wharves	(10,030)				(5,000)	(15,030)	50%	(5,000)
Willow Beach	(98,330)			1,280	(400)	(97,450)	-1%	880
Willow Wharf	(12,000)					(12,000)	0%	0
Grand Total	3,442,040	(51,490)	(6,400)	108,930	(35,580)	3,457,500	0%	15,460

**GEORGINA**

2025 OPERATING BUDGET

Community Services - Parks - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
481 Lake Drive									
Revenue									
Lease and Rental	(5,040)					(5,040)	0%	0	
Interest and Penalty	(30,850)					(30,850)	0%	0	
Revenue Total	(35,890)					(35,890)	0%	0	
Expense									
Contracted Services	2,000					2,000	0%	0	
Hydro/Sewer/Gas	2,040					2,040	0%	0	
Expense Total	4,040					4,040	0%	0	
481 Lake Drive Total	(31,850)					(31,850)	0%	0	
Administration									
Revenue									
Provision from Reserve						0	0%	0	
Transfer Payments and Recoveries	(20,000)					(20,000)	0%	0	
Revenue Total	(20,000)					(20,000)	0%	0	
Expense									
Salaries and Benefits	547,370					581,040	6%	33,670	Minimum wage increase provision and increase in salaries and benefits
Staffing Other Direct Expenses	37,310					40,310	8%	3,000	
Hydro/Sewer/Gas	1,100					1,100	0%	0	
Supplies and Maintenance	337,910					358,570	280,340	-17%	Fleet and fuel allocations
Other Direct Costs	15,120					1,030	4,000	20,150	(57,570) adjustment
Expense Total	938,810					35,700	(51,570)	922,940	5,030
Administration Total	918,810					35,700	(51,570)	902,940	-2% (15,870)
Ball Diamonds									
Revenue									
Transfer Payments and Recoveries	(53,000)					(53,000)	0%	0	
Revenue Total	(53,000)					(53,000)	0%	0	
Expense									
Salaries and Benefits	67,680					1,060	68,750	2%	1,060
Contracted Services	15,000						15,000	0%	0
Hydro/Sewer/Gas	12,210						12,210	0%	0
Supplies and Maintenance	17,000						17,000	0%	0
Expense Total	111,900						1,060	112,960	1,060
Ball Diamonds Total	58,900					1,060	59,960	2%	1,060
De La Salle Park									
Revenue									
User Fees and Service Charges	(184,800)						(184,800)	0%	0
Lease and Rental	(16,000)						(16,000)	0%	0
Revenue Total	(200,800)						(200,800)	0%	0
Expense									
Salaries and Benefits	45,770						1,280	3,300	4,580
Staffing Other Direct Expenses							1,500	1,500	1,500
Contracted Services	5,000							10,000	Based on actuals. Offset from *10,000 other areas

**GEORGINA**

2025 OPERATING BUDGET

Community Services - Parks - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE (7,000)	COMMENTS
Hydro/Sewer/Gas	37,980			(7,000)		30,980	-18%		
Supplies and Maintenance	3,600					10,000	13,600	278%	Based on actuals. Offset from other areas
Other Direct Costs	119,920			1,730	5,000	126,650	6%	6,730	
Expense Total	212,270			3,010	22,800	238,080	12%	25,810	
De La Salle Park Total	11,470			3,010	22,800	37,280	225%	25,810	
Facilities									
Expense									
Salaries and Benefits	152,710				2,350	155,060	2%	2,350	
Contracted Services	358,300			7,000		365,300	2%	7,000	
Hydro/Sewer/Gas	37,320				(5,000)	32,320	-13%	(5,000)	
Supplies and Maintenance	149,910			8,000	(15,000)	142,910	-5%	(7,000)	
Other Direct Costs	750					750	0%	0	
Expense Total	698,990			15,000	(17,650)	696,340	0%	(2,650)	
Facilities Total	698,990			15,000	(17,650)	696,340	0%	(2,650)	
Garbage Collection									
Expense									
Salaries and Benefits	149,870				2,350	152,220	2%	2,350	
Other Direct Costs	3,500					3,500	0%	0	
Expense Total	153,370				2,350	155,720	2%	2,350	
Garbage Collection Total	153,370				2,350	155,720	2%	2,350	
Grounds Maintenance									
Expense									
Salaries and Benefits	234,610				1,710	7,100	243,420	4%	8,810
Contracted Services	1,740					3,260	5,000	187%	3,260
Supplies and Maintenance	13,000						13,000	0%	0
Expense Total	249,350				1,710	10,360	261,420	5%	12,070
Grounds Maintenance Total	249,350				1,710	10,360	261,420	5%	12,070
Holmes Point									
Revenue									
User Fees and Service Charges	(40,000)					(40,000)	0%	0	
Lease and Rental	(1,000)					(1,000)	0%	0	
Revenue Total	(41,000)					(41,000)	0%	0	
Expense									
Salaries and Benefits	42,770				1,280	3,300	47,350	11%	4,580
Contracted Services	20,000						20,000	0%	0
Hydro/Sewer/Gas	410						410	0%	0
Supplies and Maintenance	1,000						1,500	2,500	150%
Expense Total	64,180				1,280	4,800	70,260	9%	6,080
Holmes Point Total	23,180				1,280	4,800	29,260	26%	6,080
Jackson's Point Harbour									
Revenue									
User Fees and Service Charges	(72,300)					(72,300)	0%	0	
Donations & Grants & Misc Revenues	(100)					(100)	0%	0	
Revenue Total	(72,400)					(72,400)	0%	0	
Expense									

**GEORGINA**

2025 OPERATING BUDGET

Community Services - Parks - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	28,000			810		28,810	3%	810	
Staffing Other Direct Expenses	1,850					1,850	0%	0	
Contracted Services	9,000					9,000	0%	0	
Hydro/Sewer/Gas	5,620			5,000	(400)	10,220	82%	4,600	
Supplies and Maintenance	5,700					5,700	0%		
Other Direct Costs	7,910			390	(3,000)	5,300	-33%	(2,610)	
Expense Total	58,080			6,200	(3,400)	60,880	5%	2,800	
Jackson's Point Harbour Total	(14,320)			6,200	(3,400)	(11,520)	-20%	2,800	
Keswick Skate Park									
Expense									
Salaries and Benefits	8,600					120	8,720	1%	120
Supplies and Maintenance	1,000			3,000	1,000	5,000	400%	4,000	
Expense Total	9,600			3,000	1,120	13,720	43%	4,120	
Keswick Skate Park Total	9,600			3,000	1,120	13,720	43%	4,120	
North Gwillimbury									
Revenue									
User Fees and Service Charges	(19,500)					(19,500)	0%	0	
Revenue Total	(19,500)					(19,500)	0%	0	
Expense									
Salaries and Benefits	3,500					3,500	0%	0	
Expense Total	3,500					3,500	0%	0	
North Gwillimbury Total	(16,000)					(16,000)	0%	0	
Planting Program									
Expense									
Salaries and Benefits	417,470			2,120	10,820	430,410	3%	12,940	Minimum wage increase provision and labour allocation
Contracted Services	10,000					10,000	0%	0	
Hydro/Sewer/Gas	10,200					10,290	0%	0	
Supplies and Maintenance	20,000					20,000	0%	0	
Other Direct Costs	51,500					51,500	0%	0	
Expense Total	509,290			2,120	10,820	522,290	3%	12,940	
Planting Program Total	509,290			2,120	10,820	522,290	3%	12,940	
Playgrounds									
Expense									
Salaries and Benefits	15,980				240	16,190	2%	240	
Contracted Services	7,500					7,500	0%	0	
Hydro/Sewer/Gas	14,860					14,860	0%	0	
Supplies and Maintenance	13,000					13,000	0%	0	
Expense Total	51,310				240	51,550	0%	240	
Playgrounds Total	51,310			240	51,550	0%	240	0%	
Snow Removal									
Expense									
Salaries and Benefits	232,560					3,530	236,120	2%	3,530
Contracted Services	8,000					8,000	8,000	0%	0
Expense Total	240,560					3,530	244,120	1%	3,530



GEORGINA

2025 OPERATING BUDGET

Community Services - Parks - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS	
Snow Removal Total	240,590				3,530	244,120	1%	3,530		
Soccer Pitches										
Revenue										
Transfer Payments and Recoveries	(22,000)					(22,000)	0%	0		
Revenue Total	(22,000)					(22,000)	0%	0		
Expense										
Salaries and Benefits	16,110				240	16,350	1%	240		
Contracted Services	11,810					11,810	0%	0		
Hydro/Sewer/Gas	15,540					16,540	6%	1,000		
Supplies and Maintenance	34,000					29,000	-15%	(5,000)		
Expense Total	77,460					73,700	-5%	(3,760)		
Soccer Pitches Total	55,460				(3,760)	51,700	-7%	(3,760)		
The ROC										
Revenue										
User Fees and Service Charges	(472,350)					(471,250)	0%			
Revenue Total	(498,850)					(35,000)	127%	(35,000)		
Expense										
Salaries and Benefits	681,370					663,580	-3%	(17,790)		
Staffing Other Direct Expenses	13,100					13,100	0%	0		
Contracted Services	74,050					74,050	0%	0		
Hydro/Sewer/Gas	165,360					165,360	0%	0		
Supplies and Maintenance	78,020					31,830	113,360	45%		
Expense Total	132,230					2,210	30,000	119,440	-10%	
The ROC Total	644,280	3,510	(77,500)	16,920	(6,400)	26,830	61,830	1,148,890	0%	(12,790) and insurance premium
Wharves										
Revenue										
User Fees and Service Charges	(10,000)					(5,000)	(15,000)	50%	(5,000)	
Lease and Rental	(3,100)					(3,100)	(3,100)	0%	0	
Revenue Total	(13,100)					(5,000)	(18,100)	38%	(5,000)	
Expense										
Salaries and Benefits	2,500					2,500	0%	0		
Hydro/Sewer/Gas	420					420	0%	0		
Other Direct Costs	150					150	0%	0		
Expense Total	3,070					3,070	0%	0		

2025 OPERATING BUDGET

Community Services - Parks - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD % VARIANCE	COMMENTS
					(5,000)	(15,030)	50%	50%	(5,000)
Wharves Total	(10,030)								
Willow Beach									
Revenue									
User Fees and Service Charges	(150,000)					(150,000)	0%	0%	0
Revenue Total	(150,000)					(150,000)	0%	0%	0
Expense									
Salaries and Benefits	42,770		1,280	3,300	47,350	11%	11%	11%	4,580
Staffing Other Direct Expenses				300	300	0%	0%	0%	300
Contracted Services	5,000			(2,000)	3,000	-40%	-40%	-40%	(2,000)
Hydro/Sewer/Gas	3,400			(2,000)	1,400	-59%	-59%	-59%	(2,000)
Supplies and Maintenance	500				500	0%	0%	0%	0
Expense Total	51,670		1,280	(400)	52,550	2%	2%	2%	880
Willow Beach Total	(98,330)		1,280	(400)	(97,450)	-1%	-1%	-1%	880
Willow Wharf									
Revenue									
User Fees and Service Charges	(12,000)				(12,000)	0%	0%	0%	0
Revenue Total	(12,000)				(12,000)	0%	0%	0%	0
Willow Wharf Total	(12,000)				(12,000)	0%	0%	0%	0
Grand Total	3,442,040		(51,490)	(6,400)	108,930	(35,580)	3,457,500	3,457,500	15,460

2025 OPERATING BUDGET

Community Services - Cemeteries - Budget Summary



	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Cemeteries - Baldwin	4,000					4,000	0%	0
Cemeteries - Cooke's	5,300					5,300	0%	0
Cemeteries - Johnson's	1,180					1,180	0%	0
Cemeteries - Keswick	(12,970)					(10,970)	-25%	2,000
Cemeteries - Sheppard's	1,250					1,250	0%	0
Cemeteries - Mann	13,000					13,000	0%	0
Grand Total	11,760					13,760	17%	2,000



GEORGINA

2025 OPERATING BUDGET

Community Services - Cemeteries - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD %, VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Cemeteries - Baldwin									
Expense									
Contracted Services	4,000					4,000	0%	0	
Expense Total	4,000					4,000	0%	0	
Cemeteries - Baldwin Total	4,000					4,000	0%	0	
Cemeteries - Cooke's									
Expense									
Contracted Services	4,300					4,300	0%	0	
Donations & Grants	1,000					1,000	0%	0	
Expense Total	5,300					5,300	0%	0	
Cemeteries - Cooke's Total	5,300					5,300	0%	0	
Cemeteries - Johnson's									
Revenue									
Interest and Penalty	(20)					(20)	0%	0	
Revenue Total	(20)					(20)	0%	0	
Expense									
Contracted Services	1,200					1,200	0%	0	
Expense Total	1,200					1,200	0%	0	
Cemeteries - Johnson's Total	1,180					1,180	0%	0	
Cemeteries - Keswick									
Revenue									
User Fees and Service Charges	(22,000)					(10,000)			
Donations & Grants & Misc Revenues	(20,000)					(20,000)			
Interest and Penalty	(20)					(20)			
Revenue Total	(42,020)					(10,000)			
Expense									
Contracted Services	26,000					2,000			
Supplies and Maintenance	2,000						38,000		
Other Direct Costs	1,050						2,000		
Expense Total	29,050					2,000			
Cemeteries - Keswick Total	(12,970)					0	10,970	-15%	2,000
Cemeteries - Sheppard's									
Expense									
Contracted Services	1,250								
Expense Total	1,250								
Cemeteries - Sheppard's Total	1,250					0	1,250	0%	0
Cemeteries - Mann									
Expense									
Contracted Services	13,000								
Expense Total	13,000								
Cemeteries - Mann Total	13,000					0	13,000	0%	0
Grand Total	11,760					0	13,760	17%	2,000

Business Plan

Community Services – Client and Cultural Services Division

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

Services provided by the Client and Cultural Services Division include:

- Archival and collections management
- Arts and culture programming
- Heritage preservation and interpretation
- Programs and services that support health and wellness, youth engagement, skills training, public health, heritage and the non-profit community
- Education programs
- Theatre and film programming
- Theatre and concert experiences
- Client support services
- Youth and adult sport engagement and facility rental
- Planning and execution of Town special events
- Coordination of third-party special events
- Oversee sponsorship partnerships
- Establish relationships with Georgina Historical Society

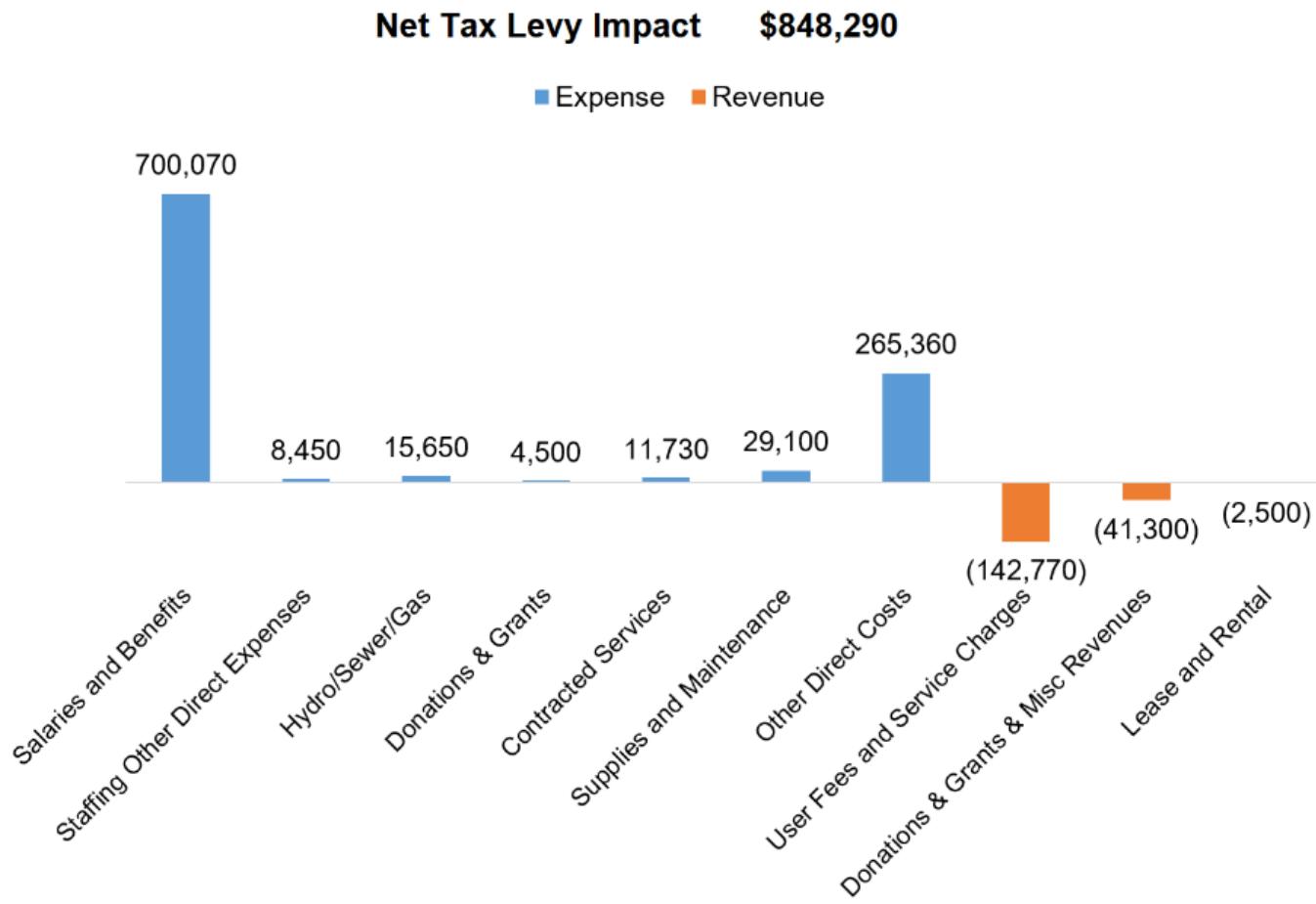


GEORGINA

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



Business Plan

2024 Accomplishments

- Continue to increase heritage and educational programming and increase programming awareness and attendance for opening weekend at Georgina Pioneer Village
- Continue building and maintenance upgrades at Georgina Pioneer Village and Archives as well as continued collaboration and partnership with the Georgina Historical Society
- Prepared fees bylaw and report for Council approval and implementation in 2024-2027
- Implemented a new streamlined admission by donation process for Georgina Pioneer Village
- Multi-Use Recreation Complex (MURC) Client Services desk, recruiting and set up
- Implemented a new membership pass card/key tag program to be extended throughout our current facilities and the MURC
- Implemented digital permit signatures and enhanced database update for resident and non-resident status
- Explore enhanced sponsorship opportunities for the Town including the Stephen Leacock Theatre of Performing Arts
- Continued to support collaboration and initiatives with service providers at the Link

Key Projects for 2025

- Continue to increase participation and promote events at Georgina Pioneer Village and Archives, the Stephen Leacock Theatre for Performing Arts and the Link
- Expansion of advertising and sponsorship program
- Continue to foster community relationships, explore collaboration and partnerships to provide culturally focused opportunities for the community
- Support the Georgina Arts and Cultural Centre on its journey to expand arts and cultural programming in the community
- Continue to explore new partnerships and community based culturally diverse events in collaboration with Economic Development and Tourism Division and the Georgina Equity and Diversity Advisory Committee
- Explore funding opportunities for updates to the Stephen Leacock Theatre of Performing Arts
- Develop an 'opt in' Stephen Leacock Theatre of Performing Arts newsletter along with a theatre membership for enhanced communication and experience
- List performances at Stephen Leacock Theatre from external renters
- Plan celebrations for the 50th anniversary of Georgina Pioneer Village and Archives.

2025 OPERATING BUDGET

Community Services - Culture - Budget Summary



	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	378,950			37,410		416,360	10%	37,410
Canada Day Festival	40,500					40,500	0%	0
Pioneer Village	193,520			7,580		201,100	4%	7,580
SnoFest	23,000					23,000	0%	0
Special Events - Administration	28,600					28,600	0%	0
Stephen Leacock Theatre	95,900			7,330		103,230	8%	7,330
Volunteer Appreciation	10,500					10,500	0%	0
Culture Events	0			25,000		25,000	100%	25,000
Grand Total	770,970			25,000	52,320	848,290	10%	77,320

**GEORGINA**

2025 OPERATING BUDGET

Community Services - Culture - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(5,000)					(5,000)	0%	0	
Revenue Total	(5,000)					(5,000)	0%	0	
Expense									Increase in salaries and benefits
Salaries and Benefits	383,950					37,410	421,360	10%	37,410
Expense Total	383,950					37,410	421,360	10%	37,410
Administration Total	378,950					37,410	416,360	10%	37,410
Canada Day Festival									
Revenue									
User Fees and Service Charges	(500)					(500)	0%	0	
Donations & Grants & Misc Revenues	(5,000)					(5,000)	0%	0	
Revenue Total	(5,500)					(5,500)	0%	0	
Expense									
Contracted Services	4,000					4,000	42,000	0%	0
Other Direct Costs	42,000					42,000	46,000	0%	0
Expense Total	46,000					46,000	46,000	0%	0
Canada Day Festival Total	40,500					40,500	40,500	0%	0
Pioneer Village									
Revenue									
User Fees and Service Charges	(22,870)					(22,870)	0%	0	
Donations & Grants & Misc Revenues	(28,500)					(28,500)	0%	0	
Lease and Rental	(2,500)					(2,500)	0%	0	
Revenue Total	(53,870)					(53,870)	0%	0	
Expense									
Salaries and Benefits	149,460					3,300	152,760	2%	3,300
Staffing Other Direct Expenses	4,250					4,250	4,250	0%	0
Contracted Services	5,000					5,000	5,000	0%	0
Hydro/Sewer/Gas	12,500					12,500	12,500	0%	0
Supplies and Maintenance	15,300					15,300	15,300	0%	0
Other Direct Costs	60,880					4,280	65,160	7%	4,280
Expense Total	247,390					7,580	254,970	3%	7,580
Pioneer Village Total	193,570					7,580	201,100	4%	7,580
SnoFest									
Revenue									
Donations & Grants & Misc Revenues	(3,000)					(3,000)	0%	0	
Revenue Total	(3,000)					(3,000)	0%	0	
Expense									
Other Direct Costs	26,000					26,000	26,000	0%	0
Expense Total	26,000					26,000	23,000	0%	0
Special Events - Administration									
Revenue									
Donations & Grants & Misc Revenues	(1,000)					(1,000)	0%	0	
Revenue Total	(1,000)					(1,000)	0%	0	

2025 OPERATING BUDGET

Community Services - Culture - Budget Details



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	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	12,100					12,100	0%	0	
Donations & Grants	4,500					4,500	0%	0	
Other Direct Costs	13,000					13,000	0%	0	
Expense Total	29,600					29,600	0%	0	
Special Events - Administration Total	28,600					28,600	0%	0	
Stephen Leacock Theatre									
Revenue									
User Fees and Service Charges	(114,400)					(114,400)	0%	0	
Donations & Grants & Misc Revenues	(3,800)					(3,800)	0%	0	
Revenue Total	(118,200)					(118,200)	0%	0	
Expense									
Salaries and Benefits	107,830				6,020	113,850	6%	6,020	
Staffing Other Direct Expenses	4,200					4,200	0%	0	
Contracted Services	2,730					2,730	0%	0	
Hydro/Sewer/Gas	3,150					3,150	0%	0	
Supplies and Maintenance	13,800					13,800	0%	0	
Other Direct Costs	82,390				1,310	83,700	2%	1,310	
Expense Total	214,100				7,330	221,430	3%	7,330	
Stephen Leacock Theatre Total	95,900				7,330	103,230	8%	7,330	
Volunteer Appreciation									
Expense									
Other Direct Costs	10,500					10,500	0%	0	
Expense Total	10,500					10,500	0%	0	
Volunteer Appreciation Total	10,500								
Culture Events									
Expense									
Other Direct Costs	0					25,000	100%	25,000	25-NI-CS-01 Cultural event
Expense Total	0					25,000	100%	25,000	
Culture Events Total	0					25,000	100%	25,000	
Grand Total	770,910				52,320	848,290	10%	77,320	

Business Plan

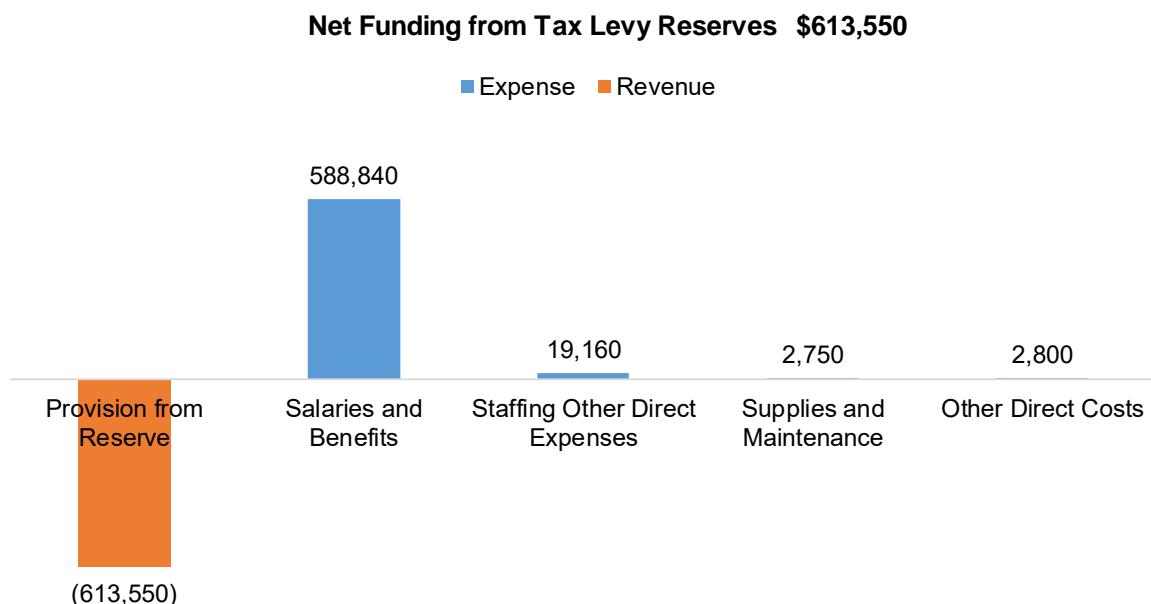
Community Services – Capital Projects

The Capital Projects Division plans and delivers both major capital projects for the Town as well as projects that require a more focused approach on procurement and project management as it relates to the needs identified in the non-core asset management plan. The group does this by applying a structured approach to project management in order to properly plan and align objectives so as to deliver as promised and meet the needs of the Town. Projects under the division's responsibility include everything from the recently opened Multi-Use Recreation Complex (MURC), the replacement Civic Centre currently being constructed, the recently completed Pefferlaw Skatepark and Pump Track as well as many other general projects such as park and cemetery upgrades and a number of other projects that relate to maintaining the Town's assets. The projects delivered by this division allow Council to make informed decisions based on:

- Overall need, progress and health of all new and/or existing programs and projects
- Status of milestones and deliverables
- Financial information about the budget, forecast, actuals, etc.
- Project risks and progress on mitigating these risks
- Operational efficiency and project performance
- Effective management and utilization of enterprise resources

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



Business Plan

2024 Accomplishments

- MURC opened to the public in Q1 2024
- Replacement Civic Centre construction contract awarded and under construction
- Pefferlaw Skatepark and Pump Track opened to the public in June 2024
- Design and award of the replacement chillers and new ice melting pits at the Georgian Ice Palace. Chillers ordered such that all work can take place during the allotted window in 2025
- Mann Cemetery upgrades
- Completion of the Town's Parks Master Plan
- Pefferlaw amenities AODA washrooms and new trail system
- AODA portable washrooms at Holmes Point
- Fibre extension service within the Town campus

Key Projects for 2025

- Replacement of the chillers and provision of the new ice melting pits at the Georgina Ice Palace
- Construction of the replacement Civic Centre
- Parking lot resurfacing projects
- Design of a major park upgrade to Willow Beach Park.
- Design and award of the new fire training facility at the Egypt Yard facility (construction in 2025/2026)
- Design of the South Keswick firehall.

2025 OPERATING BUDGET

Community Services - Capital Projects - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(550,480)					(38,360)	(24,710)	(613,550)	11% (63,070) To fund increase in salaries and benefits
Revenue Total	(550,480)					(38,360)	(24,710)	(613,550)	11% (63,070)
Expense									
Salaries and Benefits	550,480					38,360		568,840	7% 38,360 increase in salaries and benefits
Staffing Other Direct Expenses	19,160							19,160	0% 0
Supplies and Maintenance	2,750							2,750	0% 0
Other Direct Costs	2,800							2,800	0% 0
Expense Total	575,190					38,360		613,550	7% 38,360
Administration Total	24,710					0		(24,710)	-100% (24,710)
Grand Total	24,710					0		(24,710)	-100% (24,710)

Fire and Rescue Services

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

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

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

Some services provided by Fire and Rescue Services include:

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

Business Plan

2024 Success Story

Grant Funding – Recipients



In 2024, Georgina Fire and Rescue Services was successful in receiving more than \$1 million in grant funding. This amount of money most certainly surpassed grant funding received in previous years.

Community Emergency Preparedness Grant – \$49,842

- Start date and deadline: April 1 to Aug. 31, 2024.
- Purchase of a 40-foot shipping container to be located in the parking lot of Station 1-4.
- Projector for emergency data mapping to be located in the Emergency Operations Centre.
- Two smart screens with stands with wireless modules for emergency data mapping to be located in the Emergency Operations Centre.

Fire house subs – \$29,527

- Purchase of a digital vehicular repeater system to be installed on R189 to ensure safe radio communications.

Skills Development Fund – Intake #4 – Training Facility – \$550,436

- To partially fund the construction of a Training Facility located at Egypt Roads Yard at 25765 Park Road
- To be utilized by GFRS staff and outside stakeholders for live fire training for skill development and skill maintenance to meet legislative requirements.

Business Plan

Skills Development Fund Intake #5 – Community Safety Skills Development for GFRS – \$439,373

- Funding to increase skills development training for pre-planning and fire investigation, thermal imagery, fire behaviour, public safety education and risk data management. Monies will be used to purchase and train staff as follows:
- Fire Investigation Took kit – providing fire investigators with the tools to assist in determining cause and origin during fire investigations.
- LiDar technology– which captures 3D imagery and will assist in pre-planning and fire investigations.
- Fire Behaviour Training Prop – further development of fire behavior and thermal imagery training in a controlled environment.
- Six Thermal Imaging Cameras to assist fire crews in fire suppression and search and rescue operations.
- Inflatable Fire House – to be utilized as a “train the trainer” tool and to provide residents with home escape planning strategies.

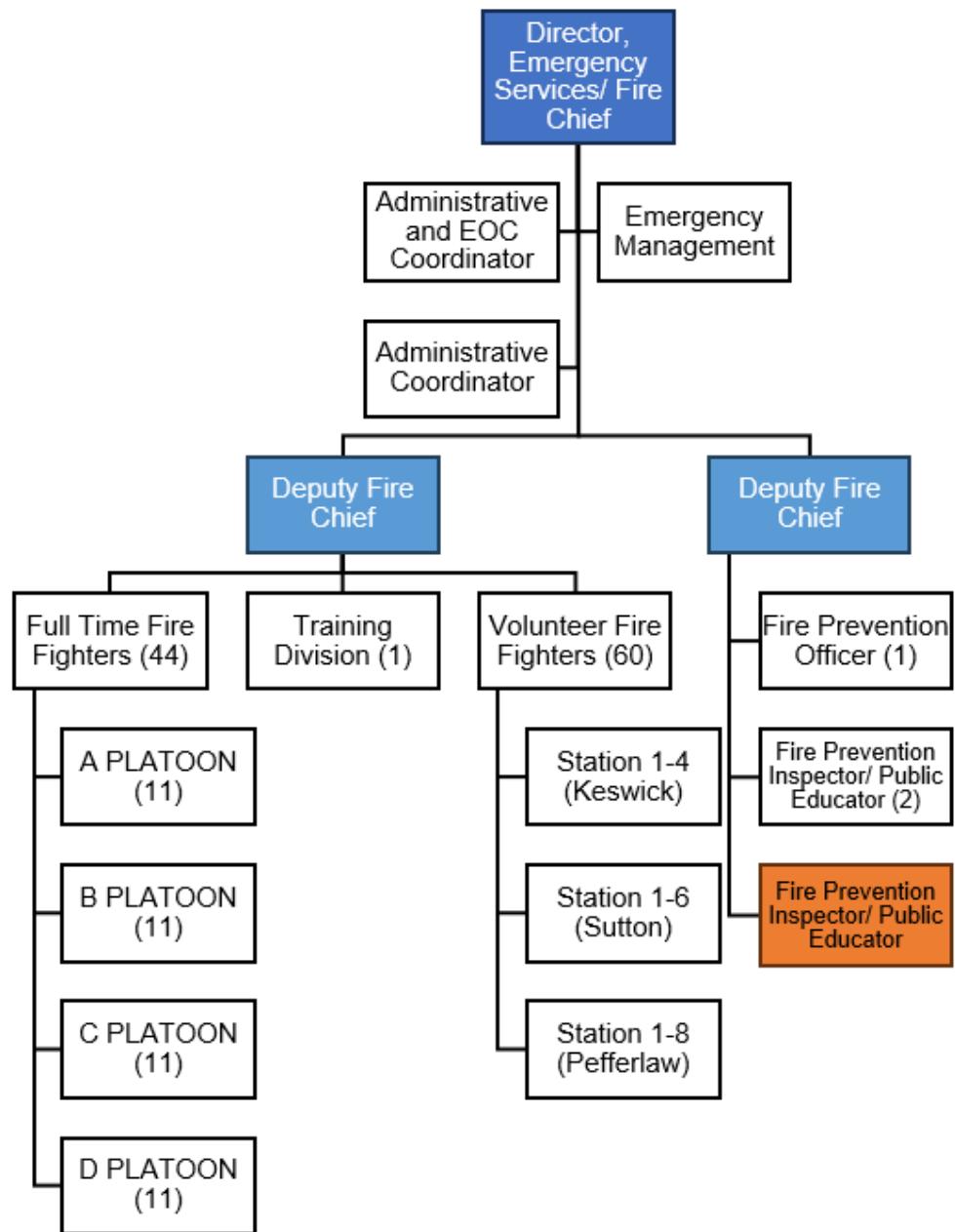


GFRS was also the recipient of funding from:

- Walmart Canada Community Grant in the amount of \$1,000 which will be used to purchase items for the annual Open House which is taking place on Sept. 21, 2024, including a bursary of \$500 for Mental Health Wellness which was used for the Before Operational Stress Program that was rolled out to staff at the end of June.
- Home Fire Sprinkler Coalition Inc. in the sum of \$400 which will be used to purchase various items for the Open House.

Business Plan

Organizational Chart

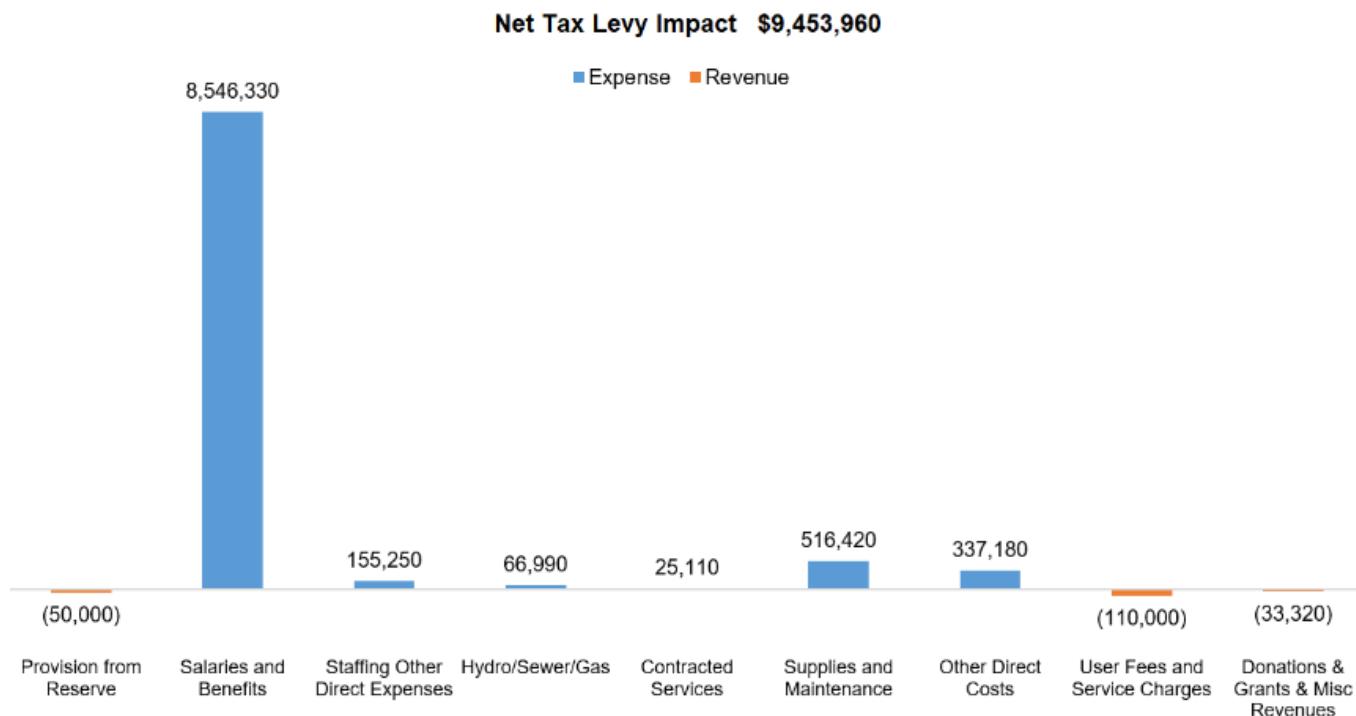


*Approved by Council

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the department.



2024 Accomplishments

- In collaboration with Health and Safety and York Regional Police, 290 Town staff received in-person awareness training on RUN, HIDE DEFEND; Communications Division videotaped one of the sessions which will be used by Human Resources when onboarding new Town employees.
- To date, two career firefighters have been hired due to retirement.
- Hired 17 volunteer firefighters during 2023 Volunteer Recruitment.
- Georgina Fire and Rescue Services' Community Risk Live Data was the recipient of the 2024 Gold Award for Best Public Sector Award from BE Spatial.

Major Operating Drivers

- Business Continuity Planning
- Community Risk Assessment Plan
- Master Fire Plan recommendations and Fire Underwriters Survey
- Increase in population and traffic flow
- Increase in incident responses



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Business Plan

- Legislative requirements for training career and volunteer firefighters and fire prevention staff to meet National Fire Protection Association (NFPA) standards

Major Initiatives Planned for 2025

- Continued certification of suppression and fire prevention staff
- Design of the new south fire station
- Replacement of pumper tanker apparatus
- Replacement of rescue pumper apparatus
- Design and build of our training facility

2025 OPERATING BUDGET

Fire and Rescue Services - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Emergency Management									
Expense									
Staffing Other Direct Expenses	9,000			3,420	(9,000)	0	-100%	(9,000)	
Contracted Services	21,690					25,110	16%	3,420	
Supplies and Maintenance	1,000					1,000	0%	0	
Expense Total	31,690			3,420	(9,000)	26,110	-18%	(5,580)	
Emergency Management Total	31,690			3,420	(9,000)	26,110	-18%	(5,580)	
Fire Prevention									
Expense									
Salaries and Benefits	414,500		81,600	(5,810)		490,290	18%		25-SI-FS-01 Fire Prevention Officer. Reduction due to
Staffing Other Direct Expenses	5,500					5,500	0%	0	75,790 retirement of senior staff
Supplies and Maintenance	19,280					19,260	0%	0	
Expense Total	439,280		81,600	(5,810)		515,050	17%	75,790	
Fire Prevention Total	439,280		81,600	(5,810)		515,050	17%	75,790	
Firefighting Force									
Revenue									
Provision from Reserve			(50,000)			(50,000)	0%	0	
User Fees and Service Charges	(97,500)					(12,500)			Mainly due to new user fees and
Donations & Grants & Misc Revenues	(27,500)					(5,820)			(12,500) increase in incidents billing
Revenue Total	(175,000)					(12,500)			(5,820)
Expense									
Salaries and Benefits	7,771,740		96,320			7,868,060	1%		Increases in salaries and
Staffing Other Direct Expenses	32,550		4,000			36,530	12%	4,000	96,320 benefits
Supplies and Maintenance	126,950		10,970			137,920	9%		
Expense Total	8,068,240		141,290			8,183,470	1%	115,290	10,970 Based on historical trend
Firefighting Force Total	8,068,240		141,290			8,183,470	1%	115,290	
Fleet									
Expense									
Contracted Services						0		0	
Supplies and Maintenance	223,500								
Other Direct Costs									
Expense Total	223,500					50,740			
Fleet Total	223,500					50,740			
Keswick Fire Hall									
Expense									
Staffing Other Direct Expenses	13,500		1,700			15,200	13%	1,700	
Hydro/Sewer/Gas	31,250		4,070			35,320	13%	4,070	
Supplies and Maintenance	40,000					40,000	0%	0	
Other Direct Costs	1,000					1,000	0%	0	
Expense Total	85,750		5,770			91,520	7%	5,770	

2025 OPERATING BUDGET

Fire and Rescue Services - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Keswick Fire Hall Total	85,750					91,520	7%	5,770	
Pefferslaw Fire Hall									
Expense									
Staffing Other Direct Expenses	3,660				0	3,660	0%	0	
Hydro/Sewer/Gas	11,500				8,000	11,500	0%	0	
Supplies and Maintenance	8,000					16,000	100%	8,000	
Other Direct Costs	1,000					1,000	0%	0	
Expense Total	24,160				8,000	32,160	33%	8,000	
Pefferslaw Fire Hall Total	24,160				8,000	32,160	33%	8,000	
Sutton Fire Hall									
Expense									
Staffing Other Direct Expenses	3,510				500	4,010	14%	500	
Hydro/Sewer/Gas	17,350				2,820	20,170	16%	2,820	
Supplies and Maintenance	20,300				(300)	20,000	-1%	(300)	
Other Direct Costs	980				(80)	900	-8%	(80)	
Expense Total	42,140				2,940	45,080	7%	2,940	
Sutton Fire Hall Total	42,140				2,940	45,080	7%	2,940	
Training Officer									
Expense									
Salaries and Benefits	174,670				13,310	187,980	8%	13,310	Increases in salaries and
Staffing Other Direct Expenses	90,350					90,350	0%	0	benefits
Supplies and Maintenance	8,000					8,000	0%	0	
Other Direct Costs						0			
Expense Total	273,020				13,310	286,330	5%	13,310	
Training Officer Total	273,020				13,310	286,330	5%	13,310	
Grand Total	9,187,700				93,430	143,590	29,240	9,453,960	3%
									266,260

Development Services

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

2024 Success Story



Over the past year, the Planning Policy Division has undertaken or been involved in a number of major projects and initiatives, including defending appeals to Council's approval of the new Keswick Secondary Plan and Zoning Bylaw 600 before the Ontario Land Tribunal, initiation of housekeeping amendments to Zoning Bylaw 600, progress towards completion of the Town's Tree Preservation and Compensation Policy Review and Update, completion of key milestones



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Business Plan

in the Lake Drive Shoreline Action Plan process, initiation of the Municipal Heritage Register Review, and reviewing and reporting on various changes to the Ontario Planning System.

The Building Division continued to refine its fast-track permit system to expedite the intake and review of permit applications for accessory buildings, decks, pools, small interior renovations, demolitions and service connections. Permits for residential development remained relatively strong in 2024 and construction of the first industrial building in the Keswick Business Park is substantially complete.

The Development Engineering Division continued to expand and improve its online permitting program for site alteration permits through its online application portal with improvements to auto-generated invoicing, and submission checklist and workflow, resulting in quicker reviews, decreased turnaround times and improved customer satisfaction. The division continued to promote and ensure responsible growth and the delivery of housing, including obtaining authorization to execute a Pre-Servicing Agreement for the Orchid Trail Phase 1 subdivision. This agreement allows for construction of 2.4 kilometres of new municipal roads, as well as related underground watermain, sanitary and storm sewers valued at more than \$13.1 million. Other accomplishments included obtaining authorization to execute Earthworks Agreements for the Ballymore (Queensway North) and Greystone/Middleburg subdivisions, and detailed engineering design of the upgrade and urbanization of the Queensway North, south of Old Homestead Road, continues to progress. Contract award and commencement of a project to review and update the Town's Development Engineering Design Criteria is underway.

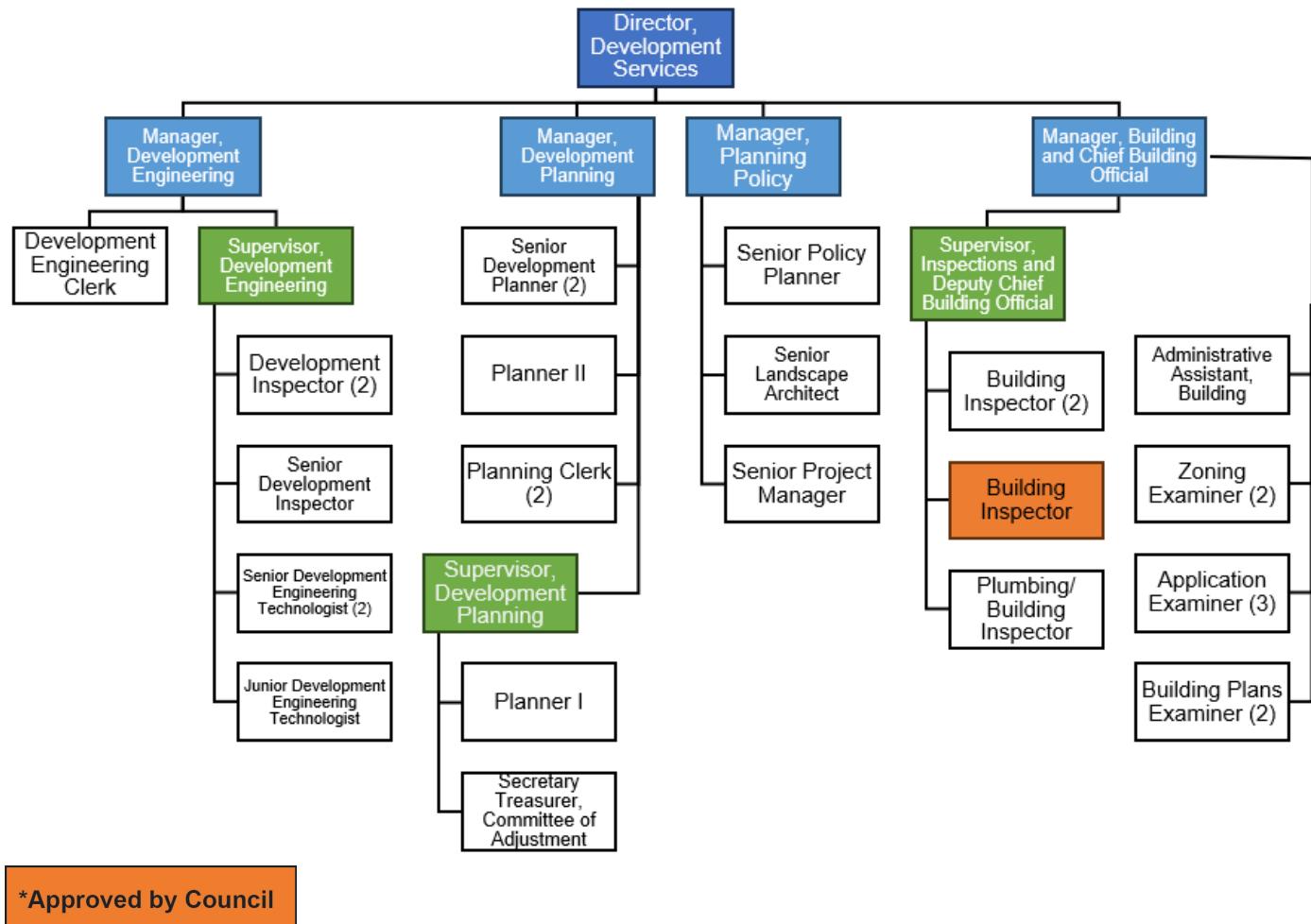
The Development Planning Division's increased focus on the Keswick Business Park continued in 2024 with the progressing of development applications for a proposed life science and technology park towards approval, progressing an international trucking company in the southerly portion of the business park as well as the first phase of the Panattoni lands in the northerly portion of the business park to plan registration. Interest in residential development remains strong in Keswick with the continued build out of existing registered plans, the progression of approved plans toward registration, and the progression toward approval of various infill and greenfield plan of subdivision applications in south and north Keswick. The nature of residential development being proposed is changing in both Sutton and Keswick to include a greater number of small lot detached dwellings, townhouses and rental options. Interest remains high in residential infill projects and individual lot severances.



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Business Plan

Organizational Chart



Divisions

- Building
- Development Engineering
- Development Planning
- Planning Policy

Business Plan

Key Projects for 2025

- Continue the review, assessment and adjustment of current department procedures, practices and policies to ensure compliance with all recent legislative changes including Bill 185
- Continue to monitor and assess the implementation of the online building permit and fast-tracked permit processes for small projects
- Continue to review and update internal processes for Site Plan Approval applications in order to enhance customer service and improve processing times
- Implement a Development Tracking System
- Continue to implement the Lake Drive Shoreline Action Plan
- Finalize the review and update of the Town's Development Design Criteria
- Initiate a review and update of Planning, Building and Engineering Fees
- Review and update the Town's Sanitary Sewer and Water Allocation Program
- Initiate Phase II of the Zoning By-law Update – Settlement Areas
- Continue to support implementation of the Town's Housing Target and Council's Affordable Housing and Homelessness resolution
- Finalize the Municipal Heritage Register Review in accordance with the Ontario Heritage Act.

2025 OPERATING BUDGET

Development Services - Department Administration - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	232,990				43,960	276,950	19%	43,960	Increase in salaries and benefits
Staffing Other Direct Expenses	4,620					4,620	0%	0	0
Supplies and Maintenance						0			
Other Direct Costs	800				(100)	700	-13%	(100)	
Expense Total	238,410				43,960	282,270	18%	43,860	
Administration Total	238,410				43,960	282,270	18%	43,860	
Grand Total	238,410				43,960	282,270	18%	43,860	

Business Plan

Development Services – Building Division

The Building Division is responsible for the enforcement of the Ontario Building Code as well as administration and enforcement of the Council-approved Building Bylaw, Zoning Bylaw and Pool Enclosure Bylaw. In addition, the Building Division provides guidance to residents and builders through the building permit process. This includes assisting with construction, renovation and demolition permit applications for a variety of projects including houses, commercial and industrial buildings, as well as pool enclosures.

Services provided by the Building Division include:

- Review and issuance of permits for construction, demolition and pool enclosure permit applications
- Inspection of all work related to construction, demolition and pool enclosure permits
- Inspection and enforcement of the Backflow and Cross Connection Control Bylaw
- Investigations of illegal construction and demolition
- Administer the Maintenance Inspection Program for septic systems within 100 metres of lakes and streams

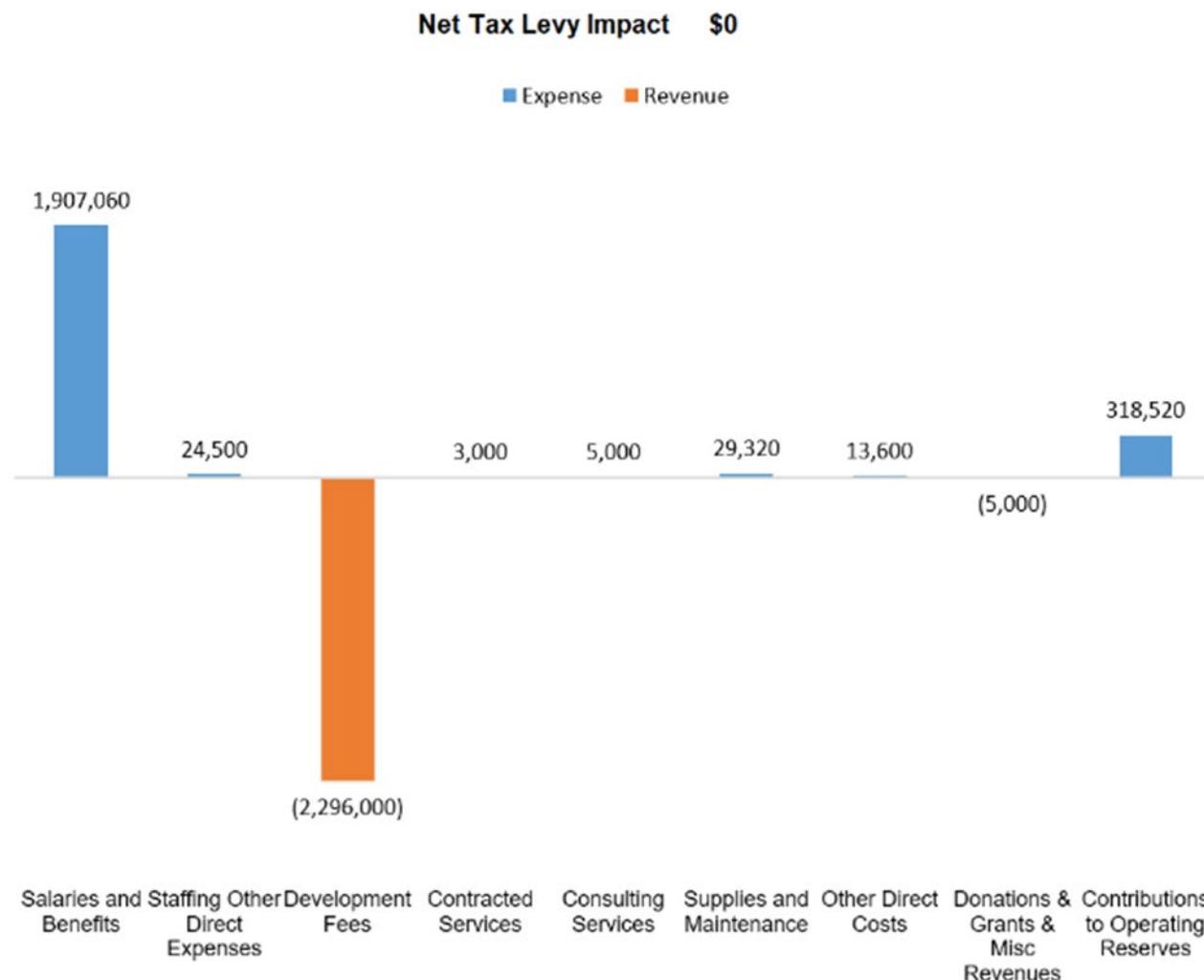


GEORGINA

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- Further refined the permit fast-track system to streamline the intake and review of permit applications for accessory buildings, decks, pools, small interior renovations, demolitions and service connections.
- Inspected properties subject to the Septic Maintenance Inspection Program to minimize risk to the Lake Simcoe Watershed.
- Continued creating an inventory of septic systems regulated by the Septic Maintenance Inspection Program, which require yearly maintenance inspections by a qualified third party as a condition of use. The purpose is to ensure the required maintenance inspections are completed.

Business Plan

- Assisted with the preparation of a RFP to procure a Development Tracking System that will improve service delivery and ensure that information is shared seamlessly between the Development Planning, Development Engineering and Building Divisions.
- Provided cross training between the Plans Examiners and Building Inspectors to increase capacity and the ability to adjust to peak workloads.
- Completed 6,058 building inspections between January and June of 2024.
- Issued 239 building permits with a total construction value of \$86.4 million between January and June of 2024.

Key Projects for 2025

- Implement the Development Tracking System
- Inspect major Town projects such as the replacement Civic Centre
- Inspect new construction in the Keswick Business Park
- Prepare for relocation to the replacement Civic Centre
- Inspect the construction of new homes in various development projects, including:
 - Hedge Road Landing – Alliance Homes (Jackson's Point/Sutton)
 - Trilogy (Ainslie Hill Phase 1) – Ballymore Homes, Briarwood Homes (Sutton)
 - Cedar Ridge – Delpark Homes (Sutton)
 - The Fairgrounds – Twelve Stone Group (Sutton)
 - Simcoe Landing (Phase 9) – Aspen Ridge Homes, CountryWide Homes, Marycroft Homes, Regal Crest Homes (Keswick)
 - Georgina Heights – Treasure Hill Homes (Keswick)
 - Woodbury Trails – Ballymore Homes (Keswick)
 - Beach Haven – Ballymore Homes, Cedar Oak Homes (Keswick)
 - Homestead Meadows – Ballymore Homes (Keswick)

2025 OPERATING BUDGET

Development Services - Building - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Development Fees	(2,096,000)	(200,000)				(2,296,000)	10%	(200,000)	Increase based on trend
Donations & Grants & Misc Revenues	(5,000)					(5,000)	0%	0	
Revenue Total	(2,101,000)	(200,000)				(2,301,000)	10%	(200,000)	
Expense									
Salaries and Benefits	1,750,380		109,040	51,640	(4,000)	1,907,060	9%		
Staffing Other Direct Expenses	24,500					24,500	0%	0	
Consulting Services	5,000					5,000	0%	0	
Contracted Services	3,000					3,000	0%	0	
Supplies and Maintenance	6,500					8,500	31%	2,000	
Other Direct Costs	4,500					4,500	0%	0	
Contributions to Operating Reserves	289,250	200,000	(109,040)	(52,470)	(9,220)	318,520	10%		To transfer budget
Expense Total	2,083,130	200,000	0	(830)	(11,220)	2,271,080	9%	187,950	29,270 surplus to reserve
Administration Total	(17,870)	0	0	(830)	(11,220)	(29,920)	67%	(12,050)	
Fleet									
Expense									
Supplies and Maintenance	9,600					11,220	20,820	117%	11,220 Fuel allocation
Other Direct Costs	8,270					830	9,100	10%	830
Expense Total	17,870	0	0	0	0	11,220	29,920	67%	12,050
Fleet Total	17,870	0	0	0	0	11,220	29,920	67%	12,050
Grand Total	0	0	0	0	0	0	0%	0	

Business Plan

Development Services – Development Engineering Division

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

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

Services provided by the Development Engineering Division include:

- Technical review and administration of subdivision, condominium and site plan applications/agreements
- Construction inspections related to development
- Review and issuance of site alteration and entrance permits
- Technical review and approval of service lateral connections

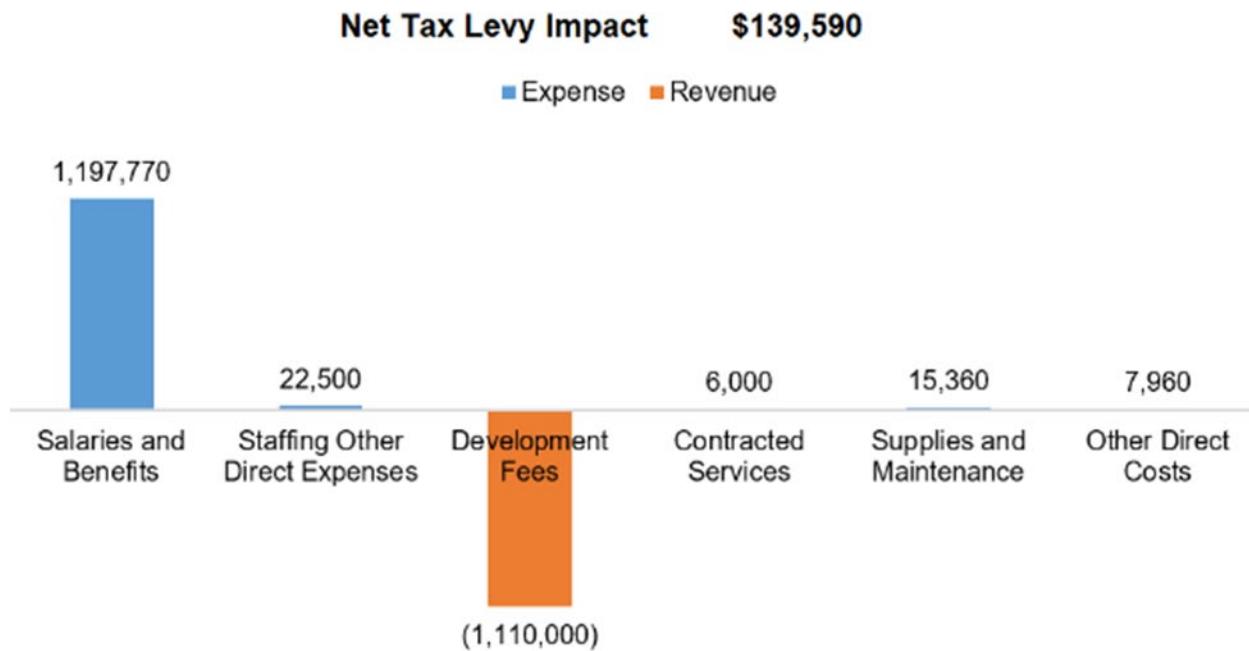


GEORGINA

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- Preparation of various staff reports and recommendations to Council related to Earthworks Agreements, Pre-Servicing Agreements and Subdivision Agreements.
- Technical review, comment consolidation and agreement preparation related to numerous minor and major Site Plan applications.
- Technical review and approval of numerous plot plans and Site Alteration and Entrance Permits.
- Technical review and approval of infrastructure required to support new development.
- Review and update of major site alteration application fees under the Site Alteration Bylaw.
- Enhancements to the Site Alteration and Entrance Permit process through incremental improvements to documentation, FAQs and a grading drawing checklist, with a focus on customer experience by reducing the number of required resubmissions and permit issuance timelines. These documents are now available on the Town's website for reference, ensuring transparency and efficiency in the process.
- Contract award and commencement of a project to review and update the Town's Development Engineering Design Criteria.

Business Plan

- Assisted with the preparation of a RFP to procure a Development Tracking System that will improve service delivery and ensure that information is shared seamlessly between the Development Planning, Development Engineering and Building Divisions.

Key Projects for 2025

- Implement the Development Tracking System
- Complete the review and update to the Town's Development Engineering Design Criteria
- Review and update the Site Plan Approval workflow to better track progress and streamline the customer experience
- Review and update the Town's lateral connection process
- Review and update of engineering-related user fees
- Review and approval of water, wastewater, stormwater and road infrastructure improvements required to facilitate growth
- Preparation of various staff reports and recommendations to Council respecting development agreements

2025 OPERATING BUDGET

Development Services - Development Engineering - Budget Details



GEORGINA

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	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Development Fees	(1,160,000)	50,000				(1,110,000)	-4%	50,000	Reduced based on trend
Revenue Total	(1,160,000)	50,000				(1,110,000)	-4%	50,000	
Expense									
Salaries and Benefits	1,030,940				166,830	1,197,770	16%	166,830	Increase in salaries and benefits
Staffing Other Direct Expenses	22,500					22,500	0%	0	
Contracted Services	6,000					6,000	0%	0	
Supplies and Maintenance	8,000					8,000	0%	0	
Other Direct Costs	2,300					3,300	43%	1,000	
Expense Total	1,069,740				166,830	1,237,570	16%	167,830	
Administration Total	(90,260)	50,000			166,830	1,000	127,570	-241%	217,830
Fleet									
Expense									
Supplies and Maintenance	9,900					(2,540)	7,360	-26%	(2,540)
Other Direct Costs	4,240					420	4,660	10%	420
Expense Total	14,140					420	(2,540)	12,020	-15% (2,120)
Fleet Total	14,140					420	(2,540)	12,020	-15% (2,120)
Grand Total	(76,120)	50,000			167,250	(1,540)	139,590	-283%	215,710

Business Plan

Development Services – Development Planning Division

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

Services provided by the Development Planning Division include:

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

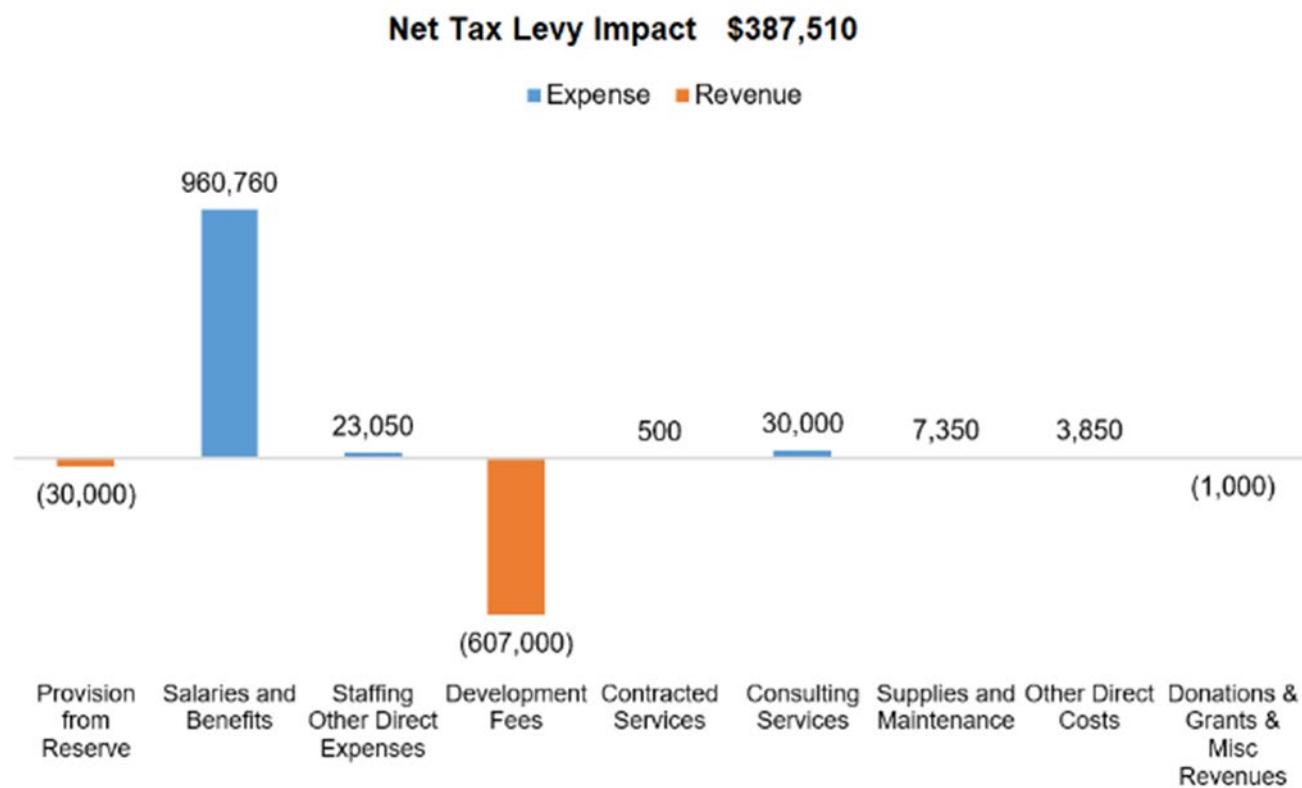


GEORGINA

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- To June 2024, 25 staff reports on minor variance and severance applications were considered by the Committee of Adjustment, and nine staff reports were considered by Council on a variety of development applications and other planning-related matters.
- Progressed development applications to Council approval and plan registration to facilitate the development of 664 residential units including 475 detached dwellings, 185 townhouse dwellings, and four semi-detached dwellings.
- Progressed development applications to Council approval and plan registration for more than eight hectares (20 acres) to facilitate employment and commercial development.
- Issued approvals for two Part Lot Control Exemptions, four Deeming Bylaws, one Extension of Draft Plan Approval and one Cancellation of Consent application under staff delegated authority which reduced the number of staff reports to Council and expedited development.
- Assisted with the preparation of a RFP to procure a Development Tracking System that will improve service delivery and ensure that information is shared seamlessly between the Development Planning, Development Engineering and Building Divisions.

Business Plan

Key Projects for 2025

- Implement the Development Tracking System
- Modernization of application forms, public notice, and staff report formats for Planning Act applications
- Preparation of a housekeeping update to Zoning Bylaw 500
- Review of Zoning Bylaw provisions related to restaurant patios
- Initiate an Official Plan amendment to include enabling policies that would specify the scope of the authority delegated to the Director of Development Services to approve Zoning Bylaw amendment applications that are minor in nature
- Review and update of the Town's Sanitary Sewer and Water Allocation Program
- Review and update of planning-related application fees
- Undertaking public consultation to seek submissions for the Inventory of Available Street Names



GEORGINA

2025 OPERATING BUDGET

Development Services - Development Planning - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue	(452,000)	(10,000)			(15,000)	(477,000)	6%	(25,000)	Increase based on trend
Development Fees									Net provision of reduced contracted services and 25-NI-DS-01 Planning
Provision from Reserve	(60,000)		(30,000)		60,000	(30,000)	-50%	30,000	30,000 Consulting Services
Donations & Grants & Misc Revenues	(500)		(30,000)		45,000	(500)	0%	0	
Revenue Total	(512,500)	(10,000)	(30,000)		45,000	(507,500)	-1%	5,000	
Expense									Increase in salaries and
Salaries and Benefits	848,530		14,300		862,830		2%	14,300	benefits
Staffing Other Direct Expenses	15,600		(400)		15,200		-3%	(400)	25-NI-DS-01 Planning
Consulting Services			30,000		0	30,000		30,000	30,000 Consulting Services
Contracted Services	60,750		(60,250)		500		-99%	(60,250)	Reduced one-time contracted services
Supplies and Maintenance	6,750				6,750		0%	0	
Other Direct Costs	3,850				(500)	3,350	-13%	(500)	
Expense Total	935,480		30,000	14,300	(61,150)	918,630	-2%	(16,850)	
Administration Total	422,980	(10,000)	0	14,300	(16,150)	411,130	-3%	(11,850)	
Committee of Adjustment									
Revenue									Increase based on historical
Development Fees	(110,000)	(20,000)			(130,000)		18%	(20,000)	trend
Donations & Grants & Misc Revenues	(500)				(500)		0%	0	
Revenue Total	(110,500)	(20,000)			(130,500)		18%	(20,000)	
Expense									
Salaries and Benefits	93,970		3,960		97,930		4%	3,960	
Staffing Other Direct Expenses	7,850				7,850		0%	0	
Supplies and Maintenance	600				600		0%	0	
Other Direct Costs	500				500		0%	0	
Expense Total	102,920				106,880		4%	3,960	
Committee of Adjustment Total	(7,580)	(20,000)	3,960	(23,620)	387,510	212%	(16,040)	(27,890)	
Grand Total	415,400	(30,000)	0	18,260	(16,150)	387,510	-7%	(27,890)	

Business Plan

Development Services – Planning Policy Division

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

Services provided by the Planning Policy Division include:

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

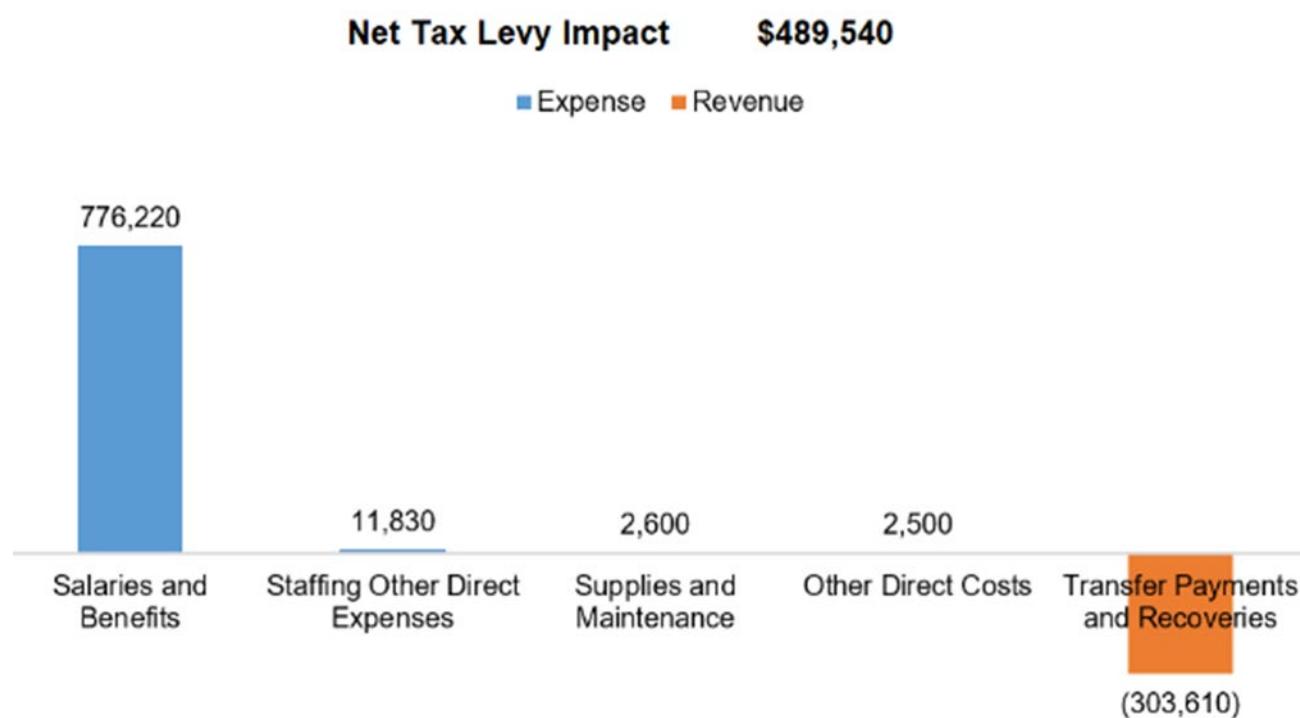


GEORGINA

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- Ongoing attempts to resolve appeals to Official Plan Amendment 147 (Keswick Secondary Plan) and Zoning Bylaw 600 (Countryside Zoning Bylaw)
- Preparation and processing of housekeeping amendments to Zoning Bylaw 600
- Advancement of the Town's Tree Preservation and Compensation Policy Review and Update
- Completion of key milestones in the Lake Drive Shoreline Action Plan process
- Advancement of the Built Heritage Inventory Review
- Reviewing, monitoring and reporting on changes to the Ontario Planning System
- Assisted with the preparation of a RFP to procure a Development Tracking System that will improve service delivery and ensure that information is shared seamlessly between the Development Planning, Development Engineering and Building Divisions.

Business Plan

General Reports to Council:

- Tree Preservation and Compensation Policy Review
- Lake Drive Shoreline Action Plan
- Built Heritage Inventory Review
- Zoning Bylaw 600 – housekeeping amendments

Key Projects for 2025

- Continued implementation of the Lake Drive Shoreline Action Plan, including work on key milestones such as concluding Official Plan and Zoning Bylaw and/or Community Planning Permit process and the divestiture of surplus road allowance lands
- Commencement of Phase II of the Zoning Bylaw Update – Settlement Areas
- Addressing the impacts of the proposed new Provincial Planning Statement and other legislative changes affecting the Ontario Planning System on the Town Planning Program, policy documents and zoning bylaws
- Implement the Development Tracking System
- Resolution of appeals to Zoning Bylaw 600 and the Keswick Secondary Plan
- Finalize the Built Heritage Inventory Review

2025 OPERATING BUDGET

Development Services - Planning Policy - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	CONTRACTUAL/ INFLATIONARY	SERVICE LEVEL	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENS
Administration									
Expense									
Salaries and Benefits	430,500		46,730		(1,000)	476,230	11%	45,730	Increases in salaries and benefits
Staffing Other Direct Expenses	8,960					8,960	0%	0	
Supplies and Maintenance	2,350					2,350	0%	0	
Other Direct Costs	2,500				(500)	2,000	-20%	(500)	
Expense Total	444,310		46,730		(1,500)	489,540	10%	45,230	
Administration Total	444,310		46,730		(1,500)	489,540	10%	45,230	
Lake Dr Shoreline									
Revenue									
Transfer Payments and Recoveries	(268,920)		(29,240)		(5,450)	(303,610)	13%	(34,690)	Provision for full recovery of the subdivision
Revenue Total	(268,920)		(29,240)		(5,450)	(303,610)	13%	(34,690)	
Expense									
Salaries and Benefits	272,750		29,240		(2,000)	299,990	10%	27,240	Increases in salaries and benefits
Staffing Other Direct Expenses	2,870					2,870	0%	0	
Supplies and Maintenance	250					250	0%	0	
Other Direct Costs	500					500	0%	0	
Expense Total	276,370		29,240		(2,000)	303,610	10%	27,240	
Lake Dr Shoreline Total	7,450		0		(7,450)	0	-100%	(7,450)	
Grand Total	451,760		46,730		(8,950)	489,540	8%	37,780	

Business Plan

Legislative Services

The Legislative Services Department manages the legal and regulatory aspects of the Town's affairs, and, in addition to providing legal services to all Town departments together with external legal counsel, includes the following three divisions: Municipal Law Enforcement, the Office of the Clerk, and Procurement Services. The Municipal Law Enforcement Division is responsible for the enforcement of the Town's bylaws in an effective and fair manner. The Office of the Clerk provides a wide range of services, including secretariat services for Council and committees of Council, bylaw preparation, issuance of licences, compliance with many of the Town's statutory obligations, performance of marriage ceremonies, records management, responsibility for Freedom of Information inquiries, and insurance and risk management. The Procurement Services Division manages the Town's procurement process and buying regulations, ensuring that its policies and guidelines applicable to the acquisition of goods and services are followed, and facilitates the disposal of surplus assets.

2024 Success Story – Development of internal legal services expertise





GEORGINA

Business Plan

2024 has in some respects marked the “coming of age” of the legal services program instituted by the Town for the first time through its own wholly internal legal services team in 2022, and developed since then to the point where most legal services required by Town staff are now provided in-house.

Prior to 2022, staff had obtained legal support when required solely through the Town’s external legal service providers. While that arrangement had served the municipality well for many years, the Town, as is inevitably the case in the increasingly complex legislative environment in which municipalities find themselves, had grown to the point where it became apparent that in-house legal support would not only be beneficial, but would at some point become essential to the efficient conduct of the Town’s business affairs. The new position of Town Solicitor/Director of Legislative Services was therefore created, augmented shortly thereafter by the hiring of a Law Clerk.

An immediate benefit of this new arrangement was that staff now had access to specialized legal advice so that many day-to-day business decisions for which legal input might have been desirable if it had been more easily accessible in the past could now be made with greater confidence. Over and above this, however, the intention had always been that many other legal functions would also be brought in-house, taking advantage of the improved communication and greater synergies available between an internal legal department and the client divisions it is intended to serve. Conscious efforts were made over the course of 2023 to develop the technical expertise necessary to achieve this goal, and the fruits of these efforts have really begun to manifest themselves during 2024.

A good example of the progress made in this regard has been the shifting in-house of the vast majority of real property-related legal services, including the specialized job of providing legal support in connection with the processing and registration of plans of subdivision, an important task that had previously been carried out by external lawyers, but is now executed internally. This permits the Town greater flexibility in adapting to the “twists and turns” that can occur as plan registration approaches, without creating undue delay at a crucial stage in the development process. Another example has been the assumption by our legal staff of the responsibility of strategizing with and instructing our contracted insurance representatives in connection with the resolution of the many sub-deductible insurance claims that the Town, like other municipalities, must inevitably deal with. This responsibility has now been transferred from other non-legal staff to a place in the organization where it more appropriately resides.

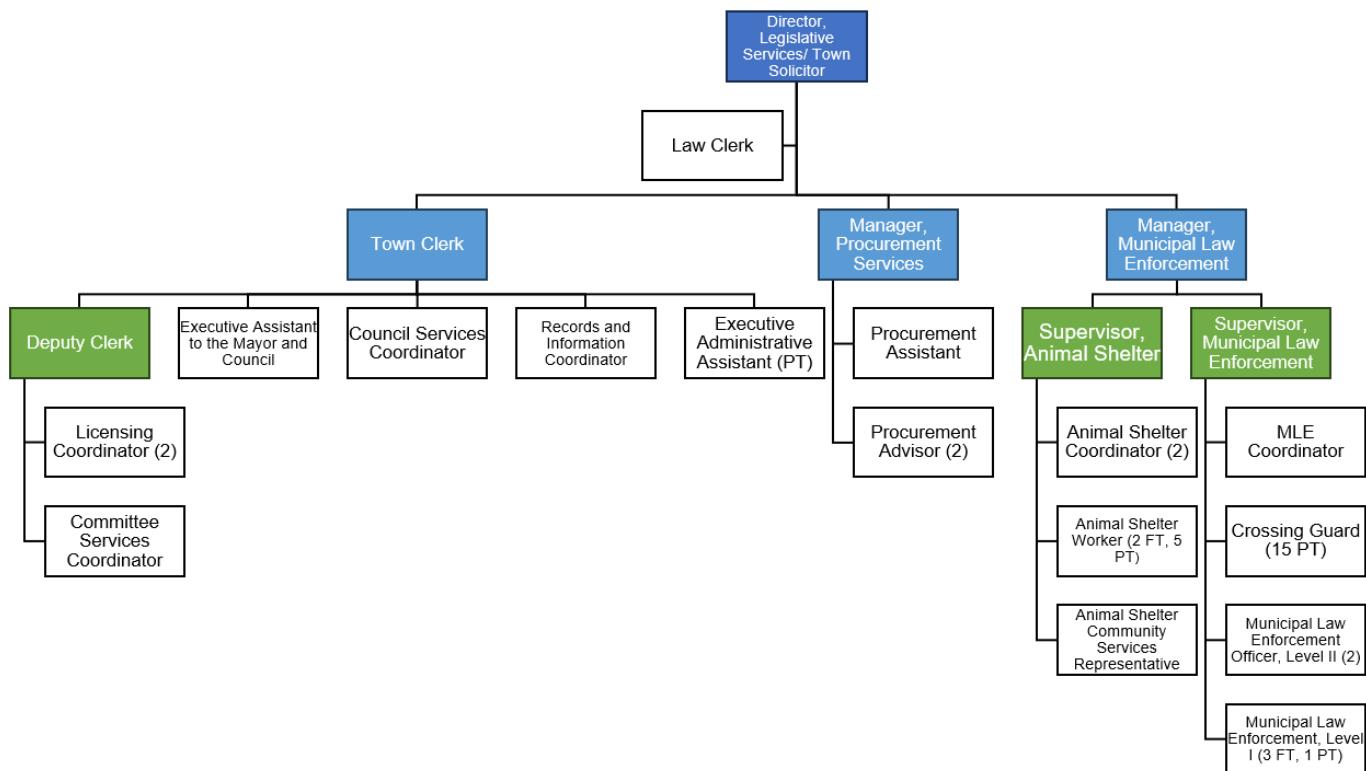


GEORGINA

Business Plan

The development of our in-house legal services team has allowed the Town to utilize its external counsel more fully in the narrow, specialized areas where they are really required, and where it would be difficult to develop similar expertise in an internal department that has to provide a wide range of services to its clientele. And it goes without saying that relieving other staff of the necessity of dealing with legal matters frees them up to carry out other duties for which they are better suited. But aside from these greater efficiencies, it is hoped that the greater availability of legal resources supplied to Town staff by a team that has developed as a part of the organization, rather than an adjunct to it, has permitted the business of the Town to be conducted more confidently and efficiently, and the metaphorical wheels of the municipality to turn more smoothly.

Organizational Chart



Divisions

- Municipal Law Enforcement
- Clerks
- Procurement Services



GEORGINA

Business Plan

Major Operating Drivers

- Growth of the community, including significant development initiatives
- Challenges in the court system relating to bylaw enforcement
- Legislative changes
- Evolution of the hybrid meeting format and revised committee structure
- Ensuring that deliverables are acquired in a fair, transparent and efficient manner

Major Initiatives Planned for 2025

- Planning and preparation for 2026 municipal and school board elections
- Continued development and expansion of Administrative Monetary Penalties regime
- Major infrastructure projects reaching the procurement stage



GEORGINA

2025 OPERATING BUDGET

Legislative Services - Department Administration - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	393,430			10,710		404,140	3%		
Staffing Other Direct Expenses	7,650			(1,000)		6,650	-13%		
Contracted Services	300,000					300,000	0%		
Supplies and Maintenance	1,500					1,500	0%	0	
Other Direct Costs	1,600			(850)		1,000	1,750	99	150
Expense Total	704,180			8,860		1,000	714,040	1%	9,860
Administration Total	704,180			8,860		1,000	714,040	1%	9,860
Grand Total	704,180			8,860		1,000	714,040	1%	9,860

Business Plan

Legislative Services – Municipal Law Enforcement Services Division

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

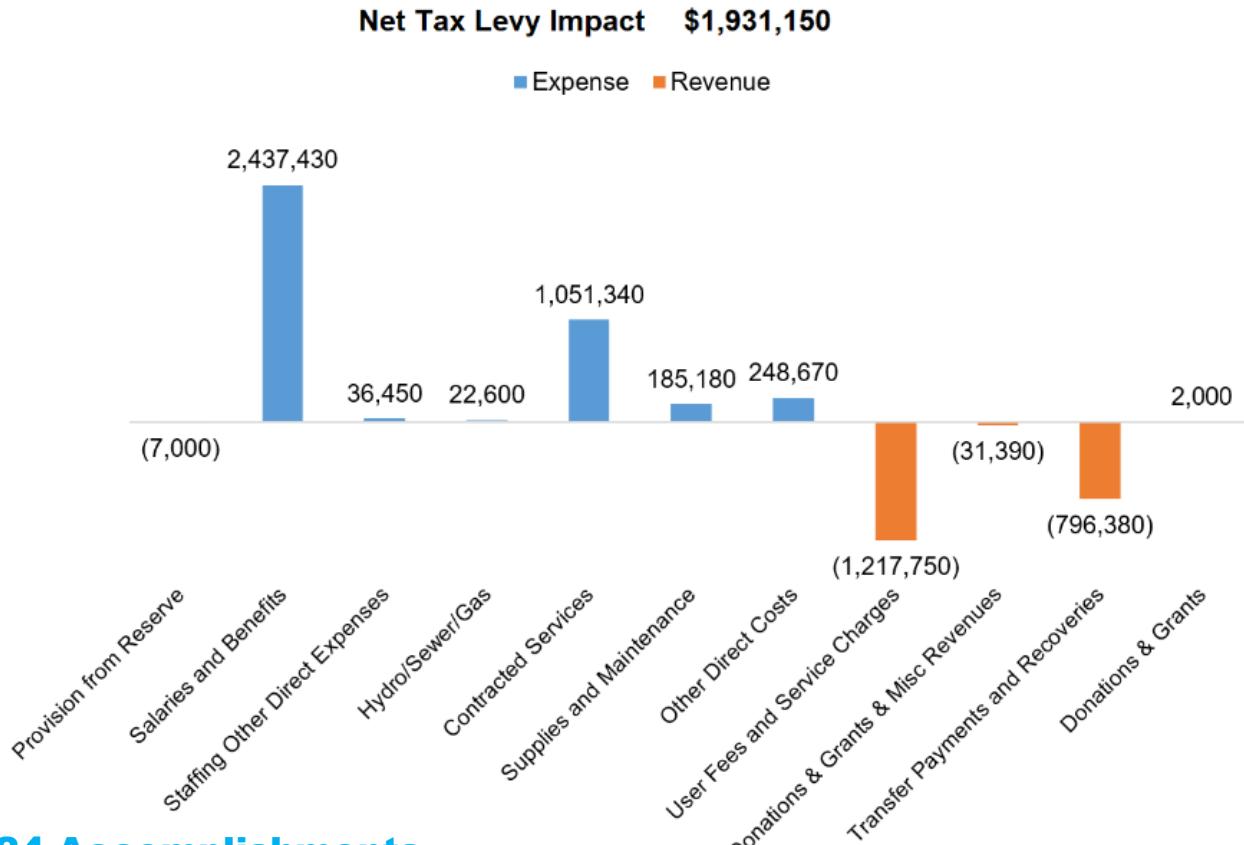
Services provided by the Municipal Law Enforcement Services Division include:

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

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- Implementation of Administrative Monetary Penalties for non-parking related offences
- Addition of e-bikes to vehicle fleet
- Continued animal shelter renovations and animal enrichment
- Extensions to contracts for shared animal shelter services and animal control services
- More than 200 animal adoptions at the Georgina Animal Shelter
- Ran first Microchip and Rabies Clinic at the Georgina Animal Shelter
- Implementation of Property Standards Re-inspection Fees

Key Projects for 2025

- Hiring additional seasonal staff to assist with overnight parking enforcement in the winter
- Municipal Law Enforcement Division software upgrades to support the Administrative Monetary Penalty System
- Extension of the Off-road Vehicle Pilot Project
- Expansion of Inspection Fee Program



GEORGINA

2025 OPERATING BUDGET

Legislative Services - Municipal Law Enforcement - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(7,000)					(7,000)	0%	0	
User Fees and Service Charges	(322,250)			(45,000)		(367,250)	14%	(45,000)	25-SLS-01 Estimated increase in parking revenue which offset the costs of the (45,000) new staff
Transfer Payments and Recoveries	(40,000)		(60,000)	(100,000)		(100,000)	150%	(60,000)	Increase in cost recoveries of Property Clean Up-Emergency Orders
Revenue Total	(369,250)		(60,000)	(45,000)		(474,250)	28%	(105,000)	
Expense									
Salaries and Benefits	1,092,090		45,000	72,650		1,209,740	11%	117,650	25-SLS-01 Two Seasonal Parking Control Officers, and increase in salaries and benefits
Staffing Other Direct Expenses	16,470					16,470	0%	0	
Contracted Services	15,000								
Supplies and Maintenance	30,100								
Other Direct Costs	57,750		60,000						
Expense Total	1,211,410		60,000	45,000		83,410	30,980	1,430,800	25-CLS-01 Incremental increase in annual support cost for AIM upgraded licence, and increase in support costs for other software
Administration Total	842,160		0			83,410	30,980	956,550	14% 26,980 Fleet and fuel allocations Increase in Property Clean Up-Emergency Orders, based on historical trend, 100% cost recoverable
Animal Control									
Revenue									
User Fees and Service Charges	(60,000)		(10,000)			(70,000)	105%	60,760	(10,000) Increase based on trend
Revenue Total	(60,000)		(10,000)			(70,000)	18%	219,390	
Expense									
Contracted Services	187,930					55,410	243,340	29%	55,410 Increase based on updated contract with service provider
Other Direct Costs	4,000						4,000	0%	0
Expense Total	191,930		0			55,410	247,340	29%	55,410 Increase based on
Animal Control Total	131,930		(10,000)			55,410	177,340	34%	45,410 (80,280) agreement
Animal Shelter									
Revenue									
User Fees and Service Charges	(37,000)		(3,500)			(40,500)		9%	(3,500)
Donations & Grants & Misc Revenues	(29,390)		(2,000)			(31,390)		7%	(2,000)
Transfer Payments and Recoveries	(591,740)		(1,500)	(78,760)		(672,000)		14%	(80,280) (743,890)
Revenue Total	(658,130)		(5,500)	(1,500)		(78,760)		13%	(85,760)



GEORGINA

2025 OPERATING BUDGET

Legislative Services - Municipal Law Enforcement - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	825,390			24,820		850,210	3%	24,820	Increase in salaries and benefits
Staffing Other Direct Expenses	17,600			1,000		18,600	6%	1,000	
Contracted Services	12,000			(3,000)		9,000	-25%	(3,000)	
Hydro/Sewer/Gas	22,600					22,600	0%	0	
Supplies and Maintenance	99,050			(250)		124,300	25%	25,250	Increase mainly in pet food and medical supplies due to inflation, higher intake and longer stay
Other Direct Costs	82,690			39,300	3,500	70	125,560	52%	42,870
Expense Total	1,059,330			42,300	1,250	47,390	1,150,270	9%	90,940
Animal Shelter Total	401,200			36,800	(250)	(31,370)	406,380	1%	5,180
ASE Program									
Revenue									
User Fees and Service Charges				(740,000)		(740,000)	0%	(740,000)	New Automated Speed Enforcement Program revenue
Revenue Total				(740,000)		(740,000)	0%	(740,000)	
Expense									
Contracted Services				740,000		740,000	0%	740,000	Administration, processing center fees, signage, communication-related costs, data collection costs, camera costs and other
Expense Total				740,000		740,000	0%	740,000	
ASE Program Total	0			0		0	0%	0	0
Crossing Guards									
Expense									
Salaries and Benefits	371,270			3,400		374,670	1%	3,400	
Supplies and Maintenance	3,800					3,800	0%	0	
Other Direct Costs	500					500	0%	0	
Expense Total	375,570			3,400		378,970	1%	3,400	
Crossing Guards Total	375,570			3,400		378,970	1%	3,400	0
PAWS Program									
Expense									
Contracted Services				10,000		10,000	0%	0	
Donations & Grants	2,000					2,000	0%	0	
Expense Total	12,000					12,000	0%	0	
PAWS Program Total	12,000			0		12,000	0%	0	0
Weed Control									
Revenue									
Transfer Payments and Recoveries	(24,380)					(24,380)	0%	0	
Revenue Total	(24,380)					(24,380)	0%	0	

2025 OPERATING BUDGET

Legislative Services - Municipal Law Enforcement - Budget Details



GEORGINA

Expense	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	2,810					2,810	0%	0	0
Staffing Other Direct Expenses	1,380					1,380	0%	0	0
Contracted Services	20,000					20,000	0%	0	0
Other Direct Costs	100					100	0%	0	0
Expense Total	24,290					24,290	0%	0	0
Weed Control Total	(90)					(90)	0%	0	
Grand Total	1,762,770		26,800	(250)	110,850	30,980	10%	168,380	



GEORGINA

Business Plan

Legislative Services – Clerk's Division

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

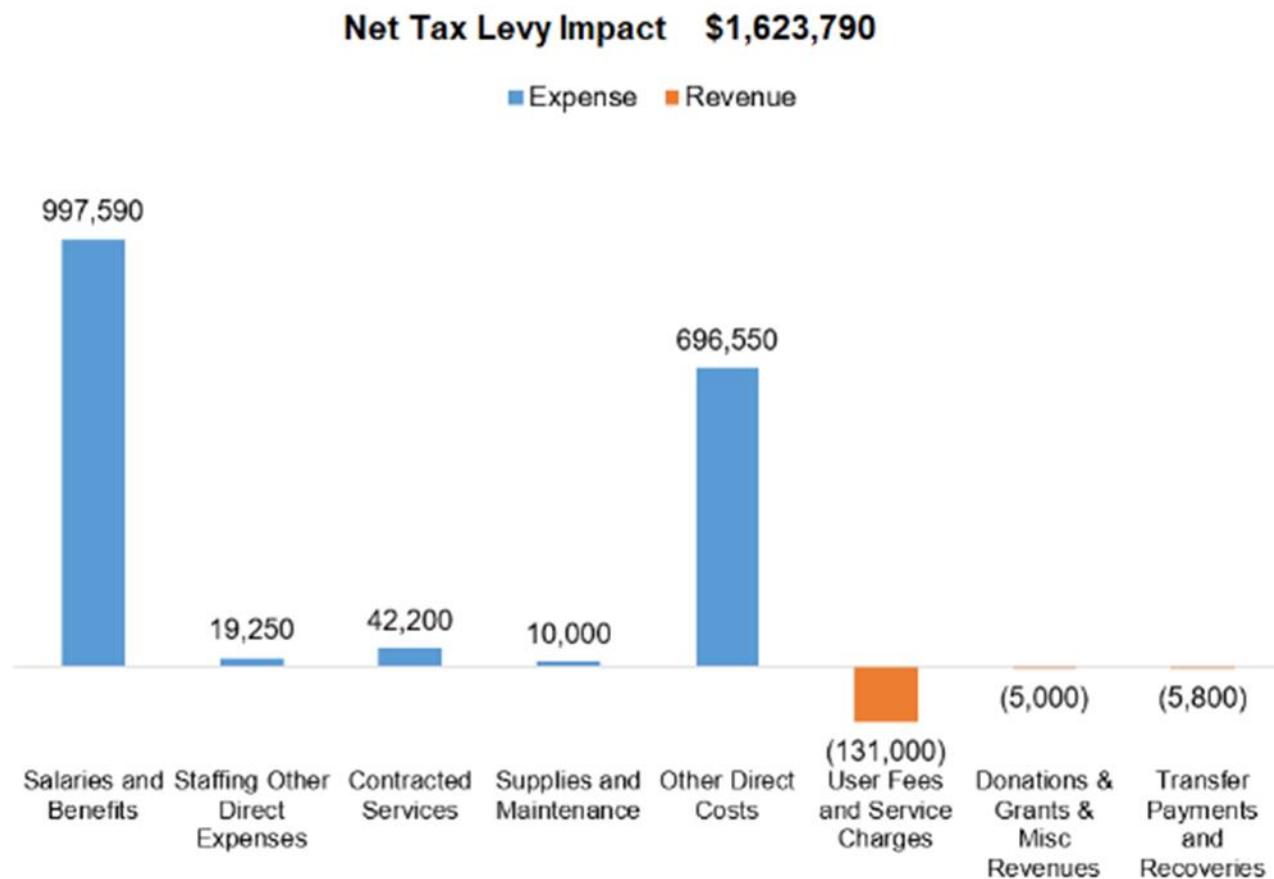
Some of the services provided by the Clerk's Division include:

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

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.





GEORGINA

Business Plan

2024 Accomplishments

- Facilitated democratic decision-making through scheduling, planning, administering and recording meetings of Town Council, advisory committees and boards.
- Review of consolidated Delegation of Authority Bylaw.
- Conducted orientation and training to implement corporate-wide Electronic Records and Document Management System.
- Created Digitization Policy for corporate records management project.
- Replacement of existing technology with modernized equipment in the Council Chamber that will support and enhance in-person, remote and hybrid Council meetings model.
- Began RFP process for internet voting solution to be utilized in the 2026 election.

Key Projects for 2025

- Strategically plan for administration of 2026 municipal and school board election
- Establish corporate policy for Routine Disclosure of Town records
- Complete a comprehensive review of the Flag Policy to identify further opportunities to modernize strategic protocol and external relations
- Operationalize the Town's Electronic Documents Retention Management System corporate-wide and continue policy development in the areas of email and electronic records management
- Continue digitization of physical records that are stored long term
- Continue review of bylaws and policies
- Continue to improve/streamline licensing application process.

2025 OPERATING BUDGET

Legislative Services - Clerks - Budget Details



GEORGINA

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	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(81,500)		(11,500)			(35,000)	(128,000)	57%	Mainly short term rental accommodation licence fees
Donations & Grants & Misc Revenues	(5,000)					(5,000)	(5,000)	0%	0
Revenue Total	(86,500)		(11,500)			(35,000)	(133,000)	54%	(46,500)
Expense									
Salaries and Benefits	926,170		55,480			981,650	6%	55,480	Increase in salaries and benefits
Staffing Other Direct Expenses	14,900					14,900	0%	0	
Contracted Services	30,000					30,000	0%	0	
Supplies and Maintenance	10,000					10,000	0%	0	
Other Direct Costs	2,900					2,900	0%	0	
Expense Total	983,970		55,480			1,039,450	6%	55,480	
Administration Total	897,470		(11,500)			55,480	(35,000)	906,450	1%
Committees									
Revenue									
User Fees and Service Charges	(3,000)					(3,000)	0%	0	
Transfer Payments and Recoveries	(5,800)					(5,800)	0%	0	
Revenue Total	(8,800)					(8,800)	0%	0	0
Expense									
Salaries and Benefits	16,080		(140)			15,940	-1%	(140)	
Staffing Other Direct Expenses	4,350					4,350	0%	0	
Contracted Services	12,200					12,200	0%	0	
Other Direct Costs	20,500					20,500	0%	0	
Expense Total	53,130		(140)			52,990	0%	(140)	
Committees Total	44,330		(140)			44,190	0%	(140)	(140)
Insurance									
Expense									
Other Direct Costs	637,950		35,200			673,150	6%	35,200	Increase in insurance premium
Expense Total	637,950		35,200			673,150	6%	35,200	35,200
Insurance Total	1,579,750		(11,500)			(140)	90,680	(35,000)	673,150
Grand Total									44,040

Business Plan

Legislative Services – Procurement Services Division

The Procurement Services Division is responsible for the sourcing and procurement activities for the large variety of goods, services and construction projects required by the Town.

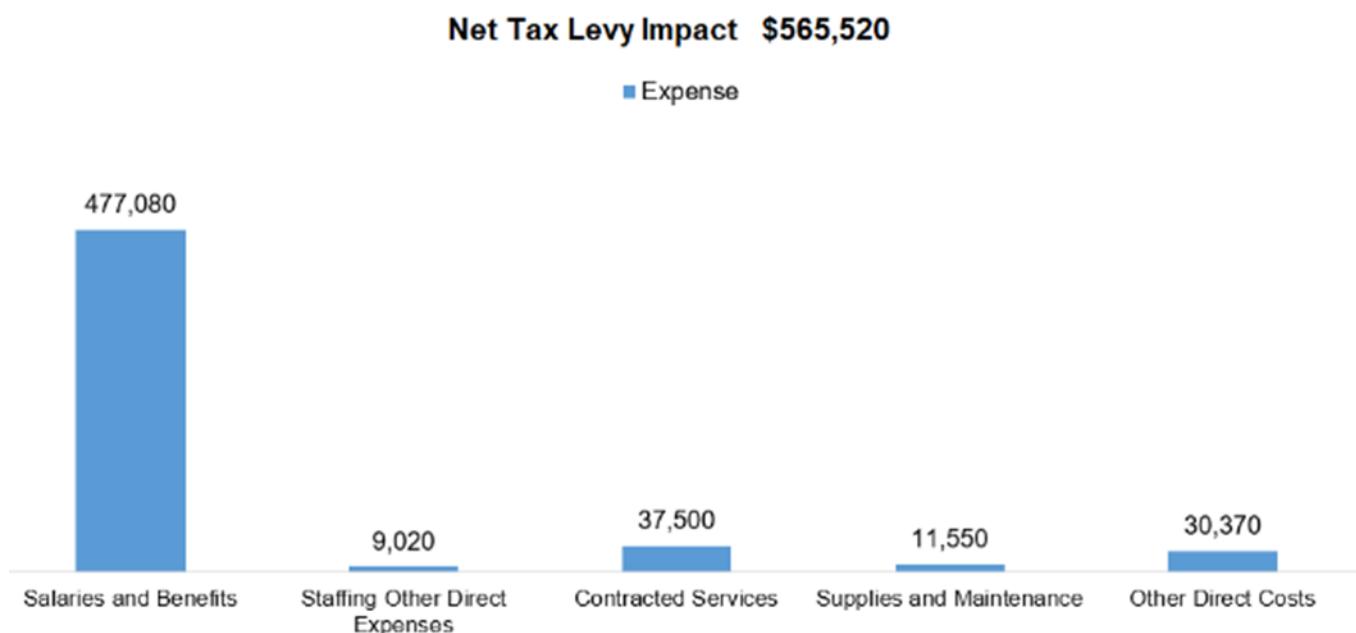
Procurement Services also facilitates the disposal of all surplus assets that have outlived their useful purpose. All disposal activity is conducted using public electronic auctions.

Services provided by the Procurement Services Division include:

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

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



Business Plan

2024 Accomplishments

- Received 80 projects by September 1, 2024, of which 65 were completed and six were cancelled. Anticipate the remaining nine will be completed early Q4 with approximately 20 new projects anticipated to be received and published over the remainder of 2024 (total ~100)
- Asset recovery value of \$38,125 – disposal of surplus assets to September 1, 2024
- Notable projects that were completed are:
 - Request for Information (RFI) for Development Tracking Software
 - Indoor and outdoor furniture for the Multi-Use Recreation Complex and other related goods and services
 - Miscellaneous fleet-related vehicles and equipment Request for Tender/Request for Proposal (RFT/RFP)
 - Various playground replacements
 - Pefferlaw recreation amenities including park trail and amenities improvements, completion of the pump track and skatepark and washroom renovations
- Large infrastructure projects such as:
 - Queensway watermain replacement RFT
 - Multi-road reconstruction RFT
 - Pollock Road shoulder stabilization RFT
 - Pefferlaw dam rehabilitation RFT
 - Streetscape and infrastructure redevelopment RFP
 - Rehabilitation and upgrade of sewage pumping stations #1, 2, 7 and 8 RFT
 - Polybutylene water service replacements RFT
 - Replacement Civic Centre RFT

Key Projects for 2025

- Support numerous infrastructure projects including:
 - Replacement Civic Centre ancillary projects (e.g. furniture RFP)
 - Projects resulting from building condition assessments
 - Projects related to the core and non-core asset management programs
 - Other projects approved in budget for all departments.

2025 OPERATING BUDGET

Legislative Services - Procurement - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	458,160			18,920		477,080	4%	18,920	Increase in salaries and benefits
Staffing Other Direct Expenses	8,920			100		9,020	1%	100	
Contracted Services	3,500					3,500	0%	0	
Supplies and Maintenance	1,050			(300)		750	-29%	(300)	
Other Direct Costs	600			(100)		500	-17%	(100)	
Expense Total	472,230			18,620		490,850	4%	18,620	
Administration Total	472,230			18,620		490,850	4%	18,620	
Corporate									
Expense									
Contracted Services	30,000			4,000		34,000	13%	4,000	
Supplies and Maintenance	11,800			1,000		(2,000)	-8%	(1,000)	
Other Direct Costs	26,870			3,000		29,870	11%	3,000	
Expense Total	68,670			7,000		(2,000)	74,670	6,000	
Corporate Total	68,670			7,000		(2,000)	74,670	6,000	
Grand Total	540,900			1,000		565,520	(2,000)	5%	24,620

Business Plan

The Office of the Deputy Chief Administrative Officer

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

2024 Success Story

Distinguished Budget Presentation Award

For the first time, the Town of Georgina was presented with the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the fiscal year beginning January 2024.





GEORGINA

Business Plan

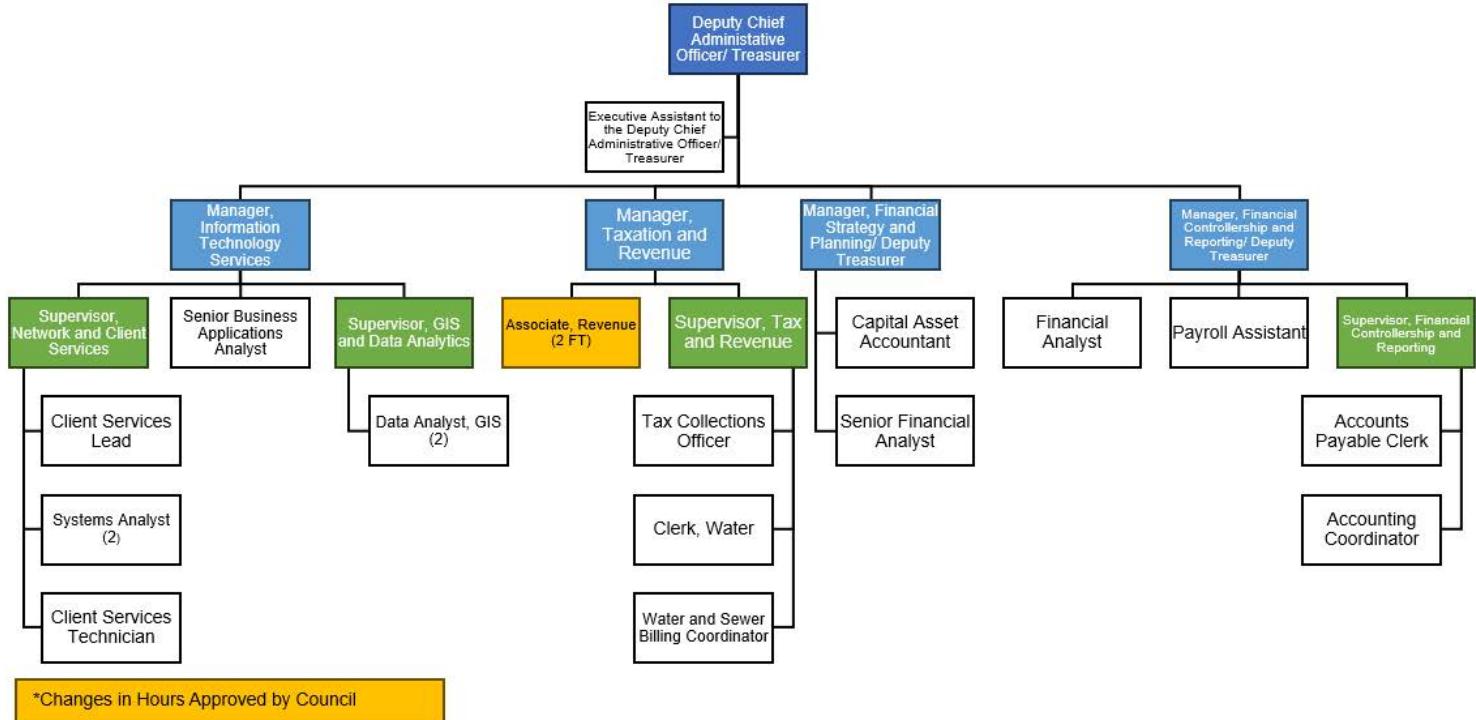
Achieving this award reflects the Town's commitment to investing in the community's future while providing the most value to residents and businesses.

The GFOA Award for Excellence in Budgeting is not easily earned. The Distinguished Budget Presentation Awards Program's aim is to reward municipalities who prepare budget documents at the highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices. It is granted to municipalities that demonstrate exceptional proficiency in several key areas, including:

1. Clarity and comprehensiveness in the presentation of financial data.
2. Sound financial policies and practices that promote fiscal sustainability.
3. Effective communication of budgetary goals and strategies to stakeholders.
4. Demonstrated commitment to long-term financial planning and strategic decision-making.

This award serves as a reminder of the dedication, hard work and collaborative spirit of every individual who contributes to the success of our community. We are humbled by this recognition and motivated to continue striving for excellence today and in the future.

Organizational Chart





GEORGINA

Business Plan

Major Operating Drivers

- Growth-related pressures
- Inflationary pressures – cost of living adjustments
- Keeping up with information technology advancements
- Legislative pressures
- Debt management
- Economic volatility

Major Initiatives Planned for 2025

- Asset management planning – Non-core Assets – Phase 3 Financial Planning and Service Levels
- Update the Development Charges study and bylaw
- Assist with the continuation of the Electronic Content Management solution implementation
- Development of the 2026 budget
- Assist with the implementation of the Development Tracking System



GEORGINA

2025 OPERATING BUDGET
Office of the Deputy CAO - Department Administration - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Donations & Grants & Misc Reven	(10,000)					(10,000)	0%	0	
Revenue Total	(10,000)					(10,000)	0%	0	
Expense									
Salaries and Benefits	419,200			37,620		456,820	9%	37,620	Increase in salaries and benefits
Staffing Other Direct Expenses	14,500			2,000		16,500	14%	2,000	
Contracted Services	10,000					10,000	0%	0	
Supplies and Maintenance	500					500	0%	0	
Other Direct Costs	6,800					6,800	0%	0	
Expense Total	451,000			37,620	2,000	490,620	9%	39,620	
Administration Total	441,000			37,620	2,000	480,620	9%	39,620	
Grand Total	441,000			37,620	2,000	480,620	9%	39,620	

Business Plan

Office of the Deputy CAO – Information Technology Services Division

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

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

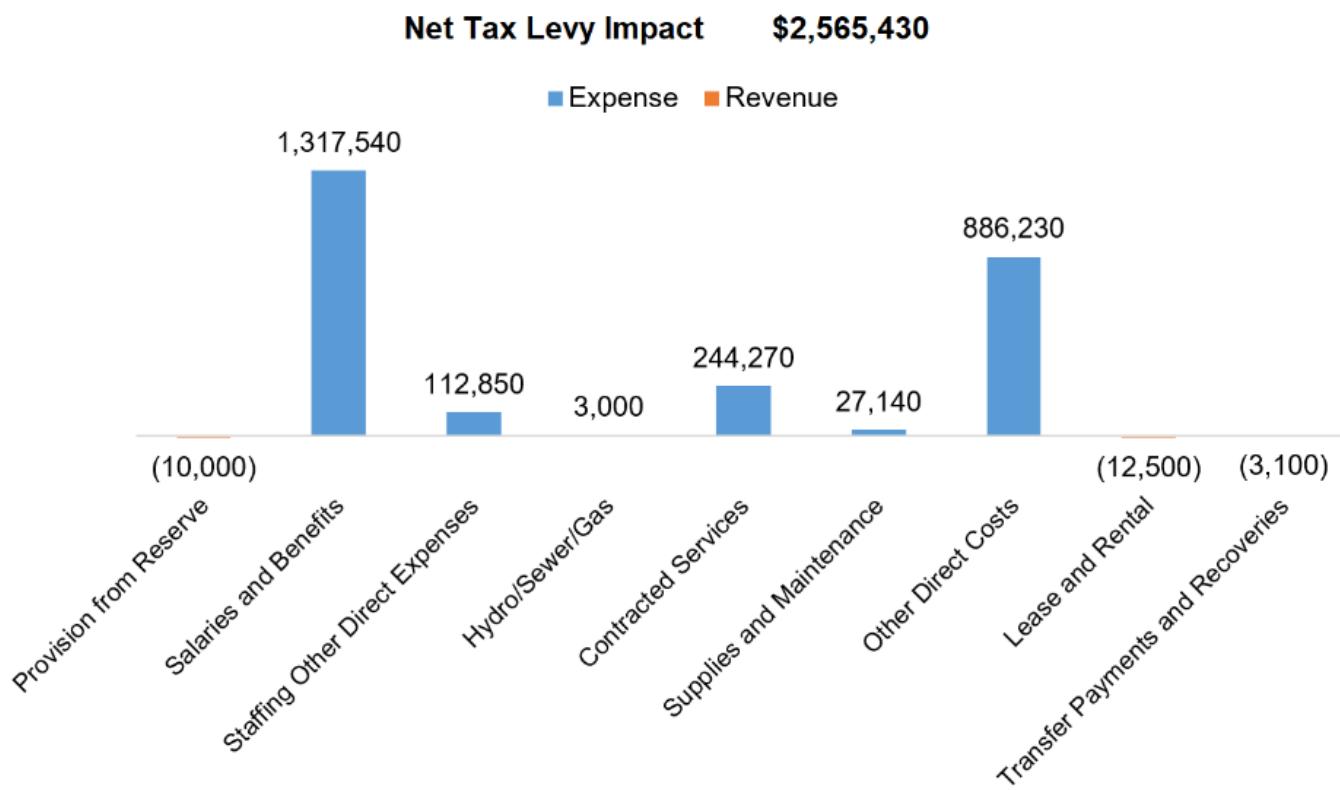
Services provided by the ITS Division include:

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

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- Implementation of the recruitment and shift management modules within the new HRIS and payroll system
- Development and the introduction of a centralized web portal of interactive and static maps
- In-house development of dashboards, analytical and web-based solutions to support administrative and internal business processes (i.e., cemetery management, Town asset inspections, pollinator gardens)
- Coordinated and supported the development of processes related to hybrid Council meetings
- Improved internal procedures and processes to efficiently deliver IT services
- Improved facility-related services to support operational requirements

Business Plan

Key Projects for 2025

- Supporting the acquisition and implementation of a Development Tracking Solution
- Continuing the modernization and introduction of new modules within the new HRIS and payroll system
- Expansion of Microsoft 365 services to consolidate, improve and equip staff with emerging technology tools
- Continue to support the adaption of TOMRMS and the Enterprise Records Management Content solution throughout all areas of the organization
- Continue implementation of Georgina Broadband Strategy and Action Plan, and further develop relationships with third-party Internet Service Providers (ISPs) to advocate for fast and affordable connectivity within the community
- Continue to support the planning, design and operational requirements for the transition to the replacement Georgina Civic Centre
- Coordinate and improve internal business processes to support and manage data to support data-driven decisions (i.e., spatial data, capital asset information, etc.)
- Support the implementation of a Climate Change Action Plan Risk Assessment Data Story Site
- Continue to support the business processes and requirements related to transition of the Next Generation 911 (NG-911) initiative



GEORGINA

2025 OPERATING BUDGET
Office of the Deputy CAO - Information Technology - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(10,000)					(10,000)	0%	0	
Expense						(10,000)	0%	0	
Salaries and Benefits	1,242,960				74,580	1,317,540	6%	74,580	Increase in salaries and benefits
Staffing Other Direct Expenses	23,300					23,300	0%	0	
Contracted Services	163,900				28,370	5,000	197,270	20%	Increase in M365 license fee and
Supplies and Maintenance	12,140						12,140	0%	33,370 website support
Other Direct Costs	211,100				70,000	30,000	321,100	52%	IT security and Barracuda cost
Expense Total	1,653,400				172,950	35,000	1,871,350	13%	110,000 increase
Administration Total	1,643,400				172,950	35,000	1,861,350	13%	217,950
Broadband Service									
Revenue									
Transfer Payments and Recoveries	(3,100)					(3,100)	0%	0	
Expense									
Contracted Services	34,000					34,000	0%	0	
Hydro/Sewer/Gas	3,000					3,000	0%	0	
Supplies and Maintenance	15,000					15,000	0%	0	
Other Direct Costs	23,020					660	23,680	3%	660
Expense Total	75,020					660	75,680	1%	660
Broadband Service Total	71,920				660	72,580	72,580	1%	660
Corporate									
Revenue									
Lease and Rental	(12,500)					(12,500)	0%	0	
Expense									
Contracted Services	89,550					89,550	0%	0	
Staffing Other Direct Expenses									
Other Direct Costs	334,720					425,720	27%	91,000	VIP licences and subscription
Expense Total	424,270					515,270	21%	91,000	
Corporate Total	411,770					502,770	22%	91,000	91,000
Geographic Information Systems									
Expense									
Contracted Services	13,000					13,000	0%	0	
Other Direct Costs	91,730					115,730	26%	24,000	ESRI subscription and YorkNet
Expense Total	104,730					128,730	23%	24,000	24,000 increases
Geographic Information Systems Total	104,730					128,730	23%	24,000	24,000
Grand Total	2,231,820				10,000	283,610	35,000	2,565,430	15%
									333,610

Business Plan

Office of the Deputy CAO – Taxation and Revenue Division

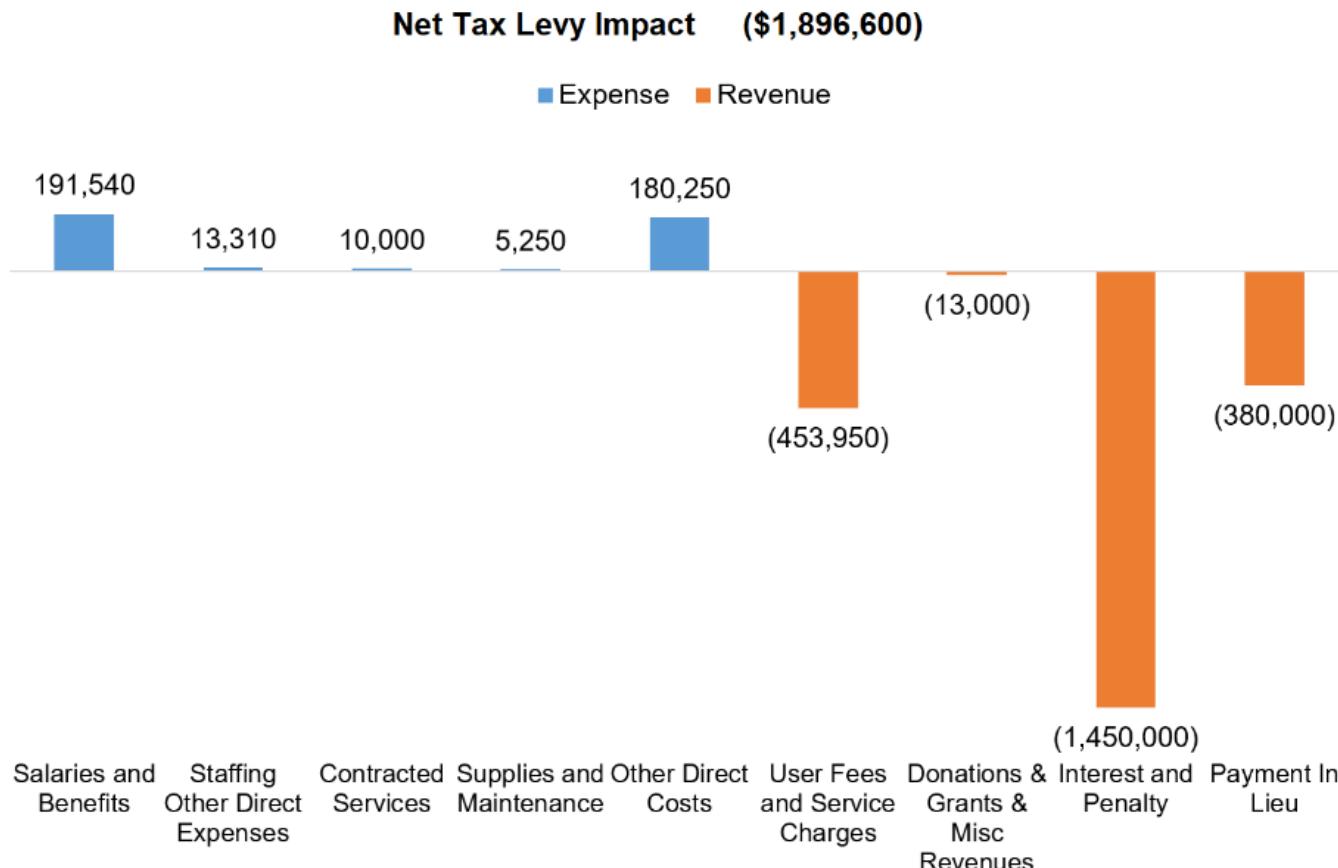
The Taxation and Revenue Division is responsible for establishing the Town's property taxation, water and revenue policies with respect to revenue, maintenance and collections including preparing and issuing property tax and water bills to all residential, commercial and industrial property owners. The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

Services provided by the Taxation and Revenue Division include:

- General revenue inquiries
- Property taxes
- Water bills

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.





GEORGINA

Business Plan

2024 Accomplishments

- Continuation and expansion of the water meter change-out program
- Additional process improvements to make processes more agile and electronic
- Stormwater rate study implementation
- Conducted a tax sale
- Processed 44,000 tax bills (interim and final) and 60,000 water/wastewater bills

Key projects for 2025

- Approval for an expedited water meter replacement program
- Additional process improvements to make processes more agile and electronic
- Complete RFP for Water Meter Operations and Maintenance
- Conduct a tax sale

2025 OPERATING BUDGET

Office of the Deputy CAO - Tax and Revenue - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(454,950)	14,000		(5,500)	(446,450)		-2%	8,500	Reduction per historical trend
Donations & Grants & Misc Revenues	(20,000)			10,000	(10,000)		-50%	10,000	Transfer connection revenue to Water/Wastewater
Payment In Lieu	(380,000)				(380,000)		0%	0	
Interest and Penalty	(1,210,000)	(120,000)		(120,000)	(1,450,000)		20%	(240,000)	Growth related revenue increase
Revenue Total	(2,064,950)	(106,000)		(115,500)	(2,286,450)		11%	(221,500)	
Expense									
Salaries and Benefits	265,480		(6,840)	(67,100)	191,540		-28%	(73,940)	Allocation to Water/ Wastewater and Stormwater
Staffing Other Direct Expenses	12,310		1,000	13,310			8%	1,000	
Contracted Services	10,000			10,000			0%	0	
Supplies and Maintenance	4,750			500	5,250		11%	500	
Other Direct Costs	147,250			25,500	172,750		17%	25,500	Increase in postage and bill printing costs
Expense Total	439,790		18,660	(65,600)	392,850		-11%	(46,940)	
Administration Total	(1,625,160)	(106,000)		(181,100)	(1,893,600)		17%	(268,440)	
Registered Properties									
Revenue									
User Fees and Service Charges	(7,500)		(750)	(7,500)			0%	0	
Donations & Grants & Misc Revenues	(2,250)		(750)	(3,000)			33%	(750)	
Revenue Total	(9,750)		(750)	(10,500)			8%	(750)	
Expense									
Other Direct Costs	7,500				7,500		0%	0	
Expense Total	7,500				7,500		0%	0	
Registered Properties Total	(2,250)			(750)	(3,000)		33%	(750)	
Grand Total	(1,627,410)	(106,000)	0	17,910	(181,100)	(1,896,600)	17%	(269,190)	

Business Plan

Office of the Deputy CAO – Financial Strategy and Planning Division

The Financial Strategy and Planning Division is responsible for the development and administration of the financial functions of the corporation in the areas of business planning, budgeting, long-range financial planning and capital asset accounting.

The division also provides financial analysis and guidance with respect to the Town's tangible capital assets and the financial strategy aspect of the asset management framework.

Services provided by the Financial Strategy and Planning Division include:

- Financial analysis and preparation of annual budgets
- Maintenance and management of the Town's general ledger and asset management system
- Develop and implement long-term funding plans for the lifecycle of asset management strategies
- Financial policy development
- Plans and coordinates development charge background studies and credit agreements

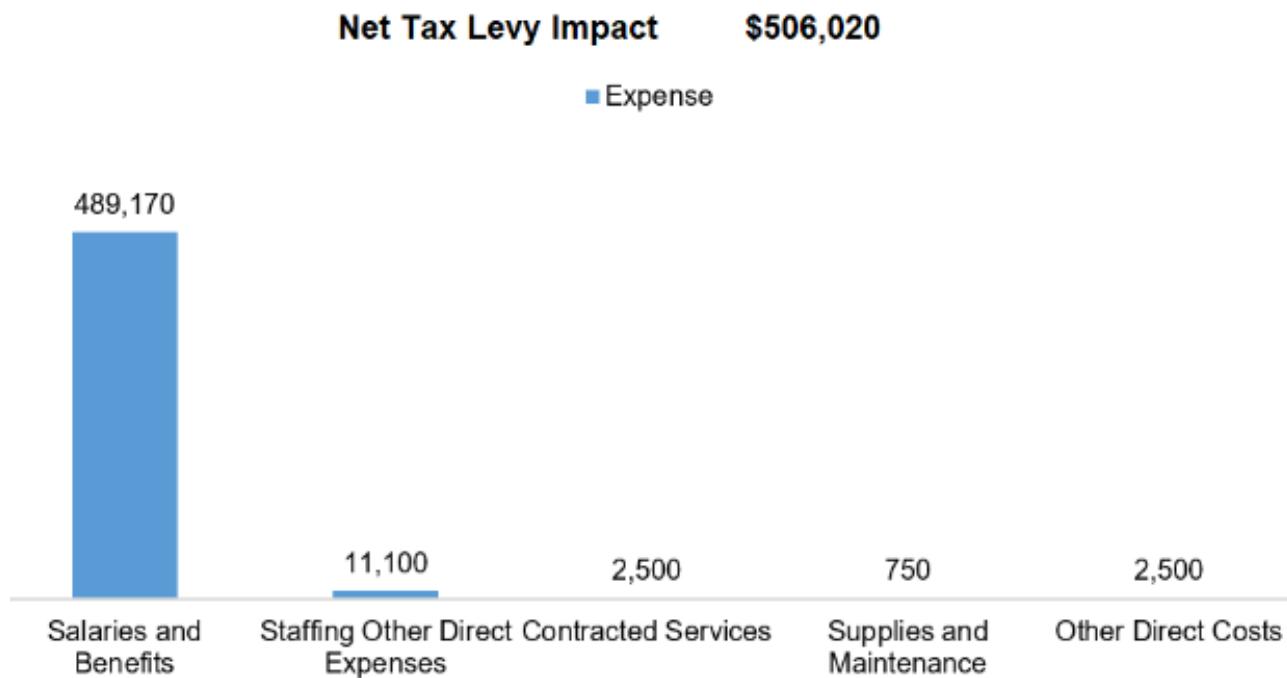


GEORGINA

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2024 Budget
- Developed the 2025 Budget for the Town
- Completed the stormwater rate study with the aim of creating a sustainable financing source for maintenance and replacement of the Town's stormwater infrastructure
- Developed and implemented the Asset Retirement Obligation (ARO) Policy for the Town
- Developed and implemented Corporate Grant Administration Policy for the Town
- Updated the comprehensive water and wastewater financial plan and rate study
- Released a capital projects dashboard to increase transparency and communication with internal and external stakeholders

Key Projects for 2025

- Develop the 2026 Budget for the Town
- Continue to implement the Long-term Financial Strategy
- Update the comprehensive Development Charges Study and bylaw
- Support the implementation of a Development Tracking Solution



GEORGINA

2025 OPERATING BUDGET
Office of the Deputy CAO - Financial Strategy and Planning - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL INFLATIONARY	CONTRACTUAL / INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Donations & Grants & Misc Revenue	500				(500)	0	-100%	(500)	
Revenue Total	500				(500)	0	-100%	(500)	
Expense									
Salaries and Benefits	442,370				46,800	(440)	489,170	11%	Increase in salaries and
Staffing Other Direct Expenses	11,540					11,100	-4%	(440)	46,800 benefits
Contracted Services	27,500				(25,000)	2,500	-91%	(25,000)	Move internal audit budget from Financial Planning to Financial Controllership
Supplies and Maintenance	750					750	0%	0	
Other Direct Costs	100				2,400	2,500	2400%	2,400	
Expense Total	482,260				46,800	(23,040)	506,020	5%	23,760
Administration Total	482,760				46,800	(23,540)	506,020	5%	23,260
Grand Total	482,760				46,800	(23,540)	506,020	5%	23,260

Business Plan

Office of the Deputy CAO – Financial Controllership and Reporting Division

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

The division provides key financial accounting services, which include:

Financial accounting:

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

Audit and assurance:

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

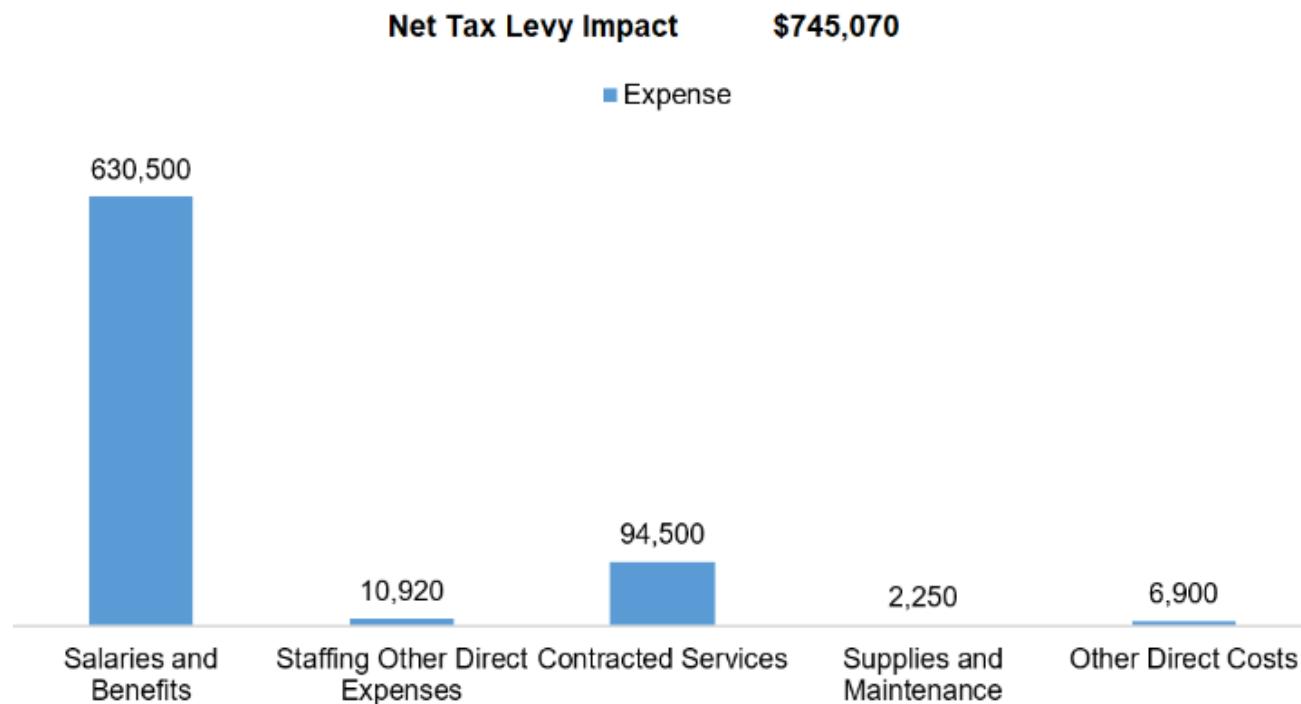


GEORGINA

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- Successful launch of the next payroll phase in Human Resource Information System (HRIS):
 - Leave request portal (managing vacation)
 - Business intelligence reporting for management
 - Personal Expense Claim portal
- Successful launch of the Quarterly Financial Closures and Quarterly Financial Forecasting
- Completed the 2023 external audit for the Town, the Library and trust funds, and received a clean audit opinion
- Continued to roll out the Electronic Funds Transfer (EFT) payment option to vendors
- Supported various divisions in developing financial processes for new programs
- Completed the digitization of financial records for the fiscal years 2017 to 2022
- Undertook a joint review of the P-card services
- Successfully finalized the construction financing for the Civic Centre
- Continuous improvement of accounts payable workflow authorization
- Processed more than \$105 million of payments in accordance with Town guidelines (appropriate delegation of authority) and legislated requirements



GEORGINA

Business Plan

Key Projects for 2025

- Implementation and improvement of P-card procedures and processes
- Execution of the year-end Federal and Provincial reporting requirements
- Continue transition to electronic record keeping/documentation of financial information
- Completing the digitalization of 2023 and 2024 financial records
- Continuous improvement for the Human Resources Information System (HRIS)
- Continue to review and improve workflow management and controls
- Completion of the 2024 financial statements and external audit for Town, Library and trust funds
- Explore various options to improve Enterprise Resource Planning solution



GEORGINA

2025 OPERATING BUDGET
Office of the Deputy CAO - Financial Reporting and Controllership - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	592,990			37,510		630,500	6%	37,510	Increase in salaries and benefits
Staffing Other Direct Expenses	9,420				1,500	10,920	16%	1,500	
Contracted Services	69,500				25,000	94,500	36%		
Supplies and Maintenance	2,250					2,250	0%		25,000 Financial Controllership
Other Direct Costs	8,000				(1,100)	6,900	-14%	(1,100)	
Expense Total	682,160			37,510	25,400	745,070	9%	62,910	
Administration Total	682,160			37,510	25,400	745,070	9%	62,910	
Grand Total									

Business Plan

Office of the Chief Administrative Officer

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

2024 Success Story



Investing in our housing and local economy for the future

In 2024, the Town of Georgina demonstrated its commitment to invest in the future of the community in a number of ways. The Town forged ahead to address housing challenges, took steps towards advancing economic development opportunities while focusing on the needs of residents and continued planning for a growing and evolving community. Guided by the 2023-2027 Corporate Strategic Plan, through the past year, the Town has implemented initiatives that align with community needs and priorities while keeping the long-term resiliency of the organization in focus.



GEORGINA

Business Plan

In a response to Bill 23, the More Homes Built Faster Act, 2022, where the Province set out assigned housing targets to municipalities, the Town made substantial progress towards meeting its housing target – breaking ground on a total of 419 new housing units. Through the Building Faster Fund, the province provided \$1,522,520 in funding, which will help propel the Town to reach its shared goals with the province, York Region, developers, and builders of increasing housing supply, attainability and affordability within the community.

With a focus on advancing future opportunities for economic development, the Town implemented a new five-year Economic Development and Tourism Strategy – a key action to deliver on the 2023-2027 Corporate Strategic Plan of diversifying the local economy. The strategy will guide the Town over the next five years to build a strong and sustainable economy into the future. The strategy highlighted the value of the waterfront as a strong driver for positive economic impacts for local businesses, which was a consideration when Town staff and Council endorsed the Waterfront Parks Master Plan. The plan will provide a sustainable waterfront strategy and action plan to address current waterfront issues, and create an improved and more connected waterfront parks network for the future needs of residents and visitors.

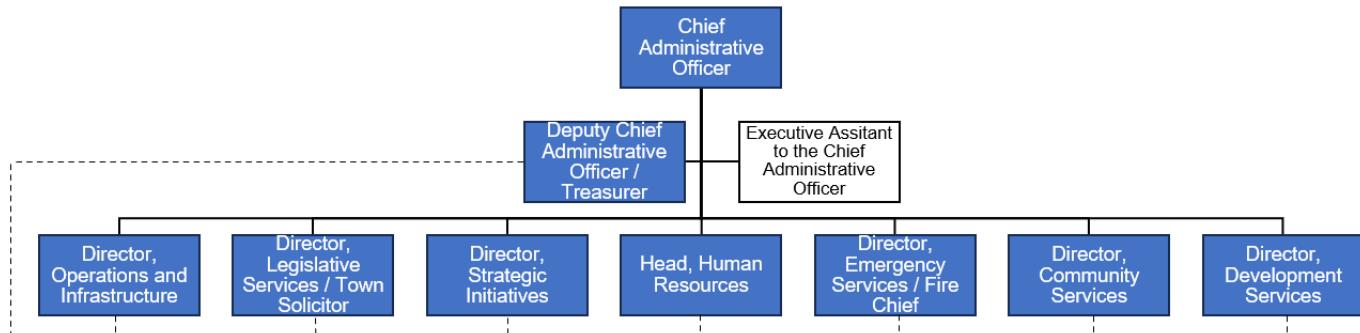
A commitment to plan for our growing and evolving community was emphasized on June 27, 2024 by the establishment of a significant partnership between the Town of Georgina, Southlake Regional Health Centre and the Northern York South Simcoe Ontario Health Team when they came together to sign a memorandum of understanding – an agreement establishing a formal relationship between the parties around shared goals of improving local health and wellness. This agreement signifies an important milestone towards the improvement of healthcare services for residents and future generations in Georgina.

Continuing to invest in Georgina's future, the Town awarded the contract for the Replacement Civic Centre project and broke ground – a significant step towards creating a healthy, safe and efficient building for all. The Replacement Civic Centre will provide for the Town's staffing and public needs today and in the future with a design that focuses on energy efficiency, sustainability and accessibility.

The noteworthy accomplishments of 2024 highlighted above, exemplify the Town of Georgina's commitment to prioritizing the diverse needs of our growing community and supporting a thriving, sustainable economy for future generations.

Business Plan

Organizational Chart



Major Operating Drivers

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

Major Initiatives Planned for 2025

- Continuing to implement Council's approved 2023-2027 Strategic Plan
- Implementing a dedicated People Plan
- Continuing to roadmap the organizational change management and office transition strategy in preparation for the move to the Replacement Civic Centre
- Continue working with our stakeholders on key items to increase the housing supply and housing affordability within Georgina



GEORGINA

2025 OPERATING BUDGET

Chief Administrative Officer - Office of the CAO - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	493,960			47,400		541,360	10%	47,400	Increase in salaries and benefits
Staffing Other Direct Expenses	16,000			1,000		17,000	6%	1,000	
Consulting Services	77,500			2,500		80,000	3%	2,500	
Supplies and Maintenance	1,500					1,500	0%	0	
Other Direct Costs	7,800			200		8,000	3%	200	
Expense Total	596,760			51,100		647,860	9%	51,100	
Administration Total	596,760			51,100		647,860	9%	51,100	
Grand Total	596,760			51,100		647,860	9%	51,100	

Business Plan

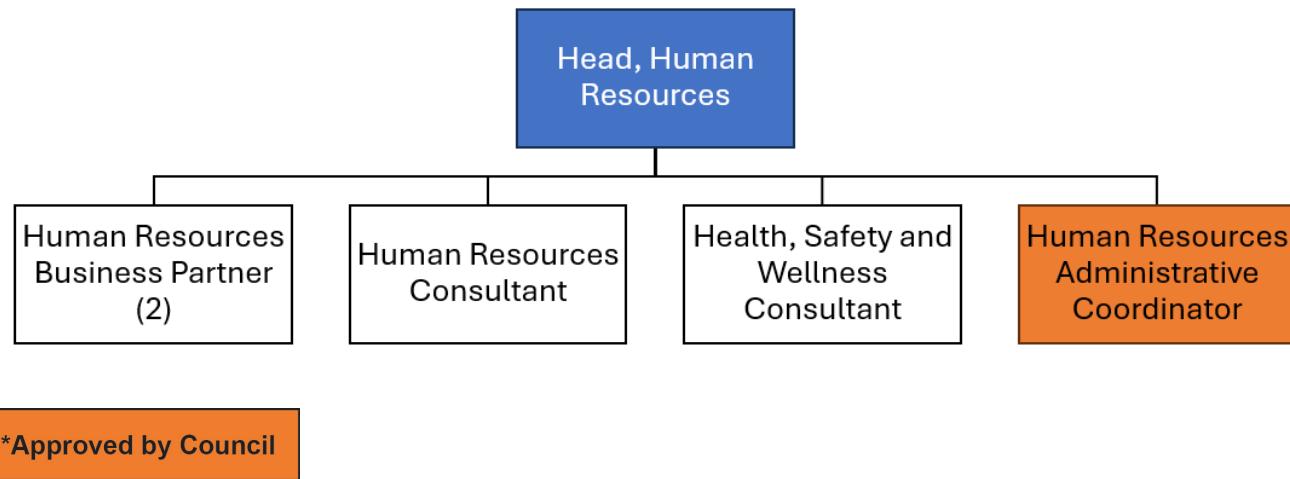
CAO Office – Human Resources

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

Services provided by the Human Resources Division include:

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

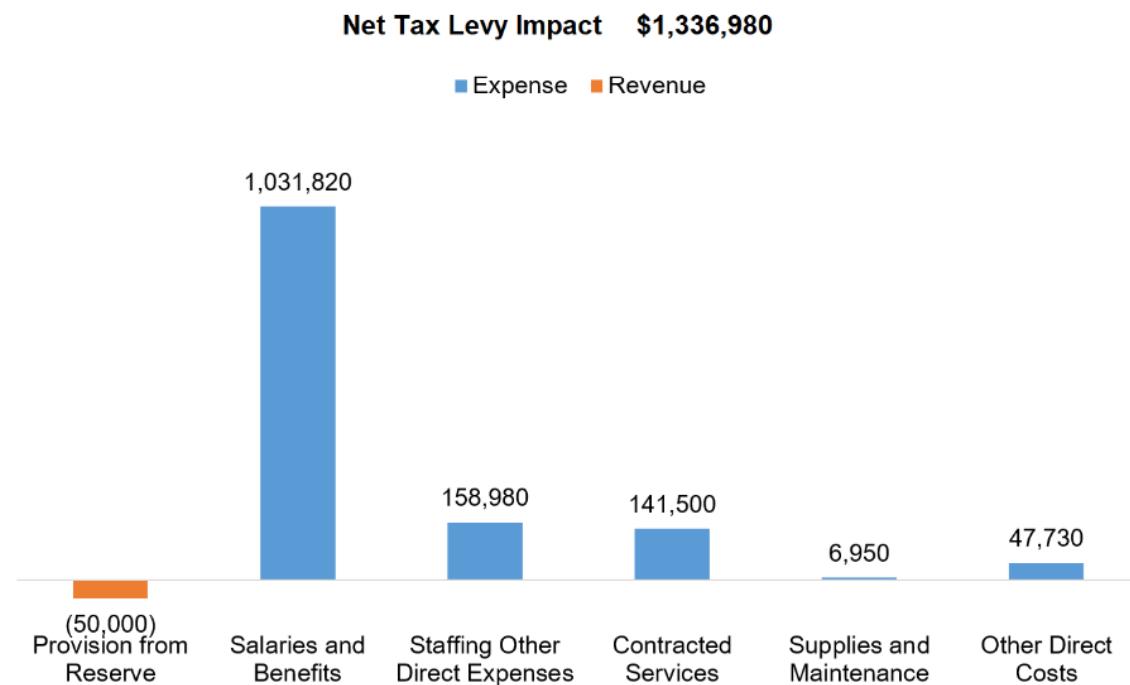
Organizational Chart



Business Plan

2025 Budgeted Expenditures and Revenues

The below charts show the budgeted operating activities for the division.



2024 Accomplishments

- Flexible Work Arrangements Policy extended for 2024.
- 2023 negotiations for Georgina Professional Firefighters Association Local 3691 bargaining continued.
- 2024 negotiations commenced in September for CUPE 905.26 representing roads and water divisions.
- Continued to meet with all employees, managers and senior leadership in reviewing and preparing action plans aimed at addressing employee feedback collected through the Employee Engagement Pulse Survey.
- Conducted a follow-up Employee Pulse Survey to track employee feedback.
- Continued focus on arranging and offering health and safety training to employees including working at height training, confined spaces training, Mental Health for Managers and Supervisors, and Run, Hide, Defend presented by York Regional Police.
- Continued implementation of additional modules such as Recruitment, Training and Health and Safety.



GEORGINA

Business Plan

- Supported a high volume of full cycle recruitment within the organization including the return of seasonal/sessional staff.
- Updated standard operating procedures and processes.
- Conducted training for all employees on the Respectful Workplace training.
- Created and trained employees on Unreasonable Customer Conduct policy to de-escalate situations frontline staff experience.
- Co-ordinated Leadership Symposium and HR Development Day with network of neighbouring six +1 Northern York Region municipalities.
- Planned a live and recorded Town Hall featuring Mayor Quirk and the Town's senior leadership that provided a snapshot of 2023 activity in their divisions, along with progress on 2024 goals.
- HR conducted job fairs within the community including at the Link, Chippewas of Georgina Island Pow Wow, and Georgina's Diversity Equity and Accessibility Committee's diversity events including the Georgina Chinese Summer Music Festival and the Pan African Flag Festival.
- Onboarding sessions that are conducted twice monthly continue to be improved and automated.
- Labour market and pay equity review were conducted and implemented following a review by an external consultant.
- Council renumeration policy and by-law approved.
- The Uniform Committee for CUPE 905.03 was formed and a uniform points schedule was implemented.
- RFP for the Employee and Family Assistance Program (EFAP) was conducted.
- Joint RFP with N6+1 on reviewing training providers for efficiencies was conducted.
- Town-wide and Georgina Public Library (GPL), employee awareness on inclusivity, diversity, equity and accommodation (IDEA) initiatives with all employees receiving training on four monthly modules through the Canadian Centre of Equity and Inclusion (CCDI).
- Launched and promoted the Town's Values internally featuring employees in the promotional material, increased awareness with employees and incorporated Values into employee recognition and performance plan programs with visual reminders of the Town Values on scrolling screen savers featuring staff demonstrating the Values and on posters throughout the Town facilities.
- Creating the Town's People Plan.
- Introduced employee workplace photo templates to build employee connections.
- Revamped the Employee Service Recognition program and conducted a catch up of employee milestones put on hold during pandemic.

Business Plan

- Developed and implemented a manager new hire onboarding tool kit.
- Implemented an Employee Recognition program based on demonstrating Town Values.
- Performance Development plans were developed and implemented for Town and Georgina Public Library employees focusing on setting individual objectives linking to the Town's/GPL's strategic plan, demonstration of Town/GPL Values, and individual development plans. Training was conducted for all senior leaders, managers and employees. Plans being reviewed throughout the year with employees and their managers for progress on their development plan and objectives.
- Organized Employee Appreciation BBQ hosted by senior leadership team and Council at the ROC.

Key Projects for 2025

- Continue implementation of modules into Human Resources Information System (HRIS).
- The continued development and implementation of engagement and wellness initiatives identified through the Employee Engagement Pulse survey.
- Creation of a diversity, equity and inclusion program within the Town.
- Support positive labour relations with union and association partners.
- Implement the Town's People Plan.
- Conduct feedback sessions for 2024 Employee Engagement Pulse Survey results.
- Increased training opportunities for staff and supervisors/managers/directors.
- Continue to meet and support the HR needs of the organization.



GEORGINA

2025 OPERATING BUDGET

Chief Administrative Officer - Human Resources - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	795,870					1,006,820	27%	210,950	
Staffing Other Direct Expenses	19,550					19,550	0%	0	
Contracted Services	115,000		6,000			127,000	10%	12,000	HR professional services inflationary increases and to support growth
Supplies and Maintenance	5,000					5,000	0%	0	
Other Direct Costs	2,480					2,480	0%	0	
Expense Total	937,900		6,000	142,020	74,930	1,160,850	24%	222,950	
Administration Total	937,900		6,000	142,020	74,930	1,160,850	24%	222,950	
Corporate									
Revenue									
Provision from Reserve	(50,000)					(50,000)	0%	0	
Revenue Total	(50,000)					(50,000)	0%	0	
Expense									
Salaries and Benefits	20,000					20,000	0%	0	
Staffing Other Direct Expenses	126,430					126,430	0%	0	
Other Direct Costs	45,000					45,000	0%	0	
Expense Total	191,430					191,430	0%	0	
Corporate Total	141,430					141,430	0%	0	
Health and Safety									
Expense									
Salaries and Benefits	5,000					5,000	0%	0	
Staffing Other Direct Expenses	9,500					13,000	37%	3,500	
Contracted Services	14,500					14,500	0%	0	
Supplies and Maintenance	1,950					1,950	0%	0	
Other Direct Costs	250					250	0%	0	
Expense Total	31,200					34,700	11%	3,500	
Health and Safety Total	31,200					34,700	11%	3,500	
Grand Total	1,110,530		6,000	145,520	74,930	1,336,980	20%	226,450	

Business Plan

Strategic Initiatives

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

- Corporate Strategy and Transformation Division
- Corporate Communications Division
- Economic Development and Tourism Division
- Service Excellence Division (Customer Service)
- Oversight of special capital projects (i.e.: the Replacement Civic Centre)

2024 Success Story

Tackling big-picture problems – health care and housing



Plans to support a new health-care facility in Georgina were approved by Council in June 2024. Strategic Initiatives' Corporate Strategy and Transformation (CST) Division brought a report forward that modified the formerly approved health-care strategy – which was designed to dive into what is needed to help promote health and wellness for Georgina residents, and to align with an invitation from Southlake Regional Health Centre to work together to change the health landscape in Georgina.

The partnership, which also includes North York South Simcoe Ontario Health Team (NYSS OHT), will work to promote health and wellness in the Town by not only introducing a new facility so residents can access health care closer to home, but also through various health and wellness services and programs to meet Georgina's health-care needs. The impact of this endeavor will undoubtedly echo through generations of Georgina residents, who will finally be able to access urgent health-care services in their own backyard.

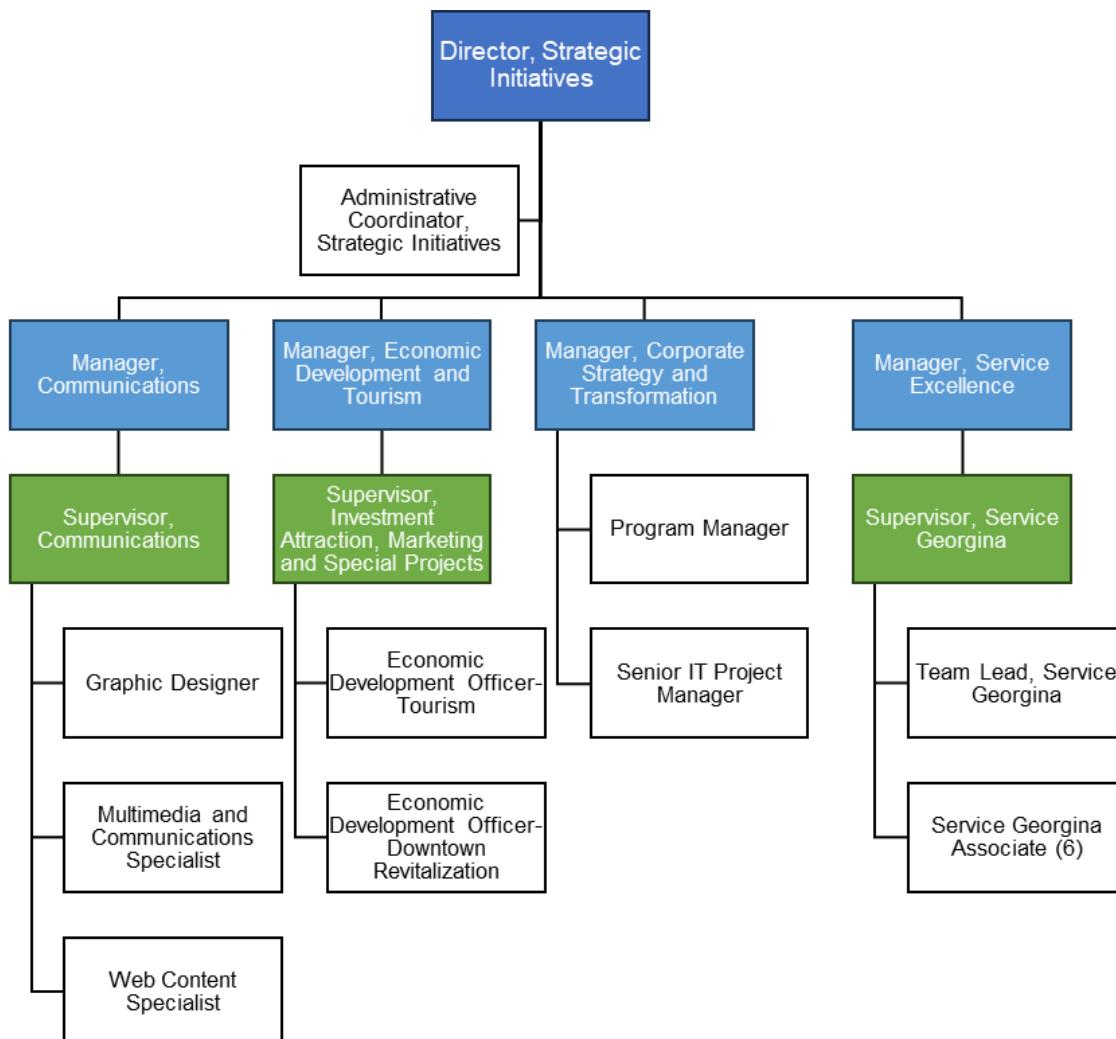


Business Plan

Further cementing the broad-reaching mandate of the CST Division, was its execution of a Special Council Meeting on Affordable Housing and Homelessness in March. Recognizing that confronting the large-scale issues around housing and homelessness requires partnerships and cooperation, the division invited experts from the Region and several not-for-profit organizations to share information and ideas about how to ensure all Georgina residents are adequately housed.

As a result of this presentation and discussion, Council passed a resolution designed to further this spirit of collaboration by directing the Strategic Initiatives Department and other Town staff to work together with regional and not-for-profit partners to tackle frontline issues that arise day-to-day for those dealing with housing insecurity, while generating policy and planning ideas to ensure that the Town encourages the development of both affordable housing projects in the short and long term.

Organizational Chart



Business Plan

Divisions

- Corporate Strategy and Transformation
- Corporate Communications
- Economic Development and Tourism
- Service Excellence (Customer Service)

Major Operating Drivers

- Lack of in-Town health-care facilities/services for Georgina residents
- Ever-growing issues around housing insecurity, accelerated by inflationary pressures on cost-of-living
- Leveraging available government grant opportunities
- Burgeoning demand for frontline services by expanding population
- The need for consistent, clear information in a 24/7 media landscape
- Growing pressures for expanded online self-serve
- Continued support for job creation, investment attraction, tourism promotion and further expansion of lively downtown areas

Major Initiatives Planned for 2025

- Supporting health partners in paving the way to establishing a new health-care facility in Georgina, and the development of programs and services that cater to Georgina's health and wellness needs
- Working in collaboration with partners, like York Region, to help address housing insecurity in Georgina, including the development of homelessness programming and services, along with the planning and development of affordable housing projects
- Implementing the Climate Change Action Plan (CCAP)
- Further strengthening the partnership with the Chippewas of Georgina Island First Nation
- Completing the integration of provincially mandated accessibility standards across the Town of Georgina
- Continuing to oversee the Economic Development and Tourism Strategy and Action Plan to attract investment, expand local businesses, support tourism and build lively downtowns
- Pursuing more grant funding opportunities and continuing to provide grants to local non-profits
- Launching new Case Management System
- Continuing the construction of the replacement Civic Centre
- Continuing the expansion of online self-serve and online pay options

2025 OPERATING BUDGET

Strategic Initiatives - Department Administration - Budget Details



GEORGINA

Administration Expense	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	350,320			35,870	1,000	386,190	10%	35,870	Increase in salaries and benefits
Staffing Other Direct Expenses	9,340				(1,000)	10,340	11%	1,000	
Supplies and Maintenance	1,750					750	-57%	(1,000)	
Other Direct Costs	2,500					2,500	0%	0	
Expense Total	363,910			35,870	0	399,780	10%	35,870	
Administration Total	363,910			35,870	0	399,780	10%	35,870	
Grand Total	363,910			35,870	0	399,780	10%	35,870	

Strategic Initiatives – Communications Division

Information today moves at an incredible pace and comes from a number of sources – online, print, broadcast and social media. In a world of 24/7 information exchange, the Communications Division needs to be agile and responsive. It works with Council and staff to share information about Town programs, services and events with the public in addition to emergency or crisis situations.

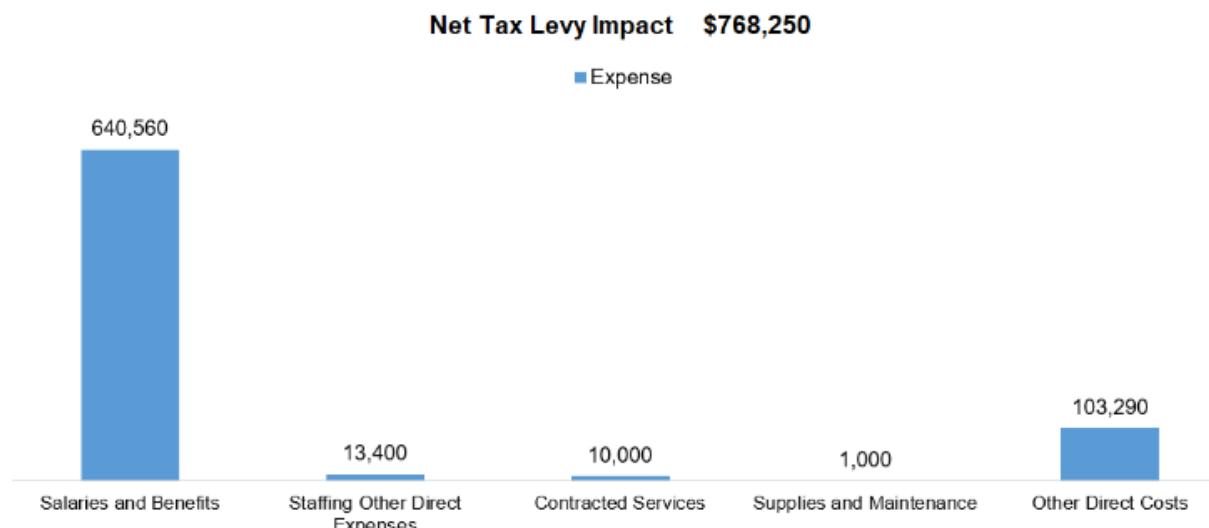
The division works to ensure messages are clear and consistent, and encourages public participation while supporting Georgina's commitment to an open, transparent and accessible government.

Services provided by the Communications Division include:

- Branding, marketing and graphic design
- Community engagement
- Council support and issues management
- External communications
- Internal communications
- Media relations
- Social media
- Support partnership with the Chippewas of Georgina Island First Nation

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



Business Plan

2024 Accomplishments

- Continued work to strengthen partnership with the Chippewas of Georgina Island First Nation including the Town's presence at the annual Pow Wow and supporting Truth and Reconciliation awareness efforts.
- Pilot project – launched a hard-copy season newsletter, Georgina Matters, that was delivered to all residents.
- 2024 major communications campaigns
 - 2025 Budget
 - Community Services programs and events (including SnoFest and Canada Day)
 - Climate Change Action Plan
 - LittaTrap Program
 - Municipal Heritage Register
 - Official opening of the Pefferlaw Pump Track and Skatepark
 - Off-road vehicles pilot project
 - Parks and Trails Master Plan
 - Stormwater Rate Study
 - Winter maintenance campaign
- Supported Building Georgina projects including the grand opening of the Multi-Use Recreation Complex (MURC) and the groundbreaking for the replacement Civic Centre.
- Supported Earth Day tree giveaway to residents and Bee City pollinator initiative.
- Supported health-care announcement between the Town, Southlake Regional Health Centre and the Northern York South Simcoe Ontario Health Team regarding a Memorandum of Understanding formalize a collaborative relationship for the development of a new health-care facility in Georgina to provide a suite of services to residents.
- Supported improvements to mapping features on the website, including an update to the construction map.
- Supported the Georgina Strategic Plan Annual Report and the integration of the Community Snapshot.
- Supported projects including
 - Field to Table
 - Starlight Cinema Night
 - Stephen Leacock Theatre shows
 - Taste of Georgina
 - Volunteer Award of Merit



GEORGINA

Business Plan

Key Projects for 2025

- Continued website enhancements to improve the user experience
- Continued support of major campaigns including Waterfront Parks Master Plan, projects under Building Georgina, Online Services
- Develop and implement a social media strategy and dashboard
- Finalize Public Engagement Framework
- Finalize and implement Operations and Infrastructure communications toolkit
- Support Building Georgina projects including the replacement Civic Centre



GEORGINA

2025 OPERATING BUDGET

Strategic Initiatives - Communications - Budget Details

Administration Expense	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	603,660			36,900		640,560	6%	36,900	Increase in salaries and benefits
Staffing Other Direct Expenses	13,400				13,400	0%	0%	0	
Contracted Services	10,000				10,000	0%	0%	0	
Supplies and Maintenance	1,000				1,000	0%	0%	0	
Other Direct Costs	103,290				103,290	0%	0%	0	
Expense Total	731,350			36,900		768,250	5%	36,900	
Administration Total	731,350				768,250	5%	36,900		
Grand Total	731,350			36,900		768,250	5%	36,900	

Strategic Initiatives – Economic Development and Tourism Division

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

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

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

Leveraging the efforts of York University's YSpace, Georgina has continued its partnership to extend programming into 2026. As we build on the success of the first two years, efforts will be made to refine programming to continue to meet the needs of the business community and ensure maximum impact.

With one-in-10 jobs in Georgina being part of the tourism industry, it is clear tourism has a huge impact on the local economy. Staff will continue to build partnerships, implement initiatives and provide programs to improve the visitor experience and enhance placemaking, all with a desire to develop the Town's brand and increase the economic impact of tourism.

Services provided by the Economic Development and Tourism Division:

- Supports investors wanting to locate in Georgina through the Business Concierge Program, including assistance with site selection, incentive programs and an online registry of available properties
- Provides support for the existing business community through its Business Visitation Program, with one-on-one business consultations and referrals to external agencies that provide training, funding and business services
- Promotes tourism visitation via marketing and Economic, Culture and Community Betterment Grants for local festival/event organizers
- Provides support and assistance to the Business Improvement Areas (BIAs) with respect to marketing efforts, events and beautification/placemaking projects



GEORGINA

Business Plan

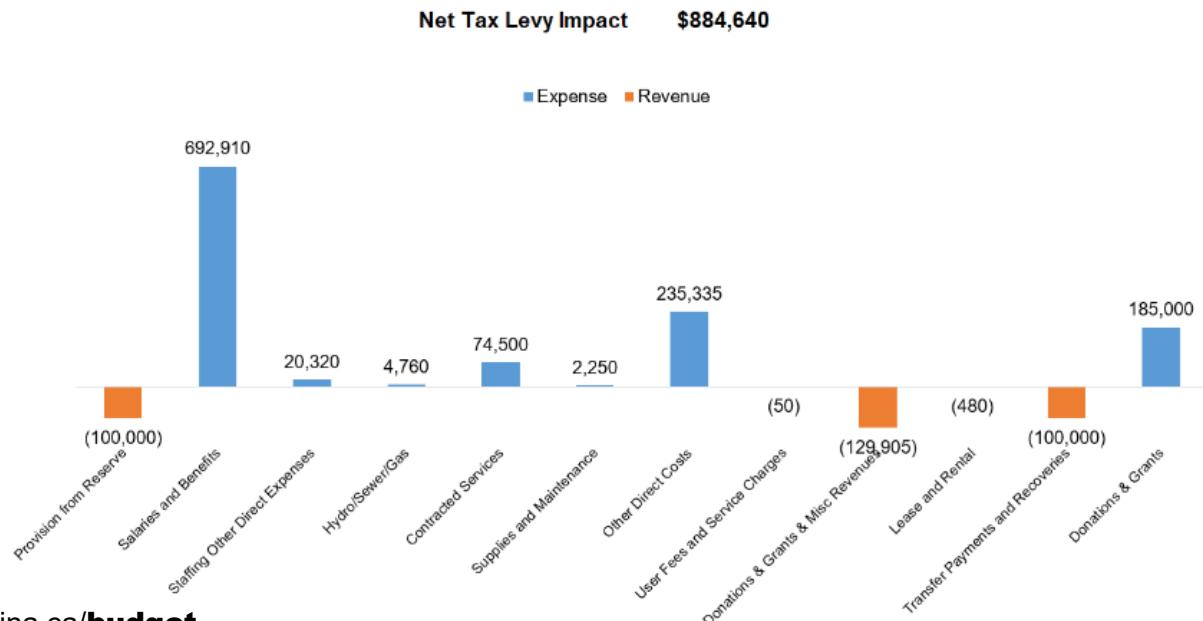
- Administers Community Improvement Plan Grant Programs to support façade, heritage, and accessibility and landscape enhancements in BIAs
- Operates the Entrepreneurship Hub at 1 Market St. in Sutton and, in collaboration with York University's YSpace, provides programming and co-working space for entrepreneurs
- Responds to the evolving economic climate with the assistance of partner organizations
- Collaborates with York Region on various initiatives (Community Action Table, York Region's Investment Attraction Initiatives and Agricultural Strategy)

Economic Development and Tourism staff also provide support through board appointments, marketing efforts and attendance at local committees and events, as well as providing input through an economic lens on various Town projects, including the Waterfront Parks Master Plan, Climate Change Action Plan and others. We coordinate seasonal banners and holiday decorations in our core and downtown areas, facilitate and encourage public art initiatives and work with other departments to beautify Georgina and create a sense of place. In addition to the yearly partnership facilitating the installation of veteran banners in Georgina, assistance was provided to the Legion for ordering a run of new veteran banners to be hung on the decorative street banner arms in Georgina's historic Downtown areas.

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

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



Business Plan

2024 Accomplishments

- Implementation of a new Economic Development and Tourism Strategy and Action Plan to strengthen Georgina's investment and tourism brand
- Enhanced collaboration with the Regional Municipality of York with respect to investment-attraction and lead-generation efforts
- Worked with a lead generation company to create a pitch deck, generate 150 leads and secure meetings with international companies
- Launched a Vendors in the Park Pilot Program to enhance the visitor experience
- Launched a formalized Business Visitation Program where we met with approximately 100 businesses to gather insights and assist them where possible
- Supported hundreds of Georgina-based entrepreneurs to expand through skills-training program through York University's YSpace Entrepreneurship and Innovation Hub
- In partnership with York Region, secured \$15,000 to facilitate investment readiness and attraction projects
- Continued the Choose Georgina campaign, including the creation of a new video, to attract investment and talent through targeted campaigns and storytelling
- Approval of a new Tourism Wayfinding Strategy and made progress on phase one
- Continued efforts to support downtown revitalization and placemaking within the historic downtowns through board support, event coordination, internal grant facilitation and external grant sourcing
- Promoted Georgina as a destination through the distribution of more than 10,000 tourism guides, advertisements and tradeshows
- In partnership with York Region, secured \$5,000 to increase awareness of signature agri-tourism event, Field to Table

Business Plan

Key Projects for 2025

- Implementing the Economic Development and Tourism Strategy and Tourism Wayfinding Strategy
- Enhancing investment-attraction marketing efforts and continuing collaboration with the Regional Municipality of York to attend industry trade shows
- Update existing grant programs based on feedback received from Business Visitation Program and to address investment attraction efforts
- Participating in the implementation of the Waterfront Parks Master Plan with a focus on opportunities to increase the economic impact of visitation to Georgina
- Launching a dedicated tourism website to enhance Georgina's tourism brand and support economic activity
- Offering skills training opportunities through the YSpace Entrepreneurship Hub and working with partners to increase participation and impact, and evolve programming to meet current needs of the business community
- Continuing efforts to support downtown revitalization and placemaking within the historic downtowns
- Developing a Memorandum of Understandings between the Town and the BIAs to clarify municipal and BIA roles and levels of services
- Working with the Operations and Infrastructure Department and Sutton BIA board to support the businesses through the High Street Reconstruction Project
- Continue discussions with Community Services to promote filming in Georgina with a revenue stream

**GEORGINA**

2025 OPERATING BUDGET

Strategic Initiatives - Economic Development - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(50)					(50)	0%	0	
Donations & Grants & Misc Revenues						0	0%	0	
Revenue Total	(50)					(50)	0%	0	
Expense									
Salaries and Benefits	494,370				54,040	548,410	11%	54,040	Increase in salaries and benefits
Staffing Other Direct Expenses	16,500	3,000				19,500	18%	3,000	
Supplies and Maintenance	3,000				(1,000)	2,000	-33%	(1,000)	
Other Direct Costs	150,000	2,000	0		(4,500)	147,500	-2%	(2,500)	
Expense Total	663,870	5,000	0		54,040	(5,500)	717,410	8%	53,540
Administration Total	663,820	5,000	0		54,040	(5,500)	717,360	8%	53,540
Business Incubator-YSpace									
Revenue									
Donations & Grants & Misc Revenue:					4,775	(129,905)	-4%	4,775	
Transfer Payments and Recoveries:	(78,560)				(21,440)	(100,000)	27%	(21,440)	Higher cost recoveries from York University and East Gwillimbury
Revenue Total	(213,240)				(16,665)	(229,905)	8%	(16,665)	
Expense									
Salaries and Benefits	94,500				45,500	140,000	48%	45,500	New contract for 2 non-permanent
Contracted Services	9,060				(6,560)	2,500	-72%	(6,560)	
Hydro/Sewer/Gas	5,100				(1,100)	4,000	-22%	(1,100)	
Staffing Other Direct Expenses	1,570				(750)	820	-48%	(750)	
Supplies and Maintenance	4,250				(4,000)	250	-94%	(4,000)	Mainly reduction in programming
Other Direct Costs	98,760				(16,425)	82,335	-17%	(16,425)	fees
Expense Total	213,240				16,665	229,905	8%	16,665	
Business Incubator-YSpace Total	-				-	-	0%	-	
Economic Development Committee									
Expense									
Salaries and Benefits	4,500					4,500	0%	0	
Other Direct Costs	5,500					5,500	0%	0	
Expense Total	10,000					10,000	0%	0	
Economic Development Committee Total	10,000					10,000	0%	0	
Georgina Chamber of Commerce									
Revenue									
Lease and Rental	(480)					(480)	0%	0	
Revenue Total	(480)					(480)	0%	0	
Expense									
Hydro/Sewer/Gas	760					760	0%	0	
Expense Total	760					760	0%	0	
Georgina Chamber of Commerce Total	280					280	0%	0	
Grants and Rebates Program									
Revenue									
Provision from Reserve	(100,000)					(100,000)	0%	0	
Revenue Total	(100,000)					(100,000)	0%	0	



GEORGINA

2025 OPERATING BUDGET
Strategic Initiatives - Economic Development - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Donations & Grants	185,000					185,000	0%	0	0
Expense Total	185,000					185,000	0%	0	0
Grants and Rebates Program Total	85,000					85,000	0%	0	0
Streetscaping									
Expense									
Contracted Services	72,000					72,000	0%	0	0
Expense Total	72,000					72,000	0%	0	0
Streetscaping Total	72,000					72,000	0%	0	0
Grand Total	831,100	5,000	0	54,040	(5,500)	884,640	6%	53,540	

Business Plan

Strategic Initiatives – Service Excellence

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

Services provided by the Service Excellence Division include:

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

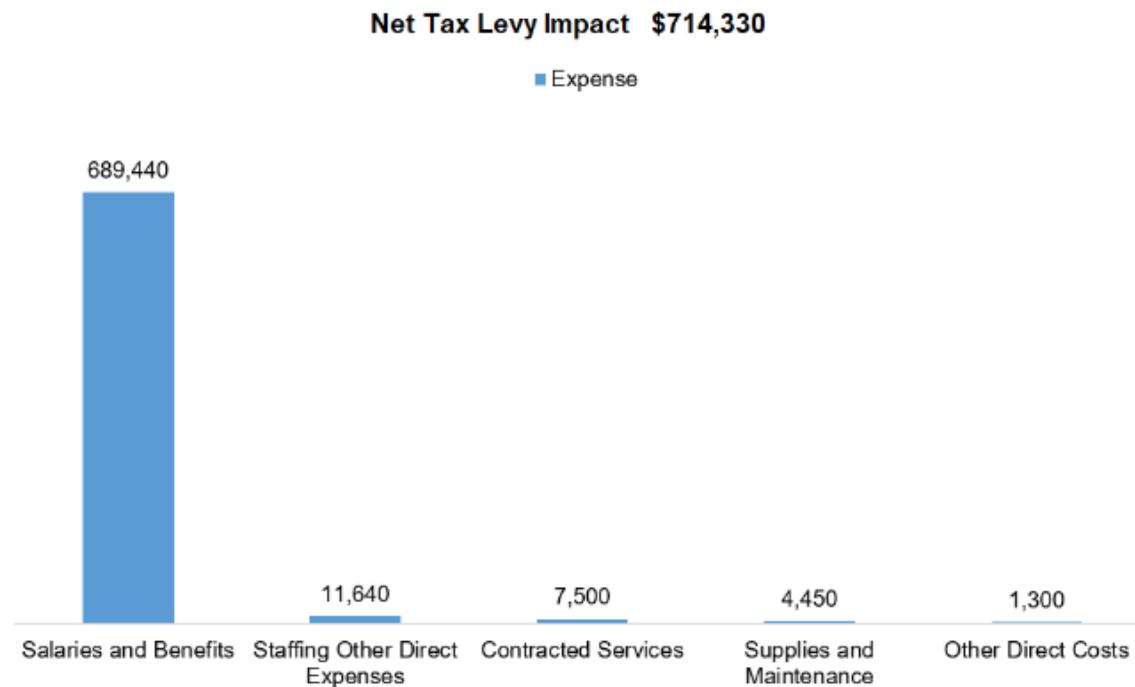


GEORGINA

Business Plan

2025 Budgeted expenditures and revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- Updated the Customer Service Strategy to reflect 2023-2027 Strategic Plan.
- Developed Resident Satisfaction Survey.
- Reviewed and developed service delivery models for future planning.
- Commenced AODA compliance measures for customer service
- Explored new technology to improve the customer experience for all service channels (in person, phone, email, online).
- Ongoing improvements were made to the Town's phone system to support business continuity and service delivery.

Key Projects for 2025

- Update knowledge database for customer service toolbox
- Develop onboarding customer service training program
- Establish baseline customer service performance measures
- Develop customer experience feedback program
- Leverage technology for increased service efficiencies

2025 OPERATING BUDGET

Strategic Initiatives - Service Excellence - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	677,540				11,900	689,440	2%	11,900	Increase in salaries and benefit
Staffing Other Direct Expenses	11,640					11,640	0%	0	
Contracted Services	7,500					7,500	0%	0	
Supplies and Maintenance	4,450					4,450	0%	0	
Other Direct Costs	1,300					1,300	0%	0	
Expense Total	702,430					714,330	2%	11,900	
Administration Total	702,430					714,330	2%	11,900	
Grand Total									

Strategic Initiatives – Corporate Strategy and Transformation Division

The Town views strategy and innovation as key elements to supporting organizational and community excellence. The Corporate Strategy and Transformation Division leads key strategic initiatives including the Corporate Strategic Plan, broadband expansion, Multi-year Accessibility Plan update and Accessibility for Ontarians with Disabilities Act (AODA) Compliance Program, Climate Change Action Plan, and modernization efforts such as expanding online self-serve and the procurement and implementation of a Case Management/Development Tracking System. In addition, this team provides support for health care and wellness services expansion in Georgina, business continuity planning, working in partnership with York Region and other partners to increase affordable housing and services for individuals experiencing homelessness, and various other corporate initiatives. This area also oversees and manages grant-funding applications to help finance priority initiatives, and administers grants to non-profit organizations through a competitive process.

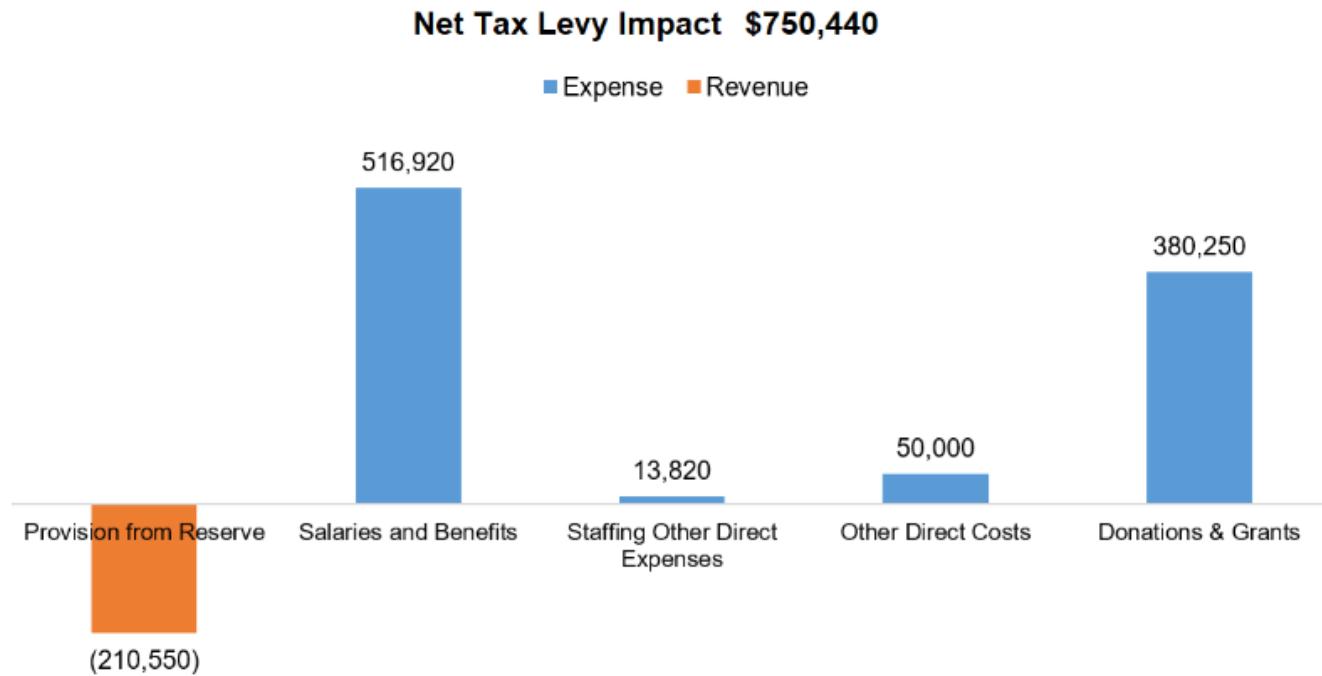
Services provided by the Corporate Strategy and Transformation Division include:

- Corporate strategic planning, implementation support and annual reporting
- Grant funding program
- Non-profit grant administration
- Broadband expansion program
- Health care and wellness services expansion in Georgina
- Multi-year Accessibility Program, including AODA compliance
- Increasing affordable housing and services for individuals experiencing homelessness
- Climate change and environmental sustainability
- Centralized project oversight and implementation for corporate technology transformation initiatives, such as the Case Management/Development Tracking System procurement and implementation
- Provide support to departments with various other initiatives (e.g. business continuity planning, invest/divest, LSRCA land transfer, etc.)

Business Plan

2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2024 Accomplishments

- 2023 – 2027 Corporate Strategic Plan – 2023 Annual Report was endorsed by Council in June 2024. It highlights key accomplishments and progress for the Town’s 68 initiatives and 50 measures and indicators, as well as additional quick facts. The Strategic Plan is one of Council’s most important tools for communicating priorities and strategic direction throughout the organization; and serves as a blueprint for the Town’s current term of Council.
- Business process modernization is well underway. In 2024, the Town procured a robust scalable case management technology platform that will help further automate and streamline various processes across the organization, starting with Development Services.
- From March 2024 to present, much work has been done in the area of the Accessibility and AODA Compliance, including regular connection with Georgina’s Accessibility Advisory Committee, the development of an accessibility staff team, the enhancement of Georgina’s accessibility webpage, and the approval of support from Leading Equitable and Accessible Delivery (LEAD) Canada with a facilitated self-assessment that will inform the development of the Multi-year Accessibility Plan.
- In 2024, the Town was awarded more than \$1.5M in competitive grants through the submission of multiple applications to support various service delivery programs across

Business Plan

the organization. The team has also administered \$350,000 in community grant funding to non-profit organizations through a competitive process to support various initiatives across Georgina.

- A broadband expansion is well underway, in collaboration with YorkNet and other internet service providers. Significant progress on fibre-to-home was made in Sutton, Pefferlaw and Keswick, with thousands of homes connected to high-speed internet networks.
- Extensive work was conducted to improve health care and wellness services in Georgina, with a Memorandum of Understanding, funding and data sharing arrangement finalized between the Southlake Regional Health Centre, North York South Simcoe Ontario Health Team and the Town in order to bring a health-care facility, and enhance programs and services for Georgina residents closer to home.
- Town staff worked collaboratively with York Region on organizing a Special Council session that was held March 5 to provide an understanding and perspective on the scope and depth of the affordable housing and homelessness issue in Georgina and to discuss future plans for addressing affordable housing and homelessness in our community.
- An update to the Town's Business Continuity Plan is well underway, in collaboration with York Region and in alignment with the Town's Emergency Management Plan. It will serve as a guiding document to keep essential business processes and services of the Town running in the event of a disaster or disruptive event, to minimize down-time and restore operations as quickly as possible.
- Significant work on climate and environmental sustainability was undertaken to advance climate mitigation and adaptation planning in Georgina.
- The establishment of centralized project oversight and implementation for corporate transformation initiatives has begun, with an initial focus on the procurement and implementation of a new case management technology platform with the main priority on automating and streamlining processes within Development Services.

Key Projects for 2025

- Continue implementation of the 2023-2027 Corporate Strategic Plan, and provide the second annual report to Council
- Continue enhancing the online self-serve options through the Case Management system implementation
- Continue pursuing grant funding and administer grants to non-profit organizations
- Continue the broadband expansion in collaboration with Bell, YorkNet and various internet service providers
- Continue work on enhancing and expanding health care and wellness services within Georgina, in collaboration with the Southlake Regional Health Centre and the North York South Simcoe Ontario Health Team

Business Plan

- Finalize an update to the Multi-year Accessibility Plan, in collaboration with York Region, Town staff and Georgina's Accessibility Advisory Committee (GAAC), and begin implementation
- Continue enhancing the Business Continuity Planning program, in collaboration with Georgina Fire and Rescue Services to ensure alignment with the Emergency Management Program
- Finalize the Climate Change Action Plan and begin implementation
- Advocate and support the advancement of Council's 2023 resolution related to the federal government's Freshwater Action Plan Fund and in particular funding related to Lake Simcoe
- Support collaboration with York Region to advance Council's 2024 resolution related to increasing affordable housing and services for individuals experiencing homelessness in Georgina



GEORGINA

2025 OPERATING BUDGET

Strategic Initiatives - Corporate Strategy and Transformation - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(160,550)					(50,000)	(210,550)		To fund grant projects
Revenue Total	(160,550)					(50,000)	(210,550)		
Expense									
Salaries and Benefits	499,270				17,650	516,920	4%	17,650	Benefits
Staffing Other Direct Expenses	6,720	5,000			1,600	13,820	106%	7,100	
Other Direct Costs					50,000	50,000	0%	50,000	Grant projects allowance
Expense Total	505,990	5,000			19,250	580,740	15%	74,750	
Administration Total	345,440	5,000			19,250	500	370,190	7%	24,750
Non Profit Grants									
Expense									
Donations & Grants	350,000				25,000	380,250	9%	30,250	25-NI-S-01 Georgina Food
Expense Total	350,000				25,000	380,250	9%	30,250	
Non Profit Grants Total	350,000				25,000	380,250	9%	30,250	
Grand Total	695,440	5,000			25,000	24,500	500	750,440	8%
									55,000

Business Plan

Office of the Mayor and Council

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

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

First-year update for 2023-2027 Corporate Strategic Plan

Council received the first-year update from the 2023-2027 Strategic Plan on June 12, 2024. As this was the first year of plan implementation, the status of initiatives was either in progress or scheduled to begin post 2023. As the plan progresses into 2024 through to 2027, it is anticipated that the percentage complete will increase year over year.

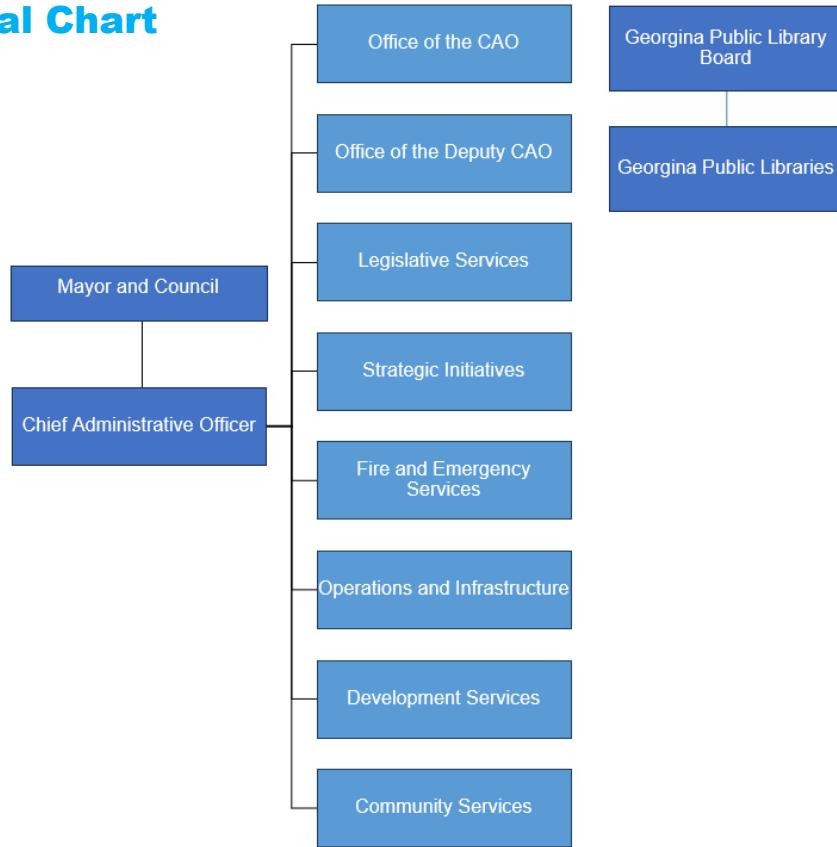
The update provided a look at how the Town is progressing towards meeting its strategic goals. The Town has a total of 68 initiatives and 50 performance indicators/measures that support the achievement and measurement of the goals under the Strategic Plan. In year one (2023), significant strides were made towards achieving the Town's goals with 91 per cent of initiatives in progress and 74 per cent of indicators/measures trending in the desired direction.

Dedication to continuous improvement efforts, such as implementation of Case Management System and further development of internal standards and a resident satisfaction survey, will ensure more robust reporting and will continue to demonstrate the Town's commitment and work toward achieving the goals set in the Strategic Plan.



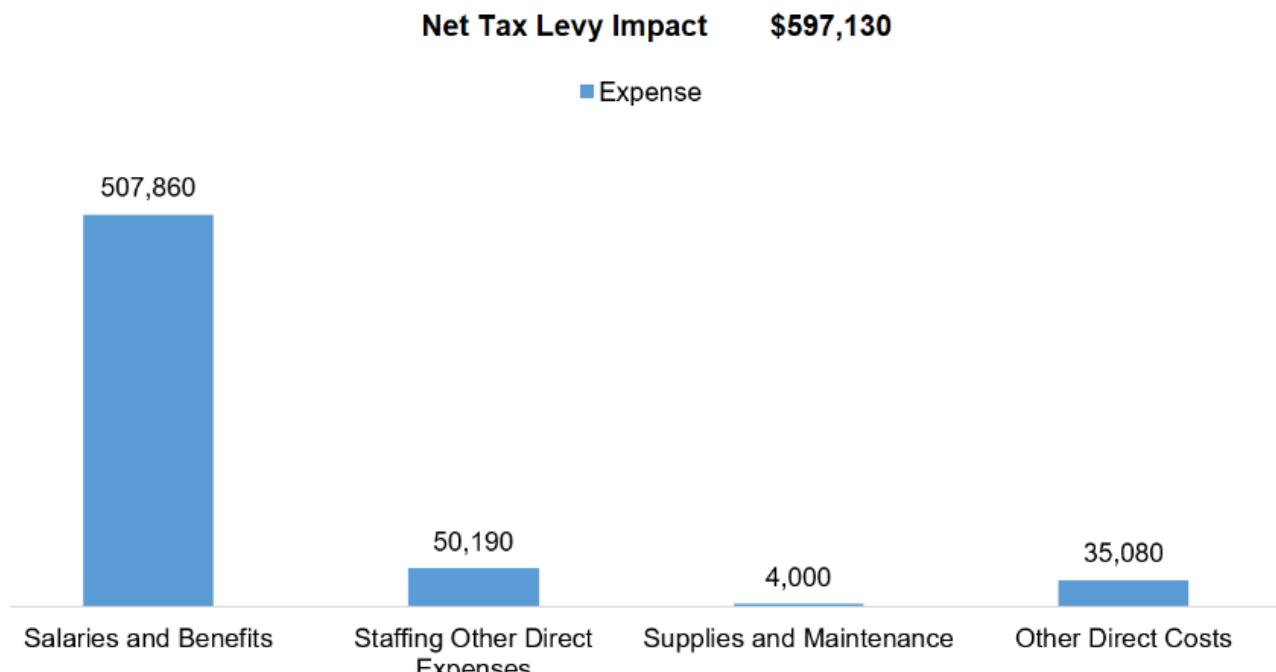
Business Plan

Organizational Chart



2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities.



2025 OPERATING BUDGET

Department of the Mayor and Council - Budget Details



GEORGINA

Mayor and Council	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
	Expense								
Salaries and Benefits	489,370				18,490	507,860	4%	18,490	
Staffing Other Direct Expenses	50,190					50,190	0%	0	0
Supplies and Maintenance	4,000					4,000	0%	0	
Other Direct Costs	33,080				2,000	35,080	6%	2,000	
Expense Total	576,640				20,490	597,130	4%	20,490	
Mayor and Council Total	576,640				20,490	597,130	4%	20,490	
Grand Total	576,640				20,490	597,130	4%	20,490	

Business Plan

Georgina Public Library

Georgina Public Library (GPL) contributes to community building by creating opportunities for social interaction among people with common interests. GPL's Vision, as outlined in its 2023-2027 Strategic Plan, is to "welcome our community to move forward with us; to provide dynamic services by supporting, empowering, and inspiring our evolving community."

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

Georgina Public Library provides services including:

- A variety of resources including books and eBooks, magazines (print and digital), movies (DVDs and online streaming), audio books (CDs and digital), and more
- Early literacy programming for children
- Programs for teens and adults
- Internet access through public access computers and free Wi-Fi onsite, as well as a hotspot lending program
- Seminars, lectures, and author talks
- Spaces for studying, meeting, collaborating, and making connections of all kinds with community members
- Art exhibits, in partnership with the Georgina Centre for Arts and Culture
- Maker and creativity space programming for all ages

Business Plan

Success story

Opening of new Discovery Branch Library at the Multi-Use Recreation Complex

On March 2, 2024, Georgina Public Library celebrated the opening of its fourth branch, located inside the Multi-Use Recreation Complex (MURC). The Discovery Branch Library is a new community living room. This inclusive, multi-generational and multi-purpose space includes expanded programs, quiet study rooms, spaces for people to meet and connect, and an outdoor reading garden. It also includes a Maker Space with exciting new tools and technology including a music and video recording studio, a laser cutter, sewing and embroidery machines, a large format printer, and more.

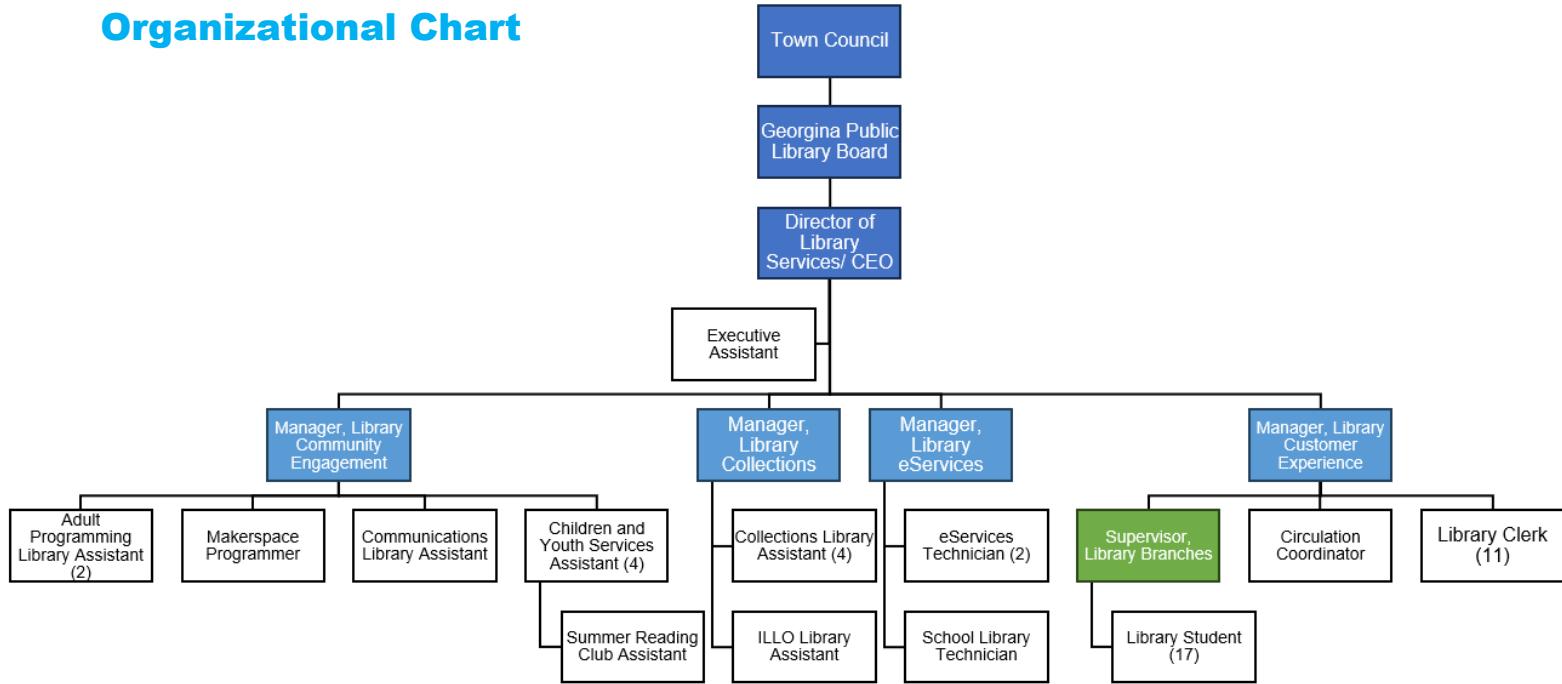




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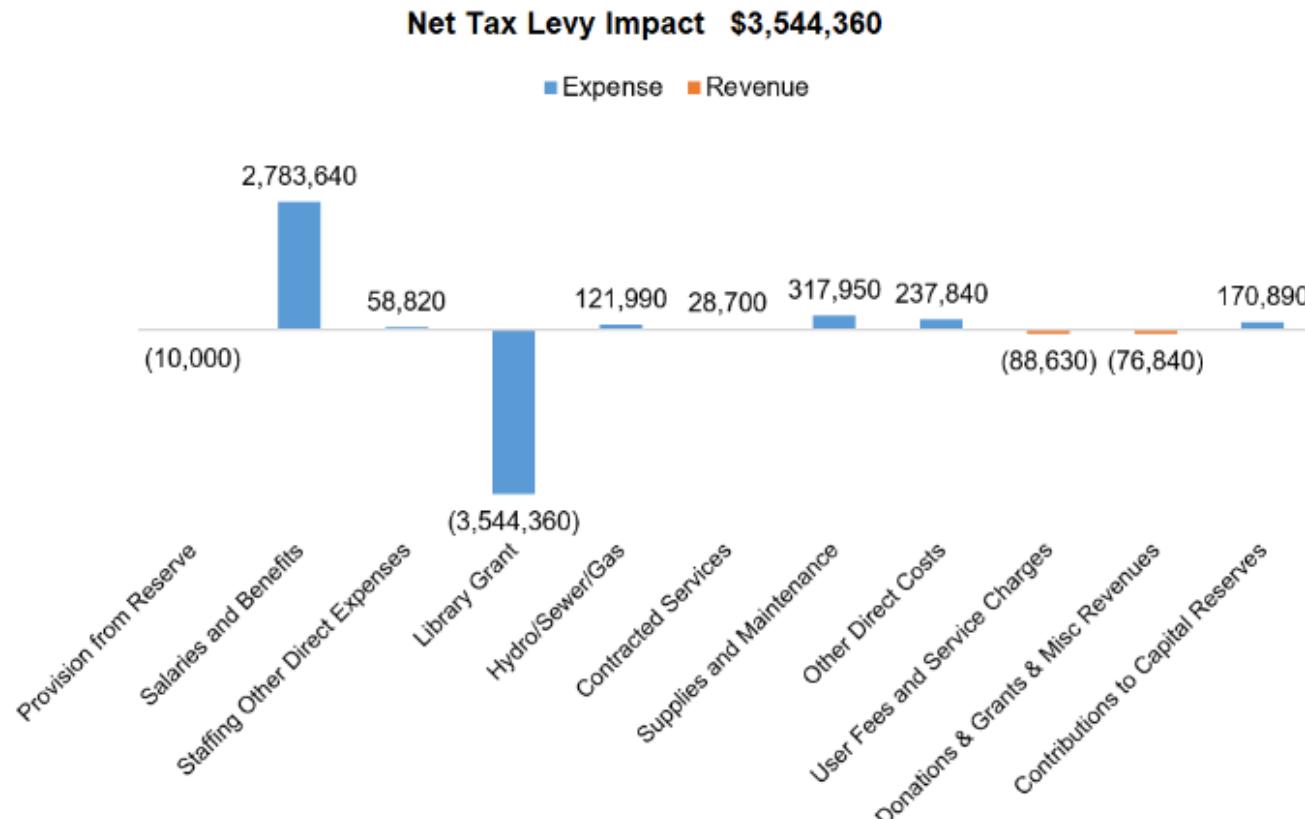
Business Plan

Organizational Chart



2025 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the department.



Business Plan

2024 Accomplishments

- Opened new Discovery Branch Library
- With the opening of the new branch, provided new career opportunities within the community
- Expanded resources and program offerings in the areas of children's, teens, adults and Maker Space
- New additions to collection:
 - Creativebug online creativity learning platform
 - All new launchpads
 - Playaways – increased accessibility to audio books

Major Operating Drivers

- Continuing pressure to maintain, replace and upgrade technology in support of both library operations and resident instruction and access
- Demographics – providing services for a diverse population base growing in Georgina, particularly population growth of families and seniors
- Continuing to adapt programs and services to increase support to the Maker community

Major Initiatives Planned for 2025

- Continuing to promote and familiarize the Maker Space in the Discovery Branch Library to the Community
- Increasing tech-based programming accessibility with new learning laptop that can travel from branch to branch

2025 OPERATING BUDGET

Library - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Donations & Grants & Misc Revenues	(71,840)					(71,840)	0%	0	
Revenue Total	(71,840)					(71,840)	0%	0	
Expense									
Salaries and Benefits	4,800					4,800	0%	0	
Staffing Other Direct Expenses	29,850	5,000				34,850	17%	5,000	
Contracted Services	4,700					4,700	0%	0	
Library Grant	(3,353,540)	(5,000)				(3,544,360)	6%	(190,820)	Town's grant to fund current year's cost pressure of 6%
Supplies and Maintenance	20,000					20,000	0%	0	
Other Direct Costs	136,970					139,120	2%	2,150	
Contributions to Capital Reserves	170,890					170,890	0%	0	
Expense Total	(2,986,330)	0				(3,170,000)	6%	(183,670)	
Administration Total	(3,058,170)	0				(3,241,840)	6%	(183,570)	
Discovery Library									
Revenue									
User Fees and Service Charges	(2,700)					(2,700)	0%	0	
Donations & Grants & Misc Revenues	(300)					(300)	0%	0	
Revenue Total	(3,000)					(3,000)	0%	0	
Expense									
Salaries and Benefits	510,190					520,550	2%	10,360	Increase in salaries and benefits
Staffing Other Direct Expenses	6,970					6,970	0%	0	
Hydro/Sewer/Gas	41,000					41,000	0%	0	
Provision from Reserve	35,330					0	0%	0	
Supplies and Maintenance	35,330					35,330	0%	0	
Other Direct Costs	6,000					9,000	50%	3,000	
Expense Total	599,490					612,850	2%	13,360	
Discovery Library Total	596,490					609,850	2%	13,360	
Keswick Library									
Revenue									
Provision from Reserve	(2,560)					(2,560)	0%	0	
User Fees and Service Charges	(18,300)					(16,300)	-11%	2,000	
Donations & Grants & Misc Revenues	(4,000)					(4,000)	0%	0	
Revenue Total	(24,860)					(22,860)	-8%	2,000	
Expense									
Salaries and Benefits	1,347,720					1,450,690	8%	102,970	Increase in salaries and benefits
Staffing Other Direct Expenses	10,100					10,600	5%	500	
Contracted Services	24,000					24,000	0%	0	
Hydro/Sewer/Gas	71,300					71,300	0%	0	
Supplies and Maintenance	202,700					202,700	0%	0	
Other Direct Costs	16,080					16,080	0%	0	
Expense Total	1,671,900					1,775,370	6%	103,470	
Keswick Library Total	1,647,040					1,752,510	6%	105,470	
Pefferlaw Library									
Revenue									

2025 OPERATING BUDGET

Library - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Provision from Reserve	(6,200)					(6,200)	0%	0	
User Fees and Service Charges	(2,400)					(1,600)	-33%	800	
Donations & Grants & Misc Revenues	(100)					(100)	0%	0	
Revenue Total	(8,700)					(7,900)	-9%	800	
Expense									
Salaries and Benefits	229,430					236,730	3%	7,300	
Staffing Other Direct Expenses	2,600					2,600	0%	0	
Hydro/Sewer/Gas	9,690					9,690	0%	0	
Supplies and Maintenance	29,370					29,370	0%	0	
Other Direct Costs	14,680					14,680	0%	0	
Expense Total	285,770					293,070	3%	7,300	
Poerterlaw Library Total	277,070					285,170	3%	8,100	
Sutton Library									
Revenue									
Provision from Reserve	(1,240)					(1,240)	0%	0	
User Fees and Service Charges	(70,230)					(68,030)	-3%	2,200	
Donations & Grants & Misc Revenues	(800)					(600)	-25%	200	
Revenue Total	(72,270)					(69,870)	-3%	2,400	
Expense									
Salaries and Benefits	516,530					570,870	11%	54,340	Increase in salaries and benefits
Staffing Other Direct Expenses	3,800					3,800	0%	0	
Supplies and Maintenance	30,550					30,550	0%	0	
Other Direct Costs	58,960					58,960	0%	0	
Expense Total	609,840					664,180	9%	54,340	
Sutton Library Total	537,570					594,310	11%	56,740	
Grand Total	0					0	0%	0	



GEORGINA

10 YEAR CAPITAL PLAN

Operations Infrastructure (Department Administration, Asset Management and Technical Services, Operations, Fleet Services, and Capital Projects)

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures											
Roads											
Streetlight Condition Assessment (Service, Base, Pole, Arm, Fixture)											85,000
Streetlight New/Rehab - annual	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Minor Capital Concrete (Sidewalks/CB/Curbs) - annual	100,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	140,000	145,000	1,225,000
Pavement Management (PMS) - Unspecified Future Program Delivery											51,670,000
Roads CA: Pavement Management	80,000	85,000	90,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	450,000
PMS - 2025 - Road Repairs - Construction	3,020,000										3,020,000
PMS - 2025 - Major Construction - The Queensway North	1,400,000										1,400,000
PMS - 2026 - Major Construction											1,038,000
PMS - 2026 - Road Repairs											3,142,000
PMS - 2026 - Major Construction - Design + Construction											1,200,000
Udora Gravel Reconstruction - Phased Construction	200,000	1,000,000	200,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	5,580,000
Pavement Marking /Sign Upgrades	30,000										150,000
Entry Signs to Zones											200,000
High Street Construction - Streetscape/Surface	2,375,000										2,375,000
Signs/Active Transportation - Construction											300,000
Walkway Connection Rehabilitation (mid-block crossings)											400,000
Tulip - Old Homestead	20,000										20,000
Tampa - Annsfield											20,000
Sunbird - Metro (fence)											20,000
Retaining Walls - Church Street (Investigate, Formalize, Repair)											50,000
Intersection Improvements – Dalton, Lake, Hedge											100,000
Lake Drive N Revetment (Construction)											480,000
Lake Drive Improvements – Phase 1	400,000										400,000
Guide Rail Upgrades (Following Condition assessment from 2024)											50,000
Wildlife Management- Beaver, Pollinator, and Turtles within ROW											60,000
Bridges											
Pedestrian Bridge CA											50,000
B4 Old Shiloh: Detailed Design and Construction											3,900,000
Dam CA: Main Street Condition Assessment/Dam Safety	3,900,000										3,900,000
B5 Main Street Engineering Design	100,000										100,000
B5 Main Street Construction											102,000
B6 Hedge Rd/EA (last rehab 2016)											102,000
B6 Hedge Rd/Engineering Design											884,000
B6 Hedge Rd. Construction											15,000
Hedge Road Bank monitoring											15,000
Hedge Road Phase B - Consultation/Design + Construction											250,000
Hedge Road Phase C - Consultation/Design + Construction											250,000
Bridge CA: Bi-annual OSIM Inspection											25,000
Fleet											
VERS strategy											62,600
T185											12,657,800
E141											1,400,000
R189/2018 Spartan Metrostar) - mid-life refurb.											200,000
Marine 1 Replacement - (Air Boat)											450,000
E182 (FL019) Replacement (2011 Spartan HD)											1,200,000
FL135 - Pumper Tanker Replacement											1,200,000
FL178 - Platform Replacement											3,500,000
Sand Blasting Cabinet (H&S related)											20,000



GEORGINA

10 YEAR CAPITAL PLAN
 Operations Infrastructure (Department Administration, Asset Management and Technical Services,
 Operations, Fleet Services, and Capital Projects)

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Mower attachment for Ventrac Watering arms-Truck and Trackless (tree Preservation)	10,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Sewer Flusher combo unit with attachments	65,000										10,000
Other	46,000										65,000
Operational and Removals Plan: Excess Soils Reg 406 (50% non-rate, 50% W/WW)	67,500										46,000
Gates/Access/Cameras/Security - Behnaven	115,000										67,500
5-Year AMP update (O.Reg 588/17)	100,000										115,000
Proposed LOS/Financial Strategy (O. Reg 588/17)	120,000										200,000
Health, Safety and Standard Operating Procedures development	50,000										120,000
Total Non-Growth Related Expenditures	13,487,500	11,627,000	8,763,000	10,140,000	13,185,000	7,785,200	8,442,000	10,486,400	12,003,800	16,557,600	172,477,500
Growth Related Expenditures											
Active Transportation Master Plan	200,000										200,000
Tandem Axle Dump Truck	400,000										400,000
Crew Cab	87,000										87,000
New zero turn mower 10 foot cut	125,000										125,000
Service Truck	200,000										200,000
Total Growth Related Expenditures	812,000	200,000	-	-	-	-	-	-	-	-	1,012,000
Total Annual Capital Expenditures	14,299,500	11,827,000	8,763,000	10,140,000	13,185,000	7,785,200	8,442,000	10,486,400	12,003,800	16,557,600	173,489,500
Non-Growth Related Funding											
Capital Reserve - Tax Funded	2,192,500	7,824,000	4,960,000	6,087,000	5,632,000	3,982,200	4,639,000	6,683,400	7,950,800	9,004,600	58,955,500
Reserve Funds - Canada Community Building Fund	2,720,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	16,247,000
Debenture - Tax Funded	6,275,000										14,275,000
Grants	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	23,000,000
Total Non-Growth Related Funding	13,487,500	11,627,000	8,763,000	10,140,000	13,185,000	7,785,200	8,442,000	10,486,400	12,003,800	16,557,600	172,477,500
Growth Related Funding											
Development Charges	812,000	200,000	-	-	-	-	-	-	-	-	1,012,000
Total Growth Related Funding	812,000	200,000	-	-	-	-	-	-	-	-	1,012,000
Total Annual Capital Funding	14,299,500	11,827,000	8,763,000	10,140,000	13,185,000	7,785,200	8,442,000	10,486,400	12,003,800	16,557,600	173,489,500



GEORGINA

10 YEAR CAPITAL PLAN

Stormwater

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures											
SWM											
SWM ponds CA - Bi-annual											
SWM ponds - Minor Restoration - from LSRCA	100,000	75,000									75,000
SWM ponds - Major Restoration - Pond 1			350,000								
SWM ponds - Major Restoration - Pond 2				350,000							
SWM ponds - Major Restoration - Pond 3					575,000						
SWM - Minor Culverts and Ditching	300,000	325,000	350,000	375,000	400,000	425,000	450,000	475,000	500,000	500,000	375,000
SWM CA: Road Crossing Culverts (1-3 m in dia.)	50,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
SWM CA: Linear (urban) - 10%/yr (7.1km) + MHC/BC	100,000										
SWM: Linear (urban) System Maintenance	180,000	200,000	220,000	240,000	260,000	280,000	300,000	320,000	320,000	320,000	575,000
SWM - Major Culverts and Ditching (incl. design) - by year		400,000	450,000	500,000	550,000	600,000	650,000	700,000	700,000	700,000	900,000
Alice Avenue and Duidos Point Road Construction	2,445,000										
Virginia Hamlet Construction	600,000										
2026 - Post Office Road- Design x Construct (glenwoods/Beverly)	350,000										
Keswick North Watercourse - dredge and shore - Design	50,000	200,000	100,000								
Vegetation Control - SWM watercourse	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	350,000
Sewer Flusher combo unit with attachments (70% WWW. 25% SWM, 5% roads)	230,000										
Parks - Ditching and Drainage	75,000										
CLL ECA - Compliance	160,000										
Total Non-Growth Related Expenditures	3,190,000	1,970,000	1,610,000	1,305,000	1,700,000	1,545,000	2,015,000	1,685,000	2,130,000	1,705,000	18,855,000
Total Annual Capital Expenditures											
Non-Growth Related Funding											
Capital Reserve - Rate Funded	3,190,000	1,970,000	1,610,000	1,305,000	1,700,000	1,545,000	2,015,000	1,685,000	2,130,000	1,705,000	18,855,000
Total Non-Growth Related Funding	3,190,000	1,970,000	1,610,000	1,305,000	1,700,000	1,545,000	2,015,000	1,685,000	2,130,000	1,705,000	18,855,000
Total Annual Capital Funding	3,190,000	1,970,000	1,610,000	1,305,000	1,700,000	1,545,000	2,015,000	1,685,000	2,130,000	1,705,000	18,855,000



GEORGINA

10 YEAR CAPITAL PLAN

Water and Wastewater

	Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rate-Funded												
Water												
Service Connections - Replacement		1,320,000										1,320,000
Contract 2 - Lake Drive South		401,925										401,925
Contract 6 - High Street												950,000
Contract 4 - Elm Avenue, Parkway Avenue, Pine Beach Drive, Pineway Avenue		950,000										750,000
Contract 5 - TBD												
Watermain Renewal												
The Queensway South - Joe Dales to Elmdale Avenue [840m] (Construction)		1,134,000										1,134,000
High Street - Brooks Rd to Burke Street/River St to Dalton Rd [630m] (Construction)		978,075										978,075
Morton Avenue - Woodbine Ave to The Queensway South												1,600,000
The Queensway South - Morton [400m] (D+C)		1,600,000										1,255,050
Dalton Road - North of Lake Drive [107.5]		228,300										1,975,850
Metro Road South - Church St. to The Queensway South to Metro Road South [396m]												2,307,500
Church St. - The Queensway South to Metro Road South [396m]												702,900
Meter Replacement Program												
4,000,000												4,000,000
180,000												180,000
Watermain Replacement - Golfview Cres												
250,000												200,000
100,000												250,000
Watermain Replacement - Golfview Cres												150,000
WBS CA												900,000
Linear Watermain CA												
Wastewater												
Gravity Sewer Main and Manhole Repair - From CA/I - Contract 1		750,000										750,000
Gravity Sewer - Main and Manhole Repair and Replacement - Contract 2												825,000
Gravity Sewer - Main and Manhole Repair and Replacement - Contract 3												825,000
Gravity Sewer - Main and Manhole Repair and Replacement - Contract 4												875,000
Gravity Sewer - Main and Manhole Repair and Replacement - Contract 5												975,000
Gravity Sewer/H (100%) - CA		200,000										2,000,000
Wastewater Force mains - CA		50,000										50,000
Sewage Pumping Stations CA												500,000
2 Stations (25,26)												100,000
SPS 6,11,18,19 Construction		100,000										600,000
SPS ongoing rehab		600,000										200,000
Water/Wastewater												
Sewer Flusher combo unit with Vacut/Backhoe and attachments (70% WWW, 25% SWM, 5% roads)		200,000										644,000
Operational and Removals Plan: Excess Soils Reg 406 (50% non-rate, 50% WWW)		67,500										67,500
CL/IECA compliance - DryNet Weather Flow Analysis		210,000										200,000
SCADA system-wide update		120,000										330,000
Sample Stations												290,000
Additional Vehicle (w/Hiyab Crane)												160,000
Water yard improvements												200,000
VEERS strategy (WWW)												1,100,700
Total Non-Growth Related Expenditures		10,461,500	4,787,300	3,092,750	2,662,650	2,635,000	3,204,100	1,599,200	455,000	51,900	800,000	800,000
Growth Related Expenditures												
Growth related vehicles												170,000
Total Growth Related Expenditures												170,000
Total Annual Capital Expenditures		10,461,500	4,787,300	3,092,750	2,747,850	2,635,000	3,204,100	1,599,200	455,000	51,900	800,000	800,000
Non-Growth Related Funding												
Capital Reserve - Rate Funded		1,277,500	1,909,000	2,065,400	2,662,650	1,885,000	3,204,100	1,599,200	1,953,700	1,551,900	800,000	800,000
Debtiture - Rate Funded		9,184,000	2,878,300	1,027,350	3,092,750	2,662,650	3,204,100	1,599,200	1,953,700	1,551,900	800,000	800,000
Total Non-Growth Related Funding		10,461,500	4,787,300	3,092,750	2,747,850	2,635,000	3,204,100	1,599,200	455,000	51,900	800,000	800,000
												3,291,6100

10 YEAR CAPITAL PLAN

Water and Wastewater



GEOGINA

	Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Growth Related Funding		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Reserve - Rate Funded						85,000				85,000		170,000
Total Growth Related Funding		-	-	-	85,000	-	-	-	-	85,000	-	170,000
Total Annual Capital Funding		10,461,500	4,787,300	3,092,750	2,747,650	2,635,000	3,204,100	1,599,200	2,038,700	1,551,900	800,000	32,918,100



10 YEAR CAPITAL PLAN

Community Services (Department Administration, Recreation, Culture and Client Services, Facilities, Parks, and Capital Projects)

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures											
Facilities											
Sutton Multi Use Project - Hard Surface Remediation (Phase 2)	500,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	500,000
Table and Chair Replacement - Selected Halls	-	1,200,000	3,100,000	3,600,000	4,100,000	4,600,000	5,100,000	5,600,000	6,100,000	6,600,000	90,000
Non-Core Facilities Assets Repair and Remediation Program	35,400	817,650	94,200	115,000							40,000,000
Facilities Repairs and Remediation Program											35,400
Building Condition Assessments - BCA Items											817,650
Belhaven Community Hall Improvements											94,200
Egypt Operations Yard Security Upgrades Phase	35,000										150,000
Belhaven Yard Site Upgrades	110,000										110,000
Georgia Arts Centre parking lot	110,000										110,000
GTTI parking lot											125,000
SLT-AODA & Seating Replacement	450,000										450,000
GPV-AODA/Noble House accessibility ramp and building repairs	100,000										100,000
GPV Administration Building											100,000
Recreation & Culture Master Plan	100,000										100,000
Parks											
Parks Repair and Remediation Program	715,000										3,500,000
Lawn Bowling plinth replacement	20,000										20,000
Gravel for Parking Lots	30,000										30,000
Pay and Display Machine Replacement	250,000										250,000
Mann Cemetery Fencing	15,000										15,000
Pathway Repairs	30,000										30,000
Picnic Table Replacement	50,000										50,000
Playground Replacement	150,000										150,000
Revitalization of Jackson's Point Parkette	90,000										90,000
Dock Repairs - Jackson's Point Harbour and Shei	25,000										25,000
Cenolaph upgrades	60,000										60,000
Parks and Trails Master Plan											900,000
Waterfront Parks Masterplan Provisions	500,000										8,300,000
Bike Parking & Repair Stations	10,000										50,000
Total Non-Growth Related Expenditures	2,422,250	3,525,000	10,895,000	4,220,000	4,610,000	5,120,000	5,610,000	6,120,000	6,610,000	7,120,000	56,252,250
Growth Related Expenditures											
Parks											
Simcoe Landing Phase 9: Village Square	-	447,000									447,000
Simcoe Landing Phase 9: Neighbourhood Park	-	1,750,000									1,750,000
Greystone: Linear Park/ Trail Design/Construction	500,000										500,000
Parks and Park Buildings											8,276,000
Total Growth Related Expenditures	-	2,697,000	-	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	-	10,973,000
Total Annual Capital Expenditures	2,422,250	6,222,000	10,895,000	4,770,000	5,607,000	8,020,000	6,189,000	7,620,000	8,360,000	7,120,000	67,225,250



10 YEAR CAPITAL PLAN

Community Services (Department Administration, Recreation, Culture and Client Services, Facilities, Parks, and Capital Projects)

GEORGINA

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Funding	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Reserve- Tax Funded	2,332,250	3,525,000	6,895,000	4,220,000	4,610,000	2,742,900	5,610,000	6,120,000	6,610,000	7,120,000	49,785,150
Park Cash-in-Lieu	90,000		2,000,000			2,377,100					4,467,100
Total Non-Growth Related Funding	2,422,250	3,525,000	10,895,000	4,220,000	4,610,000	5,120,000	5,610,000	6,120,000	6,610,000	7,120,000	56,252,250
Growth Related Funding											
Development Charges	-	2,697,000	-	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	-	10,973,000
Total Growth Related Funding	2,697,000	-	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	-	-	10,973,000
Total Annual Capital Funding	2,422,250	6,222,000	10,895,000	4,770,000	5,607,000	8,020,000	6,189,000	7,620,000	8,360,000	7,120,000	67,225,250



GEORGINA

10 YEAR CAPITAL PLAN

Fire and Rescue Services

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures											
Suppression Equipment	\$ 66,750	\$ 60,000	\$ 60,000	\$ 120,000	\$ 135,000	\$ 60,000	\$ 60,000	\$ 125,000	\$ 60,000	\$ 60,000	\$ 806,750
Helmet Replacement Program (3yr program 2024 - 2026)	26,000	26,000									94,670
Bunker Gear	75,800	81,800	83,600	107,370	111,670	116,130	120,780	125,600	130,630	135,855	1,089,235
Communications Equipment	21,600	791,800	17,500	18,200	18,900	19,700	26,280	27,330	53,420	20,000	1,014,730
Drones Replacement						65,000					65,000
LiDar Replacement - Purchased through Grant Funds SDF#5							140,000				140,000
Total Non-Growth Related Expenditures	190,150	959,600	161,100	245,570	265,570	260,830	207,060	417,930	286,720	215,855	3,210,385
Growth Related Expenditures											
New Station in S. Keswick	1,900,000	20,400,000									22,300,000
Training Facility	1,650,000										1,650,000
Pumper - New South Station	1,500,000										1,500,000
Support Vehicle - New Station											100,000
Bunker Gear/Station Wear for 20 Additional Firefighters											168,000
SCBA - New south station											300,000
Equipment for Pumper - South station						200,000					200,000
Total Growth Related Expenditures	5,050,000	20,540,000	628,000	-	26,218,000						
Total Annual Capital Expenditures	5,240,150	21,499,600	789,100	245,570	265,570	260,830	207,060	417,930	286,720	215,855	29,428,385
Non-Growth Related Funding											
Capital Reserve- Tax Funded											
Total Non-Growth Related Funding	190,150	959,600	161,100	245,570	265,570	260,830	207,060	417,930	286,720	215,855	3,210,385
Growth Related Funding											
Development Charges	2,599,564	140,000	628,000								3,367,564
Debenture - Development Charges	1,330,000	14,280,000									15,610,000
Grants	550,436										550,436
Other Revenue	570,000	6,120,000									6,690,000
Total Growth Related Funding	5,050,000	20,540,000	628,000	-	26,218,000						
Total Annual Capital Funding	5,240,150	21,499,600	789,100	245,570	265,570	260,830	207,060	417,930	286,720	215,855	29,428,385



GEORGINA

10 YEAR CAPITAL PLAN
**Development Services (Department Administration, Building, Policy Planning, Development Planning,
 and Development Engineering)**

	Capital Project							Total		
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Growth Related Expenditures										
Keswick Service Area - Sidewalks and Streetlights							2,455,000			
New trunk watermain on Glenwoods Avenue							1,176,000			
The Queensway South Sewer					546,000					546,000
Black River Rd Sidewalk / Multi-Use Path					1,069,000					1,069,000
Lorne Street Sewer					101,000					101,000
Dalton Road Sewer					168,000					168,000
High Street Sanitary Sewer							2,430,000			
Stormwater Model/Plasterplan							300,000			
Keswick Business Park Secondary Plan							60,000			
Sutton/Jackson's Point Secondary Plan							110,000			
Pefferlaw Secondary Plan							100,000			
Planning Applications Fee Review					30,000					60,000
Miscellaneous Planning Studies							30,000			
Ten Year OP Update and Review					100,000					100,000
Building Bylaw Update					30,000					30,000
Zoning Bylaw Update					150,000					150,000
Total Growth Related Expenditures	210,000	3,075,000	2,891,000	110,000	60,000	110,000	2,430,000	2,455,000	-	-
Total Annual Capital Expenditures	210,000	3,075,000	2,891,000	110,000	60,000	110,000	2,430,000	2,455,000	-	-
Growth Related Funding										
Development Charges										
Capital Reserve - Tax Funded					75,000	3,075,000	2,891,000	110,000	60,000	110,000
Capital Reserve - Rate Funded					105,000					105,000
Total Growth Related Funding	210,000	3,075,000	2,891,000	110,000	60,000	110,000	2,430,000	2,455,000	-	-
Total Annual Capital Funding	210,000	3,075,000	2,891,000	110,000	60,000	110,000	2,430,000	2,455,000	0	0
										11,341,000



GEORGINA

10 YEAR CAPITAL PLAN

Legislative Services (Department Administration, Clerks, Municipal Law Enforcement and procurement)

	Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures												
AIMS Software Upgrade for Non-Parking Offences		20,000										20,000
Total Non-Growth Related Expenditures		20,000	-	-	-	-	-	-	-	-	-	20,000
Total Annual Capital Expenditures												
Non-Growth Related Funding		20,000	-	-	-	-	-	-	-	-	-	20,000
Capital Reserve - Tax Funded		20,000	-	-	-	-	-	-	-	-	-	20,000
Total Non-Growth Related Funding		20,000	-	-	-	-	-	-	-	-	-	20,000
Total Annual Capital Funding												
												20,000



GEORGINA

10 YEAR CAPITAL PLAN

Strategic Initiatives (Department Administration, Communications, Economic Development, Service Excellence, and Corporate Strategy and Transformation)

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures											
Resident Satisfaction Survey		60,000									
Update to Corporate Strategic Plan		75,000									
Preparation of an updated Economic Development and Tourism Strategy and Action Plan			75,000								
Community and Tourism Wayfinding Signage Installation		100,000	100,000	25,000	25,000						
Multi-Year Accessibility Plan				150,000							
ERP Replacement					1,000,000						
Client Relationship Management						250,000					
"Georgina Display" Mobile Letters							250,000				
Total Non-Growth Related Expenditures	50,000	235,000	425,000	1,175,000	25,000	160,000	100,000	175,000	25,000	160,000	2,530,000
Growth Related Expenditures											
DTS additional Resources		165,000									
Total Growth Related Expenditures	165,000										
Total Annual Capital Expenditures	215,000	235,000	425,000	1,175,000	25,000	160,000	100,000	175,000	25,000	160,000	2,695,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded											
Total Non-Growth Related Funding	50,000	235,000	425,000	1,175,000	25,000	160,000	100,000	175,000	25,000	160,000	2,530,000
Growth Related Funding											
Development Charges											
Total Growth Related Funding	165,000										
Total Annual Capital Funding	215,000	235,000	425,000	1,175,000	25,000	160,000	100,000	175,000	25,000	160,000	2,695,000



GEORGINA

10 YEAR CAPITAL PLAN
Office of the Deputy CAO (Department Administration, Financial Controllership and Reporting, Financial Strategy and Planning, Tax and Revenue, Information Technology)

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures											
Corporate IT Strategic Plan	65,000										65,000
Water and Waste Water Financial Plan and Rate Study		20,000				60,000					130,000
Network Assessment	230,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	60,000
ICT Cycling											40,000
Total Non-Growth Related Expenditures	230,000	415,000	370,000	350,000	410,000	350,000	415,000	370,000	350,000	350,000	3,610,000
Growth Related Expenditures											
Long Range Financial Plan Update						70,000					70,000
Development Change Studies							70,000				70,000
Total Growth Related Expenditures	-	-	-	-	-	70,000	70,000	-	-	-	140,000
Total Annual Capital Expenditures	230,000	415,000	370,000	350,000	480,000	420,000	415,000	370,000	350,000	350,000	3,750,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	230,000	415,000	370,000	350,000	410,000	350,000	415,000	370,000	350,000	350,000	3,610,000
Total Non-Growth Related Funding	230,000	415,000	370,000	350,000	410,000	350,000	415,000	370,000	350,000	350,000	3,610,000
Growth Related Funding											
Development Charges						70,000					70,000
Capital Reserve - Tax Funded							70,000				70,000
Total Growth Related Funding	-	-	-	-	-	70,000	70,000	-	-	-	140,000
Total Annual Capital Funding	230,000	415,000	370,000	350,000	480,000	420,000	415,000	370,000	350,000	350,000	3,750,000



GEORGINA

10 YEAR CAPITAL PLAN

Georgina Public Library

Capital Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Non-Growth Related Expenditures											
Minor Capital											
Library Plans (Master Plan/Strategic Plan)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Replacement of Maker Space equipment	10,000	40,000	50,000								130,000
Update interior signage at all branches	10,000	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	120,000
Pefferlaw customer service desk renovation	10,000										10,000
Keswick replace DVD spinners with shelving	10,000										10,000
Sutton old service desk removal/update space for public use											15,000
Quiet pods in all branches											90,000
Teaching laptops	17,200	20,000									17,200
Website modernization											20,000
Total Non-Growth Related Expenditures											
Total Annual Capital Expenditures	17,200	105,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	25,000	512,200
Non-Growth Related Funding											
Capital Reserve - Tax Funded	17,200	105,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	25,000	512,200
Total Non-Growth Related Funding											
Total Annual Capital Funding	17,200	105,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	25,000	512,200

ESTIMATED RESERVE FUNDS

Details for 2025



GEORGINA

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Discretionary - Tax Levy Funded					
Corporate Capital/New Infrastructure	2,218,330				2,218,330
Projected Opening Balance					586,940
Contributions from Operations					(384,540)
Draws to fund Operations					(226,570)
Carryforward Capital					
New Capital Request					
25-Cl-OI-12 Non Growth Related Fleet and Equipment					(30,000)
25-Cl-CS-02 Parks Repair and Remediation Program					(250,000)
25-Cl-IS-01 AIMS Software Upgrade for Non-Parking Offences					(20,000)
25-Cl-SI-02 Display Mobile Letters					(50,000)
New Capital Request Total					(350,000)
Corporate Capital/New Infrastructure Projected Closing Balance	2,218,330	586,940	961,110		1,844,160
Election					
Projected Opening Balance					212,570
Contributions from Operations					84,000
Election Projected Closing Balance	212,570	84,000			296,570
Facilities - Repair & Replacement					
Projected Opening Balance					8,087,940
Contributions from Operations					1,003,640
Draws to fund Operations					(314,300)
Carryforward Capital					(1,995,770)
New Capital Request					
25-Cl-CS-01 Non-Core Facilities Assets Repair and Remediation Program					
New Capital Request Total					
Facilities - Repair & Replacement Projected Closing Balance	8,087,940	1,003,640	(3,512,320)		5,579,260
Fleet & Equipment - Repair & Replacement					
Projected Opening Balance					6,185,210
Contributions from Operations					2,296,190
Carryforward Capital					(4,237,510)
New Capital Request					
25-Cl-OI-09 Refurbishment of Rescue Pumpers (FLT-148)					
25-Cl-FS-01 Fire Equipment					
25-Cl-DCAO-01 Annual Information and Communications Technology (ICT) Cycling					
25-Cl-OI-13 VERS Strategy					
New Capital Request Total					
Fleet & Equipment - Repair & Replacement Projected Closing Balance	6,185,210	2,296,190	(6,472,660)		2,008,740
Keswick Cemetery					
Projected Opening Balance					9,610
Contributions from Operations					6,800
Keswick Cemetery Projected Closing Balance	9,610	6,800			16,410
Land Acquisition					
Projected Opening Balance					2,778,050
Contributions from Operations					250,000
Land Acquisition Projected Closing Balance	2,778,050	250,000			3,028,050
Landfill Site					

ESTIMATED RESERVE FUNDS

Details for 2025



GEORGINA

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Projected Opening Balance	13,360				13,360
Draws to fund Operations					(13,360)
Landfill Site Projected Closing Balance	13,360				(13,360)
Library Capital					-
Projected Opening Balance	386,870		54,890		386,870
Contributions from Operations					54,890
Carryforward Capital					(20,500)
New Capital Request					
25-Cl-L1-01 Laptops for GPL Programming					(17,200)
New Capital Request Total					(17,200)
Transfer					254,060
Library Capital Projected Closing Balance	386,870	54,890	(37,700)	(150,000)	31,280
Library Professional Development and Staff Engagement					
Projected Opening Balance	31,280				
Library Professional Development and Staff Engagement Projected Closing Balance	31,280				31,280
Library Stabilization					
Projected Opening Balance	(36,870)				(36,870)
Transfer					
Library Stabilization Projected Closing Balance	(36,870)				150,000
Operating Growth Stabilization					
Projected Opening Balance	5,636,140		347,220		5,636,140
Contributions from Operations					347,220
Operating Growth Stabilization Projected Closing Balance	5,636,140	347,220	5,983,360		
Parks - Repair & Replacement					
Projected Opening Balance	88,640		295,290		88,640
Contributions from Operations					295,290
New Capital Request					
25-Cl-CS-02 Parks Repair and Remediation Program					(355,000)
New Capital Request Total					(355,000)
Parks - Repair & Replacement Projected Closing Balance	88,640	295,290	(355,000)		28,930
Professional Development and Staff Engagement					
Projected Opening Balance	217,250				217,250
Draws to fund Operations					(60,000)
Professional Development and Staff Engagement Projected Closing Balance	217,250		(60,000)		157,250
Roads - Repair & Replacement					
Projected Opening Balance	10,602,080		2,650,010		10,602,080
Contributions from Operations					2,650,010
Draws to fund Operations					(435,370)
Carryforward Capital					(510,000)
New Capital Request					
25-Cl-O1-01 Streetlight New Installations and Rehabilitations					(30,000)
25-Cl-O1-02 Minor Capital – Concrete					(100,000)
25-Cl-O1-06 Walkways/through Connections					(20,000)
25-Cl-O1-08 Main Street Dam Condition Assessment					(100,000)
25-Cl-O1-15 Pavement Marking / Sign Upgrades					(30,000)
25-Cl-W1-04 Excess Soils Management					(67,500)

ESTIMATED RESERVE FUNDS

Details for 2025



GEORGINA

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Roads - Repair & Replacement	10,602,080	2,650,010	(347,500)		(347,500)
Projected Closing Balance	10,292,870				11,959,220
Tax Rate Stabilization					
Projected Opening Balance	6,423,940	2,145,360	(3,285,410)		6,423,940
Contributions from Operations			(2,260,430)		2,145,360
Draws to fund Operations					(3,285,410)
Carryforward Capital					(2,260,430)
New Capital Request					
25-Cl-DS-01 Fee Bylaw Review Study			(30,000)		(30,000)
25-Cl-DS-02 Zoning Bylaw Update – Phase II Settlement Areas			(75,000)		(75,000)
New Capital Request Total			(105,000)		(105,000)
Tax Rate Stabilization	6,423,940	2,145,360	(5,650,840)		2,918,460
Waterfront Parks					
Projected Opening Balance	3,314,250	205,000			3,314,250
Contributions from Operations					205,000
New Capital Request					
25-Cl-CS-02 Parks Repair and Remediation Program			(525,000)		(525,000)
New Capital Request Total			(525,000)		(525,000)
Waterfront Parks	3,314,250	205,000	(525,000)		2,994,250
Discretionary - Tax Levy Funded Total	46,168,650	9,925,340	(1,880,860)		37,213,130
Discretionary - Water/Wastewater Rate Funded					
Wastewater - Fleet & Equipment - Repair & Replacement					
Projected Opening Balance	456,360	31,450	(420,000)		456,360
Contributions from Operations			(420,000)		31,450
Carryforward Capital					(420,000)
Wastewater - Fleet & Equipment - Repair & Replacement	456,360	31,450	(420,000)		67,810
Wastewater - Infrastructure - Repair & Replacement					
Projected Opening Balance	356,860	394,020			356,860
Contributions from Operations					394,020
Draws to fund Operations			(202,690)		(202,690)
Carryforward Capital			(572,990)		(572,990)
New Capital Request					
25-Cl-WAT-05 Scada Upgrade			(105,000)		(105,000)
25-Cl-WAT-06 Sample Stations			(60,000)		(60,000)
25-Cl-SEW-02 Sanitary Sewer and Manhole Condition Assessment			(200,000)		(200,000)
25-Cl-SEW-03 Wastewater Force mains Condition Assessment			(50,000)		(50,000)
25-Cl-SEW-06 CL/ECA Wastewater Operations Compliance			(100,000)		(100,000)
New Capital Request Total			(515,000)		(515,000)
Transfer					550,000
Wastewater - Infrastructure - Repair & Replacement	356,860	394,020	(1,290,680)		550,000
Wastewater Rate Stabilization					
Projected Opening Balance	328,130	288,890			328,130
Contributions from Operations			(550,000)		288,890
Transfer			(550,000)		(550,000)
Wastewater Rate Stabilization	328,130	288,890	(550,000)		67,020
Water - Fleet & Equipment - Repair & Replacement					

ESTIMATED RESERVE FUNDS

Details for 2025



GEORGINA

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Projected Opening Balance	694,180	31,450	(220,000)	(450,000)	694,180
Contributions from Operations					31,450
Carryforward Capital Transfer					(220,000)
Water - Fleet & Equipment - Repair & Replacement Projected Closing Balance	694,180	31,450	(220,000)	(450,000)	55,630
Projected Opening Balance	969,140	206,580	(202,690)	(817,300)	969,140
Contributions from Operations					206,580
Draws to fund Operations					(202,690)
Carryforward Capital					(817,300)
New Capital Request					
25-Cl-WAT-04 Excess Soils Management		(67,500)			(67,500)
25-Cl-WAT-03 Line Valves & Hydrant - Rehabilitation & Replace		(250,000)			(250,000)
25-Cl-WAT-05 Scada Upgrade		(105,000)			(105,000)
25-Cl-WAT-06 Sample Stations		(60,000)			(60,000)
25-Cl-SEW-06 CL/ECA Wastewater Operations Compliance		(100,000)			(100,000)
25-Cl-WAT-08 Watermain Replacement - Golfview Cres		(180,000)			(180,000)
New Capital Request Total		(762,500)			(762,500)
Transfer					450,000
Water - Infrastructure - Repair & Replacement Projected Closing Balance	969,140	206,580	(1,782,490)	450,000	(156,770)
Water Rate Stabilization					
Projected Opening Balance	(590,890)				(590,890)
Contributions from Operations		150,860			150,860
Water Rate Stabilization Projected Closing Balance	(590,890)	150,860			(440,030)
Discretionary - Water/Wastewater Rate Funded Total	2,213,780	1,103,250	(3,713,170)	-	(396,140)
Discretionary - Stormwater Rate Funded					
Stormwater - Fleet & Equipment - Repair & Replacement					
Contributions from Operations	50,000				50,000
Stormwater - Fleet & Equipment - Repair & Replacement Projected Closing Balance	50,000				50,000
Stormwater Rate Stabilization					
Contributions from Operations	50,000				50,000
Stormwater Rate Stabilization Projected Closing Balance	50,000				50,000
Stormwater Repair and Replacement					
Projected Opening Balance	987,870	1,988,260	(651,680)		987,870
Contributions from Operations					1,988,260
Carryforward Capital					(651,680)
New Capital Request					
25-Cl-SWM-01 SWM Ponds - Minor Restoration					(100,000)
25-Cl-SWM-02 SWM - Minor Culverts and Ditching					(300,000)
25-Cl-SWM-03 Condition Assessment of Stormwater Mains (7.1km), Manholes and Catchbasins					(100,000)
25-Cl-SWM-04 Various Drainage System Improvements - Construction					(2,445,000)
25-Cl-SWM-05 Vegetation Control - SWM Watercourse					(10,000)
25-Cl-SWM-06 CL/ECA - Stormwater Compliance					(160,000)
25-Cl-SWM-07 Parks Ditching and Drainage					(75,000)
New Capital Request Total					(3,190,000)
Stormwater Repair and Replacement Projected Closing Balance	987,870	1,988,260	(3,841,680)		(865,550)

ESTIMATED RESERVE FUNDS

Details for 2025



GEORGINA

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Discretionary - Stormwater Rate Funded Total	1,087,870	1,988,260	(3,841,680)		(765,550)
Obligationary					
Building Division					
Projected Opening Balance	1,792,710	318,520			1,792,710
Contributions from Operations					318,520
New Capital Request					
25-CL-DS-01 Fee Bylaw Review Study					
New Capital Request Total					
Building Division Projected Closing Balance	1,792,710	318,520	(30,000)		(30,000)
Canada Community Building Fund					
Projected Opening Balance	2,091,080	1,560,280			2,091,080
Contributions					1,560,280
Carryforward Capital					
New Capital Request					
25-CL-OI-03 Pavement Management					
25-CL-OI-10 Proposed LoS and Financial Strategy (All Service Areas)					
25-CL-OI-14 Lake Drive Improvements, Phase 1 - Construction					
New Capital Request Total					
Canada Community Building Fund Projected Closing Balance	2,091,080	1,560,280	(3,250,070)		401,290
Cannabis Legalization					
Projected Opening Balance	26,930				26,930
Cannabis Legalization Projected Closing Balance	26,930				26,930
Cash in Lieu of Parkland					
Projected Opening Balance	3,650,610	1,500,000			3,650,610
Contributions					1,500,000
Carryforward Capital					
New Capital Request					
25-CL-CS-02 Parks Repair and Remediation Program					
New Capital Request Total					
Cash in Lieu of Parkland Projected Closing Balance	3,650,610	1,500,000	(1,004,000)		4,146,610
Development Charges					
Projected Opening Balance	21,522,920	6,000,000			21,522,920
Contributions					6,000,000
Draws to fund Operations					
Carryforward Capital					
New Capital Request					
25-CL-OI-05 Active Transportation Master Plan - (Strategic Plan Initiative)					
25-CL-OI-11 Growth Related Fleet and Equipment					
25-CL-FS-03 Rescue Pumper – New South Keswick Fire Station					
25-CL-FS-04 Training Facility					
25-CL-DS-02 Zoning Bylaw Update – Phase II Settlement Areas					
25-CL-SI-01 DTS Backfill Support					
New Capital Request Total					
Development Charges Projected Closing Balance	21,522,920	6,000,000	(9,674,610)		17,848,310
Tree Compensation					
Projected Opening Balance	365,860				365,860

ESTIMATED RESERVE FUNDS

Details for 2025



GEORGINA

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Draws to fund Operations					
Tree Compensation Projected Closing Balance	365,860		(40,000)		(40,000)
Uptown Keswick Business Improvement Area			(40,000)		325,860
Projected Opening Balance	24,000				24,000
Draws to fund Operations					
Uptown Keswick Business Improvement Area	24,000		(6,500)		(6,500)
Projected Closing Balance	29,474,110	9,378,800	(14,005,180)		17,500
Uptown Keswick Business Improvement Area Projected Closing Balance					24,847,730
Obligationary Total					
Grants					
Carryforward Capital					
Grants Projected Closing Balance			29,530	(29,530)	-
OCIF					
Contributions					
New Capital Request					
25-CI-OI-03 Pavement Management					
New Capital Request Total					
OCIF Projected Closing Balance		2,300,000	(2,300,000)		(2,300,000)
Provincial Grants					
Carryforward Capital					
New Capital Request					
Skills Development Fund Grant - Training Facility					
New Capital Request Total					
Provincial Grants Projected Closing Balance		1,775,595	(1,775,595)		-
York Region Grants					
Carryforward Capital					
York Region Grants Projected Closing Balance		427,620	(427,620)		-
Grants Total					
Projected Closing Balance	78,944,410	27,478,835	(45,524,075)	-	60,899,170

2025 OPERATING BUDGET

Corporate - Budget Summary



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administrative Allocations	(258,110)	165,000		(165,000)		(258,110)	0%	0
General Tax Levy	(55,288,070)	(829,320)				(56,117,390)	1%	(829,320)
Grants	(48,970)					(41,620)	-15%	7,350
Investment Revenue	(1,000,000)					(1,000,000)	0%	0
Supplementary Taxes	(575,000)	(50,000)				(625,000)	9%	(50,000)
Town Library Grant	3,353,540	5,000	2,650	177,070	6,100	3,544,360	6%	190,820
Contributions to Capital Reserves	9,628,740			1,022,350		10,651,090	1%	1,022,350
Contributions to Operating Reserves	905,010	250,000		1,074,350		2,229,360	146%	1,324,350
Contributions to Growth Reserves	201,930	145,290				347,220	72%	145,290
Debentures	772,820			29,600		802,420	4%	29,600
Grand Total	(42,398,110)	(314,030)	2,650	1,123,370	1,028,450	(40,467,670)	-4%	1,840,440



GEORGINA

2025 OPERATING BUDGET

Corporate - Budget Details

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER:	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administrative Allocations									
Expense									
Salaries and Benefits	(258,110)	165,000		(165,000)		(258,110)	0%	0	
Expense Total	(258,110)	165,000		(165,000)		(258,110)	0%	0	
Administrative Allocations Total	(258,110)	165,000		(165,000)		(258,110)	0%	0	
Contributions to Capital Reserves									
Expense									
Contributions to Capital Reserves	9,628,740				1,022,350	10,651,090	11%	1,022,350	2% Infrastructure Levy, remove stormwater tax levy contribution
Expense Total	9,628,740				1,022,350	10,651,090	11%	1,022,350	
Contributions to Capital Reserves Total	9,628,740				1,022,350	10,651,090	11%	1,022,350	
Contributions to Growth Reserves									
Expense									
Contributions to Growth Reserves	201,930	145,290			347,220		72%	145,290	Ramp up for new South Fire Station
Expense Total	201,930	145,290			347,220		72%	145,290	
Contributions to Growth Reserves Total	201,930	145,290			347,220		72%	145,290	
Contributions to Operating Reserves									
Expense									
Contributions to Operating Reserves	905,010	250,000			1,074,350	2,229,360	146%	1,324,350	
Expense Total	905,010	250,000			1,074,350	2,229,360	146%	1,324,350	
Contributions to Operating Reserves Total	905,010	250,000			1,074,350	2,229,360	146%	1,324,350	
Debentures									
Revenue									
Provision from Reserve	(3,948,190)				317,220	(3,630,970)	-8%	317,220	
Revenue Total	(3,948,190)				317,220	(3,630,970)	-8%	317,220	
Expense									
Debenture Repayment	4,721,010				(287,620)	4,433,390	-6%	(287,620)	
Expense Total	4,721,010				(287,620)	4,433,390	-6%	(287,620)	
Debentures Total	772,820				29,600	802,420	4%	29,600	
General Tax Levy									
Revenue									
Tax Levy	(55,288,070)	(829,320)				(56,117,390)	1%	(829,320)	Assessment growth is estimated at 1.50%
Revenue Total	(55,288,070)	(829,320)				(56,117,390)	1%	(829,320)	
General Tax Levy Total	(55,288,070)	(829,320)				(56,117,390)	1%	(829,320)	
Grants									
Revenue									
Donations & Grants & Misc Revenues	(48,970)					(41,620)	-15%	7,350	
Revenue Total	(48,970)					(41,620)	-15%	7,350	
Grants Total	(48,970)					(41,620)	-15%	7,350	
Investment Revenue									
Revenue									
Revenue									

2025 OPERATING BUDGET

Corporate - Budget Details



GEORGINA

	2025 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER:	2025 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Investment Revenue	(1,000,000)					(1,000,000)	0%	0	
Revenue Total	(1,000,000)					(1,000,000)	0%	0	
Investment Revenue Total	(1,000,000)					(1,000,000)	0%	0	
Supplementary Taxes									
Revenue									
Supplementary Taxes	(575,000)		(50,000)			(625,000)	9%	(50,000)	Increase based on trend
Revenue Total	(575,000)		(50,000)			(625,000)	9%	(50,000)	
Supplementary Taxes Total	(575,000)		(50,000)			(625,000)	9%	(50,000)	
Town Library Grant									
Expense									
Library Grant	3,353,540	5,000	2,650	177,070	6,100	3,544,360	6%	190,820	Increase in Library Grant
Expense Total	3,353,540	5,000	2,650	177,070	6,100	3,544,360	6%	190,820	
Town Library Grant Total	3,353,540	5,000	2,650	177,070	6,100	3,544,360	6%	190,820	
Grand Total	(42,308,110)	(314,030)	2,650	1,123,370	1,028,450	(40,467,670)	-4%	1,840,440	



GEORGINA

Staffing Initiative

Business case

25-SI-OI-01

Title of request: Arborist

Department: Operations and Infrastructure

Division: Operations

Budget request: \$113,240

Funding Source: Existing Budget

Project highlights:

What: Permanent full-time staff increase

Why: To enhance preventative maintenance of tree inventory which has grown due to developments

When: Q1 2025 and ongoing

Where: Egypt Roads Yard

Project details and justification:

Operations oversees the maintenance and responsibility of more than 31,000 inventoried trees. The current maintenance program provided includes removals, pruning and stumping mainly delivered by contracted services. The program is developed and delivered by the Forestry Supervisor and a single arborist. It is forecast that the tree inventory will significantly increase through developments and enhanced tree planting programs through capital and operational initiatives. The increase in trees requiring maintenance will put a significant strain on the current forestry staffing, and programs such as block pruning, watering and annual disease inspections will not be achievable. The result will be decreased survivability of the recently planted trees and less maintenance.

An additional arborist will allow for enhanced development of the preventative maintenance programs that ultimately leading to increased longevity and maintenance of the Towns trees. As well, an additional arborist will allow for increased efficiencies while conducting daily operations, as follows.

In the current state, the single arborist attends tree inspections and records the required work to be conducted and then must come back to the location to conduct the work with either contracted services or other operational support staff (roads or park attendants). This is due to work limitations while working alone (primarily chainsaw, chipper and traffic control limits). With a second arborist most required work can be conducted



immediately on the first visit, this will improve service delivery times as well as decrease mobilizations costs. Forestry work occurs year-round.

Furthermore, a second International Society of Arboriculture certified arborist will allow the forestry crew to further utilize the Town's existing bucket truck as training requires two certified staff to operate. The bucket truck is the ideal tool for most removal activities, excepting block pruning. The second arborist will also assist in covering absences from existing staff (one supervisor, one arborist).

By utilizing the specialized equipment and finding in house efficiencies, it is forecast that there would be a decreased need for contracted services, and as such, this position is partially funded by existing contracted services budget (budget still remains in the contracted services to address emergency situations or where further specialized equipment is needed for removals). Existing non-permanent staff budget, historically used to hire seasonal support in Forestry, will be used for the balance as a second Arborist would negate the need for temporary staff. This also assists with lack of reliability recently within the temporary work force.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity.

Advancing Environmental Sustainability - Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation.

Financial impact:

Salary \$87,110 + payroll costs \$26,130

Offset plan:

- \$64,000 from existing Urban Forestry – contracted services
- \$49,240 from existing non-permanent staff budget



GEORGINA

Staffing Initiative

Business case

25-SI-OI-02

Title of request: Coordinator - Fleet Support

Department: Operations and Infrastructure

Division: Fleet

Budget request: \$82,810

Funding Source: 50% New Revenue, 50% Tax Levy

Project highlights:

What: Permanent full-time staff request

Why: To improve administrative support and relieve mechanics from clerical tasks, so as to maximize their wrenching time

When: Q1 2025 and ongoing

Where: Belhaven Roads Yard

Project details and justification:

Operations and Infrastructure staffing initiative request to have a Fleet Coordinator. The coordinator will support Fleet Services by cost effectively removing the majority of the clerical tasks currently performed by the mechanics as well as removing some of the less critical tasks from the Supervisor.

With our current three mechanics including one emergency vehicle technician, this administrative position can support a lot of the clerical tasks and parts ordering functions. The position will support the 1,700 fleet and equipment assets and the 1,200 work orders issued each year to maintain and repair these assets. This division does not have a manager, and therefore other responsibilities of the coordinator will be assisting the Supervisor with Commercial Vehicle Operators Registration (CVOR) tracking and renewal, bulk fuel management, drive-on program (formerly Motor Vehicle Inspection Station) management, arranging hazardous waste/recyclables pickup, yard and four fuel sites monitoring and inspection, Global Positioning System / Automated Vehicle Location (GPS/AVL) platform maintenance, parts ordering, licencing renewals, organizing P-cards, liaison with subcontractors and parts inventory management and assisting with asset sales and disposal.

The processing numbers:

- In any month, the Fleet Division will make between 150 and 200 transactions on the Division P-cards requiring financial coding and work order assignment. This takes approximately six hours per month.
- With respect to parts research and purchase, 0.2 and 0.8 working hours are required per purchase. This equates to approximately 75-100 labour hours a month in parts ordering.
- Open, assign, post and closing approximately 100 work orders a month. Allowing 0.3 hour to write up work order and another 0.2 hour to intake the complaint and contact the user group, and close out. This equates to another 50 hours a month.

Total processing takes approximately 130 hours per month, on average, or 1,560 hours a year. This is currently supported with temporary staff, mechanic and supervisory time. In 2022 and 2023, Fleet had a part time temporary clerk who worked up to 20 hours a week.

Any remaining time can be spent on many of the other support functions mentioned about, also currently delivered by the Supervisor and temporary support staff. The domino effect of this can result in a more efficient corporate fleet management, and inevitably, more in-house “wrenching time” which could reduce our costly external spend on contractors.

In addition to the above factors, on Feb. 15, 2023, Council received the report entitled “Towns of East Gwillimbury and Georgina - Study for Fire Fleet Services Alternatives” from Mercury Consultants, which included staffing demand requirements for the future state of Georgina’s Fleet Division which includes corporate fleet, Georgina Fire Service and East Gwillimbury Fire Service. The demand strategy outlines the need for 0.5 FTE Parts/admin function within the division to complete its future state. In 2024, a briefing note updated Council on the status of the future state, including a pilot program for maintaining and repairing East Gwillimbury Fire Service apparatus. By moving to this model, this position will be 50 per cent funded by revenue generated from East Gwillimbury Fire Service work orders.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity.

The Mercury report concludes that we require additional full-time admin support to service the Town of Georgina, Georgina Fire Services and East Gwillimbury Fire Services.

Financial impact:

Salary \$63,700 + payroll costs \$19,110

Recovery - \$41,405 will be recovered from East Gwillimbury Fire Services. The remainder will be funded by tax levy.



GEORGINA

Staffing Initiative

Business case

25-SI-OI-03

Title of request: Two Roads Labourers

Department: Operations and Infrastructure

Division: Operations

Budget request: \$181,220

Funding Source: 50% Existing Budget,
50% Stormwater Rate

Project highlights:

What: Permanent full-time staff request

Why: To improve efficiency in stormwater system maintenance in summer and sidewalk maintenance in winter

When: Q1 2025 and ongoing

Where: Egypt Roads Yard

Project details and justification:

Additional in-house support is required to conduct operational maintenance and construction on the Towns roadside ditch system which include just under 500,000m of roadside ditches, more than 7,500 driveway culverts and 13,000m of roadway crossing culverts. An average crew for this type of work is five to six trained and qualified staff.

The current five to seven staff on a “ditching crew” are Road Attendants. They are required to have a DZ driver licence and equipment operations experience. However, out of the required staff on site, only four staff are required to have that type of training. The other two to three crew members are either conducting traffic control or operating small tools on site, which do not require the experience needed of a Road Attendant.

The addition of two Road Labourers dedicated to the delivery of stormwater maintenance in the summer months will allow Road Attendants to deliver operational work that is in line with their skill set and licensing. This would ultimately result in a splitting of licensed staffing complement that could fill two “ditching crews” in the construction season. This will further relieve the licensed Road Attendants to complete other operational maintenance requiring a different skill set such as grading, roadside mowing and brushing at more regular intervals than the current arrangement allows.

During the winter season, the Road Labourers would be responsible for conducting sidewalk winter maintenance, increasing the Road Attendant’s availability to conduct



GEORGINA

Staffing Initiative

Business case

25-SI-OI-03

highway winter maintenance (currently Road Attendants provide sidewalk winter maintenance where the work is delivered in-house).

Based on the allocation of time on specific jobs throughout the year, 50 per cent of the position would be funded through the stormwater rate. The other 50 per cent will be funded via a re-allocation of non-permanent staff budget which in the past was used to hire contract staff to conduct sidewalk winter maintenance. Over the past two years utilizing contract staff to fill these positions has been extremely difficult, time-consuming and unreliable, resulting in insecurity to the service level delivery for sidewalk winter services. Switching these to permanent positions will correct that insecurity and allow for more efficiencies during winter operations.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence

- Commit to citizen-centric service delivery
- Proactively manage infrastructure and assets to ensure service continuity

Ensuring Balanced Growth

- Promote and ensure responsible growth and long-term planning

Financial impact:

Salary \$139,400 + payroll costs \$41,820

Recovery - 50% reallocation of non-permanent staff budget = \$90,610 (winter period)

50% Stormwater rate = \$90,610 (summer period)



GEORGINA

Staffing Initiative

Business case

25-SI-ST-01

Title of request: Stormwater Technologist

Department: Operations and Infrastructure

Division: Operations

Budget request: \$116,840

Funding Source: Stormwater Rate

Project highlights:

What: Permanent full-time staff request

Why: To improve efficiency in land surveys related to stormwater inquiries

When: Q1 2025 and ongoing

Where: Egypt Roads Yard

Project details and justification:

Operations maintains just under 500,000m of roadside ditches, more than 7,500 driveway culverts and 13,000m of roadway crossing culverts. Many of these assets are at end-of-life or have been neglected from maintenance for years. Georgina's unique location, being close to Lake Simcoe and subsequently a high-water table, adds an additional strain to these assets and minimizes flexibility with their operational capacity (being any variance from perfect in many cases as elevation tolerance is minimal). Significant weather events continue to strain these aging systems as higher peak flows cause stress and additional failures at an increasing rate.

In the last seven years (2017 to 2023), an average of 920 work orders were created annually related to stormwater inquiries. This is extremely high volume compared to some of our municipal neighbours. The contributing factors include an aging infrastructure, high-water tables due to proximity to Lake Simcoe, increasing weather intensity, public tolerance and awareness of stormwater systems, and existing rural ditch systems in increasingly urbanized areas. Only eight per cent of work orders relate to urban roadside environments. The significant challenge with this volume of work orders is that the majority of inquiries require site surveys to understand the root causes. In many cases, the localized issue must be repaired by many addresses up or downstream in order to ensure flow is maintained.

The current survey process requires a full-time lead hand, a road attendant and a laser level. This approach is time-consuming as on average only two locations can be surveyed, mapped and planned for repair/maintenance per day. Inquiry locations can



GEORGINA

Staffing Initiative

Business case

25-SI-ST-01

have up to 20 culverts and 500m of ditches that require surveying to determine the root cause of the issue. Current staff are trained in the use of laser levels, however, their main training and abilities are geared towards the maintenance and construction of operational assets and not surveying.

If the current process continues, and given the current backlog of requests, it will take more than four years (including seasonal timing constraints) to survey all the residential inquiries. This does not consider any new inquiries over the same time period. If the current staffing complement were to continue (two FT staff), other routine maintenance tasks could be backlogged given the limited available staff within the division.

A new Stormwater Technologist will be able to conduct land surveys independently utilizing new technology and focused specialty training. The results of the surveys will be utilized for operational staff as well as the capital delivery team to conduct the required repairs, maintenance and replacements efficiently. These plans would include drawings, elevations, material take-offs, etc. as a package for our operational and capital teams to deliver. This also has the potential to minimize consulting costs incurred by the Town.

Underequipped operational staff currently conducting in-depth surveys will be used within a second ditching/culvert crew to address the issues depicted in the survey results from the new technologist. The work will be more inline with their specialty of maintenance and construction activities. The Stormwater Technologist will also be responsible for ensuring the Town maintains compliance with the consolidated linear infrastructure environmental compliance approval (CLI-ECA), its salt management plan and looks annually for improvements within the plan.

Ultimately, with a new Stormwater Technologist, a two-person job providing minimally adequate results becomes a one-person job with professional results allowing current staff to stick with ditch and culvert maintenance and construction. It is also forecast that the backlog of inspections will be able to be addressed by the end of 2025 vs 2028.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence



GEORGINA

Staffing Initiative

Business case

25-SI-ST-01

- Commit to citizen-centric service delivery
- Proactively manage infrastructure and assets to ensure service continuity: improve and modernize Public Works

Ensuring Balanced Growth

- Promote and ensure responsible growth and long-term planning

Advancing Environmental Sustainability

- Celebrate and respect Georgina's natural environment, including Lake Simcoe: this position will be responsible for managing and improving the salt management plan

Financial impact:

Stormwater rate funded: Salary \$89,880 + payroll costs \$26,960



GEORGINA

Staffing Initiative

Business case

25-SI-WAT-01

Title of request: Operations Technologist, Water and Wastewater

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$116,840

Funding Source: Water and Wastewater Rates

Project highlights:

What: Permanent full-time staff request

Why: To support compliance with the regulatory requirements under CLI/ECA

When: Q1 2025 and ongoing

Where: Water and Wastewater Yard

Project details and justification:

The Water and Wastewater Division maintains a combination of linear sewer mains and pumping stations that collect wastewater and, in turn, discharge that wastewater into York Region's transmission mains. The wastewater is eventually transported to the Region's wastewater treatment plants, where it is treated and discharged into Lake Simcoe. The Town's wastewater collection system is designed to collect residential, industrial, commercial and institutional wastewater. The Town's wastewater assets can be categorized into two groups wastewater linear and wastewater facilities. The wastewater assets are further divided into six asset categories. The wastewater linear asset group includes force mains, gravity mains, laterals, maintenance holes, and valves; and the wastewater facility asset group includes pump stations (20).

The Town recently obtained its Sewage Environmental approval (ECA) on January 22, 2024. This approval entails adherence to multiple schedules (six) to ensure compliance. Consequently, the Operations Division sought the expertise of a consultant in Q1 2024, GM BluePlan Engineering, to conduct a comprehensive assessment (interpretation of the change in responsibility under the CLI/ECA), and to review the maintenance and implementation of CLI/ECA compliance measures. One of the key recommendations put forth was to ensure the ECA compliance schedules are met. These schedules are similar to the Drinking Water Quality Management Standard (DWQMS) schedules in ensuring quality and controls of the system are in place, are being checked, and are being reviewed regularly. To complete these new requirements, it was recommended to add to the team a Water/Wastewater Technologist and a Water/Wastewater Operator



GEORGINA

Staffing Initiative

Business case
25-SI-WAT-01

(based upon demand). The operator request is not included in the 2025 budget. The Water/Wastewater Technologist will support and oversee all related to CLI/ECA.

This position will also encompass diverse responsibilities within the division, including aiding in contracted services oversight, providing support to Development Engineering for infill services and most importantly (outside the CLI/ECA work) revising and updating the existing backflow prevention bylaw in collaboration with the Building Division.

Overall, this position will ensure compliance with regulatory requirements. It is imperative to consider the addition of a technical staff member. This step is necessary as our current staffing levels may not adequately support the demands of staying compliant under new CLI-ECA guidelines.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity: improve and modernize Public Works

Ensuring Balanced Growth – Promote and ensure responsible growth and long-term planning

Advancing Environmental Sustainability – CLI/ECA criteria promote the integration of sustainable practices

Financial impact:

Salary \$89,880 + payroll costs \$26,960

Funded by water and wastewater rates



GEORGINA

Staffing Initiative

Business case

25-SI-FS-01

Title of request: Fire Prevention Officer

Department: Fire and Rescue Services

Division: Fire Prevention

Budget request: \$81,600

Funding Source: Assessment Growth

Project highlights:

What: Permanent full-time staff request

Why: To relieve workload as recommended by Community Risk Assessment

When: Q1 2025 and ongoing

Where: Stn. 1 – 4 Keswick Fire Hall, 165 The Queensway South

Project details and justification:

Hiring one Fire Prevention Inspector/Educator to reduce community risk identified in our Community Risk Assessment, as legislated by the province, O. Reg 317/18. Our data demonstrates the workload within the division and the need for additional resources to help offset the increased workload of fire prevention staff due to the growth of our community, building stock and the corresponding risks. After assessing our workload based on NFPA 1730 and a risk matrix, we require an additional 4,123 staff hours or 2.34 FTEs. Hiring one additional inspector will assist in reducing this staffing gap.

Currently, inspections are carried out upon request or complaint, O. Reg 365/13. The hiring of one extra Fire Prevention Inspector/Educator will allow staff to increase the number of inspections/investigations/pre-planning and gradually move towards routine inspections as per our amended Establishing and Regulating Bylaw 2024-0038(FI-1).

NFPA 1730 – Personnel Availability Calculation

Annual hours @ 100% availability	2,184.00
Less annual leave and holidays	305.83
<u>Less annual training</u>	<u>119.67</u>
Personnel hours subtotal (hours per year per person)	1,758.50
Total available hours (hours per year per person)	1,758.50

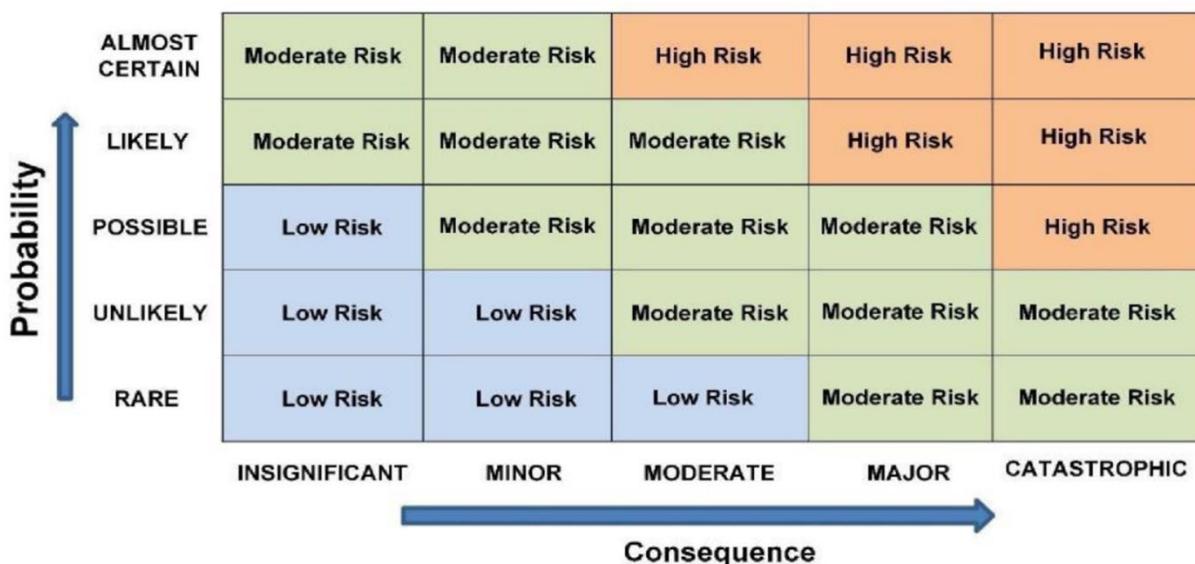


Current staffing of available hours with three staff - FPO/ two Inspector/Educators = 5,275.50

Fire Underwriters Survey (FUS) provides the frequency of inspections recommended for each occupancy type

Occupancy	FUS Benchmark
Assembly (A)	3 to 6 months
Institutional (B)	12 months
Single Family Dwellings (C)	12 months
Multi-Family Residential (C)	6 months
Hotel/Motel (C)	6 months
Mobile Homes & Trailers (C)	6 months
Seasonal/Rec. Dwellings (C)	6 months
Commercial (F)	12 months
Industrial (F)	3 to 6 months

Risk Level Matrix





GEORGINA

Staffing Initiative

Business case

25-SI-FS-01

FUS				FUS & HOME SAFE HOME				RISK			
Occupancy	# Of Occ	FUS	Total Hours	Occupancy	# Of Occ	FUS	Total Hours	Occupancy	# Of Oc	Risk	Total Hours
A- Assembly	100	6 months	1200	A- Assembly	100	6 months	1200	A- Assembly	100	Mod	Annual
B- Institutional	17	Annual	187	B- Institutional	17	Annual	187	B- Institutional	17	High	Annual
C - Residential	18485	6 months / Annual	28538	C - Residential	1117	6 months	11170	C - Residential	1117	Mod/High	Annual
D & E - Business & Personal Service	125	Annual	500	D & E - Business & Personal Service	43	Annual	172	D & E - Business & Personal Service	43	Mod	Annual
F - Industrial	142	6 months	1704	F - Industrial	142	6 months	1704	F - Industrial	142	Mod/High	6 months
G - Other	42	Annual	84	G - Other	42	Annual	84	G - Other	42	Low	Annual
			Sub-total A				14517				
Complaints	50		40.45	Complaints	50		40.45	Complaints	50		40.45
Requests	161		158.4	Requests	161		158.4	Requests	161		158.4
Plan Examination	319		154.25	Plan Examination	319		154.25	Plan Examination	319		154.25
Public Education	186		310	Public Education	186		310	Public Education	186		310
Fire Investigations	10		36	Fire Investigations	10		36	Fire Investigations	10		36
Other (VO,Routines)	126		367.2	Other (VO,Routines)	126		367.2	Other (VO,Routines)	126		367.2
			Sub-total B				1066.3				
			Sub-total A+B				15583.3				
Total Staff hours available			5275.5	Total Staff hours available			5275.5	Total Staff hours available			5275.5
3 staff x 1758.50 available hours per year				3 staff x 1758.50 available hours per year				3 staff x 1758.50 available hours per year			
			Deficit 28003.8				Deficit 10307.8				Deficit 4122.8

* The above reduction in hours is a result of utilizing suppression staff

Georgina Fire Department



Summary - Meeting our current community's risk needs

Hours based on FUS Recommendations	28,003.8	15.9 Staff
Hours FUS and HSH (utilizing suppression staff)	10,307.8	5.86 Staff
Hours Risk Matrix and HSH (utilizing suppression staff)	4,123.0	2.34 Staff

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify): Legislated Community Risk Assessment, Fire Master Plan, FIRE Underwriters Survey, and Establishing and Regulating Bylaw 2024-0038 (FI-1).

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence

- Commit to citizen-centric service delivery
- Support employee engagement, development and well-being
- Ensure continued financial sustainability and accountability



GEORGINA

Staffing Initiative

Business case

25-SI-FS-01

- Build a future-focused, results-driven organization

Creating a Vibrant, Healthy and Safe Community for All

- Support a safe, healthy and inclusive community

Financial impact:

Multi-year budget impact

One Fire Inspector/Educator

	Year 1	Year 2	Year 3	Year 4	Year 5
Salary	\$62,768	\$74,790	\$85,470	\$96,160	\$106,840
Benefits	<u>\$18,830</u>	<u>\$22,440</u>	<u>\$25,640</u>	<u>\$28,850</u>	<u>\$32,050</u>
Total	\$81,600	\$97,230	\$111,110	\$125,010	\$138,890

Other comments/gallery:

Our demographics are evolving and the building stock is growing which requires more in-depth inspections. It has increased the current workload of fire prevention staff of which also includes plans examination, fire investigations and public education.

Financial impact:

Funded by assessment growth.



GEORGINA

Staffing Initiative

Business case

25-SI-DS-01

Title of request: Building Inspector

Department: Development Services

Division: Building Division

Budget request: \$109,040

Funding Source: Building Permit User Fees

Project highlights:

What: Permanent full-time staff increase

Why: Increasing volume in inspections

When: Q1 2025 and ongoing

Where: Civic Centre

Project details and justification:

The Building Division is responsible for enforcing the Building Code Act and the Ontario Building Code. Responsibilities include reviewing and issuing building permits for all construction and development within the Town, in addition to conducting inspections of every project to ensure compliance with the Ontario Building Code requirements.

Construction-related activity in the Town is relatively strong and is expected to remain so in the face of implementing the provincially assigned housing target, and in response to continued investment interest in the Keswick Business Park and the broader industrial/commercial/institutional (ICI) sector. As the Town continues to grow, the Building Division requires an additional Building Inspector position to accommodate increased workloads and to maintain current service levels.

Below is an illustration of historical staffing levels in relation to the volume of annual building permits and inspections. Notably, there has been a significant increase in the volume of inspections due to more housing and ICI construction, and to a lesser extent, increased instances of illegal construction and complaint investigations.

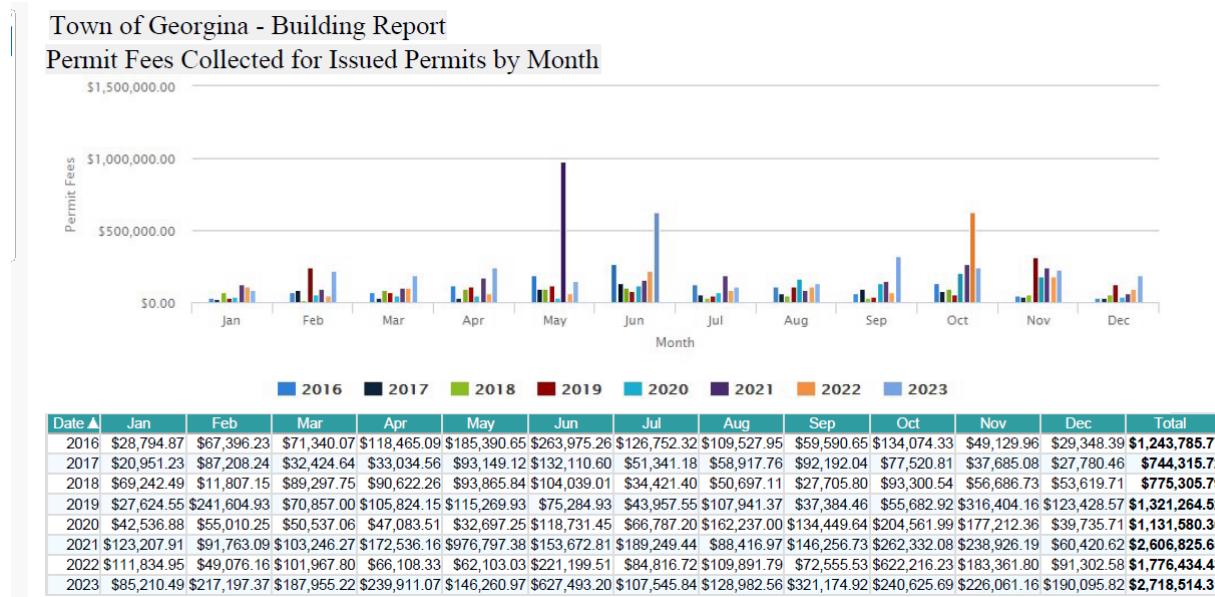
Inspection and Permit Volume (2016 to 2023)

Year	Inspections	Building Inspectors	Plans Examiners	Number of permits
2023	10,007	3	2	717
2022	9,292	3	1	535
2021	9,039	4	0	808
2020	7,351	4	1	504

2019	5,583	4	1	611
2018	4,121	4	1	413
2017	5,061	4	1	515
2016	6,510	6 (No Supervisor)	1	666

Between Jan. 1 and June 3 of this year (2024), the inspection team completed a total of 5,173 inspections and subdivision construction is still increasing for the summer building season. It is anticipated that the total inspection count may reach 12,000 inspections in 2024 based on the current trend.

Growth in Georgina is expected to continue, with additional housing developments and an increase in industrial, commercial and institutional (ICI) development. This growth has increased the workload for the Building Division and, to the municipality's benefit, revenues. The Building Division is entirely funded by user fees. Based on current projections, yearly revenue should continue to exceed \$2,000,000. Even with the cost of an additional Building Inspector, the division's expenses will remain below \$2,000,000 for the next few years. User fees also increase annually with the Consumer Price Index (CPI), and a fee review and update are scheduled for 2025/26.



Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):



GEORGINA

Staffing Initiative

Business case

25-SI-DS-01

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Commit to citizen-centric service delivery

Ensuring Balanced Growth – Promote and ensure responsible growth and long-term planning

Financial impact:

Salary \$83,880 + payroll cost \$25,160

Recovery – 100 per cent recovered through user fees

Other comments/gallery:

The Building Division has invested considerable time and effort in cross training staff to build internal capacity, maximize efficiency and increase learning opportunities. This approach has helped to effectively manage short-term absences and temporary or seasonal increases in workload, but it is not a replacement for adequate long-term resourcing. The division's workload has steadily increased over the past several years, and without additional resources, the current level of service to the public will not be able to be maintained.



GEORGINA

Staffing Initiative

Business case

25-SI-LS-01

Title of request: Two Seasonal Parking Control Officers for Winter

Department: Legislative Services

Division: Municipal Law Enforcement

Budget request: \$45,000

Funding Source: Parking Revenue

Project highlights:

What: Non-permanent full-time staff request

Why: To increase service level of parking control enforcement during winter

When: Q1 2025 and ongoing (winter only)

Where: Civic Centre

Project details and justification:

The Municipal Law Enforcement Division would like to add two seasonal full-time parking control officers to work the overnight shift during the winter months. The seasonal parking officers would complement our permanent parking staff, consisting of three full-time officers and one part-time officer. In recent years over the winter months, the permanent full-time officers have been required to work night shifts. This limits officer availability during the day shift. If another officer books a shift off or falls ill, the Municipal Law Enforcement Division can be left short-staffed. By hiring seasonal officers to work the overnight shift, we will be able to have our full-time experienced, permanent officers work more day shifts. As the Town grows, it has proven that we need our permanent officers during the day shift to deal with complex issues that arise.

Although compliance is the main goal of parking enforcement, in previous years, the Municipal Law Enforcement Division has generated significant amounts of revenue from parking enforcement, especially during the winter months. It is anticipated that the proposed seasonal officers will issue an additional \$45,000 worth of parking tickets during the winter months, which should completely offset their costs. This is in addition to the historical amount of parking ticket revenue typically generated each winter. The increase in revenue is because they will work more night shifts than staff usually have in the past. This will encourage compliance with the overnight parking restrictions in the winter months. Although the permanent full-time officers will not be generating as much revenue as they traditionally have during the winter months, they will be able to focus on different areas of enforcement required during the day shift.



GEORGINA

Staffing Initiative

Business case

25-SI-LS-01

Nature of initiative/review factors:

- Legislative Growth Risk management Service level change

- Strategic priority Efficiency Adopted plan/study

- Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Commit to citizen-centric service delivery

Financial impact:

Salary \$40,000 + payroll costs \$5,000

Recovery – It is expected that the entire \$45,000 will be recovered through additional parking revenue.

Title of request: Revenue Associate - PPT to PFT

Department: Office of the Deputy CAO

Division: Tax and Revenue

Budget request: \$30,450

Funding Source: Water and Wastewater Rates

Project highlights:

What: Conversion from permanent part-time to permanent full-time

Why: Additional hours needed to handle increasing accounts due to Town growth

When: Q1 2025 and ongoing

Where: Civic Centre

Project details and justification:

There are currently one full-time and one part-time Revenue Associates. The part-time position is currently budgeted for 24 hours per week. This request is to make this role full time, an ask of an additional 11 hours per week.

The Revenue Associate position is responsible for general account maintenance of almost 22,000 tax rolls. This includes:

- Handling complex tax inquiries for residents
- Managing additions, deletions, account changes and calculating the almost 6,000 accounts that are on pre-authorized payments
- Responsible for the 4,200 accounts that are paid through mortgage companies
- Changing ownership on more than 1,200 accounts per year
- All mailing address changes
- Payment and administering 600 tax certificates per year
- Assists with preparing to mail more than 120,000 bills and reminders annually
- Processing all payments for residents who pay using internet banking

The additional hours will help to support the administration, planning and data entry associated with the multi-year meter changeout program. Each changeout that occurs needs to be manually entered into our software which is a very time consuming process. The additional hours to support this process will enable us to move forward with the changeout process with minimal billing disruption to the residents.



GEORGINA

Staffing Initiative

Business case
25-SI-DCAO-01

This business case is to adequately resource the Tax and Revenue Division to continue to meet the needs of residents and equip staff with the ability to manage the growth of the Town. Based on other comparable municipalities, the ideal staffing range is one full-time staff for every 10,000 accounts.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Commit to citizen-centric service delivery

Financial impact:

Salary \$20,060 + payroll costs \$10,390

5-Year Funding Sources

Year	2025 - 2028	2029
Funding Source	Water / Wastewater Rate	Assessment Growth



GEORGINA

Staffing Initiative

Business case

25-SI-HR-01

Title of request: Human Resources Administrative Coordinator

Department: Office of Chief Administrative Officer

Division: Human Resources

Budget request: \$107,020

Funding Source: Tax Levy

Project highlights:

What: Permanent full-time staff request

Why: To increase support for HRIS system and management

When: Q1 2025 and ongoing

Where: Civic Centre

Project details and justification:

The Human Resources Division is seeking to add an additional permanent position to support the HR team. The position would be classified as an Administrative Coordinator, Human Resources. The Town has recently implemented a new HRIS that this position will provide dedicated support to in terms of overseeing and managing all HR related records that are stored, inputted and maintained in the HRIS. The core responsibilities of this position will be:

- Maintaining and overseeing the HRIS ensuring all HR and employee records are entered and up to date which includes setting up of new employee, wage administration, position changes, and personal information
- Responsible for salary reports and ensuring data accuracy and integrity
- Generate HRIS reports, including new and ad hoc, as needed by the HR Department
- Develop and/or maintain human resources statistical records such as staff complement lists, job activity reports, job description index, seniority lists, and position listings
- Maintain, update and/or develop the Human Resources filing systems including employee files, grievance files and other files
- Respond to general and specific employment inquiries in person, by email or by phone and redirect as appropriate
- Undertakes special projects as assigned



- Provide administrative support to the Head, Human Resources which includes booking and preparing meetings as well as compiling and organizing all required information

The management of the HRIS requires dedicated support that the existing permanent complement is not able to adequately support. All HRIS related transactions and the overall HRIS management has increased as a result of factors such as the continued growth of the Town, the volume of hiring (permanent, temporary, seasonal, session), annual salary adjustments, in addition to the future implementation of additional HRIS modules. All of this combined will inevitably mean even more human resources, from both a time, volume and expertise standpoint, are needed to ensure the HR Department and the Town can manage, and also of relevant consideration, allow user access to the HRIS that the existing complement of the team will not have the capacity to perform and meet the Town's full operational needs.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Support employee engagement, development and well-being

Financial impact:

Salary \$82,320 + payroll costs \$24,700

Funded by tax levy.



GEORGINA

Staffing Initiative

Business case

25-SI-HR-02

Title of request: Community Employment Program

Department: Office of Chief Administrative Officer

Division: Human Resources

Budget request: \$35,000

Funding Source: Tax Levy

Project highlights:

What: Two contract part-time positions

Why: Employment opportunities for underrepresented and marginalized individuals

When: Q1 2025 and ongoing

Where: Civic Centre

Project details and justification:

The Town would like to launch a community program, partnering with local partners, to provide employment opportunities for our underrepresented and marginalized individuals with mental and/or physical challenges to gain experience and make connections within the departments for inclusion and possible employment with the Town.

We would like to introduce this program in early 2025 and provide opportunities for up to two individuals at a time, to gain paid experience of up to 14 hrs/week in six-month blocks. These blocks can be renewed, however the intention of the program would be to allow opportunities for several individuals to participate in this program.

We will look to work with CUPE to permit opportunities for participants of this program to gain employment experience that may include some tasks that would be classified as union work.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

This will support our Strategic Initiatives for Creating a Vibrant, Healthy and Safe Community for All that is Inclusive, and will also be a program under our Equity, Diversity and Inclusion Strategy.

Financial impact:

\$20/hr x 14hrs/week x 52 weeks: \$14,560 + \$2,500 approx benefits per position

Funded by tax levy.



GEORGINA

Operating Initiative

Business case

25-NI-OI-01

Title of request: Streetlighting

Department: Operations and Infrastructure

Division: Operations

Budget request: \$32,000

Funding Source: Tax Levy

Project highlights:

What: Streetlight maintenance

Why: To increase service level in repair and maintenance of streetlights

When: Q1 2025 and ongoing

Where: Town wide

Project details and justification:

Operations currently operates more than 4,500 streetlights. The service level provided to residents for the operation and maintenance of these streetlights currently meets Ontario Regulation 239/02: Luminaires. The regulation outlines the various requirements for a municipality to inspect and repair its luminaires at given thresholds. Regarding streetlight outages, the number of non-functioning consecutive streetlights on the same side of the road must exceed two prior to the need to repair the outage. Due to this threshold, single streetlight outages can remain in an “out” state for extended periods.

The current service level is unfortunately restricted by budget constraints, resulting in the municipality meeting only the minimum regulation requirements for repair and inspection, and repairs of single outages have to wait until the following budget year to be conducted. The budget has been exhausted in the previous two years only by meeting the minimum regulations.

In the past two years, Operations reported approximately 1.8 per cent annual outage rate. The average cost to conduct an inspection and repair a streetlight is approximately \$1,500 and is expected to increase yearly based on contractual and material inflation.

The current budget is \$96,000, with parts at \$8,000 and subcontracting at \$88,000. To ensure that every streetlight outage is inspected within 14 days of the Town being made aware, the combined budget of parts and sub-contracting will need to increase to \$128,000. This will provide adequate room to inspect the single luminaire outages

within 14 days, with a repair or repair plan within 28 days of the Town being aware, as the new minimum service level.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence - Commit to citizen-centric service delivery

Other comments/gallery:





GEORGINA

Operating Initiative

Business case

25-NI-OI-02

Title of request: Tree Planting Program

Department: Operations and Infrastructure

Division: Operations

Budget request: \$40,000

Funding Source: Obligationary Reserve

Project highlights:

What: Forestry

Why: To implement a tree planting program per Council Resolution No. C-2023-0093

When: Q1 2025 and ongoing

Where: Town wide

Project details and justification:

The delivery of Council Resolution No. C-2023-0093, as below:

“That Town Council receive the correspondence from Hessel Pape requesting Town staff implement an annual tree-planting program along with a budget to purchase and plant said trees on its public lands, provide direction and supervision for this annual project with periodic reports to Council and encourage all property owners to plant one tree per year on their land, and refer the correspondence to the Georgina Environmental Advisory Committee and the CAO's office for consideration and to determine ways in which to promote the Town's existing tree-planting program along with its dedicated budget and staff to the public, as well as encourage residents to plant trees on their own properties.”

Current budget for urban forestry is limited to removal and stumping with minimal available for planting. Liability concerns drive the current budgets' focus to removing at-risk trees, encroachments, emergencies and sightline issues.

Expansion of urban forestry will allow for an annual planting program to improve vegetative cover and establishment. Part of the planting program will be inclusion of cost sharing opportunities with other government bodies or organizations such as “LEAF” (Local Enhancements and Appreciation of Forests) and potentially “Trees for Life”.

LEAF is a non-profit organization that teaches people about trees and gets them excited about the urban forest. They plant native species in backyards and public spaces while

engaging citizens in urban forest stewardship through planting, education, and training. They envision healthy, vibrant communities where everyone values and cares for the urban forest. Their mission is to grow and sustain the urban forest by providing quality services and programs that engage communities.

Nature of initiative/review factors:

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study
- Other (please specify): Council Resolution No. C-2023-0093

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity.

Advancing Environmental Sustainability – Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation.



GEORGINA

Operating Initiative

Business case

25-NI-OI-03

Title of request: Emergency Fleet and Equipment Repairs

Department: Operations and Infrastructure

Division: Fleet

Budget request: \$100,000

Funding Source: Discretionary Reserve

Project highlights:

What: A request to fund unforeseen significant fleet and equipment repairs by reserve

Why: Excessive costs associated with unplanned, major replacement of components on fleet assets cause unnecessary pressure on the operating budget

When: 2025 and ongoing

Where: Belhaven Road Yards

Project details and justification:

Major repairs as a result of errors or accidents can have excessive costs, especially for fire apparatus. These repairs are not 'regular maintenance' or routine repairs, but are incidental by nature and difficult to forecast. Therefore, instead of adding operating cost to the regular operating budget which would increase tax levy pressure, this line item would be used and funded by the capital reserve typically used to handle expenses of this nature (i.e. replacement components that are able to be capitalized). This budget would only be used in the event that a repair is not routine, and would only be funded by the reserve up to the actual amount of the total repairs in the given year.

An example of a major repair was when a machine used to clear sidewalks was damaged during regular winter operations. Town operations required the equipment, and therefore the repairs were completed with the costs associated being borne by the operating budget. In this example, the damages were in excess of \$25,000 (or 5% of the annual operating budget allocated for repairs).

Another example was when a high-capacity pump on a fire apparatus failed due to weather conditions. The repair was necessary for Fire operations and was completed with the costs associated being borne by the operating budget, which was in excess of \$40,000 (or 9% of the annual operating budget allocated for repairs).

A few unplanned repairs can have a detrimental effect on the budget and could create pressure on regular planned and preventative maintenance programs.



GEORGINA

Operating Initiative

Business case

25-NI-OI-03

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity.

Financial impact:

This request is to potentially use reserve funding, in the event significant, unforeseen repairs which occur throughout an operating year.



GEORGINA

Operating Initiative

Business case

25-NI-WAT-01

Title of request: Air Valve Repair and Replacement

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$50,000

Funding Source: Water and Wastewater Rates

Project highlights:

What: Water distribution system

Why: To increase budget for repair and replacement of air valve

When: Q1 2025 and ongoing

Where: Town wide

Project details and justification:

Ensuring the efficient operation of our distribution system is paramount to delivering high-quality service to our customers. Air valves play a critical role in maintaining system integrity and optimizing performance. This business case outlines the importance of funding to maintain and replace air valves where necessary, highlighting the significant benefits it brings to our operations and customer satisfaction.

Air valves are essential components of our distribution system, designed to regulate the presence of air and gases within pipelines. As water flows through the system, air can become trapped, causing inefficiencies such as reduced flow rates, increased energy consumption, and potential damage to pipelines and equipment. Air valves help alleviate these issues by automatically releasing trapped air, ensuring smooth and continuous operation.

Benefits of maintaining and replacing air valves:

- Enhanced system efficiency: Properly functioning air valves ensure efficient water flow, reducing energy consumption and operational costs.
- Improved water quality: By preventing air buildup, air valves help maintain water quality by reducing the risk of contamination and sedimentation.
- Extended asset lifespan: Regular maintenance and timely replacement of air valves prolong the lifespan of distribution system assets, minimizing the need for costly repairs or replacements.

Maintaining and replacing air valves within the distribution system is a sound investment that yields substantial benefits in terms of operational efficiency, asset integrity, and customer satisfaction. By allocating funding to this critical aspect of our infrastructure, we ensure the continued reliability and performance of our distribution system, ultimately enhancing the value we deliver to our stakeholders.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity.

Other comments / gallery:



Title of request: Cultural Event

Department: Community Services

Division: Client and Cultural Services

Budget request: \$25,000

Funding Source: Tax Levy

Project highlights:

What: Multicultural diversity event

Why: Highlight the multicultural diversity in the Town of Georgina

When: Q3 2025 and ongoing

Where: ROC

Project details and justification:

Per resolution C-2024-0241, Council endorsed the Georgina Equity and Diversity Advisory Committee's suggestion to request staff to investigate the opportunity to have a cultural event hosted at various locations across the community featuring local cultural groups and organizations through entertainment, food, activities and learning opportunities in an effort to enhance multiculturalism in Georgina.

This event will highlight the multicultural diversity in the Town of Georgina by inviting four (or more) cultural groups to showcase their unique heritage through food, music, art, sport and dance. Participants will travel to different areas on the ROC property to experience these cultural offerings and collect stamps in a special event passport. This is a one-day event.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

This will support our Strategic Initiatives for Creating a Vibrant, Healthy and Safe Community for All that is Inclusive, and will also be a program under our Equity, Diversity and Inclusion Strategy.

Title of request: Planning Consulting Services

Department: Development Services

Division: Development Planning

Budget request: \$30,000

Funding Source: Discretionary Reserve

Project highlights:

What: Planning Consultant Services

Why: To assist with the processing of development applications

When: 2025 and ongoing

Where: Civic Centre

Project details and justification:

Due to position vacancies and recruitment challenges in the Development Planning Division, and a shortage of professional planners in the field as a whole, Planning Consultants have been retained by the Town as needed since 2022 to assist with the timely processing of development applications. These challenges are expected to continue in the short to medium term, and a number of more complex development applications currently being supported by Planning Consultants will carry forward into 2025. As a result, it is more efficient for the current Planning Consultants having carriage of these more complex applications to continue to progress the files toward final approval, and to have some flexibility to appropriately distribute/assign workloads should position vacancies and/or recruitment challenges persist.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Commit to citizen-centric service delivery

Ensuring Balanced Growth – Promote and ensure responsible growth and long-term planning

Title of request: Georgina Food Pantry Annual Funding

Department: Strategic Initiatives **Division:** Corporate Strategy and Transformation

Budget request: \$25,000

Funding Source: Tax Levy

Project highlights:

What: Providing annual matching funding to the Georgina Food Pantry

Why: Council directive; Resolution No. C-2024-0080

When: Q1 2025 and ongoing

Where: Georgina Food Pantry, 20849 Dalton Rd. (The Link)

Project details and justification:

This business case, if approved, will provide annual matching funding to the Georgina Food Pantry. Town of Georgina will match donations collected by the Food Pantry, up to \$25,000 annually.

[Council Resolution No. C-2024-0080](#); from the March 5, 2024, Special Council Meeting directed staff to "Bring forward a business case as part of the 2025 budget deliberation process that proposes dedicated annual funding of \$25,000 for the Georgina Food Pantry."

At the meeting, a representative for the Georgina Food Pantry, cited that the Georgina Community Food Pantry provides food security for individuals and families in Georgina, and that the organization's requests increased by more than 200 per cent from 2022 to 2023. Therefore, the Food Pantry is in need of increased sustainable and ongoing funding and have requested the Town's support.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify): Council resolution C-2024-0080

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

2023-2027 Corporate Strategic Plan:

- **Pillar:** Creating a vibrant, healthy, and safe community for all
- **Goal:** Support a safe, healthy and inclusive community
- **Initiative:** Advocate for enhanced health and wellness services, partnerships and investment attraction for Georgina

Other comments/gallery:

As was presented at the March 5, 2024, Special Council Meeting on Affordable Housing and Homelessness, food insecurity is growing in Georgina, resulting in an increased demand from the community for the services provided by the Georgina Food Pantry.



GEORGINA

Capital Initiative

Business case

25-CI-OI-01

Title of request: Streetlight New Installations and Rehabilitations

Department: Operations and Infrastructure

Division: Operations

Budget request: \$30,000

Funding Source: Discretionary Reserve

Project highlights:

What: Two new streetlights per year and replacement of exhausted parts with serviceable components

Why: To ensure our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating- assets

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

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 have a public communication component (website, mailings). The requests are not pre-determined as most 'planned' improvements are captured under other programs and/or development applications. These requests have a wide range of costs dependent upon existing site conditions and electricity availability. This program is intended to be included annually in the future.

Streetlight rehabilitation

As streetlights undergo repairs, certain operational components are determined to be no longer serviceable due to cancelled production of outdated models. This results in the need to replace the asset to a more current model, thus having the potential to reduce future maintenance calls to the same location. This program is intended to be included annually in the future.

Nature of initiative/review factors:

- Legislative
- Growth
- Risk management
- Service level change
- Strategic priority
- Efficiency
- Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity



GEORGINA

Capital Initiative

Business case

25-CI-OI-02

Title of request: Minor Capital - Concrete

Department: Operations and Infrastructure

Division: Operations

Budget request: \$100,000

Funding Source: Discretionary Reserve

Project highlights:

What: Replace sidewalks, curb and gutter

Why: To meet the requirements for each asset class in ensuring safe passage and properly functioning assets

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

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 replacement requests and flags areas for major reconstruction. Major reconstruction items are not part of this work and are delivered as part of separate larger reconstruction projects. This program is intended to address smaller repair areas inclusive of a few sidewalk bays, less than 100m of curb and gutter, and isolated repairs on catch basin frames that can be bundled together. This is an annual asset replacement program.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:



Title of request: Pavement Management, 2025 Road Repairs and Reconstruction

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$4,500,000

Funding Source: \$2.2M CCBF, \$2.3M OCIF

Project highlights:

What: Assessment, repair and reconstruction of Town's road network and pavement condition assessment

Why: To effectively manage risk, support routine maintenance operations, minimize lifecycle costs and prolong service life.

When: Q1 2025 to Q4 2025

Where: Town wide

Project details and justification:

The Town's Pavement Management Program encompasses:

- Updated biennial condition assessment of entire road network,
- Annual priority road repairs that are necessary to cost-effectively achieve and maintain the condition of the Town's road network at the targeted "good" service level over the long-term (10-year target PCI of 70, network-wide),
- Reconstruction of road segments where conditions are such that straightforward road repair treatments cannot resolve the problems and engineered design and reconstruction is warranted; and,
- Other Council-directed road improvement projects.

The following summarizes the breakdown of funding requested in this business case:

Pavement management activity	2025 Funding
2025 Pavement Condition Assessment	\$80,000
2025 Road Repairs Program	\$3,020,000
Reconstruction of the Queensway North	\$1,400,000
Total	\$4,500,000



2025 Condition assessment

In the Town's long-term pavement management strategy, road conditions and repair needs are regularly evaluated through the Town's use of the RoadMatrix™ Pavement Management software and pavement condition assessments carried out every two years. The RoadMatrix™ software is one of the Town's primary tools to survey, assess and prioritize locations throughout the Town that are in need of intervention or reconstruction to help maintain target service levels. The software factors in the Town's overall financial and infrastructure investment targets and recommends treatment that optimizes the lifecycle value of the Town's entire road network. The most recent pavement condition assessment survey was completed in fall of 2023 with an update included as part of this business case for 2025. Attributes that will be assessed include the severity of pavement distresses such as rutting, roughness, cracking and patching. Evaluations are conducted using a survey van equipped with laser sensors, a GPS tracking unit, high-definition cameras and inertial profile measurement units.

The requested funds will be used for data collection in 2025 and ongoing costs for consulting services and software licensing through the contract with York Region.

The Operations and Infrastructure Department augments the road needs generated by RoadMatrix™ taking into consideration resident feedback, operations field staff patrol observations, and coordination of potential overlap with utility upgrades, development, various capital projects and maintenance programs.

2025 Road Repairs Program

In June 2023, Council approved award of the three-year road repairs contract ("OID2023-052 Road Repair Program 2023 to 2025"). Budget was approved to complete road repairs for 2023 and 2024 as defined by the pavement management strategy.

The treatments included in the 2023 to 2025 road repairs contract include:

- Rout and seal crack repairs
- Two-layer microsurfacing
- Partial depth pavement removal and resurfacing
- Full-depth pavement removal, reclamation and resurfacing and
- Adjustments to chambers, curbs/gutters and reinstatement of pavement marking

The specific locations and quantities for application of the above treatments in 2025 will be determined following completion of Road Matrix™ software modelling in Q4 of 2024. The finalized locations and quantities for the 2025 road repair treatments will be

reported to Council in early 2025, prior to the award of the 3rd term of the contract and the commencement of construction.

Reconstruction of the Queensway North, Church Street to Old Homestead Road

In addition to identifying priority road repairs as described above, the Town's pavement management strategy also identifies roads that require engineered design and full reconstruction. Due to the assessed need and coordination with development related upgrades, the Queensway North from Church Street to Old Homestead Road will be reconstructed to a new urbanized standard. A portion of this project is covered by development charges and a portion is covered by the existing need for reconstruction. This amount is represented within this business case.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:

Location map for Udora roads improvement-contract 1:



Partial depth removal and replacement:



Two-coat microsurfacing:



Road survey vehicle:





GEORGINA

Capital Initiative

Business case

25-CI-OI-04

Title of request: High Street Streetscape and Infrastructure - Construction

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$3,755,000

Funding Source: Long-term Debt

(\$2.38M Tax Levy Supported,

\$1.38M Water/Wastewater Rate Supported)

Project highlights:

What: Construction of Streetscape and Infrastructure Redevelopment

Why: To beautify downtown business improvement area and upgrade and modernize local road, stormwater and water supply infrastructure

When: Q2 2025 to Q4 2026

Where: High Street

Project details and justification:

High Street in the Sutton BIA (Business Improvement Area) has been highlighted as a priority area for streetscape and infrastructure redevelopment. Streetscaping redevelopment aims to improve pedestrian accessibility and boulevard use through enhancements to street configuration, new street furniture, street trees, street lighting and parking. The infrastructure improvement focuses on replacing aged watermains and water supply service connections, stormwater management sewers and appurtenances, and finally reconstruction of the road. Sanitary sewer systems along High Street have recently been repaired and require no additional rehabilitation or renewal. The attached graphics include a map showing the area of the planned streetscape and infrastructure improvements.

This project is being undertaken collaboratively with York Region as the Region owns the road and storm sewer infrastructure along High Street, while the Town owns the water supply and sanitary sewer system. By coordinating work on these municipal infrastructure components in one effort, the Town and York Region can cost effectively achieve an integrated outcome for High Street, minimizing disruptions that would result from carrying out multiple individual construction projects over many years.

The Town will be responsible for funding the streetscaping and water supply system improvements. York Region will contribute funding for work related to reconstruction of



GEORGINA

Capital Initiative

Business case

25-CI-OI-04

the road and the storm sewer system. The attached graphics include a chart illustrating the cost sharing relationship between the Town and York Region along with a forecast cash-flow of capital expenditures.

Engineering design is currently underway. The engineering phase of the project includes design of all necessary infrastructure upgrades as well as an analysis of design options related to a) streetscape improvement details; b) a potential entrance feature at Highway 48; and, c) potential relocation of overhead power lines. Once the evaluation of these options is completed, the outcomes and recommended approaches will be presented to Council for consideration. The capital costs for options b) and c) are not included in the current budget projections. Completion of the design phase is targeted for Q2 2025, to be followed by tendering for construction. The construction period will try to avoid peak tourism seasons and span over two construction terms with anticipated completion in late 2026 or early 2027.

Following completion of the construction phase of this project, ownership of the road and stormwater system components will be transferred to the Town, thereby consolidating responsibility for long-term operation and maintenance for all High Street's municipal infrastructure.

This business case includes the Town's portion of the project funding necessary to complete construction of the planned streetscape and infrastructure improvements along High Street.

Staff is also requesting to include a budget of \$75,000 to provide programs and marketing/advertising campaigns that support the business community and residential property owners during the construction period. Once the details of the construction are determined, staff will look to implement various initiatives that may include and are not limited to the following: Shop Local Campaign with gift cards, radio, signage, print, targeted online ads and direct mail flyers.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence

- Proactively manage infrastructure and assets to ensure service continuity
- Diversifying our Local Economy
 - Continue to support Georgina's tourism sector as an economic driver
- Georgina Streetscape Design Standards (December 2021)

Financial impact:

Debenture to be repaid by

\$2,375,000 Roads - Repair & Replacement Reserve

\$1,380,000 Water - Infrastructure - Repair & Replacement Reserve

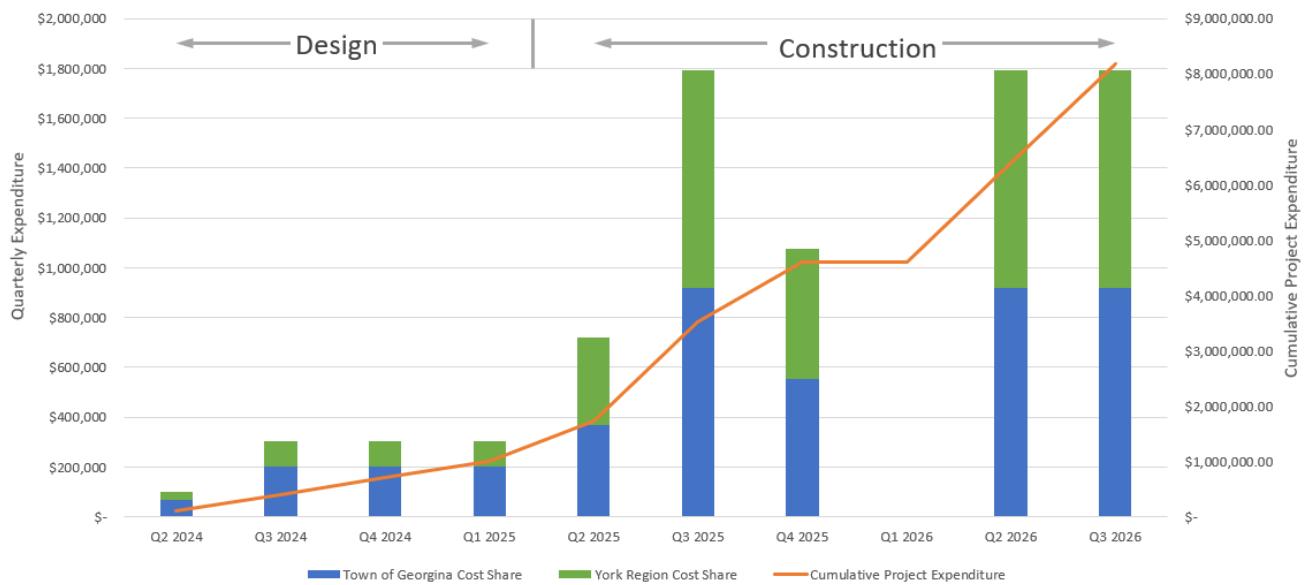
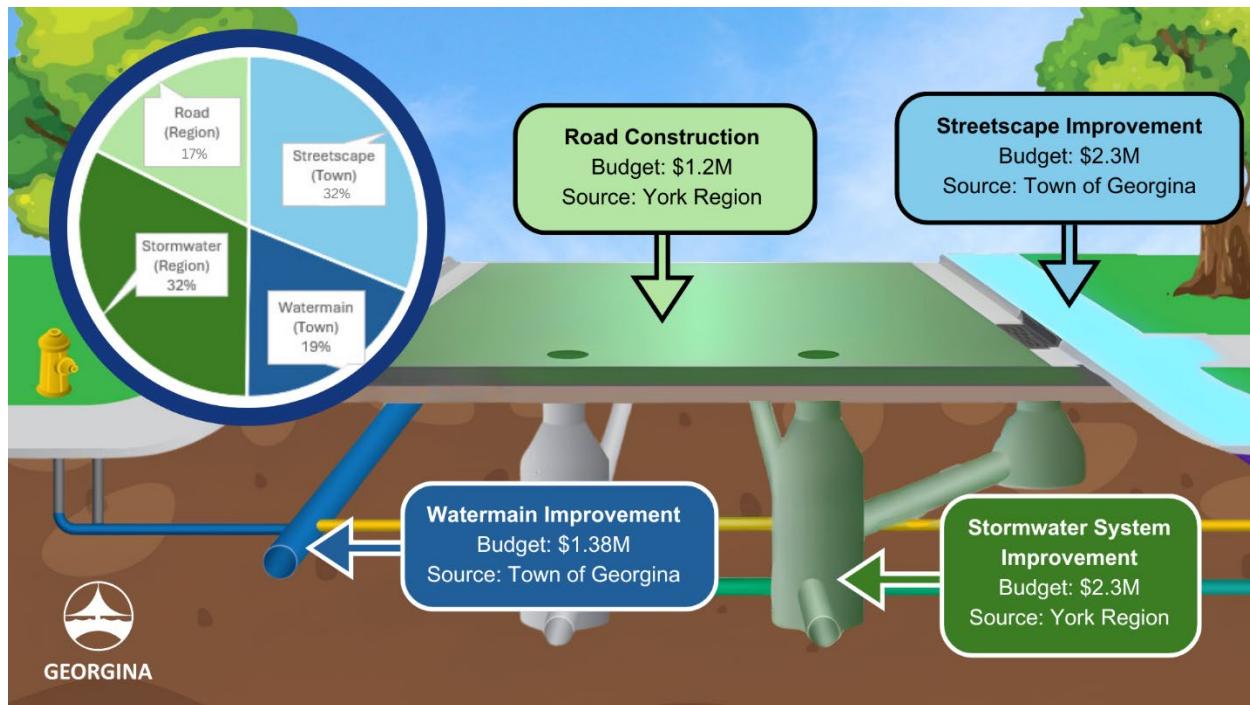
\$3,755,000

Other comments/gallery:



Capital Initiative

Business case
25-CI-OI-04



Title of request: Active Transportation Master Plan

Department: Operations and Infrastructure

Division: Operations

Budget request: \$200,000

Funding Source: Development Charges

Project highlights:

What: Engage consultant to update the Town's Active Transportation Master Plan

Why: Establish and maintain active transportation linkages between various portions of the community

When: Q2 2025 to Q1 2026

Where: Town wide

Project details and justification:

Active transportation strategies include the connection, expansion, modification and maintenance of existing transportation networks with a view to promote safe use by pedestrians and cyclists as healthy lifestyle modes of transportation. In support of Canada's National Active Transportation Strategy, the Town aims to implement measures that would increase the opportunity for active transportation such as multi-use paths and/or trail networks that can be used for both commuting and recreation. Active transportation encompasses both on-road and off-road connections to existing and proposed facilities and park trails networks.

In the recently adopted "2023-2027 Corporate Strategic Plan" Georgina has identified the need to update its existing "Trails and Active Transportation Master Plan (2014)" in 2025 as a key initiative associated with the strategic pillar entitled, "Support a safe, healthy and inclusive community."

The update of this plan will document current assets, capacity and development strategies for gaining new assets to accommodate population growth, demographics and industry trends. The plan will provide detailed needs assessment to support future development, and outline the needs related to enhancement of the current active transportation system.

The project will be delivered by a Town project manager and supported by a consultant. It is expected that the plan will outline future active transportation needs that will be captured within the 10-year capital plan. It will include coordination of:

- Community Services recently completed Parks and Trails Plan study (23-CI-CS-08).
- The one-way pilot for Lake Drive (should it be approved for implementation)
- Continuity with the forecasted development and development standards

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

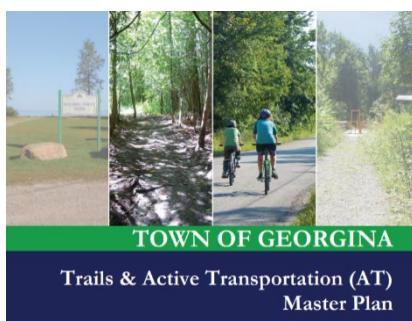
Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity
- Ensuring Balanced Growth
 - Improve physical and communications infrastructure
 - Enhance public transportation options in Georgina in collaboration with other governments
- Creating a Vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community
 - Continue to invest in community amenities and spaces

Other comments/gallery:





GEORGINA

Capital Initiative

Business case

25-CI-OI-06

Title of request: Walkways/Through Connections

Department: Operations and Infrastructure

Division: Operations

Budget request: \$20,000

Funding Source: Discretionary Reserve

Project highlights:

What: Rehabilitate one to two connections

Why: Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets

When: Q2 2025 to Q3 2025

Where: Town wide

Project details and justification:

The Town is responsible for maintaining walkways that provide connections between cul-de-sacs, parklands, as well as roadways. Within the walkways there is vegetation, asphalt, concrete, fences and railings that require regular maintenance and/or replacement.

The current state of all walkways is unknown, however certain walkways have been identified to be in such a state of repair that routine winter maintenance cannot take place due to risks of equipment damage and/or limited access. The 2025 program will work to rehabilitate at least one of the higher priorities thru connections, to ensure the basic safety and maintenance can continue uninterrupted.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Capital Initiative

Business case
25-CI-OI-06

- Asset Management Plan (CORE) – 2022

Other comments/gallery:





GEORGINA

Capital Initiative

Business case

25-CI-OI-07

Title of request: Design Build – Old Shiloh Bridge

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$3,900,000

Funding Source: Long-term Debt
(Discretionary Reserve)

Project highlights:

What: Replace Old Shiloh Bridge with a new two-lane bridge

Why: The existing bridge has deteriorated and requires replacement as determined through condition assessments and completion of a Municipal Class Environmental Assessment

When: Q2 2025 to Q4 2026

Where: Old Shiloh Road

Project details and justification:

Old Shiloh Bridge East is a concrete bow string arch bridge that was built in 1925. With a span of 25 metres crossing a branch of the Pefferlaw River, the bridge is located on Old Shiloh Road, approximately 750 m west of Victoria Road in the hamlet of Udora. Bridge inspections conducted in 2018, 2020 and 2022 have identified and confirmed the bridge's poor condition, continuing deterioration and need for replacement. The Town completed a Municipal Class Environmental Assessment in 2024 which determined that the existing single lane bridge should be replaced with a new two-lane bridge.

As authorized by business case 24-CI-OI-16, the preliminary design phase of the project is currently underway and expected to be completed in Q1 2025.

Prequalification of firms capable of replacement of the Old Shiloh Bridge is planned to take place in Q4 2024, with procurement for the construction phase of the project to follow in Q2 of 2025. It is expected that the construction phase of replacement of the bridge will span most of 2025 and 2026.

Staff have carefully reviewed the cost estimates developed in the Municipal Class Environmental Assessment study in comparison with recent actual costs for replacement of bridges comparable in size to the Old Shiloh Bridge. The budget request herein is reflective of current industry cost yardsticks applied to the Old Shiloh Bridge, with reasonable contingency allowances included to address remaining uncertainties.



GEORGINA

Capital Initiative

Business case

25-CI-OI-07

Costs to commemorate the bridge are not included in this business case. As directed by Council, cost estimates for options to commemorate the bridge through incorporation of arch facades reflecting the existing form of the bridge will be developed as part of the preliminary design task and presented to Council for further consideration in early 2025.

The phase of the project covered by this business case includes completion of additional detailed engineering field investigations, detailed design, construction and the post-construction warranty.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

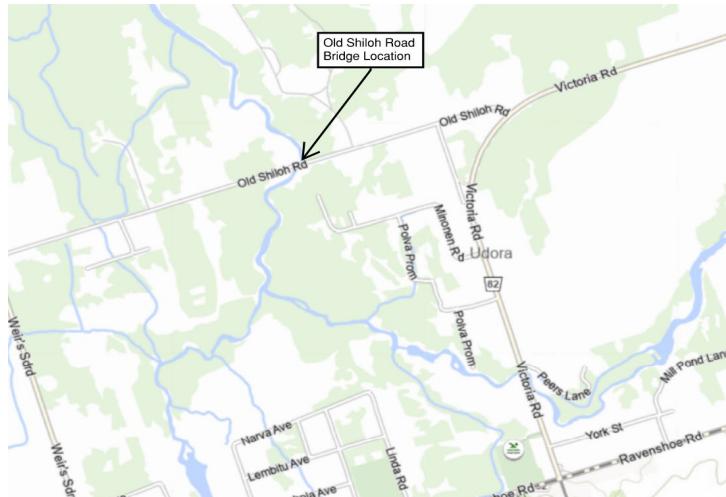
Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:

Old Shiloh Road Bridge Location:





GEORGINA

Capital Initiative

Business case

25-CI-OI-08

Title of request: Main Street Dam Condition Assessment

Department: Operations & Infrastructure

Division: Asset Management

Budget request: \$100,000

Funding Source: Discretionary Reserve

Project highlights:

What: Engage a consultant to do a comprehensive assessment

Why: To assist Town staff in identifying the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets

When: Q2 2025 to Q4 2025

Where: Main Street

Project details and justification:

The Dam under Main Street is considered an important asset as part of the drainage network of the Pefferlaw River sub watershed. It has not been recently assessed (past 10 years) and as a result of the Town's latest OSIM reports, is recommended to have an assessment of condition and recommended remedial actions. This dam is owned and operated by the Town.

Condition assessment is a key step in the overall asset management process as it provides information necessary to identify, plan and prioritize maintenance and rehabilitation projects in a cost-effective manner. As part of the condition assessment program, the condition and safety assessment of the dam will be conducted following the Ontario Regulation 472/10, Ontario Regulation 104/97 and the Ontario Structure Inspection Manual (OSIM). The assessment results will be reviewed and used for evaluating the level of deterioration and determining the maintenance, rehabilitation and replacement requirements.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):



GEORGINA

Capital Initiative

Business case
25-CI-OI-08

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity



Title of request: Refurbishment of Rescue Pumper (FLT-148)

Department: Operations and Infrastructure

Division: Fleet

Budget request: \$200,000

Funding Source: Discretionary Reserve

Project highlights:

What: Repair 2018 Spartan Metro Star Rescue Pumper

Why: Prolong apparatus service life

When: Q1 2025

Where: Pefferlaw Fire Station

Project details and justification:

FLT-148, a 2018 Spartan Metro Star is the current frontline rescue pumper in station 1-6 (Sutton). It has been replaced by FLT-230, a 2024 Spartan Metro Star in July of 2024. FLT-148 will be reassigned to station 1-8 (Pefferlaw) to become the frontline rescue at that hall. This is because the call volume is significantly lower in the 1-8 area and FLT-148 is the oldest of the three rescue pumpers the Town currently owns. This apparatus has logged 176,000 KM to date (June 2024). FLT-148 is only six years into a 15-year life cycle and requires repair from significant body corrosion and various mechanical repairs and upgrades to ensure it meets its desired 15-year service life.

The project includes body repair from corrosion, repaint and rebranding of the apparatus. The truck will undergo a light overhaul including pump, engine and driveline repairs. The electrical harnesses will be inspected and repaired, and the emergency lighting and communication systems will be upgraded and refitted.

A similar mid-life refurbishment strategy for other high mileage, frontline rescue pumpers FLT-230 and FLT-206 will be proposed in future years.

As the Town has experienced two instances of apparatus being removed from service early (FLT-021 removed due to a rotten frame rail in 2024 and FLT-020 removed due to a rotten torque box in 2023), this initiative is an ideal intervention to ensure the longevity of our front-line apparatus. The unplanned premature loss of an apparatus leaves the Fire Service short an apparatus for approximately two to three years.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

- Ensure Balanced Growth
 - Promote and ensure responsible growth and long-term planning

Title of request: Proposed Level of Service and Financial Strategy (All Service Areas)

Department: Operations and Infrastructure

Division: Asset Management

Budget request: \$120,000

Funding Source: Canada Community Building Fund

Project highlights:

What: Strategy development

Why: To develop a level of services and financial strategy to comply with O. Reg 588/17 July 1, 2025 deadline

When: Q3 2024 to Q2 2025

Project details and justification:

The Town of Georgina is required by Ontario Regulation 588/17 to prepare an Asset Management Plan (AMP) for all the Town's municipal infrastructure i.e. core assets, namely water, wastewater, stormwater and roads infrastructure incl. bridges and culverts and, non-core assets namely facilities, parks, fleet, equipment, IT assets, active transportation assets, roadway appurtenances and urban forestry assets by July 1, 2025. The AMPs must include information about the levels of service the municipality proposes to provide, the activities required to meet those levels of service and a strategy to fund activities.

An AMP defines the levels of services that minimize risk and maximizes the lifecycle of an organization's assets in a sustainable manner. Asset management planning allows municipalities to make the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of their infrastructure assets. This funding will be used to retain consulting services from subject matter experts to comply with the O. Reg. 588/17 July 1, 2025 deadline.

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):

Link to Strategic Plan Departmental Business Plans or other plans:

- Deliver Service Excellence
 - Proactively manage infrastructure and assets to ensure service



GEORGINA

Capital Initiative

Business case

25-CI-OI-11

Title of request: Growth-Related Fleet and Equipment

Department: Operations and Infrastructure

Division: Operations

Budget request: \$612,000

Funding Source: Development Charges

Project highlights:

What: New vehicles and equipment

Why: Additional fleet and equipment are needed as a result of growth to deliver essential services

When: Q1 2025 to Q3 2027

Where: Town wide

Project details and justification:

Tandem Axle Dump Truck – \$400,000

Additional tandem axle dump truck for increased lane kms requiring winter maintenance, forecast needs for winter of 2027/28. Currently delivery timelines for tandem axle dump trucks outfitted for winter maintenance are more than two years following the successful award of a contract. Between the 2021/22 and 2023/24 winter season there has been an addition of 9.5 two lane km within the winter maintenance program. This growth is forecasted to continue and by the winter season of 2027/28 it is anticipated that there will be up to an additional 30km of two-lane urbanized roadways to maintain. The last growth-related initiative which was presented for winter maintenance was during the winter of 2021/22. The assigned km to a route and truck should not exceed 22km to ensure the Town's service levels are met.

Currently, winter operations are delivered by six contracted tandem snowplows and five in-house tandem snowplows. With the additional in-house tandem for winter maintenance; the buffer months before and after the winter season (Nov. 15 to March 15) will be less susceptible to inflated contractor standby rates established outside of contract terms. The 50/50 delivery of services also provides a buffer in the event there are disruptions to one type of delivery (contractor bankruptcy or union strike, for example). Staffing requests to support the additional unit will occur within the desired budget year. The unit will function year-round as support for construction activities in the non-winter period.

Note: budget approval is important for planning alignment for future years' subdivision assumptions. A 2025 approval will not see equipment until 2027.

Crew cab – \$87,000

The addition of a three-quarter-ton 4x4 crew cab pick-up truck with safety lighting, Automated Vehicle Location equipment, two-way radio and corporate branding to ensure maintained service delivery within the newly assumed developments. Currently, the Operations Division utilizes approximately 10 non-construction vehicles to maintain more than 454 two lane km of highway. At times there can be more than 20 employees each requiring access to a vehicle to conduct their assigned tasks for the day. With the growth of newly developed road assets, the additional vehicle will be required to ensure staff are able to provide the routine maintenance required to mitigate risk and ensure road allowance user safety. These maintenance activities include but are not limited to routine patrols, pothole repair, concrete work, contractor management, site inspection and addressing resident inquires.

Note: the approval in the 2025 budget allows for procurement to occur in 2025, with delivery taking place up to 14 months thereafter (in 2026). The request is important to plan in advance to align with subdivision assumptions.

New riding mower - \$125,000

Over the past few years, the Town has added new parks and open spaces due to growth in the municipality. Some examples include Garrett Styles, Julia Munro, Treasure Hill, MURC and Ainslie Hill. This has resulted in the need for additional mowing equipment. Specifically, a 10-foot zero turn mower would have the capability and manoeuvrability to be used in tight areas or small parks, as well as provide optimal performance on our large park areas.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence - Proactively manage infrastructure and assets to ensure service continuity



GEORGINA

Capital Initiative

Business case

25-CI-OI-12

Title of request: Non-Growth Related Fleet and Equipment

Department: Operations and Infrastructure

Division: Fleet

Budget request: \$30,000

Funding Source: Discretionary Reserve

Project highlights:

What: New equipment

Why: To improve efficiency, safety and versatility

When: Q1 2025

Where: Town wide

Project details and justification:

Sand blasting cabinet - \$20,000

The Fleet Division is looking to procure a media blasting cabinet. This cabinet can provide numerous benefits for the Town.

1. Increased efficiency: Media blasting is a much faster way of cleaning vehicle and equipment parts over manually removing scale and rust with a hand file or peening hammer. Parts cleaning occurs multiple times per day, proving this as a beneficial shop improvement.

2. Improved safety: Long-term exposure from inhaling rust and sand debris has been linked to pulmonary siderosis and silicosis. By reducing the amount of open-air cleaning which allows the debris to become air borne and inhaled by anyone in the room. Placing the parts undisturbed inside the media cabinet and cleaning from outside does not allow debris to be inhaled or swallowed by the user or other people in the building. The cabinets also have a large vacuum fan with filters built into them creating a negative pressure during blasting to mitigate media from escaping into the air once the loading door is opened.

3. Cost savings: Using a media cabinet over open-air cleaning techniques is a far more efficient method of cleaning parts. This will not result in a direct financial cost-savings but will result in more available mechanic time (primarily an efficiency benefit).

Additionally, over the long term, it provides a much safer environment for staff to work in lowering the possibility of respiratory issues, cancer and lost time compensation claims.

The project will include:

1. The capital cost and installation of the media cabinet.
2. The additional dedicated hydro circuit for the cabinet.
3. Plumbing of the pneumatic circuit from our air compressors to the cabinet.

Mower attachment for Ventrac - \$10,000

Last year the Fleet Division purchased a new Ventrac unit. The Ventrac is versatile and has the ability to run a number of different attachments. This past season the Parks Division demoed a 92-inch front mount cutting mower attachment that goes on the Ventrac that provided the flexibility and additional cutting resources that are required. By purchasing this attachment, it allows us the ability to use the Ventrac unit year-round and provides us with an additional piece of equipment when our other units are down for repairs.

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): Employee health

Link to Strategic Plan Departmental Business Plans or other plans:

Creating a Vibrant, Healthy and Safe Community for All – Support a safe, healthy and inclusive community

Other comments/gallery:

Sand blasting cabinet:





Title of request: Vehicle and Equipment Replacement (VERS) Strategy

Department: Operations and Infrastructure

Division: Fleet

Budget request: \$1,615,000

Funding Source: Discretionary Reserve

Project highlights:

What: Vehicles and equipment

Why: To replace vehicles and equipment based on a vehicle and equipment replacement strategy

When: Q1 to Q4 2025

Where: Town wide

Project details and justification:

The Vehicle and Equipment Replacement Strategy (VERS) 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, or, where a vehicle no longer serves its intended use and sits idle.

The vehicle and equipment details, mileage, purpose and proposed replacement plan have been itemized below. All vehicles and equipment below have been assessed against expected lifecycle, mileage, use and condition in order to be included within this request. Assets are considered for replacement once their annual repair costs exceed four per cent of the acquisition cost and have exceeded the ESL of the Asset, or, where an asset has annual repairs costs that exceed 13 per cent of the acquisition cost, or, where an asset is no longer operable or serves no future purpose within municipal operations.



GEORGINA

Capital Initiative

Business case

25-CI-OI-13

Every effort has been made throughout the analysis of proposed replacements under the Vehicle and Equipment Replacement Strategy (VERS) to defer replacements until absolutely necessary.

Item	1	Replacement	FLEET000167		Type:	Light Duty		
Department:	Legislative Services	Year:	2019	Make/Model:		Chevrolet Equinox		
Division:	Municipal Law Enforcement	ESL:	7	Kilometres/Hours:		217,903 KM		
Purpose of Asset:	Patrol, enforcement							
Procurement Requirements:	Light-duty SUV, light bar, decals, radio.							
Budget Request:	\$50,000 Est. Return \$8,000			SN:	2GNAXHEV2K6250019			

Item	2	Replacement	FLEET000173		Type:	Light Duty		
Department:	Legislative Services	Year:	2019	Make/Model:		Nissan Rogue Sport SL		
Division:	Municipal Law Enforcement	ESL:	7	Kilometres/Hours:		205,580 KM		
Purpose of Asset:	Patrol, enforcement							
Procurement Requirements:	Light duty SUV, light bar, decals, radio.							
Budget Request:	\$50,000 Est. Return \$8,000.00			SN:	JN1BJ1CR5KW328250			

Item	3	Replacement	FLEET000177		Type:	Light Duty		
Department:	Operations and Infrastructure	Year:	2019	Make/Model:		Dodge Ram 1500 Crew Cab		
Division:	Operations	ESL:	7	Kilometres/Hours:		194,864 KM		
Purpose of Asset:	Patrol, routine road work, inspection, personnel and equipment movement							
Procurement Requirements:	Light-duty crew cab long box, light bar, decals, radio							
Budget Request:	\$72,000 Est. Return \$15,000			SN:	1C6RR7FG3KS677956			



GEORGINA

Capital Initiative

Business case

25-CI-OI-13

Item	4	Replacement	FLEET000144		Type:	Light Duty		
Department:	Operations and Infrastructure	Year:	2019	Make/Model:		Chevrolet Silverado Crew Cab		
Division:	Operations	ESL:	7	Kilometres/Hours:		156,982 KM		
Purpose of Asset:	Patrol, routine road work, inspection, personnel and equipment movement							
Procurement Requirements:	Light-duty crew cab long box, light bar, decals, radio, cap, slide out tray							
Budget Request:	\$78,000 Est. Return \$15,000		SN:	3GCUKNEC0JG166270				

Item	5	Replacement	FLEET000141		Type:	Medium Duty		
Department:	Operations and Infrastructure	Year:	2017	Make/Model:		Ford F250 Crew Cab		
Division:	Operations	ESL:	7	Kilometres/Hours:		126,063 KM		
Purpose of Asset:	Daily work vehicle, inspection, personnel and equipment movement, winter plowing (pumping stations, path entrances)							
Procurement Requirements:	Medium duty crew cab, light bar, decals, radio, plow harness and plow, toolbox							
Budget Request:	\$105,000 Est. Return \$25,000		SN:	1FT7W2B64HEE59993				

Item	6	Replacement	EQUPT000296		Type:	Equipment		
Department:	Operations and Infrastructure	Year:	1993	Make/Model:		Champion 740 Series 3 Grader		
Division:	Operations	ESL:	20	Kilometres/Hours:		10,920 hrs		
Purpose of Asset:	Grade gravel road and shoulders, snow plowing and removal							
Procurement Requirements:	120-150 HP all wheel drive, articulating frame, 10-12' moldboard, closed cab, snow gear							
Budget Request:	\$495,000 Est. Return \$20,000			SN:	740-127-782-23148			
Item	7	Replacement	FLEET000150		Type:	Medium Duty		
Department:	Operations and Infrastructure	Year:	2018	Make/Model:		Ford F550 Crew Cab Work Box		



GEORGINA

Capital Initiative

Business case

25-CI-OI-13

Division:	Operations	ESL:	7	Kilometres/Hours:	131,311 KM
Purpose of Asset:	Daily work vehicle, inspection, personnel, material and equipment movement, winter maintenance (laneways, restricted access roads)				
Procurement Requirements:	Medium duty, work box, light bar, decals, radio, snow gear (+3-yard sander)				
Budget Request:	\$140,000 Est. Return \$35,000	SN:		1FDUF5HY7JEB77863	

Item	8	Replacement	FLEET000140		Type:	Medium Duty
Department:		Community Services	Year:	2017	Make/Model:	Ford F250 Crew Cab
Division:	Parks	ESL:	7	Kilometres/Hours:	133,055 KM	
Purpose of Asset:	Daily work vehicle, inspection, personnel, material and equipment movement, pull grass trailer all summer					
Procurement Requirements:	Medium duty crew cab work box, light bar, decals, radio,					
Budget Request:	\$90,000. Est. Return \$25,000	SN:		1FT7W2B60HEE39532		

Item	9	Replacement	FLEET000142		Type:	Medium Duty
Department:		Community Services	Year:	2017	Make/Model:	Ford F250 Crew Cab
Division:	Parks	ESL:	7	Kilometres/Hours:	103,023 KM	
Purpose of Asset:	Daily work vehicle, inspection, personnel, material and equipment movement, winter maintenance (parking lots, facilities)					
Procurement Requirements:	Medium duty crew cab work box, light bar, decals, radio, snow gear					
Budget Request:	\$105,000. Est. Return \$25,000	SN:		1FT7W2B64HEE59994		

Item	10	Replacement	FLEET000149		Type:	Light Duty
Department:		Community Services	Year:	2018	Make/Model:	Chevrolet City Express



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Capital Initiative

Business case

25-CI-OI-13

Division:	Facilities	ESL:	7	Kilometres/Hours:	106,551 KM
Purpose of Asset:	Daily work vehicle for electrician and facilities staff				
Procurement Requirements:	Full size light duty van, cab separator, shelving, decals				
Budget Request:	\$65,000. Est. Return \$3,000		SN:	3N63M0ZN5JK695812	

Item	11	Replacement	FLEET000149	Type:	Medium Duty
Department:	Community Services/ Operations and Infrastructure	Year:	2015	Make/Model:	Ford F550 Versalift Model SST-37
Division:	Facilities/Forestry				
Purpose of Asset:	Work vehicle for facilities and forestry staff				
Procurement Requirements:	Medium duty chassis with 60' boom/bucket for use in Forestry Services and Facilities (electrical and inspections), decals, radio, lighting		SN:	1FDUF5GT0FEC85108	
Budget Request:	\$315,000 Est Return \$ 40,000				

Item	12	Replacement	FLEET000107 FLEET000108	Type:	Trailer (x2)
Department:	Community Services	Year:	2010	Make/Model:	J&J Landscape Trailer
Division:	Parks				
Purpose of Asset:	Move parks equipment daily between work locations				
Procurement Requirements:	Flat deck trailer, 10,000lb, deck-over style		SN:	2J9USD2D0BT011081 2J9USD2D7BT011080	
Budget Request:	\$20,000 each x 2 = \$40,000 Est Return = \$4,000 x 2 = \$8,000				

Item	13	Replacement	EQUPT000421	Type:	Equipment
Department:	Various	Year:	Various	Make/Model:	Various
Division:	Parks				
ESL:	7	Kilometerers/Hours:	N/A		



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Capital Initiative

Business case

25-CI-OI-13

Purpose of Asset:	Small tools equipment group 2		
Procurement Requirements:	We require the replacement of various line trimmers, leaf blowers, pole saws and a specialized saw for emergency services		
Budget Request:	\$10,000 Est Return \$400	SN:	Various

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):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity

Financial impact:

Estimated recovery from sales of replaced vehicles: \$227,400



GEORGINA

Capital Initiative

Business case

25-CI-OI-14

Title of request: Lake Drive Improvements, Phase 1 - Construction

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$400,000

Funding Source: CCBF

Project highlights:

What: Road improvement

Why: To improvement road configurations to facilitate usages by pedestrian, cyclist and vehicular users; to support Trails and Active Transportation Plan, 2014

When: Q2 2025

Where: Lake Drive North and East

Project details and justification:

Lake Drive is a unique feature of the Town of Georgina because of its beautiful, natural setting which follows the shoreline of Lake Simcoe. These roads are also highly valued recreational and transportation routes. Concerns have long been expressed regarding the configuration of many portions of Lake Drive posing problems for the mix of pedestrian, cyclist and vehicular users (going back to the Trails and Active Transportation Plan, 2014). To examine ways to address these concerns the Town completed the “Lake Drive Function Assessment” planning study (the “study”).

The study recommended that a phased approach be used to implement several improvements on various sections of Lake Drive and Hedge Road over the course of many years. Through business case 24-CI-OI-24, Council directed staff to develop the detailed design of Phase 1, being:

- Lake Drive North: Metro Road North at North Gwillimbury Park to Woodbine Avenue; and,
- Lake Drive East: Woodbine Avenue to Dalton Road.

The improvements for Phase 1 will be a seasonally implemented one-way single vehicular lane and a bi-directional, multi-use pathway for pedestrians. The one-way vehicular lane and multi-use pathway will be physically separated with removable implements, as well as line painting and signage. A transition zone from one-way to two-way traffic equipped with sharrows will be employed in the area east of Dalton Avenue,



GEORGINA

Capital Initiative

Business case

25-CI-OI-14

approaching the Jackson's Point Business Improvement Area. Prior to construction of the Phase 1 improvements, an extensive public communication and education plan will be carried out. Staff will provide further design details via staff report prior to budget deliberation.

The engineering design of the Phase 1 improvements is now nearing completion, with tendering to follow early in 2025. Construction of the Phase 1 improvements is scheduled to take place in Q2 2025.

The project activities covered by this business case include contract administration, - +inspections, construction, and warranty support for the Phase 1 Lake Drive Improvements.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity
- Creating a Vibrant, Healthy and Safe Community for all
 - Support a safe, healthy and inclusive community

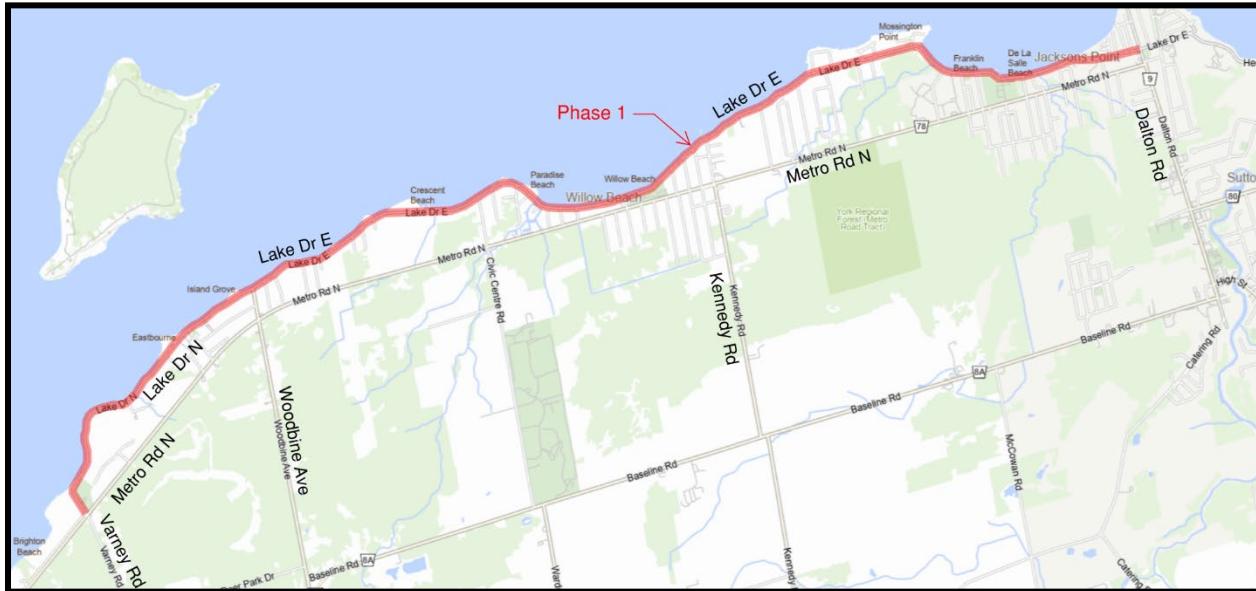
This initiative also aligns well with the Economic Development and Tourism strategic objective to strengthen tourism, as well as the Town's approach to increasing active transportation opportunities.

Financial impact:

The project was designed to meet the requirements of potential grant opportunities focused on Active Transportation. The project team will attempt to apply to various grants (provincial and regional) to help offset the requested project costs.

Other comments/gallery:

Location Map of Phase 1:



Rendering of single lane one-way roadway with multi-use path:



Rendering of two-lane roadway with sharrows:





Title of request: Pavement Marking and Sign Upgrades

Department: Operations and Infrastructure

Division: Operations

Budget request: \$30,000

Funding Source: Discretionary Reserve

Project highlights:

What: Pavement marking and road signs

Why: To upgrade to durable pavement markings in higher traffic and vulnerable location. To replace failing, missing and illegible road signs

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

Signs: Currently there are two types of street name signs within the Town, large with dual wood posts and small blade style. The large street name signs are typically found on arterial roads and are in advance of intersections and the small street names signs are installed at the intersections. The current state of the large signs can be described as failing and/or missing. These signs are non-regulatory however do provide a welcoming environment to the Town. The smaller signs are non-regulatory as well, however are required for emergency vehicles and are becoming increasingly broken down and illegible. This project would allow for a replacement program to be established specific to these information signs.

Pavement markings: The Town currently has approximately 300+ stop bar locations and more than 15 marked crosswalks. Existing programming is in place for the annual painting of markings in poor condition. While painted pavement markings are economical, they also have limitations in areas of increased traffic, where increased wear leads to decreased visibility prior to the yearly rejuvenation (for example, school crossings). Durable markings are a thermoplastic solution with a life span of up to 10 years and are an ideal solution for markings in higher volume areas as well as locations where visibility and reflectivity are crucial. This project would allow for durable markings in higher volume and vulnerable locations, as well as new pavement markings resulting from traffic calming initiatives that aid in community safety.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence:
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:





GEORGINA

Capital Initiative

Business case
25-CI-CS-01

Title of request: Non-Core Facilities Assets Repair and Remediation Program

Department: Community Services

Division: Facilities

Budget request: \$1,202,250

Funding Source: Discretionary Reserve

Project highlights:

What: Repair and remediation of buildings per building condition assessment program. Repair and replacement of facilities assets and equipment per condition assessment.

Why: To maintain service levels of facilities and equipment. Some may have reached end of useful lives. Some may pertain to health and safety matters

When: Q1 2025 to Q4 2025

Where: Town wide

Project details and justification:

1. Furnace replacement Keswick Fire Hall - \$13,000 - The Olsen furnace has needed several repairs over the last three years. The 2021 BCA indicated the unit was in poor condition and needs repair with a recommended replacement year of 2023. The main concern is the AC portion of this unit that is located on the roof. It is in extremely poor shape although it is currently in working order. This request is made to mitigate costs associated with repairing the unit on a regular basis and proactively manage our existing infrastructure.
2. Sprinkler heads Keswick Fire Hall - \$4,650 - During the annual fire and life saving devices inspection, it was noted there are missing sprinkler heads that are required to meet code, NFPA 13. There are six new heads required underneath the overhead doors. It will also require a new upright sprinkler head in the storage tank room, and a new sprinkler head in the hallway.
3. Sutton Arena parking lot replacements - \$470,000 - Asphalt paved parking lot at the arena is in poor condition with cracking and deterioration. The 2021 BCA recommends that the asphalt be replaced in the short term. Replacement should include for all AODA components to be added, including but not limited to: line markings for barrier-free stalls (access aisles, passage way and signage).



4. Georgina Arts Centre asphalt pavement - \$110,000 - the Asphalt pavement at the parking lot was observed to be in poor condition with isolated settlement and cracks. Replacement should include for all AODA components to be added, including but not limited to: line markings for barrier-free stalls (access aisles, passage way and signage).
5. Club 55 program room flooring replacement - \$10,000 - Marmoleum flooring in the multi-purpose room at Club 55 is in fair condition. There are minor damages and should be replaced as a part of the operation and maintenance. Replace marmoleum flooring at the end of service life. Service life has been reached as cracks and bubbling are evident in the flooring, causing hazards to patrons doing activities in that location. This is a space used mainly by seniors, and for liability reasons, the flooring requires replacement.
6. Udora Hall washroom renovation - \$15,000 - The Udora Hall currently has old wooden stalls for toilet areas in the two main washrooms. The wood is difficult to clean and not easy to maintain. The wood stalls can create slivers and are very outdated compared to our other facilities. Staff recommend removing the old wooden units, repair drywall and paint both washrooms. We would then install the proper metal units in place. The metal units are industrial grade and can be cleaned properly of dirt and bacteria.

7. Pefferlaw Library water heater and furnace replacement - \$15,000 - The Rheem-Ruud electric water heater on site (model TE40M) is original to the building. The unit is rated to use 3 kW at 240 V and has a fluid capacity of 175 litres. Based on its age and condition, a replacement is recommended. The 2022 BCA notes:
 - A York (M/N N2AHD16A06C) located in the head librarian office serves the entire building, except for the exterior washrooms. The furnace utilizes electric resistance coils for heating. The furnace should be replaced.
 - The wall that the thermostat is installed on is not insulated, so the desired temperature is hard to meet or maintain without affecting the rest of the library. This wall is very cold in both summer and winter. In winter, this means the rest of the library is much warmer than the area around the thermostat as the cold wall is throwing the measurement off. In summer, the wall is cool again, but the rest of the library is much warmer. May need additional insulation added in behind this wall, or thermostat relocated to help with ambient temperatures in this area.
8. Port Bolster Hall water heater and furnace replacement - \$15,000 - The furnace in the building appears to be in fair condition relative to their age as felt on site. It is manufactured by Frigidaire and installed vertically. The unit has a natural gas input of 80 MBH and is considered a high-efficiency unit. The unit is near the end of its useful life and is recommended to be replaced prior to failure to ensure a source of building heat is available for both occupants and staff. The building's hot water is provided by a Giant electric hot water tank. The unit is model 152E-3F8M-OH and is indicated to use 4.5 kW to supply heat the domestic water. The unit appears to be near the end of its useful life and should be replaced with the next building renovation.
9. Parking lot light replacement – SLT/Club 55 - \$50,000 – The parking lot lights (six) were installed several years ago using solar and wind technology. While the technology was fairly new at the time, the lights have not performed well since they were installed. In winter, when light levels are low, the lights do not last long enough for programming during the evenings. Summertime light levels are also limited, the batteries not lasting long enough to adequately light the parking lot. Electric lights are suggested and recommended as replacements. The 30-foot steel lighting poles throughout the parking lot are in overall good condition, however, three of them are in poor condition (they are leaning downwards) and need to be replaced.

10. Georgina Ice Palace Seating Replacement – \$225,000 – The spectator seating in the blue pad at Georgina Ice Palace requires replacement due to numerous missing parts, removed sections and broken seats, causing safety concerns throughout the seating area. The company that sold and installed the seats is no longer in business, so we are not able to source matching parts to repair existing seats.

11. Replace fire panel – Stephen Leacock Theatre/Club 55 - \$10,400 – The fire panel at the Stephen Leacock Theatre/Club 55 has had several issues over the past three years. Our service provider has stated that it is soon going to be un-repairable. If this happens, we will be forced to use the emergency funds to change out the panel. Request is for \$10,400, taxes included to replace the panel in 2025. The fire panel is the mainframe for sending the fire and life saving device signals to the call centre and needs to be in working order for personal protection, health and safety, and insurance purposes. If unit is not working optimally, staff will need to do fire watch any time patrons are in the building, while a new unit is being sourced.

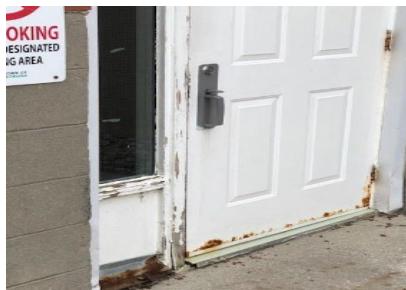
12. Adult change table replacement – Georgina Leisure Pool – \$25,000 – The Georgina Leisure Pool has two adult change tables that require replacement (approximately 11 years old). One is not working and parts are no longer available. The equipment is used by people with accessibility concerns and shall be AODA compliant.

13. Belhaven Hall and yard site improvements - \$94,200

- a. Chimney repairs – \$4,200** – The chimney at the Belhaven Hall requires repairs. In 2023, pieces of brick and mortar fell off in the side lot. Although this is not in a walking area and is only the section of lawn between two buildings, there is still the potential for a health and safety risk from falling objects for maintenance crews, grass cutting, meter readings and building inspections monthly.



b. Exterior trim repairs – \$15,000 – Wood soffits around the metal roof are in good-to-fair condition. Deteriorated paint should be repainted as the part of the operation and maintenance. Also, damaged fascia was noted at some places and should be refurbished in the short term. Replace wood soffit at the end of service life. The paint on the wood facia along sloped roofs remains in poor condition with widespread peeling. Wood trim around doors need attention. Wood will rot, if not maintained, and will result in higher costs when it will need replacing.



c. Flooring refurbishment – \$10,000 – The main hall hardwood floor needs resurfacing according to the 2022 BCAs. The flooring is in good condition; however, a re-staining is recommended.



- d. Steps from driveway to ball diamond – \$50,000 – The Belhaven ball diamond is being used five evenings each week from May through to the end of August. The Town also provides recreational programming on the infield for Bocce and Croquet from May to August for older adults.

There is a gentle grass slope to the field and when there is a dew or wet weather, there is a great possibility of someone slipping. There are a variety of ages and accessibility needs for attendees to this ball diamond and some have great difficulty accessing the ball diamond.

A hand railing should be installed to help keep our users safe as well as a ramp for accessibility. Park benches at the top of the hill would increase this locations amenities and to accommodate visitors who cannot manage the incline. Benches should be installed per the parks standards on a cement pad for longevity.



GEORGINA

Capital Initiative

Business case
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e. AODA compliance – interior stairs - \$5,000 – The 2016 building assessment states that the carpets on the interior steps do not meet AODA standards. The following comments were provided on page 16 of the 2016 building report by Brown and Beattie.

The carpet lacks contrasting strips at tread nosing. Lack of handrail. Lack of tactile indicator strip at top of stairs. The following work may be required in order to fulfil AODA requirements:

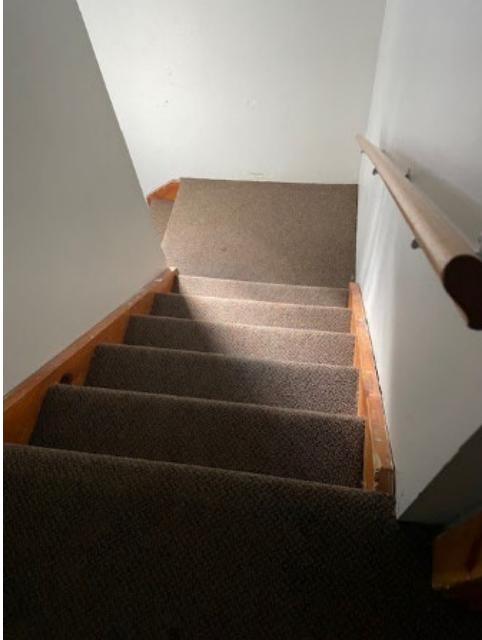
- Handrail is not present at both sides of stairs
- Handrail cross section style is not permitted (only oval and circle are permitted)
- Handrail that is present is not continuous for entire stairs
- Handrail extension is not present
- Lack of colour contrasted strips at tread nosings
- Lack of tactile indicator strip at top of stairs

Interior stairs - west:

The following work may be required in order to fulfill AODA requirements:

- Handrail extensions are not present
- Handrail is not tall enough
- Lack of colour contrasted strips at tread nosings

- Lack of tactile indicator strip at top of stairs



f. Belhaven Hall driveway: \$10,000 - The south asphalt driveway is in poor condition. Potholes are visible and are a safety hazard to hall users. Temporary solutions such as cold patch have worked, however, repairs are required every year. Driveway was not refinished in 2019 when parking lot was done.



14. Belhaven Yard site upgrades - \$110,000

- The current use of the facility has surpassed the hydro capacity available to the building from the street. Currently, it is a 200AMP single phase service. Often



breakers are tripped from basic common tasks (plugging in a tool, compressors turning on, etc.) which impacts the entire facility.

- The office does not have enough outlets to support the electrical requirements of the admin support.
- The winter maintenance “hot fence” that we share with the winter maintenance contractors does not meet the electrical code and does not have enough capacity for both sidewalk and highway equipment. A hot fence is a row of designated circuits for plugging in trucks or equipment so they will start in the cold weather.

To solve these issues, staff are looking to upgrade the infrastructure on the property which will include:

- a) Upgrading the single phase 200A electrical service feeding the property to a 400A three-phase service including an additional electrical panel and appropriate phase switches, installing a larger generator panel and receptacle to power the entire property in the event of an emergency (similar to upgrades performed at Egypt Operations Yard in 2022).
- b) Installing additional electrical circuits in the office.
- c) Install two hot fence stalls on the north side of the property in the “Drop Off” parking lot, and conduit and cap for lighting and gates at the Bethel entrance.
- d) Upgrade wiring going to cold storage building from the new 400A main panel.
- e) Install an eight-stall hot fence from cold storage building to the south “pick up” parking lot for Town vehicles and the winter maintenance contractors to use.
- f) Install conduit and cap at the Warden Avenue entrance for lighting and gates.
- g) Install smoke, carbon monoxide and heat sensors in the shop, offices and cold storage building with a fire alarm panel and alarm to help mitigate loss at the facility.

15. Egypt Operations Yard security upgrades phase 1 – \$35,000 – The Egypt

Operations Yard is located just south of Hwy 48 on Park Road. There are at times more than 25 staff entering the building and yard, and have supplies, materials, vehicles and equipment on site. The yard is in a rural setting and is removed from the public. This presents security challenges for both staff safety as well as equipment and material theft. The existing security measures are two sets of swing gates locked by padlock and regular door locks for building access. There are currently no cameras. Phase one of the Egypt Operations Yard security upgrades would see an installation of three cameras to monitor vehicle and pedestrian activity in the yard. It would also include the installation of employee card fobbed access for building entry. The upgrades would ensure alignment with the current security



GEORGINA

Capital Initiative

Business case
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features at other facilities where Town operations occur. Procurement of the security system would be delivered by the Town's current security surveillance provider.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity
 - Support employee engagement, development, and well-being
 - Build a future-focused, results-driven organization
- Creating a Vibrant, Healthy and Safe Community for All
 - Continue to optimize and invest in improvements to local parks, facilities, and recreational amenities
- Advancing Environmental Sustainability



GEORGINA

Capital Initiative

Business case
25-CI-CS-02

Title of request: Parks Repairs and Remediation Program

Department: Community Services

Division: Parks

Budget request: \$1,220,000

Funding Source: Discretionary and
Obligationary Reserves

Project highlights:

What: Repair, remediation and replacement of features and equipment in parks and open spaces

Why: To maintain service levels of park features and equipment. Some may have reached end of useful lives. Some may pertain to health and safety matters

When: Q1 2025 to Q4 2025

Where: Town wide

Project details and justification:

1. Replacement of plinths at Lawn Bowling Club – \$20,000

The green plinths on the lawn bowling green surface at the lawn bowling club requires replacement. The plinths are the wood structure that surrounds the bowling green surface and keeps the structural integrity of the outer surface of the green intact. The wood boards have started to rot away, split in some spots, and heave in different areas. The Lawn Bowling Club applied for a grant application to replace the plinths but were unsuccessful. This is not something that can wait to be replaced without major impact to the green surface. The Lawn Bowling Club will continue to work with the Town to apply for any and all grants possible to make improvements to the facility. However, further delays waiting for grant funding will result in costly impacts and downtime for the playing surface.

2. Gravel top up for parking lots – \$30,000

A number of gravel parking lots throughout the Town are in need of a gravel top up, including at some of our larger parking lots: the ball diamond and soccer field parking at the ROC, West Park, De La Salle, Willow Beach and Homes Point. Each lot receives a spring grade to attempt to reduce the number of potholes that emerge each spring. There hasn't been a gravel top up completed in a number of years which reduces the crown of the parking lots creating ponding water, improper drainage and an increased number of potholes. This request will be the first year of a



three-year request of \$30,000 each year (for 2025, 2026, 2027) to top up all our existing gravel parking lots.

3. Playground replacement (High Castle Park) – \$150,000

In 2022, Council approved \$150,000 on an annual basis to replace the playground equipment in selected community parks. The replacement park is selected each year on a number of factors, such as meeting its life expectancy, condition of equipment, level of usage and ongoing maintenance and repair costs. The Parks Division is taking a proactive approach to replace this equipment in a timely manner to make sure we are meeting all CSA required guideline and safety inspection. A third-party inspector has been brought in to conduct a safety inspection on our playground equipment and protective surfacing impact testing. High Castle Park is the next park identified for replacement.

4. Pathway repairs – various locations – \$30,000

There are a number of accessible asphalt pathways throughout our parks and trails system that are failing and becoming impassable. When they are in this condition, they create liability and safety issues. The pavement has either broken apart, cracked or heaved, which is common with the age and traffic these pathways experience. Immediate attention to the areas is required in order to keep the pathways open, accessible and safe for use while ensuring we are limiting barriers as much as possible.

5. Picnic table replacement – \$50,000

In 2023, Council approved \$50,000 per year for the next three years (2024, 2025, 2026) to complete picnic table replacements. This request is part of the continued initiative.

6. Replace pay-and-display machines – \$250,000

Our current pay-and-display machines have been in service since 2012. Over the past two seasons we have seen a considerable amount of repairs and maintenance in the neighbourhood of \$30,000 to try and keep the machines operational. The current machines operate off of 4G internet signal capability which is very intermittent considering the signal strength in Georgina. The new machines will have 5G technology and tap payment. The pay-and-display machines bring in roughly \$750,000 per year and need to be operational at all times.

7. Install page wire fence at Mann Cemetery – \$15,000

As identified in the Pioneer Cemetery Master Plan, the boundaries of the Town's pioneer cemeteries need to be defined and fenced. The Town retained an Ontario



Land Surveyor to stake the property boundary at Mann Cemetery in 2024 as part of the vegetation removal efforts. A new fence will be installed at the property line to maintain an orderly boundary for the cemetery.

8. Revitalization of Jackson's Point Parkette – \$90,000

This project aims to revitalize a tired and under-utilized urban park in Jackson's Point Parkette into an inviting and inclusive public place by removing and re-installing the existing interlock pavers. The steps throughout the pathways will be reconfigured to compliant ramps, that will create an accessible and AODA compliant pathway system throughout the park, accessible seating, inviting site furnishings, and improved lighting. This project aims to create a welcoming outdoor space where the community can gather and host events, benefitting surrounding businesses. Some of the community outcomes that we're hoping for as part of this project include:

- Renewed sense of community and pride of ownership in the space
- Incorporation of crime prevention through environmental design principles in the design
- Commercial opportunities for local businesses, artists, and community members through its use as an event space
- Better engagement with arts and culture
- More opportunity for quality open space for people living in apartments in the surrounding area

Given its central location in Jackson's Point, beneficiaries of this project will include local businesses and residents, seniors, low-income households, all of whom will use the new revitalized park. Residents along with the BIA and local artists will contribute programming at this parkette.

9. Waterfront Parks Master Plan design and upgrades – \$500,000

In May 2024, Council endorsed the Waterfront Parks Master Plan and put forth recommendations for action as a result of the plan. Council requested that staff initiate the design and engineering contracts for the redevelopment of Willow Beach, as well several upgrades to our community parks. Both of these initiatives, along with all future initiatives coming out of the Waterfront Parks Master Plan, will require a considerable amount staff resources and the expertise of an in-house landscape architect.

a) Design and engineering of Willow Beach – \$300,000

Development of a detailed design package and tender documents for Willow Beach based on conceptual designs from the Waterfront Parks Master Plan.



Detailed designs will also provide the Town with the ability to apply for any tender-ready grants that become available to help with financing of the redevelopment. The design objectives will include stormwater management improvements and reducing phosphorus runoff into Lake Simcoe. The park will be regraded to address the current issues with localized flooding. The park will be graded to move stormwater away from pedestrian and activity areas to planted, naturalized areas and bioswales wherever possible.

b) Community parks upgrades – \$100,000

Low-cost, high-impact upgrades to a number of community parks in accordance with the Waterfront Parks Master Plan. Residents will see updated signage, QR code capability for park rules and guidelines, new park furnishings such as bike racks and benches, as well as topdressing/re-seeding lawn areas as needed. The objective of this initiative is to bring improvements to local community parks in addition to the major parks renewal project at Willow Beach.

c) Landscape Architect – \$100,000

The Community Services Team, more specifically Parks, is undertaking an increasing demand for subdivision applications that requires careful and detailed review to make every effort possible to ensure the Town is receiving first-class park design and amenities. In 2024 and leading into 2025, the Park teams will be working hard to implement the Waterfront Parks Master Plan, along with an updated Parks and Trails Master Plan and Asset Management Plan. As a result of these plans, the expertise of an in-house Landscape Architect is needed to work with the Parks Manager to ensure the Community Services team can deliver the best results for our community.

In recent years, the Town had a full-time Landscape Architect who reported to the Parks Department when it was under Operations and Infrastructure. When Parks was moved from Operations and Infrastructure and joined forces with Community Services, the Landscape Architect position was moved to the Building Division to help with policy writing. A full-time Landscape Architect is needed to support the Community Services Department for all future capital improvement projects. Staff anticipate cost savings through this position by offsetting design expenditures currently outsourced to outside consultants. It will also bring an in-house cohesive approach for the Landscape Architect to work directly with our Capital Projects Team and Parks Team.

10. Dock repairs – \$25,000

Staff have completed detailed inspections of our docks within the Town of Georgina. Mainly Jackson's Point Harbour and Sheppard's Wharf. Both docks are nearing the end of their life cycle and will ultimately require a complete rebuild that will require significant funding. Until such time that capital funding can be put in place for replacement, funding is required on an annual basis to make the necessary repairs to keep the docks in safe operational conditions.

11. Cenotaph upgrades – \$60,000

The Sutton Cenotaph and the Pefferlaw Memorial are showing signs of deterioration and are in need of repair. Refurbishment and general upgrades to both monuments are needed to preserve the dignity of these memorial spaces and to return the monuments a state of good repair. The Town aims to increase visibility and invite more public interaction through these repairs.

Staff will work in consultation with the Pefferlaw Lions and the Sutton Legion to conduct the necessary specialty repairs and refurbishment of the monuments, within the approved project budget. Restoration activities are anticipated to include: general cleaning of monument exteriors, adding of new benches, repairs to monument foundations as required, repainting exterior stonework, and other repairs to address damage/weathering/deterioration etc.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity

Diversifying Our Local Economy – Continue to support Georgina's tourism sector as an economic driver by delivering the Waterfront Master Plan

Financial impact:

Funded by the following reserves:

Discretionary

- Parks - repair and replacement – \$355,000



GEORGINA

Capital Initiative

Business case
25-CI-CS-02

- Corporate capital/new infrastructure – \$250,000
- Waterfront parks – \$525,000

Obligationary

- Cash in lieu of parkland – \$90,000



GEORGINA

Capital Initiative

Business case

25-CI-FS-01

Title of request: Fire Equipment

Department: Fire and Rescue Services

Division: Suppression

Budget request: \$190,150

Funding Source: Discretionary Reserve

Project highlights:

What: Equipment

Why: NFPA standards dictate that equipment must be replaced every 10-15 years

When: Q1 2025 to Q4 2025

Where: Keswick, Sutton and Pefferlaw Fire Stations

Project details and justification:

Hose and appliances - \$10,000

- Annually fire hose is required to be tested and inspected.
- We continue to replace hose that is more than 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 - \$31,500 (18 cylinders@\$1,750 each)

- Georgina Fire and Rescue Services requires SCBA cylinders to be replaced on a lifecycle basis.
- The 15-year lifecycle is driven by manufacturer recommendations, National Fire Protection Association Standards (NFPA) 1,852 Standard on Selection, Care and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA), Canadian Standards Association (CSA), and industry best practice.
- We have an SCBA inventory of 127 – 18 of which are expiring and to be purchased in 2025; 23 will expire in early 2026; and 12 cylinders were purchase in 2024.



Hazmat, confined space, rope rescue, water ice rescue and special operations equipment - \$25,250

- Equipment relating to specialized rescue has a shelf life. Every year we are required to replace items of which shelf lives have expired.
- Some examples of these items include Hazmat suits, gas detection equipment, ropes, ice water rescue suits that are too damaged to repair, specialty rescue helmets, carabiners, and personal floatation devices.

Helmet replacement program - \$26,000

- Life cycle of firefighter helmets as set out in NFPA Standards is 10 years.
- The replacement of helmets will span over three years (2024-2026) - \$600 x 130 Helmets = \$78,000.
- 43 Helmets to be replaced in 2024; 43 Helmets to be replaced in 2025 and 44 Helmets to be replaced in 2026.

Replacement of bunker gear - \$75,800

- 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 is used to ensure a stable and consistent budget line. This also allows the Town to introduce improved bunker gear as standards and quality are improved gradually.
- To maintain our life cycle replacement program, we are required to purchase 17 bunker suits annually.
- In 2022 we went to tender for a new contract for three years with two optional years.
- NFPA 1851 “Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting” dictates that bunker gear must be removed from service after 10 years from the manufacture date.
- Our current lifecycle replacement process allows us to have an adequate supply of spare bunker gear for firefighters (full-time/volunteer). Spare bunker gear is required to maintain our service levels while the primary set is decontaminated and or repaired.

Communications equipment - \$21,600

- Communications equipment is a high-priority item with health and safety implications.



- There is a life span for this equipment and must be replaced regularly to ensure functionality.
- Every six years each fire apparatus will receive a replacement tablet and stand.
- Purchase of replacement tablets and stands (two per year - 2x\$2,400) - \$4,800
- Purchase of pagers (20@\$600 each) - \$12,000
- Purchase of radio batteries (15@\$317 each) - \$4,800

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify): NFPA Standards

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability
 - Build a future-focused, results-driving organization
- Creating a vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community



GEORGINA

Capital Initiative

Business case

25-CI-FS-02

Title of request: Design of South Keswick Fire Station and EMS

Department: Fire and Rescue Services

Division: Suppression

Budget request: \$1,900,000

Funding Source: Long-term debt and
York Region Paramedic Services
(Development Charges)

Project highlights:

What: Design and contract administration services of a fire station and EMS

Why: Recommended in the Fire Master Plan

When: Q1 to Q4 2025

Where: South Keswick

Project details and justification:

A fire station in South Keswick was recommended in the 2016 and the updated 2022 Fire Master Plan to service the rapid growth of the area and to address existing calls for service. This station, staffed with career firefighters, would provide enhanced response time into south Keswick, as well as provide for greater depth of response in all areas of Georgina.

A south Keswick fire station would also provide a more rapid response into areas of Georgina` accessible along Ravenshoe Road. The south Keswick station will provide a first response into the commercial and industrial areas along the Woodbine Avenue corridor. Together with the proposed planned extension of Highway 404 through Georgina.

To retain consulting services for a new south Keswick fire station (approximately 13,622 sq. ft) to undertake project management, design and contract administration services.

Nature of initiative/review factors:

- Legislative Growth Risk management Service level change

- Strategic priority Efficiency Adopted plan/study

- Other (please specify): NFPA Standards, Master Fire Plan, FUS

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability
 - Build a future-focused, results-driving organization
- Creating a vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community

Financial impact:

70% Town Share: \$1,330,000 (Debenture to be repaid by Development Charges Reserve)

30% York Region Paramedic Services Share: \$570,000

The construction is planned to start in 2026 with an estimated cost of \$ 20.4M



GEORGINA

Capital Initiative

Business case

25-CI-FS-03

Title of request: Rescue Pumper – New South Keswick Fire Station

Department: Fire and Rescue Services

Division: Fleet

Budget request: \$1,500,000

Funding Source: Development Charges

Project highlights:

What: Rescue Pumper Apparatus

Why: Required for new fire station

When: Q4 2025 to Q2 2027

Where: South Keswick Fire Station

Project details and justification:

Purchase of a rescue pumper apparatus for the new south Keswick fire station if the station is approved by Council within the 2025 budget process.

The rescue pumper will be similar to our current rescue pumpers which have become the standard for GFRS.

This budget approval begins the 24 to 30 month long process of procuring and receiving fire apparatus. To procure in Q1 2025, expect to receive in Q2 2027.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify): NFPA Standards

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability
 - Build a future-focused, results-driving organization



GEORGINA

Capital Initiative

Business case
25-CI-FS-03

- Creating a vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community



Title of request: Training Facility

Department: Fire and Rescue Services

Division: Training - Suppression

Budget request: \$1,650,000

Funding Source: Grants & Development Charges

Project highlights:

What: Construction of a training facility

Why: Recommended in Fire Master Plan

When: Q1 2025 to Q4 2025

Where: 25765 Park Road

Project details and justification:

The building of a training facility which will repurpose Town-owned property located on Park Road, the Egypt Roads Yard, municipally known as 25765 Park Rd. As recommended in the 2010, 2016 and 2022 Master Fire Plans, Georgina Fire and Rescue Services (GFRS) has been in need of an adequate training facility for more than 13 years. The building of this training facility will be utilized not only by GFRS staff but other surrounding (neighbouring) fire services, and various outside stakeholders.

In October 2023, staff submitted a grant application for funding under the Skills Development Fund Intake #4 (SDF #4) for the purpose of building a training facility. Recently, in June of 2024, GFRS was notified that its submission had been successful and would be receiving grant funding in the amount of \$550,436. Staff requests additional \$1,099,564 from internal sources, to build the facility for a total budget of \$1,650,000.

Skill Development Fund Grant	\$550,436
Development Charges Reserve	\$1,099,564
Total	\$1,650,000

Currently, GFRS utilizes many Town-owned facilities to complete training, for example at the ROC, however it is becoming more and more problematic due to the nature/use of the facility by the public including the health and safety concerns for the public. Further, the training evolutions being carried out at these locations do not have adequate training props or the necessary space.



The function of a dedicated site for training would allow equipment and training props to be stored at this location on a permanent basis. The location of the facility would allow our resources to remain in the municipality and the ability to partner with other N6 municipalities.

Currently, Georgina firefighters must travel to Richmond Hill to use their training facility. Traveling outside the community is a major risk to our ability to respond to emergencies, the cost and availability of the facility means maintenance training and full exercise training cannot be performed as often, and there is less control over the trainers' competencies and quality of equipment. This poses risks to skills development and service delivery.

Extensive skills development and training-based scenarios will be conducted at the dedicated location including live fire, search and rescue, auto extrication, confined space and forceable entry, pumping and aerial operations, fire dynamics, fire control and extinguishment, salvage and overhaul training, rope rescue training and laddering.

Being a composite fire department, the challenge of the consistent turnover of our volunteer firefighters requires a dedicated, properly equipped, safe and secure training facility.

Nature of initiative/review factors:

- Legislative Growth Risk management Service level change
- Strategic priority Efficiency Adopted plan/study
- Other (please specify): NFPA Standards, Master Fire Plan

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability
 - Build a future-focused, results-driving organization
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Title of request: Fee Bylaw Review Study

Department: Development Services

Division: Planning, Engineering, Building

Budget request: \$60,000 **Funding Source:** Discretionary and Obligationary Reserves

Project highlights:

What: To update and consolidate all construction and development-related fees into one current bylaw

Why: To reach the goal of full cost recovery

When: Q4 2025-Q4 2026

Where: Town wide

Project details and justification:

The Fee Bylaw Review Study entails a comprehensive review, update and consolidation of applicable construction and development-related fees for applications processed under the Planning Act, the Municipal Act and the Building Code Act, including planning applications, building permits, and site alteration and entrance permits.

Fee Bylaw Reviews are recommended at least every five years to determine whether a reasonable nexus still exists between fee revenues and services costs, including direct operating costs, indirect support and corporate overhead costs, and capital costs. The Town's current Planning Applications and Services Fee Bylaw (Bylaw 2018-0074 (PL-7), as amended) was approved by Council in September 2018 and the current Building Bylaw (Bylaw 2021-0019, as amended) was approved by Council in March 2021. Both of these bylaws were supported through separate, comprehensive studies undertaken by an independent consultant.

The study is intended to ensure that the Town's fees are up-to-date and accurately reflect the cost of delivering services, and it is anticipated that the review will lead to a new, consolidated Fee Bylaw within the Development Services Department.

Nature of initiative/review factors:

- Legislative Growth Risk management Service level change

- Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Ensuring balanced growth:
 - Promote and ensure responsible growth and long-term planning
 - Conduct various studies and update fees to plan for growth:
 - Complete user fee bylaw update

Financial impact:

Tax Rate Stabilization Reserve - \$30,000

Building Division Reserve - \$30,000



GEORGINA

Capital Initiative

Business case

25-CI-DS-02

Title of request: Zoning Bylaw Update – Phase II Settlement Areas

Department: Development Services

Division: Planning Policy

Budget request: \$150,000

Funding Source: Discretionary Reserve and Development Charges

Project highlights:

What: Completion of the Comprehensive Zoning Bylaw

Why: To bring the Town's Zoning Bylaw into conformity with its Official Plan

When: Q2 2025 to Q2 2027

Where: Town wide

Project details and justification:

The Zoning Bylaw Update process involves bringing the Town's Zoning Bylaw into conformity with its Official Plan. The current Town of Georgina Official Plan was approved in 2016. Section 26(9) of the Planning Act requires that all zoning bylaws shall be brought into conformity no later than three years after the approval of the Official Plan. Zoning Bylaw 500 was passed in 1994, and despite various housekeeping amendments and updates over time, it is not in conformity with the Official Plan and is out of date with respect to contemporary development standards and regulations.

Phase I of the Zoning Bylaw Update process addressed the countryside areas of the Town culminating in the passage of Zoning Bylaw 600 on Nov. 15, 2023. The present capital initiative represents Phase II of the Zoning Bylaw Update process addressing the settlement areas of the Town (e.g. Keswick, Sutton, Jackson's Point, Pefferlaw) and would amend/replace Zoning Bylaw 500 as it applies in these areas.

The project would be led and managed by staff in the Planning Policy Division. The requested budget associated with this Capital Initiative is required for specialized consulting services supporting the Zoning Bylaw Update, including but not limited to, background research, parking demand studies and development design standards, GIS mapping, etc.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change



GEORGINA

Capital Initiative

Business case
25-CI-DS-02

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Ensuring Balanced Growth
 - Promote and ensure responsible growth and long-term planning
 - Complete Phase 2 – Comprehensive Zoning Bylaw Review

Financial impact:

Tax Rate Stabilization Reserve - \$75,000

Development Charges - \$75,000

Title of request: AIMS Software Upgrade for Non-Parking Offences

Department: Legislative Services

Division: Municipal Law Enforcement Division

Budget request: \$20,000

Funding Source: Discretionary Reserve

Project highlights:

What: Software upgrade

Why: Due to the transition from the Provincial Offences Act to the Administrative Monetary Penalty System (AMPS), the Town will be responsible for tracking penalty notices

When: Q1 2025

Project details and justification:

Upgrade to the Municipal Law Enforcement Division's parking ticket management software to also accommodate non-parking bylaw infractions. As we transition the enforcement of other bylaws from the Provincial Offences Act to the Administrative Monetary Penalty System (AMPS), Municipal Law Enforcement staff need an upgrade to the software to track our penalty notices. Under the Provincial Offences Act, offence notices for non-parking bylaw infractions have always been tracked by the courts. Under AMPS, the Municipal Law Enforcement Division will be responsible to track the penalty notices. This is a one-time fee of \$20,000 for the software, plus annual recurring fees of \$4,000 for technical support. The software will track the penalty notice in live time from the moment it is issued, through to the dispute and payment options, including implementation of late fees, and the screening and the hearing processes. An upgrade to Municipal Law Enforcement's existing software will ensure a seamless transition from the Provincial Offences Act to AMPS, as staff are already familiar with the software. Staff will be able to use their existing smart phones and Bluetooth printers that they currently use for parking penalty notices to issue penalty notices for non-parking bylaw infractions.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Commit to citizen-centric service delivery

Financial impact:

The one-time fee of \$20,000 will be funded by reserve. The annual recurring fee of \$4,000 will be funded through tax levy.

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

Department: Office of the Deputy CAO

Division: Information Technology Services

Budget request: \$230,000

Funding Source: Discretionary Reserve

Project highlights:

What: Information Technology Equipment

Why: Ensures optimized performance, reliability and security of data

When: Q1 2025 to Q4 2025

Where: Town wide

Project details and justification:

Annual corporate desktop and notebook cycling \$80,000:

Annual cycling of 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.

Maintaining an equipment lifecycle 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 the benefit to the organization and all stakeholders, including residents and ratepayers. The municipality participates in a refurbishing program in a limited capacity to ensure that "usable" computer equipment that meets/exceeds organizational lifecycle timelines are donated to schools, families in need, and other non-profit community groups through a local charity.

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



reclaimed to ensure a zero-landfill policy. Equipment is collected, sorted and shredded before pieces are melted down to recover their component materials for manufacturing reuse. Hard-drive storage devices are removed from equipment before it is donated or recycled, and data is disposed of in a secure method after a set holding period.

Annual corporate COTS (commercial off-the-shelf) software cycling \$20,000:

Annual cycling of workstation software and licensing 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 Microsoft Server-Client licensing and specialized software, etc. are included in this category.

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 many client-based software packages used throughout the organization is approximately 3.3 years. Standardization of software versions and continually investing in licensing updates help to ensure that the organization maintains “built-in” upgrades with limited use of software assurance subscription programs.

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

Annual corporate network infrastructure cycling \$130,000:

Annual cycling and replacement of various application servers, switching/networking equipment, firewalls, thin-client, remote access devices, server infrastructure, wireless broadband infrastructure, and telephone system equipment based on a five-year to seven-year cycling plan.

Maintaining a reasonable equipment lifecycle 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.

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-serviced areas of the community that still rely on this infrastructure. Maintaining and managing effective radio links will help to ensure optimized performance, reliability, and security of the wireless broadband infrastructure. Critical elements on tower sites are also maintained to ensure operational efficiency and to meet the required CSA-S37-18 standards.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

- Information Technology Services Strategic Plan
- Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity



GEORGINA

Capital Initiative

Business case

25-CI-SI-01

Title of request: Resource Capacity Increase for the Case Management Technology Solution Implementation (Phase 1 - Development Tracking System)

Department: Strategic Initiatives

Division: Corporate Strategy and Transformation

Budget request: \$165,000

Funding Source: Development Charges

Project highlights:

What: To implement a Development Tracking System as phase 1 of a case management technology solution for the Town of Georgina

Why: To enhance the efficiency and effectiveness of municipal services by implementing an end-to-end case management technology solution, with the focus on development services

When: Q1 2025 to Q1 2026

Project details and justification:

Building upon the 2023 Business Cases 23-CI-DCAO-01 and 23-CI-DCAO-02, this business case is seeking supplemental funding for resource backfills to provide our in-house subject matter experts with availability and the time required to support this intensive priority project. As we have progressed through the initiation and planning phases of this project, it has become apparent that the complexity of the technology solution implementation requires additional resources to expedite the work.

The project is well underway, and the project team has made significant progress to date, with the key milestones/deliverables listed below:

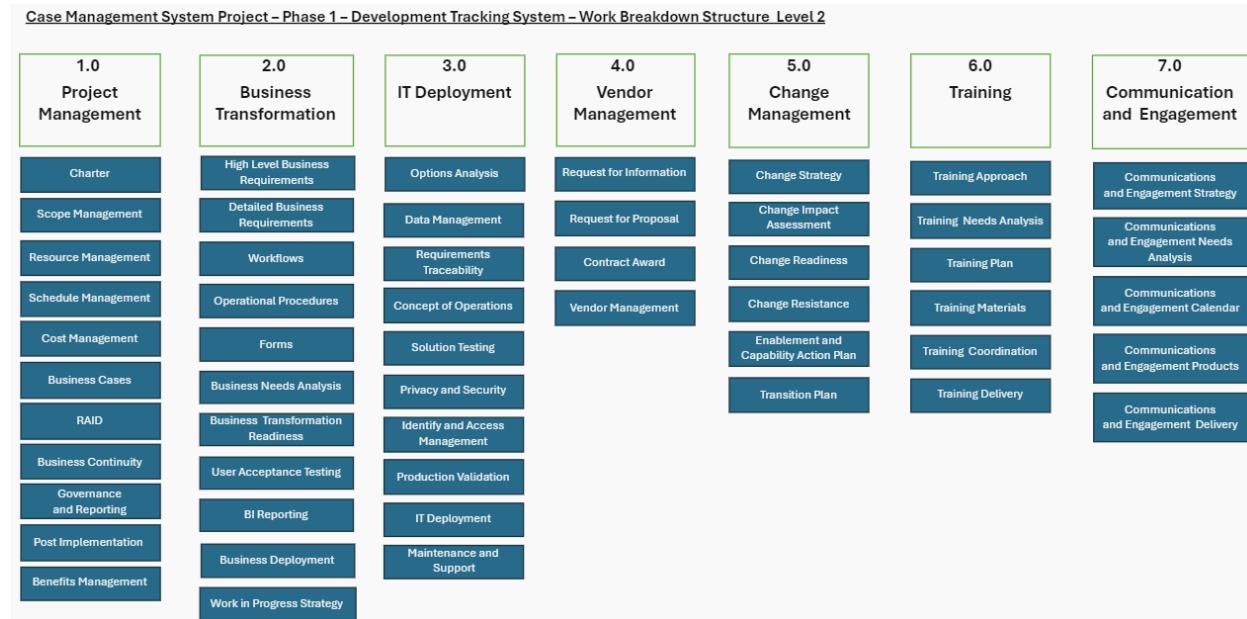
- Resource recruitment (Senior IT Project Manager, Business Application Analyst, Technical Analyst) and establishment of a core project team
- Development of the project management artifacts (e.g. Project Charter, Project Plan, stakeholder registry, etc.)
- Documentation of current state business process flows diagrams, high-level business/technical requirements, systems inventory, integration points, pain points, high-level data strategy, and opportunities for automation and optimization
- Connection and collaboration with various organizations in harvesting information, resources, lessons learned, etc. based on their experiences implementing similar functionality using various systems/solutions

- Development of a procurement package and release of the Case Management System Request for Proposal (RFP) in August of 2024
- Evaluation of the RFP submissions and contract negotiation, to be finalized in Q4, 2024

The project team, comprised of part-time resources, including a Senior IT Project Manager, a Business Systems Analyst, and a Technical Analyst, are working diligently as part of a core team, to lead and guide the project work, including flushing out the necessary precursor activities and getting a vendor on board to design, develop, test, implement, and maintain the new system. The objective is to have a vendor in place and project kick-off by the end of October 2024, at which time we anticipate these resources to be required full-time, in addition to subject matter experts from other departments, to implement the scope of work listed below.

Upcoming work:

The Work Breakdown Structure below represents a high-level scope of work that the project team will be leading and/or supporting, in collaboration with the vendor, in order to ensure successful implementation of the technology solution:



Nature of initiative/review factors:

Legislative Growth Risk management Service level change

- Strategic priority Efficiency Adopted plan/study
- Other (please specify): Duplication of Work and Missed Opportunities for Customer Engagement

Link to Strategic Plan Departmental Business Plans or other plans:

- Information Technology Services Strategic Plan
- Customer Service Strategy
- Corporate Strategic Plan:
 - Pillar: Delivering Service Excellence
 - Goal: Commit to citizen-centric service delivery
 - Initiative: Continue to modernize and digitize internal and external processes and services

Financial impact:

As we have progressed through the initiation and planning phases of this project, it has become apparent that additional resources are required for the extensive implementation work, and to avoid any time delays and related costing increases. The requested budget is based on best practice information and the scope of work indicated above. Once the vendor is on board, there needs to be sufficient capacity (additional staff hours) for the project to be completed. Therefore, additional resource support is required, with an estimated budget of \$165,000.

Title of request: Decorative “Georgina Display” mobile letters

Department: Strategic Initiatives

Division: Economic Development and Tourism

Budget request: \$50,000

Funding Source: Discretionary Reserves

Project highlights:

What: Illuminated “Georgina” letters

Why: Creates a sense of Community pride and sends a message to all that Georgina is ready for investment.

When: Q2 2025

Project details and justification:

This is a request to purchase illuminated mobile letters that read “Georgina”.

This mobile display can be utilized for Investment Attraction and Tourism events, videos and photos as well as used by the Corporation for special events/ROC and promotions, grand openings of major facilities etc. A display of this type promotes a sense of pride and excitement for residents, businesses and investors.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Corporate Strategic Plan:

- Tourism and Investment Attraction Promotions.
- Supports the Development of Community Pride/Georgina Brand and Celebration of Achievements.

Other comments/gallery:

Cost estimate is based on "GEORGINA" letters similar to those indicated below (4ft. high, individually lit letters that can be mounted long term indoor/outdoor or for mobile indoor/outdoor use).





GEORGINA

Capital Initiative

Business case

25-CI-LI-01

Title of request: Laptops for GPL Programming

Department: Public Library

Division: Public Library

Budget request: \$17,200

Funding Source: Library Reserve

Project highlights:

What: Computer equipment

Why: To offer programs that are computer focused to the community

When: Q1 2025

Where: All library branches

Project details and justification:

Georgina Public Library (GPL) is requesting eight teaching laptops to use across all of our branches to deliver programs. These laptops will move from branch to branch, wherever the program need is. They will allow for us to host a computer basics program in the Pefferlaw branch or a lesson on using Ancestry in the Keswick branch.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

Georgina Public Library 2023-2027 Strategic Plan:

- Strategic Theme: Inclusive and Responsive. Address important trends in public library service
- Strategic Theme: Green and Innovative. Provide emergent technology to all residents with an accessible and relatable approach that encourages exploration and wonder

Financial impact:

One tablet charging cart at an estimate of \$1,000 plus shipping = \$1,200

Eight laptops at an estimate of \$2,000 per laptop = \$16,000

Other comments/gallery:

Tablet Charging Cart



Title of request: SWM Ponds – Minor Restoration

Department: Operations and Infrastructure

Division: Stormwater

Budget request: \$100,000

Funding Source: Stormwater Reserve

Project highlights:

What: Repairs to stormwater ponds

Why: There were high risk components of failing ponds flagged in the 2024 LSRCA Inspection Program

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

Stormwater Management Ponds are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town currently owns 26 ponds (20 of which are considered wet ponds) as part of its stormwater management facility inventory. These assets play an important role in mitigating flooding in urban areas. In 2024, in conjunction with LSRCA, the Town conducted a complete baseline assessment of all the storm ponds. The assessments resulted in a 10-year capital plan for major restorative works, being pond rehabilitation, reconstruction and dredging. However, there are immediate works (low-hanging fruit) resulting from this first-ever baseline assessment required for 2025 to ensure the ponds remain accessible for future inspections and ensure proper functionality of the storm pond mechanisms.

Some immediate work may include:

- Wildlife management – nuisances, beavers (live trapping only)
- Vegetation removals
- Invasive species control – dog strangling vine, localized phragmites
- Debris clean out at inlets
- Signage upgrades
- Security: fence and gate repairs inclusive of upgraded locks
- Protective cover replacements
- Immediate storm pond mechanism repairs

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:



Example of Town-owned stormwater network with storm ponds



GEORGINA

Capital Initiative

Business case

25-CI-SWM-02

Title of request: SWM – Minor Culverts and Ditching

Department: Operations and Infrastructure

Division: Stormwater

Budget request: \$300,000

Funding Source: Stormwater Reserve

Project highlights:

What: Replacement of culverts < 3m and management of outfalls and easements

Why: To mitigate future reactive failures

When: Q2 2025 to Q3 2025

Where: Town wide

Project details and justification:

Replacement of culverts throughout the municipality – including site preparation, removal, replacement and resurfacing.

Ditching, vegetation removal, outfall improvements including dredging (if required) and erosion protection.

85% - Program for replacement of culverts under 3m that have either failed and are in a temporary state of repair or have reached a culvert rating indicating failure and replacement. This work will be focused on entrance culvert replacement and centerline culverts (culverts spanning under the travelled portion of the road) throughout the municipality and will be prioritized based upon the Stormwater Inventory Report completed through the Asset Management Division. This program is intended to continue annually to mitigate future reactive failures. A reactive failure is an unexpected failure or failure prior to scheduled replacement.

15% - Managing the Town's outfalls and easements which have gone largely unmaintained for decades. This program will primarily focus on main outfalls for large catchment areas inclusive of creeks leading to rivers in Keswick and Sutton. The maintenance is necessary to ensure the design capacity of these easements and outfalls is maintained for expected volumes of surface runoff.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change



GEORGINA

Capital Initiative

Business case
25-CI-SWM-02

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity



GEORGINA

Capital Initiative

Business case

25-CI-SWM-03

Title of request: Condition Assessment of Stormwater Main, Manholes and Catch Basins

Department: Operations and Infrastructure

Division: Asset Management

Budget request: \$100,000

Funding Source: Stormwater Reserve

Project highlights:

What: Assessment of stormwater mains, manholes and catch basins

Why: Will assist Town staff in identifying the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets

When: Q1 2025 to Q4 2025

Where: Town wide

Project details and justification:

Stormwater mains are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town has more than 71 km of stormwater mains, 1210 stormwater maintenance holes and 7,577 catch basins in its linear stormwater asset inventory. These assets play an important role in mitigating flooding in urban areas. The Town's Asset Management Plan for core assets has indicated that approximately 10 per cent of the Town's storm mains as well as the maintenance holes should be assessed annually.

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 storm mains, maintenance holes and catch basins, closed circuit television (CCTV) will be used to capture pictures and videos of the pipeline. 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.

Nature of initiative/review factors:

- Legislative Growth Risk management Service level change

- Strategic priority Efficiency Adopted plan/study



GEORGINA

Capital Initiative

Business case
25-CI-SWM-03

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Deliver Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity



GEORGINA

Capital Initiative

Business case

25-CI-SWM-04

Title of request: Various Drainage System Improvements - Construction

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$2,445,000

Funding Source: Stormwater Reserve

Project highlights:

What: Complete construction for re-establishing the existing ditches, culverts and existing outfalls

Why: Restore effective stormwater drainage

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

The Town manages approximately 500 km of ditches and culverts in its stormwater management system. Risk analysis has identified the need to rehabilitate roadside ditches, culverts and outfalls in the following three geographic areas that experienced routine flooding due to flat topography and lack of adequate stormwater conveyance:

Area 1	Duclos Point Road – 3.3 km (including the loop)
Area 2	Alice Avenue – 1.0 km
Area 3	Kay Avenue – 670 m Blue Jay Boulevard – 560 m Cronsberry Road – 510 m Sumach Drive – 470 m Glenview Avenue – 450 m Larch Lane – 382 m Lakeshore Road – 520 m (plus outfalls) Provisional work item - Sunset Beach Road (970 m); and, Provisional work item - Sunkist Road (970 m)

Engineering design to rehabilitate the roadside ditches, culverts and outfalls in the designated areas is currently underway, with design completion and tendering for construction scheduled for Q1 2025. Construction of all three project areas will be tendered in a single bid document. A single vendor will be selected to complete the work of all three areas under one construction contract spanning over two construction seasons. The phase of this project covered by this business case will obtain necessary

permits and implement construction of the drainage system improvements in project areas 1 and 2. Project area 3 is planned for future years.

Nature of initiative/review factors:

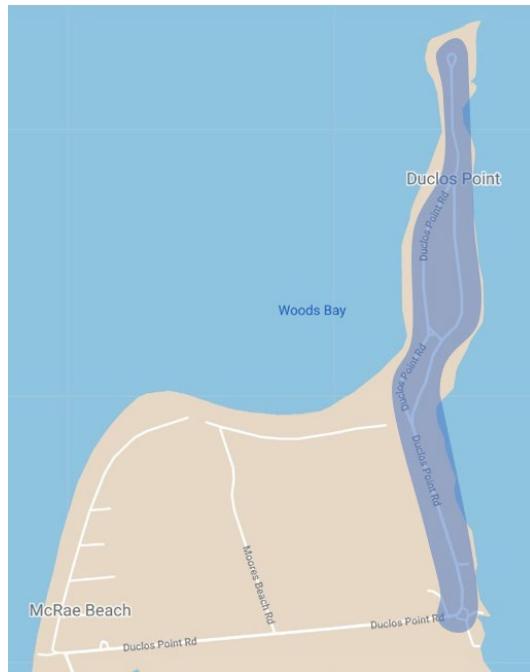
Legislative Growth Risk management Service level change
 Strategic priority Efficiency Adopted plan/study
 Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence:
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:

Project Area 1 – Duclos Point Road



Project Area 2 – Alice Avenue





GEORGINA

Capital Initiative

Business case

25-CI-SWM-05

Title of request: SWM Watercourse – Vegetation Control

Department: Operations and Infrastructure

Division: Stormwater

Budget request: \$10,000

Funding Source: Stormwater Reserve

Project highlights:

What: Manage invasive phragmites

Why: Phragmites outcompete and displace native vegetation, leading to loss of native plant and animal species

When: Q2 2025 to Q4 2025

Where: Central Keswick trail watercourse

Project details and justification:

Managing vegetation, particularly invasive species, is essential to protect native biodiversity, preserve ecosystems, prevent infrastructure damage and improve public health and safety. By actively managing vegetation, the Town will contribute to the overall sustainability and well-being of its communities.

The focus would be to manage invasive phragmites (*Phragmites australis*). Phragmites outcompetes and displaces native vegetation, leading to the loss of native plant and animal species. It mainly impacts wetland habitats which are crucial ecosystems that provide habitat for a diverse range of plant and animal species. Phragmites forms dense monocultures, which reduces the availability of open water and limits the growth and abundance of native plants and wildlife. Several species at risk in Ontario depend on wetland habitats that are vulnerable to invasion of Phragmites. Phragmites also negatively impacts water management. The dense stands impede water flow, block drainage channels, culverts and ditches, and can reduce the capacity of wetlands to absorb and filter stormwater. This can lead to increased flooding, reduced water quality, and altered hydrological regimes. Phragmites stands are also highly flammable, especially during the dry seasons. The dry thatch formed can easily catch fire and spread rapidly. Additionally, when phragmites grows tall and dense in ditches adjacent to roadways it can obstruct the line of sight for drivers.

This project would focus on removing phragmites, and other invasive species that pose similar risks, within the Central Keswick trail watercourse.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence:
 - Proactively manage infrastructure and assets to ensure service continuity
- Celebrate and respect Georgina's natural environment, including Lake Simcoe

Title of request: CLI/ECA Stormwater Compliance

Department: Operations and Infrastructure

Division: Stormwater

Budget request: \$160,000

Funding Source: Stormwater Reserve

Project highlights:

What: Engage consultant to ensure compliance with regulations related to CLI/ECA

Why: Ministry of Environment, Conservation and Parks mandates this to be done

When: Q1 2025 to Q4 2025

Where: Town wide

Project details and justification:

The Town's stormwater management system encompasses a combination of linear stormwater mains, ditches and culverts, and stormwater management ponds that collect stormwater and, in turn, discharge that stormwater into Lake Simcoe. The Town's stormwater assets can be categorized into three groups: stormwater linear, stormwater facilities and stormwater low-impact development. The stormwater assets are further divided into 11 asset categories. The stormwater linear asset group includes stormwater mains, laterals, maintenance holes, ditches, driveway culverts and road crossing culverts; the stormwater facility asset group includes stormwater management ponds (20), oil and grit separators (21) and catch basins; the stormwater low-impact development asset group contains infiltration and exfiltration galleries and bioswales.

In response to the recent Technical Memo provided by GM Blueplan, measures are required to ensure compliance with the CLI/ECA deadlines set by the Ministry of Environment, Conservation and Parks. The memo highlights critical gaps in current infrastructure and practices that jeopardize compliance and necessitate action. Additionally, sustaining compliance beyond initial implementation is paramount to avoid future non-compliance.

Objectives:

- Achieve compliance: Implement measures outlined in the CLI/ECA to ensure timely adherence to regulatory requirements

- Sustainability: Establish ongoing practices and protocols to maintain compliance with CLI/ECA standards and mitigate environmental risks in the long term

Scope of work: To engage a consultant to undertake the tasks outlined in the report and execute the following actions:

Stormwater

- Templated data and documentation structure for alteration works – Develop a template that is structured to meet CLI/ECA Compliance when transitioning an alteration to the system
- Post flooding inspection SOP – Develop SOP for facilities post significant flooding events
- Updating signage – Develop sign standards
- Annual performance reporting – Develop annual performance report and ongoing management of the annual report
- Source water protection reporting- Assess source water protection and current threats/asses for required modifications. Collaboration with ROY and LSRCA
- Storm sewer catchment asset inventory – Identify storm sewer sheds within the system and classify stormwater management levels. Digitization/creation of the inventory in the Town's asset register and GIS and Exporting into the CLI/ECA required format/tables
- Legal easements – To ensure legal access to existing easements and to identify and register new easements where nonexistent. Mapping all easements for operational use

In summary, these are the essential steps required to ensure compliance with the CLI/ECA. Current staffing levels and expertise require the use of third-party services to deliver.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify): Regulatory Compliance

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity



GEORGINA

Capital Initiative

Business case
25-CI-SWM-07

Title of request: Parks Ditching and Drainage

Department: Community Services

Division: Parks

Budget request: \$75,000

Funding Source: Stormwater Reserve

Project highlights:

What: Ditching and drainage at parks

Why: To maintain service levels of parks

When: Q1 2025 to Q4 2025

Where: Town wide

Project details and justification:

There are a number of different areas at the ROC and other parks throughout Georgina that require significant ditching to reduce downtime on sports fields and protect our facilities. By delaying this work, we are seeing a considerable amount of downtime to sports fields, parks and damage being caused to the Pioneer Village buildings. Staff is requesting \$75,000 in 2025 to address the poor drainage issues at not only the ROC, but all other parks that are having these issues.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity



GEORGINA

Capital Initiative

Business case

25-CI-WAT-01

Title of request: Water Service Replacements, Contract 2 – Lake Drive South

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$1,320,000

Funding Source: Long-term Debt
(Water/Wastewater Reserve)

Project highlights:

What: Polybutylene water connections

Why: The infrastructure has reached the end of its useful life

When: Q2 2025 to Q3 2025

Where: Lake Drive South

Project details and justification:

This annual program addresses the continuing problem of aging polybutylene pipe, drinking water supply service connections, which were installed in the 1980s and are now failing.

Sudden failures of water supply services are unpredictable and require mobilization of an urgent response by Town staff and on-call contractors on a per-event basis. The Town's average cost for an emergency repair in 2023 was roughly \$17,500 per service connection, while the competitively bid contract pricing received for proactive, planned replacement is roughly half this cost. Proactively replacing polybutylene water supply connections with copper pipes before failure avoids the need for emergency response measures. This allows the work to be completed in a planned and coordinated manner, while achieving cost efficiencies resulting from a larger volume of work.

The Town is able to realize direct savings of approximately 50 per cent by proactively replacing these aging water supply service connections prior to failure. This savings is further magnified by the longer effective life span of copper lines. The effective life span of copper pipe in an underground setting is roughly 50 years, compared with less than 25 years for polybutylene pipe.

In the first phase of this polybutylene replacement program, detailed design and tenders were prepared for the first three annual construction packages (No's 1, 2 and 3). In 2023, construction of contract package No. 3 was completed, including 107 water

service connection replacements on Hollywood Drive and Tampa Drive. In 2024, construction of contract package No.1 was completed, including 125 water service connections on Royal Road, Bayview Avenue, Elmhurst Lane and Love's Road. In 2025, contract package No. 2 is planned to address large section of Lake Drive South.

The portion of the project covered by this business case includes the construction phase for replacement of approximately 190 polybutylene service laterals under contract package No. 2.

Nature of initiative/review factors:

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

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence:
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:

Capital Initiative

Business case
25-CI-WAT-01

Contract 2 Site Location:



Deteriorated polybutylene from Contract 3





GEORGINA

Capital Initiative

Business case

25-CI-WAT-02

Title of request: The Queensway South Watermain Replacement - Construction

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$1,134,000

Funding Source: Long-term Debt
(Water/Wastewater Reserve)

Project highlights:

What: Construction of watermain replacement

Why: The watermain is at the end of its lifecycle

When: Q2 2025 to Q4 2025

Where: The Queensway South

Project details and justification:

The cast iron watermains located on the Queensway South between Morton Avenue and Joe Dales Drive are approximately 40 years in age and approaching the end of their expected service life. Over the past decade there have been 12 watermain breaks in this area, each resulting in temporary water supply service disruptions and requiring costly emergency repairs. In recent years it has been noted that the frequency of occurrence of these breaks is increasing. As part of the Town's Core Asset Management Plan, risk analysis has identified the need for the replacement of approximately 815 m of aged watermain along the Queensway South, between Joe Dales Drive and Miami Drive. The replacement watermain will be designed to fulfil the existing requirements for service capacity and pressure delivery.

As authorized in business case 24-CI-WAT-03, engineering design of the replacement watermain is now underway, with tendering to follow early in 2025. Construction of the replacement watermain is scheduled to take place in 2025.

The portion of the project covered by this business case includes the construction phase for replacement of the watermain.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:

Site Location





GEORGINA

Capital Initiative

Business case

25-CI-WAT-03

Title of request: Line Valves and Hydrant – Rehabilitation and Replacement

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$250,000

Funding Source: Water/Wastewater Reserve

Project highlights:

What: Repairing and replacement of valves and hydrants

Why: Essential to ensuring reliability of the system and reducing water disruptions, water leaks and emergency repairs

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

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, 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 and or repaired.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:



Title of request: Excess Soils Management

Department: Operations and Infrastructure

Division: Multiple Divisions

Budget request: \$135,000

Funding Source: Water/Wastewater Reserve

Project highlights:

What: Consulting services to develop an excess soil management plan

Why: Managing excess soils is advancing environmental sustainability

When: Q2 2025 to Q4 2025

Project details and justification:

To establish a secure system for managing surplus soils generated by Town of Georgina projects within the Operations Division, the initiative includes several key steps. Firstly, engaging a consultant to develop an Excess Soil Management Plan is essential. This plan will involve reviewing current practices and establishing a budget/cost to registering an existing site within the Town of Georgina as a Local Transfer Facility and or Class 2 Excess Soil Site.

Additionally, acquiring a system to effectively manage the transportation of surplus soil, if necessary, is part of this effort. These actions are in alignment with O. Reg. 406/19 guidelines for On-Site and Excess Soil Management.

Another critical component involves sampling excess soils and ensuring their transportation either to designated sites within the Town of Georgina or to third-party facilities, adhering strictly to regulatory requirements. This comprehensive approach aims to establish a robust system for handling surplus soils generated by the Town of Georgina Operations Division.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Advancing Environmental Sustainability
 - Celebrate and respect Georgina's natural environment, including Lake Simcoe

Other comments/gallery:

O.Reg 406/19: On-Site and Excess Soil Management ontario.ca/laws/regulation/190406





GEORGINA

Capital Initiative

Business case

25-CI-WAT-05

Title of request: SCADA Upgrade

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$210,000

Funding Source: Water/Wastewater Reserve

Project highlights:

What: Equipment and software for the Supervisory Control & Data Acquisition (SCADA) System

Why: Current equipment and software are at their end-of-life and are no longer supported by the vendor

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

The aim of this project is to upgrade the main infrastructure that supports the Supervisory Control and Data Acquisition (SCADA) system to monitor and control the Town's 22 water and sewer stations remotely. The SCADA system provides 24-hour, seven day per week, monitoring, event notification, control and logging of the various components of the stations. The physical equipment and the software components are reaching end-of-life and are no longer supported by the vendor. This opened the municipality to security and vulnerability risks, inefficiencies, potential regulatory compliance issues, and the increased risk of system failure over time. From a recent condition assessment, it has become evident that the current system is unable to meet the demands of the water and wastewater best management practices. This upgrade is crucial to ensure reliable and compliant operation of our two booster stations and 20 sewer pumping stations.

The upgrading of the SCADA system for the Town's water and sewer stations is essential to ensure reliable, compliant and efficient operation of critical infrastructure. By upgrading outdated equipment and software, implementing advanced functionalities, and enhancing cybersecurity measures, the Town will be better equipped to meet the challenges of modern water and wastewater management while safeguarding the integrity of its systems and data.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

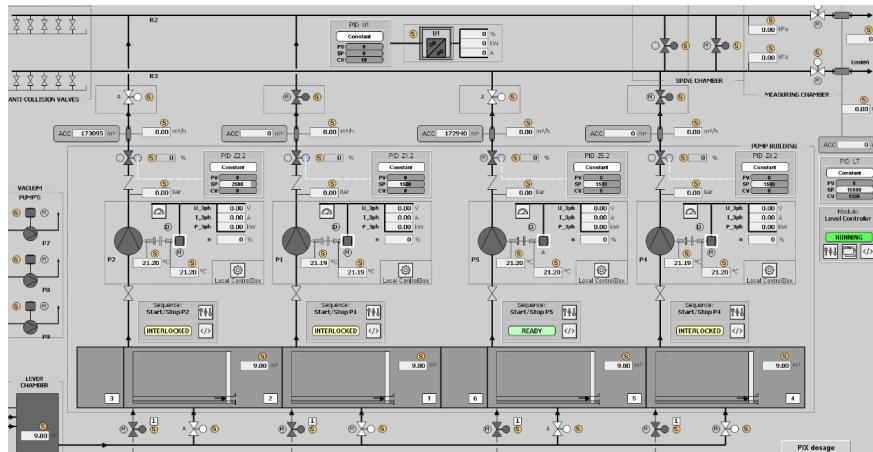
Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:

Screenshot of SCADA system





GEORGINA

Capital Initiative

Business case

24-CI-WAT-06

Title of request: Sample Stations

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$120,000

Funding Source: Water/Wastewater Reserve

Project highlights:

What: Materials and equipment for the installation of new sample stations

Why: Enhance our sampling infrastructure and ensure regulatory compliance

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

In response to recent directives and in alignment with industry best practices, our organization is embarking on a project to enhance our sampling infrastructure. The aim is to replace existing sampling locations that do not meet current standards with 22 strategically positioned sample stations. This initiative is crucial for ensuring regulatory compliance, enhancing system representation, and mitigating risks associated with relying on outdated or inadequate sampling methodologies.

Current situation:

Presently, our sampling infrastructure comprises 26 locations, including two sample stations, 19 facilities and two blow-offs. However, this configuration falls short of meeting the evolving requirements of regulatory authorities and industry standards, as some of the facilities are private and do not represent exclusively the quality of only Town infrastructure. Many of the existing locations do not provide a comprehensive representation of the system, potentially leading to inaccuracies in data collection and analysis. Moreover, reliance on outdated sampling points may result in overlooking critical aspects of system performance and regulatory compliance.

Objectives:

- Alignment with best practices: By installing additional sample stations, we aim to align our sampling infrastructure with industry best practices and regulatory guidelines. This ensures that our sampling processes meet the highest standards of accuracy and reliability.



GEORGINA

Capital Initiative

Business case

24-CI-WAT-06

- Enhanced system representation: The installation of 22 new sample stations will provide a more comprehensive and representative sampling of our system. This will enable us to capture a broader range of data points and ensure a more thorough analysis of system performance.

Approach:

- Site assessment: Conduct a thorough assessment of the existing sampling locations to identify deficiencies and determine the optimal placement of new sample stations.
- Strategic placement: Utilize industry expertise and best practices to strategically position the 22 new sample stations in locations that provide the most representative sampling of the system.
- Infrastructure installation: Procure necessary equipment and materials for the installation of sample stations. Coordinate with relevant stakeholders to ensure smooth implementation and minimal disruption to operations.
- Testing and calibration: Conduct comprehensive quality assurance checks to verify compliance with regulatory standards.

The installation of 22 additional sample stations represents a proactive step towards enhancing our sampling infrastructure and ensuring regulatory compliance. By aligning with industry best practices and leveraging advanced sampling methodologies, we will strengthen our ability to monitor system performance, mitigate risks and uphold the highest standards of operational excellence.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Other comments/gallery:





GEORGINA

Capital Initiative

Business case

25-CI-WAT-07

Title of request: Water Meter Replacement

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$4,000,000

Funding Source: Long-Term Debt
(Water/Wastewater Reserve)

Project highlights:

What: 7,000 water meters and 8-10 data collectors

Why: Will limit water revenue loss and enable Customer focused technology that will allow residents to obtain real time information on their water consumption

When: Q1 2025 to Q4 2027

Where: Town wide

Project details and justification:

Change out the remaining residential water meters out of the 14,200+ that are installed. From 2018-2024 combined there has been approximately 2,700 meters changed out and with approval of this we will complete the remaining 7,000 changeouts. This proposal is to fast track the remaining changeouts. Our water meters are reaching their life expectancy of 20 years and have the potential to contribute to our water loss. The new meters installed are read with radio frequency technology and offer our Tax and Revenue team additional information and capabilities when dealing with high water bills. Once changed out, the new meter will offer residents a more enhanced customer service experience in targeting sources of high consumption water usage using this data logging technology. Over the course of the changeout program we will be able to phase in resident access to the Neptune 360 user portal which will allow residents access to real time consumption data and offer automated consumption alerts.

In 2025, we will be completing an RFP for a five-year water meter operations and maintenance contract as the current contract will be expiring. As a result, we can only use estimated pricing at this time.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study



GEORGINA

Capital Initiative

Business case

25-CI-WAT-07

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- 2024 Water and Wastewater Financial Plan and Rate Study
- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Financial impact:

The cost estimation is currently:

\$3,500,000 for 7,000 meters installed

8-10 data collectors @ \$50,000 each = \$500,000

The breakdown over the three years of this request will be:

2025: \$1.5 million for meter changeouts+ \$100,000 data collector costs

2026: \$1.5 million for meter changeouts + \$100,000 data collector costs

2027: \$500,000 for meter changeouts + \$300,000 data collector costs

There will also be approximately \$75,000 per year in operating costs for the data collector costs and for the applicable software to read the meters. This will be offset with \$35,000 that is currently being paid to read the meters which will no longer be needed.

There will also be an operating cost of \$15,000 per year for the online portal which will give residents the ability to view their own consumption in real time data.

The project will be initially funded by a debenture which will be repaid with water and wastewater rate revenue.

Recovery: should be an amount recovered through a decline in water unaccounted for. New meters will be one to two per cent more accurate.



GEORGINA

Capital Initiative

Business case

25-CI-WAT-08

Title of request: Watermain Replacement – Golfview Crescent

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$180,000

Funding Source: Water/Wastewater Reserve

Project highlights:

What: 88 meters of PVC watermain

Why: Reduce water use from flushing, labour and equipment usage

When: Q3 2025 to Q4 2025

Where: Golfview Crescent

Project details and justification:

This request is to replace 88 meters of 150mm cast iron watermain with PVC on a section of Golfview Crescent (dead-end) which services four homes. Currently, the Water and Wastewater Division is flushing this section daily, using about 89.85 cubic meters of water per day between May and September and approximately 44.92 cubic meters per day between September and February. This amounts to an annual water loss cost of approximately \$62,000, not including labour and equipment, estimated at \$20,000. Flushing is necessary to maintain chlorine residuals in accordance with Regulation 170/03 for Drinking Water Systems. By replacing the cast iron watermain, we will also eliminate the dead end, thereby eliminating the need for regular flushing. The ROI of this business case is estimated at 2.2 years with the proposed budget.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

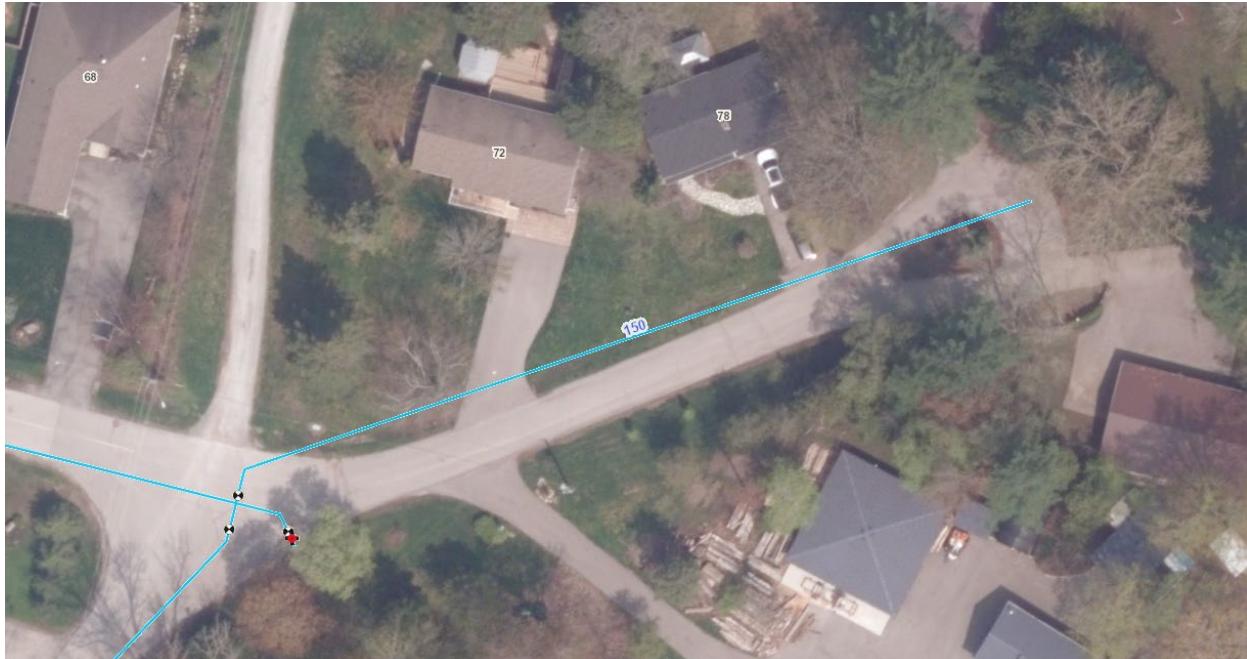
Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Ensure continued financial sustainability and accountability

Other comments/gallery:



Title of request: Gravity Sewer Main and Maintenance Hole Repairs

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$750,000

Funding Source: Long-Term Debt
(Water/Wastewater Reserve)

Project highlights:

What: Repair sanitary mains and maintenance holes

Why: To effectively manage risk, minimize lifecycle costs, prolong service life and reduce inflow/infiltration

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

The Town of Georgina recognizes its sanitary sewer mains as core assets, in accordance with Ontario Asset Management Planning Regulation 588/17. Currently, the Town manages 185 km of gravity sewer mains, 17 km of forcemains and more than 2,500 maintenance holes. These assets collect and transport wastewater from residential and commercial areas to the Regional collection system for proper management.

Operations and Infrastructure conducts an ongoing program of inspecting and evaluating the condition of the Town's sewer mains and maintenance holes. In addition, we work closely with York Region to identify specific locations of excessive inflow and infiltration (I and I) into the sanitary sewer system. This helps to target repairs needed to contribute to Georgina's 0.27 megalitres per day share of the interim regional I and I reduction target. The results of these two initiatives define the specific needs and priorities for each phase of repairs to maintain the Town's sanitary sewer system. Construction of the first set of repairs was completed in 2023. Annual condition assessments and input from the York Region inflow and infiltration study define the next group of repairs that are needed. The most recent I and I study completed determined that repairs or remediation are required at 22 locations on the Town's sanitary sewerage system and the most recent condition assessment determined repairs or remediation

are required at 64 locations. Repair locations have been prioritized based on the results from the condition assessment study using the Asset Management Plan risk matrix.

As authorized by business case 24-CI-SEW-01, development of the engineering design and specifications for these repairs is underway. It is anticipated that tendering will take place in early 2025, to be followed by construction activities during Q2 to Q4 2025.

The project activities covered by this business case include construction of repairs to the Town's sanitary sewerage system as determined by the most recent condition assessment and I and I study.

Nature of initiative/review factors:

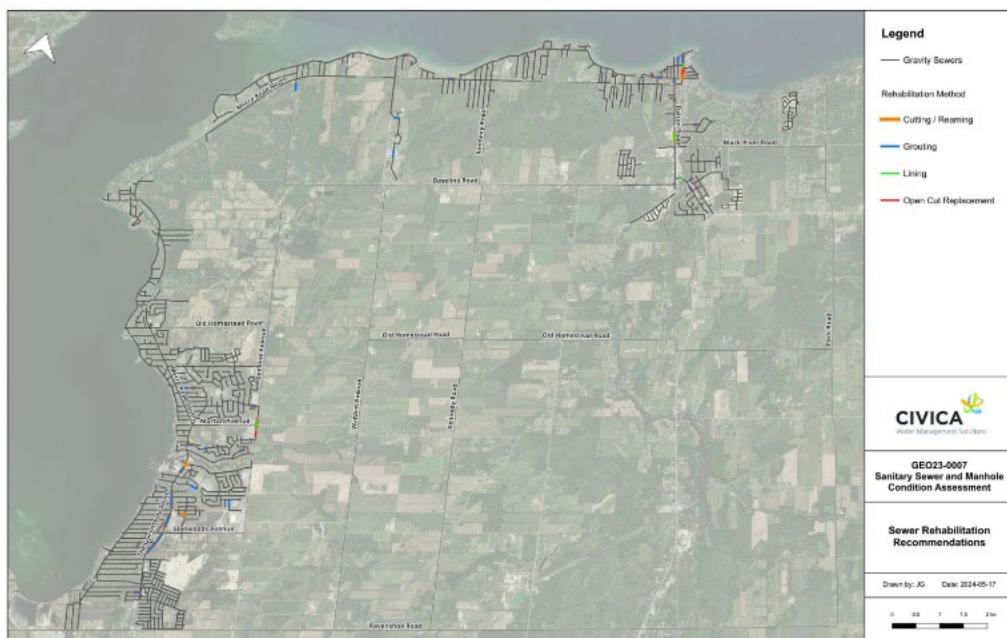
Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity
 - Improve and modernize public works
- Asset Management Plan (CORE) – 2022



Title of request: Sanitary Sewer and Manhole Condition Assessment

Department: Operations and Infrastructure

Division: Asset Management

Budget request: \$200,000

Funding Source: Water/Wastewater Reserve

Project highlights:

What: Condition assessment for 10 per cent of the sewer main asset inventory

Why: To be used for maintenance and rehabilitation planning

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

Sanitary sewer mains are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town has 185 km of gravity sewer mains, 17 km of forcemains and more than 2,500 maintenance holes in its linear sewer asset inventory. These assets play an important role in collecting sewage from residents and businesses and conveying it to the Region's collection system for ultimate management. The Town's Asset Management Plan for core assets has indicated that approximately 10 per cent of the Town's linear gravity sewer inventory should be assessed annually.

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. This initiative will also benefit the regional I/I reduction targets.

Nature of initiative/review factors:

- Legislative Growth Risk management Service level change

- Strategic priority Efficiency Adopted plan/study



GEORGINA

Capital Initiative

Business case
25-CI-SEW-02

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Title of request: Wastewater Force mains Condition Assessment

Department: Operations and Infrastructure

Division: Asset Management

Budget request: \$50,000

Funding Source: Water/Wastewater Reserve

Project highlights:

What: A comprehensive assessment of watermain forcemains

Why: To identify the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets

When: Q2 2025 to Q4 2025

Where: Town wide

Project details and justification:

Wastewater forcemains are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town has more than 17 km of wastewater forcemains in its linear wastewater asset inventory. These assets play an important role in collecting residential, industrial, commercial and institutional wastewater and discharging into York Region's wastewater treatment plant. The Town's Asset Management Plan for core assets has indicated that approximately 10 per cent of the Town's Wastewater Force mains should be assessed annually.

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 wastewater forcemains, external acoustic leak detection will be used for structural assessment. The information will be reviewed and utilized to determine the level of deterioration using a standardized coding format for classifying, evaluating and managing pipeline conditions to determine maintenance and rehabilitation requirements.

Nature of initiative/review factors:

- Legislative Growth Risk management Service level change

- Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity
- Asset Management Plan (CORE) – 2022



GEORGINA

Capital Initiative

Business case
25-CI-SEW-04

Title of request: Sewage Pump Station Repairs, Group 2 - Construction

Department: Operations and Infrastructure

Division: Capital Delivery

Budget request: \$600,000

Funding Source: Long-term Debt
(Water/Wastewater Reserve)

Project highlights:

What: Repairs to sewage pump stations

Why: To ensure asset reliability and maximize the lifecycle of an asset

When: Q1 2025 to Q4 2025

Where: 263 Royal Rd., 2 Burke St., 16 Osbourne St., 440 Bouchier St., 1510 Metro Rd.

Project details and justification:

Operations and Infrastructure conducts an ongoing program of inspecting and evaluating the condition and performance of the Town's sewage pump stations. This process provides information to identify and prioritize maintenance and rehabilitation needs to allow the Town to proactively manage the assets efficiently throughout their lifecycles.

Condition assessments of backup generators and sewage pump stations 6, 11, 18, 19 and 23 have been completed. A number of repairs and replacements were identified as being necessary for the continued effective operation of the above five facilities (i.e., group 2).

Engineering design of the repairs to these sewage pump stations is currently underway, with tendering for construction scheduled for January 2025.

The portion of the project covered by this business case includes the construction phase for repairs to this group of sewage pump stations.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

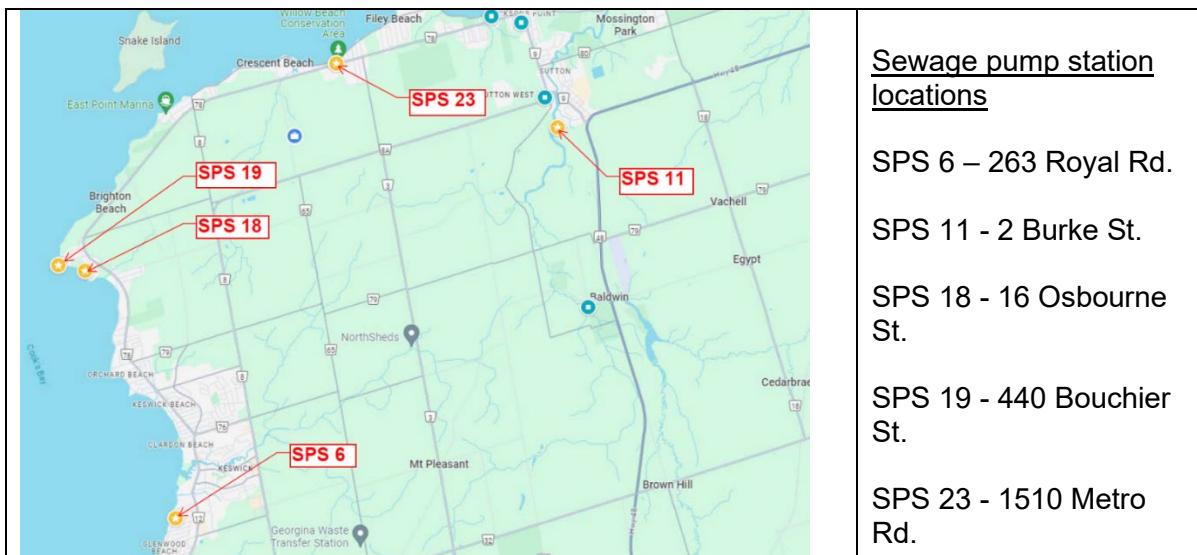
Strategic priority Efficiency Adopted plan/study

Other (please specify):

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity
 - Improve and modernize public works
- Asset Management Plan (CORE) – 2022

Other comments/gallery:





GEORGINA

Capital Initiative

Business case
25-CI-SEW-05

Title of request: CLI/ECA Wastewater Operations Compliance

Department: Operations and Infrastructure

Division: Water and Wastewater

Budget request: \$200,000

Funding Source: Water/Wastewater Reserve

Project highlights:

What: Engage consultant to develop annual performance report and standard operating procedures

Why: Remain in compliance with CLI/ECA

When: Q1 2025 to Q4 2025

Project details and justification:

The Town's wastewater collection system encompasses a combination of linear sewer mains and pumping stations that collect wastewater and, in turn, discharge that wastewater into York Region's transmission mains. This wastewater is eventually transferred to the Region's wastewater treatment plants, where it is treated and discharged into Lake Simcoe. The Town's wastewater collection system is designed to collect residential, industrial, commercial and institutional wastewater. The Town's wastewater assets can be categorized into two groups: wastewater linear and wastewater facilities. The wastewater assets are further divided into six asset categories. The wastewater linear asset group includes forcemains, gravity mains, laterals, maintenance holes, and valves; and the wastewater facility asset group includes pump stations (20).

In response to the recent technical memo provided by GM Blueplan, it has become evident that measures are required to ensure compliance with the Consolidated Linear Infrastructure Environmental Compliance Approval (CLI/ECA) deadlines. The memo highlights critical gaps in current infrastructure and practices that jeopardize compliance and necessitate immediate action. Additionally, sustaining compliance beyond initial implementation is paramount to avoid non-compliance.

Objectives:

- Achieve compliance: Implement measures outlined in the CLI/ECA to ensure timely adherence to regulatory requirements.

- Sustainability: Establish ongoing practices and protocols to maintain compliance with CLI/ECA standards and mitigate environmental risks in the long term.

Scope of work: To engage a consultant to undertake the tasks outlined in the report and execute the following actions.

- Annual performance report – Develop annual performance report and ongoing management of the annual report.

SOP development and flow calculation – Develop SOP with measured formula

- Operation and Maintenance Manual – Review of and improve upon the formal operation and maintenance manual.
- Dry and wet weather flow analysis – develop tool for future reporting/training of Town staff. Must be completed by an engineer with expertise in hydrology – Due August 2025 to MECP2
- Source water protection reporting – Assess source water protection and current threats/assets for required modifications. Collaboration with York Region and conservation for updates.
- Updating Signage – Develop sign standards.

In summary, these are the essential steps required to ensure compliance with the CLI/ECA. However, considering our current staffing levels, we lack the resources and professional designation to accomplish this in house.

Nature of initiative/review factors:

Legislative Growth Risk management Service level change

Strategic priority Efficiency Adopted plan/study

Other (please specify): Regulatory Compliance

Link to Strategic Plan Departmental Business Plans or other plans:

- Delivering Service Excellence
 - Proactively manage infrastructure and assets to ensure service continuity

Supplementary information

Ontario Regulation 284/09 Budget Matters

Effective Jan. 1, 2009, PSAB 3150, full accrual basis of accounting, required municipalities to record the costs of tangible capital assets and related amortization expense on their annual financial statements. It was recognized however, that since Section 209 of the Municipal Act requires preparation of balanced budgets, including all expenditures and revenue, a requirement to include amortization expense in the municipal budget would directly increase property taxes. As a result, the province passed Ontario Regulation 284/09, which allows municipalities to exclude annual amortization expense, as well as post-employment liability and landfill closure expenses from their annual budgets.

Similar to all other levels of government, the Town will continue to present the operating and capital budget on a non-PSAB basis as allowed under provincial regulation. As such, this is to confirm that the above-referenced expenses were excluded from the 2025 budget.

Fund accounting

Financial information is prepared in accordance with a fund structure which consists of an operating fund, capital fund and reserve funds.

A fund is defined as a segregation of assets and related liabilities that is administered as a separate accounting entity. Each fund has its own assets and debts and raises or is granted its own money for its own purposes and records its own expenditures.

Operating budget

Operating budget covers the day-to-day expenses of running the municipality. The operating budget focuses on delivering the consistent, reliable services that residents and businesses expect. The financial decisions we make today are critical to the long-term sustainability of the Town. The 2025 budget reflects corporate strategic plans and the needs of the community.

Managers, directors and finance staff have gone line by line through every operating budget to ensure we were able to deliver the lowest possible operating increase without impacting capital infrastructure or the level of service that residents rely upon.

Operating Budget Revenue

The Town of Georgina, like most Ontario municipalities, uses a variety of revenue and funding sources to pay for a wide range of services.

- **Property taxes** – Largest source of municipal revenue, this is calculated by applying the municipal tax rate by the property assessment as determined by MPAC.
- **User fees** – These fees are paid for by the specific user or group of users, including visitors and non-residents, rather than property owners through the municipal tax base. The budget incorporates various revenue estimates associated with user fees. These fees have been approved in various bylaws and updated throughout the past few years, and include such items as the fire services fees, development charges fees and building department fees. The operating budget has been adjusted for new fees and known increases, a conservative approach has been taken in estimating the total revenues from the fees in the various areas.
- **Water and wastewater rates** – Water consumption and wastewater usage charges are based on how much water a property uses. Consumption is measured by the water meter.
- **Stormwater rates** – A reliable and sustainable approach to stormwater management. A charge levied on property owners to maintain stormwater infrastructure.
- **Grants** – Funding received by government grants to fund operating activities makes up only a small part of the municipal budget. It is important to ensure the municipality can operate on its own without reliance on other levels of government.
- **Other** – Miscellaneous revenues such as permits and licences.

Capital budget

The Town's capital budget covers large infrastructure and other long-term projects.

There are four main sources of funding for capital projects: reserve funds, debt financing, development charges and grants.

10-year capital forecast

The 10-year Capital Financial Plan is an updated financial plan to ensure the Town can fully fund its 10-year capital plan. The 10-year capital forecast is intended to be an actionable forecast, based on current available information on assets, available funding, and resources to deliver the program. The 10-year capital summary does not include a comprehensive list of items from condition assessments or master plans.

The Town's 10-year capital forecast will continue to evolve and become more comprehensive over the next years because of the Municipal Asset Management Planning Regulation 588/17. The Town must meet the following deadlines that have been mandated by the province.

- July 1, 2019: Strategic Asset Management Policy – Completed
- July 1, 2022: Asset Management Plan: Phase 1 (Core Assets) – Completed
- July 1, 2024: Asset Management Plan: Phase 2 (All Assets) – Completed
- July 1, 2025: Asset Management Plan: Phase 3 (Financial Strategy)

The 10-year Capital Financial Plan is subject to the following risk factors:

- Growth estimates may not occur at the same rate as forecast (timing of DC receipts)
- Interest rates may rise
- Capital cost estimates are preliminary
- Useful life term of the capital asset is estimated
- Economic downturn or slow down
- Legislation changes

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

Reserve funds

These funds act as a savings account, to set funds aside for cyclic costs like elections and for planned capital costs.

Below is an explanation of what some of the reserves are used for.

Tax Rate Stabilization Reserve

The primary purpose of this reserve account is to stabilize the tax increases year-over-year. A secondary purpose is to provide a reserve to fund unexpected projects that may come up outside of budget. Throughout the year, Council has the authority, by Council resolution, to fund unexpected one-time projects that were not identified during the budget. Usually, the recommended funding source for these projects would be the Tax Rate Stabilization Reserve, if sufficient funds exist.

Reserve contributions and draws relating to stabilization reserves will vary year-over-year and are dependent on a number of factors, such as contingencies and timing of labour negotiations.

The Town has stabilization reserves for water and wastewater which serve a similar purpose to the Tax Rate Stabilization Reserve.

Corporate Capital Reserve

Contributions are made from the operating budget into the Corporate Capital Reserve for new capital infrastructure. Draws are made from the Corporate Capital Reserve when those projects take place. Draws relating to the Corporate Capital Reserve will vary each year depending on current and future capital needs.

Repair and Replacement Reserves

The Town has nine repair and replacement reserves related to facilities, fleet/equipment, roads, parks, stormwater and water/wastewater infrastructure. Any repair or replacement related to these items would be funded from these reserves.

Draws relating to repair and replacement reserves will vary each year depending on replacement schedules and prioritization of asset replacements.

Election Reserve

Funds are set aside each year to ensure there are funds to run the election every four years.

Animal Shelter donations

Donations provided to the animal shelter are put into this reserve.

Land acquisition

The Town currently sets aside \$250,000 per year for potential land acquisitions. Any profits from the sale of land are contributed to this reserve.

Landfill site

The Town maintains this reserve due to the ongoing testing and possible remediation of the site. This reserve will be drawn down to support closed landfill monitoring in the Operations Division, and then closed and expenditures transferred to the operating budget.

Professional Development and Staff Engagement Reserve

Any excess professional development funds at year-end are contributed into this reserve and can be used for corporate professional development and staff engagement in future years.

Building Division Reserve

The Building Division is mandated to be self-funded. Any surplus or deficit at year-end from the Building Division is either contributed or drawn from this reserve.

Operating Growth Stabilization Reserve

To allocate assessment growth towards growth-related operating expenditures. By setting a portion of it aside each year, the Town will not need to do a large tax increase when these growth-related operating expenditures occur, but rather the tax increase will remain stable.

Civic Centre Reserve

Created in 2023, a new reserve was created to plan for the construction of the approved replacement Civic Centre.

Uptown Keswick Business Improvement Area

Created in 2024. Council approved a dormant status of the Uptown Keswick Business Improvement Area Board of Management for the remainder of the term of municipal Council (end of 2026). Council directed the treasurer to set up a reserve account that will hold the UKBIA funds until the end of the dormancy status (RESOLUTION NO. C-2024-0218).

Water and Wastewater Reserves

Reserves funded by water and wastewater rates. These reserves are used for operational stabilization, infrastructure upgrades and replacements of fleet and equipment to ensure the sustainability and reliability of water and wastewater systems. Include the following reserves:

- Water – Fleet and Equipment – Repair and Replacement
- Water – Infrastructure – Repair and Replacement
- Water Rate Stabilization
- Wastewater – Fleet and Equipment – Repair and Replacement
- Wastewater – Infrastructure – Repair and Replacement
- Wastewater Rate Stabilization

Stormwater Reserves

Reserves funded by stormwater rates. used to fund capital improvements, maintenance, and repairs of stormwater infrastructure, such as drainage systems, retention basins, and ditches. By maintaining these reserves, the town ensures it has the necessary financial resources to effectively manage and improve stormwater systems, respond to unforeseen events, and meet regulatory requirements.

Include the following reserves:

- Storm Water – Fleet and Equipment – Repair and Replacement
- Storm Water Rate Stabilization
- Storm Water Repair and Replacement

The below table represents a breakdown of Discretionary Reserve contributions:

Discretionary Reserve Contributions	2025	2024
Civic Centre	\$3,473,220	\$3,473,220
Roads – Repair and Replacement	\$2,650,010	\$2,229,130
Fleet and Equipment – Repair and Replacement	\$2,296,190	\$1,735,010
Tax Rate Stabilization	\$2,145,360	\$822,550
Stormwater Repair and Replacement	\$1,988,260	\$100,000
Facilities – Repair and Replacement	\$1,003,640	\$1,003,640
Corporate Capital/ New Infrastructure	\$586,940	\$586,940
Wastewater – Infrastructure – Repair and Replacement	\$394,020	\$394,020
Operating Growth Stabilization Reserve	\$347,220	\$201,930
Parks – Repair and Replacement	\$295,290	\$155,000
Wastewater Stabilization	\$288,890	\$406,510
Land Acquisition Reserve	\$250,000	\$250,000
Water – Infrastructure – Repair and Replacement	\$206,580	\$206,580
Waterfront Parks Reserve	\$205,000	\$205,000
Water Rate Stabilization	\$150,860	\$112,830
Elections Reserve	\$84,000	\$84,000
Library Capital Reserve	\$54,890	\$54,890
Water – Fleet and Equipment – Repair and Replacement	\$31,450	\$31,450
Wastewater – Fleet and Equipment – Repair and Replacement	\$31,450	\$31,450
Keswick Cemetery Reserve	\$6,800	\$6,800
Total Contributions:	\$16,490,070	\$12,090,950

Debt financing

The majority of the Town's long-term debt projects are internally financed from reserves until substantial completion, at which point, a debenture is taken out. The annual principal and interest payments required to service these debts are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.

Purpose	Rates	Maturity in	2023	2022
Pefferlaw Fire Hall Principal and interest is repayable in semi-annual installments of \$149,945 (funded by tax levies)	3.14%	June, 2051	\$5,496,184	\$5,620,557
Willow Beach water and sewers Principal and interest is repayable in semi-annual installments of \$624,354 (funded by local improvement charges)	4.76%	Sept, 2026	\$4,500,080	\$5,498,994
Dalton Road Watermain Sinking fund payments are payable in April in the amount of \$560,605. Interest is payable semi-annually in installments of \$79,500 (funded by water and wastewater rates)	2.65%	April, 2029	\$3,633,467	\$4,255,506
Link Phase 2 and 3 Principal and interest is repayable in semi-annual installments of \$63,339 (funded by tax levies)	3.14%	June, 2051	\$2,321,664	\$2,374,201
Connell Booster Station Principal and interest is repayable in semi-annual installments of \$76,488 (funded by water and wastewater rates)	2.84%	June, 2041	\$2,098,150	\$2,189,588
Julia Munro Park Principal and interest is repayable in semi-annual installments of \$128,869 (funded by development charges)	4.27%	July, 2032	\$1,909,274	\$2,080,000
Streetlight Retrofit Principal and interest is repayable in monthly installments of \$24,292, which are adjusted for inflation (funded by tax levies)	8.07%	April, 2026	\$759,909	\$1,021,993
Total			\$19,671,743	\$22,041,925

Below is a list of previously approved capital projects from 2017 to 2023.

Project	Year of Request	Estimated Year of Debenture	Total Debenture	Term of Debenture (Years)	Interest Rate	Annual Payment	Funding Source
Cockburn Subdivision Watermain Replacement*	2020	2024	\$2.4 M	20 *Refinancing after 10 years	4.24%	\$179,000	Water rates
MURC*	2017 2019 2021	2024	\$50 M	25	4.57%	\$3,373,000	DC
Civic Centre**	2023	2025	\$20 M	10	3.72%	\$2,413,000	Tax levy

*Debenture was taken out in 2024

** Interest rates and payments are estimates based on interest rates as current as Sept. 13, 2024.

It should be noted that interest rate risk does exist, as the Town cannot lock in an interest rate prior to taking out a debenture, which usually would not occur until substantial completion of the project.

The Town is required to stay within the province's annual debt repayment limit (ARL) of 25 per cent of net revenues. The Town has its own internal Corporate Debt Management Policy, which has an internal limit of 15 per cent of net revenues (see report CAO-2017-0014). Based on the updated Long-range Financial Plan (LRFP), which accounts for the current projects, as well as updated interest rates, the Town's ARL would be between 11 - 13 per cent in 2027 depending on the interest rates at that time. This is within the Town's internal maximum threshold of 15 per cent and well within the province's maximum of 25 per cent for all municipalities.

Note that the construction of the South Keswick Fire Station will be requested in the 2026 budget and will be funded by long-term debt (repaid by Development Charges). Based on current estimates of the construction costs, it is expected that this debenture will add an additional 1.2 per cent to the repayment limit.

Below is a list of new capital projects which are included in the 2025 Budget with requested debentures.

Project	Year of request	Estimated Year of Debenture	Total Debenture	Term of Debenture (Years)	Interest Rate	Annual Payment	Funding Sources
Design Build – Old Shiloh Bridge	2025	2026	3,900,000	20	4.24%	291,170	Tax levy
High Street Streetscape and Infrastructure - Construction	2025	2026	3,755,000	20	4.24%	280,300	Tax levy/ Water rates
Water Service Replacements, Contract 2 - Lake Drive South Construction	2025	2026	1,320,000	20	4.24%	98,550	Water/ wastewater rates
The Queensway South Watermain Replacement - Construction	2025	2026	1,134,000	20	4.24%	84,660	Water/ wastewater rates
Water Meter Replacement Program	2025	2028	4,000,000	20	4.24%	298,640	Water/ wastewater rates
Gravity Sewer Main and Manhole Repairs - Construction	2025	2026	750,000	20	4.24%	55,990	Water/ wastewater rates
Sewage Pump Station Repairs, Group 2 - Construction	2025	2026	600,000	20	4.24%	44,800	Water/ wastewater rates
Design of South Keswick Fire Station and EMS	2025	2027	1,330,000	20	4.24%	99,300	DC

Development charges

Development Charges (DC) are the primary way for Ontario municipalities to raise funds for the required municipal services and infrastructure improvements resulting from development. The charges are intended to help pay for the cost of capital infrastructure required to provide municipal services to new development, such as roads, water and sewer, parks, community facilities and fire facilities. The legislative authority for municipalities to levy DC is contained in the Development Charges Act, 1997 (the "Act").

Since 2019, the Province of Ontario implemented multiple changes to the Act, and some sections of the Planning Act, intending to increase the housing supply in Ontario. They are:

- More Homes, More Choice Act, 2019 – Bill 108
- More Homes for Everyone Act, 2022, S.O. 2022, c. 12 – Bill 109
- More Homes Built Faster Act, 2022, S.O. 2022, c. 21 – Bill 23
- Helping Homebuyers, Protecting Tenants Act, 2023, S.O. 2023, c. 10 – Bill 97
- Affordable Homes and Good Jobs Act, 2023, S.O. 2023, c. 18 – Bill 134
- Cutting Red Tape to Build More Homes Act, 2024 – Bill 185

The Town's previous DC background study was completed in March 2021 and resulted in bylaw 2021-0041 (AD-5), in May 2021. While the Act allows a DC bylaw to be in effect for up to 10 years, unless it expires or is repealed earlier, staff found it fiscally prudent to update the Town's bylaw sooner (see REPORT NO. DCAO-2024-0012). In 2024, Council approved a new capital project to update the development charges background study and bylaw. This project was launched in 2024 and scheduled to be completed by June 2025.

Assessment growth

The Town is taking a fiscally proactive approach to planning for future growth-related operating expenditures. With the approval of the 2021 Development Charge study, there are several growth-related facilities and parks that are planned to be built in the near future that will require significant operating costs as it relates to staffing and operations. As well, the Town plans to invest a portion of annual assessment growth into funding Information technology and operations initiatives.

Since 2019, annually, a portion of assessment growth has been allocated for the purposes of setting funds aside for the future operating expenditures relating to these growth-related projects included in the development charges study.

Assessment growth earned during the year are added to the tax roll in the following year. As a result, the tax levy increases each year are net of the below assessment growth increases:

	2021	2022	2023	2024	2025 (estimate)
Assessment growth %	1.15%	1.40%	0.90%	1.50%	1.50%

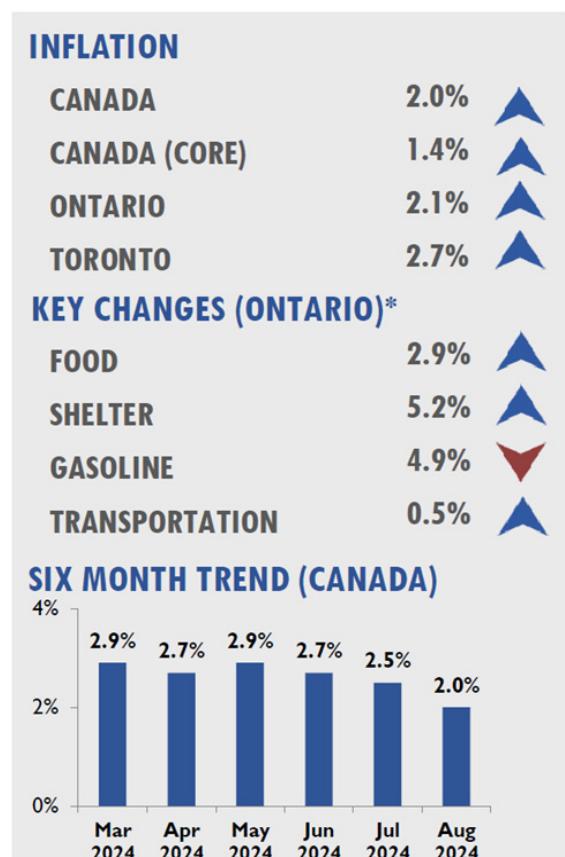
Inflationary pressures

Inflation is commonly defined as the general increase in prices for goods and services in an economy over a period of time. The Consumer Price Index (CPI) is used as an indicator of the changes in consumer prices and is tracked and circulated monthly by the Bank of Canada.

Annual inflationary increases generally increase the cost to “do business.” This is similar to annual increases consumers experience for groceries. These are the increased costs of delivering the same service or program to residents.

The Town strives to keep budget increases as low as possible. Depending on the pressures the Town is facing, it isn’t always possible to keep the operating increases below inflation, however, over the past five years, on average, operating increases have been below inflation.

The below is an overview of August 2024 year-over-year inflation changes:



Source(s): York Region, Fiscal Planning Unit's monthly Inflation Monitor report (August 2024)

* This section highlights changes in four key components of the “consumer basket of goods.” These changes, along with the changes to the remaining 37 per cent of items in the consumer basket, result in the inflation change reported for Ontario.

The below chart provides an overview of historical tax levy and Ontario CPI:

5 Year Budgeted Tax Levy Analysis

	2021	2022	2023	2024	2025	Average
Georgina's operating tax levy increase	0.95%	0.00%	4.89%	3.51%	2.99%	2.47%
CPI – Ontario*	3.50%	6.80%	3.80%	2.50%	2.10%	3.74%
Georgina's Infrastructure tax levy increase to close funding gap	0.50%	1.00%	2.00%	2.00%	2.00%	1.50%

* Source(s): York Region, Fiscal Planning Unit's monthly Inflation Monitor report (August 2024)

Regional comparison

Georgina has the lowest assessment values in York Region on average. The Town continues to have the lowest average combined tax bill, based on a single-family detached dwelling, since average taxes are calculated by taking the average assessment value and multiplying it by the tax rate. It's important to note that the average assessed value and the tax rate for the Town have an inverse relationship, meaning, as the Town's assessed values rise, the tax rate decreases on a proportionate basis. Below is a comparison of average taxes paid in York Region municipalities. These are based on 2024 tax rates and based off the average Current Value Assessment (CVA) for a residential property, using York Region's methodology. Waterfront properties are included in the average.

Municipality	Average Assessed value-residential *As per York Region	Tax Rate (Res) combined (%)	Total Taxes (Avg)
Georgina	\$452,075	1.1136%	\$5,035
York Region Municipality 1	\$678,490	0.8546%	\$5,798
York Region Municipality 2	\$710,255	0.8678%	\$6,163
York Region Municipality 3	\$857,350	0.8019%	\$6,875
York Region Municipality 4	\$1,015,286	0.7138%	\$7,247
York Region Municipality 5	\$895,630	0.8274%	\$7,411
York Region Municipality 6	\$1,091,866	0.6805%	\$7,430
York Region Municipality 7	\$1,182,108	0.7152%	\$8,455
York Region Municipality 8	\$1,122,084	0.8611%	\$9,662

Province-wide re-assessment completed in 2016 included a provision for phase in of the assessment increase over four years, starting in 2017 and continuing until 2020 (last year of phase in), while decreases in assessment were fully recognized and implemented in 2017. The 2020 taxation year represented the fourth year of new assessment changes/phase-in.

On March 26, 2020, the Government of Ontario announced it was postponing the planned property tax reassessments due to the COVID-19 Pandemic. This means that assessments for the 2021, 2022, 2023 and 2024 taxation years will continue to be based on the same valuation date that was in effect for the 2020 taxation year. This measure will not have a financial impact on the Town because MPAC is continuing to maintain the assessment roll and ensure that it is updated to reflect changes such as new construction.

The Town's taxation is one of three types of property taxes paid by the property owners. In addition to the local municipality, the taxes also consist of regional and education tax levies. The regional and education tax levies for 2025 are not currently known at this time. For more information on how assessment works, visit AboutMyProperty.ca.

Financial policies

Asset Management Plans – The Town has successfully completed the Asset Management Plans for Core and Non-Core Infrastructure. Asset management is the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its service level objectives through the cost-effective lifecycle management of assets.

Cash Handling Policy – This policy provides general guidelines for properly safeguarding, depositing and recording payments received.

Corporate Debt Management Policy – Policy that provides a general framework on the types and terms of any borrowing for the Town of Georgina, to accommodate the future capital needs of the Town while maintaining responsible and prudent fiscal management.

Financial Information Return – A Financial Information Return (FIR) will be submitted to the Ministry of Municipal Affairs and Housing (MMAH) on an annual basis. The information in the FIR will be consistent with the information in the audited financial statements.

Investment Policy – A policy that governs the management of the corporation's short and long-term, surplus cash, sinking funds, reserves and reserve funds, and trust funds. This policy also ensures the prudent management of the corporation's investment portfolio.

Long-range Financial Plan – All departments will participate in the responsibility of meeting policy goals and ensure long term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources, and future service requirements.

Municipal Rates and Fees By-law – Approved by Council, the rates and fees bylaw sets out user fees and charges for various municipal goods and services. The fees are set to ensure that they are sufficient to recover all direct and indirect costs of service.

Procurement Policy – Purchases will be made in accordance with the municipality's Procurement Policy.

Purchasing Card Policy – Provides guidelines for the use of corporate credit cards and to ensure staff are responsible and accountable in regard to municipal credit card purchases.

Reserve Fund Policy Consolidation – Strategic consolidation of the Town’s reserves and reserve funds.

Surplus Deficit Policy – Mechanism to automatically set aside additional funds for the Town’s reserves in order to meet the needs of the Town’s future funding requirements.

Tangible Capital Assets (TCA) Policy – In accordance with PS 3150, PS 3060, PS 3065 and their respective representation on the financial statements of the Town. Establish a consistent approach to accounting of tangible capital assets.

Water and Wastewater Financial Plan – Ensure that the Town’s water and wastewater system are financially sustainable.

Water and Wastewater rates – Approved by Council annually, the water and wastewater charges ensure that there are sufficient funds to recover all direct and indirect costs of service.

Glossary of terms

Accrual basis of accounting – A method of accounting that recognizes revenue as earned and expenditures as incurred rather than waiting until cash is exchanged.

Actual – Actual (as opposed to budget) revenues and expenditures for the fiscal year indicated.

Amortization – The gradual reduction of the value of an asset or liability by some periodic amount. In the case of an asset, it involves expensing the cost of the item over its useful “life,” the time period over which it can be used.

Annual budget – A budget for a single year which identifies the revenue and expenditures for meeting the objectives of the annual financial plan.

Approved budget – The budget as formally adopted by the Municipal Council for the upcoming fiscal year.

Assessment – The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in arms’ length, open market sale between a willing buyer and willing seller.

Audit – An independent examination of an organization’s financial accounts or financial situation.

Base budget – The base budget or opening budget is equal to the prior year final budget after any reallocations that occurred during the fiscal period.

Balanced budget – The municipality is required by provincial law to balance its operating budget each year. To balance the budget, the municipality can either: increase its revenue stream through raised property taxes and fees; or manage expenses through adapting or reducing the cost of programs and services.

Budget – A financial plan for a given fiscal year showing revenues and expenditures for different funds of the municipality.

Canada Community-Building Fund (CCBF) – Funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions, economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions.

Capital assets – Represents assets like land, buildings, machinery, etc. whose benefits last several years.

Capital budget – The budget that provides for funding of the municipality's expenditures on capital assets, i.e., assets which provide benefits to the municipality over several years.

Capital expenditure – Any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment. Normally has a benefit lasting beyond one year. Results in the acquisition or extension of the life of a capital asset. Includes, but not limited to; vehicles, office furniture, construction projects, roads and bridges and studies.

Consumer Price Index (CPI) – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contractual changes – Budget changes resulting from inflation and contractual changes that do not change service levels offered by the municipality.

Core assets – core infrastructure assets, which include: stormwater, water, wastewater, bridges, culverts and roads infrastructure.

Debenture – A formal written obligation to repay specific sums on certain dates. In the case of a municipality, debentures are typically unsecured.

Debt – Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves.

Debt servicing cost – Annual principal and interest payments on contracted debt.

Deferral – The act of putting off until another time, or postponing.

Deficit – The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.

Department – A major administrative division of the municipality that has overall management responsibility for an operation within a functional area.

Development Charges – Fees collected from developers at the time a building permit to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, water and sewer infrastructure, community centres and fire facilities.

Division – The work of a department and each separate departmental function identified in the budget.

Estimates – The budget proposal for the expenditures and revenue of the Municipal funds for one fiscal year and includes the budget proposals for any particular department.

Expenditure – The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.

Fiscal year – Any period of 12 consecutive months designated as the budget year. The municipality's budget year begins Jan. 1 and ends Dec. 31.

Fleet – The vehicles and heavy equipment that can be ridden or driven that is operated in the municipality.

Forecast – The projection of revenues and expenditures for future years.

Fund – A set of interrelated accounts to record revenues, and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance).

Fund accounting – An accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

Fund balance – A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

Generally Accepted Accounting Principles (GAAP) – Nationally -recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.

Goals – Are broad statements of direction. They identify ongoing community needs and the approach taken by the municipality and departments to manage and satisfy those needs.

Grant – A monetary contribution, typically from one level of government to another, as a means to lend support to a specific service, program or function.

Growth change – An increase in budget resources resulting from an increase in municipality population, number of households or commercial properties. This increase is necessary to provide the same level of service that existed prior to growth change.

Inflation – A rise in price levels caused by general economic activity and growth.

Infrastructure – The system of public works in the municipality, consisting of immovable physical assets, that delivers an essential public service (e.g., road network, water and wastewater systems, and lighting).

Interest income – Revenue associated with the municipality's cash management activities of investing cash balances.

Levy – The amount of property tax, in dollars, which is paid by the municipality's taxpayers. To determine the key tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class.

Liability – A financial obligation of the municipality to others.

Long-term debt – Debt that matures more than one year after it is issued.

Long-range Financial Plan – Long-range financial planning (LRFP) is used to identify future financial challenges and opportunities through financial forecasting and analysis, and then, based on that information, to devise strategies to achieve financial sustainability.

Municipal Act – Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power and flexibility they need to chart their community's future in a meaningful way and react quickly to change.

Non-core assets – infrastructure assets which include facilities, parks, fleet, equipment, IT assets, active transportation assets, roadway appurtenances and urban forestry assets.

Ontario Municipal Employees Retirement System (OMERS) – A defined benefit plan that provides pension benefits for the municipality's fulltime employees. Employees and employers normally make equal contributions to the plan. Some part-time employees also qualify for OMERS.

Operating budget – The budget that provides the various departments with funding for their annual recurring operating costs (e.g., salaries, materials, and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.

Property tax – An ad valorem (value-based) tax levied on real and personal property according to the property's assessed valuation and the tax rate.

Public Sector Accounting Board (PSAB) – The body of the Canadian Institute of Chartered Accountants (CICA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information.

Reserve – A reserve is an allocation of accumulated net revenue. It has no reference to any specific assets and does not require the physical segregation of money or assets. Reserves are part of the revenue fund and, therefore, do not earn interest on their own, as in the case of reserve funds. Any earnings derived from investment of reserves' money are reported as revenue in the operating fund. Reserves are generally more flexible, as they are created by Council and can be amended if required.

Reserve fund – Reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. All earnings derived from such investments must form part of the reserve fund.

Revenue – Monies received from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year.

Salaries and benefits – Operating expenses related to payroll expenses. Examples include: permanent positions, temporary positions, seasonal staff, sessional staff, and staff benefits.

Service level change – An addition of a new service, enhancement of existing service, deletion of existing service, or reduction of existing service. Service additions or enhancements generally result in additional funding required. Service level reductions or deletions generally result in less required funding.

Staffing other direct expenses – Operating expenses related to non-payroll staffing costs. Examples include: telephone/mobile phones, clothing, professional development, memberships, and travel expenses.

Stakeholders – The person, group or organization that has direct or indirect stake in the municipality because it can affect or be affected by the municipality's actions, objectives and policies.

Strategic plan – A document outlining long -term goals, critical issues, and action plans which will increase the organizations effectiveness in attaining its mission, priorities, goals and objectives.

Surplus – The excess of actual revenue over operating expenditures incurred during a budget period.

Supplementary taxes – Property taxes collected on new assessment not previously identified by the Municipal Property Assessment Corporation (MPAC) within the current year.

Supplies and maintenance – Operating expenses related to maintaining town assets such as facilities and vehicles; and purchasing supplies and equipment. Examples include: office supplies, Vehicle Parts, Waterworks Supplies, Equipment Repairs, and vehicle maintenance.

Tangible Capital Asset (TCA) – Non-financial assets that have a lifespan that extends beyond an accounting period and is used on a continual basis by the municipality. Also known as “capital asset.”

Tax rate – A percentage rate that is used to determine property tax levy to be paid by a particular taxpayer within the municipality. The rate for a property depends on its tax class, which in turn, depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Rates are established by Council bylaw.

User fees – Fees paid by individuals or organizations to the municipality for the use of municipality facilities (e.g., recreation fees) or for provision of municipal services (e.g., planning).

Variances – Differences between actual revenues, expenditures and performance indicators from those items targeted in the annual budget.

Acronyms

A.M.P	Asset Management Plan	E.D.I.	Equity, Diversity, and Inclusion
A.O.D.A	Accessibility for Ontarians with Disabilities Act	E.S.L.	Estimated Service Life
A.R.L.	Annual Repayment Limit	F.C.M.	Federation of Canadian Municipalities
B.C.A.	Building Condition Assessment	F.I.R.	Financial Information Return
C.A.O.	Chief Administrative Officer	F.O.I.	Freedom of Information
C.C.B.F.	Canada Community-Building Fund	G.A.A.P.	General Accepted Accounting Principles
C.C.D.I.	Canadian Centre of Diversity and Equity	G.F.O.A.	Government Finance Officers Association
C.C.T.V.	Closed Circuit Television	G.I.S.	Geographic Information System
C.O.T.S.	Commercial off the shelf	G.P.S.	Global Positioning system
C.P.I.	Consumer Price Index	H.R.	Human Resources
C.P.A.	Chartered Professional Accountant	H.R.I.S.	Human resources Information System
C.V.A.	Current Value Assessment	H.V.A.C.	Heating Ventilation Air Conditioning
D.C.	Development Charge	I.C.T.	Information and Communications Technology
D.C.A.O.	Deputy Chief Administrative Officer	I.T.	Information Technology
E.C.D.M.	Energy Conservation and Demand Management Plan	K.M.	Kilometres

L.E.D.	Light Emitting Diode	P.S.A.	Public Sector Accounting
L.R.F.P.	Long Range Financial Plan	P.S.A.B.	Public Sector Accounting Board
L.S.R.C.A.	Lake Simcoe Region Conservation Authority	R.F.A.	Request for Acquisition
M.M.A.H.	Ministry of Municipal Affairs and Housing	R.F.I.	Request for Information
M.L.E.	Municipal Law Enforcement	R.F.P.	Request for Proposal
M.P.A.C.	Municipal Property Assessment Corporation	R.F.T.	Request for Tender
M.T.O.	Ministry of Transportation	S.L.T.	Senior Leadership Team
N.F.P.A.	National Fire Protection Association	S.O.W.	Statement of Work
O.C.W.A.	Ontario Clean Water Agency	S.P.S.	Sewage Pump Station
O.C.I.F.	Ontario Community Infrastructure Fund	S.W.M.	Stormwater Management
O.M.E.R.S.	Ontario Municipal Employees Retirement System	T.C.A.	Tangible Capital Asset
O.S.I.M.	Ontario Structure Inspection Manual	T.S.S.A.	Technical Standards and Safety Authority
P.C.I.	Pavement Condition Index	V.E.R.S.	Vehicle and Equipment Replacement Strategy
P.F.T.	Permanent Full Time		
P.M.S.	Pavement Management System		
P.P.T.	Permanent Part Time		

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