



GEORGINA

# Georgina Strategic Plan 2024 Annual Report





# 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.





# Land Acknowledgment

The Town of Georgina recognizes and acknowledges that we are on lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples, and on behalf of the Mayor and Council, we would like to thank them for sharing this land. We would also like to acknowledge the Chippewas of Georgina Island First Nation as our close neighbour and friend, one with which we strive to build a cooperative and respectful relationship.

We also recognize the unique relationship the Chippewas have with the lands and waters of this territory. They are the water protectors and environmental stewards of these lands, and we join them in these responsibilities.





# Table of Contents

Progress Overview	5
<b>Goals and Initiatives - 2024 Status and Key Accomplishments</b>	<b>6</b>
Delivering Service Excellence	7
Ensuring Balanced Growth	12
Diversifying Our Local Economy	15
Creating a Vibrant, Healthy and Safe Community for All	17
Advancing Environmental Sustainability	21
<b>Performance Indicators/Measures - 2024 Data and Trend Status</b>	<b>23</b>
Delivering Service Excellence	24
Ensuring Balanced Growth	28
Diversifying our Local Economy	30
Creating a Vibrant, Healthy and Safe Community for All	32
Advancing Environmental Sustainability	36

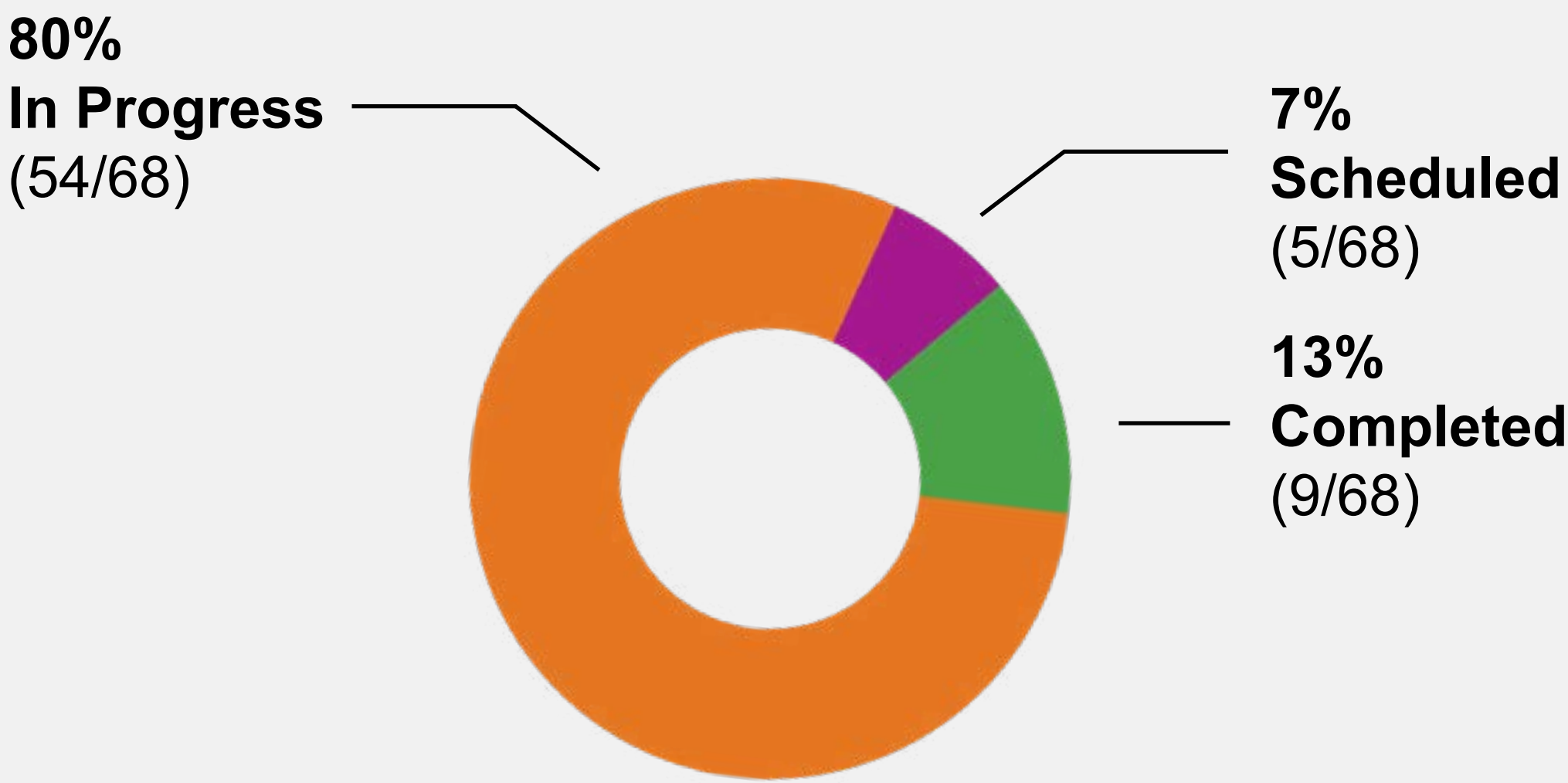




# Progress Overview

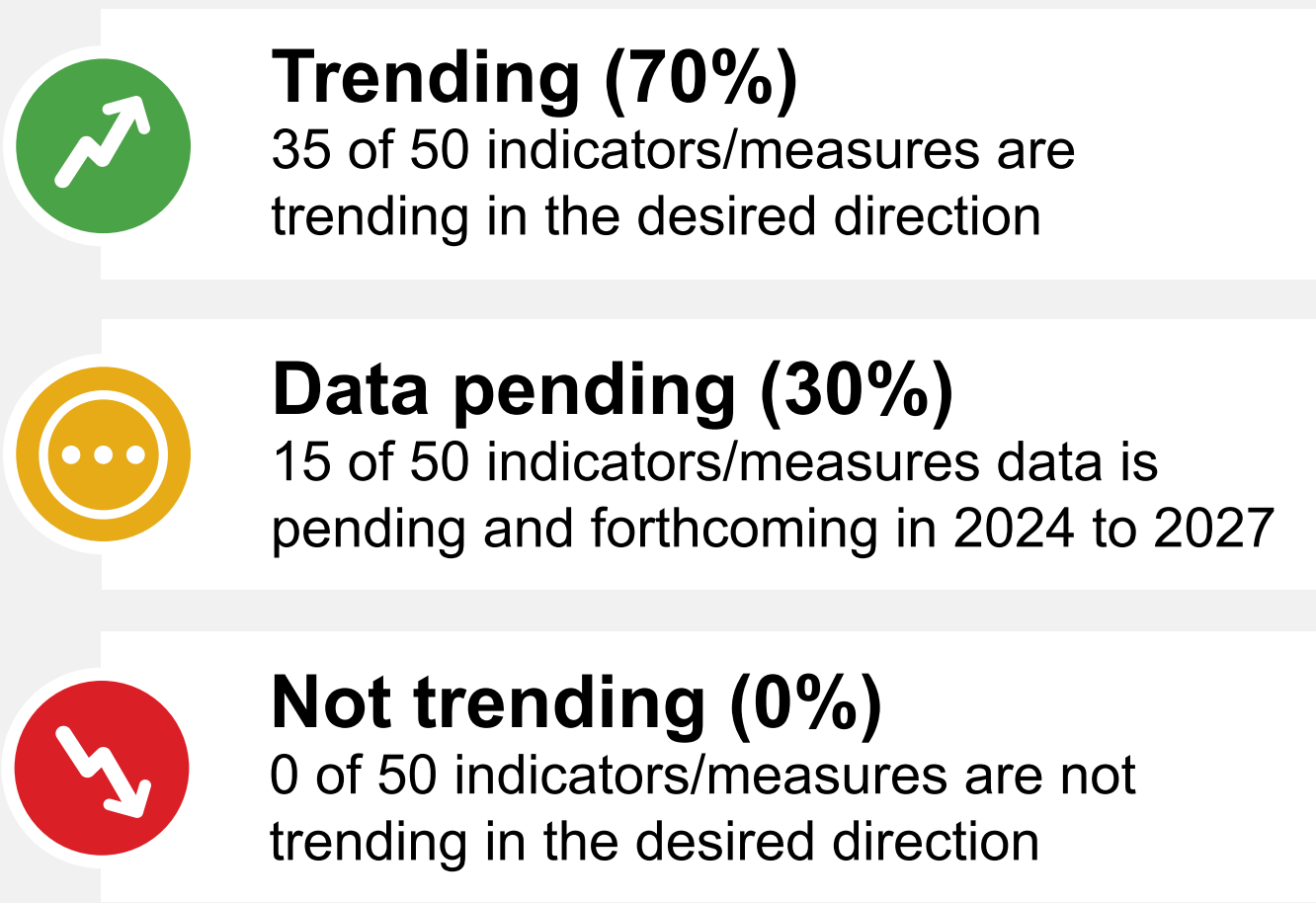
Reporting period – Jan. 1 to Dec. 31, 2024.

## 2024 Initiative Status



Initiatives completed within the first part of 2025 will be reported through the next annual update in 2026.

## 2024 Performance Measures and Indicators Trend Status





# Goals and Initiatives

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## 2024 Status and Key Accomplishments











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Goal 1: Commit to Citizen-Centric Services





Initiative	2023 Status	2024 Status	2024 Key accomplishments
1. Implement Customer Service Strategy			<ul style="list-style-type: none"><li>Reviewed and implemented changes to telephony (i.e. menu options, agent call order) and select software programs (i.e. AIMS, Worktech) to improve user experience</li><li>Supported creation of new customer service policy and incident forms</li><li>Service Georgina 2024 monthly averages: 1,300 walk-ins, 2,450 inbound emails, 3,725 calls</li><li>Average caller wait time was 42 seconds and 92% live answer rate (throughout 2024)</li></ul>
2. Continue to modernize and digitize internal and external programs and services			<ul style="list-style-type: none"><li>Development Tracking System (DTS)/Case Management System (CMS) Project Update:<ul style="list-style-type: none"><li>RFP issued, proposals evaluated, timelines established for 2025 implementation, workflows/processes for current state documented and data strategy and integration points established</li></ul></li><li>FileHold records management software onboarding is in progress</li><li>Human Resource Information System (HRIS) additional functionality added in Q2, 2024</li></ul>
3. Implement 2023-2026 Corporate Communications Plan			<ul style="list-style-type: none"><li>eNews subscribers grew by 8.9% for 2024</li><li>Social media channel growth: 32,712 followers for all channels (this includes the ROC, FB and X), 7% increase year over year<ul style="list-style-type: none"><li>Facebook – 10,554 followers; X – 4,746 followers; Instagram – 6,478 followers; LinkedIn – 3,728 (channel with the largest growth, 14.8% increase in 2024)</li></ul></li><li>Increased videos (six in 2024) highlighting staff roles</li><li>Evolved webpages to improve ease of use and enhance AODA compliance, e.g. recreation and accessibility webpages</li><li>Increased engagement with online Chatbot – 20% increase in chats; 2023 (3,882) to 2024 (4,654)</li></ul>
4. Develop and implement a Business Continuity Plan (BCP), aligned with the Emergency Management Plan (EMP)			<ul style="list-style-type: none"><li>Meetings held with York Region (YR) to discuss approach to BCP in Q1, 2024</li><li>Further research and discussions on other municipal approaches (i.e. Strathcona) in April 2024</li><li>Emergency Management will move forward with a new process in creating, tracking, updating and testing each Department’s Business Continuity, including the provision of training and necessary tools</li></ul>




 **In Progress:** the initiative is underway and/or continuous-ongoing with no set end date.  **Scheduled:** the initiative has yet to begin; with a start date in 2024 or beyond  **Completed:** the initiative is fully complete with no outstanding projects/tasks

Goal 1: Commit to Citizen-Centric Services

5. Conduct statistically significant resident satisfaction surveys (2024 and 2027)			• Survey created and tested, with administration to occur in 2025
6. Update the Recreation and Culture Master Plan			• This has been added to the 10-year Capital Plan, with this initiative to begin in 2026









Goal 2: Support employee engagement, development and well-being




Initiative	2023 Status	2024 Status	Key accomplishments
1. Refresh and implement the Human Resources Strategy			<ul style="list-style-type: none"><li>Continued to develop and implement the annual Employee Development and Objectives Program and Employee Recognition Program</li><li>Introduced succession planning document in Q2/Q3, 2024 that included successors for current roles and to meet the growing/changing needs of the Town</li><li>Promoted Linked-In Learning training and development through the library in Q2/Q3, 2024 that included development of employee competencies linked to the Employee Development and Objectives form</li><li>Introduced bi-annual Town Halls Q2, 2024</li><li>Conducted Request for Proposal (RFP) to secure new Employee and Family Assistance Program (EFAP) provider, launching Homewood Health in November 2024</li><li>Steps Challenge held in September 2024</li></ul>
2. Develop and implement an Equity, Diversity and Inclusion Strategy			<ul style="list-style-type: none"><li>Formed Equity, Diversity and Inclusion (EDI) Employee Committee in Q4, 2024 that is meeting monthly to identify internal EDI priorities</li><li>Started to engage key partners to inform the strategy in Q4, 2024</li></ul>

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Goal 3: Ensure continued financial sustainability and accountability













Initiative	2023 Status	2024 Status	Key accomplishments
1. Develop and implement a long-range financial plan			<ul style="list-style-type: none"><li>Additional data from asset management study and DC study are needed to proceed with this initiative</li></ul>
2. Continue to strengthen the Corporate Grants Program to acquire grants on behalf of the Town			<ul style="list-style-type: none"><li>\$7,441,703 total competitive grants awarded in 2024, including Housing Accelerator Fund grant of \$5,843,400</li><li>Several other grant applications submitted and under review</li></ul>
3. Conduct a review and implement a streamlined Municipal Funding Program for Community Agencies			<ul style="list-style-type: none"><li>Completed and administered in 2024</li><li>Continuous improvements of Non-Profit Grant Program are ongoing</li></ul>
4. Implement the Corporate Sponsorship Program			<ul style="list-style-type: none"><li>Enhanced sponsorship outreach, benefits and metrics: a Briefing Note was presented to Council Q3, 2024 with key improvements that included an updated sponsorship package, website content and streamlined communication and expanded outreach to current/potential sponsors</li></ul>




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Goal 4: Build a future-focused, results-driven organization




Initiative	2023 Status	2024 Status	Key accomplishments
1. Establish centralized project oversight for corporate transformation initiatives			<ul style="list-style-type: none"><li>• Project team for Development Tracking System (DTS)/Case Management System (CMS) implementation was established Q1, 2024</li><li>• Procurement process completed Q4, 2024, contract to be awarded Q1, 2025</li><li>• Current business processes documented and preliminary data strategy/technical assessment conducted with both to be shared with the vendor</li><li>• Technology solution implementation scheduled for Q4, 2025</li></ul>
2. Develop and implement internal service standards			<ul style="list-style-type: none"><li>• Planning in progress, project to commence Q2, 2025</li></ul>
3. Develop a Data Management Strategy			<ul style="list-style-type: none"><li>• Corrected municipal address inaccuracy/discrepancies (&lt;1% remaining to be fixed)</li><li>• Working with other groups, defined internal business processes to refine the collection of infrastructure data from developer</li></ul>
4. Develop and implement a Delegated Authority Bylaw to help streamline processes and approvals			<ul style="list-style-type: none"><li>• Engagement and background work is in progress</li><li>• Draft bylaw/policy and report to Council to be scheduled for Q1, 2025</li></ul>
5. Review and refresh the Town’s procurement policy			<ul style="list-style-type: none"><li>• Town’s procurement policy was completed, approved by Council and implemented in February 2024</li></ul>
6. Support implementation of the Library Strategic/ Master Plan			<ul style="list-style-type: none"><li>• Supporting Georgina Public Library Strategic Plan (2023-2027)</li><li>• Discovery Branch, within MURC, opened March 2024, becoming Georgina’s fourth library branch</li><li>• 61% increase in traffic to library facilities and resources from 2023</li><li>• GPL’s key achievements are outlined in the <a href="#">2024 Year in Review</a></li></ul>

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Goal 5: Proactively manage infrastructure and assets to ensure service continuity




Initiative	2023 Status	2024 Status	Key accomplishments
1. Improve and modernize Public Works			<ul style="list-style-type: none"><li>Completed construction of:<ul style="list-style-type: none"><li>2024 portion of the Town-wide multi-year road repairs contract</li><li>Ditch and culvert drainage improvements work for Virginia Boulevard and Burnie Road</li><li>Rehabilitation and remediation of the Pfefferlaw Dam</li><li>Stabilization of shoulders on Pollock Road</li></ul></li><li>Completed reconstruction of Black River Road</li><li>Completed replacement of 114 aging polybutylene water service connections</li><li>Completed the Municipal Class Environmental Assessment for the replacement of the Old Shiloh Road Bridge</li><li>Water/Wastewater Maintenance – routine maintenance of systems through inspections/preventative maintenance programs and monitoring/compliance through regular testing of water quality to meet regulatory standards</li></ul>
2. Continue to modernize, maintain, and enhance accessibility of facilities and spaces			<ul style="list-style-type: none"><li>Continue to repair and maintain facilities with accessibility at the forefront, including new steel stairs at Sutton Arena and new accessible groundworks at Sutton Multi-Use Facility</li></ul>
3. Develop and implement the Asset Management Plan (AMP) for non-core assets, including creation of an Invest/Divest Strategy for facilities and vacant lands			<ul style="list-style-type: none"><li>Council endorsed the Asset Management Plan (AMP) for non-core assets on June 19, 2024 - Report No. OI-2024-0004. Resolution No. C-2024-0217</li><li>Council endorsed the Land Invest-Divest Strategy and Framework on October 30, 2024 - Report No. OID-2024-0005. Resolution No. C-2024-0326</li><li>Annual Progress Reports on the status of implementation of both the Core and Non-Core Asset Plans, in alignment with Section 6.2, to be delivered on or before July 1, 2025</li></ul>
4. Continue to advance the Lake Drive Shoreline Action Plan			<ul style="list-style-type: none"><li>Surveys substantially completed for the shoreline properties</li><li>Town departments collaborated to ensure alignment with legal, planning and infrastructure requirements</li></ul>

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Goal 1: Promote and ensure responsible growth and long-term planning




Initiative	2023 Status	2024 Status	Key accomplishments
1. Complete Official Plan Review			<ul style="list-style-type: none"><li>The 10-year Official Plan Review is currently scheduled to begin in 2027</li></ul>
2. Complete Phase 1 – Countryside Bylaw			<ul style="list-style-type: none"><li>Countryside Zoning Bylaw 600 approved by Council in November 2023 and remains under appeal to the Ontario Land Tribunal (OLT) – awaiting OLT decision and order with update in 2025</li><li>Staff report on recommendations for agricultural-related and on farm diversified uses in June 2024</li><li>Staff report back Q2, 2024 with recommendations on agriculture-related and on farm diversified uses</li></ul>
3. Complete Phase 2 – Comprehensive Zoning Bylaw Review			<ul style="list-style-type: none"><li>Phase II of the Comprehensive Zoning Bylaw Review for the Town’s Settlement Areas is scheduled to begin in 2025</li></ul>
4. Review and update the Town’s sanitary sewer and water allocation			<ul style="list-style-type: none"><li>Initial policy review and interim changes to assignment program approved by Council in December 2024</li></ul>
5. Conduct various studies and update fees to plan for growth: Complete: User Fee Bylaw Update, Stormwater Fee Study, Development Charges (DC) Study, Water and Wastewater Fee Study			<ul style="list-style-type: none"><li>The Stormwater Fee Study completed and Bylaw passed in Q2, 2024</li><li>The Water/Wastewater Fee Study completed and Bylaw passed in Q3, 2024</li><li>User-Fee Bylaw updates put forward to Council in January 2024 – with additional updates to be presented in 2025</li><li>Request for Proposal (RFP) process for Development Charges (DC) Study completed and consultant retained in Q4, 2024</li></ul>
6. Explore additional revenue opportunities			<ul style="list-style-type: none"><li>Stormwater Charge approved by Council and billed on the 2024 final tax bill in Q2, 2024</li><li>Updated User Fees are generating additional revenue to be in line with the market</li><li>Water/Wastewater Fees are raising the adequate revenues to maintain the program</li></ul>
7. Update the municipal design engineering standards			<ul style="list-style-type: none"><li>Key milestones include project Award and Kickoff (April 2024), hosting of a Vision Workshop (June 2024), Gap Analysis Workshop (September 2024), and Alternatives and Recommendations Workshop (December 2024)</li><li><a href="#">Briefing Note</a> with update to Council (October 2024)</li></ul>

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Goal 2: Support a diversity of housing types in Georgina




Initiative	2023 Status	2024 Status	Key accomplishments
1. Complete and/or update Secondary Plans (Keswick, Pepperlaw, Sutton)			<ul style="list-style-type: none"><li>Ontario Land Tribunal (OLT) Hearing for appeal of the Keswick Secondary Plan held in August 2024 - appeal was dismissed and the Plan is now in force and effect</li><li>Review of the Sutton/Jackson’s Point Secondary Plan scheduled to commence in 2028, and new Pepperlaw Secondary Plan in 2029</li></ul>
2. Update zoning bylaws to implement provisions for additional residential units			<ul style="list-style-type: none"><li>Provisions related to Additional Residential Units (ARUs) contained in Countryside Zoning Bylaw 600 are pending appeal to the Ontario Land Tribunal (OLT) – decisions and updates on appeals to be received in 2025</li><li>Remaining ARU review/update to Zoning Bylaw provisions to be completed Q4, 2025 in accordance with Housing Accelerator Fund (HAF) Action Plan</li></ul>
3. Advocate for and support building new residential units with a range of affordability and explore opportunities for partnerships and collaboration with York Region			<ul style="list-style-type: none"><li>Continued collaboration and regular meetings with York Region to discuss opportunities related to potential municipal land contribution for affordable housing</li></ul>
4. Review the Town’s development approvals process to identify potential opportunities for streamlining			<ul style="list-style-type: none"><li>Development Tracking System (DTS)/Case Management System (CMS) project advanced with preparation of a Request for Proposal (RFP) and procurement to retain a vendor; technology solution implementation is scheduled for 2025</li><li>Review/update of planning, engineering and building processes to fast-track affordable and rental housing projects to be completed Q4, 2025, in accordance with Housing Accelerator Fund Housing (HAF) Action Plan</li></ul>
5. Advocate for timely construction and delivery of regional water and sewer servicing infrastructure to facilitate growth			<ul style="list-style-type: none"><li>Staff participated quarterly in the York Region Capacity Assignment Working Group, advocating for allocation assignment to Georgina</li><li>York Region completed a study to identify options to optimize treatment capacity at the Sutton Wastewater Resource Recovery Facility (April 2024)</li><li>York Region has confirmed the usage/”bringing it online” of the Woodbine Avenue Sanitary Trunk Sewer by Q4 2026/Q1 2027</li></ul>

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Goal 3: Improve physical and communications infrastructure




Initiative	2023 Status	2024 Status	Key accomplishments
<p>1. Enhance public transportation options in Georgina in collaboration with other governments</p> <ul style="list-style-type: none"><li>• Advocate for improved public transit</li><li>• Continue to advocate to the Province for the Hwy 404 extension into Keswick Business Park in collaboration with York Region</li><li>• Align with regional transportation goals</li></ul>			<ul style="list-style-type: none"><li>• Advocacy efforts continue for Highway 404 extension into the Keswick Business Park</li><li>• Extensive collaboration with York Region Transit on route and schedule changes necessary to support Georgina community needs</li><li>• Initiatives aligning with Regional Transportation Goals, including enhancements to the Lake to Lake Route (Lake Drive East improvements Phase I)</li></ul>
<p>2. Continue to implement the Corporate Broadband Roadmap</p>			<ul style="list-style-type: none"><li>• Broadband expansion in progress in collaboration with YorkNet and Internet Service Providers</li><li>• YorkNet and Bell presented updates to Council in October 2024:<ul style="list-style-type: none"><li>◦ <a href="#">Bell Presentation</a></li><li>◦ <a href="#">YorkNet Presentation</a></li></ul></li><li>• To date, Bell has completed fibre installation to approximately 16,000 homes. Bell is planning to construct next generation fibre network connection option to roughly 18,000 homes and businesses in Georgina</li><li>• In spring of 2025, Bell will be constructing fibre to service Fox and Snake Islands</li><li>• To date, York Net constructed 220+ km of fibre conduit across Georgina, 70+ km of fibre to be built in 2025, 65+ homes connected to YorkNet fibre through a partnership with Galaxy Fibre (by March 21, 2025)</li></ul>

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Goal 1: Support investment attraction, job creation, business retention and expansion, including within our agricultural sector




Initiative	2023 Status	2024 Status	Key accomplishments
1. Refresh and begin implementation of the Economic Development and Tourism Strategy and Action Plan			<ul style="list-style-type: none"><li>• Five-year Economic Development and Tourism Strategic Plan approved by Council in February 2024</li><li>• 35 of 42 actions completed or in progress with updates to be presented annually</li></ul>
2. Support expedited approvals for ICI (Industrial, Commercial, Institutional) developments and small and medium sized enterprises (SMEs) that encourage job creation and an increase in the non-residential tax base			<ul style="list-style-type: none"><li>• 157,471 sq. ft. of ICI floor space created and \$85M in construction value of issued ICI permits</li><li>• Bi-weekly meetings established with major developers and relevant Town departments - efforts supported two more tenants secured in the first Keswick Business Park building</li><li>• More than half occupancy reached in Keswick Business Park’s first 370,000 sq. ft. building</li><li>• Canadian Life Science and Technology Park received zoning approval in late 2024 and Scott Woods Transport site moving through the site plan approval process</li></ul>
3. Develop an investment attraction program (i.e., trade shows, marketing, investment micro-site, etc.)			<ul style="list-style-type: none"><li>• In partnership with York Region, secured \$15,000 to facilitate investment readiness and attraction projects, e.g. pitch deck development</li><li>• 21K visits to choosegeorgina.ca driven by campaigns, good news story blogs and social engagement</li><li>• Attended high-profile events such as the Site Selector’s Guild, Collision and Med Tech conferences</li><li>• Launched a talent attraction video campaign that garnered 87,000+ views, contributing to the Town’s Choose Georgina campaign (with 450,000+ views)<ul style="list-style-type: none"><li>◦ Society of Industrial and Office Realtors (SIOR) campaign resulted in 50,372 impressions through 50 publications to ICI brokers in the Greater Toronto Area</li></ul></li></ul>
4. Advocate to increase post-secondary and skill/training programs for Georgina including pursuing the extension of YSpace and the Entrepreneurship Hub Pilot in collaboration with York University			<p>YSpace:</p> <ul style="list-style-type: none"><li>• First year of two-year partnership renewal underway that directly supported 151 Georgina business ventures</li><li>• Hours extended to meet participant needs and new partnerships established</li><li>• Discussions ongoing with potential partners regarding extension of programs</li></ul> <p>Skills Training Centre (STC), formerly known as Georgina Trades Training Inc. (GTTI)</p> <ul style="list-style-type: none"><li>• Supported STC with \$50,000 through the Non-Profit Organization Event to facilitate a welding program</li></ul>

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Goal 2: Continue to support Georgina’s tourism sector as an economic driver




Initiative	2023 Status	2024 Status	Key accomplishments
1. Deliver the Waterfront Parks Master Plan and apply recommendations for future development considerations			<ul style="list-style-type: none"><li>• Council received and in principle endorsed the final Waterfront Parks Master Plan (WPMP) in May 2024</li><li>• Staff prepared business cases for the design of Willow Beach and implementation of the WPMP for the 2025 Budget process</li></ul>
2. Enhance partnerships with private sector tourism stakeholders			<ul style="list-style-type: none"><li>• Strengthened collaboration and cross promotion with the tourism community, forming 103 partnerships with local businesses</li><li>• Provided promotion, financial support through grants and program delivery</li><li>• Events and initiatives were bolstered by \$8,000 in funding from the York Region Tourism Fund and the Central Counties Tourism Partnership</li><li>• 23 organizations were supported through \$45,000 in Economic, Culture and Community Betterment grants</li></ul>
3. Implement BIA beautifications and enhance placemaking/revitalization efforts through infrastructure and streetscaping projects			<ul style="list-style-type: none"><li>• Beautification projects included holiday decorations in public spaces, summer and veteran banners and significant landscape enhancements to the Jackson’s Point Parkette</li><li>• High Street Reconstruction Project – research, outreach and marketing completed to support High Street in Sutton during upcoming construction</li><li>• Streamlined and promoted the Community Improvement Plan with two businesses using \$10,000 in grants to improve their facades</li></ul>
4. Continue to enhance Georgina’s brand as a tourism destination			<ul style="list-style-type: none"><li>• Distributed 11,000 tourism guides, in collaboration with Chamber of Commerce</li><li>• Promoted 30+ events to attract visitors outside of Georgina</li><li>• Wayfinding Strategy approved by Council Q2, 2024</li><li>• Installed new marquee signs at key visitor locations, including the ROC, Uptown Keswick Parkette, North Gwillimbury Park, and Holmes Point Park.</li><li>• Attended two trade shows and four industry events</li><li>• Expanded two signature events, Field to Table and Taste of Georgina, bringing in more than \$38,500 in revenue to businesses</li><li>• Highlighted agri-tourism opportunities through Grown in Georgina campaign, including support of a short documentary titled Beyond the Fields, featured at the Toronto Short Film Festival</li></ul>

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Goal 1: Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation




Initiative	2023 Status	2024 Status	Key accomplishments
1. Engage in regular consultations with the Chippewas of Georgina Island First Nation to strengthen the partnership and understand how to best support the advancement of UNDRIP, TRC Calls to Action and other key priorities			<ul style="list-style-type: none"><li>Supported Truth and Reconciliation flag raising event that included teachings from Indigenous Cultural Advisor<ul style="list-style-type: none"><li>Collaborated with Georgina Island First Nation on tiny shoe memorial</li></ul></li><li>Supported/promoted Round Dance event at the MURC</li><li>Produced Truth and Reconciliation newsletter (internally and externally)</li><li>Led the Town’s presence at annual Pow Wow</li><li>Continued to strengthen liaison between Town and Chippewas of Georgina Island First Nation, e.g. cultural events, joint meetings of mutual benefit and additional support upon request</li></ul>
2. Establish employee training and learning opportunities to support relationship building and staff learning and development			<ul style="list-style-type: none"><li>Organized employee event held in Council Chamber with resident of the Chippewas of Georgina Island First Nations in September 2024 - the event educated an estimated 34 staff on the Chippewas history on Georgina Island through personal stories and sharing of customs and traditions</li><li>EDI training modules launched in Q2, 2024</li></ul>
3. Continue to support the Chippewas of Georgina Island First Nation with the addition to the reserve process, including the advancement of a municipal service agreement			<ul style="list-style-type: none"><li>Ongoing collaboration with the Chippewas of Georgina Island First Nation on the Addition to Reserve (ATR) process and a municipal service agreement</li><li>Council endorsed an application by the Chippewas of Georgina Island First Nation for inclusion of 969 Lake Drive North as part of the ATR process in February 2024</li></ul>

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Goal 2: Support a safe, inclusive and healthy community




Initiative	2023 Status	2024 Status	Key accomplishments
1. Advance implementation of the Fire Services Master Plan			<ul style="list-style-type: none"><li>• Re-evaluated the 102 recommendations</li><li>• Of the 102 recommendations, 71 are completed; 19 are in progress; four are no longer applicable and eight are outstanding</li></ul>
2. Advance recommendations from the Joint Fire Services Assessment in collaboration with East Gwillimbury			<ul style="list-style-type: none"><li>• Project was put on hold in 2024 due to change in leadership in East Gwillimbury (EG)</li><li>• Fleet Services have entered into an agreement with EG Fire for fleet services of apparatus equipment</li></ul>
3. Continue to evaluate and revise the Community Risk Reduction Plan in relation to the risks			<ul style="list-style-type: none"><li>• Live data application is continuously updated</li></ul>
4. Advocate for enhanced health and wellness services, partnerships and investment attraction for Georgina			<ul style="list-style-type: none"><li>• Memorandum of Understanding (MOU), that includes five areas of collaboration, developed and signed between Southlake, Town and Northern York South Simcoe Ontario Health Team (NYSS OHT) in June 2024</li><li>• Applications submitted to the Ministry of Health for operation of diagnostic imaging (MRI/CT Scans) and Gastrointestinal Endoscopy Services in Georgina</li><li>• Discussions with key partners on the development of an Advanced Care Campus in Georgina</li><li>• New Children’s Care and Primary Care Clinics opened in Georgina</li><li>• Engagement with Chippewas of Georgina Island First Nation and broader community to gain better understanding of healthcare needs in Georgina</li><li>• Regular meetings with all partners are ongoing, with update to Council in November 2024</li></ul>

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Goal 2: Support a safe, inclusive and healthy community




Initiative	2023 Status	2024 Status	Key accomplishments
5. Update the Active Transportation Master Plan, including trails and expansion of the traffic and road safety program			<ul style="list-style-type: none"><li>Completed preliminary design and communications for Phase 1 of the Lake Drive Improvements Program in Q3/Q4, 2024</li><li>Developed business case and received budget to update the Georgina Trails and Active Transportation Master Plan, including connection to the Waterfront and Parks Master Plan</li><li>Operationalized Automated Speed Enforcement Program, set to be ‘live’ in April 2025</li><li>Updated and implemented new Safe Streets Policy</li><li>Advocated for speed reduction on regional roads, modified speed on municipal roads as required</li></ul>
6. Update the 2018-2022 Multi Year Accessibility Plan, including Accessibility for Ontarians with Disabilities Act (AODA) compliance			<ul style="list-style-type: none"><li>Submitted approved Accessibility/AODA Compliance report to Ministry in January 2024</li><li>Advisor staff position secured in March 2024</li><li>Regular updates to Georgina Accessibility Advisory Committee (GAAC) ongoing</li><li>Developed Georgina Accessibility Staff Team (GAST) and compliance framework</li><li>Website enhancements completed, including dedicated page for accessibility and public feedback loop</li><li>Conducted future state self-assessments and received final recommendations report from Abilities Centre Durham in December 2024</li><li>Launched Accessibility Survey and engagement events to inform the Multi-Year Accessibility Plan (MYAP) - final Plan to be presented to Council Q2, 2025</li></ul>
7. Create a Town of Georgina Anti-Racism Policy			<ul style="list-style-type: none"><li>Draft of Anti-Racism Policy completed Q4, 2024 with final policy and implementation in progress</li><li>Draft of Inappropriate Customer Conduct Policy, to provide framework for addressing inappropriate and/or unsafe behavior, completed Q4, 2024 with final policy and implementation in progress</li><li>Hosted 10+ events, including Black History Month, Anti-Bullying Day, Pride Month, regular webinars through the Canadian Centre for Diversity and Inclusion (CCDI) for employee awareness and inclusion</li></ul>

 **In Progress:** the initiative is underway and/or continuous-ongoing with no set end date.  **Scheduled:** the initiative has yet to begin; with a start date in 2024 or beyond  **Completed:** the initiative is fully complete with no outstanding projects/tasks













Goal 3: Continue to invest in community amenities and spaces




Initiative	2023 Status	2024 Status	Key accomplishments
1. Complete construction of the MURC and open to the public			<ul style="list-style-type: none"><li>Construction was completed and the MURC opened to the public on March 2, 2024</li></ul>
2. Complete design and construction of the Civic Centre			<ul style="list-style-type: none"><li>Tender was issued in February 2024 and awarded in May 2024</li><li>Construction is underway with a tentative completion date of Q4, 2025</li></ul>
3. Update and implement the ROC and LINK Business Plans			<ul style="list-style-type: none"><li>Rental Shop was opened in 2024</li><li>Initiative is ongoing with updates scheduled for 2025</li></ul>
4. Create the Parks Master Plan			<ul style="list-style-type: none"><li>Public consultations, user group meetings and data collection were completed</li><li>Tender occurred in 2024, with final draft to be completed in 2025</li></ul>
5. Continue to optimize and invest in improvements to local parks, facilities, and recreational amenities			<ul style="list-style-type: none"><li>Completion of the Pefferlaw Lions Park improvements, including Pump Track and Skate Park</li><li>Pefferlaw Park Sports Zone launched/created/established/opened</li><li>Resurfacing of the tennis and pickleball courts on the Civic Centre property (ROC), Watson and Udora Parks</li><li>Canopy repairs at the Pefferlaw Lions Hall</li><li>Chain link fencing replacement at the Pefferlaw Ice Pad</li><li>Column repairs at Belhaven Hall</li><li>Refrigeration plant upgrades at Georgina Ice Palace in progress</li><li>Parking lot repairs at Keswick Fire Hall</li><li>Table and chair replacements at Egypt and De La Salle Chapel</li><li>Ditching and drainage work on the Civic Centre property, Jacksons Point Harbour\ Bonnie Park</li><li>Ditching and drainage work at Georgina Pioneer Village started 2024, to be completed 2025</li><li>Installation of new playgrounds at West Park and Udora Park</li><li>Continuation of picnic table replacement</li><li>Shoreline restoration at Corner Park</li></ul>

 **In Progress:** the initiative is underway and/or continuous-ongoing with no set end date.  **Scheduled:** the initiative has yet to begin; with a start date in 2024 or beyond  **Completed:** the initiative is fully complete with no outstanding projects/tasks



Goal 1: Celebrate and respect Georgina’s natural environment, including Lake Simcoe




Initiative	2023 Status	2024 Status	Key accomplishments
1. Work with Lake Simcoe Region Conservation Authority on watershed health, including improving Stormwater management to reduce pollutants entering Lake Simcoe			<ul style="list-style-type: none"><li>• In partnership with Lake Simcoe Region Conservation Authority (LSRCA), completed effectiveness monitoring of catch basin filter inserts to reduce discharges of sediment into receiving water bodies Q4, 2024</li></ul>
2. 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			<ul style="list-style-type: none"><li>• Lake Simcoe Freshwater Ecosystem Initiative released in January 2024</li><li>• Town worked closely with Lake Simcoe Regional Conservation Authority (LSRCA) to identify high-priority projects and endorsed applications from the Ontario Water Centre and LSRCA</li><li>• LSRCA was awarded \$412,700 to reduce phosphorus loads to Lake Simcoe by prioritizing agricultural best practices and assessing their effectiveness under climate change</li><li>• Town’s Climate Change Action Plan (CCAP) is in progress and will be presented to Council for endorsement in Q2, 2025, to include recommended actions to support strong applications for this and similar future funding opportunities</li><li>• Town is in contact with the Canada Water Agency and is monitoring future funding</li></ul>
3. Review and update the Town’s tree preservation and compensation policy			<ul style="list-style-type: none"><li>• Draft tree preservation and compensation policy was released in May 2024</li><li>• Consultation and policy development is ongoing</li></ul>
4. In partnership with the Environmental Advisory Committee and environmental stakeholders, coordinate an annual Earth Day event and other educational and awareness opportunities			<ul style="list-style-type: none"><li>• Engaged with the Environmental Advisory Committee (EAC) to plan for Earth Day 2024</li><li>• Promotion and marketing of Earth Day occurred at Georgina’s Home Show Q2, 2024</li><li>• Seedlings were distributed to the public at the Home Show through Town booth</li><li>• 150 fruit and floral trees were planted in the ROC Wildflower Garden</li><li>• 1-acre hydroseeded expansion of the ROC Wildflower Garden was completed</li><li>• Georgina became a Bee City Community</li></ul>
5. Advocate for the construction of the Holland Marsh phosphorus recycling facility			<ul style="list-style-type: none"><li>• York-Simcoe MPP Caroline Mulroney reaffirmed Province’s commitment to provide \$24 million for the construction of a new phosphorus treatment plant for the Lake Simcoe watershed in January 2024</li><li>• Continued advocacy throughout 2024, leading to an announcement in early 2025 regarding the Province signing a non-binding Memorandum of Understanding (MOU) with the Town of Bradford West Gwillimbury (BWG) to own and manage the plant</li></ul>

 **In Progress:** the initiative is underway and/or continuous-ongoing with no set end date.  **Scheduled:** the initiative has yet to begin; with a start date in 2024 or beyond  **Completed:** the initiative is fully complete with no outstanding projects/tasks



Goal 2: Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation

Initiative	2023 Status	2024 Status	Key accomplishments
1. Update Energy Conservation Demand Management Plan			<ul style="list-style-type: none"><li>Electric Vehicle (EV) user fee bylaw was passed by Council in February 2024</li><li>Plan has been updated Q2, 2024</li><li>EV charging stations opened at the MURC in Q2, 2024</li><li>EV charging station at the Pepperlaw Lions Hall went online in Q2, 2024</li></ul>
2. Develop Climate Change Action Plan (CCAP) to define a path forward for the Town that focuses on high value initiatives			<ul style="list-style-type: none"><li>Town’s Climate Change Action Plan (CCAP) 80% complete including planning and initiation, research and inventory, engagement, and risk prioritization</li><li>Climate Risk Assessment presented to Council in November 2024 – Action Plan to address priority risks is in progress</li><li>Final Climate Change Action Plan (CCAP) will be presented to Council for endorsement in Q2, 2025</li></ul>
3. Conduct a feasibility study to consider opportunities and options to greening the fleet			<ul style="list-style-type: none"><li>New Ice Resurfacers to be introduced in 2025</li><li>Explored options to include greening the fleet initiative into the Town’s Climate Change Action Plan (CCAP) to be completed in 2025</li></ul>
4. Continue to implement the Waste Management Plan (corporate and community)			<p>Circular Economy</p> <ul style="list-style-type: none"><li>Blue Box Transition – Town is committed to supporting residents in the transition to circular material</li></ul> <p>Waste Diversion Programs</p> <ul style="list-style-type: none"><li>eWaste Recycling: 4.32 metric tonnes from two events</li><li>Textile Programs: In 2024, we successfully diverted 38.68 metric tonnes of waste from landfills</li></ul>

 **In Progress:** the initiative is underway and/or continuous-ongoing with no set end date.  **Scheduled:** the initiative has yet to begin; with a start date in 2024 or beyond  **Completed:** the initiative is fully complete with no outstanding projects/tasks



# Performance Measures and Indicators

2024 Data and Trend Status



GEORGINA

[georgina.ca/StrategicPlan](https://georgina.ca/StrategicPlan)





Goal 1: Commit to Citizen-Centric Services

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Per cent of first contact resolution	data pending	data pending			<ul style="list-style-type: none"><li>Dependent on future implementation of Customer Relationship Management (CRM) solution to provide this data</li></ul>
Calls answered live by Service Georgina	90%	92%			<ul style="list-style-type: none"><li>41,130 of 44,698 calls serviced live (92%) by Service Georgina</li></ul>
Resident satisfaction survey scores (number of respondents, per cent satisfied)	data pending	data pending			<ul style="list-style-type: none"><li>Postal strike delayed 2024 survey launch - being fielded February/March, 2025, results to follow in Q2/Q3, 2025</li></ul>
Average time for building permit issuance/permit type	data pending	data pending			<ul style="list-style-type: none"><li>A number of factors impact the results of a timely permit issuance - when an application is complete, including acceptance of all other applicable laws, the trend is as follows;</li><li>Residential and accessory building permits generally meet the mandated timeline of (10 business days) noted in the Ontario Building Code</li><li>Commercial and industrial permits generally meet the mandated timelines (20-30 days) noted in the Ontario Building Code (based on occupancy)</li><li>Georgina implemented routine protocol to accelerate smaller permits (decks and sheds) to be turned around in eight business days</li></ul>

**Trending:** indicator/measure is trending in the desired direction    **Data pending:** data is pending and forthcoming in 2024 to 2027    **Not trending:** indicator/measure is not trending in the desired direction.

Quick facts

**333** marriage licences

**149** weddings officiated

**255** pet adoptions











**151** animals were returned home

**56** pet transfers for adoption elsewhere






Goal 2: Support employee engagement, development and well-being

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Number of employees that completed professional development	107	134			<ul style="list-style-type: none"><li>Indicator trending in a positive direction through development and implementation of initiatives indicated in 2024 Accomplishments related to this area</li></ul>
Number of employees that completed compliance/technical related training	82	133			<ul style="list-style-type: none"><li>Indicator trending in a positive direction through development and implementation of initiatives indicated in 2024 Accomplishments related to this area</li></ul>
Number of employees that completed Health and Safety related training	97	154			<ul style="list-style-type: none"><li>York Regional Police (YRP) conducted eight Run, Hide and Defend sessions for staff in Q1 and Q2 of 2024</li><li>Provided Working Minds Mental Health training for Leaders and Mental Health First Aid for employees in Q1, 2024</li></ul>
Number of employees that completed corporate policy training	155	120			<ul style="list-style-type: none"><li>Total number of employees having completed corporate policy training for the two-year period is 275</li><li>120 for 2024 was impacted by a hold on policy review as research is being done on new delivery methods for improved engagement and enhancing content retention</li></ul>
Employee Engagement Survey results	74.8% engagement rate 64% response rate	data pending			<ul style="list-style-type: none"><li>Focus is on actionable items identified through the 2023 Employee Engagement Survey</li><li>Data will be provided through future engagement surveys</li></ul>

 **Trending:** indicator/measure is trending in the desired direction     **Data pending:** data is pending and forthcoming in 2024 to 2027

 **Not trending:** indicator/measure is not trending in the desired direction.

Quick facts

**1.8M** views at georgina.ca

**8.9%** growth in eNews subscribers

**37,712K+** followers for Facebook, X, Instagram and LinkedIn

7% increase year over year and a 14.8% increase on LinkedIn







**9,296** active library members

**472,654** Library visits (usage of space and programs do not require active membership)



**298,496** total books, movies and online items circulated through Georgina Public Library






Goal 3: Ensure continued financial sustainability and accountability

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Dollars spent and/or per cent variance in accordance with approved budget	0.06%	data pending			• 0.06% variance for 2023, 2024 is pending year-end financial statements that will be presented to Council in June 2025
Dollars and in-kind contribution generated through corporate sponsorship program	\$47,130	\$60,554			• \$29,950.00 from Special Events • \$30,603.89 from Advertising
Dollars generated through Corporate Grants Program	\$1.176 Million	\$7.44 Million			• \$7,441,703 total competitive grants awarded in 2024, including Housing Accelerator Fund of \$5,843,400 • Several other grant applications have been submitted and are under review

Goal 4: Build a future-focused, results-driven organization

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Number of service standards established and tracked	data pending	data pending			• Project rescheduled to 2025 • Detailed review for select divisions scheduled for Q2-Q3, 2025

 **Trending:** indicator/measure is trending in the desired direction     **Data pending:** data is pending and forthcoming in 2024 to 2027     **Not trending:** indicator/measure is not trending in the desired direction.

Quick facts

**\$45,000** provided to local organizations in support of local festivals and events through 23 Economic, Culture and Community Betterment Grants

**\$558,995K** Waterfront parking revenue from all parking lots

Supported **community engagement** through surveys:




- 2025 budget survey
- Climate Change Action Plan survey
- Earth Tree giveaway
- Heritage Register Review
- Parks and trails master plan survey
- Accessibility survey





Goal 5: Proactively manage infrastructure and assets to ensure service continuity

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Per cent of core assets in better than fair condition (by replacement value)	Roads: 81% Water: 94% Wastewater: 91% Urban Stormwater: 99%*	Roads: 80% Water: 86% Wastewater: 88% Urban Stormwater**:98% Bridges and Culverts:77%			<ul style="list-style-type: none"><li>• Bridges and culverts are based on the 2024 OSIM report, next update will be 2026</li><li>• 98%** aged-based condition, excluding ditches, road crossing culverts, and OGS</li></ul>
Per cent of non-core assets in better than fair condition (by replacement value)	data pending	Fleet: 73% Equipment: 25% Active Transportation: 47% Parks: 37% Facilities: 81% Roadway Appurtenances: 94% Urban Forestry: 50% IT Assets: 88%			<ul style="list-style-type: none"><li>• Active transportation, parks, facilities, roadway appurtenances, urban forestry and IT assets are based on the data reported for 2024 non-core Asset Management Plan</li><li>• Fleet and equipment are continuously updated based on the notifications from Fleet</li></ul>

 **Trending:** indicator/measure is trending in the desired direction     **Data pending:** data is pending and forthcoming in 2024 to 2027     **Not trending:** indicator/measure is not trending in the desired direction.

Quick facts

**36** times winter maintenance vehicles were deployed

**23.5 KM** of two-lane road resurface









**5,935** drinking water samples analyzed from our distribution systems




**1,516** fire hydrants were inspected (x2)

**57.148 KM** of sanitary sewers were cleaned by means of high-pressure flushing.  
(29.91% of the gravity sewer system)



Goal 1: Promote and ensure responsible growth and long-term planning

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Dollars in total contribution in capital reserves	\$9.2M	\$10.5M			<ul style="list-style-type: none"><li>\$13.5M set for 2025 contribution</li></ul>
Per cent of increase in ICI (industrial, commercial, institutional) tax base (average assessment for each category)	Commercial: 0.7% Industrial: 49.63%	Commercial: 1.05% Industrial: 0.85%			<ul style="list-style-type: none"><li>Year-over-year increases in both classes</li><li>Larger increases will be reported when Business Park building is assessed</li></ul>
Number of building permits issued - residential and ICI	717	496			<ul style="list-style-type: none"><li>The data point includes 30 ICI, 343 Residential and 123 Other building permits</li><li>496 building permits issued with a total construction value of \$184.9M continues a strong trend in overall construction activity despite a challenging economy and housing market, and has put Georgina in line with or having outpaced our closest comparator municipalities with provincially assigned housing targets, as it relates to the new housing front exclusively.</li></ul>
Per cent reduction in rezoning applications in countryside	data pending	data pending			<ul style="list-style-type: none"><li>Not applicable at this time as the Countryside Zoning Bylaw is still under appeal</li><li>Awaiting OLT Order and decision to be issued in 2025</li><li>Tracking to commence upon final approval of the bylaw</li></ul>

 **Trending:** indicator/measure is trending in the desired direction     **Data pending:** data is pending and forthcoming in 2024 to 2027     **Not trending:** indicator/measure is not trending in the desired direction.











Quick facts




**\$198M** total construction value of building permits issued.











Goal 2: Support a diversity of housing types in Georgina

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Per cent of households in Georgina that spend less than 30% income on housing	23.5%	data pending			<ul style="list-style-type: none"><li>• Next census is scheduled for May 2026</li><li>• Several recent indicators, such as rents, house prices, demand for subsidized housing and affordable housing development suggest that affordability challenges are intensifying in Georgina</li></ul>
Number of residential units with building permits issued/permit type	438 approved; 398 singles, 2 semis,38 accessory apartments/ additional residential units	438 approved, 235 singles, 30 accessory apartments/additional residential units, 3 multi-use residential units, 160 long-term care beds			<ul style="list-style-type: none"><li>• Singles – 235</li><li>• Semis – 0</li><li>• Accessory apartments/ additional res. units – 30</li><li>• Multi-use residential – 3</li><li>• Long-term care beds – 160</li></ul>
<b>NEW:</b> Number of initiatives to support housing supply and affordability that have translated to tangible deliverables/direct action	data pending	data pending			<ul style="list-style-type: none"><li>• This indicator will be measured through work related to the Affordable Housing program</li></ul>
Number of lane kms of road network improved in Georgina	193.2 km	105.2 km			<ul style="list-style-type: none"><li>• This indicator includes interim asphalt crack repairs, which are expected to decline as the Town’s overall road network condition improves</li></ul>
Broadband coverage in Georgina	Additional Bell fibre connection options provided to approximately 12,000 homes/businesses	To date, Bell has completed fibre connection options to 16,000 homes/ businesses			<ul style="list-style-type: none"><li>• To date, Bell has completed fibre installation to approximately 16,000 homes. Bell is planning to construct next generation fibre network connection option to roughly 18,000 homes and businesses in Georgina</li><li>• In spring of 2025 Bell will be constructing fibre to service Fox and Snake Islands</li><li>• To date, York Net constructed 220+ km of fibre conduit across Georgina, 70+ km of fibre to be built in 2025, 65+ homes connected to YorkNet fibre through a partnership with Galaxy Fibre (by March 21, 2025)</li></ul>

 **Trending:** indicator/measure is trending in the desired direction  **Data pending:** data is pending and forthcoming in 2024 to 2027  **Not trending:** indicator/measure is not trending in the desired direction.



Goal 1: Support investment attraction, job creation, business retention and expansion, including within our agricultural sector

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Number of new businesses Total number of businesses	50 1,094	40 1,187			<ul style="list-style-type: none"><li>• 50 (2019-2022) and 40 (2023-2024) source: York Region Employment Survey. Accuracy of data depends on ability to connect with employers. These number include store fronts only/farms and home-based businesses not included.</li><li>• 1,094 (2023) and 1,187 (2024) source: Statistics Canada Data. Meet at least one of the three following criteria: have an employee; \$30,000+ annual revenue; are incorporated.</li></ul>
Increase in ICI (Industrial, Commercial, Institutional) floor area in square feet	23,371	157,471			<ul style="list-style-type: none"><li>• 157,471 sq. ft. of ICI floor space created in 2024</li></ul>
Per cent of net employment growth	2.2%	1.1%			<ul style="list-style-type: none"><li>• Based on the 10-year annual average. Source: YR Employment Survey.</li><li>• 494 new jobs from 40 new businesses (2023-2024). Source: YR Employment Survey.</li><li>• The above does not include employment growth from farms and home-based businesses.</li><li>• With three new tenants in the Business Park and large employers anticipated to locate, this measure is expected to increase</li></ul> <p><b>Note:</b> York Region’s economy, along with Ontario and Canada, faced significant challenges in recent years, resulting in slower economic growth.</p>



Goal 2: Continue to support Georgina’s tourism sector as an economic driver

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Number of partnerships with private sector tourism stakeholders	63	103			• These collaborations encompassed in-kind and financial support through grants and program delivery
Number and size of events that attract visitors from outside Georgina	28	30			• Events include Town-led tourism events and current and past grant recipients that draw visitors • EcDev collecting data from event grant recipients for 2024 events <b>Note:</b> Data Impact Example – Georgina Spring Fling and Marathon events had more than 1,000 participants with 66% being non-residents.
Number of improvements to infrastructure that enhance the visitor experience	13	15			• 15 improvements made: seven marquee signs, two minor wayfinding signs, Dalton banner arms updated to match downtown infrastructure and maintenance completed on signs where necessary

**Trending:** indicator/measure is trending in the desired direction    **Data pending:** data is pending and forthcoming in 2024 to 2027    **Not trending:** indicator/measure is not trending in the desired direction.

Quick Facts

**Field to Table** farmers and their partners welcomed between 300 – 500 residents and visitors to each of the 7 locations on this award-winning tour

**151 Georgina-based entrepreneurs assisted** through York University’s six YSpace skills-training programs networking events, and provided 262 hours of mentorship (872 participants overall from surrounding areas)

**Taste of Georgina** more than 550 prix fixe meals were sold at 13 participating restaurants

**21,506** visits to **choosegeorgina.ca**





**\$85M** in construction value of issued ICI permits




**186,000** sq. ft. secured by three tenants within the Keswick Business Park





Goal 1: Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Indicators/measures to be developed in partnership with the Chippewas of Georgina Island First Nation	data pending	data pending			<ul style="list-style-type: none"><li>• Consultation with the Chippewas of Georgina Island First Nation continue to determine how best to proceed with this indicator/measure</li></ul>
Number of employee training/learning opportunities/ number of employees trained to be developed in partnership with the Chippewas of Georgina Island First Nation	22	34			<ul style="list-style-type: none"><li>• Event held on September 2024 in Council Chambers as indicated in 2024 Accomplishments for this area</li><li>• Refresher training was paused while focus on CCDI training is in progress</li><li>• Researching new options for education in this area to be put forward in 2025</li></ul>

 **Trending:** indicator/measure is trending in the desired direction     **Data pending:** data is pending and forthcoming in 2024 to 2027     **Not trending:** indicator/measure is not trending in the desired direction.





Goal 2: Support a safe, inclusive and healthy community

Performance Indicators/Measures	2023	2024	2023 Trend	2023 Trend	Comments
Compare and continue to evaluate risk in eight communities	Reduction of fires: Smoking, 80% Electrical, 60% Cooking, 25%	43 Fires Top 4 Causes: Smoking Electrical Cooking Battery (new)			<ul style="list-style-type: none"><li>43 fires; 30 of which were structure fires</li></ul>
Number of emergency calls responded to	2,564	2,680			<ul style="list-style-type: none"><li>Increase of call volume by 5% over 2023</li><li>Responded to: 1,624 medical calls, 361 Alarms, 135 Motor Vehicle Accidents, 153 Gas Leaks/HazMat Spills/Other Hazards, 105 Open Air Burning Complaints, 81 fire calls; 30 of which were structure fires, 12 Water/Ice Rescues, 209 Other Responses</li><li>Medical Priority Dispatch (MPDS) implemented by the province for York Region Fire Services</li></ul>
Per cent of Career Apparatus Staffing Levels (apparatus staffed level of four)	75%	84%			<ul style="list-style-type: none"><li>Career trucks staff with four continues to trend upwards – 84% in 2024 compared to 75% in 2023</li></ul>
Number of fire safety inspections completed	416	481 (1,421 hours)			<ul style="list-style-type: none"><li>298 Inspections, 68 re-inspections and 115 safety plan reviews/site visits</li></ul>
<b>NEW</b> - Number of fire investigations	10	6 (96.5 hours)			<ul style="list-style-type: none"><li>Although the number of investigations in 2024 (six) is less than 2023 (10), the number of hours spent have increased due to the complexity of the investigations (from 36 hours to 96.5 hours)</li></ul>

**Trending:** indicator/measure is trending in the desired direction    **Data pending:** data is pending and forthcoming in 2024 to 2027    **Not trending:** indicator/measure is not trending in the desired direction.



Goal 2: Support a safe, inclusive and healthy community



Performance Indicators/Measures	2023	2024	2023 Trend	2023 Trend	Comments
Number of plan reviews completed by Fire and Rescue Services	319	185 (98.5 hours)			<ul style="list-style-type: none"><li>For 2024, there were 185 plans provided to review that took 98.5 hours, which includes special projects and six investigations</li><li>Majority workload of the Fire Prevention Officer (FPO)</li></ul>
Number of revitalized and new accessible playgrounds	3	2			<ul style="list-style-type: none"><li>Total of five playgrounds revitalized and/or new accessibility playground over the two-year period</li><li>In 2023, one new playground (Treasure Hill) and two revitalized (Gwendolyn and Bayview)</li><li>In 2024, two revitalized (Udora Park and West Park)</li></ul>
Enhanced health and wellness measures	data pending	data pending			<ul style="list-style-type: none"><li>Southlake Health leading Data Strategy Working Group to develop and confirm indicators with MOU Steering and provide to Governance Committee for approval</li></ul>




**Trending:** indicator/measure is trending in the desired direction    **Data pending:** data is pending and forthcoming in 2024 to 2027    **Not trending:** indicator/measure is not trending in the desired direction.





Goal 3: Continue to invest in community amenities and spaces

Performance Indicators/Measures	2023	2024	2023 Trend	2023 Trend	Comments
Number of new or improved local parks, recreation amenities and community spaces	30	37			<ul style="list-style-type: none"><li>Work continues on this initiative with 13 parks and facilities having received upgrades or maintenance that improved the location and 24 park locations received new picnic tables</li></ul>

 **Trending:** indicator/measure is trending in the desired direction     **Data pending:** data is pending and forthcoming in 2024 to 2027     **Not trending:** indicator/measure is not trending in the desired direction.

Quick Facts

**32,000+** ROC visitors for the 2023-2024 winter season

**55KM+** of hiking, biking and walking trails

**95,000** visitors and program participants to the Link

**16,142** tickets sold for 62 shows at Stephen Leacock Theatre of Performing Arts













Georgina Fire and Rescue Services




- Completed 1,435 Community Captains
- Reached 6,972 adults; 9,007 children and 2,134 seniors 65+ for a total of 18,113 people
- Attended 68 community events







Goal 1: Celebrate and respect Georgina’s natural environment, including Lake Simcoe




Performance Indicators/Measures	2023	2024	2023 Trend	2023 Trend	Comments
Total number of hectares of park land owned by the Town	160.21	161.61			• The Town assumed Treasure Hill Park (1.4 hectares) in 2024
Per cent increase in canopy cover	44.4%	44.4%			• Canopy cover is 2016 data point, the next update will be 2025 and then beyond the Strategic Plan period
Phosphorus reduction from restoration projects in the Town	6.4 kg	Awaiting CB filters performance data from LSRCA			• Joint pilot program with LSRCA to assess effectiveness of catch-basin filters
Capital dollars spent on improving Lake Simcoe water quality	\$26,961	\$45,000			• Joint pilot program with LSRCA to assess effectiveness of catch-basin filters
Number of new and/or replacement trees planted (to be developed and discussed further)	375	1,525			• 1,525 trees: 950 EAB, 400 LEAF Georgina Community Planting Event, 112 Urban Tree Planting Project One and 63 Urban Tree Planting Project Two • Work related to this initiative is ongoing • The 10-year Emerald Ash Borer (EAB) Tree Removal Program successfully concluded in 2024, resulting in the removal of 4,868 ash trees and 669 stumps, the planting of 1,417 new trees, and significant enhancements to environmental sustainability and resilience against climate change
Number of environmental education and awareness initiatives coordinated by the Town	1	5			• The five Town-led environmental education and awareness initiatives are referenced under the 2024 key accomplishments as it relates to this area

 **Trending:** indicator/measure is trending in the desired direction  **Data pending:** data is pending and forthcoming in 2024 to 2027  **Not trending:** indicator/measure is not trending in the desired direction.



Goal 2: Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation

Performance Indicators/Measures	2023	2024	2023 Trend	2024 Trend	Comments
Per cent of energy and water consumption reduction in Town facilities	data pending	data pending			• Staff to develop and confirm energy and water consumption indicators as part of the Climate Change Action Plan (CCAP)
Number of environmental sustainability initiatives developed and implemented by the Town	10	data pending			• Staff to develop and confirm environmental initiatives and indicators as part of the Climate Change Action Plan (CCAP)

 **Trending:** indicator/measure is trending in the desired direction     **Data pending:** data is pending and forthcoming in 2024 to 2027     **Not trending:** indicator/measure is not trending in the desired direction.





# 2024 Georgina Strategic Plan Annual Report



GEORGINA

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26557 Civic Centre Rd., Keswick  
905-476-4301  
[georgina.ca](http://georgina.ca)