

#	2019-2023 Strategic Plan Action Items	Status	Target completion date	Comments
<b>Grow our economy</b>				
1	Refresh Economic Development Strategy	Scheduled for 2023	2023	<ul style="list-style-type: none"> <li>- Economic development resources were redirected to support COVID-19 response/recovery, including Pivot Planning Squad, expanded Community Improvement Plan Program, Temporary Patio Program, Development Application Rebate, Georgina Emergency Response Benefit</li> <li>- Additional support has been provided to the business improvement areas to facilitate an online presence</li> <li>- The new Business Bounce Back Program was launched in June 2021 in partnership with York University's YSPACE and East Gwillimbury to provide free entrepreneurial training programs</li> </ul>
2	Refresh Investment Attraction Strategy	Scheduled for 2023	2023	<ul style="list-style-type: none"> <li>- Economic development resources were redirected to support COVID-19 response/recovery</li> <li>- Updated web pages with Choose Georgina branding</li> <li>- Ongoing discussions with Business Park owners to develop joint marketing efforts</li> <li>- Business class program is ongoing to support new development in the Keswick Business Park and other locations across Georgina</li> <li>- Investment attraction program updates are ongoing</li> </ul>
3	Develop Broadband Strategy	Completed	2020	<ul style="list-style-type: none"> <li>- The Broadband Strategy was completed and endorsed by Council in 2020</li> <li>- The Strategy put the Town in a strong position to drive key connectivity enhancements for residents/businesses</li> <li>- Implementation is underway and a status update was provided to Council on May 5, 2021</li> <li>- Directly supported two different ISPs in leveraging the YorkNet network to provide fibre-to-the-home internet service to the community of Udora and surrounding area</li> <li>- Work continues to leverage the South Shore Community Broadband tower infrastructure by leasing it to ISPs to provide better service in underserved areas</li> <li>- The Town is working with YorkNet to attract ISPs to utilize its fibre infrastructure to provide enhanced broadband service throughout Georgina</li> </ul>
4	Explore strategies to extend Hwy 404 north into Keswick Business Park	Ongoing support for the provincial project	Ongoing	<ul style="list-style-type: none"> <li>- The Town is supporting and advocating for the Hwy 404 north extension into the Keswick Business Park</li> <li>- Discussions with York Region and the Province are ongoing</li> </ul>

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5	Advocate for 400/404 link	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Ongoing initiative identified in the growth plan</li> <li>- Council re-affirmed its support for the Bradford Bypass in 2021, subject to a transparent environmental review process (Resolution No. C-2021-0246)</li> </ul>
6	Create a plan to strengthen Georgina's Brand	Scheduled for 2022	2023	<ul style="list-style-type: none"> <li>- Efforts are ongoing to strengthen Georgina's brand, including Business Spotlights, online blog, introduction of Instagram channel to engage businesses and create a sense of community pride</li> <li>- The Stay Strong Georgina campaign was launched to connect the community by bringing people together and keeping them apart at the same time during the COVID-19 pandemic</li> <li>- A business case has been put forward for 2022 to enhance Georgina's marketing efforts (awareness of Georgina as a place to live, work and play)</li> <li>- Formed a partnership with York University (YSPACE) to deliver entrepreneur programming (increases awareness of Georgina's desire for innovation)</li> </ul>
<b>Promote a high quality of life</b>				
7	Develop a Waterfront Strategy	In progress	2023	<ul style="list-style-type: none"> <li>- In October 2021, Council endorsed in principle the Waterfront Parks Master Plan – Part 1 report, prepared by The Planning Partnership</li> <li>- Part 2 and Part 3 are to be completed in 2023</li> </ul>
8	Update the Recreation and Cultural Services Master Plan	Scheduled for 2023	2023	<ul style="list-style-type: none"> <li>- This initiative will commence in 2023</li> <li>- Community Services resources were redirected to support COVID response</li> </ul>
9	Refresh Trails & Active Transportation Study	Scheduled for 2023	2024	<ul style="list-style-type: none"> <li>- This initiative will commence in 2023</li> <li>- Community Services resources were redirected to support COVID response</li> </ul>
10	Design & Construct MURC	In progress	2023	<ul style="list-style-type: none"> <li>- The new Multi-use Recreation Complex (MURC) will include a lane pool, therapy and leisure pool, double gymnasium, walking track, activity studio, programming/multi use rooms and a discovery library branch</li> <li>- Construction is underway with the target completion in 2023</li> </ul>
11	Refresh Municipal Cultural Plan	Scheduled for 2022	2022	<ul style="list-style-type: none"> <li>- This initiative is scheduled for 2022</li> </ul>
12	Implement Library Master Plan	In progress	Ongoing	<ul style="list-style-type: none"> <li>- Discovery library branch at the MURC has been approved</li> <li>- Library website update complete</li> <li>- The interior space updates in all library branches are in progress</li> <li>- Increased staff hours for programming for all ages</li> <li>- Implemented a Wi-Fi hotspot lending program for residents</li> </ul>

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13	Advocate for Age-in-place & healthcare services	In progress	2022	- The Town is supporting Health Georgina with the re-build of the new nurse-led practitioner clinic in Sutton - The new nurse-led practitioner clinic is scheduled to open in 2022
14	Implement Fire Services Master Plan	In progress	Ongoing	- Constructed new Fire Station in Pefferlaw (Stn 1-8)- 10 of 14 recommendations related to facilities/fire stations have been completed; remaining 4 in progress - 11 of 24 recommendations related to administration, suppression, fire prevention, education and training have been completed; remaining 13 in progress - Recommendations related to fire underwriters survey (FUS) are ongoing and are reviewed by FUS representatives
15	Refresh Emergency Preparedness Plan	Completed	2019	- Completed in Q2, 2019 - The purpose of the Emergency Plan is to lead the Town through a disaster and help to support our community by providing important services - Utilized the Plan in responding to the COVID-19 pandemic and the associated emergency declared by the Town
16	Develop Innovative Housing Strategy	In progress	2022	- Reserve of Sanitary sewer and water servicing allocation has been set aside and endorsed by Council in May 2021 - The Housing Policies in the Keswick Secondary Plan are being updated through the Keswick Secondary Plan review process
17	Update Secondary Plans (Keswick, Pefferlaw, Sutton/Jackson's Point and being conformity review of Official Plan)	Ongoing	Ongoing	- Keswick Secondary Plan review to be completed in 2022 - Council adoption is anticipated in Q2, 2022 - Draft 1 is posted online at <a href="http://www.georgina.ca/KSPR">www.georgina.ca/KSPR</a> - Draft 2 (for public release) is in progress. - The timing is impacted by The Regional Municipal Comprehensive Review process
18	Update Zoning By-law (2 phases)	In progress	2023	- Phase 1 (rural) will be completed in 2022 - Report to Council will be submitted on December 8, 2021
19	Develop Sustainability Plan	Scheduled for 2022	2022	- This initiative is scheduled for 2022 - A business case has been put forward for 2022 to develop a Corporate Sustainability Plan

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<b>Engage our community and build partnerships</b>				
20	Develop Corporate Sponsorship Program	Completed	2021	<ul style="list-style-type: none"> <li>- The Corporate Sponsorship Program has been created</li> <li>- Implementation of the program is ongoing</li> </ul>
21	Continue Collaboration with other municipalities/levels of government	Ongoing	Ongoing	<p>The Town collaborates extensively with various levels of government. Some highlights include:</p> <ul style="list-style-type: none"> <li>- The N6 municipalities continue to collaborate and partner on numerous initiatives (e.g. waste collection, employee training and development, etc.)</li> <li>- The Town received \$1.521 million in competitive grants from the Province and Federal Government</li> <li>- The Town of Georgina has partnered with York University and East Gwillimbury to deliver a Business Bounce Back program to assist with economic recovery</li> <li>- Joint Fire Services review with the Town of East Gwillimbury will be initiated in 2022 (pending grant funding approval)</li> <li>- All municipalities worked closely on COVID-19 response and economic recovery efforts</li> <li>- A lead generation technology tool was implemented for EcDev to ensure consistent collaboration amongst N6 municipalities</li> </ul>
22	Continue Collaboration with community agencies, the Chippewas of Georgina Island, etc.	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Joint purchase of a fire boat with the Chippewas of Georgina Island First Nation in 2019. The fire boat is in service to support emergency response and water rescue</li> <li>- In Q2, 2020 the Fire Protection Agreement with the Chippewas of Georgina Island First Nation was updated and a bylaw adopted</li> <li>- Truth and Reconciliation event in partnership with the Chippewas was held on September 30, 2021</li> <li>- An Every Child Matters crosswalk has been planned in collaboration with the Chippewas</li> <li>- Providing financial and/or in-kind resources to various organizations through the budget process, including GTTI, Routes, Military Museum, Chamber of Commerce, Art Gallery and Cultural Centre, Farmers Market and Ontario Water Centre</li> </ul>
23	Prepare annual engagement plan	Completed	Refreshed annually	<ul style="list-style-type: none"> <li>- The 2021 Plan is complete, refreshed annually</li> <li>- The Plan serves to coordinate effective engagement with the residents across of all our departments and key initiatives</li> </ul>
24	Update 2018-2020 Communications Plan	Scheduled for 2022	2022	<ul style="list-style-type: none"> <li>- This initiative is scheduled for 2022</li> </ul>

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<b>Deliver exceptional service</b>				
25	Create Customer Service Strategy	Completed	2020	<ul style="list-style-type: none"> <li>- This initiative was completed and endorsed by Council on October 21, 2020</li> <li>- The action-oriented strategy will deliver 15 initiatives over the next 3 years and recognizes that customer service extends well beyond the front counter and includes all touchpoints that customers have with the Town. Progress is already underway on a number of initiatives.</li> </ul>
26	Launch Continuous Improvement Plan	Completed	2020	<ul style="list-style-type: none"> <li>- This initiative was completed and endorsed by Council on June 10, 2020</li> <li>- The main focus of the program is on streamlining and modernizing business processes and increasing online self-serve options</li> <li>- Through an \$84,000 provincial grant, retained a consultant to review 15 business processes and integration opportunities as well as identify required functionality for a new phone system</li> <li>- Received an additional \$292,000 provincial grant for implementing online self-serve and new Human Resource Management (HRIS) system</li> <li>- Implementation of the online self-serve initiative is underway and HRIS technology procurement is in progress</li> </ul>
27	Implement recommendations of Development & Building Process Review	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>- Business process review was completed in 2020 by AtFocus consultant</li> <li>- Process automation is in progress, Site Alteration and Entrance Permit application processes are now automated</li> <li>- Partnered with York Region to conduct a needs analysis for a future Development and Tracking System</li> </ul>
28	Establish Business Continuity Plan	In progress	2021	<ul style="list-style-type: none"> <li>- Completed comprehensive business impact analysis with the support of York Region</li> <li>- Prepared more comprehensive business continuity plans for Fire Suppression, Crisis Communications, Supervisory Control and Data Acquisition system (SCADA), and payroll services</li> <li>- Winter maintenance plan is being prepared</li> </ul>
29	Implement IT Strategic Plan	In progress	2023	<ul style="list-style-type: none"> <li>- Restructured ITS department to better support the needs of the organization</li> <li>- Server room upgrades (fire suppression system installation) were completed in 2019</li> <li>- Disaster Recovery plan is in progress</li> <li>- HRIS/payroll/time and attendance technology solution procurement is in progress</li> <li>- Office 365 is scheduled for 2022</li> <li>- Development Tracking System procurement and budget approval are scheduled for 2023</li> </ul>

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30	Implement Record Management Review	In progress	2022	- Procured a records management technology platform in 2020 - Implementation is in progress - Historical files will continue to be scanned/purged over the next 1-2 years
31	Implement key financial strategies	Completed	Ongoing	- Key Financial Strategies were approved by Council in 2018 - Implementation is ongoing through the annual budget process
32	Update Development Charges By-law	Completed	2021	- Completed and endorsed by Council in Q2, 2021
33	Update the Long Range Financial Plan	Scheduled for 2022	2022	- Scheduled for 2022
34	Update the Municipal Asset Management Plan	In progress	Phase 1 – June 2022 Phase 2 - July 2023	- Phase 1 is in progress and scheduled to be completed in June 2022. The update is to comply with the regulation O.Reg 588/17 - Phase 2 will see the rest of the Town’s assets captured in the Asset Management Plan. It will commence in 2022 and be completed by July 2023
35	Design & Construct replacement Civic Centre	In progress	2023	- Council approved work on a re-design for a smaller building to reflect a future hybrid work model that will include both in-office and remote work - Re-design is in progress
36	Conduct Surplus Vacant Land Study	Ongoing	2023	- Consolidated vacant land inventory has been completed - Commence evaluation and prioritization in 2022
37	Conduct an Invest/Divest Facilities Review	In progress	Ongoing	- Consultant secured to conduct Building Condition Assessment - Draft 2021 Building Condition Assessment update to Council in Q4, 2021
38	Continue efforts to address Lake Dr. jurisdictional issue	Ongoing	Ongoing	- Judicial review/litigation in progress
39	Refresh Human Resources Strategy	Scheduled for 2022	2022	- This initiative is scheduled for 2022 - HR resources were redirected to support COVID response/recovery - To ensure the safety of employees during the COVID-19 pandemic, HR implemented a Telework Guideline to assist all departments with a hybrid work model. - As the Province entered into phase 2 of the government’s reopening plan, HR led the Reopening Framework Working Group that looked at the spaces of each workplace to determine the physical changes that needed to occur when the workplace reopens.