

THE CORPORATION OF THE TOWN OF GEORGINA

COUNCIL AGENDA

Wednesday, January 9, 2019
7:00 PM

1. CALL TO ORDER - MOMENT OF MEDITATION

"We would like to begin today's meeting by acknowledging that the Town of Georgina is located over lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples and 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 that we strive to build a cooperative and respectful relationship with."

2. ROLL CALL

3. COMMUNITY ANNOUNCEMENTS

4. INTRODUCTION OF ADDENDUM ITEM(S)

5. APPROVAL OF AGENDA

6. DECLARATIONS OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

7. ADOPTION OF MINUTES

Pages 1-3

(1) Minutes of the Special Council Meeting held on December 5, 2018.

Pages 4-16

(2) Minutes of the Council Meeting held on December 12, 2018.

8. SPEAKERS

9. DELEGATIONS/PETITIONS

(1) Danielle Koren, Routes Connecting Communities, respecting its 2019 budget request

(2) Grant Peckford, Georgina Art Centre & Gallery, requesting additional annual funding

(3) John DeFaveri, Georgina Trades Training Inc. (GTTI), requesting support of its 2019 budget request

(4) Susan Gorman, Jericho Youth Services, providing its 2019 Budget submission

10. PRESENTATIONS *None.*

11. PUBLIC MEETINGS *None.*

(1) STATUTORY MEETING(S) UNDER THE PLANNING ACT OR MEETINGS PERTAINING TO THE CONTINUATION OF PLANNING MATTERS *None.*

(2) STATUTORY MEETING(S) UNDER OTHER LEGISLATION *None.*

(3) OTHER PUBLIC MEETINGS *None.*

12. REPORTS

(1) ADOPTION OF REPORTS NOT REQUIRING SEPARATE DISCUSSION

(2) REPORTS REQUIRING SEPARATE DISCUSSION

Report from the Development Services Department:

Pages 17-120

(A) Evaluation of the 2019 Budget Requests from Community Organizations

Report No. PB-2019-0005

Recommendation(s):

1. That Council receive Report No. DS-2019-0005 prepared by the Development Services Department and Recreation and Culture Department, dated January 9, 2019 respecting the evaluation of the 2019 budget requests received from community organizations.

2. That Council consider the budget requests from the following community organizations as part of the 2019 budget deliberations:

- Georgina Arts Centre & Gallery - \$120,000
- Georgina Chamber of Commerce - \$84,940
- Georgina Military Museum - \$24,000
- Georgina Trades Training Inc. - \$100,000
- Jericho Youth Services - \$43,590
- Routes Connecting Communities - \$55,000

13. DISPOSITIONS/PROCLAMATIONS, GENERAL INFORMATION ITEMS AND COMMITTEE OF ADJUSTMENT

(1) Dispositions/Proclamations

Page 121

- (A) Minister Steve Clark, Minister of Ministry of Municipal Affairs and Housing, advising of the establishment of a cross-government working group to lead the reduction of the municipal reporting burden across government, and inviting submission of thoughts on potential changes to municipal reporting.

Pages 122-133

- (B) Carla Y. Nell, VP, Municipal Property Assessment Corporation, enclosing reports that provide an executive summary of the work performed by MPAC in 2018 and a summary of the property class changes unique to your municipality.

Page 134

- (C) Gloria Marsh, York Region Environmental Alliance, providing its response to Bill 66, Keeping Georgina open for business without jeopardizing the Greenbelt, Oak Ridges Moraine & other environmental protections.

Pages 135-137

- (D) Claire Malcolmson, Executive Director, Rescue Lake Simcoe Coalition, requesting all municipal Councils in the Lake Simcoe Watershed to publicly commit to not use Bill 66, Restoring Ontario's Competitiveness Act, a Bill that would remove key protective policies for our water, farmland and green spaces in favour of expediently processing development applications which may create employment opportunities.

Pages 138-139

- (2) General Information Items
- (3) Committee of Adjustment Planning Matters *None*.
- (A) Under Review
- (B) Recommendations
- (C) Decisions

14. MOTIONS/NOTICES OF MOTION

15. REGIONAL BUSINESS

16. OTHER BUSINESS

17. BY-LAWS *None*.

18. CLOSED SESSION *None*.

- (1) Motion to move into closed session of Council
- (2) Motion to reconvene into open session of Council and report on matters discussed in closed session.

19. CONFIRMING BY-LAW

Pages 140-143

- (1) By-law No. 2019-0001 (COU-2), a by-law to confirm the proceedings of Council on January 9, 2019.

20. MOTION TO ADJOURN

THE CORPORATION OF THE TOWN OF GEORGINA

SPECIAL COUNCIL MINUTES

Inaugural Meeting
2018-2022 Council

The Link
December 5, 2018
(7:00 p.m.)

Glen Morgan, York Regional Police Pipes and Drums Band, piped in the Council-Elect, accompanied by Royal Canadian Legion Branch #356 Colour Party/Honour Guard, Sgt. At Arms Rod Beswick and Comrades John Lavis & Walter Mackey, and accompanied by Constable Terry Russel, GTA PCR Coordinator, Royal Canadian Mounted Police.

David Reddon, Acting Chief Administrative Officer, welcomed everyone to the Inaugural and acknowledged dignitaries and former Members of Council who were present, and acknowledged Town Senior Management and staff;

Scot Davidson, York-Simcoe PC
Wayne Emmerson, York Region Chairman and CEO
Ken Hackenbrook, former Ward Councillor
Ross Jamieson, former Ward Councillor
Neal Moore, former Ward Councillor
Stephen Pallett, former Ward Councillor
Chris Raynor, Regional Clerk
John Rogers, former Mayor
Michael Saloni, MP Representative
Dave Szollosy, former Ward Councillor
Rabi Vorovitch
Fran Wheeler, widow of former Regional Councillor Danny Wheeler

Miss Kate Ottaway sang the National Anthem at this time.

Pastor Bryan Vaughan gave the invocation at this time.

David Reddon, Acting Chief Administrative Officer, introduced Andrew Biggart of Ritchie, Ketcheson, Hart & Biggart, to administer the Declaration of Elected Office and the Oath of Allegiance to Mayor Quirk.

John Espinosa, Town Clerk, explained the history of the Chain of Office, advised that the original Chain of Office is being retired, and presented the new Chain of Office to Mayor Quirk at this time.

Mr. Andrew Biggart administered the Declaration of Elected Office and Oath of Allegiance to the following Council Members at this time:

- Regional Councillor Robert Grossi
- Councillor Mike Waddington
- Councillor Dan Fellini
- Councillor Dave Neeson
- Councillor Frank A. Sebo
- Councillor Dave Harding

Mayor Quirk thanked Glen Morgan, York Regional Police Pipes and Drums Band, the Royal Canadian Legion Branch #356 Colour Party/Honour Guard, Kate Ottaway, Pastor Bryan Vaughan, Constable Terry Russel of the Royal Canadian Mounted Police and Andrew Biggart for their participation in this ceremony.

Mayor Quirk, in her inaugural address, acknowledged family and friends, spoke of the accomplishments of the past Council term and the projects to be managed in the following term, followed by each member of Council who individually expressed appreciation to their family and friends and their pleasure in representing the Town through their positions on Council.

1. CONFIRMING BY-LAW:

Moved by Regional Councillor Grossi, Seconded by Councillor Waddington

That the following by-law be adopted:

By-law Number 2018-0087 (COU-2), being a by-law to confirm the proceedings of Special Council.

Carried.

2. ADJOURNMENT:

Moved by Regional Councillor Grossi, Seconded by Councillor Waddington

That the meeting adjourn at this time (8:00 p.m.).

Carried.

Glen Morgan, York Regional Police Pipes and Drums Band, piped out the 2018-2022 Council at this time.

Margaret Quirk, Mayor

John Espinosa, Town Clerk

THE CORPORATION OF THE TOWN OF GEORGINA

COUNCIL MINUTES

Wednesday, December 12, 2018
9:00 AM

Staff:

Winanne Grant, Chief Administrative Officer
David Reddon, Acting Chief Administrative Officer
Harold Lenters, Director of Development Services
Dan Buttineau, Director of Recreation & Culture
Ron Jenkins, Director of Emergency Services and Fire Chief
Rob Wheeler, Director of Corporate Services and Treasurer
Bev Moffatt, Director of Human Resources
John Armstrong, Acting Director of Operations and Infrastructure
Ryan Cronsberry, Acting Deputy Chief Administrative Officer
Karyn Stone, Manager of Economic Development and Tourism
Shawn Conde, Manager of Information Technology Services
Geoff Harrison, Manager of Taxation, Revenue & Customer Service
Darlene Carson-Hildebrand, Manager of Finance and Deputy Treasurer
Kelly Powis, Revenue and Taxation Supervisor
Zaidun Alganabi, Manager of Development Engineering
Tolek Makarewicz, Senior Policy Planner
Mike Hutchinson, Acting Chief Municipal Law Enforcement Officer
Ken McAlpine, Landscape Architectural Planner
Shawn Nastke, Head of Corporate Service Delivery Excellence
Tanya Thompson, Communications Manager
John Espinosa, Town Clerk
Carolyn Lance, Council Services Coordinator

A moment of meditation was observed.

1. CALL TO ORDER - MOMENT OF MEDITATION

"We would like to begin today's meeting by acknowledging that the Town of Georgina is located over lands originally used and occupied by the First Peoples of the Williams Treaties First Nations and other Indigenous Peoples and 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."

2. ROLL CALL

The following Members of Council were present:

Mayor Quirk
 Councillor Waddington
 Councillor Neeson
 Councillor Harding

Regional Councillor Grossi
 Councillor Fellini
 Councillor Sebo

Mayor Quirk stated that today's Council comes together as representatives of Georgina to conduct the Town's business, along with engaged citizens, to respond to reports and make fair and responsible decisions in the best interests of our community.

3. COMMUNITY ANNOUNCEMENTS

Mayor Quirk welcomed back Winanne Grant, CAO, who has been on a medical leave

- Sunday, December 16th, Winter Market at the Link, 9:00am to 2:00pm
- Wednesday, December 12th, Hospice Georgina's annual Open House at the Link, 2:00pm to 6:00pm
- Thursday, December 20th, Sutton District High School's annual Community Holiday Dinner at the school, 5:00pm to 8:00pm, free to all
- Reminder to residents to shop locally to support local business people during the Christmas season
- Tuesday, December 11th, Chamber of Commerce hosted the Business Excellence Awards and Business Milestone Awards
- Donations to Keswick Optimist Toy Drive welcomed; gifts/cash donations needed for 10 to 16 year olds
- Saturday, January 12th, Mayor's New Year's Levy at The ROC
- Saturday, December 15th, Seasonal opening of The ROC

(1) Georgina 200 Celebration 'Did You Know'

Councillor Neeson read a Georgina 200 Fact respecting Pugsley Ranch, Island Grove; in 1884, brothers Reuben and William Henry Pugsley of England purchased property east of Woodbine Avenue, north of Baseline Road to the lake, on which they managed a cattle ranch. In the 1920's a portion of the ranch property was subdivided into cottage lots and became Island Grove.

4. INTRODUCTION OF ADDENDUM ITEM(S)

- | | |
|-------------------|---|
| Item No. 12(2)(F) | Addition to Report, proposed Council Representative Appointments to various Committees and Boards for consideration |
| Item No. 18(1)(A) | Closed Session under Section 239(2)(F) respecting 7433 Old Homestead Road |
| Item No. 10(1) | Presenter withdrew |

5. APPROVAL OF AGENDA

Moved by Councillor Waddington, Seconded by Councillor Sebo

RESOLUTION NO. C-2018-0529

That the December 12, 2018 agenda be adopted as presented.

Carried.

6. DECLARATIONS OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF *None.*

7. ADOPTION OF MINUTES

Moved by Councillor Harding, Seconded by Councillor Fellini

RESOLUTION NO. C-2018-0530

That the following sets of Council Minutes be adopted as presented:

- (1) Minutes of the Council Meeting held on November 7, 2018.
- (2) Minutes of the Special Council Meeting held on November 26, 2018.

Carried.

8. SPEAKERS *None.*9. DELEGATIONS/PETITIONS *None.*

10. PRESENTATIONS

- (1) Bernadette Searle, Manager of Capital Projects, York Regional Police, to provide an update on the construction of the Marine Unit in Jackson's Point and request the issuance of a conditional foundation permit.

Presentation withdrawn

11. PUBLIC MEETINGS *None.*

- (1) STATUTORY MEETING(S) UNDER THE PLANNING ACT OR MEETINGS PERTAINING TO THE CONTINUATION OF PLANNING MATTERS *None.*
- (2) STATUTORY MEETING(S) UNDER OTHER LEGISLATION *None.*

(3) OTHER PUBLIC MEETINGS *None.*

12. REPORTS

(1) ADOPTION OF REPORTS NOT REQUIRING SEPARATE DISCUSSION

Moved by Councillor Neeson, Seconded by Councillor Harding

(A) Interim Appropriations for the 2019 Fiscal Year

Report No. CS-2018-0042

RESOLUTION NO. C-2018-0531

1. That Council receive Report No. CS-2018-0042 prepared by the Finance Division of the Corporate Services Department dated December 12, 2018 respecting Interim Appropriations for the 2019 Fiscal Year.
2. That Council approve 2019 interim appropriations for Town operations at an amount not to exceed \$29,178,300.
3. That Council approve 2019 interim appropriations for Town capital expenditures in an amount not to exceed \$7,107,510.

(B) Credit Facilities Approval for 2019 Fiscal Year

Report No. CS-2018-0043

RESOLUTION NO. C-2018-0532

1. That Council receive Report No. CS-2018-0043 prepared by the Finance Division of the Corporate Services Department dated December 12, 2018 respecting the Credit Facilities Approval for 2019 Fiscal Year.
2. That Council authorize the Mayor and the Treasurer to jointly enter into borrowing agreements, should the unanticipated need arise, by way of promissory note, the amounts required to meet the current expenditures of the Corporation in 2019, until property taxes are collected and other revenues are received, not to exceed the limits established under the *Municipal Act*, being specifically:
 - a) From January 1 to September 30, 50% of the total estimated revenues for the preceding year; and

- b) From October 1 to December 31, 25% of the total estimated revenues for the preceding year.
- c) That Council adopt a by-law as presented on today's agenda to give effect to the above-noted recommendations.

(C) 2019 Interim Realty Tax Levy

Report No. CS-2018-0044

RESOLUTION NO. C-2018-0533

1. That Council receive Report No. CS-2018-0044 prepared by the Taxation, Revenue and Customer Service Division, Corporate Services Department dated December 12, 2018 respecting the 2019 Interim Realty Tax Levy.
2. That Council authorize the following regarding the 2019 Interim Realty Tax Levy:
 - a) That an Interim Tax be levied on all rateable real property in the Town of Georgina which has been assessed according to the last revised assessment roll; and
 - b) That the 2019 Interim Tax Levy be set at 50% of the total 2018 taxes payable on each property; and
 - c) That for new properties added to the assessment roll for 2018 taxation, interim tax rates would be equivalent to 50% of the 2018 tax rate as listed in Attachment "1"; and
 - d) That the Interim Tax Levy for these realty taxes be paid in two relatively equal installments and the installments shall be due Tuesday, February 26, 2019 and Friday, April 26, 2019; and
 - e) That the Treasurer and/or Tax Collector be authorized to amend in whole or in part any billing in order to comply with any provincial legislation which may be introduced or passed by the Province of Ontario prior to or after the issuance of the billing.
3. That Council adopt the necessary by-law to give effect to the above-noted recommendations.

(D) Wireless Broadband Communications Infrastructure

Report No. CS-2018-0045

RESOLUTION C-2018-0534

1. That Council receive Report No. CS-2018-0045 prepared by the Information Technology Services (ITS) Division, Corporate Services Department dated Wednesday, December 12, 2018 regarding the renewal of internet gateway and broadband network administration services.
2. That Council authorize Staff to negotiate and enter into an agreement for the sole sourcing of internet gateway and administration services for municipally-owned wireless broadband infrastructure with Internet Lake Simcoe Ltd. (ILS) for a term not to exceed three-years.
3. That Council authorize Staff to negotiate and enter into an agreement with Internet Lake Simcoe Ltd. to provide non-exclusive reseller services to customers on behalf of the Town of Georgina for a period not to exceed three years.
4. That Council adopt a by-law authorizing the Mayor and Clerk to execute the necessary documents.

(F) Appointment of Council Members to Boards and Committees for the 2018-2022 Term of Council

Report No. CAO-2018-0020

- Addendum: Proposed Council Representative Appointments to various Committees and Boards for consideration

RESOLUTION NO. C-2018-0535

1. That Council receive Report No. CAO-2018-0020 prepared by the Clerk's Division, Office of the Deputy CAO, dated December 12, 2018, respecting the Appointment of Council Members to Boards and Committees for the 2018-2022 Term of Council.
2. That Council determine which Council members are to sit on the various boards and committees.
3. That Council consider appointing Council members to listed Town and community organization boards and committees.
4. That Council adopt a by-law to give effect to the appointment of Council members to the boards and committees.
5. That Council receive the proposed Terms of Reference for the Trails and Active Transportation Committee.

6. That Council refer the proposed Terms of Reference for the Trails and Active Transportation Committee to the Selection Committee.

(H) Applications for Sign By-law Relief for Permanent Ground Signs at 490 The Queensway South, 236 Dovedale Drive and 23600 Woodbine Avenue

Report No. CAO-2018-0022

RESOLUTION NO. C-2018-0536

1. That Council receive Report No. CAO-2018-0022 prepared by the Municipal Law Enforcement Division of the Office of the CAO dated December 12, 2018 respecting three (3) Applications for Sign By-law Relief for Permanent Ground Signs at 490 The Queensway South, 236 Dovedale Drive and 23600 Woodbine Avenue.
2. That Council approve the applications for Sign By-law relief for permanent ground signs at 490 The Queensway South, 236 Dovedale Drive and 23600 Woodbine Avenue.

Carried.

(2) REPORTS REQUIRING SEPARATE DISCUSSION

Reports from the Corporate Services Department:

- (E) Release of 2019 Draft Operating and Capital Budget and Ten Year Capital Forecast

Report No. CS-2018-0046

Rob Wheater provided a detailed summary of the 2019 Draft Operating and Capital Budget and Ten-Year Capital Forecast.

David Reddon advised that staff will prepare an update on all assessment values and number in each category to assist council

Moved by Councillor Neeson, Seconded by Councillor Harding

RESOLUTION NO. C-2018-0537

1. That Council receive Report No. CS-2018-0046 prepared by the Corporate Services Department, dated December 12, 2018 respecting Release of the 2019 Draft Operating and Capital Budget and Ten Year Capital Forecast;

2. That the Draft 2019 Operating and Capital Budget, Ten Year Capital Forecast, and the Budget Supplementary Information Package be received;
3. That Council approve the rental of three sidewalk machines with equipment as described in Capital Project 19-PRK-1; Fleet Replacements for \$120,000 to be funded from the Operating Budget in Account 1-2-1531101-3620.

Carried.

Staff was requested to bring forward a permanent solution along with a full analysis concerning sidewalk machines to make a decision on the level of service to be provided in the future.

Reports from the Chief Administrative Officer:

(G) General Cannabis Information Report

Report No. CAO-2018-0021

Ryan Cronsberry and Tolek Makarewicz provided information with respect to the use of and establishment of cannabis within the municipality;

- staff need to fully evaluate the use and understand the impacts on land use zones as these facilities can adversely affect communities

- three issues; i) to opt-in or opt-out, ii) the consumption and potential to further restrict consumption through a bylaw, and iii) production and implementation of an Interim Control Bylaw to allow staff to review the provisions for appropriate zoning

- tight window for public engagement; intend to promote a survey to be launched through the website, newspaper, libraries, promote contact email address through Bylaw Division for feedback and will report results to Council on January 16th

Moved by Councillor Neeson, Seconded by Councillor Fellini

RESOLUTION NO. C-2018-0538

- 1 That Council receive Report No. CAO-2018-0021 prepared by the Office of the CAO dated December 12, 2018 respecting General Cannabis Information.
- 2 That Staff report back to Council at the January 16, 2019 Council meeting to obtain direction with respect to Council's decision to "opt-in" or "opt-out" with respect to the retail sale of cannabis within the Town of Georgina and that staff conduct public consultation and provide results to Council on January 16th, 2019.

- 3 That Staff report back to Council at the January 16, 2019 Council meeting on the preferred option with respect to regulating the consumption of cannabis on Town properties and if applicable, prepare any necessary by-law(s) for Council's consideration and passing.
- 4 That Planning Staff be directed to prepare an interim control by-law for Council's consideration and passing at the January 16, 2019 Council meeting which would have the effect of prohibiting the production of cannabis in the Rural (RU) zone within the Town of Georgina for a period of one (1) year to allow the municipality to conduct a land use planning study regarding the implementation of zoning provisions for cannabis production facilities.

Carried.

13. DISPOSITIONS/PROCLAMATIONS, GENERAL INFORMATION ITEMS AND COMMITTEE OF ADJUSTMENT

(1) Dispositions/Proclamations

- (A) Economic Development & Tourism Division advising of its recent approvals of Economic Development, Community Betterment and Development Application Rebate Grants.

Moved by Councillor Neeson, Seconded by Councillor Fellini

RESOLUTION NO. C-2018-0539

That the Interoffice Memorandum from the Economic Development Department advising of approvals of Economic Development and Community Betterment Grant and Development Application Rebate Grants, namely \$4,000 for the Lake Simcoe Championship Ice Fishing Derby under the Economic Development Grants, \$10,000 to Harrison Land Co Ltd. under the Development Application Fee Rebate Program, \$7,822 to Sterling Tire Services under the Development Application Fee Rebate Program and \$10,000 to Wellers Tree Service under the Development Application Fee Rebate Program, be received.

Carried.

- (B) Ontario Good Roads Association requesting nominations to serve on the 2019-2020 Board of Directors in various capacities by the submission deadline of December 21, 2018.

Moved by Regional Councillor Grossi, Seconded by Councillor Harding

RESOLUTION NO. C-2018-0540

That correspondence from the Ontario Good Roads Association requesting nominations to serve on the 2019-2020 Board of Directors in various capacities by the submission deadline of December 21, 2018, be received.

Carried.

- (C) Town of Kearney requesting support in its position to re-establish the multi-stakeholder working group to explore and identify ways to create and maintain the Voter's List for Municipal Elections in order to eliminate data inaccuracies and outdated information.

Moved by Councillor Waddington, Seconded by Councillor Harding

RESOLUTION NO. C-2018-0541

That Town Council endorse the Town of Kearney's position to re-establish the multi-stakeholder working group to explore and identify ways to create and maintain the Voter's List for Municipal Elections in order to eliminate data inaccuracies and outdated information.

Carried.

- (D) Vic Fedeli, Minister of Finance, advising that the Province is beginning to fulfil its commitment to provide \$40 Million in funding over two years to municipalities to help with implementation costs of recreational cannabis legislation.

Moved by Councillor Sebo, Seconded by Regional Councillor Grossi

RESOLUTION NO. C-2018-0542

That correspondence from Vic Fedeli, Minister of Finance, advising that the Province is beginning to fulfil its commitment to provide \$40 Million in funding over two years to municipalities to help with implementation costs of recreational cannabis legislation, be received.

Carried.

- (2) General Information Items

- (A) Information Items

Moved by Councillor Harding, Seconded by Regional Councillor Grossi

RESOLUTION NO. C-2018-0543

That the General Information Items for December 12, 2018, be received.

Carried.

(B) Briefing Notes

- (i) Tolek Makarewicz, Senior Policy Planner, respecting 'Feedback on Local Planning Appeal Support Centre Interim Guide to Services and Eligibility'

Moved by Councillor Fellini, Seconded by Councillor Neeson

RESOLUTION NO. C-2018-0544

That the Briefing Note provided by the Development Services Department respecting 'Feedback on Local Planning Appeal Support Centre Interim Guide to Services and Eligibility' be received.

Carried.

- (ii) Dan Buttineau, Director of Recreation and Culture, respecting 'Fish Hut Operations – Lake Simcoe; Jackson's Point Harbour, Holmes Point Park & Virginia Beach Wharf locations'

Moved by Councillor Harding, Seconded by Councillor Fellini

RESOLUTION NO. C-2018-0545

That the Briefing Note provided by the Director of Recreation and Culture respecting 'Fish Hut Operations – Lake Simcoe; Jackson's Point Harbour, Holmes Point Park & Virginia Beach Wharf locations' be received.

Carried.

- (3) Committee of Adjustment Planning Matters
 - (A) Under Review
 - (B) Recommendations *None.*
 - (C) Decisions *None.*

Moved by Regional Councillor Grossi, Seconded by Councillor Waddington

RESOLUTION NO. C-2018-0546

That the Committee of Adjustment Planning Matters for December 12, 2018 be received.

Carried.

14. MOTIONS/NOTICES OF MOTION *None.*
15. REGIONAL BUSINESS *None.*
16. OTHER BUSINESS

•Mayor Quirk has circulated a link to Bill 66, an Act to Restore Ontario's Competitiveness by Amending or Repealing Certain Acts, and has requested the Director of Development Services to provide an update on how Bill 66 could apply to the Town of Georgina. Davie Reddon advised that the Bill will affect a multitude of legislation and that staff will establish a working group through the CAO's Office. He will determine when the second reading will occur and advise Council accordingly, as well as provide an update in January of 2019.

17. BY-LAWS

Moved by Regional Councillor Grossi, Seconded by Councillor Waddington

That the following by-laws be approved;

- (1) By-law Number 2018-0088 (BA-1), being a by-law to authorize temporary borrowings in 2019.
- (2) By-law Number 2018-0089 (BA-2), being a by-law to appoint signing officers for the Town of Georgina Corporate Accounts.

Carried.

18. CLOSED SESSION

- (1) Motion to move into closed session of Council

Moved by Councillor Harding, Seconded by Councillor Neeson

That Council convene into Closed Session at 11:20 a.m. pursuant to Section 239 of the Municipal Act, 2001, as amended, to deal with the following matter:

- (A) **ADVICE THAT IS SUBJECT TO SOLICITOR-CLIENT PRIVILEGE INCLUDING COMMUNICATIONS NECESSARY FOR THAT PURPOSE, SECTION 239 (2)(f), MA**

- 7433 Old Homestead Road

Carried.

- (2) Motion to reconvene into open session of Council and report on matters discussed in closed session.

Moved by Councillor Fellini, Seconded by Councillor Sebo

That Council rise from Closed Session at 11:40 a.m. and report on matters discussed in closed session.

Carried.

Moved by Councillor Harding, Seconded by Councillor Neeson

RESOLUTION NO. C-2018-0547

That Confidential correspondence dated December 10, 2018 from Ritchie, Ketcheson, Hart & Biggart be received, that staff proceed with the direction provided in Closed Session and that legal counsel be authorized to proceed as outlined in the confidential correspondence.

Carried.

19. CONFIRMING BY-LAW

Moved by Regional Councillor Grossi, Seconded by Councillor Fellini

That the following by-law be approved:

- (1) By-law No. 2018-0090 (COU-2), a by-law to confirm the proceedings of Council on December 12, 2018.

Carried.

20. MOTION TO ADJOURN

Moved by Councillor Sebo, Seconded by Councillor Harding

That the meeting adjourn at 11:41 a.m.

Carried.

Margaret Quirk, Mayor

John Espinosa, Town Clerk

THE CORPORATION OF THE TOWN OF GEORGINA**REPORT NO. DS-2019-0005****FOR THE CONSIDERATION OF
COUNCIL****JANUARY 9, 2019****SUBJECT: EVALUATION OF THE 2019 BUDGET REQUESTS FROM COMMUNITY
ORGANIZATIONS**

1. RECOMMENDATION:

1. That Council receive Report No. DS-2019-0005 prepared by the Development Services Department and Recreation and Culture Department, dated January 9, 2019 respecting the evaluation of the 2019 budget requests received from community organizations.
2. That Council consider the budget requests from the following community organizations as part of the 2019 budget deliberations:

Georgina Arts Centre & Gallery - \$120,000
Georgina Chamber of Commerce - \$84,940
Georgina Military Museum - \$24,000
Georgina Trades Training Inc. - \$100,000
Jericho Youth Services - \$43,589
Routes Connecting Communities - \$55,000

2. PURPOSE:

The purpose of this report is to present Council with staff's evaluation of the 2019 budget requests from the community organizations. Staff note the requests submitted by the individual organizations follows each evaluation form. Detailed financials and audited statements have not been included but can be obtained by contacting the writer.

3. BACKGROUND:

In 2017, staff were requested to prepare a formalized process for evaluating the annual funding requests the Town receives from community organizations. Staff proceeded with the development of evaluation criteria related to how each organization aligns with the Town's Strategic Plan and Departmental Business Plans, as well as the adequacy of their business plans, financial statements, and other similar data. These evaluation criteria were used during the 2017 and 2018 budget process to assist Council with their budget deliberations.

4. ANALYSIS:

The Manager of Economic Development and Tourism and the Manager of Cultural Services evaluated each of the 2019 budget requests, which are provided as Attachments 1 through 6.

The Table below indicates the history of the budget amounts allocated to each of the organizations, as well as their 2019 requests:

Organization	2014	2015	2016	2017	2018	2019 base budget	2019 funding request
Georgina Arts Centre & Gallery	\$90,000	\$90,000	\$90,000	\$110,000	\$110,000	\$110,000	\$120,000
Georgina Chamber of Commerce	\$91,600	\$91,600	\$91,600	\$95,280	\$88,440	\$88,440	\$84,940
Georgina Military Museum	\$18,000	\$18,000	\$18,000	\$24,000	\$24,000	\$24,000	\$24,000
Georgina Trades Training Inc.	\$30,000	\$30,000	\$30,000	53,000	\$50,000 + \$45,000	\$50,000	\$100,000
Jericho Youth Services	-	-	-	-	-	-	\$43,590
Routes Connecting Communities	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Totals:	\$284,600	\$284,600	\$284,600	\$330,440	\$372,440	\$327,440	\$427,530

Staff note that although Jericho did not receive grant funding, the organization was provided financial compensation by the Town from 2008-2014 pursuant to a fee for service agreement and honorariums for services rendered since 2014.

5. RELATIONSHIP TO STRATEGIC PLAN:

The relationship to the Corporate Strategic Plan is outlined in the attached evaluation form for each respective organization.

6. FINANCIAL AND BUDGETARY IMPACT:

The total of the grants requested in 2019 represent a \$100,090 increase from the amounts presented in the 2019 Draft Budget. If the requested increases are approved and added to the 2019 Draft Budget, the new tax levy increase for the Draft Budget would be 3.2%. When adding the additional 1% for capital reserves, the total would be 4.2%.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

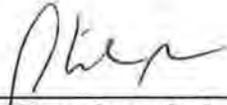
Consideration of this report does not require public notice.

8. CONCLUSION:

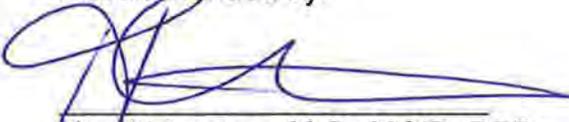
Staff believe that each of the organizations that have submitted a funding request make a valuable contribution to the social and economic well-being of Georgina. Furthermore, the programs and services they provide align with and/or support the goals and objectives of the Town's Corporate Strategic Plan and the various initiatives undertaken by the various Town Departments.

Prepared by:

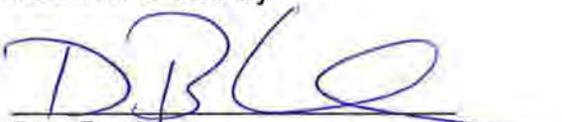

Karyn Stone, MCIP, RPP, Ec.D
Manager of Econ. Development & Tourism


Rose Donahoe, B.A. Hons., MMSt
Manager of Cultural Services

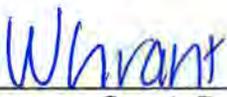
Recommended by:


Harold Lenters, M.Sc MCIP, RPP
Director of Development Services

Recommended by:


Dan Buttineau
Director of Recreation and Culture

Approved by:


Winanne Grant, B.A., AMCT, CEMC
Chief Administrative Officer

Attachment 1 – Georgina Arts Centre & Gallery 2019 Budget Proposal and Evaluation
Attachment 2 – Georgina Chamber of Commerce 2019 Budget Proposal and Evaluation
Attachment 3 – Georgina Military Museum 2019 Budget Proposal and Evaluation
Attachment 4 – Georgina Trades Training Inc. 2019 Budget Proposal and Evaluation
Attachment 5 – Jericho Youth Services 2019 Budget Proposal and Evaluation
Attachment 6 – Routes Connecting Communities 2019 Budget Proposal and Evaluation

Analysis of 2019 Funding Request from Georgina Arts Centre & Gallery	
Evaluation Criteria	Comments
Alignment with Corporate Strategic Plan	Goal 2 - Promote a High Quality of Life, <u>Action 2.2</u> - Continue to explore opportunities for enhanced culture and recreation; Goal 3 - Engage Our Communities & Build Partnerships, <u>Action 3.7</u> - Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities, etc.
Alignment with applicable Departmental Plans	Municipal Cultural Plan
Service provided is mandated? Discretionary?	Mandatory. The 10-year Services Agreement with the GAC states that they provide arts programming on behalf of the Town, and have since 2001.
Evidence that programs and services offered provide measurable benefit to the community	The GAC has been tracking various Key Performance Indicators (KPIs) since 2015 as a way to measure the benefit of arts programming locally. As part of their 2019 submission, they have also included visitor comments, highlighting the benefit the gallery brings on a personal and community level. More generally, arts programming bolsters civic engagement, strengthens community identity, promotes a better understanding of culture, and supports the work for various artists.
Provides economic development benefits	GAC is a tourism asset that drew over 9,000 visitors in 2018; the gallery also promotes local artisans, artists and entrepreneurs through gift shop sales and exhibitions; they employ three full-time and three part-time staff, as well as contracted instructors for arts classes and workshops.
Provides cultural benefits	Yes. The GAC supports the growth and health of the cultural sector; a number of local artists receive income from the sales of the Gallery Shop (the artist receives 66% commission and GAC receives 34%); the GAC supported 145 artists in 2018. The gallery also contributes to fulfilling the mandate of the Town's Cultural Services Division and its efforts to implement the Municipal Cultural Plan.

Provides recreational benefits	The GAC provides summer camps and works with the Recreation Division to coordinate bussing for campers
Provides educational benefits	Yes. The GAC delivers a range of educational arts programming for participants of various ages, including a music education series, art history seminars, camps, workshops and classes that teach participants about a range of art mediums, history and techniques; they also deliver curriculum-based arts programs to various age groups and partner with local schools on annual exhibits.
Demonstrated service delivery ability	Yes. The GAC started in 1999 and has been provided arts programming on behalf of the Town since 2001.
Organization has current strategic plan	Since 2016, the GAC Board has been working on a Strategic Plan that has 5 objectives: increase community awareness; develop financial viability; develop diverse exhibitions and education events; improve our venue; and design appropriate forms of governance. In 2018, their priority is developing financial viability through fundraising, grant writing, and more partnerships.
Organization has current business plan	See Strat Plan info above
Demonstrated financial viability	The GAC would be unable to deliver arts programming without the core funding provided by the Town; in 2018, the Town's grant of \$110,000 comprised about 50% of the GAC's total annual revenue.
Reliance on third party funding	Yes
Demonstrated success in achieving grant monies	Yes. Historically, the GAC has received funding from the Ontario Trillium Foundation, South Lake CFDC and other funding agencies, and they continue to apply for grant funding on an ongoing basis.
Demonstrated success in fundraising efforts	Yes. In 2019, the GAC will be hosting a fundraising gala at...
Service agreement with Town in place	Yes. In 2016, the GAC signed four agreements with the Town for a ten-year period, including a Services Agreement and Licence Agreement.

Planning approvals in place	N/A
Utilization rates or population served	Over 9,000 visitors in 2018 (avg. 645 per month), 60% of which were from out of Town; approximately 200 memberships sold; 131 days of classes, workshops, programs and community events; 145 artists supported; over 2,000 volunteer hours; 16 free classes delivered; 26 partnerships with local organizations and businesses
Town represented on Board	Yes, the Manager of Cultural Services is a non-voting member and Ward 3 Councillor a voting member. The both attend monthly Board meetings and provide assistance on an ongoing basis.
# of outreach events	In 2018, the GAC cultivated 26 partnerships with various organizations and offered a number of classes, workshops, programs and community events. The GAC partnered with GTTI to support the Magna Hoedown and worked with Town staff on spring time
# of participants in outreach events	26 partnerships with local organizations and businesses; strong social media following, including almost 1,100 FB followers, 953 Instagram followers, and over 950 Twitter followers



2019 Annual Report and 2018 Initiatives

November 2, 2018

November 2, 2018

Mr. Rob Wheater,

Acting Manager of Finance and Deputy Treasurer,
Town of Georgina,
Georgina, Ontario,

Dear Mr. Wheater:

I am submitting our 2019 Budget request for your review including 2018 KPI's with year-end forecasts wherever possible and projections for the coming fiscal year.

This past year has been one of transition with changes that had a financial impact on our organization. As the new Executive Director, I am managing a budget in place prior to the restructuring of the Georgina Arts Centre & Gallery.

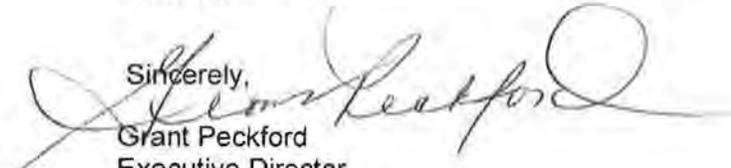
Before my start, the gallery was fortunate to have a Board of Directors, who with the support of staff was managing both Operations and Governance. This was feasible in the short term but was not sustainable in the long term.

With the move to permanent staff the organization wanted to provide not only stability for the staff, but continuity for the gallery resulting in increased costs with no provision in the existing budget. The introduction of the Executive Director's position resulted in an increase cost of \$13,718.00. The Executive Director replaced the contracted position formerly held by the Manager of Finance, whose salary was \$37,600.00, with no employer costs. Extra costs here were largely covered through fundraising. We will continue our intentional fundraising efforts throughout 2019 to support these shortfalls. Moreover, 3 contract staff were moved to permanent staff positions, which resulted in increased human resources costs of about \$8,000.00. In addition, because of the legislated increase to the minimum wage, 2018 labour costs supporting our Summer Camp program increased from \$17,390.00 to \$20,890.00. The financial support from the Young Canada Works program decreased by \$1,446.00, and the overall cost to the gallery increased by \$5,471.00. The total increase in our labour costs has been about \$25,000.00 annually.

We are requesting an allocation of \$120,000.00 for 2019. This reflects an increase to our basic operational costs of \$10,000.00.

On behalf of the Board of Directors of the Georgina Arts Centre & Gallery I would like to thank the Town of Georgina for their generous support in previous years. Thank you for your consideration.

Sincerely,


Grant Peckford
Executive Director

Organizational Overview

History

The Georgina Arts Centre came into existence in 1999 to provide cultural services on behalf of the Town of Georgina. This was expanded in 2006 to include an art gallery with the donation of Bruce Smith of almost 200 paintings by Albert Chiarandini. Since then the permanent collection continues to grow. Currently the collection is valued at \$1,291,804, which includes a donation by James Baillie of art appraised at \$201,825 in 2018.

The Georgina Arts Centre's vision is to be a "community arts organization that educates, inspires and develops the creative spirit in Georgina". Our mission is "to involve the community with the arts through exhibitions, education, programming, and partnerships". We also work to foster and support developing artists through exhibitions and the Gallery Shop.

The Georgina Arts Centre continues to support in a significant way the Town of Georgina's Cultural mandate: 'Culture in Georgina arises from a unique landscape and a balance of urban and rural life. Cultural expression and celebration in Georgina contribute to the local economy, to personal growth and community wellbeing; it transforms our communities by fostering creativity, the imagination and a shared vision of a better future'

Organization

Hours of Operation

The Georgina Arts Centre is open Tuesday through Saturday 10 am to 4 pm and Sunday 10 am to 2 pm.

To increase our awareness and outreach in the community, events are also held after hours. This will continue to be a focus as we move forward. In doing so, we create potential to increase our revenues. We are looking for opportunities to provide room rentals and fee for service programming outside the traditional operating hours of the gallery.

We are meeting with our representatives in education to revitalize and build on our previous relationship. The benefit of joint marketing and promotional opportunities will result in creating a greater awareness of the curriculum-based opportunities for students at the GAC and beyond. We have been asked to create a 2-minute video for presentation at YRDSB Administrative Meetings.

Facility

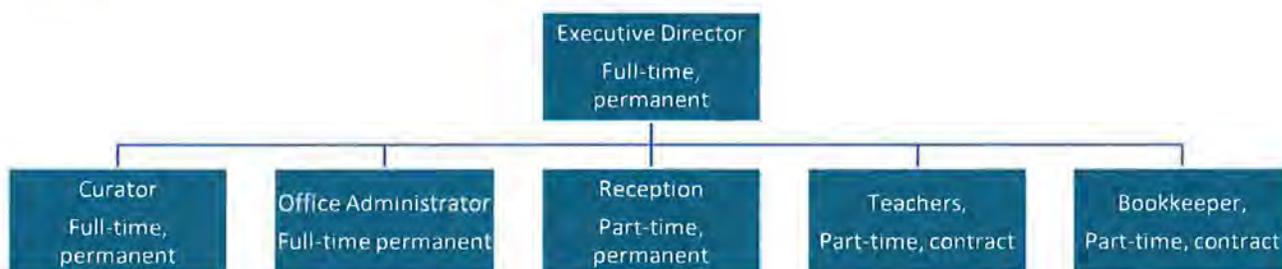
The current Georgina Arts Centre's building, owned by the Town, requires upgrades to bring it up to current building standards. Approximately one-third of the current building is unusable due to non-compliance with fire regulations. It is important to understand how the reduced space is limiting in terms of revenue generation and exhibiting our own permanent collection.

The Town is not recommending upgrading the building due to the magnitude of the needed repairs and the Georgina Arts Centre agrees. We continue to work with our Town representatives to find a cost-effective solution.

Board of Directors: As of AGM held October 15th, 2018

Role	Name
Chair	Bill Major
Vice-Chair	Anita David
Secretary	Joan Tadier
Treasurer	Meaghan McKinzey
Junior Advisor	Elisabeth Dobson (non-voting)
Board Member (Fundraising)	Piri Pandey
Board Member (Fundraising)	Candace Parlette
Town Council Representative	Dave Neeson
Town Advisor	Phil Rose-Donahoe (non-voting)
Board Member (Artist)	Michelle Richards-Clermont
Board Member (Music)	Ed Winacott

Staffing



In late 2017, the Board of Directors completed the search for an Executive Director. Grant Peckford was hired as Executive Director of the Georgina Arts Centre and commenced employment in January 2018. All staff job descriptions were reviewed and revised as required in 2018, and an HR manual was created to ensure that the Art's Centre policies and procedures were clear and in accordance with the Employment Standards Act.

2018 Accomplishments and 2019 Objectives

Marketing / Community Outreach

We have created a new 3-fold marketing piece that visually mirrors our new website. It speaks to the important pieces: Who we are, what we do, what you can see, how you can get involved and how to become a member. We have moved beyond the 3-fold photocopied piece to Marketing collateral that demonstrates that there is a great deal more to the GAC than the artwork.

The Arts Centre website has been redesigned and upgraded. We are currently working with our webmaster to ensure that the site while visual pleasing, will provide us the functionality we require. We have introduced online booking of programming events, membership, and donations are part of the upgrade. The current website provides visitors a detailed snapshot of the gallery and our programming and events.

Social Media was a focus for 2018. The following are the key metrics as at October 23rd, 2018:

- Facebook
 - Followers: 1078 (increase of 15% from prior year)
 - Likes: 1,239 (increase of 13% from prior year)
- Instagram
 - Followers: 953 (increase of 13% from prior year)
 - Total Post: 649
- Twitter
 - Followers: 951 (increase of 3% from prior year)
 - Tweets: 2,060

Visitors

Monthly Number of Visitors

Month	Number of Visitors
January	628
February	476
March	669
April	712
May	713
June	808
July	1,333
August	1,330
September	508
Total	7,177
Average excluding July, August	645
Forecasted Visitors Oct to Dec	1,935
Forecast 2018	9,112
2019 Budget (10% increase)	10,023

Note: Visitors recorded upon entry via counter

Number of Visitors: Annual KPI vs. Actuals

	2017	2018	2019
KPI	7,431	7,706	7,981
Actuals	8,715	9,112	10,023 (budget)

The number of visitors increased approximately 5% in 2018 relative to the 2017 year.

Visitors to the gallery averaged 645 per month in 2018, with the exception of July and August, when the visitors increased to over 1,330 per month.

Visitors are expected to increase by 10% in 2019 due to an increased focus on programming, events, exhibitions, social media, and the planned improvement to programming space.

Georgina / Non-Georgina Resident Visitor

183 visitors to Georgina Art Centre and Gallery signed the visitor's book during the period January through October 20, 2018. Of these visitors 86 were non-Georgina residents.

Visitor Satisfaction

Visitor comments continue to be very positive. These comments related to many aspects of the GAC including, programming, staff, the gift shop, art exhibitions and energy and ambiance and are from both Georgina residents and visitors. Following are several examples.

'A pleasant surprise, the beauty of Georgina is reflected in its little gallery" **George Keltika**

'This space is a peaceful gem. I witnessed one of my people become calm and relaxed from a previous agitated state" **CMHA Staff**

'Lovely, I will be back! Staff were exceptional". Thank you. **Linda Hoffman**

"Lovely space, beautiful works! I found the perfect anniversary gift. Friendly welcoming staff. I will be coming again." **Lyndsay Bailey**

"So, blessed to have such a gem in our community! Thanks." **Jan Laughan**

"Thought provoking beautiful art and crafts". Thanks **Rita Dennis**

'First stop on our vacation was here. Beautiful works for art – no regrets" **Jonathan & Linda Hann**

'KHS Show – Terrific works by student artists. Great imagination, very interesting" **Mandy Herbst**

Memberships

Number of Memberships

	2017	2018	2019
KPI	260	270	208*
Actuals	185	200	208 (budget)

*With the elimination of the excursion membership, memberships levels are lower therefore KPI has been revised downwards prospectively to reflect this.

The membership KPI in 2018 will not be met due to the need to cancel the excursion membership during 2017 and a reduction in the renewals and sale of new memberships.

Membership rates were implemented on all events in 2018. The exception to this is the cost of admission for Fundraising Events. It is counterproductive to develop a FR event and then discount the cost of admission. We are currently reviewing our membership packages and will update these in 2019.

Number of Days of Classes, Programs and Events

	2017	2018	2019
KPI	145	153	150*
Actuals	146	131	150 (budget)

*KPI has been adjusted to reflect realistic targets to be set for the 2019, based on current planned events and programs.

The KPI for number of day of classes, programs and events will not met in 2018. With a renewed focus on school groups, and collaborative events, it is the expectation that the number of days of classes, programs and events will increase in 2019. The profitability of the classes / events is a function of attendance and price. Prices were increased where possible in 2018 and prices increases will be further considered into 2019.

The focus in 2019 will be to increase enrollment and fine tune programming frequency and provide a more varied choice of programming. To maximize attendance and profitability. Member and non-member pricing will be implemented on all GAC events, with the exception of FR events

The following initiatives are being undertaken to increase class and camp enrollment in 2019

- Classes were listed in the Fall 2018 and Winter 2019 Recreation and Culture guide. This will be continued for future publications. The amount of print space available to the GAC was much reduced making the placement of our information in the guide more important than in previous years. We would like to review that for future publication.
- Winter 2018 class brochure (print & digital) is available
- Classes continue to be promoted in the Georgina Art Centre quarterly Palette Publication, monthly newsletters, and social media.
- A more strategic targeted email / telephone campaign will be developed and introduced in 2019
- An increase in strategic and cost-effective Print Advertisements in local media

School groups both on-site and off-site have potential to be more profitable. We will meet with our colleagues in education to better understand how the GAC can support their required curriculum outcomes.

Room Rentals are few. With the current restrictions on building use, this area is not expected to grow or have much potential for growth in 2019 without some renovation to our current programming space. We have submitted a request to OTF for capital funding for improvements (with the Town of Georgina's support) and will be informed of the outcome in January 2019.

Luncheons are well attended and well-received by the community. Based on comments made by our guests we have moved forward with a new service provider. We are now offering a greater quality product. This has resulted in an increase in cost to both the GAC and our guests. We are hoping that this change will result in both increased attendance and profitability. We would still like to research the feasibility of introducing 'Lunch and Learn' events.

Art Talks and the Performance music events are well attended. Options to increase the number of these events and expand them to larger and / or multiple venues will continue to be explored in 2019. Ed Winacott, a new addition to our Board of Directors brings an extensive body of work in music personally and professionally. We will be looking to him for some suggestions/guidance in this area and to work with our existing staff and Music Committee to build on our current level of programing.

The off-site Reel Gems fund-raising program is well attended and profitable. This initiative will be continued in 2019. There has been a recent price increase by Reel Gems, however it is too soon to determine if this will affect profitability.

The GAC collaborated with GTTI, a local service provider in its application to be selected as a recipient of the proceeds from the 2018 Magna Hoedown. We were successful and will be repeating this in 2019. It is an enormous amount of work for all, however, the return on our investment can be significant. Our return this year was \$8,648.98

Additional Town of Georgina collaborative event opportunities will be explored in 2019. As we move forward, we need to be clear around outcomes. Are these opportunities for increased profitability for

the GAC a result of greater exposure coming from the collaborative event resulting in an increased attendance? Would this be demonstrated Community/Town engagement? Both provide a positive outcome for all.

Number of Day of Classes, Programs and Events by Event Type

	2018	2019 (budget)	2019 Action Plan
Classes / Camps			
Children's Camps	53	58	Review and assess content of Children and Youth programming Review and assess content of camps. Build a plan for PD & Christmas programming
-Children & Youth Art Classes	17	20	Promote existing programming and Introduce new programming based on community need Review current schedule of classes
-Adult Art Classes 18+	19	20	Look at viability of increasing frequency of this series using previous presentations
-School Groups / Organizations	6	13	Continue to Promote to schools build a stronger connection to education system
Room Rentals	6	8	Continue to promote
Luncheons	10	10	
Art Scandals (Chwojko Donated Time)	1	1	Look at viability of multiple presentations. Research potential price increase & Sponsorship
Arts Café (Chwojko Donated Time)	1	1	Look at viability of developing a series. Research potential price increase & sponsorship
Music (Chwojko Donated Time)	2	4	Look at viability of developing a series & Potential sponsorship. Look at viability of larger venue
Off-Site			
- Reel Gems	11	11	Continue to offer during the summer months
Collaborative Events			
- Town of Georgina - "Women the Artist" - Georgina 200	2	1	Continue to research and work with the Town of Georgina
- GTTI – Magna Hoedown - Georgina Paranormal Society – Investigation of the GAC	3	3	Research Potential Collaborative Events Repeat Magna Hoedown
Total	131	150	

Number of Free Classes Delivered

	2017	2018	2019
KPI	16.2	16.8	17.4
Actuals	36	16	18 (budget)

The focus at the Georgian Georgina Art Centre & Gallery must continue to be financial sustainability. Hence the number of free classes / events will be strictly monitored and limited.

The majority of free classes events are the Exhibition openings and children's art at the Farmers Market.

These events contribute in a significant way to the community outreach mandate and will be continued in 2019. An analysis of the cost of exhibitions and opening receptions will continue as part of our ongoing need for fiscal responsibility.

Artist Participation and Support

	2017	2018	2019
KPI	115	119	123
Actuals	204	145	150 (budget)

This increase in artists work shown was predominately in the exhibitions. The number of Art Shop artists who sell their work on consignment has been stable. We are reviewing not only individual artists work, but also the retail brought in for resale.

The Gallery Shop will work to maintain the number of artists displaying their works. However, the distribution of artwork will change with more artwork being offered at a price point that will work towards/support meeting our objective of increased sales and turnover of merchandise. The focus will continue to be featuring the art of our own local artists.

Additional Artist Participation and Support Metrics

	2018 Actuals [Forecasted to YE]	2019 Budget
# Exhibitions	10	10
# Artists Work Displayed in Onsite Exhibitions	551	551
# Digital Art Shows	3	3
# Off-site Exhibitions	7	7
# Artists Work Displayed in Off-site Exhibitions	178	178
# Artists from Georgina	90	95
# Indigenous Artists	3	3
# Artworks Exhibited	411	411
# Artist Crafts, Cards, Jewelry Displayed in Art Store	90	100

The Georgina Arts Centre has a significant permanent collection of art valued at \$1,291,804. This includes a significant donation of art received in 2018 appraised at \$201,825. The permanent collection is the Georgina Art Centre's largest asset.

Significant art donations continue to be received as displayed below.

2014	2015	2016	2017	2018
\$98,000	\$67,545	\$55,950	\$64,600	\$201,825

Continuous donations of this scale to the Georgina Arts Centre & Gallery is a huge endorsement of the gallery's value in the community. In addition, this art makes a significant contribution to the cultural fabric of Georgina.

Number of Partnerships / Relationships

	2017	2018	2019
KPI	9.7	10.1	10.4
Actuals	26	26	28 (budget)

The Arts Centre met the KPI for Number of partnerships / relationships in 2018. This is a strategic initiative as partnerships / relationships are necessary for the long-term viability of the organization. Following is a list of current organizations the Georgina Art Centre has relationships / partnerships with.

- Ontario Association of Art Galleries
- Georgina Chamber of Commerce
- Canadian Mental Health Association
- Community Living Georgina
- Club 55
- York Region Art Council
- Georgina Trades | Training Inc.
- Georgina Paranormal Society
- Yummy Mummy's Kitchen – Monthly Luncheon
- Blue Ridge Bakery – GAC Annual High Tea Fundraising Event
- Town of Georgina
 - The Link
 - Cultural Services & Recreation Department
- Federal Government - Summer Student Program
- Farmers Market
- York Region District School Board
- Schools
 - Sutton District High School
 - Keswick Public School
 - St. Thomas Aquinas Public School
 - W.J. Watsons Public School
 - Black River Public School
- Business
 - Giant Tiger
 - Sobeys
 - Gem Theatre
 - Home Hardware
 - Rogers TV

Our focus in 2019 will continue to build on existing relationships and partnerships, with a renewed focus on the education system. We will identify local organizations and community members to partner and/or collaborate with. We will meet with all levels of Government, and research potential Corporate sponsors and partners.

Volunteer Hours

	2017	2018	2019
KPI	3,253	3,373	2,200*
Actuals	3,264	2,012	2,200 (budget)

*With the hiring of the ED, volunteer hours required are less extensive, therefore KPI has been revised downwards prospectively to reflect this.

Volunteer hours continue to be significant in 2018. While many of these hours are related to the Board of Directors, there are volunteers at most events.

In 2017, a significant number of BOD volunteer hours were specific to their required operational responsibilities. The ED search was a lengthy process, and the operational responsibilities of both the Board and Vice chair resulted in an increase. All Board members are encouraged to attend all events at the gallery and the introduction of an Executive Director will not change that. It is more important during a time of transition and beyond, that those individuals responsible for Governance be present. The hours specific to the day to day operations of the GAC have been significantly reduced.

The Georgina Arts Centre and Gallery allows Georgina Artists and residents to get involved in the cultural fabric of Georgina as well as giving them an opportunity to give back to the community. Volunteering helps build strong and safer communities, forms strong community bonds and creates relationships between people who might not otherwise find each other. 'Putting Arts and Culture on the Map: Literally' Hill Strategies Research

Financial Overview & 2019 Budget

Financial Overview

The Georgina Arts Centre had income of \$4,977 in 2017. This was the result of savings realized from the organizational restructuring in the prior year. Refer to Exhibit A for the 2017 Audited Financial Statements and Exhibit B for the Registered Charity Information Return.

In 2018, a loss of \$16,358 is projected. When capital loan payments to the Town and HST recoverable are factored in, the cash deficit is \$18,262.

This financial situation is primarily due to significantly higher payroll costs, resulting from:

- The hiring of an Executive Director in 2018 (\$14K cost increase)
- Additional costs associated with transitioning staff from contract to employees in 2017 (\$8K increase)
- Increase in minimum wage and changes in Employment Standards Act in 2018 (approx. 20% increase for impacted employees)
- Decrease in Young Canada Works grant reimbursement, and increased wages (\$5K increase in costs)

For 2019, based on the above factors, the Art's Centre is requesting a \$10,000 increase in the Town of Georgina grant, from \$110,000 to \$120,000.

In addition, to further offset the increased payroll and operational costs, the Georgina Arts Centre will implement the following initiatives in 2019 to bring in additional funds:

- Collaboration with another local charity and apply to be part of the 2019 Magna Hoedown, based on the success of this in 2018;
- Large Gala event planned for Summer of 2019 as a significant community fundraising event;
- Increase in memberships fees for all tiers;
- Increased program offerings, including additional camps, and new types of programs and classes; and
- Additional marketing and leveraging of social media to increase awareness of the Georgina Arts Centre.

The Executive Director continues to enhance the Georgina Arts Centre programming offerings and develop new fundraising initiatives and events to bring in additional funds. In mid-2018, the Board of Directors created a sub-committee to start the planning of the Gala, to be held in the summer of 2019. It is expected that a significant portion of the costs will be covered through sponsorship, and that this will be a significant fundraising event for the Georgina Arts Centre.

The Georgina Arts Centre received additional donations of art in 2018 from Jim Baillie, including a large Morrisseau appraised at \$200,000, and two masks appraised at \$1,825. This increased the total value of the art collection to \$1,291,804.

For 2019, the Art's Centre is applying for a Trillium grant for approximately \$22,500 to cover the cost of cosmetic enhancements to the programming space to increase revenue generating activity potential.

In 2019, income of \$4,384, with an expected cash surplus of \$2,518 after loan repayment and HST refunds.

Financial Process Review

Significant financial process improvements were started in 2017 under the supervision of the previous treasurer. These initiatives were continued in 2018, and the following additional items were completed:

- Creation of a financial process's manual
- Transition of financial records from QuickBooks Desktop to QuickBooks Online
 - This has allowed for greater transparency and access to information in a timelier manner
- Online access to bank account to monitor cash balances
- Bookkeeping continues to be done by contract staff person at a cost of \$75 per week (5 hours/week).

Financial Risks

The Georgina Art Centre is highly dependent on external funding, as well as external cash donations to fund operations. This is especially critical during this transitional time.

Based on an assessment completed in prior years, the current Georgina Art Centre's building requires the significant upgrades to bring it into compliance with current building standards. In 2018, Town Council set forth a set number of spaces for the Art's Centre to consider as a potential new home. The Arts Centre has no additional funds to perform any upgrades to the current building (apart from those that may be covered by the Trillium grant) or to fund a move to another location without additional external funding.

2019 Budget

Georgina Arts Centre and Gallery 2019 Budget

INCOME**4-0500 GRANTS**

4-0536 Young Canada Works	15,419.24
4-0540 Town of Georgina	120,000.00
4-0541 Community Initiatives Grant	1,000.00
4-0545 Magna Hoedown	8,648.98

Total 4-0500 GRANTS	145,068.22
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Total 4-2010 GALLERY SHOP	25,212.39
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Total 4-2500 MEMBERSHIP	4,000.00
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Total 4-3500 OTHER REVENUE	1,000.00
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Total 4-5000 PROGRAMMING (ON SITE)	34,473.52
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Total 4-7000 OFF SITE EVENTS	18,000.00
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Total 4-9100 DONATIONS	15,000.00
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Total Income	242,754.13
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EXPENSES

Total 6-1000 OFF-SITE EVENTS EXPENSES	6,648.62
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Total 6-2000 PROGRAMMING EXPENSE (NON-LABOUR)	7,000.00
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Total 6-4000 LABOUR	151,619.58
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Total 6-5000 GALLERY SHOP EXPENSE	12,000.00
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Total 6-6000 MARKETING	5,000.00
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Total 6-7009 DONATION EXPENSE	250.00
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Total 7-1000 OFFICE AND ADMIN EXPENSE	12,000.00
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Total 7-2000 PROFESSIONAL FEES	10,000.00
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Total 7-3000 BUILDING	20,461.00
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Total 7-4000 INSURANCE	9,390.60
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Total 7-9000 INTEREST AND OTHER EXPENSE	4,000.00
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Total Expenses	238,369.80
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PROFIT [LOSS]	4,384.33
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RECONCILE TO CASH

Town of Georgina Loan Repayment	(5,866.00)
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HST Recoverable	4,000.00
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NET CASH SURPLUS [DEFICIT]	2,518.33
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Analysis of 2019 Funding Request: The Georgina Chamber of Commerce Request - \$84,940	
Evaluation Criteria	Comments
Alignment with Corporate Strategic Plan	Goal 1 Grow our Economy Engage our Community & Build Partnerships Goal 2
Alignment with applicable Departmental Plans	Economic Strategy and Action Plan - Strategic Action 2 (Enter into a service agreement for the provision of Tourism Services).
Service provided is mandated? Discretionary?	The services provided by the Chamber are discretionary however, the Chamber has a current service agreement with the municipality to provide tourism services on behalf of the municipality and host a number of events and engagement opportunities designed to strengthen the local business community.
Evidence that programs and services offered provide measurable benefit to the community	The Chamber has commenced with a system to track the number of visitor to the various events and with the assistance of the Chamber and the engagement opportunities provided we are beginning to see a much more engaged business community.
Provides economic development benefits	The Chamber provides its members with opportunities for free online advertising and promotions as part of their membership fee in order to attract new customers and encourage "shopping locally"
Provides cultural benefits	n/a
Provides recreational benefits	n/a
Provides educational benefits	The Chamber in collaboration with the Region, Town and Community Futures hosts and supports educational seminars and workshops that are designed specifically for the needs of our local business community.

Demonstrated service delivery ability	Over the past two years the Chamber has demonstrated the delivery of the Key Performance Indicators that are included in the Service Agreement.
Organization has current strategic plan	The term of the existing Strategic Plan has ended, and plans are underway to develop the 2019-22 Strategic Plan. In addition the Chamber is undertaking an update of the 3 year Tourism Plan.
Organization has current business plan	Business Plan/budget provided.
Demonstrated financial viability	With the assistance of the Town of Georgina funding the Chamber has provided the services that have been requested by the Town. A bookkeeper has been hired to complete month end statements all of which are reviewed by the finance committee and a year end audited financial statement is prepared.
Reliance on third party funding	The Chamber is funded through their membership, events and has received financial assistance in the form of a loan from South Lake Community Futures to assist with the leasehold improvements at the LINK.
Demonstrated success in achieving grant monies	The Chamber's goal is to become self sufficient and therefore pursuing grant funding is not a core business practice. However, grant funding has been obtained in the past by the Canada Summer Jobs program to hire two summer students. This allows Chamber to staff the offices during weekends and special events and become more active in promoting events and businesses through social media.
Demonstrated success in fundraising efforts	The Chamber strives to host events on a cost recovery basis and any funds raised support the growth of the Chamber.
Service agreement with Town in place	For the past two years a service agreement endorsed by Council has been in place.
Planning approvals in place	n/a

Utilization rates or population served	The Chamber currently has over 200 members, however all business in Georgina and beyond are encouraged to join and/or take part in the activities offered by the Chamber.
Town represented on Board	Councillor Frank Sebo and Karyn Stone have provided representation on the Board over the past 4 years. In 2019, Councillor Mike Waddington and Economic Development Officer Sean Columbus will provide representation.
# of outreach events	The Chamber held over 10 events in 2018.
# of participants in outreach events	On average over 50 individuals attend events hosted or co-hosted by the Chamber.



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Executive Summary

The Georgina Chamber of Commerce is committed to the economic health and development of the business community and all aspects of Tourism in the Town of Georgina. Our funding request for the year 2019 is reflective of the projects that will foster business growth and provide opportunities for the tourism industry to prosper and flourish in our community.

With the use of targeted marketing, creating awareness and enhancing online content, we can showcase what the Town of Georgina has to offer. We are highlighting the efforts of our Tourism Committee by expanding on the programs and initiatives chronicled in our last 3-year Community Tourism Plan and the one currently being developed. Our Service Agreement with the Town of Georgina's Economic Development Committee allows us clear insight and focus for the coming year.

We continue to support education with business scholarships and the promotion of our educational partnerships; as well as supporting young local talent. We are continuing to implement the actions set forth in our newly completed Strategic Plan and build upon commitments we would like to see happen in our 2019-2022 plan.

We continue to look at new programs to increase benefits to our members and increase tourism in Georgina. Our affiliation with the Ontario Chamber of Commerce and Canadian Chamber of Commerce aids in providing access to several programs and opportunities that we will be launching locally in 2019.

Attached is the 2019 Funding Request with an itemized list of expenses for the operation and tourism services provided. The chart is complete with a cost comparison for 2018. Our Funding Request is based on our Service Agreement with the Town of Georgina and the Key Performance Indicators we are executing on behalf of the Town. This year, we are requesting \$84,940 to help fund these projects. With new 2019 KPI's in place, we are able to isolate the funding needed to achieve the services we provide on behalf of the Town.

We trust you understand and value the benefits we provide to our members and recognize the service that we provide to The Town of Georgina. On a daily basis we generate profit for our community and enhance the quality of life for the residents of Georgina. This will only continue as we continue to streamline our existing program and launch new initiatives.

With best regards,
Jennifer Anderson
Executive Director



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Background

The Georgina Chamber of Commerce is a non-profit, member-driven association. Its objective is to promote, develop and foster the well-being and interests of the business community in Georgina, while striving to enhance the quality of life for the citizens of Georgina as a whole.

The Georgina Chamber of Commerce is the voice of business at all levels of government; we are comprised of an Executive Committee (Chair, Vice Chair and Secretary/Treasurer) and a Board of Directors which serve and support the Georgina Chamber of Commerce members on a volunteer basis. They represent the membership on various municipal and regional committees such as the Town of Georgina Economic Development Committee, to ensure that the voice of Georgina's Business community is represented.

The Georgina Chamber of Commerce is responsible to the Town of Georgina for providing several Tourism initiatives as per our existing Service Agreement and Key Performance Indicators. This is executed through a permanent year-round facility at The Link, 20849 Dalton Road in Sutton and with a travelling kiosk at several events throughout the summer months. Initiatives are provided on our newly launched website (www.GeorginaChamber.com). The site has a tourism landing page that can also be accessed through the domain www.DiscoverGeorgina.ca with several pages showcasing Georgina and all it has to offer.

In 2019, we will continue to streamline and enhance our existing initiatives, as well as launch new programs, fostered by our partnership with the Town of Georgina and the Economic Development office. All programs encourage commerce and business prosperity both locally and beyond, and enhance Tourism within the Town of Georgina.



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Revenue

Membership Dues:

The Georgina Chamber of Commerce is open to all businesses operating within the township of Georgina and surrounding areas.

In 2015, the Georgina Chamber of Commerce began offering one-year memberships beginning the day an application was received. Prior to this, dues were collected on an accrual basis with our fiscal year being October 1st to September 30th (memberships were prorated to this date). Currently, about 50% of our members continue to have an October renewal date with the remaining membership renewals spread out over the other eleven months.

In September 2017, the Georgina Chamber of Commerce launched a monthly payment plan to allow payment options for smaller businesses.

In an industry that has seen decline, our membership numbers continue to grow. Our focus for 2019 is to not only build our membership but retain existing members by creating value for their membership. .

Membership Recruitment, Engagement and Retention are key components of our current Strategic Priorities and will be part of our new Strategic Plan as well. This is discussed in the Strategic Plan section of this proposal.

Chamber Benefits Plan

Through our membership with the Ontario Chamber of Commerce, The Georgina Chamber of Commerce is able to offer its members an affordable group health insurance plan. Chamber Plan provides our interested members with insurance plans through a local insurance broker, where they receive flexible and competitive rates for prescription drugs, dental, optical and life insurance packages.

We recently sat down with our Broker to determine a more aggressive marketing campaign for 2019, to spread the word about the options available for everyone - entrepreneurs to large companies.

Each year, our organization receives a percentage of fees collected through these insurance plans, adding significantly to our annual revenue. These types of programs help our organization to become economically sustainable to deliver high value membership.

Chamber Affinity Programs & Non Dues Revenue

As a member of the Ontario Chamber of Commerce and the Canadian Chamber of Commerce, our organization has access to several affinity programs that offer savings to the Chamber and its members. Similar to the Chamber Benefits Plan, these programs offer us revenue generating incentives when our members join. While



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This revenue source is something we will continue to investigate in 2019, the programs must have value for our members in order for us to offer them, not just be a way to create revenue for the organization.

Spectator Magazine

Over the last two summers, the Chamber's summer students have been collecting information to be used for our new Tourism website pages and publication. The inaugural edition will be published in December 2018. The new twenty-four page, full-colour glossy magazine will continue to be published twice a year (spring/summer and fall/winter) and will feature directories, advertisements, maps and helpful hints about our community. While overnight accommodations are limited, it is our hope a directory of local restaurants, stores, tourist attractions and things to do will help keep these families in town longer and supporting our local economy. Ad sales in this publication will be a revenue generator for our organization.

Events

Our organization holds several events throughout the year, from small, one-on-one consultations to the annual Home Show. The focus of each is just as diverse as the size...some promote business and economic development; some promote community and shop local initiatives.

A detailed listing of our events can be found in the Tourism/Business Endeavours section (page 13).

Grants

The Georgina Chamber of Commerce has been fortunate to receive funding in 2017 and 2018 for two full-time summer students through the Ontario Summer Jobs program. Students were hired both years to facilitate our new travelling summer tourism kiosk, some marketing and social media. It was an amazing opportunity to take our tourism centre on the road garnering significant exposure for our office, local businesses and tourism hotspots.

The Chamber will be requesting two students again in 2019 to continue and enhance this initiative as outlined in our funding request.

Using event survey results, our summer students created infographics, offering insight into attendee demographics and their areas of interest/concern.

Tourism/Business Endeavours Funding Request

As part of the Service Agreement with the Town of Georgina, the Town provides an annual grant to the Chamber of Commerce to provide assistance in the delivery of tourism services. The details of this request are listed in the Tourism/Business Endeavours and Funding Request sections of this Budget (beginning on page 13).



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Link Build

A Loan was acquired at the beginning of 2018 to assist with the build of our new office and tourism centre. A business plan and loan request was submitted to South Lake Futures outlining the work that needed to be done. While a request was originally made for \$68-thousand, only \$60-thousand has been taken for the project.



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Expenses

Fixed Costs (Rent, Heat & Hydro):

In May of 2018, the Georgina Chamber of Commerce moved into its permanent home at The Link in Sutton, after being in a temporary room down the hall for 16 months. While we were happy to have a space to continue day-to-day operations, the meeting room proved to be challenging for creating new initiatives and building a foundation. Now settled in, our new space fits the look and image we would like to portray to the public.

We are proud of our new Chamber office and Tourism Information Centre and continue to look at ways to get more bodies through the door. Office hours were extended to every Sunday during the Farmers' Market season and throughout the Fall/Winter during special events. Our office also includes a meeting room, which is available for free to our members during weekdays and at a minimal charge evenings and weekends. Heat & hydro costs are included in our lease.

Additional HVAC Costs:

On July 13, 2016, council approved recommendations made by the Recreation and Culture Department regarding Link Base Building and Tenant Improvement Costs. During the Council Meeting, Council approved the up-front expenditure of up to \$56,925 (excluding HST) to complete Phase One Heating Ventilation Air Conditioning (HVAC) design, trunk line, controls and duct distribution for Hub Spaces A-D, and new entrance to Hub Space B, and the wall separation and sprinkler separation between A and B to be added to the internal borrowings from reserves. As part of the recommendation, Council approved recovering tenant costs of approximately \$26,914 (excluding HST) of the additional HVAC costs as a prorated fee applied to each of the tenant's monthly license fee. The Chamber's portion is \$65.37 (tax included) per month with payments beginning October 2017 for 120 months.

Loan Repayment:

A loan was secured in early 2018 to begin construction on our new space. Loan payments began in April and an aggressive payment schedule has been made to diminish the amount as quickly as possible. It should be noted we have calculated our payment plan combined with our lease rate at The Link to equal that of our previous lease (our office in Keswick)...an amount we know we are comfortable paying.

Wages, Benefits and Payroll Taxes:

The Georgina Chamber of Commerce has an Executive Director that works full-time (40 hours/week) and an Office Administrator who is in the office part-time (32 hours/week). The role Administrator role has evolved since its inception in 2016 to include not only Office Administration but also Event and Marketing help. It is now a four-day/week position.



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A second employee has been a valuable addition, helping to maintain proper functionality and day-to-day operations in the office. It also allows our Executive Director to get out of the office to meet and connect with local businesses.

Our organization had tremendous success in the summer of 2018 with the addition of two summer students for 16 weeks. The students were responsible for Social Media Marketing, our Summer Kiosk and the preliminary work with the Discover Georgina program.

While we will be requesting a grant to have summer student's return to our office in 2019, we have asked our 2018 students to stay on in a part-time capacity. The Chamber had budgeted for a part-time (24 hours/week) position in the fall of 2018. The position (and hours) are now being split between our former students, as they continue on in a part-time capacity...one very casually to assist with social media and blogging while away at school and the other in the office a few days/week around her schooling. The work they have done and the fresh ideas they are bringing to our organization have been a proven asset.

As always, the Chamber is working with both the public and catholic school boards to utilize co-op students to help with event planning and office administrative duties.

Our priority is to make sure we have reliable and knowledgeable staff in our office to increase the integrity and visibility of the Georgina Chamber of Commerce. Now that our new office is open, we have been opening our doors during the evening and on weekends during peak tourism times to maximize our effectiveness and relevance in the community. This is only effective if you have knowledgeable employees manning the space.

Office Costs:

Including but not limited to: supplies, telephone & internet, security, and expenses; these costs are fixed costs associated with the operation of the office daily.

Bookkeeping & Yearly Audit Fees:

The Georgina Chamber of Commerce has a bookkeeper who visits the office on a monthly basis to complete month end statements. Statements are reviewed by our Finance Committee and Board of Directors each month.

Our fiscal year end is September 30th, and the appointed auditor provides a yearend review. Upon completion of the review and audit, he/she offers objective recommendations for improving financial reporting and/or internal controls to maximize performance and efficiency.

Advertising:

Local Media

The Georgina Chamber of Commerce has various partnerships with local media to provide several types of advertising and promotion. All four media outlets are currently members of the Chamber of Commerce



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(Georgina Advocate, Georgina Post, Rogers TV Georgina and Snapd). We are also speaking to the company who has received a CRTC license for a radio station in Georgina and look forward to a partnership with them.

As our Executive Director's background is in media and communications, it has become a priority to not only have the Chamber receive sufficient (proper) promotion of its programs, but also work with the local outlets to promote our members as well. Membership benefits, our calendar of events and sponsorship opportunities are advertised on a regular basis. In December of 2017, Rogers TV Georgina is once again airing the Business Excellence Awards and Mayor and Council's Milestone Awards for the fifth year. What a wonderful opportunity to promote local and recognize businesses' that are making a positive impact in our community.

Website

In 2010, The Georgina Chamber of Commerce launched an interactive website. Not only are we able to showcase a member directory and upcoming events, but the site allows online access to each of our members to update their information, add links, post photos, upcoming events, job listings and member-2-member discounts.

With the launch of a refreshed website in May 2018, we are seeing an increase in traffic and views. Current SEO traffic is listed below, but this is just the beginning. See New Initiatives for a look into our website plans for 2019.

Traffic and promotion of our business members on the site continues to grow each year. The SEO traffic on our website during our last fiscal year (October 2016 to September 2017) was 49528 views...that compared to already 40684 in just 6 months since the launch of our new site.

In addition to our business listings, the site also showcases a Calendar of Events plus several event pages for the Chamber's Discover Georgina Show, Stilettos & Sneakers Lifestyle Show, the Business Excellence Awards and the Mayor & Councils Milestone Awards. It also has a strong Tourism presence which will significantly increase in 2019 (See Tourism/Business Endeavours Section).

Social Media

As part of our Strategic Plan, one of the Chamber's priorities is to increase awareness of our function and services and the Chamber's role in our community by taking advantage of the latest technology and resources. Our online presence and awareness has increased tremendously when our 2018 summer students took over each of our platforms. In addition to daily posts, our office takes advantage of sharing pertinent community information and #RememberAMember posts about our members. Live video has proven to be successful to spread the word about our programs and upcoming events.

Chamber Newsletters

Newsletters are being sent to members on a weekly basis to showcase what's happening in our organization. New member links, upcoming events and important information are also circulated electronically.



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A quarterly email newsletter has also been launched to distribute tourism information to residents and tourists. Through our summer survey draws, a database has been compiled by our summer students and will continue to grow with sign up options being available on our new tourism website and social media. Advertising in this Tourism circulation will be offered to all businesses beginning in 2019, with discounts be offered to Chamber members.

Toll-free Number

The Georgina Chamber of Commerce maintains an easy to remember, 1-888-GEORGINA, toll free number. This telephone number is published and printed for easy access to those outside our local calling area to contact us for the tourist information they need. Use and awareness of this number will increase as we ramp up our Discover Georgina Campaign.

Donations and Bursaries

Georgina Chamber of Commerce – High School Business Scholarship

In 2008, our organization implemented the Georgina Chamber of Commerce Business Award. It was awarded to a Keswick High School graduate entering a post-secondary business program with a strong sense of responsibility, work habits and optimism. The award was expanded to include Our Lady of the Lake High School in 2014 and Sutton District High School in 2018.

Georgina Idol Contest

The Georgina Chamber of Commerce has been a proud sponsor of the Georgina Idol competition since its inception. The Chamber, with the help of some of its members provide the monetary prizes for the top three contestants each year...a total of \$1500. While the event has been cancelled due the last two years, we are hoping for a 2019 return, as it's a wonderful way to help stay involved with a community event and showcase local talent.



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Strategic Plan 2015-2018

The Georgina Chamber of Commerce Strategic Plan for 2015-2018 was created with the Board of Directors and an Economic Development Advisor from the Ministry of Agriculture, Food and Rural Affairs. Through several meetings, the Chamber was able to establish a new Mission and Vision Statements, focusing on the needs of business and improvement within Georgina as well as our Strategic Priorities for the upcoming years. We are proud of the work our organization has done to accomplish these goals. Plans are currently underway to finalize our 2019-2022 Strategic Plan.

2015-2018

Vision: Leading Business Growth and Success in Georgina

Mission Statement: The Georgina Chamber of Commerce provides leadership to promote, support and inspire business growth and success.

The Chamber provides value to its members through:

- Access to business information and resources
- Professional development for business owners and employees
- Service benefits and affinity programs
- promotion for local businesses
- partnerships with organizations on community initiatives
- Networking opportunities to build business connections and productive relationships with stakeholders
- Recognition of business leadership and innovation in the community
- Advocacy on behalf of businesses with government and other agencies
- Promotion of Tourism with resources and information about events, services, amenities and local business.

Items outlined in our 2015-2018 Strategic Plan:

1. Value and Relevance of Chamber Services (Enhanced and Ongoing Commitment)
2. Member Recruitment, Engagement and Retention (Accomplished and Ongoing)
3. Communications Utilizing Current Technology (Accomplished with new website & Social media)
4. Advocacy (Ongoing...ramping up focus in 2019)
5. Sustainable Funding (Accomplishing and continuing to seek out revenue sources)



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Service Agreement and Key Performance Indicators

Background

For years, the Chamber of Commerce has had a well-established working partnership with the Economic Development Department within the Town of Georgina, collaborating on several concepts for Small Business Week, YRBiz Series events, Speaker Seminars, and the SHOP LOCAL campaign. This relationship has continued to grow with the implementation of a Service Agreement and yearly KPI's.

Service Agreement

In March 2017, a Service Agreement was created between the Town of Georgina and the Georgina Chamber of Commerce for the period of January 1, 2017 to December 31, 2021. The Agreement was created in part to acknowledge the partnership on the delivery of tourism services and the development of the tourism sector as being beneficial to the growth of the local economy. It also acknowledges the Town providing the Chamber an annual grant to assist in the delivery of tourism services on behalf of the Town, identified by the yearly Key Performance Indicators.

Revised KPI's for 2019

#	KPI	TARGET
1	Hosting and promotion of all Individual Business Consultations provided by YRSBEC	Provide tracking to indicate number of participants participating in consultations.
2	Co-Hosting of Small Business Development Seminars/Workshops in partnership with supporting agencies/stakeholders	Minimum 4 events/year, provide tracking on attendance numbers.
3	Develop annual calendar of events hosted by the Chamber	Minimum 10/year. Track # of participants
4	Develop and promote program for Small Business Week with supporting agencies	Minimum of 200 participants registered for the various events combined
5	Delivery of Tourism Information	Track # of visitors to Chamber office, visits to Chamber website. Track visitor's origins via online & in person.
6	Hosting of Discover Georgina Show (Home & Lifestyle Show)	5% increase in revenue, # of vendors and attendees. Baseline - 2018 event.
7	Increase in the number of Chamber Members	Increase membership by 10%. Baseline - 2018
8	Assist with content generation and distribution of the Discover Georgina Tourism Guide	Distribute locally and across the province. Track locations and numbers.
9	Develop and deliver Tourism Ambassador Program	Program to include distribution of tourism brochures to satellite locations in Georgina and external tourism offices.
10	Preparation of a 3-year Tourism Plan	Including implementation Plan with KPI's
11	Host one "Shop Local Campaign" to support the engagement of the local business community	Track # of participants
12	Organize and co-host "Business Excellence Awards and Mayor & Council's Milestone Awards".	Track awards process, participation and attendance.



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Breakdown of Tourism/Business Endeavours (Based on KPI's)

1. Hosting and promotion of all Individual Business Consultations provided by YRSBEC

The Georgina Chamber of Commerce is working in partnership with the York Small Business Enterprise Centre to bring monthly consultations to the Chamber office in 2019. Sessions will include alternating free group business consultations and one-on-one business consultations. Additionally, the Chamber, EDC and YRSBEC are working together to bring four workshops next year to take place at The Link every corner.

2. Co-Hosting Small Business Development Seminars/Workshops in partnership with supporting agencies/stakeholders

In 2018, the Georgina Chamber of Commerce, in partnership with South Lake Futures, Brock Board of Trade and East Gwillimbury Chamber of Commerce began hosting quarterly Business Breakfast Booster programs, featuring guest speakers and vendors. Each event had close to 100 people in attendance. Plans are underway for the next Business Breakfast Booster to take place in the New Year with subsequent events every few months.

The Chamber is thrilled to be part of the Town of Georgina's upcoming Special Events Workshop, a two-part series in partnership with Central Counties Tourism and the York Region Arts Council. The focus of the first meeting is on Marketing & Promotions, while the second consists of more Policies and Procedure information and would include the various departments at the Town of Georgina, York Health, and YRP. This workshop coincides well with the Chambers desire to work with the Town to create an events package to be able to offer local event organizers and to create a calendar for organizers to coordinate and spread out events throughout the year.



Business Breakfast Booster Workshops – April and June 2018



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3. Develop annual Calendar of events hosted by Chamber

In addition to the planned workshops above, the Chamber has begun planning for several events to be held in 2019. These events include:

Monthly Networking Meetings:

Each month, The Georgina Chamber of Commerce has been rotating between early morning meetings called "Breaknets" and Lunches. Both networking events allow members the opportunity to build their network of business contacts and familiarize themselves with other businesses and services.

After 5 events have also been introduced and will be enhanced in the New Year, offering more opportunities to network. Socials like movie nights, craft workshops, a day of golf and shred days will help us to promote our members and the services they offer.



Chamber information sessions

These sessions take place monthly and include our Chamber 101 orientations and Member Information Sessions.

Georgina Chamber Young Professionals

Started in April 2018 by the Georgina Chamber of Commerce, the Georgina Chamber Young Professionals Group (GCYPG) brings young entrepreneurs & like-minded individuals together to socialize with their business peers. The informal social meetings help business owners and employees under the age of 39 the opportunity to develop the skills they need to succeed and grow. More social events, workshops and mentoring initiatives are being planned for 2019.





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Ultimate Networking

The Georgina Chamber of Commerce continues to be active in our community and surrounding communities. Each June, in partnership with the other 8 York Region Chambers and Boards of Trade, we organize the "Chamber Colossal Networking Event". This networking event brought over 500 business owners from York Region together to meet and exchange information. This gave our local businesses an opportunity to promote themselves outside of Georgina.

Managers and Executive Directors from each of the Chambers meet on a bi-monthly basis to collaborate and foster new ideas. It is a highly affective partnership, helping to increase our profile in other areas. The collaboration introduced the Ultimate Networking Card allowing our members to attend other Chamber events and vice-versa. Our events are promoted on the York Region Chambers calendar of events.



Stilettos & Sneakers Lifestyle Show for Women

In 2017, the Chamber became the title sponsor of the Stilettos & Sneakers Lifestyle Show for Women. The show began in 2009 and was successful for 7 years. After a one-year hiatus, event founder (and now Chamber Executive Director) Jennifer Anderson brought the event to the Chamber as it meets the vision and mission of the organization. What a great way to showcase local business and create another vendor opportunity in this community. In 2019, the event will mark its 10th anniversary in our community!



Women in Business Luncheon & Awards

The Georgina Chamber of Commerce has developed a strategic relationship with the East Gwillimbury Chamber of Commerce through the tourism initiative. In 2016, both Chambers partnered to hold a Women in Business luncheon at Silver Lakes. Plans are now underway to hold the 4th annual event in February 2019. The joint



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operation allows each Chamber to split costs and resources, but create a solid, worthwhile event. Attendees are able to network and promote their business with our neighbours to the south.

Our 2019 Calendar of events will increase and enhance awareness of the value and relevance of the Georgina Chamber of Commerce as a catalyst for business growth and success in Georgina.



4. Develop and promote program for Small Business Week with supporting agencies

For the last few years, the Georgina Chamber of Commerce has worked with its partner agencies to develop a calendar of events during Small Business Week. Events are planned within the Chamber, but a calendar of other opportunities in neighbouring municipalities and Townships fill out the days and offer increased options for businesses. While this collaboration will continue in 2019, the Chamber is looking to step up its part by offering a half-day symposium for businesses in Georgina and the surrounding area.

In addition to the regular workshops and events, the Georgina Business Excellence Awards and Mayor & Council's Milestone Awards is typically held on this week.

5. Delivery of Tourism Information

In 2018, our new Chamber office opens its doors for residents and tourists will be able to stop by and pick up the following:

- Tourism guides and pamphlets from across the province. Three of our shelves are stocked by CTM, who visit once a month to keep this content current and up to date
- Member business cards, pamphlets and brochures
- Local tourism brochures and pamphlets
- Our publications, including the Discover Georgina Guide and Chamber Buyer's Guide
- Member Affinity programs and our Member Benefits Guide
- New member packages
- Local Media publications

Our Tourism Centre welcomes and helps walk-in visitors (local and visiting patrons) on a daily basis. We also continue to receive email and telephone inquiries.



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In August, the Chamber added the addition of Swag, which has been received very positively. Shelves are currently stocked with tees and sweatshirts as well as prints and postcards. More items continue to be added.

The Tourism Information Centre and Gift Shop is open Monday-Friday from 9am-3pm and during special events throughout the year. During the 2018 Georgina Farmers' Market, we opened our doors on Sundays to coincide with this event. We plan to extend our hours again during the Farmers' Market summer of 2019. We have also expended hours when other significant events (Like election advance polls and the One-Stop Holiday Shop.



6. Hosting of Discover Georgina Show (Home & Lifestyle Show)

In May 2018, the Georgina Home and Lifestyle Show was transformed with a new look, new feel and new name. Now called the Discover Georgina show, the event is an opportunity for folks who live, work and play here to discover all the things our municipality has to offer. This show is an impressive venue designed to promote local businesses and services available in Georgina. It is important to continue sending a consistent message to Georgina residents that they can shop locally for all of their home and lifestyle needs. Attendance and profits were up for 2018 and it is expected (with one year under our belt) they will continue to do so in 2019.



7. Increase number of Chamber Members

With a strong foundation now in place and increased visibility about the work we do, our membership is growing. To increase membership and retention, the Chamber implemented an aggressive onboarding campaign in the fall of 2018 to develop more meaningful and personal relationships with its members. This includes the addition of an Ambassador program...a group of members who connect with new members on a regular basis and help them maximize their membership with the Chamber.



2019 BUDGET PROPOSAL

8. Assist with the content generation and distribution of the Discover Georgina Tourism Guide.

The Georgina Visitor Guide has proven to be an invaluable handout and promotional tool for tourists visiting our facilities. A joint project between the Georgina Advocate, the Georgina Chamber of Commerce and the Town of Georgina, the guide is published annually in early May. In 2017, thirty thousand copies of the Guide were published. Seventeen-thousand, three-hundred were distributed through the Georgina Advocate and approximately ten thousand were distributed to Tourist Information Centres across the province. Three thousand copies were distributed by the Chamber and Town of Georgina to local attractions, town facilities and businesses. We have approximately 15-hundred Guides left to distribute over the next few months to areas that have run out. Several places, including the Barrie Tourism Centre have requested more copies after the Guide was distributed.

Helping with production and acting as the distributor of the Discover Georgina Guide is one of the initiatives listed in the Service Agreement from the Town's Economic Development Committee. More resources, including time, personnel and finances will be required to undertake this initiative.

9. Develop and deliver Tourism Ambassador Program

By combining the initiatives in the EDC Service Agreement with the goals of the 3-year Community Tourism Plan, the Chamber has launched a strong "Discover Georgina" campaign. This program, still in its infancy will maximize the goals and initiatives of both plans and enhance awareness of our amazing community.

The Discover Georgina Initiatives include:

Marketing Campaign

In 2017, the Chamber developed a revamped Discover Georgina logo and a new domain name to direct folks to our Tourism website. The Chamber is now undergoing plans for an aggressive campaign to encourage all tourism businesses and event organizers to display "Discover Georgina" on their promotional material, web sites and social media pages. This includes window decals and promotional material to distribute to tourism hotspots and at special events. It also includes the lime green promotional bags that are handed out at events throughout the year.

Community Ambassadors (working title)

A Community Ambassador Program has begun identifying key businesses around town that see Tourists on a regular basis. Display stands have been set up at these spots with promotional material to increase awareness about Tourism hot spots and businesses in the area. Businesses that see a lot of visitors (hotels, antique and specialty shops, restaurants) have been chosen as the first round of Ambassadors. Displays have been put into their businesses and the Chamber is responsible for making sure those displays are up-to-date and full.

Summer Tourism Kiosk

A major focus of our summer students is our Summer Tourism Kiosk. Our students are responsible for attending the events and speaking to the public (residents and tourists) about Georgina tourism opportunities. In 2018, the Chamber attended 12 local events across Georgina. Surveys were done at each of the events and infographics were created with the results. The students will be out in full force in 2019.



2019 BUDGET PROPOSAL

Hot Spots and Pop-Up Tourism Centres

While The Link is a wonderful collaborative space for the Chamber to continue its day-to-day business operations, it is not an ideal location for showcasing tourism in our community to those entering the municipality. This is particularly important as we increase our Tourism presence in the Town of Georgina and acquire new Tourism initiatives from the Town's Economic Development Department. It's one of the reasons why our Summer Tourism Kiosk was created and we the Chamber is looking at Hot Spot/pop-up locations to begin in 2019. Areas of interest include:

- The old tourism centre located on Hwy 48. The small kiosk is currently owned by the Town and would be an ideal location to reintroduce during cottage season in 2019. With no septic or running water, the options are limited, but the Chamber is working on a RFP to take over the location to promote local tourism and to direct passersby to the wealth of businesses and activities our municipality has to offer.

- The Georgina Ice Palace. A great location for a permanent display and a manned pop-up kiosk during big events, like hockey tournaments and skating competitions.

- Beaches . Working with the Town to allow a pop-up kiosk or market at the beaches on the weekend, allows us to deliver Tourism information to the thousands of visitors who utilize our parks. Once they arrive for the day, they aren't leaving. Perhaps putting information into their hands about other local opportunities will mean they will return to explore.

- ROC. Similar to the Ice Palace, a kiosk at this location will be of value to the Chalet's visitors with a manned display during larger events.

Spectator Magazine

Our new twenty-four page, full-colour glossy magazine will be published twice a year (spring/summer and fall/winter) and will feature directories, advertisements, maps and helpful hints about our community. While overnight accommodations are limited, it is our hope that a directory of local restaurants, stores, tourist attractions and things to do will help keep these families in town longer and supporting our local economy. Ad sales in this publication will be a revenue generator for our organization. The first publication launched in the fall of 2018 with two editions being produced in 2019.

Tourism Website

In May 2018, the Chamber launched a new and refreshed website to better meet the need of its members and the community. While the website did have several pages dedicated to Tourism, it wasn't until the fall of 2018 that this section was really defined. DiscoverGeorgina.ca now takes you to a tourism landing page, with a wealth of information about the community. In 2019, the Chamber is looking at expanding visibility with video, drone shots and tourism packages and deals.

Website Blog

In October 2017, the Chamber released its first blog, dedicated to tourism. Entitled 17 things to do in Georgina this fall, the blog linked was posted on social media driving readers to view the blog on our website. Facebook alone had 28 shares and over 3-thousand views in just five days. More blogs are planned for December with holiday shopping and activities at the top of the list.



2019 BUDGET PROPOSAL

10. Preparation of a Three-Year Tourism Plan.

Reference: 3 Year Community Tourism Plan and Committee List

In March 2015, a 3-year Community Tourism Plan was released. The Strategy was created by the Town of Georgina, Town of East Gwillimbury and local Chambers of Commerce by a Tourism Task Force made up of a cross section of tourism businesses from both municipalities. The Task Force was mandated to investigate and seek out new possibilities to promote the Town of Georgina within Ontario, identifying 5 key goals:

1. **Community Collaboration** - create an environment for regular communication between tourism businesses, key stakeholder organizations and the Towns to capacity with and between businesses and municipalities.
2. **Complete a Fulsome Tourism Inventory** -Complete a full tourism inventory including festivals and events to truly understand their unique attributes and communicate this with both residents and visitors.
3. **Engage, Inspire and Equip Tourism Partners** -Training and the engagement of tourism operators and local storytellers are critical in identifying your unique positioning and developing a mix of experiences that can be packaged and promoted.
4. **Make it Easy for Visitors** -enhance the tools visitors use to plan a trip and then navigate their way to and within both communities to discover all the "must see" and unique attractions.
5. **Promote Your Uniqueness** - Prioritize marketing and promotions to benefit multiple stakeholders, fit the targeted visitor types and those that uniquely differentiate both East Gwillimbury and Georgina.

As this Tourism Plan wrapped up in 2018, a task force has been established to create a new plan for the next three years. The time, the plan will focus on Georgina only with implementation plans and KPI's. The Georgina Chamber of Commerce and its tourism committee will continue to move forward with the exploration and promotion of Tourism in Georgina using the new tourism goals identified in the Tourism Plan.

11. Host one "Shop Local Campaign" to support the engagement of the local business community

In 2017, the Chamber implemented a new Shop Local campaign with the help of Chamber Charlie, and Elf on the Shelf. For 24 days, Chamber Charlie travelled to stores across Georgina offering deals and holiday promotions. His travels were advertised and promoted on social media. The success of this campaign online was huge, with 24 photos garnering close to 109-thousand views on Facebook alone. Changes have been made to the 2018 Chamber Charlie Campaign to increase in store participation and streamline the overall initiative.

12. Organize and co-host the Georgina Business Excellence Awards and Mayor & Council's Milestone Awards

The Business Excellence Awards is an annual event well received throughout Georgina. It was designed to showcase local businesses. While providing generous promotion within Georgina, it allows the winners of each category to move on and be recognized province-wide through the Ontario Chamber of Commerce.

In 2016, the Georgina Business Excellence Awards was amalgamated with the Mayor and Council's Milestone Awards to highlight businesses in the community with long-standing service (70 years+) in our community. The event has been a fabulous success, and has grown each year.



2019 BUDGET PROPOSAL

In 2018, a decision was made to move the awards from Small Business Week as it was just days before the election. Instead the event is being held in December, to allow for the newly sworn in Council to be part of the celebration. The change was due in part to not being able to televise the event prior to the election (a Rogers tv policy). Having Rogers tv Georgina cover the event increases awareness and maximizes exposure...well deserved recognition for the winners.

On December 11th, 2018, awards will be handed out to businesses in 7 different categories and 7 Milestone awards will be presented to 7 businesses celebrating over 50 years of service.



2019 BUDGET PROPOSAL

2019 Funding Request Forecast

	Budget	Unaudited Actual	Budget
Revenues	2019	2018	2018
Membership Dues	\$40,800.00	\$31,181.00	\$40,800
Chamber Benefits Plan	\$16,500.00	\$15,070.00	\$16,500.00
NEW Non Dues Revenue	\$3,000.00	\$0	\$1,000.00
NEW – Spectator Tourism Magazine	\$5,000.00	\$0	\$5,000.00
Georgina Home & Lifestyle Show	\$10,000.00	\$9,986.00	\$5,000.00
Events	\$5,000.00	\$1,118.40	\$9,760.00
Grants (including Summer Student)	\$25,000.00	\$17,920.00	\$20,000.00
Sponsorship	\$5,000.00	\$3,000.00	\$4,000.00
Business/Tourism Endeavours/Funding Request	\$84,940.00	\$85,760.00	\$85,760.00
Link Build Loan	\$0	\$60,000.00	\$68,000.00
Total Revenue	\$195,240.00	\$224,035.59	187,820.00

Expenses	2019	2018	2018
Fixed Costs (Rent, Heat & Hydro)	\$14,670.00	\$12,834.21	\$14,280.00
Additional HVAC fees	\$785.00	\$784.44	\$780.00
Loan Payment	\$8,423.00	\$4,211.00	\$8,800.00
Storage Unit	\$2,040.00	\$692.07	\$1,200.00
Wages, Benefits and Payroll Taxes	\$108,322.00	\$72,923.00	\$111,570.00
Summer Student Tourism Program	\$9,720.00	\$17,920.00	\$19,299.00
Guide Distribution (Added to DG Program in 2019)	\$0	\$834.99	\$2,000.00
NEW – Discover Georgina Program	\$11,180.00	\$9,199.63	\$9,990.00
Office Costs	\$8,000.00	\$8,389.73	\$9,900.00
Bookkeeping & Yearly Audit Fees	\$7,000.00	\$7,288.00	\$6,500.00
Advertising and Promotions	\$4,000.00	\$3,670.00	\$5,500.00
Website & Software (new line to isolate cost)	\$3,500.00	\$3,500.00	\$0
Donations & Bursaries	\$2,500.00	\$767.46	\$2,500.00
Membership Dues (OCC,CCC, CEO, CECC)	\$3,200.00	\$3,185.64	\$2,500.00
Professional Development	\$3,000.00	\$2,486.96	\$3,000.00
Link Build	\$8,900.00	\$50,109.64	\$0
Reserved Link Build	\$0	\$8,900.00	\$0
Total Expenses	\$195,240.00	\$209,715.68	\$187,820.00
Balance (difference of Rev & Exp)	\$0	\$(14,319.91)	\$0

Total Business Endeavours/Funding Request	\$84,940.00	\$85,760.00	\$85,760.00
Total Funds Requested (Total Expenses + Business Endeavours)	\$84,940.00	\$85,760.00	\$85,760.00



2019 BUDGET PROPOSAL

Breakdown of Funding Request

KPI #	Business/Tourism Endeavour	Funding Request
3,4,12	Develop annual calendar of events including hosting and marketing of Small Business Week activities including Business Excellence Awards & Milestone Awards	\$8,414.00
5	Customer Service Delivery & Tourism Centre	\$19,536.00
6	Hosting of Georgina Home Show	\$9,414.00
8,9	Delivery and implementation of Discover Georgina Program, including Ambassador Program including satellite displays, pop-ups kiosks and summer kiosk initiative.	\$13,414.00
9	Delivery of Discover Georgina Tourism Summer Kiosk Program	\$12,920.00
1,2,7,10,11	EDC Partnership (Hosting Small Business Development Seminars, Assist with the development of the DG Tourism Guide, establish central location for small business support seminars and Shop Local Campaign	\$21,242.00
	*materials and wages calculated to run initiative	
Total Funds Requested (Business/Tourism Endeavours)		\$84,940.00



2019 BUDGET PROPOSAL

Appendices

- Audited Financial Statement for 2017
- Member Benefits Guide
- Service Agreement and KPI's



This Member Benefits Guide will help you navigate through all of our programs, events & Initiatives to help you determine the best match for your business needs. As you read through these benefits, look for these icons to help you find ways to maximize your membership.



Networking & Events

One of the #1 reasons why businesses join a Chamber of Commerce is for the networking opportunities and social events. Take advantage of these programs and events to make new connections, maximize business development...and have fun!



Member Discounts and Savings

It's never been easier for your business to save money. There are several discount programs for you to take advantage of.



Marketing and Advertising

A great way to promote your business and increase exposure is through our various marketing and advertising initiatives. Some are free for members, others are offered at a reduced rate!



Member Services

The Georgina Chamber of Commerce is a valuable resource for your business needs. We offer a variety of services to help your business. Give us a call...we are here to lend a hand!

One-Year Membership \$170- (plus hst)

When it comes to your business, what do you spend \$170 on? Marketing? Networking? Advertising? Would you pay this amount to have someone working for you and beside you to help your business succeed? Would you spend a little in order to save a lot?

What if you could have all of the above and more for \$170? Joining the Georgina Chamber of Commerce is an advantage to you and your business as the benefits far exceed the monetary value of a one-year membership!

So what are you waiting for? Contact us today to get your membership, networking, discounts and marketing started!

Contact Us



1-905-722-8383
1-888-436-7446



Located at The Link:
20649 Dalton Road, Box #644
Sutton, ON L0E1R0



www.GeorginaChamber.com



Member Benefits Guide



www.GeorginaChamber.com

ADVOCACY 

Benefit from a unified voice for business-friendly legislation at all levels of government. You can also meet and network with local elected officials during receptions and events.

ADVERTISEMENT  

Helping you spread the word...that's what we do! Advertising via one of our communications (social media, Discover Georgina app, newsletter, website) is a great way to raise your visibility.

AFFINITY & SAVINGS PROGRAMS 

As a member of the Ontario and Canadian Chamber of Commerce, our Chamber is able to pass some pretty incredible savings on to our members. 40% off UPS shipping, save \$0.035/litre with the Esso Discount Program and competitive rates for First Data credit and debit transactions are just some of the savings you can start receiving as a member.

BUSINESS EXCELLENCE AWARDS  

The Business Excellence Awards recognize the achievements of successful business owners in Georgina and their contributions to the growth and social well-being of the local economy and community. Six awards are handed out each Fall.

BUYER'S GUIDE  

The Buyer's Guide (formerly the Georgina Business Directory) is a great way to promote your business. Chamber members will automatically receive a listing in this annual publication but can also purchase ad space to increase presence (available to members only). 18,000 copies are printed and distributed through the Advocate and our office. A handy guide for residents and exposure for you in a trusted source.

CERTIFICATE OF MEMBERSHIP 

Proudly display your certificate to let patrons know you're a member of the Georgina Chamber of Commerce.

CHAMBERS GROUP INSURANCE PLAN 

The Chambers of Commerce Group Insurance Plan is Canada's largest group benefit program for small business, serving over 25,000 firms. As a Chamber member, you can use the Chambers Plan to protect yourself and your employees with comprehensive group benefits including dental and health insurance.

CREDIBILITY 

Proudly display your Georgina Chamber of Commerce decal on your window. We will also send you a jpeg of our member logo to add to your website.

DISCOVER GEORGINA COMMUNITY APP 

Our NEW App helps residents and visitors find our members with ease. 9 Icons lead consumers and visitors to our Member Directory and Eat, Shop and Play quicklinks. Member Hot Deals, Upcoming Events and Job Postings are also at their fingertips with direct links to Member websites. FREE in iOS and Android.

GEORGINA HOME & LIFESTYLE SHOW 

The Georgina Home & Lifestyle Show features businesses and organizations that have something to offer our municipality. Having a booth is a great way to connect with potential new customers and promote your company's products and services. Chamber members always receive a discounted rate.

LITERATURE DISPLAYS 

As a Tourism Centre, we get a lot of foot traffic stopping by to pick up promotional material and attractions flyers. Member flyers and business cards are on display ready for us to hand out to visitors!

MEETING SPACE 

Looking for space to hold your next meeting or seminar? Give us a call to book our boardroom...for free! (available summer 2017)

MEMBER-2-MEMBER DISCOUNTS

Support your fellow members AND receive a discount with our Member-2-Member Discount Program. Your discount card will give you access to some amazing local deals. Can you offer a special rate to Chamber members? Add your business to our list!

MEMBER INFORMATION CENTRE  

The MIC is an internal website just for members. You can view and edit company information, which automatically updates the Chamber website directory and the Discover Georgina App. Plus, download the FREE mobile MIC App for on-the-go access.

NETWORKING EVENTS 

Monthly networking events are held at a number of locations throughout Georgina. Whether you attend a BreakNet, Lunch and Learn or After 5, you will be connecting with other local businesses and potential customers. Visit our website for our events calendar.

NEW MEMBER ORIENTATION 

Whether you're a new member or you just want to get reacquainted with the Chamber and what it has to offer, join us for one of these sessions. This casual meeting will offer you a recap of our benefits and the chance to get to know the Chamber and staff.

REFERRAL PROGRAM  

We get calls on a daily basis looking for certain types of businesses. When this happens, we recommend our members! At the end of each month, we contact our recommended members to let them know about the potential customer referral!

RIBBON CUTTING 

We enjoy helping our members celebrate their grand opening, anniversary and other special moments. We'll help you spread the word leading up to and during the big event and coordinate a ribbon cutting (with our giant scissors) with local dignitaries and media.

SOCIAL MEDIA ADVERTISING 

Our Chamber of Commerce is very active on Facebook, Twitter and Instagram. Follow us to find out what we are up to! Is your business on Social Media? Let us know your handle so we can follow you and share, like and re-tweet events, promos and information about your business. Sharing your posts means more views for you and your business!

SPECIAL DISCOUNTS & OPPORTUNITIES  

Throughout the year, there are a number of special events & opportunities available for our members. A trip to the other side of the world, attraction passes and everything in between add value to your membership...we love sharing these incentives with you!

SPONSORSHIP OPPORTUNITIES 

There are too many sponsorship opportunities to mention in this paragraph, so we'll just name a few! Consider hosting one of our popular monthly BreakNet meetings or maximize your exposure by supporting local initiatives including the annual Georgina Idol competition and the Georgina Home & Lifestyle Show. Give us a call anytime to discuss the right fit for you!

STAFF ASSISTANCE & EXPERTISE 

That's why we're here...to help meet the needs of our members! Our staff is ready and eager to support you and the success of your business. If we don't know the answer, we will find out. We're here to help!

WEBSITE LISTING AND ADVERTISING  

As a Chamber member, your business information is automatically added to our website. Want to step it up a notch? We encourage you to take advantage of our hands-on site to add a link to your website, map, and photos to maximize your company's listing. You can also post your Member-2-Member discounts and add upcoming events in our online calendar. And remember, all of the information posted on our website, also gets posted on our Discover Georgina App! With your member login, changes are just a click away!

YORK REGION ULTIMATE NETWORKING CARD  

The Ultimate Networking Card gives our members access to select monthly breakfast meetings and other networking events at the other eight York Region Chambers and Boards of Trade at a Chamber member rate.

Analysis of 2019 Funding Request - Military Museum Request - \$24,000	
Evaluation Criteria	Comments
Alignment with Corporate Strategic Plan	Goal 2 , Promote a High Quality of Life <u>Action 2.2</u> - Continue to explore opportunities for enhanced culture and recreation; Goal 3 , Engage our Community and Build Partnerships <u>Action 3.7</u> - Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities, etc.
Alignment with applicable Departmental Plans	Municipal Cultural Plan, <i>Preserve our local History</i>
Service provided is mandated? Discretionary?	Discretionary
Evidence that programs and services offered provide measurable benefit to the community	The Georgina Military Museum is a non-profit, community-based organization that provides school tours and the general public with information on the involvement of members of Georgina in Canadian wartime conflicts of past and present. The Museum provides events/programs and educational opportunities that are not currently represented in the Town of Georgina. SEE
Provides economic development benefits	The Museum and the event held in 2018 continues to attract an increased number of out of town visitors. The Museum continues to develop their display to ensure that they are a tourism generator.
Provides cultural benefits	The Military Museum contributes to the cultural sector and raises cultural awareness locally and regionally about Canada's involvement in wartime conflicts. Their mission is to collect, archive, preserve and present artifacts; collect and maintain a library of audio/visual/printed interviews with those affected by war, particularly veterans; and educating the community as to the tragedy of war and the necessity of making every effort to prevent armed conflict. Many of the artifacts are sourced from local families.
Provides recreational benefits	N/A

Provides educational benefits	The Museum provides programs to school age youth at the request of the school administration.
Demonstrated service delivery ability	The Military Museum relies exclusively on volunteers to deliver programs and provide guided tours. However weather affects attendance. 3 Events Held in 2018.
Organization has current strategic plan	Unknown
Organization has current business plan	Unknown
Demonstrated financial viability	The Museum has provided monthly financial statements and their corporate tax return for staff review.
Reliance on third party funding	Yes
Demonstrated success in achieving grant monies	Unknown
Demonstrated success in fundraising efforts	The Military Museum does not charge for the programs they provide, but rather rely on donations. Their annual Military Day is a fundraiser that averages 500 attendees.
Service agreement with Town in place	No
Planning approvals in place	N/A

Utilization rates or population served	The Museum serves not only the Georgina area but is extending marketing efforts to attract visitation from across the GTA. Over 1000 visitors attend the museum each year.
Town represented on Board	No
# of outreach events	The Military Museum delivered two events in 2018.
# of participants in outreach events	Although numbers were down due to weather over 1000 visitors attended the museum in 2018.



26061 Woodbine Avenue
 Keswick, Ontario L4P 3E9
www.georginamilitarymuseum.ca
 (905) 989-9900

1 NOV 2018

The Corporation of the Town of Georgina

26557 Civic Centre Rd

Keswick, On,

L4P-3G1

Attention: Rob Weater

Dear Rob,

With Regards to the upcoming budget deliberations for the 2019 business year, the Georgina Military Museum respectfully requests to be considered once again for nominal funding.

We are grateful for the Towns Council's generous grant of \$24,000per annum last year, these funds together with our fund raising events, attendance fees, public donations, school visits, also group tours, paired with conservative spending is permitting us to succeed, and grow with our mission to keep alive this history for the future generations to remember those who gave so much.

We are working towards installing climate control by means of air source heat pump in both portable buildings, two reasons first heating costs reduction, and artifact preservation.

This November the Newmarket Historical Society will donate an exhibit of a WW 1 trench reproduction This display has been shown for the past few years during the month of November, this display will be reconstructed in our # 2 portable, we are very fortunate to have this chance to continue to show this display.

We continue to staff our museum with volunteers of whom none receive payment of any kind, throughout the year we had 2 events, in addition to our Military Day, but due to non- cooperative weather our attendance was down a little but we were able to break even due to the great efforts of our staff, with our promotion efforts we are attracting visitors from The GTA, north, east, and west of Georgina, we hope to have promotion from York Region in the future.

We close for the season Sunday 25th Nov, 2018 we would encourage members of Council and Staff to visit our unique displays and artifacts.

Bill Golding
 PRESIDENT

GEORGINA MILITARY MUSEUM

Military Day – June 23rd, 2018

Profit and Loss Statement

CREDITS –		
Admissions –	\$ 1,343.00	(float - \$130.00)
Silent Auction –	1,813.00	
Food Sales –	787.00	(float - \$120.00)
Miscellaneous Sales –	605.25	
(Shirts, Books, Pins, etc.)		
Donation Boxes –	139.65	
(@ gate - \$102.00)		
(@ food - \$ 37.25)		
Grant from Town	1,500.00	
Donation-A. Wilson	200.00	
Left over Meat Sales –	215.00	
(Mark - \$35.00)		
(Diane – 64.00)		
(Lions –116.00)		
	<hr/>	
Total credits –	\$ 6,602.90	
Less Floats –	<u>250.00</u>	
INCOME –	\$ 6,352.90	\$ 6,352.90
DEBITS –		
Portable Toilet Rental \$	531.10	
Ammunition		
Spec.Miss. Grp.II	2,337.97	
Food	755.20	
Miscellaneous Expenses		
(ear plugs –	28.41	
(printing –	22.60	
(tents –	1,281.85	
(donation-Lions Club –	<u>200.00</u>	
Total debits –	\$ 5,157.13	<u>\$ 5,157.13</u>
INCOME PROFIT –		\$ 1,195.77

Analysis of 2019 Funding Request: The Training Centre (GTTI) Request - \$100,000	
Evaluation Criteria	Comments
Alignment with Corporate Strategic Plan	Goal 1 - Grow our economy Engage our Community and Build Partnerships Goal 2 -
Alignment with applicable Departmental Plans	Strategic Direction 4 - Boost Investment Readiness (Action 4.6.1 Support the growth and expansion of GTTI, including fostering partnerships with post-secondary public/private institutions)
Service provided is mandated? Discretionary?	Discretionary
Evidence that programs and services offered provide measurable benefit to the community	GTTI has provided skills and certificates to over 11,000 individuals since its inception. Individuals trained at GTTI have been able to find employment locally and/or move onto full apprenticeship programs at community colleges
Provides economic development benefits	By educating local people, GTTI is helping to build a local workforce with an eye to encouraging the growth of local businesses. GTTI in partnership with South Lake Futures Development Corporation is also working to support the training and development of local entrepreneurs.
Provides cultural benefits	n/a
Provides recreational benefits	n/a
Provides educational benefits	GTTI has a mandate to provide skills and certificate training programs to the underemployed/unemployed. The focus has been to offer programs to the youth of Georgina however GTTI has expanded to meet the changing needs of our community and beyond. GTTI provides programs for the residents of Georgina and beyond and offers programs to youth and mature adults.

Demonstrated service delivery ability	For the past 11 years GTTI has provided a range of programs that are designed for the abilities and needs of the community.
Organization has current strategic plan	GTTI has recently undertaken the development of a new Strategic Plan which is intended to provide direction for 2017-20
Organization has current business plan	Yes
Demonstrated financial viability	In operation for 12 years, programs provided by GTTI are fully funded . Financial oversight is led by knowledgeable people(current board Treasurer is CPA, CGA). However, with the recent requirement to cover the annual taxes due on the property as per the lease agreement, the increasing cost of maintaining an ageing building, and the recent hold on some key provincial programs and associated funding, GTTI has had to significantly reduce their budget for 2019. While this is a short term issue, additional Town funding has been requested.
Reliance on third party funding	GTTI operates using a blend of user funded programs and Regional and Provincial government funded programs, currently with a greater dependency on government funding. In keeping with the strategic plan, GTTI is working to develop a social enterprise model that is gradually enhancing sustainable revenue and reducing reliance on government funding.
Demonstrated success in achieving grant monies	Over the past 11+ years GTTI has obtained grant funding from a variety of sources to provide for programming and cover operating costs. During the 2019 funding cycle that occurred in 2018, some funding has been secured by challenges were encountered due tot he change in provincial government that caused some key funding streams to become delayed or unavailable for 2019. While alternate funding sources are being actively pursued with success anticipated for 2020 forward, the current challenge is securing sufficient funding for 2019.
Demonstrated success in fundraising efforts	GTTI has been successful in hosting/participating in a number of fundraising events over the years (i.e.. Mayor and Council Golf, Paint Night, Harvest Dinner, Hoe Down)
Service agreement with Town in place	No

Planning approvals in place	n/a
Utilization rates or population served	GTTI provides services that are available to the youth and adults of Georgina, Georgina Island and beyond. Target population is unemployed or underemployed residents that may be experiencing economic challenges or that need a different training model than is what is offered by more traditional post secondary options.
Town represented on Board	GTTI by-laws stipulate Town representation. Councillor Dan Fellini and Staff member Karyn Stone will continue to sit on the Board.
# of outreach events	This year GTTI held a number of small fundraising events (2 one stop shops, paint nights) and was involved in the hosting of the Harvest Dinner. Attended university college fair at Keswick High, provided outreach through Deloitte Touche Research Paper and provided regular outreach to local schools.
# of participants in outreach events	Attendees range from 10 to over 300 at the various events



5207 Baseline Road

P.O. Box 699, Sutton, ON, L0E 1R0 p 905-722-6300 w www.gtti.ca e inquiry@gtti.ca

November 2, 2018

Rob Wheeler, CPA, CA
Budget Accountant
Administrative Service, Town of Georgina
26557 Civic Centre Rd., Keswick, ON L4P 3G1
budget@georgina.ca

Re: 2019 Budget – Organizational Funding Request

Dear Mayor and Council, Town of Georgina, via Mr. Rob Wheeler

We are writing on behalf of Georgina Trades Training Inc. (GTTI) - The Training Centre to request a **\$100,000 grant from the Town of Georgina for the 2019 budget year.**

One of our primary annual funders is the Ministry of Training, Colleges and Universities (MTCU). We apply every year for funding for two to three fully funded programs. Each of these funded programs enables us to provide no fee skills training for up to 60 residents of Georgina. This funder has historically been extremely supportive of our program funding applications and normally approves funding for one or two of them.

With the change in Provincial government that occurred in 2018, MTCU grant funding streams were never opened for applications. This means that there has been no opportunity to apply for our usual funding streams from this source. This funding would normally have provided \$200,000 – \$400,000 to our 2019 budget.

Similarly, the York Region Community Investment Fund also changed their funding model for the 2019 funding year. Historically, they have funded four grant streams each year; Social Inclusion, Economic Independence, Housing Stability, and Community Health. Beginning in the 2018 application year, York Region has changed its model such that only one stream each year accepts applications. The stream available for fiscal 2019 is Social Inclusion which is a poor fit with the GTTI business model and mission. The short-term impact on GTTI is that this second significant source of funds is also unavailable to help support operations for 2019.

The Town Council is aware that GTTI is a strong economic driver in the Town of Georgina. Our ongoing project to develop an accredited training institution that will serve an additional 500+ students per year is meeting with a great deal of positive feedback and is on track to potentially start flowing funding in

2020. At the same time, we are continuously and actively seeking other funding streams and program funding opportunities.

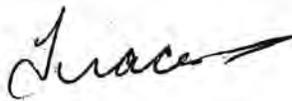
In the short-term, however, the barriers to our normal funding streams have placed us in a difficult financial position relative to budgetary and financial requirements for programming and operations in 2019. We have reduced operating costs as much as possible and ask that the Town support us with a \$100,000 operating grant for the year that will see us through this temporary financial bottleneck.

As always, we thank you for your ongoing support.

Sincerely,



John De Faveri
Board Chair



Tracie Bliss CPA, CGA
Treasurer

-
- Encl1 Strategic Plan Summary
 - Encl2 2019 Budget
 - Encl3 2017 Audited Financial Statements

Georgina Trades Training Inc.
STRATEGIC PLAN
2017-2020

	IMPERATIVES	EXPERTISE	INFRASTRUCTURE	RESOURCES
<p style="text-align: center;">STAKEHOLDER STRATEGIC PERSPECTIVE</p> <p>The performance lens to evaluate our results.</p>	<p style="text-align: center;">PLAN</p> <p>Organizational Context, Leadership, Planning & Support with people that have frontline experience.</p>	<p style="text-align: center;">DO</p> <p>Operations with people that have functional expertise in collaborating to reach our mission.</p>	<p style="text-align: center;">CHECK</p> <p>Performance & Evaluations with people that have functional expertise in integrated education and providing lifelong learning and integration opportunities.</p>	<p style="text-align: center;">ACT</p> <p>Improvements with people that have creative innovative orientations to promote sustainable resource use, address life-cycle impacts and find holistic solutions to complex problems.</p>

<p style="text-align: center;">STRATEGIC THEMES & RESULTS</p> <p>Alignment with the Goals and Objectives</p>	Partnerships	Revenue Generation	Program Development	Marketing & Communication
GOALS	To create and develop strategic and productive partnerships that facilitate our financial self sustainability; enhancing the organization and our community.	To seek additional revenue for GTTI through fundraising.	#1. Receive Accreditation for all training programs. #2. Develop on-line training for all GTTI programs. #3. Expand Social Enterprising Initiatives. #4. Embrace a Data Driven Decision Making Process.	To be well known across the communities we serve as a valued and respected partner in local community economic capacity building.
OBJECTIVES	#1. To Develop and/or Enhance One Community Agency Partnerships per month. #2. Develop and/or Enhance One Educational Agency Partnerships per quarter. #3. Develop Six Graduate Partnerships per year.	#1. To focus the purpose of our fundraising. #2. Collect statistics on interests in programming, student enrolment, and cost barriers. #3. Quantify program success by student employability. #4. Raise our profile in the community for support	#1. To increase validity/recognition of existing and future courses. #2. To strengthen the profile of GTTI to employers. #3. To become a member of the a larger training network. #4. To establish an on-line training presence.	#1. Prepare an annual communication plan with budget and tracking system. #2. Engage in ongoing, systematic, market research with local businesses and employers to ensure that training needs are understood. #3. Develop a maintain a single secure electronic

Georgina Trades Training Inc.
STRATEGIC PLAN
2017-2020

		<p>purposes.</p> <p>#5. Find new foundations or institutions for funding.</p>	<p>#5. To provide more options for clients</p> <p>#6. To expand interest-based community programs during off-peak hours.</p> <p>#7. To engage the community in shaping program offerings .</p> <p>#8. To gather and use statistics to drive decisions about programming.</p>	<p>communication platform.</p>
<p>STRATEGIC ROAD MAP</p> <p>How we create value.</p>	See Action Plan	See Action Plan	See Action Plan	See Action Plan
<p>PERFORMANCE MEASURES & TARGETS</p> <p>How we know if we are achieving the results we want.</p>	<p>#1. Funding Increases.</p> <p>#2. Qualitatively healthy feedback being received from partners.</p> <p>#3. Organizations and individuals seeking to partner with GTTI.</p>	<p>#1. Core income is established.</p> <p>#2. Income rises (doubles).</p> <p>#3. Course quality rated as highest amongst providers.</p> <p>#4. Brand recognition in community.</p>	<p>#1. All training certificates have an accreditation notation.</p> <p>#2. Enrolment will increase by 20%</p> <p>#3. Enrolment statistics will demonstrate a diverse clientele.</p> <p>#4. Revenue from Social Enterprise will account for 20% of total revenues.</p> <p>#5. We will be able to deliver programs on our own schedule.</p> <p>#6. Incorporation of program details into the orientation package for new Directors.</p>	<p>#1. Local unemployment rates.</p> <p>#2. Local household income.</p> <p>#3. Local education & certification rates.</p> <p>#4. Youth retention rates.</p>

Georgina Trades Training Inc.**BUDGET**

Jan 1 - Dec 31, 2019

Town Grant	100,000
Bus Revenue	17,500
Course Revenue	62,000
Home Depot Program Grant	50,000
Region of York - SET Program Grant	150,000
Other income (facility rental, fundraising)	13,000
Total Available Funding	<u>392,500</u>
Building Maintenance	10,000
Bus Expenses	40,200
Fundraising expense	3,000
Insurance	6,500
Office & General	37,600
Professional fees	6,500
Program Supplies	134,000
Rent	20,000
Salaries & Benefits	124,550
Utilities	10,000
Total Expenses	<u>392,350</u>
Surplus (Deficit)	<u>150</u>

Analysis of 2019 Funding Request from Jericho Youth Services	
Evaluation Criteria	Comments
Alignment with Corporate Strategic Plan	Goal 2 - Promote a High Quality of Life, <u>Action 2.2</u> - Continue to explore opportunities for enhanced culture and recreation; Goal 3 - Engage Our Communities & Build Partnerships, <u>Action 3.7</u> - Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities, etc.
Alignment with applicable Departmental Plans	The Recreation Facility Needs Study (2014) lists the provision of inclusive, affordable, and accessible recreational opportunities, such as the After-School Programs offered by JYS, as a Guiding Principle.
Service provided is mandated? Discretionary?	Discretionary
Evidence that programs and services offered provide measurable benefit to the community	JYS's longevity as a program and service provider is evidence of the value they provide to the community. They focus on children and youth from families facing various challenges related to housing, employment and education. Georgina has the highest proportion of lone parent family in York Region. A growing waitlist for their programs is further evidence of the demand for their services. Participation in JYS programs contribute to increased physical activity, higher academic achievement, reduced social isolation, reduced violence, and nutritionally healthier children.
Provides economic development benefits	JYS employs 3 full-time staff and 27 part-time staff. 66% of staff are under 25 therefore their employment at JYS allows them to gain important work experience that enhances their employability.
Provides cultural benefits	Yes. The GAC supports the growth and health of the cultural sector; a number of local artists receive income from the sales of the Gallery Shop (the artist receives 66% commission and GAC receives 34%); the GAC supported 145 artists in 2018. The gallery also contributes to fulfilling the mandate of the Town's Cultural Services Division and its efforts to implement the Municipal Cultural Plan.

Provides recreational benefits	JYS provides After School programs where school-aged children benefit from physical activity, healthy eating and nutrition, wellness, and personal health education.
Provides educational benefits	Yes. The GAC delivers a range of educational arts programming for participants of various ages, including a music education series, art history seminars, camps, workshops and classes that teach participants about a range of art mediums, history and techniques; they also deliver curriculum-based arts programs to various age groups and partner with local schools on annual exhibits.
Demonstrated service delivery ability	Yes. JYS has operated for 37 years, providing children and youth with opportunities that enhance well-being through social, emotional and physical development.
Organization has current strategic plan	JYS just completed their 2019-2022 Strategic Plan that prioritizes continuing and increasing the number of programs, program participants, close the equity gap, and make a positive difference within the community.
Organization has current business plan	See Strat Plan info above
Demonstrated financial viability	JYS has existed for 37 years. They rely on significant contributions from third-party funders
Reliance on third party funding	JYS receives funding from United Way, York Region, and Ministry of Tourism, Culture, and Sport
Demonstrated success in achieving grant monies	Yes. Historically, JYS has received funding from the sources listed above, and Ontario Trillium Foundation, South Lake CFDC and other funding agencies, and they continue to apply for grant funding on an ongoing basis.
Demonstrated success in fundraising efforts	JYS
Service agreement with Town in place	No, but JYS has entered into a Licence Agreement with the Town for space at The Link

Planning approvals in place	N/A
Utilization rates or population served	Populations served include low-moderate income families that reside in Georgina; children and youth ages 6-13.
Town represented on Board	No
# of outreach events	JYS has forged partnerships throughout the community that help them in their service delivery. Partners include Georgina Chamber of Commerce, Link Advisory Committee, Jackson's Point BIA, and others.
# of participants in outreach events	JYS has also participated in various special events including Sno*Fest, Fan Fest, PAL basketball, and more.



2019 BUDGET PROPOSAL

November 2, 2018

Contact: Susan Gorman
Susan.gorman@jerichoys.org
905 722.5540

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2019 BUDGET PROPOSAL

Summary

Jericho Youth Services is dedicated to supporting the well-being and prosperity to low-moderate income families that reside in Georgina. Our funding request for 2019 focuses on supporting comprehensive After School programming and care in specific priority neighbourhoods where school-age residents can benefit from enhanced programs focused on physical activity, healthy eating and nutrition, wellness and personal health education. By focusing on these core elements and aligning this approach with our initiatives, it is anticipated that our After School strategy will support and contribute to the following long term outcomes:

- Increase physical activity
- Student achievement/success
- An increase in social engagement to reduce isolation
- Healthy foods to support mental health and well-being
- A reduced rate of youth violence
- A decrease in childhood obesity

While we deliver required program objectives aimed at positive health outcomes, our program delivery also fosters a positive environment, culturally diverse and free from discrimination, where participants feel engaged, respected and involved.

Priority neighbourhoods are those areas where children and youth are in need (highest risk with gaps in community services). Our After School programs are provided in these priority neighbourhoods and who meet our criteria including:

- Social housing proximity
- Priority schools (low EQAO scores)
- Lone-parent families
- Unemployment rate
- Low income levels

We are experiencing a high volume waitlist of children and youth age 6-13 for available space at our 5 After School programs which may result in more children and youth spending time in the after school hours alone. Our waitlists show that there is a significant demand for viable and quality After School programs.

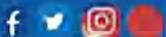
Jericho, in partnership with families, the school boards, and York Regional Police, we will lead, plan and develop a cohesive approach to After School care and services that respond to the needs of the community.

Attached is our Funding Request along with our summarized budget for 2019 and our 2017 Financial Audit. Jericho Youth Services respectfully requests \$43,589.00 to hire and train three (3) Program Leaders and one (1) Inclusion Facilitator to assist in us in supporting our growing demand, providing assistance to participants that require Inclusion and provide our programs and services to the families from low and moderate income families within Georgina.

We thank you for understanding the significance of the programs and benefits we provide to our participants and their families. Every day we make a difference and enrich the quality of life for residents in Georgina.

Yours truly,

Susan Gorman
Managing Director



jerichoyouthservices.org



Background

Jericho Youth Services is a not for profit organization that has served the community of Georgina for the last 37 years providing children and youth programming.

Our mission is to provide children and youth with opportunities that enhance well-being through social, emotional and physical development by providing affordable and safe programs.

Jericho's vision is to develop and empower our youth to become engaged and caring citizens of the community.

Our values include accountability, dedication, integrity, leadership and respect.

We have just recently completed our Strategic Plan 2019-2022 which prioritizes continuing and increasing the number of programs; increase the number of participants; close the equity gap as well as making a positive difference within our community, with our families and particularly with our participants. Our best possible opportunities include building awareness and asking for support from our community. Jericho's longevity is supported by its relentless focus on our children and youth. We have engaged our community and identified opportunities as well as actively seek continuous and sustainable funding. We have focused persistently on values and constantly demonstrate why they matter.

In 2019 we will continue to provide our existing programs by partnering with our funders – The United Way of Greater Toronto, The Region of York and the Ministry of Tourism, Culture and Sport.

The York Region District School board play a critical role in the After School hours. They provide an environment where services can be co-located and integrated for the purpose of reducing transitions and building stronger connections for children and families. Their collaboration with us includes space in-kind and consistent communication with their school community.

Jericho Youth Services is an authorized recreational and skill building program provider for After School programs only serving students in Grade 1 and up (aged 6 or older). The current agreements that we have with United Way Greater Toronto and the Region of York does not include any additional funds to cover the current addition of Bill 148's increase of minimum wage.

To serve the community to the best of our ability Jericho has 5 After School programs, 3 full time employees and 27 part time employees. The current part time employees include 83% of females, 17% of males and 66% of all employees are under the age of 25. The economic benefits to the Town by providing these employment opportunities is significant. Often, students work jobs that introduce them to their preferred career after high school is completed. This allows them to gain important introductory experience in the business and begin networking with those in that field. Even students who work in places not connected to their majors will look more impressive to potential employers. They'll have some kind of work experience on their resumes to start, and the fact that they've been able to hold a job while attending school attests to their level of maturity, responsibility and time management. Jericho provides all employees their training in PRO High Five®, First Aid/CPR/AED, Reach, and AODA/WHMIS/WSIB that enables them to undertake their job responsibilities.

All of these factors align with the Town's strategic goals: grow our economy, promote a high quality of life, engage our community and build partnerships and providing exceptional services. *(page 4 report CAO-2016-0017)*

By leveraging the efforts of the Town to increase local employment and support a high quality of life for our low and moderate income residents, both the Town and Jericho can encourage and support a vibrant, healthy, safe and accessible community. The Recreation Facility Needs Study, May 2014 indicates that providing inclusive, affordable and accessible recreational opportunities for all Georgina residents is one of the following Guiding Principles. Providing After School programs in high priority neighbourhoods, our programs and P.A. Day camps focus on improving the social and economic climate of priority neighbourhoods

vulnerable to the effects of crime, poor school performance and generational poverty. Because the After School programs are offered where they live, the transportation barrier has been removed. Jericho's mission, vision and values outline that our After School programs can be associated with better grades and conduct in school, and improving youths' social and emotional skills.

Our After School programs provide a number of supports, including a safe environment, academically enriching activities, cultural activities, healthy snacks and meals, and opportunities for physical activity, Inclusion Facilitators and mentors who care about them, and who they can look up to as well as opportunities for high school students to volunteer and become peer mentors. Consistent participation in high quality After School programs has been shown to help students improve their work habits and demonstrate higher levels of persistence, and helps close the achievement gap that exists between children from low and moderate income families and their more affluent peers.

We are committed to accessibility, integration and inclusion of all persons regardless of abilities. Inclusive programs are in the best interest of all young children: including children with exceptionalities, resulting in greater empathy and acceptance of differences among all children. Removal of existing physical, attitudinal and systemic barriers and creating an inclusive program are provided to those that require inclusion. 14% of our participants require this support. Hiring and training an Inclusion Facilitator is an additional expense but worth the safety of all children and our parents are grateful. *"we are very appreciative of the training and knowledge Jericho provides to support Luke; they are well versed and totally prepared to provide suitable, quality support to Luke which means I never have to worry about Luke"(parent).*

Our community is very compassionate with in-kind donations and provisions. We ask and receive physical donations such as coats, hats, mitts and also receive monies to purchase snow boots and indoor shoes for those participants and their families that struggle with these necessities. Providing these extras is not easy to plan for but as stated we have incredible support from residents and businesses within Georgina. Knowing that our community contributes to many charities, we put a small benevolent fund aside to ensure we meet that need.

Our participants and their parents/guardians identified our programs a positive environment, they felt a sense of belonging and they felt included and engaged.

Safe and quality After School programs mean that parents/guardians can better deal with leaving the community to attend work. Many of Georgina's workforce deal with underemployment and/or precarious employment. They must also leave Georgina to find opportunities to access education/training to support or enhance career progression and generate higher income. Parents/guardians tell us that they need accessible and affordable After School care and see this as progressive and necessary. *(Making Ends Meet in York Region, A Road Map for 2015 to 2018).*

Jericho currently runs Georgina Bingo at The Link; this fundraising initiative began in October 2016 and we offer this service to fundraise additional dollars to sustain our current programming costs. We also hold our annual Trivia Night in April as one of our bigger fundraising events.

		2019
REVENUE		
Day Camps	\$	66,000
United Way Funding		72,147
Region of York Funding		94,520
Service Canada Summer Jobs Funding		80,000
Ministry of Tourism, Sports & Culture Funding		54,000
Special Events and Fundraising		88,415
HST Refund		7,500
Miscellaneous		1,300
Private Donations		10,500
Program Fees		7,000
Georgina Bingo Game sales		20,400
Bingo SnackBar		10,000
		<hr/>
		511,782
		<hr/>
EXPENSES		
Salaries and wages	\$	406,620
Camps		15,750
After School Programs		17,700
Advertising		500
Office		2,258
Professional fees		6,564
Fundraising Costs		10,350
Insurance		5,500
Program Expenses		1,350
Leadership Training		6,000
Licensing Fee (Rent at the LINK)		14,975
Travel		2,000
Public Relations		1,300
Interest and Bank Charges		500
United Way Donation		1,500
Memberships		1,000
Bingo		10,000
South Lake CF Loan repayment		7,915
		<hr/>
		511,782
		<hr/>
EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS	\$	0
		<hr/>

2019 Budget

Program**Name:** After School Program 5 days / week for 34 weeks - 30 participants max.**Income**

Program Revenue	Description	Total
Registration Fee		\$0.00
Funder	Town of Georgina	\$43,589.00
	TOTAL INCOME	\$43,589.00

Expense

Salaries	Hourly Wage	# of	Hours	Program Days	Total
CDC	\$23.00	1	0.5	5	\$1,955.00
Program Leader	\$15.00	3	2.75	5	\$21,037.50
Inclusion Facilitator	\$16.00	1	2.75	5	\$7,480.00
				Sub-Total	\$30,472.50
MERCs 10%					\$3,047.00
				TOTAL	\$33,519.00

Permit for Space	N/A
Snack	\$3,260.50
Program Supplies	\$2,450.50
Administration 10%	\$4,359.00
	Sub-Total
	\$10,070.00

	TOTAL EXPENSE	\$43,589.00
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JERICO YOUTH SERVICES

JERICO YOUTH SERVICES

Investing in our children and youth.

Business Plan

May 3, 2018

Contact Information

Susan Gorman

Susan.gorman@jerichoyouthservices.org

905.722.5540

www.jerichoyouthservices.org

1964 Metro Road

PO Box 991

Jackson's Point, ON

L0E 1R0

JERICOHO YOUTH SERVICES

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JERICHO YOUTH SERVICES

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JERICHO YOUTH SERVICES

Section 1 – BUSINESS OVERVIEW

Legal Name	Jericho Youth Services
Business Address	1964 Metro Road, PO Box 991 Sutton West, Ontario L0E 1R0
Phone	905.722.5540
Email	susan.gorman@jerichoys.org

Description of the Business

Jericho Youth Services is a non-profit, charitable organization that specializes in fostering well-being. Jericho's core objective is to develop and promote mentorship, equity and providing a quality of life for all children/youth and their families. These affordable and accessible programs offered promote a service need for the Town of Georgina's families.

Organizational History

Jericho Youth Services was established in 1982. Programs ran out of local churches in Georgina. Programs were usually Friday and Saturday nights and would cost youth .50 cents per day or \$5/membership. Between 1985 and 1988 programs expanded to include trips to pools, debates, socials, dances, skating, games nights, and camping trips. They offered educational programs on drinking and driving, teen pregnancy, family, world hunger, mental health and runaways.

In 2015, Jericho created a Strategic Plan for 2015-2018 which included our current Mission and Vision statement.

Vision: Investing in our children and youth.

Mission Statement: To provide children and youth with opportunities that enhances social, emotional and physical development through affordable and safe programs.

Values: Accountability, Dedication, Integrity, Respect

Major Demographic, Economic, Social and Cultural Factors

Geographically, Georgina is the largest municipality in York Region and is comprised of a number of lakefront communities, rural hamlets and three larger communities of Keswick, Sutton/Jackson's Point, Pefferlaw and Udora

In May of 2014, The Town of Georgina created their Recreation Facility Needs Study. The following Guiding Principles – which are based on the assessments and consultations in this report – are core directional statements that are intended to guide the development and implementation of this Study and the Town of Georgina's future decision-making relating to the provision of recreation and parks facilities.

JERICHO YOUTH SERVICES

- Build a healthy community and foster active lifestyles.
- Provide inclusive, affordable, and accessible recreational opportunities for all Georgina residents.
- Ensure that recreation and parks facilities are multi-use, multi-generational, and responsive to true needs.
- Encourage designs and practices that promote energy efficiency and “green” technologies.
- Foster and support partnerships that create synergies and leverage resources.
- Make decisions that are financially responsible and sustainable for the Town and its residents, both existing and future.

According to York Region’s 2016 Census Release, reports from 2011 to 2016 the number of lone parent families increased by 13.2% overall. Georgina (18.0%) had the highest proportion of lone parent families. In 2016, of all York Region’s children under 14 years of age, 20.6% were living with one parent in Georgina.

The social and cultural factors that affect Jericho’s programs are the socio-cultural perspective influences that parents/guardians decide are the factors that lead them to utilize Jericho as the program to send their children/youth to. The obvious factors include disposable income, level of education, economic inequalities and access.

Nature of the Industry

1. Well-being –

An After School program is an organized program that children/youth (6-12yrs) can participate in outside of the traditional school day.

Our quality After School programs are community-driven and encompass expanded learning opportunities that support developmentally appropriate cognitive, social, physical, and emotional outcomes. In addition, these programs offer a balanced program of academic support, arts and cultural enrichment, recreation, and nutrition. These programs foster mental health, mentorship and equity.

The range of activities our programs offer is quality. We create safe, healthy and stimulating environments for school age children/youth while providing opportunities for participation in some or all of the following activities:

- academic skill-building and homework/remedial help
- sports and recreation
- exploration of special interests such as art, music, dance, computers and technology, crafts, games, etc.
- unstructured play
- volunteer / community service and leadership skills
- cultural activities

2. Mentorship –

We developed our Leaders in Training program to help our older youth and young teens gain confidence, learn leadership and practice coaching skills, while they have a great time at program. Under the supervision and direction of some of our most experienced staff members, Leaders in Training or LIT’s as they’re known as at After School, help organize activities, assist with participant supervision and

JERICOHO YOUTH SERVICES

programming, coach and encourage younger participants to engage. LIT's contribute to the best of their abilities, and we acknowledge and value all of their contributions.

3. Opportunities for first job employment for youths –

Our diverse and talented staff supports a network of high quality, out of school time opportunities which encourage teens to discover their potential and find their future. Our research and outcomes show a succession plan that we are very proud of. Many of our teen employees began as participants, became LIT's, completed their mandatory High School volunteer hours with us and go on to become employed by Jericho. If teens are passionate about working with youth we help them discover their passion in the arts, communication, sports and leadership we invite them to review our current Program Leader job description and apply. Jericho is an equal opportunity employer

4. Provide inclusiveness and equity –

In addition to the above activities, our After School programs also provide the children and youth we serve with:

- ongoing relationships with caring adults* (PRO High 5)
- an environment that strengthens social skills and character
- healthy snacks and nutritional instruction
- safe and well-designed indoor and outdoor spaces

5. Support for families –

Jericho has the capacity to deliver high quality After School programs, collaborate and integrate services with the community and school partners to address the diverse needs of children and families in our community.

Partnerships in community events have heightened awareness of Jericho throughout Georgina. The Painted Perch – Jackson's Point BIA, The Manor Dental Easter Egg Hunt, PAL Party basketball tournament with York Regional Police, Canadian Tire Jumpstart Day, Sno*fest, Youth-a-Palooza, Fan Fest and Georgina Healthy Kids Initiative.

The Managing Director sits on several planning boards and is able to refer services and programs to families through The Region of York, Linking Georgina, The Georgina Chamber of Commerce and Canadian Tire Jumpstart.

Past programs that have been successful and that we intend re-introduce are sewing, photography, cooking and martial arts.

JERICHO YOUTH SERVICES

Trends in the Industry

Although After School programs are not daycare it's not difficult to suppose that many parents/guardians use it as such.

While no system is absolutely failsafe, the truth is that most daycares and After School programs have increased measures to protect children in their care. Increased security in picking children up, Vulnerable Sector checks by all employees and more surveillance and monitoring at facilities are helping to increase security.

Communications between providers and parent/guardians continue to strengthen. Greetings, daily activity and behavioral reports are given face to face which enhances relationships and rapport with parents/guardians.

Choosing a high quality After School program can have a tremendous impact on a child's academics, self-esteem and overall happiness. Many After School programs are available to walk school-aged children from school back to the facility, provide a healthy snack, and then start kids on their homework, so that it is mostly done by the time parents arrive. Most of our After School programs happen on-site at the schools to avoid kids going home to an empty house until parents get off work and/or deal with transportation as a barrier.

Section 2 - HUMAN RESOURCES

Key Employees

Name and title of positions

1. Susan Gorman
Managing Director – See Appendix A
2. Ulrika Henry
Financial Manager – See Appendix B
3. Lindsay Jones
Community Development Coordinator – See Appendix C

While staffing currently sits at 3 full time employees we also employ 30 part-time seasonal Supervisors and Program Leaders. We recognize the need for increased administration staffing in order to support the growing demand.

Board of Directors

Jericho Youth Services is comprised of a Board of Directors, which includes a Chair, Vice Chair and Secretary/Treasurer. Board members service and support Jericho on a volunteer basis. They represent a wide section of employed and retirees who have a passion for children and youth. See Appendix D

Policies and Procedures

Policies and procedures have been in place and implemented since 1982 and continue to be updated and expanded to meet the organization's needs.

JERICOHO YOUTH SERVICES

Section 3 – STRATEGIC PLAN

Strategic Plan 2015-2018

Jericho Youth Services Strategic Plan for 2015-2018 was based on the input and contributions of the Board of Directors, Senior Management, middle management and staff during a facilitated session held in December 2014.

The session was facilitated by Thomas Plant of MAS. Through several meetings, Jericho was able to establish new mission and vision statements, focusing on the needs of our principles and long term priorities.

3 key components were identified and outlined in our current Strategic Plan. These items are the foundations followed in the provision of our service to the community.

- **Organizational Excellence**
 - Partnerships/networking
 - Maintain/sustain existing revenue streams
- **Client Excellence**
 - Enhance programming to include safety around the internet
 - Develop marketing and communication to increase awareness of our agency
- **Service Excellence**
 - Evaluate the role of technology in the organization
 - Access physical space

Jericho is currently in the midst of fulfilling a Strategic Plan 2018-2022 to be completed September 2018.

Section 4 – JERICOHO PARTNERS

United Way of Toronto & York Region

We have been partially funded by the United Way for the past 34 years. They have long been committed not only to Jericho but to Georgina. They are conclusively aware of the low income and high priority neighbourhoods that we serve. This relationship has continued to grow as we currently work together to meet the mandates of both Jericho and United Way. This funding supports our After School programs at Morning Glory PS (Pefferlaw), Keswick PS (Keswick), Jersey PS (Keswick) and our Sports of All Sorts at Jersey PS (Keswick) and our Youth Leadership and Development program.

The Region of York

The Region has been funding our programs since 2007. Through its Community Investment Strategy (CIS) York Region provides funding for projects from not-for-profit agencies that deliver services to low and moderate income York Region residents. Investments are directed to initiatives that help to achieve the four Community Results as well as the goals of the Making Ends Meet initiative and the York Region Immigration Settlement Strategy. Their direct funding supports our After School Program and PA Day Camps at the Co-operative housing communities in Jackson's Point and Bethany (Keswick).

Ministry of Tourism, Culture & Sport

Ontario's After School Program provides funding to help sport and recreation organizations deliver quality programs for children and youth in priority neighbourhoods across the province. We have been funded by

JERICHO YOUTH SERVICES

MTCS since 2012 (since their program funding inception). This funding supports our After School Programs at Morning Glory PS (Pefferlaw), Deer Park (Keswick).

South Lake Community Futures Development Corporation

We have been able to utilize 2 grants to hire interns. The projects that they worked on and implemented led to development activities that enhanced and diversified our programs and locations. They assisted in developing opportunities to sustain employment opportunities.

Jackson's Point BIA

This local, established BIA works diligently to oversee the improvement, beautification and maintenance of Jackson's Point. We are an active member who helps promote/market events and businesses in the area. We are pleased to promote Jackson's Point as an area of business and shopping.

Georgina Chamber of Commerce

The Managing Director of Jericho Youth Services has been a sitting Director for the past 3 years. Belonging to the Chamber allows us many benefits including actively supporting our many programs and events in the community.

Section 5 - ADVERTISING & MARKETING

Advertising

Local Media

As a not for profit, Jericho Youth Services has a very limited budget for print advertising. Word of mouth is genuinely credible. Georgina Advocate and SNAP'd are both quite expensive to partake in their advertising. We generally use Georgina Post and Rogers TV to communicate and promote our programs and events. There is currently a community member who is working with the CRTC to acquire a radio license in our area and we hope to be able to use this source as a benefit to promote awareness.

Marketing

Website / Registration

In 2013 Jericho launched an updated website and registration software. Not only are we able to showcase a directory of our programs, camps and upcoming events, but this site allows online access to our participants to register for programs, update their information, find resources and volunteer and job opportunities.

Traffic on our website continues to grow each year. We have a record of approximately 250 individual visitors per month. With a strong online presence, we predict that number to grow substantially in 2018/19.

Social Media

It's certainly one of Jericho's priorities to further advance awareness of our services in the community especially those who are new residents of Georgina. We have boosted our organizations social media presence on Facebook, Twitter and Instagram in the past year and half. Participants and parents of participants eagerly look for pictures posted of their activities and artistic creations. These platforms are a popular tool with our demographic.

JERICHO YOUTH SERVICES

Section 6 - PROGRAMS

After School - \$190,980 (37.6% of total budget)

Jericho has been providing after school programs for the children ages 6-13 yrs. in the community for the past 36 years. Our after school programs start up in September and are anywhere from 2-3 hours. We strongly believe that planning and implementing play-based learning opportunities for the children that attend the Jericho After School programs is very important. At each location we have set time aside for outside or gym play, which involves time for free play and a planned physical group activity. We also pre-plan science, creative art, and a healthy snack that engage the participants on both an educational and fun level. We provide assistance with homework. After School programs support the development of the child as a whole.

Recreational - \$30,000 (5.9% of total budget)

We invite ages 6-12 to Jersey Public School of Wednesday's to come play dodge ball with Jericho staff and York Regional Police for two hours.

Jericho Hosts a pre-teen dance at the Ice Palace once a month. This popular event is stamped with approval by the parents/guardians of the youth who attend. We have been offering this fundraiser for over 15 years and are proud of its full attendance, our staffing regulations and our policies that safeguard the participants while in our care.

Camps - \$157,000 (\$30.9% of total budget)

Our P.A. Day camps consist of fun learning experiences. During the day we plan time for the children to play outside or in the gym, science experiments, creative art and free play times. Three times a year we go on a field trip.

At our March Break Camps we plan exciting themes for each day of the break. With the theme of the day each activity is based around it, which includes physical, science, and creative art activities that give the children opportunities to create and explore new possibilities. We also have planned fieldtrips.

During the summer we offer summer camps for children ages 6-13 yrs. where they have a chance to participate in developmentally appropriate planned activities. Each week we have planned field trips that encourage the children to discover and ask questions about the world around them.

Youth Leadership & Development - \$18,115 (3.6% of total budget)

Professional development workshops include Inclusion facilitating, First Aid/CPR/AED, Outcome Measurements and Leadership Training.

Bingo \$26,443 (5.2% of total budget)

We offer Bingo at The Link every Tuesday at 12:45pm. Besides playing Bingo, we provide lunch/refreshments and a social connection for seniors. All proceeds from the Georgina Bingo help sustain our free programming.

Other fundraising \$6,500 (1.2% of total budget)

We run an annual Trivia Event.

Private Donations \$5,000 less than 1% of total budget

JERICO YOUTH SERVICES

Past & Future Programming

Addressing numerous fun, educational, social and artistic programs provides special incentives to certain children and youth. These incentives serve to integrate those who wish to learn different activities that we do not normally offer at our After School programs. Facilitating these additional programs are based on funding that we may receive. An enhanced understanding of cooking, photography, and sewing are just a few of the programs that we have offered previously and anticipate proposing again.

Competition

Jericho has no immediate competition in the community. The Town of Georgina offers limited After School programming, one in Pefferlaw and one in Sutton. YMCS and Boys & Girls Club do not operate in Georgina and they do charge for their services.

Section 7 – OPERATING PLAN

Location

Our new office will be in The Link at 20849 Dalton Road in Sutton. According to the Tenant Solicitation Document for the building "The goal of The Link is to create a space of ongoing collaboration among community service providers, artists and cultural professionals, businesses, and local residents, to address pressing social, environmental and economic issues, advancing cultural planning initiatives, and contribute to the revitalization of neighbourhoods in Sutton and Jackson's Point."

The Link is the most appropriate location for Jericho Youth Services to reside as we continue to grow. Placing Jericho in a location which is central to all of Georgina, enables us to service all of our programs within the community.

Community hubs have sprung up throughout Ontario for decades and are a common sense approach for effectively delivering important services. The province recognizes that community hubs need to be promoted, supported and provided with a framework to grow.

While community hubs are local initiatives, driven by local needs and powered by local leadership, the Government of Ontario recognizes that it has an important role to play. The Community Hubs Initiative 2015, seeks to support community hubs and break down barriers that have limited their establishment and growth, all with the aim of continuing to build our communities. (CommunityHubsOntario.ca)

Size & Capacity

Our space (D) is:

775 square ft. located in the first phase of The Link

Windows on east side

Concrete flooring, combination drywall and concrete block wall

Closed ceiling with HVAC installed

Main entrance is located close to the main reception area

Internet and security system

JERICHO YOUTH SERVICES

Lease Details

In the fall of 2015, an application was made by Jericho Youth Services to lease space in the Link. We were to have space in the 2nd phase. There have been several unforeseen delays with the project and the business that was slated for Space D had opted out leaving the space available for the next tenants, which is Jericho. A Memorandum of Understanding was signed in January 2016 but a current lease has not yet been signed. A draft proposal to submit with this application to indicate costs we will incur. Moving date will depend on entry and completed construction of Space D.

Equipment, Furniture and Fixtures

Jericho Youth Services will look at replacing our existing furniture as part of our move to the new office. Our furniture is mis-matched and non-functional – not a feature that should reflect our office. We will look at several low-cost affordable but professional and unified furniture.

Section 8 – ACTION PLAN

<u>ACTION</u>	<u>ANTICIPATED DATE</u>
Receive loan	June 2018
Decide on a contractor	June 2018
Order furniture	July 2018
Begin construction of new office at The Link.	September 2018
Move into the new office at The Link	November 2018

Additional Information -

Key factors that will alter the above dates include:

- South Lake Community Futures approving the loan
- Council meeting (May 16, 2018) to approve becoming guarantor of the loan from South Lake Community Futures.

Section 9 – EXECUTIVE SUMMARY

Objectives/Description of the Project

Jericho Youth Services is very excited to be moving into The Link in Sutton. A loan will allow construction and renovation to Space D that meets the demands of our service in our community. Our office will reflect a welcoming, professional space that can be utilized by our programming staff, community and management. With careful thought, our office has been designed with these key areas in mind:

Reception Area

This area will house a welcoming reception desk. Currently, the office admin position is maintained by executive management but with our projected growth, this position could be extended to a part-time leading to full-time position. In progress goal is to have an intern and/or summer student assist with this position.

JERICO YOUTH SERVICES**Meeting Space**

Our existing space offers a large boardroom for our monthly Board Meetings. The Link lease provides us with a meeting space so our meeting space would only need to accommodate senior staff supervisory meetings and meetings with funders, collaborators and partners.

Staff Space

We will have a section of 4 desks with a built-in utility pole to house electrical, computer and telephone wires to each desk. Our full time Community Development Coordinator along with interns and senior staff will have use of these desk spaces. This open space is ideal for conceptual programming and is inclusive.

Office Space

There is a need for two closed door offices in our new location. One for the Managing Director and one for the Financial Manager. It is important to identify this space as part of our plans because they act as private conference areas and secure locations for important and confidential documents

Jericho Youth Services is requesting financing from South Lake Community Futures Development Corporation for construction and furniture and we have put together our projected costs for the project. They are listed below:

Construction - (See quotes) – Appendix E, F & G

Furniture

4 desks	4 @ \$169.00 = \$676.00
2 I-shaped desks	2 @ \$239.00 = \$478.00
6 desk chair	6 @ \$100.00 = \$600.00
Filing cabinets	4 @ \$159.00 = \$636.00
1 boardroom table	1 @ \$400.00 = \$400.00
8 boardroom chair	8 @ \$ 26.99 = \$215.92
Reception desk	1 @ \$500.00 = \$500.00
Reception chair	1 @ \$100.00 = \$100.00
Shelving	1 @ \$120.00 = \$120.00
	\$3725.92
	<u>484.25 HST</u>
	\$4210.17

3 computers/monitors

SLCF grant

Benefits to this Request

There are a number of reasons Jericho Youth Services feels this ask is beneficial:

- Assists Jericho in offering the most up-to-date, professional environment, reflective of its goals and mandate
- Will assist with the expansion and growth of our programs
- Supports community based initiatives that will continue to assess and meet the needs of the community

JERICOHO YOUTH SERVICES

- Contributes to the development of job opportunities as we expand our programs
- Decreased lease fees combined with loan payments are comparable to the overhead expenses we have been paying for the past 4 years. With a goal of reduced monthly fees, we can re-invest in the services and programs we are providing.
- Not only is joining other tenants at The Link a great opportunity to provide and share resources, but also the programs and services we are providing to the whole community
- Our new space encourages partnerships to maximize impact of services provided
- Creates relevance. Jericho must continue to find ways to value all of our children/youth and their families by adjusting existing programs and creating new ones.

JERICHO YOUTH SERVICES

**JERICHO YOUTH SERVICES
OPERATING BUDGET
2018**

	2018	2017
REVENUE		
Day Camps	\$ 77,000	\$ 77,500
United Way Funding	72,147	72,147
Region of York Funding	82,945	81,034
Service Canada Summer Jobs Funding	80,000	68,000
Ministry of Tourism, Sports & Culture		
Funding	54,000	50,000
GEM Theatre	25,000	20,000
Special Events and Fundraising	52,500	57,450
HST Refund	6,500	6,500
Property Tax Rebate	970	1,535
Miscellaneous	1,800	6,300
Private Donations	5,500	4,500
Program Fees	1,600	2,800
Bingo Snackbar	10,443	6,000
Capital Reserve (Transfer from Capital Reserve)	38,000	39,969
	508,405	493,735
EXPENSES		
Salaries and wages	\$ 393,095	\$ 382,850
Camps	18,500	16,000
After School Programs	18,100	18,000
Advertising	1,000	2,000
Office	8,186	8,636
Professional fees	11,664	11,664
Fundraising Costs	12,100	11,600
Insurance	5,500	5,500
Program Expenses	1,950	6,400
Leadership Training	8,000	10,000
Telephone	4,000	4,200
Utilities	4,025	3,900
Rent & Property Tax	3,635	3,635
Travel	3,000	3,500
Public Relations	1,300	1,300
Interest and Bank Charges	1,300	800

JERICHO YOUTH SERVICES

United Way Donation	1,500	1,200
Memberships	550	550
Bingo	9,000	0
Repairs and Maintenance	2,000	2,000
	<hr/>	<hr/>
	508,405	493,735

EXCESS OF REVENUE OVER EXPENSES FROM
OPERATIONS

\$ 0 \$ 0

Analysis of Funding Requests from Community Organizations - ROUTES CONNECTING COMMUNITIES

Evaluation Criteria	Comments
Alignment with Corporate Strategic Plan	Goal 3 - Engage Our Community & Build Partnerships, <u>Action 3.7</u> - Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities, etc. and <u>Action 3.8</u> - Continue to leverage partnership opportunities in support of The Link business plan.
Alignment with applicable Departmental Plans	The Link Business Plan
Service provided is mandated? Discretionary?	Discretionary - Transit/transportation is not a mandatory service of a lower-tier municipality, however many residents rely on the services Routes provides due to the geographical vastness, socioeconomic challenges and limited capacity of regional transportation services in Georgina. The success of The Link is also contingent upon the success of its tenants, including Routes.
Evidence that programs and services offered provide measurable benefit to the community	There is a growing need in Georgina and across the region for transportation services for individuals struggling with mental health, addiction, socio-economic issues, and the working poor; in their submission dated 2 November 2018, Routes provides a summary of the value of the services they provide to the community, including the testimonial of six clients, which illustrates how Routes assists those combatting mental illness, social isolation, and medical difficulties. Some of these impacts include improved access to medical support facilities and food banks across the Region.
Provides economic development benefits	Routes employs four full-time staff and two part-time staff, and relies on 30 volunteer drivers. They are in the process of hiring a paid driver. Routes supports local and regional economic development by providing their clients with rides to various businesses (e.g. grocery stores, banks, etc.), health care providers, and social service organizations.
Provides cultural benefits	N/A
Provides recreational benefits	N/A

Provides educational benefits	Routes provides rides for individuals who need access to education, but don't directly provide educational programming as part of their day-to-day operations; Routes did recently partner with the Rural Ontario Institute on a one-day educational conference on transportation in rural municipalities.
Demonstrated service delivery ability	Yes. Routes has been providing transportation solutions to residents since 1998. They rebranded in 2012 to better align with their changing role in the community, and are currently developing a business plan that will better position to refine and grow their service delivery capacity in the future.
Organization has current strategic plan	Routes' Strategic Plan (2017-2020) is included in their budget submission.
Organization has current business plan	See above
Demonstrated financial viability	Routes has existed as a non-profit organizations since 1988 and have proven successful in receiving program funding from a variety of funding sources since its inception. Their audited financial statements are attached to their submission.
Reliance on third party funding	Yes - Routes recently received multi-year funding from MTO and Ontario Trillium Foundation. The Town and the Region (through York Region Transit) are Routes' core funders while funds received from other third parties such as Trillium, South Lake CFDC and MTO is program funding
Demonstrated success in achieving grant monies	Routes recently received multi-year funding from the Ministry of Transportation (in partnership with the Town) and the Ontario Trillium Foundation. They also received funding from United Way's Neighbourhood Development Grant.
Demonstrated success in fundraising efforts	Routes was recently awarded a Trillium Grow Grant to explore social enterprise based business concepts that will help them to grow their operations, with the intention of providing more rides to more people facing transportation challenges throughout the region.
Service agreement with Town in place	No, however the Town recently partnered with Routes on a community transportation project funded by the MTO. As tenants of The Link, Routes has also entered into a five-year Licence Agreement with the Town.
Planning approvals in place	N/A

Utilization rates or population served	Target population=those who are geographically remote, restricted by poverty and circumstance, individuals with mental health concerns, seniors, children and youth; Routes provides rides to individuals who need to access education, employment and housing, food banks, groceries, prescriptions, health and medical appointments, etc.; in 2018, in the period between January and October, Routes provided 12,395 rides for 5,942 riders by 30 volunteer drivers. Destinations for clients are predominantly local (50% in Georgina), however other frequent destinations include Ontario Addiction Treatment Centres, Southlake Regional Health Centre, York Medical, and Rose of Sharon.
Town represented on Board	No, however as tenants of The Link, Town staff have regular contact with Routes staff and a Routes representative sits on the Tenant Subcommittee and regularly attends The Link Advisory Committee meetings.
# of outreach events	Routes offers the following services: i. Transportation by volunteer drivers; ii. Bus trips to shopping centres, theatres and similar destinations; and iii. Issue transit tickets. With the funding from Trillium Foundation and MTO, Routes has developed a Strategic Plan that leverages community partnerships to build a collaborative transportation model.
# of participants in outreach events	See utilization rates/populations served above



November 2, 2018

Rob Wheater, CPA, CA
 Acting Manager of Finance & Deputy Treasurer
 26557 Civic Centre Road
 Keswick, ON
 L4P 3G1

Dear Mr. Wheater:

Routes Connecting Communities Inc. respectfully requests a grant of \$55,000 for our organization.

As a York Region based not-for-profit organization, we have been dedicated to helping people who are dealing with life challenges get to where they need to go on their journey since 1988. Apart from affordable transportation, we also offer a caring conversation along the way. With our network of partners and drivers, we help our clients create a resilient future during turbulent times.

In the period January – October 2018, we completed 12,395 rides for 5,942 riders by 30 volunteer drivers and made a difference to many lives in our community.

We have been very grateful for the Town's support for 13 years. The grants have allowed us to subsidize all rides to the Georgina Community Food Pantry and to financial support services as well as to cover a portion of the operating costs.

Thank you for your consideration of our request. Should you have any questions, please feel free to contact me at (905) 722-4616 ext. 5476 or danielle@routesc.org

Sincerely,

A handwritten signature in black ink, appearing to read "Danielle Koren", is written over a faint, light-colored circular stamp or watermark.

Danielle Koren, M.Sc., PMP
 Executive Director Routes Connecting Communities Inc.

ENCLOSURE:

2017 audited financial statement
 Proposed 2019 budget
 Overview 2018 and Plan 2019

INCOME	Budget '19	Budget '18	EXPENSES	Budget '19	Budget '18
Grants			Salaries & Wages		
Trillum	\$ 184,000	\$ 184,000	Staff (incl. 7% MERC 3% increase)	\$ 224,400	\$ 217,241
MTO	\$ -	\$ 11,137	Benefits	\$ 9,000	\$ 3,500
Town of Georgina	\$ 55,000	\$ 55,000	Book keeper	\$ 3,900	\$ 2,500
YRT	\$ 50,000	\$ 50,000	Summer student	\$ 5,000	\$ 5,000
CHATS	\$ 66,480	\$ 50,000	Total Salaries & Wages	\$ 242,300	\$ 228,241
Transit Tickets Program	\$ 2,000	\$ 2,000			
Canada Summer Jobs	\$ 4,000	\$ 5,000	Operating Expenses Fixed (3.94% HST)		
Total grants	\$ 361,480	\$ 357,137	Office Lease and HVAC	\$ 17,400	\$ 17,400
			Payroll Processing Fees	\$ 1,000	\$ 1,300
Other income			Auditor	\$ 5,000	\$ 6,000
Invoiced reimbursements	\$ 110,000	\$ 110,000	Insurance	\$ 3,550	\$ 3,400
Bus trip fares	\$ 2,700	\$ -	Website hosting	\$ 380	\$ 150
G:Connect - charters	\$ 2,500	\$ -	WebPal Cloud Services Fees	\$ 7,500	\$ 7,300
G:Connect - advertising	\$ 1,000	\$ -	Phone	\$ 4,000	\$ 2,500
G:Connect - gas	\$ 1,500	\$ -	Cloud Applications	\$ 900	\$ 300
Dispatch services	\$ 19,440	\$ 10,000	Banking and Service Fees	\$ 300	\$ 1,000
Nevada	\$ 5,300	\$ 6,700	PO Box	\$ 250	\$ -
50/50	\$ 3,000	\$ -	Depreciation	\$ 1,000	\$ 1,000
Donations	\$ 2,000	\$ 1,300	Memberships	\$ 1,200	\$ 700
Interest	\$ 3,500	\$ 3,500	Total Operating Expenses Fixed	\$ 42,480	\$ 41,050
Misc	\$ -	\$ 1,000			
Total other income	\$ 150,940	\$ 132,500	Operating Expenses Variable (3.94%)		
			Recruitment	\$ -	\$ 2,500
Total income	\$ 512,420	\$ 489,637	Fundraising Expenses (Nevada)	\$ 3,050	\$ 2,850
			50/50 Expenses	\$ 2,000	\$ -
			Office Supplies/Materials	\$ 9,000	\$ 8,436
			Marketing and promotion	\$ 9,000	\$ 3,300
			Staff training	\$ 9,784	\$ 7,000
			Board training	\$ 2,000	\$ -
			Evaluation	\$ 5,000	\$ 7,000
			Professional Services - other	\$ 2,000	\$ 12,000
			Travel	\$ 1,000	\$ 942
			Website Development	\$ -	\$ 3,000
			Filesharing	\$ -	\$ 600
			Database Development	\$ 9,000	\$ 4,700
			Video	\$ -	\$ 5,000
			Computer Support	\$ 1,000	\$ 2,000
			Volunteer Management	\$ 3,550	\$ 3,000
			Community Meetings/Workshops	\$ 550	\$ 4,250
			Total Operating Expenses Fixed	\$ 56,934	\$ 66,578
			Program Costs		
			Ride Provision	\$ 25,000	\$ 19,770
			Pilot Project	\$ 20,000	\$ -
			G:Connect - Gas	\$ 2,800	\$ -
			Transit Tickets	\$ 2,000	\$ 2,000
			Driver Reimbursements	\$ 120,000	\$ 120,000
			Total Program Costs	\$ 169,800	\$ 141,770
			Total Expenses	\$ 511,514	\$ 477,639
			Net Income	\$ 906	\$ 11,998



Overview 2019

1 Organizational Overview

Routes Connecting Communities Inc. (RCC) is a York Region community based not-for-profit organization that has been dedicated to helping people who are dealing with life challenges get to where they need to go on their journey since 1988. Apart from affordable transportation, we also offer a caring conversation along the way. With our network of partners and drivers, we help our clients create a resilient future during turbulent times.

We are served by a team of 30 volunteer drivers who provide transportation using their personal vehicles to help our clients gain access to the services they need, such as to medical appointments the grocery store, the bank or just to visit a friend. The drivers receive mileage reimbursement.

In addition to our volunteer transportation program, we offer bus trips to special destinations, such as shopping centres, local special events and attractions. The trips are aimed at reducing social inclusion.

1.1 Mission

Routes facilitates transportation for individuals impacted by life circumstances, improving their access to essential services, available resources, social inclusion and enhancing their quality of life.

1.2 Vision

A York Region where transportation is available, accessible, and affordable to all residents so they are able to access the necessities of life and participate with their communities.

1.3 Purpose and values

Resourcefulness: willing to help, sharing our knowledge, demonstrating resolve to provide solutions

Integrity: being honest and transparent

Respect: treating others with dignity, discretion, and professionalism

Caring and Compassion: promoting health, healing, and hope in response to the human condition.

1.4 Clients

Our clients are our neighbours – they are valuable members of our community experiencing social, physical, mental and/or financial barriers to timely, safe and compassionate transportation. Our services are provided to residents who cannot travel by conventional transit or taxi. We have been careful not to duplicate existing transportation services but to connect with them. Eligibility for our services will be assessed during an intake.

Over the period January – October 2018, 85% of the total rides had a pick-up address in Georgina, 6% in Newmarket, 3% in Aurora 3% and the remaining 3% in East-Gwillimbury/Richmond Hill/Whitchurch-Stouffville/Markham.

1.4.1 Four RCC Client stories¹

Jean

Jean is a senior who is no longer able to drive herself due to a medical condition that she has recently been diagnosed with. Jean has close friends in a retirement home in Keswick that she likes to visit. Jean uses our services to keep herself from feeling socially isolated as our drivers take her to visit her friends. Jean also takes advantage of our bus trips as it allows her the opportunity to get out in the community and meet new people.

Bette

Bette is a senior who lives in Virginia and recently lost her husband. Bette uses our services to go to the Georgina Community Food Pantry monthly. Being on a pension, Bette finds money tight and uses RCC' subsidized rides to get her into town to help make ends meet.

Al

Al is a senior who is lives in an isolated area in Georgina. Al has recently started dialysis treatments in Oak Ridges. Al has recently lost his wife and due to his recently diagnosed condition he can no longer drive. Our drivers take Al to his life saving dialysis treatments 3x a week.

Michael

Michael is a gentleman who is no longer able to drive due to his medical condition. Michael must go to the OATC clinic in Keswick every day to receive pain medication for his back problem. We make sure Michael gets to his daily appointments to lead a pain free life.

Steven

Steven lives in Pefferlaw and is a young dad who recently gained full custody of his young infant son Jace. Our drivers take Steven and Jace to an Ontario Early Years program once a week. This is an opportunity for Steven to meet with other parents and to get helpful advice and parenting resource information from educated professionals.

Linda

Linda is a senior who lives in Keswick and due to her mental health situation, she cannot not take public transit and does not drive. Linda is classed as low income and enjoys going out and meeting new people. Our drivers take Linda to the Community Dinner at the Keswick United Church every Thursday. This gets Linda out of her basement apartment and connects her to her community.

¹ Client names have been changed due to confidentiality reasons

1.5 Pricing of Rides

1.5.1 Mileage

The volunteer drivers are reimbursed for their mileage (\$0.47 per kilometre) and we charge an additional \$2 per booking for dispatch services. All rates include a return trip, a two-hour wait time and a maximum of three stops. One extra stop can be arranged for \$1. Rides can be:

- Cash: The client pays the driver directly (20% of all bookings).
- Invoiced: We invoice a third-party organization (e.g. ODSP, another community-based organization, an insurance company) (58% of the bookings).
- Subsidized: We cover the entire costs of the rides, e.g. all rides to/from the Georgina Food Pantry (16% of the bookings).
- Part-Sub: When a client has been approved by our Fee Subsidy Assistance Program (see 1.5.2), they only pay a portion of the fare to the driver (6% of the bookings).

1.5.2 Fee Subsidy Assistance Program

We provide fee subsidy assistance to clients who are in financial need. Proof of income may be required to determine eligibility for the program. There is a maximum of one subsidized medical ride per day and one subsidized non-medical ride per week.

If clients have a net subsidy income level (total income minus highest expense) of maximum \$500 per month (if family size is 1 person) or \$250 per month per person (if family size is 2+ per person), they are eligible for the program. Exceptions can be made for clients who suffer from a chronic illness. Over the period January – October 2018, we approved 27 clients for this program. These clients, who have an income of no more than \$1,000 per month, only pay \$4 for a 50-kilometer ride.

1.6 Destinations of Rides

Rides can be to destinations within as well as outside York Region for medical, social, banking, recreational purposes and activities of daily living requirements. The driver cannot transport clients to an LCBO or Beer Store. Over the period January – October 2018, the destinations were as follows:

- Georgina (50%)
- Newmarket (30%)
- Toronto (6%)
- Aurora (3%)
- Richmond Hill (3%)
- Others (8%)

The five most frequent destinations are:

- Ontario Addiction Treatment Centres (9%)
- Georgina Food Pantry (9%)
- Southlake Regional Health Centre (8%)
- York Medical (4%)
- Rose of Sharon (3%)

1.7 Our Results

	Jan. – Oct. 2018	Jan. – Oct. 2017	Difference
Total rides completed	12,348	8,878	39%
Riders	5,921	4,235	40%
New Clients	499	224	123%
Unique Clients	790	426	85%
Active Volunteer Drivers	30	27	11%

1.8 Our Impact

- Improved access to basic needs including medical support
- Fully subsidized access to four Food Banks/ Pantries in York Region for people who lack the means to get there
- Enhanced community engagement
- New and enhanced social connections
- Increased confidence and self-worth
- Resilience
- Enhanced emotional well-being

1.9 Our Funders

Our operations are funded by the Town of Georgina, the Ontario Trillium Foundation (2017-2019), York Region Transit and Community & Home Assistance to Seniors (CHATS).

1.10 Our Evaluation Methods

We capture and analyze the number of bookings, rides, riders and distance on a weekly, monthly and yearly basis. In addition, we conduct evaluation surveys among clients and drivers. This will also allow for an iterative improvement process all along the program path.

2 Operations

2.1 Facilities

We are located at The Link, Georgina's Community Connection Centre at 20849 Dalton Rd., Sutton.

2.2 Organization Structure

We have four full-time staff members:

Name: Danielle Koren

Position: Executive Director

Purpose position: To plan, organize, direct, control and evaluate the daily operations of Routes Connecting Communities Inc. within the bounds of the overall mission, strategic plan, and Board policy and objectives, as well as to support the Board in strategic planning and policy development.

Name: Shelly McIsaac

Position: Community Connector

Purpose position: To ensure rides are booked, dispatched and safely and timely executed as well as to manage the transit ticket program, to implement new programs and initiatives and to explore business opportunities as to existing services.

Name: Sandra Kenney

Position: Resource Specialist

Purpose position: To ensure the systematic and logical process of working with and through volunteers to achieve the organizational objectives as well as to record transactions in a consistent way to help build a financially successful business.

Name: Amanda Adkins

Position: Customer Service & Social Media Coordinator

Purpose position: To build and maintain effective relationships with clients as well as to create and maintain a strong online presence for the organization and implement online marketing strategies through social media accounts.

2.3 Finances

The revenues for 2017 were as follows:

Administrative fees	\$ 9,570	1.7%
CHATS ride program	\$ 86,257	15.7%
Donations	\$ 2,821	0.5%
Grant received	\$ 344,929	62.9%
Interest income	\$ 3,354	0.6%
Miscellaneous	\$ 3,601	0.7%
Dr. Nevada lottery	\$ 5,373	1%
Revenue from services	\$ 92,252	16.8%
	\$ 548,157	100%

The expenses for 2017 were as follows:

Advertising and promotion	\$ 2,392	0.4%
Amortization	\$ 29,860	5.6%
Driver expense reimbursements	\$ 103,845	19.5%
Insurance and bank charges	\$ 3,766	0.7%
Interest	\$ 1,732	0.3%
MTO project expenses	\$ 23,966	4.5%
Dr. Nevada lottery expenses	\$ 3,505	0.7%
Office	\$ 9,066	1.7%
Ontario Trillium Funding expenses	\$ 41,680	7.8%
Professional Fees and Training	\$ 46,836	8.8%
Rental	\$ 12,556	2.4%
Salaries and wages	\$ 215,568	40.4%
Sub-contracts	\$ 31,692	5.9%
Telephone	\$ 1,623	0.3%
Training	\$ 1,727	0.3%
Transit Tickets	\$ 2,030	0.4%
Travel	\$ 607	0.1%
Utilities	\$ 500	0.1%
	\$ 532,951	100%

2.4 Grants for 2019

2.4.1 Trillium Grow Grant

We have been receiving a Trillium Grow Grant for 2017 – 2019 to:

- Develop a business plan to assist RCC with its strategically developed social enterprise based on a business concept that deals with community partnerships and transportation
- Move the office to The Link, Georgina’s Community Connection Centre
- Increase ridership by 15% or 1,332 riders over the 3-year project (444 riders per year)
- Increase partnerships with transportation providers
- Adapt infrastructure to facilitate collaborative transportation model

2.4.2 Pending Grants

MTO’s Community Transportation Grant– Municipal Stream (Ministry of Transportation)

Project: Community Bus Service Program

Partners: Town of Georgina and Georgina Trades Training Inc. (GTTI)

Goal: To improve mobility options for individuals who do not have access to their own transportation, such as seniors, persons with disabilities, persons living on low income and others. The implementation of this program would involve the purchase of a bus to be used by RCC and GTTI. GTTI would use the bus to provide transportation for individuals registered in their programs. The program would also be designed to reduce social exclusion by offering bus trips to special destinations, such as shopping centres, local special events and attractions

Status: Although, we have received a letter from former Ontario's Minister of Transportation on April the 30th that the funding amount had been approved, no communication has been received from the new government whether or not the five-year Community Transportation Grant Program has been cancelled.

New Horizons for Seniors Program

Project: Multi-generational cooking classes

Partners: Clear Water Farm/ Cori's Catering

Goal: To teach Georgina senior and youth residents who wish to learn about nutrition and increase cooking skills and to provide a healthy environment in which individuals can socialize and develop to learn together.

Status: Communication expected in December 2018

Building Strong Neighbourhoods Strategy - Neighbourhood Development Grant (United Way Greater Toronto)

Program: A Closer Look

Partners: Jericho Youth Services, Georgina Community Food Pantry

Goal: To address the reasons why people experience poverty in Georgina and why numbers are growing. We will perform an asset mapping process through interviews, multi-stakeholder events, and secondary research into underlying issues. With input from community, public and government organizations, individual residents, and service clubs and faith groups we will map out a plan to move forward and use our existing community assets to develop new assets. The overall goal of the project will be to understand how community, place-based assets can be better leveraged to improve the overall sustainability of Georgina residents' livelihoods.

Status: Communication expected in December 2018

Community Investment Fund - Social Inclusion Projects (The Regional Municipality of York)

Project: Compassionate Transportation Plus

Goal: To develop the sustainable livelihoods of people who need transportation to the services they need by extending our transportation services, including accompaniment and/or advocacy services for people who need them. Trained in advocacy techniques, motivational interviewing and knowledge of current legislation and other topics necessary, staff will help the clients navigate the many social programs available in York Region, and mediate regularly-encountered issues of everyday life that often impact those who are marginalized and/or live in poverty in our community.

Status: Communication expected in November 2018

2.5 Annual Grants

We have been very grateful to have received annual funding from YRT, the Town of Georgina and CHATS to subsidize certain rides and to cover operating costs, such as salaries, rent and utilities.

2.6 Plans 2019

2.7 Implementing a Paid Driver Option

With the increasing population of York Region and a growing seniors' population, we have been seeing a 36% growth in the demand for our Volunteer Transportation service the first nine months of this year compared to the same period in 2017. With volunteerism in Canada being on a steady decline, we can only meet our ride demand by adding a paid driver to our volunteer base.

Looking at comparable not-for-profit organizations in Central Ontario that provide volunteer transportation, three organizations (CHATS, Haliburton Health Services and Community Care Durham) have a "community vehicle" that is utilized to supplement ride bookings from their clients and is driven by both volunteers and a staff driver. We have put \$20k aside in the 2019 budget to pilot this initiative and will acquire monthly sponsorships from corporations to fund the vehicle. At the end of 2019, we will evaluate this pilot.

2.8 Implementing New Intake and Evaluation Forms

Together with the firm Eko Nomos, we developed a theory of change, a logic model, an evaluation framework as well as intake processes and tools. In 2019, we will continue to implement the new intake and evaluation processes and tools through an iterative piloting process.

2.9 Expanding to Whitchurch-Stouffville and East Gwillimbury

We will undertake the necessary action research to identify the feasibility and entry into Whitchurch-Stouffville and East Gwillimbury using the existing Routes' transportation model.

2.10 Marketing

We will explore innovative ways of gathering and magnetically marketing client stories.

2.11 Governance

The Board will transition from working Board to a governing Board and will actively recruit two additional Board members.



Strategic Plan 2017- 2020

Mission

Routes facilitates transportation for individuals impacted by life circumstances, improving their access to essential services, available resources, social inclusion and enhancing their quality of life.

Vision

A York Region where transportation is available, accessible, and affordable to all residents so they are able to access the necessities of life and participate in their communities.

Values

RESOURCEFULNESS: willing to help, sharing our knowledge, demonstrating resolve to provide solutions

INTEGRITY: being honest and transparent

RESPECT: treating others with dignity, discretion, and professionalism

CARING AND COMPASSION: promoting health, healing, and hope in response to the human condition

1 Priorities

1.1 Implement Growth and Sustainability

Our greatest assets are our volunteers, expertise, and infrastructure. We can leverage these assets, reduce our cost per ride, and increase our sources of funding by serving additional communities. Over the next three years we will pursue the following.

1.1.1 Expand community transportation program to two municipalities: Town of Whitchurch-Stouffville and the Town of East-Gwillimbury

1.1.2 Expand users by forming partnerships with not-for-profit organizations in our community that have clients in need of our services

1.1.3 Coordinate transportation services for specific organizations

1.1.4 Create new users for new programming that leverages transportation services

1.1.5 Expand to Simcoe County and Regional Municipality of Durham (Township of Brock)
This would be a second phase of expansion, after increasing services within York



1.2 Strengthen the Organization

When accomplished, the following priorities would all strengthen the organization.

1.2.1 Acquire a Routes Bus

Develop a business case for the purchase of our own bus to provide additional services in line with our mission and vision. If the business case is sound: proceed with a plan to acquire the bus and use it for our programming.

1.2.2 Develop Video

Develop a video to be used to recruit volunteers, sign up individual riders, and promote new partnerships.

1.2.3 Conduct Thorough Intake and Needs Assessment

Change the intake process by collecting additional information about our clients to better understand how we can help them.

1.2.4 Accomplish Organizational Effectiveness

Developing and implementing an operational plan by the staff.

1.2.5 Transition from Working Board to Governing Board

Moving from being a working board to become a policy board.

1.2.6 Develop Policies

Developing high level financial and operational policies.

1.2.7 Obtain Additional Sources of Funding

Pursuing other funding models.

1.2.8 Design and Implement Trillium Program Evaluation

Designing and implementing a program evaluation framework.



Disp

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M5G 2E5
Tel.: 416 585-7000**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto ON M5G 2E5
Tél. : 416 585-7000

DEC 05 2018

RE: Municipal Reporting Burden

Dear Heads of Council,

As you have heard me say, reducing the provincial reporting burden affecting the municipal sector is a priority for the government. I addressed municipal concerns about the reporting burden at the Association of Municipalities of Ontario (AMO) conference in Ottawa this past summer. I have heard from municipalities that the province asks for too many reports, which impacts the ability of municipalities to focus on local priorities.

I have struck a team in my ministry to lead the reduction of the municipal reporting burden across government. In addition to reducing the number of reports, we must make sure any remaining information collected is necessary for the province's work. We must confirm the information requested is not duplicative, and that the reporting requirements for small municipalities are appropriate.

To address these goals, my ministry will be convening a cross-government working group to bring together ministries with municipal reporting requirements. This group will be tasked with reducing reporting and undertaking the work to meet the aforementioned commitments.

In addition to our cross-government working group, in 2018, my team will be convening a stakeholder working group of various municipal associations with a shared common interest in municipal reporting requirements.

I invite you to share your thoughts on what changes can be made to municipal reporting directly to my office, as well.

Thank you for your support.

A handwritten signature in black ink, appearing to read 'Steve Clark'.

Steve Clark
Minister, Ministry of Municipal Affairs and Housing

c: Laurie LeBlanc, Deputy Minister, MMAH



MUNICIPAL PROPERTY ASSESSMENT CORPORATION

December 14, 2018

To: Chief Administrative Officers, Chief Financial Officers, Clerks,
Treasurers and Tax Administrators

From: Carla Y. Nell, Vice President, Municipal and Stakeholder Relations

Subject: 2018 Year-End Assessment Report

As part of our continued commitment to stakeholder engagement and information sharing with our municipal partners, we have prepared the attached **2018 Year-End Assessment Report**, which will be of interest to both municipal administration and elected officials. This report provides a high-level summary of MPAC's 2018 activities that are relevant to the municipal sector, and also two municipal level snapshots of the assessment changes unique to your municipality.

This report will also be provided to Municipal Clerks for submission to municipal councils in January 2019. In the interim, I encourage you to review the report and share any questions with your MPAC Municipal and Stakeholder Relations Regional Manager and/or Account Manager.

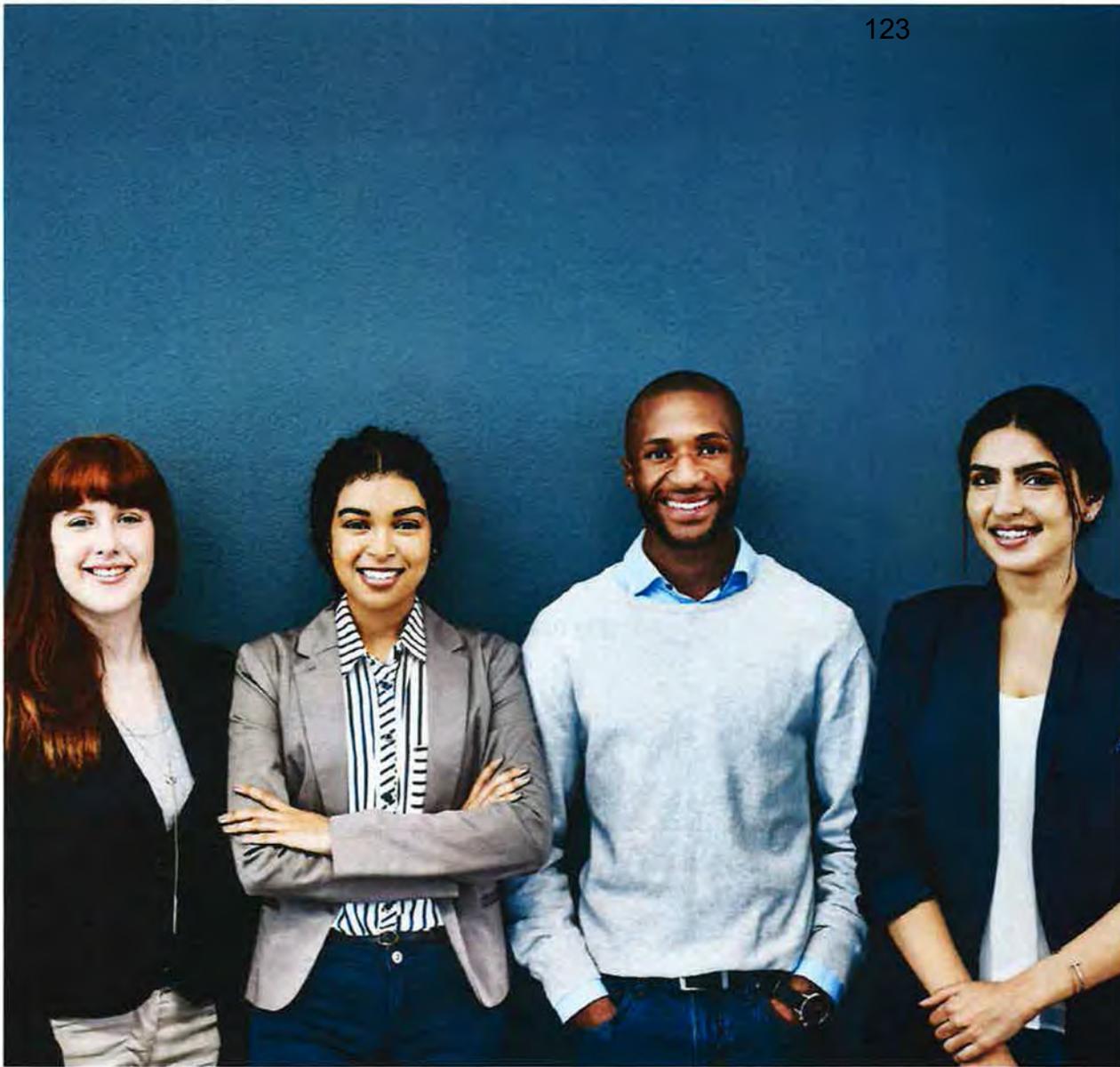
Happy Holidays,

A handwritten signature in black ink, appearing to read "C. Nell", is positioned above the printed name of the sender.

Carla Y. Nell
Vice-President, Municipal and Stakeholder Relations

Attachments

Copy Regional and Account Managers



2018 YEAR-END ASSESSMENT REPORT FOR THE 2019 TAX YEAR

AS OF DECEMBER 2018



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

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About MPAC

MPAC stands for Municipal Property Assessment Corporation, and the MPAC team is made up of assessment experts who understand local communities and assess every property in Ontario. Our assessments provide the very foundation that municipalities use to base the property taxes needed to pay for the services we use every day.

As an independent, not-for-profit corporation, our assessments follow the *Assessment Act* and other legislation and regulations set by the Government of Ontario. We also have a Board of Directors made up of provincial, municipal and taxpayer representatives.

MPAC's expertise is in property assessment, customer service and technology. It is these components of MPAC's work that make our contribution to Ontario so valuable.

MPAC is responsible for assessing more than 5 million properties in Ontario, of all types (residential, business and farms), representing \$2.78 trillion in property value. We take property assessment seriously because it's the part we play in helping to make the communities we all live in stronger.

Learn more at:



mpac.ca



Introduction

Ontario municipalities rely on MPAC to provide expert opinions on the value of properties in our communities. We understand that turning these opinions into assessments goes beyond the determination of values. The work we do includes producing the products and services you require to understand, maintain and support your assessment base, such as property data, phase-in, classification, new assessment and appeals. The **2018 Year-End Assessment Report** provides an update on these items.

The Property Assessment Cycle in Ontario

We update the assessment of every property in Ontario every four years to capture changes to properties and the real estate market.

While the effective valuation date of January 1, 2016 remains constant during the four-year cycle, we are responsible for providing an updated annual Assessment Roll to each municipality that includes:

- ▶ **Changes to property ownership**
- ▶ **Changes to state and condition of a property**
- ▶ **Updates to the assessed value and classification**
 - New construction, demolitions and consolidations
 - Requests for Reconsideration (RfR) and Assessment Review Board (ARB) decisions

In advance of the 2019 property tax year, we delivered more than 800,000 Property Assessment Notices to property owners across Ontario where there was a change in property ownership or value. Your municipality also recently received the **2018 Assessment Roll for the 2019 property tax year** and the electronic **Year-End Tax File**. This file includes the updates we made during 2018 to keep your Roll current.

Purpose of This Report

We have prepared this report to assist you in understanding changes in your assessment base to inform ongoing budget and tax policy planning. The report also provides an update on the work we have undertaken over the course of 2018 to deliver an updated and stable Assessment Roll.

In addition, the report shares our plan for the next Assessment Update in 2020, which will provide property values for the 2021–2024 property tax years.

Attached to this report are two municipal-level assessment snapshots:

1. Assessment Change Summary

Provides the updated 2016 current value assessment (destination) and a comparison of the phased-in assessments for the 2018 and 2019 tax years

2. Assessment Base Distribution

Compares the distribution of the total 2018 and 2019 phased-in assessments and includes the percentage of the total assessment base by property class

Responsible for
assessing and
classifying more than

5 MILLION

properties in Ontario

Representing

\$2.78T

in property value

We delivered
more than

800,000

Property
Assessment
Notices

2018 Highlights

Our assessments support the collection of nearly **\$20 billion in municipal taxes annually**. We understand how important our work is to you, which is why we offer a range of services that enables you to understand and employ those values. No two assessment bases are the same. As such, we understand the need to share insights and develop understanding with all municipalities about how markets and communities are changing.

Maintaining Your Annual Assessment Roll

Having accurate and timely data is critical to the assessment process. Throughout the year, we complete regular quality control processes. Specifically, we review assessments and property classification changes received through:

- ▶ Building permits
- ▶ Vacancy applications
- ▶ Tax applications
- ▶ Subdivision plans

This ensures information is both current and accurate. This ongoing assessment work provides confidence that the information in your Assessment Roll is reliable and ready to support your budget and tax planning.

New Assessment

In 2018, we delivered more than \$38 billion in new assessment to municipalities across the province. We successfully processed more than 85% of this new assessment within one year of occupancy. Timely processing of new assessment from new

construction or additions to existing property and accurate forecasting of new assessment were identified as key municipal priorities and are included in our Service Level Agreement with municipalities.

New Assessment Forecasting

A significant change in 2018 was the presentation of the quarterly new assessment forecast and our commitment to capture a minimum of 85% of all new assessment within one year of occupancy, based on availability of information from your municipality.

The other important change in 2018 came from you, our municipal partners.

This year, we started delivering new assessment progress reports on a quarterly basis to support ongoing dialogue between MPAC and municipalities about current and future growth trends and to provide a better sense of future taxable amounts.

2018 NEW ASSESSMENT BY ZONE



We delivered more than **\$38 billion** in new assessment to municipalities across the province

**From January 1 to October 31, 2018,
MPAC completed a total of 27,917
Requests for Reconsideration**

Requests for Reconsideration and Appeals

Another important activity we continue to work on throughout the four-year assessment cycle is responding to and processing assessment changes because of Requests for Reconsideration (RfR) and **Assessment Review Board (ARB)** appeal outcomes. This information is applied to your Assessment Roll throughout the year as part of our ongoing efforts to maintain and deliver stable Assessment Rolls.

We continue to work closely with the ARB and other parties, providing impartial, expert opinions to support the appeal process.

We have seen a steady decrease in the number of RfRs and appeals; since 2009 the number of RfRs filed has decreased by 50% and the number of appeals has decreased by 40%.

We will continue to work with the ARB and other parties to improve the efficiency and effectiveness of the appeals process, with the goal of reducing the time to resolve appeals.



2009, 2013 and 2017 represent the first tax year of the last three Assessment Updates, when the majority of appeals are filed.

2018 TOTAL NUMBER OF COMPLETED APPEALS BY ZONE



We have seen a steady decrease in the number of RfRs and appeals since 2009

Service Level Agreement (SLA)

The service levels in the SLA represent the most important MPAC deliverables as identified by you, our municipal partners. The SLA itself defines high performance standards in key service areas; outlines the roles, responsibilities and dependencies of both parties – reinforcing our shared accountability.

We implemented the SLA in 2017, and the end of 2018 marks a full year of measuring against these service levels.

In 2018, we also launched the SLA Reporting Tool in Municipal Connect to offer an at-a-glance snapshot to guide discussions around SLA objectives, help improve service delivery and promote shared accountability. At the end of our first year, MPAC is happy to report that we have met 96% of all service levels and have worked closely with municipalities, including remedial action, when service levels have not been met.

We have met
96%
 of all service levels



Looking Ahead to the Next Assessment Update

A key change leading up to the **2020 Assessment Update** is the new valuation date of January 1, 2019, passed into legislation by the Province of Ontario. This is two years in advance of the first tax year to which the Assessment Update will apply. In the previous Assessment Update, the valuation date preceded the first tax year by one year.

The four-year phase-in program remains in place, meaning values will be effective for the 2021 to 2024 property tax years. As in the past, all assessment increases are phased-in over four years and assessment decreases are applied immediately.

The earlier valuation date increases the availability of data used to prepare valuations and will provide more time to consult and share preliminary market insights when our engagement activities begin in earnest in 2020.

This will enable MPAC and stakeholders to identify and resolve potential issues before the return of the Roll in December 2020.



Conclusion

At the core of our new **2017–2020 Strategic Plan** is the theme “Valuing What Matters Most.” For municipalities, we value building the customer and municipal relationship. This means enhancing the transparency of new assessment forecasts, processing assessment adjustments in a timely way, ensuring traceability and transparency in our assessment valuation and methodology, and keeping stakeholders apprised of changes in the market that may impact property values.

Through greater collaboration between MPAC and municipalities, we remain committed to continuously improving our service, and we encourage you to share your feedback with us on the delivery of our products and services.

Your local **[Municipal and Stakeholder Relations team](#)** is available to support you with any of our products or services. Please contact your Regional Manager, Account Manager, or Account Support Coordinator if you have any questions or would like more information about this report.





APPENDIX 1

Assessment Change Summary by Property Class Town of Georgina

The following chart provides a comparison of the total assessment for the 2016 base years, as well as a comparison of the assessment change for 2018 and 2019 property tax year by property class.

Property Class/Realty Tax Class	2016 Full CVA	2018 Phased-in CVA	2019 Phased-in CVA	Percent Change 2018 to 2019
R Residential	7,809,747,250	6,833,232,900	7,321,490,073	7.1%
M Multi-Residential	99,176,600	89,211,401	94,194,000	5.6%
N New Multi-Residential	38,000	34,254	36,127	5.5%
C Commercial	305,762,400	278,318,810	292,040,602	4.9%
S Shopping Centre	34,041,300	32,302,376	33,171,838	2.7%
G Parking Lot	740,900	679,155	710,027	4.5%
X Commercial (New Construction)	52,656,300	46,393,832	49,525,067	6.7%
Z Shopping Centre (New Construction)	39,068,600	33,374,190	36,221,395	8.5%
I Industrial	20,447,400	18,914,474	19,680,938	4.1%
J Industrial (New Construction)	3,299,700	3,146,190	3,222,945	2.4%
P Pipeline	12,457,000	12,056,781	12,256,891	1.7%
F Farm	218,326,900	176,980,376	197,653,638	11.7%
T Managed Forests	8,546,100	7,148,013	7,847,057	9.8%
(PIL) R Residential	7,620,400	6,752,387	7,186,394	6.4%
(PIL) C Commercial	25,844,900	24,349,393	25,097,147	3.1%
E Exempt	422,754,500	363,730,430	393,242,470	8.1%
TOTAL	9,060,528,250	7,926,624,962	8,493,576,609	7.2%



APPENDIX 2

Assessment Base Distribution Summary by Property Class Town of Georgina

The following chart provides a comparison of the distribution of the total assessment for the 2016 base year, and the 2018 and 2019 phased-in assessment which includes the percentage of the total assessment base by property class.

Property Class/Realty Tax Class	2016 Full CVA	Percentage of Total 2016 CVA	2018 Phased-in CVA	Percentage of Total 2018 CVA	2019 Phased-in CVA	Percentage of Total 2019 CVA
R Residential	7,809,747,250	86.2%	6,833,232,900	86.2%	7,321,490,073	86.2%
M Multi-Residential	99,176,600	1.1%	89,211,401	1.1%	94,194,000	1.1%
N New Multi-Residential	38,000	0.0%	34,254	0.0%	36,127	0.0%
C Commercial	305,762,400	3.4%	278,318,810	3.5%	292,040,602	3.4%
S Shopping Centre	34,041,300	0.4%	32,302,376	0.4%	33,171,838	0.4%
G Parking Lot	740,900	0.0%	679,155	0.0%	710,027	0.0%
X Commercial (New Construction)	52,656,300	0.6%	46,393,832	0.6%	49,525,067	0.6%
Z Shopping Centre (New Construction)	39,068,600	0.4%	33,374,190	0.4%	36,221,395	0.4%
I Industrial	20,447,400	0.2%	18,914,474	0.2%	19,680,938	0.2%
J Industrial (New Construction)	3,299,700	0.0%	3,146,190	0.0%	3,222,945	0.0%
P Pipeline	12,457,000	0.1%	12,056,781	0.2%	12,256,891	0.1%
F Farm	218,326,900	2.4%	176,980,376	2.2%	197,653,638	2.3%
T Managed Forests	8,546,100	0.1%	7,148,013	0.1%	7,847,057	0.1%
(PIL) R Residential	7,620,400	0.1%	6,752,387	0.1%	7,186,394	0.1%
(PIL) C Commercial	25,844,900	0.3%	24,349,393	0.3%	25,097,147	0.3%
E Exempt	422,754,500	4.7%	363,730,430	4.6%	393,242,470	4.6%
TOTAL	9,060,528,250	100%	7,926,624,962	100%	8,493,576,609	100%

December 17, 2018

Mayor & Council



RE: York Region Environmental Alliance (YREA) response to Bill 66: Keeping Georgina open for business without jeopardizing the Greenbelt, Oak Ridges Moraine & other environmental protections.

The Government of Ontario has introduced Bill 66, supposedly, to restore Ontario's competitiveness through Schedule 10 that would amend the Planning Act to allow municipalities to pass "open-for-business planning by-laws". Of serious concern to us:

- Bill would allow open-for-business planning by-laws to override important water, agricultural and environmental protections contained in the Clean Water Act, 2006, and the Greenbelt Act, 2005; the Places to Grow Act, and other provincial legislation.
- No notice or hearing is required prior to the passing of an open-for-business planning by-law.

The Greenbelt and Oak Ridges Moraine are integral components of land use planning that complements the Growth Plan to encourage smart planning, the reduction of sprawl, protection of natural and hydrological features and agricultural lands. The Greenbelt has protected 1.8 million acres of farmland, local food supplies, the headwaters of our rivers and important forests and wildlife habitat for over 12 years. It generates 9.1 billion dollars in revenue each year, creating 161,000 local jobs across 28 municipalities. It ensures our food security by providing us with local food, encouraging young farmers to step in. Existing agriculture, tourism and recreation provide enormous economic impact and are an important part of planning for sustainable communities - which cannot be said for more urban sprawl.

There is a tremendous amount of land, including employment lands, already planned and available in excess of the development needs of the GTA without weakening the protections provided by the Greenbelt, Oak Ridges Moraine plans and Clean Water Act - critical to the health of our communities.

YREA asks that the Town of Georgina, upon review of Schedule 10 of Bill 66, stand with other enlightened municipalities by opposing this Act. Why? Because our communities are not red tape, our rivers and streams are not red tape, our local food security is not red tape and the future health and well-being of our children is not red tape.

Sincerely

Gloria Marsh, Executive Director
York Region Environmental Alliance

Partnering for a greener planet

<http://www.yrea.org>

gloria@yrea.org



December 19, 2018

Dear Mayor Quirk and Georgina Council,

RE: Bill 66, Restoring Ontario's Competitiveness Act

The [Rescue Lake Simcoe Coalition](#) represents 17 local groups of citizens who are concerned about the health of Lake Simcoe. The [Simcoe County Greenbelt Coalition](#) represents 35 groups from across Simcoe County and the province including ratepayers, naturalists, indigenous communities and climate advocates who want to create a more prosperous Simcoe County through protection of our water, green spaces and sustainable development.

Recently, the provincial government tabled Bill 66, Restoring Ontario's Competitiveness Act. This bill would enable municipalities to pass an Open for Business Bylaw which would remove key protective policies for our water, farmland and green spaces in favour of expediently processing development applications which may create employment opportunities. These policies which are under attack are not small, insignificant pieces of legislation. Rather they are keystone policies that keep our water clean and safe to drink, including the Clean Water Act, the Lake Simcoe Protection Plan and the Great Lakes Protection Act.

Our coalitions stand behind these protective policies and their implementation because we know that local economies and the public's health rely on them. For example, Lake Simcoe contributes \$200 M per year to its regional economy. The Clean Water Act, which was a direct to the tragedies in Walkerton, ensures that drinking water sources for Ontarians are free from contamination. We appreciate the need for economic opportunities, but we strongly believe that economic opportunities do not have to come at the expense of our drinking water, lakes or green spaces.

And some of your fellow mayors agree with us on that point. On Thursday December 13th, the Mayor of Barrie, [Jeff Lehman, added his name](#) to the growing list of Mayors who have criticized Bill 66. The Mayors of [Hamilton, Burlington](#), Halton Hills, Milton, Aurora, Oakville and [Guelph](#) have also come out against [Bill 66](#). These mayors appreciate the need to protect public health and understand their economies depend on a healthy environment.

Many citizens are very concerned about Bill 66. They want to hear that their councils believe community development and protection of our environment can coexist and be mutually supportive. To learn more about Bill 66 see the Canadian Environmental Law Association's briefing document at : <http://www.cela.ca/sites/cela.ca/files/CELABriefingNote-Bill66andCWA.pdf>

Today, we are calling on all municipal councils in the Lake Simcoe watershed, and in Simcoe County, to reassure those citizens that their water and green spaces won't be sacrificed. We respectfully ask that your council put safety and good regulation first and publicly commit not to use Bill 66. To that end, we enclose an example motion which could be considered by your council.

We would appreciate notification of any actions taken by Council regarding Bill 66.

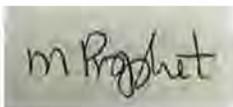
Sincerely,



Claire Malcolmson

Executive Director, Rescue Lake Simcoe Coalition

rescuelakesimcoecoalition@gmail.com



Margaret Prophet

Executive Director, Simcoe County Greenbelt Coalition

margaret@simcoecountygreenbelt.ca

Keeping XX open for business without jeopardizing safe drinking water and other environmental protections.

WHEREAS, the Government of Ontario has introduced Bill 66, An Act to restore Ontario's competitiveness by amending or repealing certain Acts; and

WHEREAS, Schedule 10 of Bill 66 would amend the *Planning Act* to allow municipalities to pass "open-for-business planning by-laws"; and

WHEREAS Bill 66 would allow open-for-business planning by-laws to override important planning, drinking water, agricultural and other environmental protections contained in the *Clean Water Act, 2006*, the Provincial Policy Statement, and other provincial policies, plans, and legislation; and

WHEREAS, the content Bill 66 was never discussed with XX residents in either the recent provincial or municipal elections; and

WHEREAS no notice or public hearing is required prior to the passing of an open-for-business planning by-law nor any appeals rights thereafter; and

WHEREAS, protections included in the *Clean Water Act, 2006* and in the corresponding approved XX Source Protection Plan are critical to the health of XX residents;

THEREFORE BE IT RESOLVED,

THAT the Town/City of XX opposes Schedule 10 of Bill 66, An Act to restore Ontario's competitiveness by amending or repealing certain Acts and calls for its removal from the Bill; and

THAT notwithstanding the future adoption of Bill 66, the Town/City of xx will not exercise the powers granted to it in Schedule 10 or any successor sections or schedules to pass open-for-business planning by-laws for the duration of this term of office;

THAT this resolution be distributed to: the leaders of all parties represented in the Legislature; the Minister of Municipal Affairs and Housing; the Minister of the Environment, Conservation and Parks; and the Association of Municipalities of Ontario.

THAT Bill 66 does not represent how the people of XX want to do business.

MEMORANDUM

TO: Mayor Quirk
Members of Council

FROM: John Espinosa, Town Clerk

SUBJECT: General Information Items

DATE: January 9, 2019

Please notify the Clerk's office if you wish to have any of these items placed on the agenda for discussion:

- i) Keswick Cemetery Board Minutes held on October 10, 2018
- ii) Georgina Public Library Board Minutes held on November 15, 2018
- iii) Correspondence from Michael Walters, CAO, Lake Simcoe Region Conservation Authority, to Minister Phillips, Ministry of Environment, Conservation and Parks, concerning recent news that funding for source protection authorities to implement the requirements of the Clean Water Act may be in jeopardy.
- iv) Mary Lynn Standen, Clerk, Municipality of Northern Bruce Peninsula, advising of its endorsement of the Township of Kearney's position to re-establish a working group concerning the Voter's List for Municipal elections to eliminate data inaccuracies and outdated information
(Advisement: Town Council endorsed the Town of Kearney's position at its December 12th meeting)
- v) Grant Young, Works Technician, Region of York, respecting reconstruction of the intersection of Lake Ridge Road (Regional Road 23) and Pefferlaw Road (Regional Road 21) from a rural two-way stop-controlled condition to a semi-urban/rural single lane roundabout
- vi) Association of Municipalities of Ontario respecting the Ontario government's phased approach for the number of retail stores and locations of Cannabis in the province, due to a national shortage of cannabis supply
- vii) Judy Dezell, Director, LAS (Local Authority Services), announcing a rebate of \$5,878.98 to Georgina as an LAS Natural Gas Program member, being a proportionate share of the \$1.5 million reserve fund surplus that is being returned to program members that had accounts enrolled in the LAS Natural Gas Program during the 2016-17 program year
- viii) Ministry of the Environment, Conservation and Parks release of the Minister's Annual Report on Drinking Water 2018, showcasing how Ontario is taking action to protect drinking water and water resources

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- ix) Bruce Ketcheson of Ritchie, Ketcheson Hart & Biggart, Solicitor for the Corporation of the Town of Georgina, respecting the settlement hearing convened for the development appeals by Ciccio Enterprises involving 895 Lake Drive East
- x) Carla Y. Nell, Vice-President, Municipal and Stakeholder Relations, concerning an upcoming change regarding how MPAC will reflect gender information on its products and systems

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CORPORATION OF THE TOWN OF GEORGINA
IN THE
REGIONAL MUNICIPALITY OF YORK

BY-LAW NO. 2019-0001 (COU-2)

BEING A BY-LAW TO CONFIRM THE PROCEEDINGS
OF THE COUNCIL MEETING HELD ON THE 9th DAY
OF JANUARY, 2019

WHEREAS under subsection 5(3) of the *Municipal Act, S.O. 2001, c. 25*, as amended, the powers of a council of a municipal corporation shall be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Town of Georgina at its meeting held on the 9th day of January, 2019, be confirmed and adopted by by-law.

NOW THEREFORE, the Council of the Town of Georgina, in the Regional Municipality of York, hereby enacts as follows:

1. The proceedings and actions of Council as contained in the Reports and Additional Business referred to in Schedule 'A' at the end of this by-law are adopted and confirmed as if each proceeding and action were expressly adopted and confirmed by by-law. As if all such proceedings were expressly embodied in this by-law.
2. Subject to Section 3, the Mayor, any other appropriate member of Council and the proper Town officials be authorized and directed to undertake all actions necessary to give effect to the proceedings and directions of Council referred to in section 1.
3. Where a proceeding or action requires an additional approval to that of Council before a particular action can be done in order to give full effect to it, the Mayor, any other appropriate member of Council and the proper Town officials before taking the particular action under the authorization of section 2, shall seek and obtain the necessary additional approval and are authorized to do so.
4. A document required to be signed on behalf of the Town shall be signed by the Mayor or Deputy Mayor, Town Clerk or Deputy Clerk.

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5. A Member of Council, whose name is set out in Column 1 of Schedule 'B', Conflict of Interest, at the end of this by-law, has declared an interest with respect to any item in Column 2 set out opposite the member's name, and the Member has declared an interest in this confirmatory by-law as it relates to the confirmation of the proceedings and actions on the item.
6. This by-law shall be signed by the Mayor and Clerk, affixed with the seal of the Corporation and engrossed in the By-law book.

READ and enacted this 9th day of January, 2019.

Margaret Quirk, Mayor

John Espinosa, Town Clerk

Schedule 'A' to By-law No. 2018-0090 (COU-2)

MINUTES

Council Meeting of January 9, 2019

Schedule 'B' to By-law No. 2019-0001 (COU-2)

CONFLICTS OF INTEREST

Column 1

n/a

Column 2

n/a