

BUILDING A COMMITMENT TO SERVICE



GEORGINA

2023

DRAFT BUDGET

November 30, 2022

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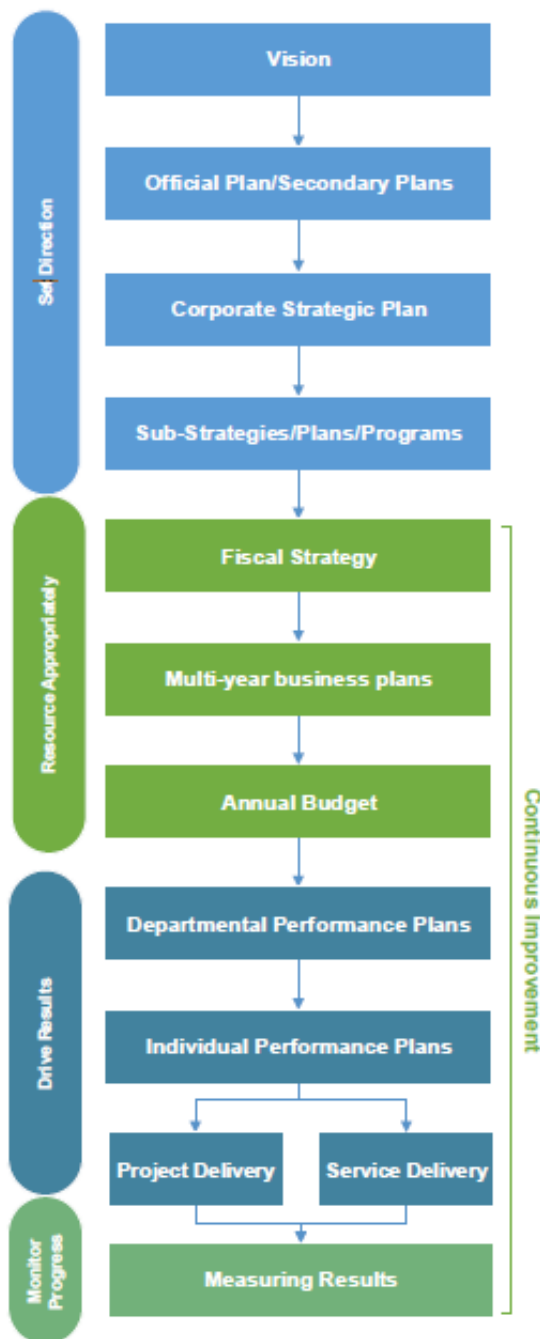
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GEORGINA



BUDGET PROCESS OVERVIEW

BUDGET PROCESS OVERVIEW

Vision and Mission



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



To promote a high quality of life for our residents through exceptional municipal service, community engagement and a framework which supports a thriving economy.

CORPORATE STRATEGIC PLAN (2019-23)



GROW our economy



Increase employment and investment

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



Improve both transportation and broadband connectivity

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



Promote Town identity

- Create a plan to strengthen Georgina's brand

ENGAGE & BUILD our community & partnerships



Establish and strengthen partnerships

- Develop a Corporate Sponsorship Program
- Continue collaboration with other municipalities and levels of government
- Continue collaboration with community agencies, the Chippewas of Georgina Island, associations, not-for-profits, authorities, etc.



Engage our community

- Prepare an annual community engagement plan
- Update the 2018 – 2020 Communications Plan

PROMOTE a high quality of life



Build a healthy, safe and accessible community

- Develop a Waterfront Strategy
- Update the Recreation and Cultural Services Master Plan
- Refresh the Trails and Active Transportation Study
- Design and construct a Multi-use Recreation Complex (MURC)
- Refresh the Municipal Cultural Plan
- Implement the Library Master Plan
- Advocate for improved age-in-place and health care services
- Implement the Fire Services Protection Master Plan
- Refresh the Emergency Preparedness Plan



Promote responsible growth

- Develop an Innovative Housing Strategy
- Update secondary plans for Keswick, Pefferlaw and Sutton/Jackson's Point and begin a conformity review of the Official Plan
- Update the zoning by-law
- Develop a Sustainability Plan

DELIVER exceptional service



Ensure exceptional service delivery

- Create a Customer Service Strategy
- Launch a Continuous Improvement Program
- Implement the recommendations of the Development and Building Process Review
- Establish a Business Continuity Plan
- Implement the IT Strategic Plan
- Implement the Records Management Review findings



Manage our finances and assets proactively

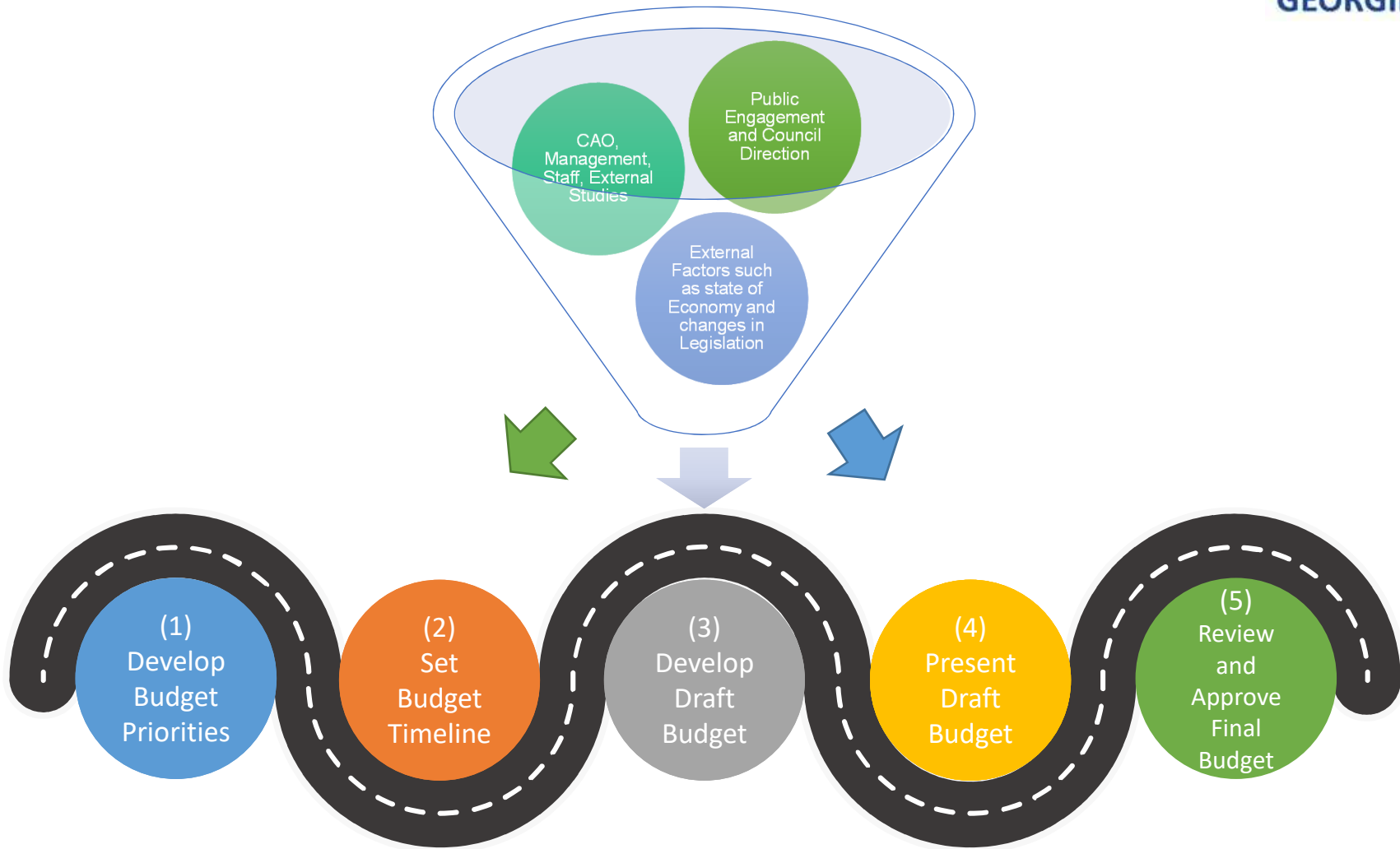
- Implement key financial strategies
- Update the development charges by-law
- Update the Long-range Financial Plan
- Update the Municipal Asset Management Plan
- Design and construct a new Civic Centre
- Conduct a Surplus Vacant Land Study
- Conduct an Invest/divest Facilities Review
- Continue collaborative efforts to address jurisdiction along Lake Drive



Support staff development and excellence

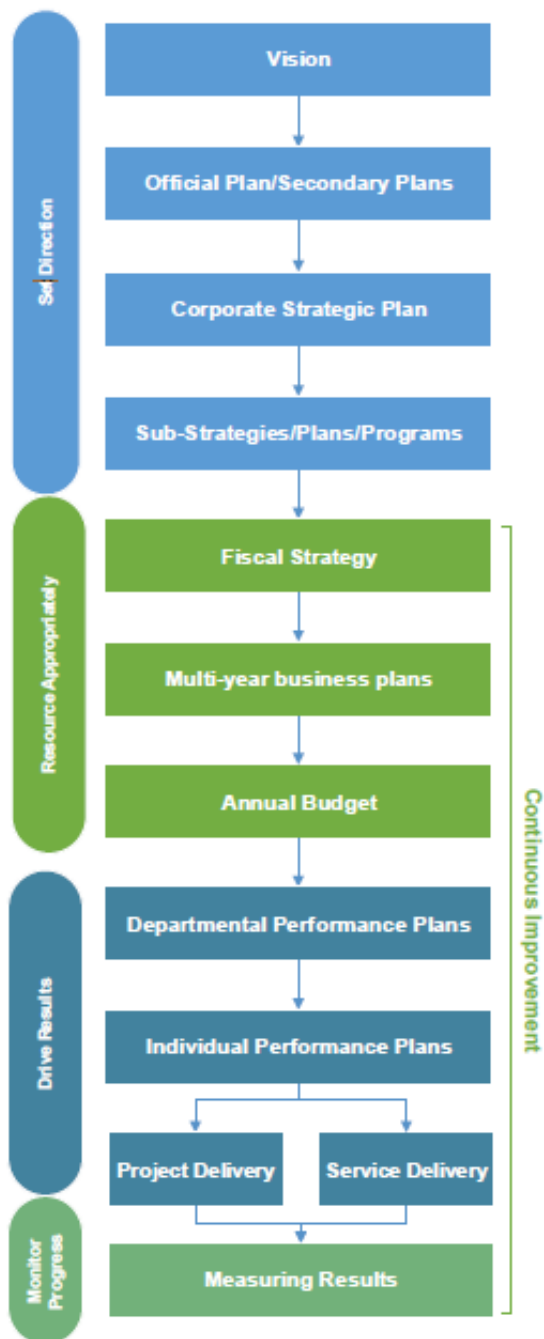
- Refresh the Human Resources Strategy

BUDGET PROCESS OVERVIEW





GEORGINA



2023 BUDGET AT A GLANCE

2023 BUDGET AT A GLANCE

Draft Budget for the Town of Georgina



Operating Expenditures	\$72,863,220
Reserve Contributions	<u>\$10,895,960</u>
Total Operating Budget	\$83,759,180
New Capital Projects	\$16,622,000
2023 MURC Cash Flow	<u>\$ 8,600,000</u>
Total Capital Budget	\$25,222,000
Total 2023 Draft budget for Operating and Capital	\$108,981,180
Carry Forward Capital Projects*	\$24,268,760
*Net of MURC (\$21.7M) & Civic Center (\$13.9M)	

2023 BUDGET AT A GLANCE

Operating Budget (Tax Levy & Water)



Revenues	
Tax Levy	(50,438,520)
Wastewater	(7,930,960)
Water	(7,243,050)
Misc Revenues	(5,162,390)
User Fees, Lease and Rental	(3,508,330)
Development Fees	(3,259,000)
Provision from Reserve	(2,174,060)
Local Improvements (Water/Wastewater)	(1,579,800)
Capital Recovery (Water/Wastewater)	(1,331,400)
Region or other Municipality	(788,240)
Donations & Grants	(343,430)
Total Revenues	(83,759,180)

Expenses	
Salaries and Benefits	40,858,890
Water Payments to York region	10,976,110
Contributions to Reserve	10,895,960
Contracted Services	7,197,760
Other Direct Costs	4,247,230
Supplies and Maintenance	3,030,760
Debenture Repayment	2,121,290
Hydro/Sewer/Gas	2,015,550
Staffing Other Direct Expenses	1,103,310
Debenture Repayment	772,820
Donations & Grants	539,500
Total Expenses	83,759,180

2023 BUDGET AT A GLANCE

Proposed 2023 Tax Increase



Tax Levy Percentage

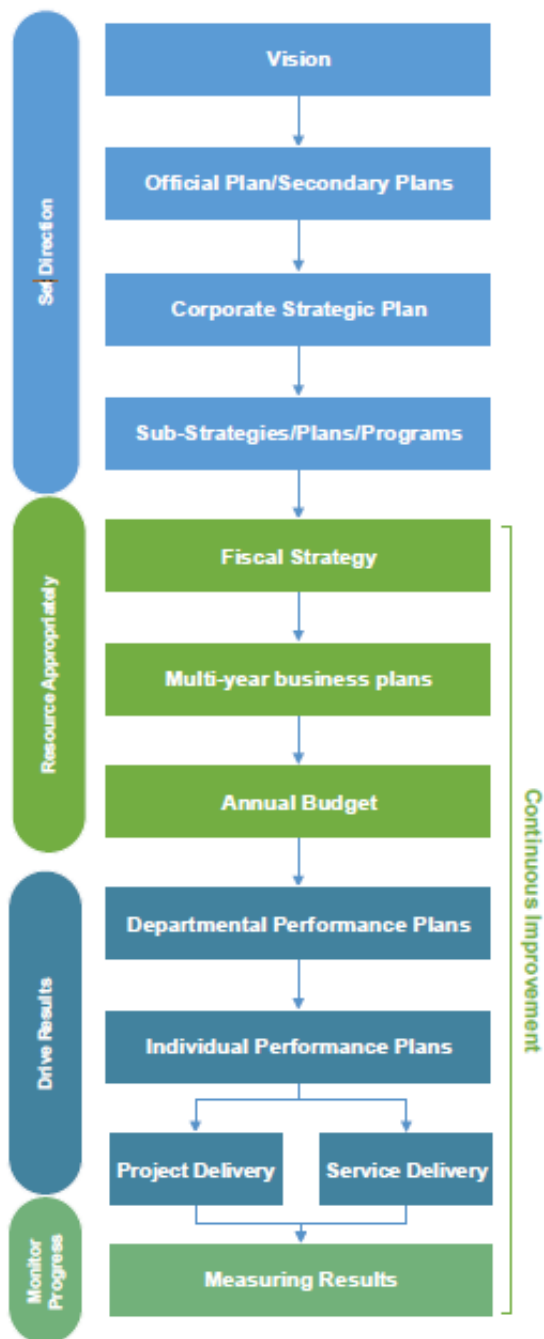


Tax Levy Percentages Translated to Property Taxes Increases (for an average single-family detached dwelling, not on waterfront)





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TAX LEVY SUPPORTED OPERATING BUDGET

2023 DRAFT OPERATING BUDGET

Staffing Requests



Position	Type (New/Modified)	Salary	Payroll Costs	Total	Funding Source
23-SI-OI-01: Heavy-duty Diesel Mechanic	New	80,380	24,120	104,500	Assessment Growth
23-SI-OI-02: Road Attendant	New	72,500	21,750	94,250	Existing Contracted Services Dollars
23-SI-OI-03: Two Project Managers	New	200,000	60,000	260,000	Capital Projects/Reserves
23-SI-FS-01: Four Career Firefighters	New	258,480	77,520	336,000	Tax Levy
23-SI-DCAO-01: Client Services Technician	New	54,340	16,300	70,640	Assessment Growth
23-SI-DCAO-02: Water Clerk	New	56,370	16,910	73,280	Water and Wastewater rates
23-SI-SI-01: Manager, Corporate Strategy & Transformation	New	123,000	36,900	159,900	Tax Levy
23-SI-LI-02: Circulation Supervisor	New	66,620	19,980	86,600	Library Reserves
23-SI-LI-01: Executive Assistant	Modified	19,080	5,720	24,800	Tax Levy (Modified from permanent Part-Time to Full-Time)

In addition to the above, there is one temporary request which will be funded by the tax levy:

23-SI-LS-01 Seasonal Parking Control Officers (Temp): \$40,000

2023 DRAFT OPERATING BUDGET

New Operating Initiatives



	<u>Amount</u>
Development Services	
23-NI-DS-01 Planning Consultant Funded by Reserves	\$60,000
Office of the Chief Administrative Officer	
23-NI-CAO-01 Department-led Staff Engagement Funding Funded by Reserves	\$50,000
Total New Initiatives	\$110,000

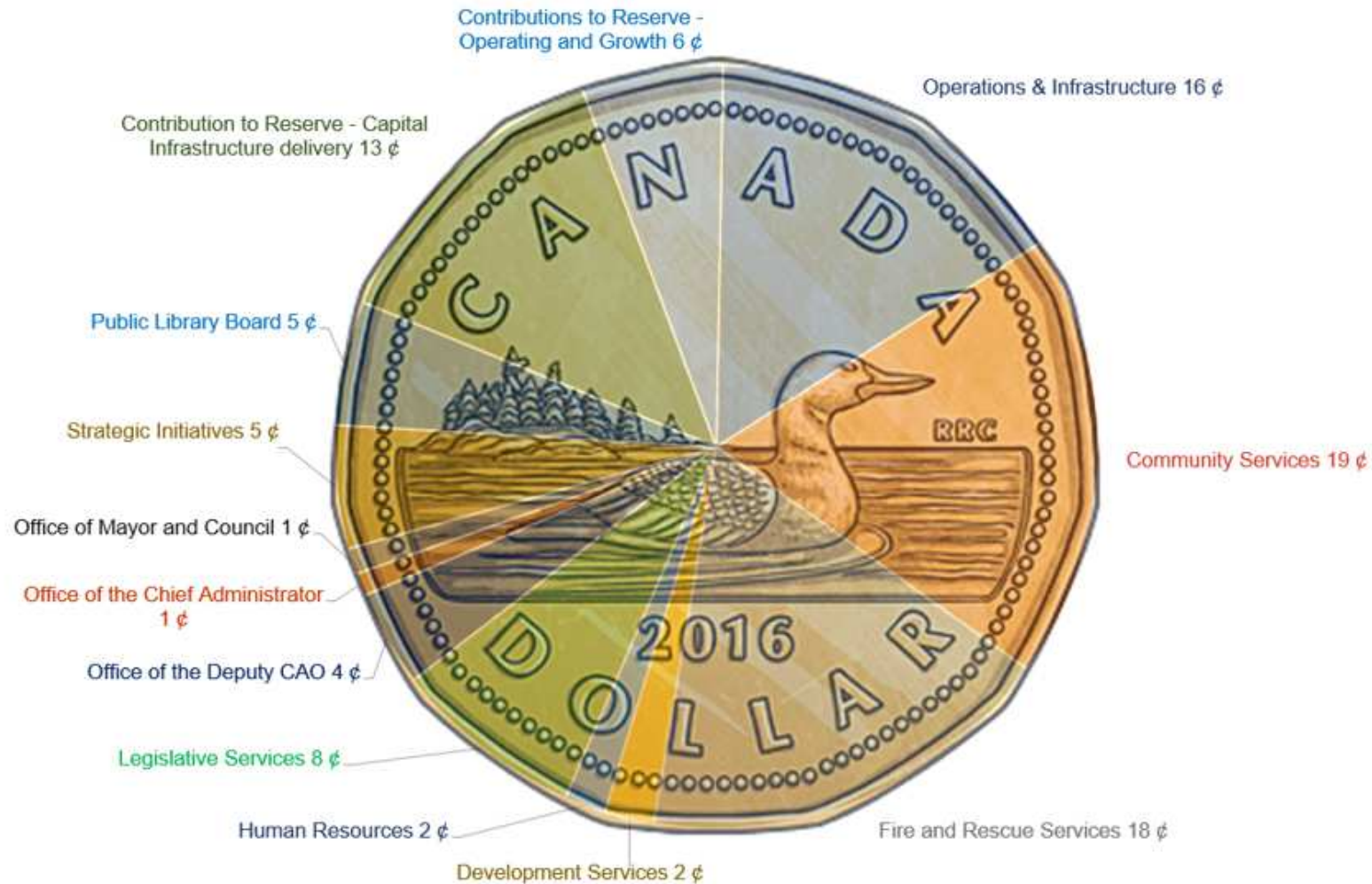
Net MURC Operating Budget – Funded by Assessment Growth

Recreational Programming	\$ 1,500,000
Library Programming	\$ 500,000
Annual Operating Expenditures	<u>\$ 2,000,000</u>

* Detailed MURC operating budget will be presented to council in Q3 of 2023.

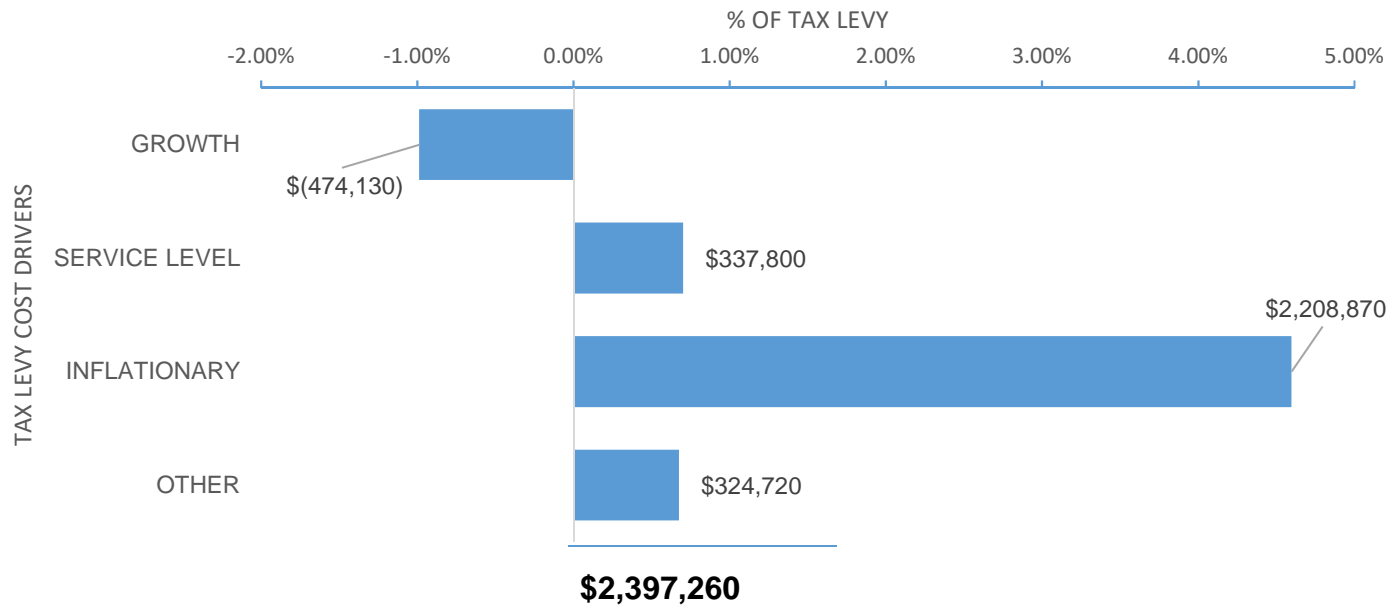
2023 DRAFT OPERATING BUDGET

How Your Tax Dollar is Spent



2023 DRAFT OPERATING BUDGET

Cost Drivers



- Assessment Growth **0.9 percent**
- Total Tax Levy Supported Budget is **65.4 Million**
- Primary Funding Source: Tax Levy is **50.4 Million**

2023 DRAFT OPERATING BUDGET

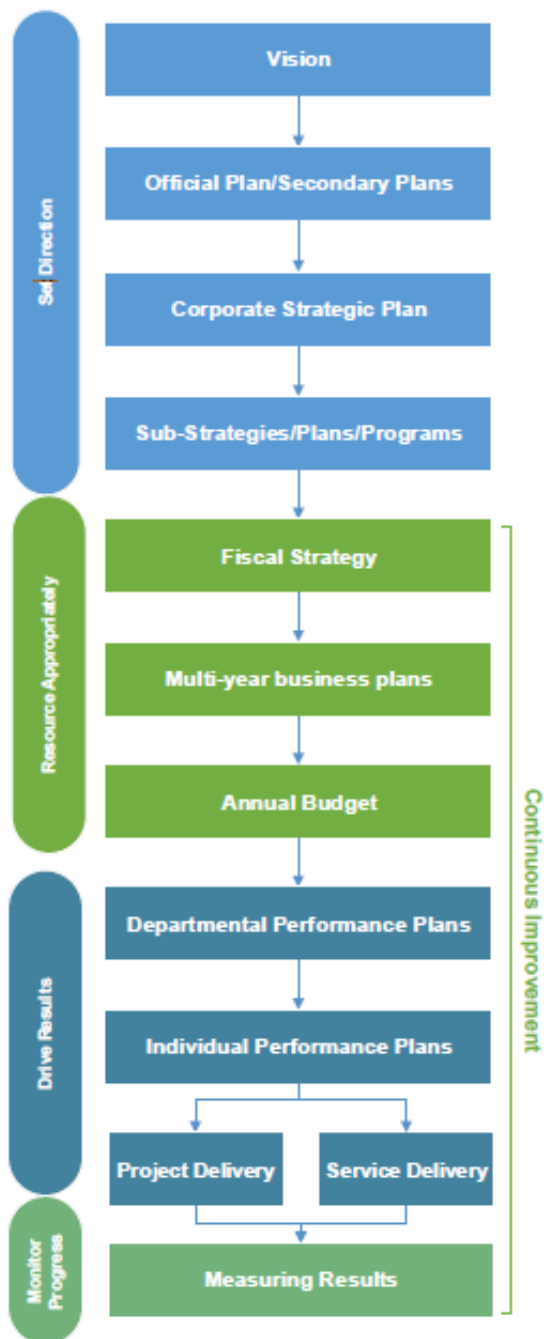
Operating Pressures



Driver	Percentage Inc./ (Dec.)	Comments
Growth	(0.99%)	Assessment growth is 0.9 percent and has been fully allocated to current growth-related pressures for 2023. There were additional growth related revenue increases from revenue estimates relating to penalties and engineering fees.
Service Level / New Initiatives	0.70%	An increase of 0.7 percent relates to the tax levy supported new operating and staffing initiatives listed in the new initiative summary of the Budget Book.
Contractual / Inflationary	4.60%	An increase of 4.60 percent relates to an increase in payroll costs related to collective agreements negotiations and non-union market adjustments, insurance increases, other payroll costs increases, and contract price increase, such as GFL.
Other	0.68%	A projected loss in various revenues (rental fees, tax certificates, dog licensing), minor expenditure increases
Total:	4.99%	



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WATER AND WASTEWATER RATE SUPPORTED BUDGET

WATER AND WASTEWATER RATE SUPPORTED BUDGET



2023 Proposed Rates:

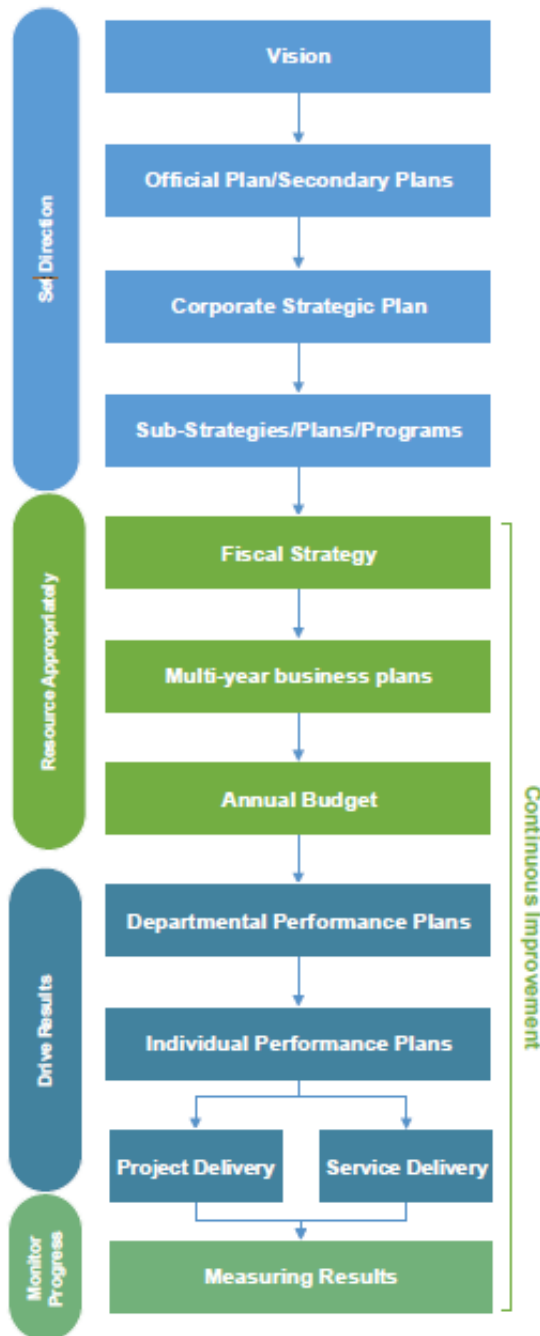
	Rate	Increase (%)
Water		
Consumption Rate (\$/m3)	2.85	4.00%
Fixed Charge (\$/month)	4.38	15.25%
Wastewater		
Consumption Rate (\$/m3)	3.14	5.85%
Fixed Charge (\$/month)	4.14	17.75%
Water and Wastewater Rate Increase		5.84%

- The above rates encompass the proposed York Region increase of 3.3 percent for Water and Wastewater rates.
- 59.7 percent of the Town’s Water and Wastewater budget relates to payments made to York Region.



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CAPITAL BUDGET

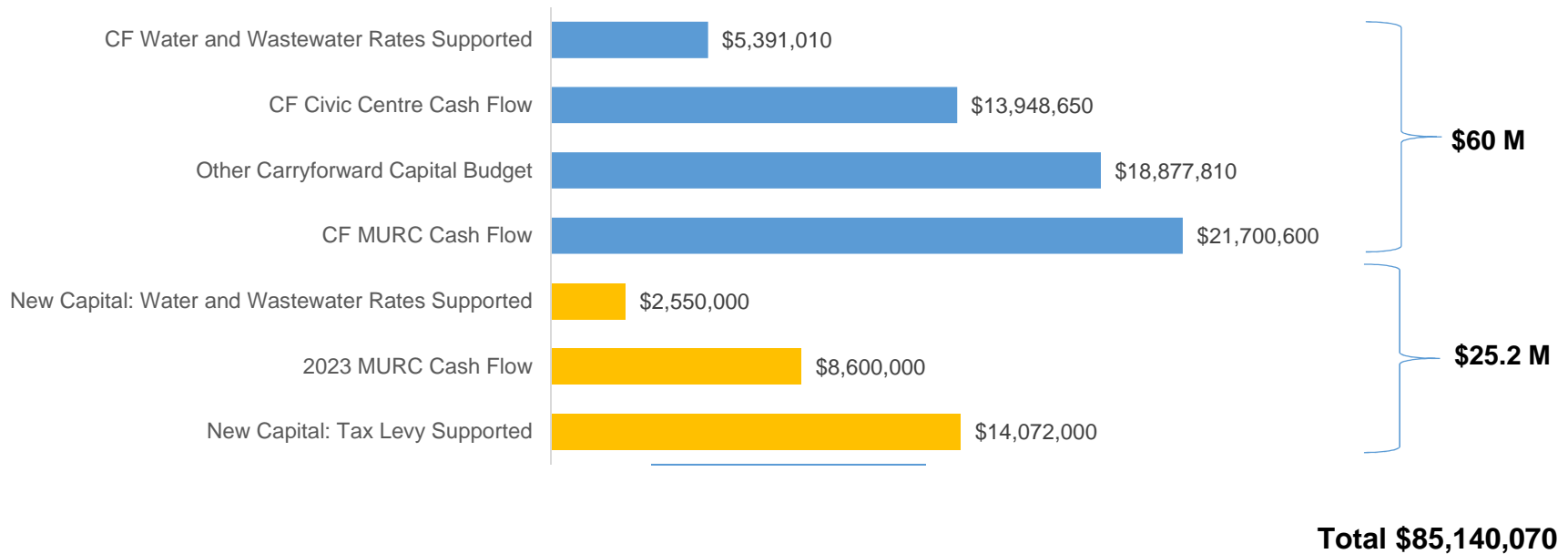


CAPITAL BUDGET OVERVIEW

New and Carryforward Projects



New and Carryforward (CF) Capital Budget



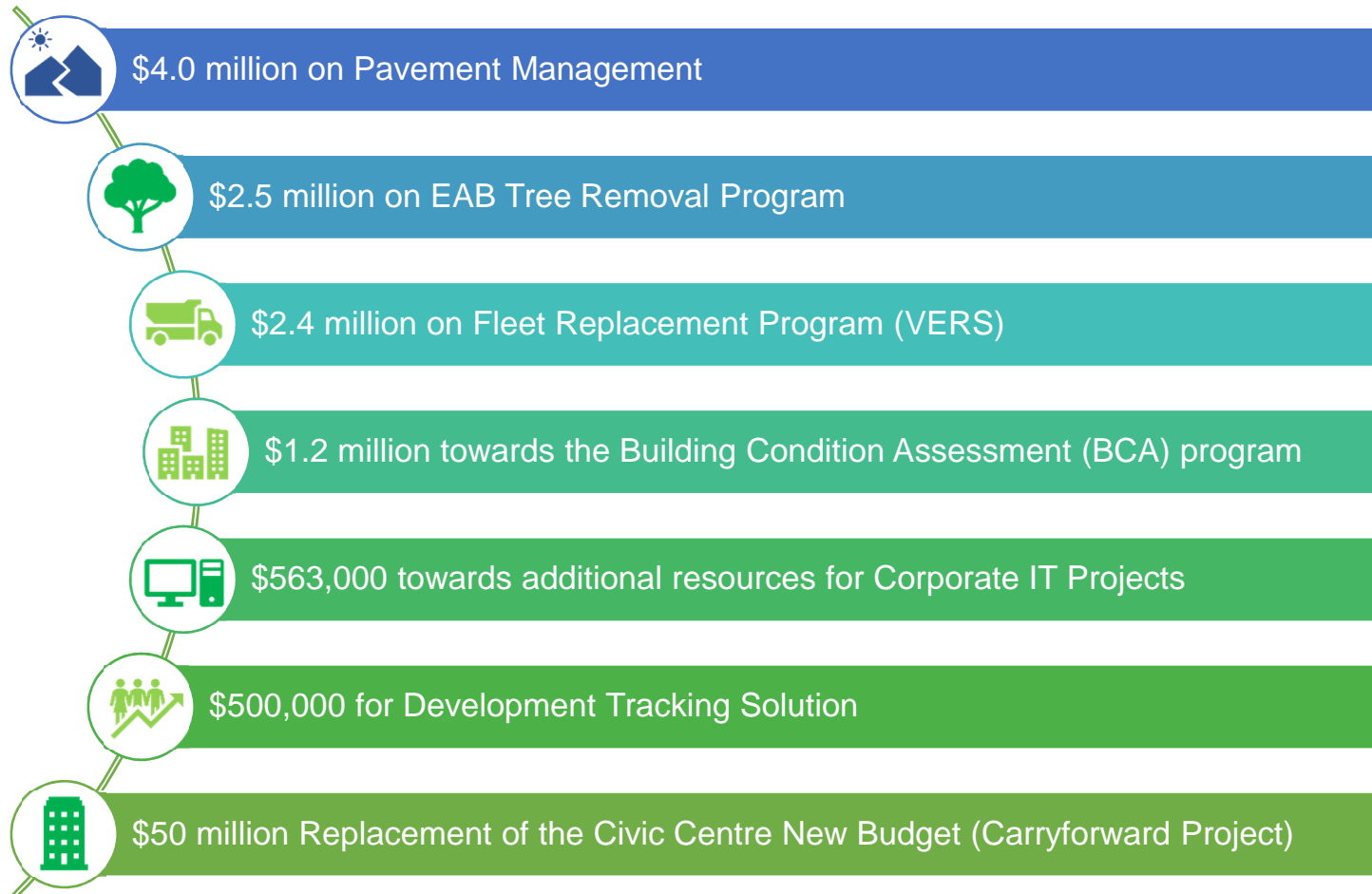
Legend:

Carryforward (CF) Projects

2023 Projects

CAPITAL BUDGET OVERVIEW

Major Projects

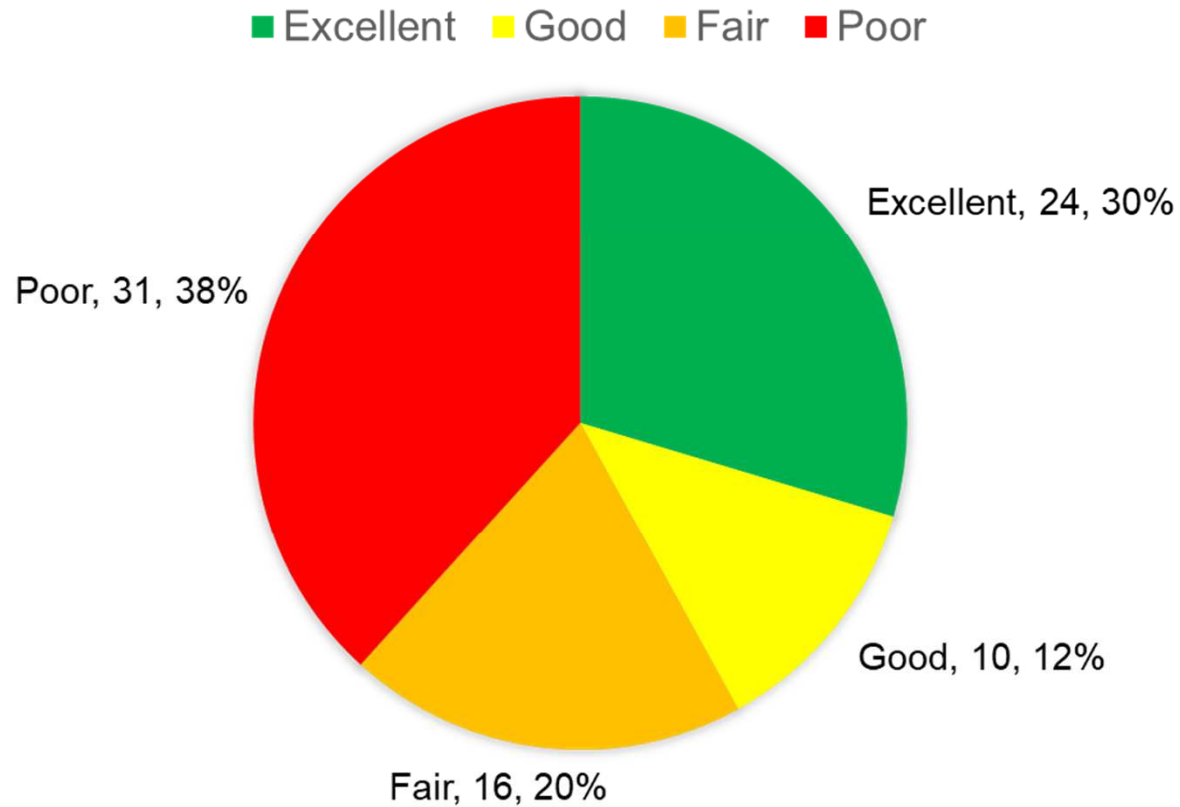


BUILDING CONDITION ASSESSMENTS

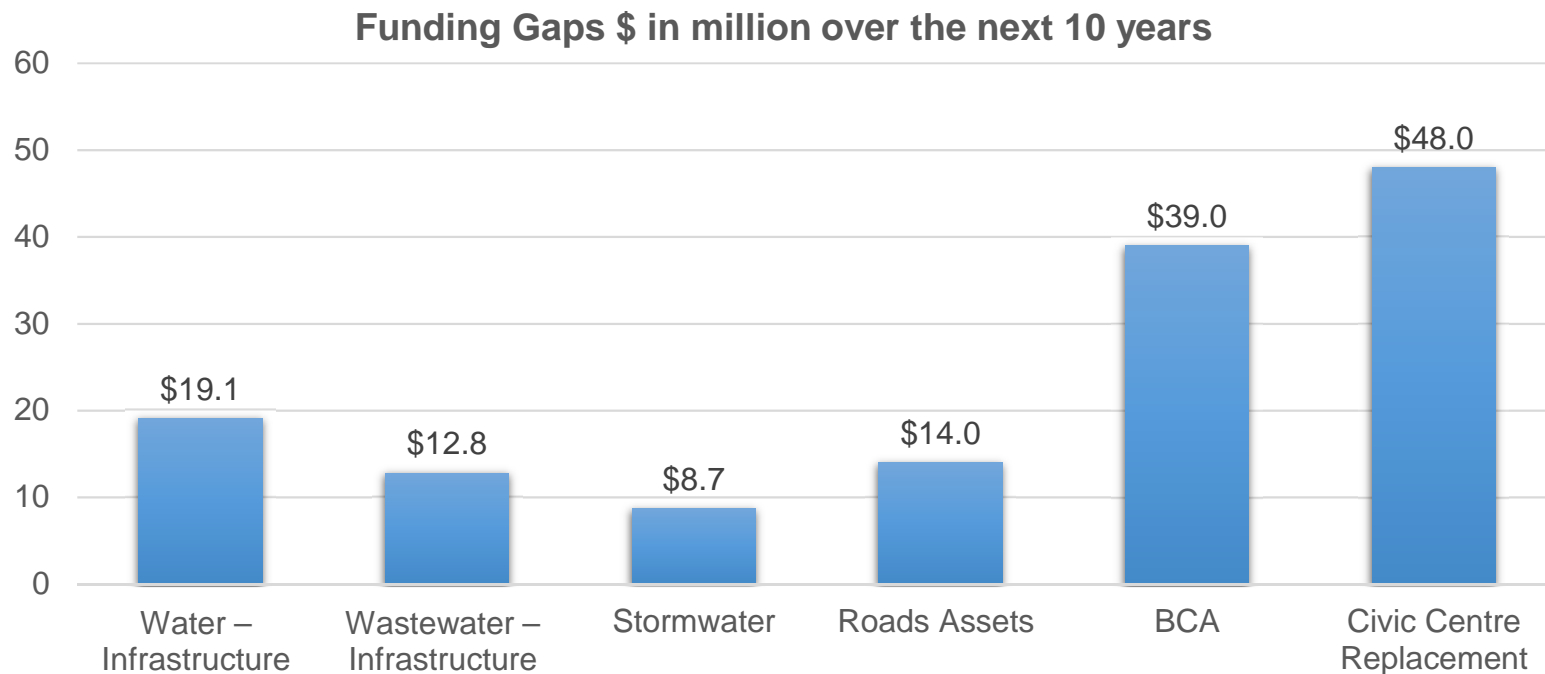
Facility Condition Gradings



Results for 81 Town-owned facilities



10 YEAR CAPITAL PLAN Funding Gaps Overview



Recommendations:

1. Increase the infrastructure levy to 2 percent to close the funding gaps for tax levy supported assets.
2. Establishing a separate Stormwater Fee, consistent with the practice in a number of other jurisdictions.
3. Continue the recommended rate increases in the water/wastewater financial plan.
4. BCA will be addressed as part of the overall service level discussions relating to facilities.
5. Remaining non-core assets (parks, IT, fleet) funding gaps will be identified as part of the no-core asset management plan.

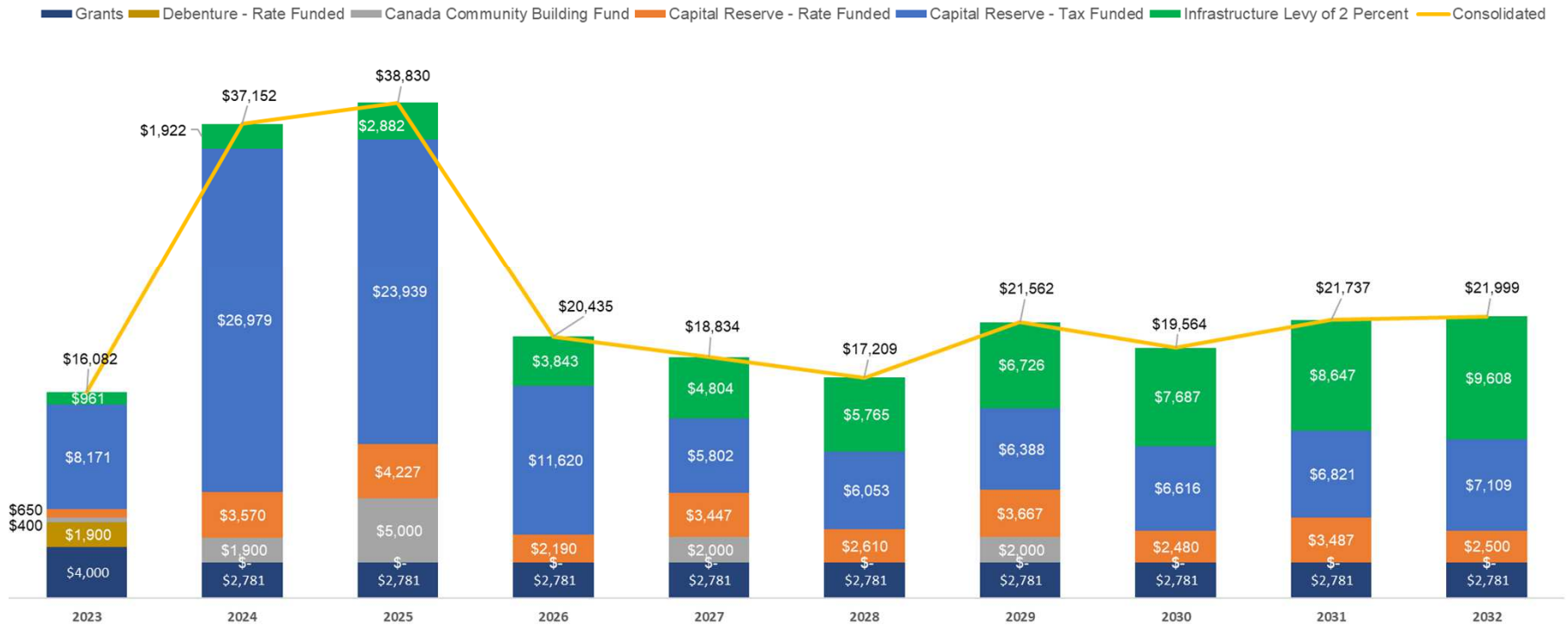
10 YEAR CAPITAL PLAN

Non-growth related funding



Non-Growth Related Funding Sources (\$'000)

Total Non-Growth Related Funding is 233.4 Million



CAPITAL BUDGET

Debt Financing



Previously Approved Capital Projects (to be funded by debt):

Project	Year of Request	Estimated Year of Debenture	Total Debenture	Term of Debenture (Years)	Interest Rate	Annual Payment	Funding Source
Cockburn Subdivision Watermain Replacement	2020	2024	\$3.9 M	30	4.54%	\$240,000	Water Rates
MURC	2017 2019 2021	2024	\$50.0 M	25	4.53%	\$3,362,000	DC

Annual Debt Repayment Limit (ARL):

	Limit	Current	Projected 2025
Provincial	25%		
Town	15%	4.5%	9.6%

BILL 23, MORE HOMES BUILT FASTER ACT, 2022



The bill received Royal Assent on November 28, 2022.

Impacts for the Town relate to:

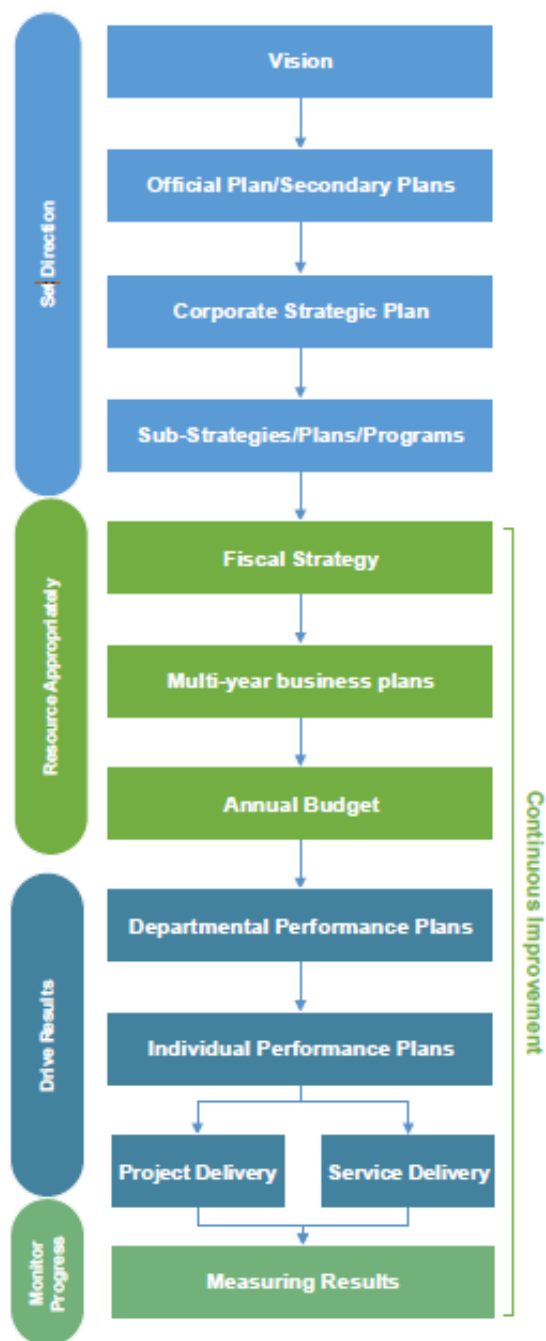
- Changes to the Development Charges Act
 - Mandatory Phase-In of DC rates
 - Discounts and exemptions for various types of residential developments
 - Development related studies are no longer eligible for DC's
 - Maximum life of a DC by-law extended from 5 years to 10 years
 - Historical service level caps for soft services now based on 15 years instead of 10 years.

- Changes to the Planning Act regarding Parkland Dedication
 - Alternative Rate Calculation
 - Caps on Alternative Rate Dedications

- Changes to the Conservation Authorities Act will result in additional operating expenditures for the Town.



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PUBLIC CONSULTATIONS

PUBLIC CONSULTATIONS Overview



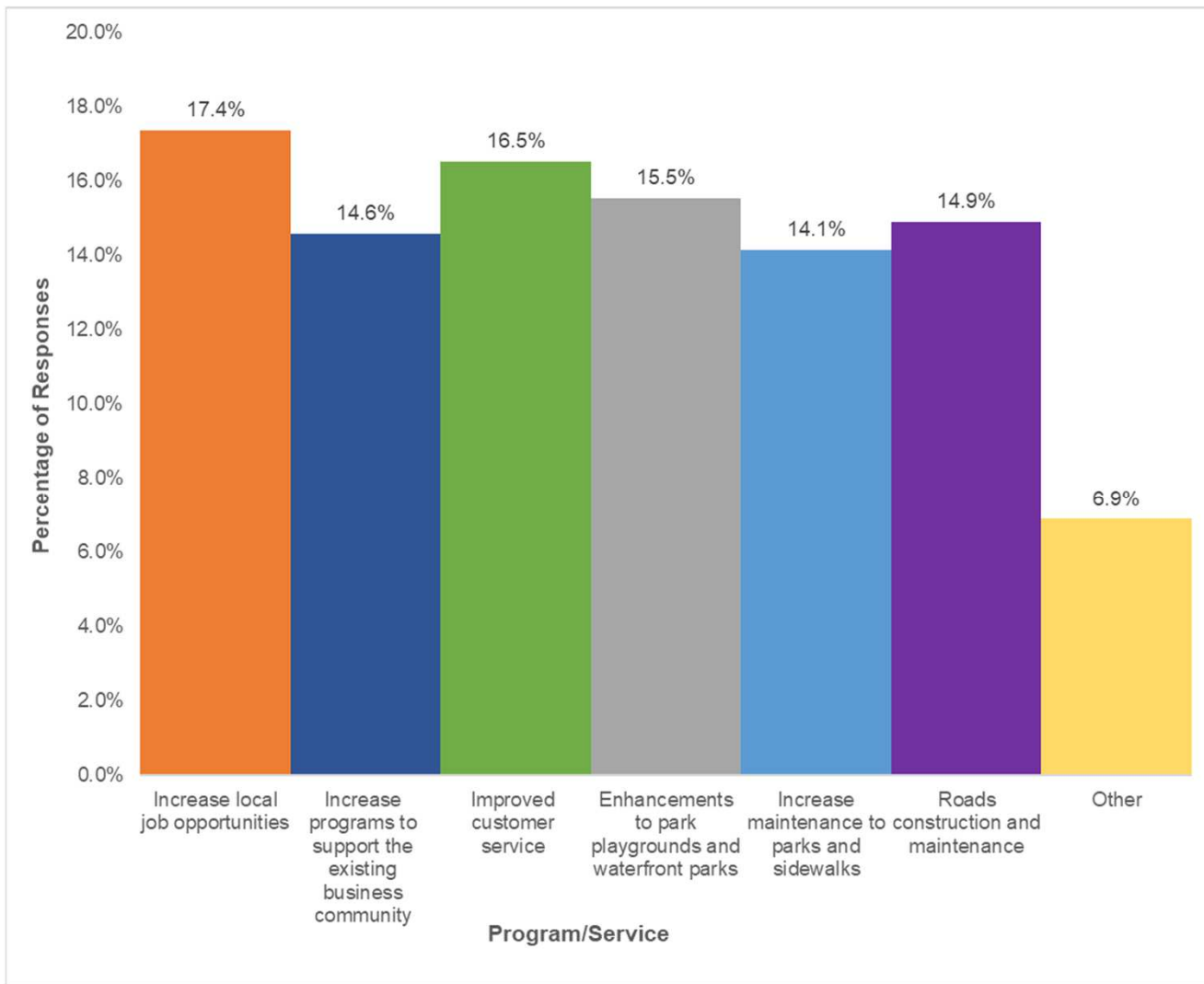
Opportunities were provided to promote public engagement and input into the 2023 budget process.

The opportunities were promoted via social media and in the newspaper. These opportunities included:

1. Budget survey – 284 responses received (229 received in 2022)
2. An email address to email comments: Budget@Georgina.ca – 1 email received

PUBLIC CONSULTATIONS

Budget Survey Results: Tax Priorities



NEXT STEPS



- Budget deliberation by Council on January 24, 2023 and January 25, 2023, with final approval on January 25, 2023
- 2023 Draft Budget will be available at [Georgina.ca/Budget](https://www.georgina.ca/Budget) and at the Georgina Public Libraries
- The public is encouraged to review the draft budget and provide feedback at Budget@Georgina.ca

CONTACTS FOR THE 2023 BUDGET



Operations and Infrastructure Department

Michael Vos, Director of Operations and Infrastructure
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Community Services Department

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Fire and Emergency Services Department

Ron Jenkins, Director of Emergency Services / Fire Chief
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Development Services Department

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Human Resources Department

Lisa Andersen, Manager, Human Resources
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Legislative Services Department

Michael Bigioni, Director of Legislative Services / Town Solicitor
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Office of the Deputy Chief Administrative Officer

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QUESTIONS?



BUILDING A COMMITMENT TO SERVICE



Thank you!