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The COVID-19 pandemic brought great change to our Town. For more than a year and a half, we endured lockdowns and reopenings, and witnessed the tremendous impact the pandemic had on our community and local economy. Throughout 2021, the Town continued to support residents through property tax deferrals and local businesses with numerous programs, with the safety and wellbeing of everyone in Georgina the number one priority.

The 2022 budget delivers investments while also finding ways to be more efficient, and puts us in a position to continue building a strong community. I am pleased we will be able to provide a zero per cent operating increase in this budget plus the option for a one per cent infrastructure levy. COVID-19 grants from the provincial and federal governments, and a reduction in recreation services due to staff being redeployed to the vaccination clinic, mean the Town is forecasting an above-average surplus for 2021. It will fund the Tax Rate Stabilization Reserve which will be used to assist in lowering the tax pressure for residents and assist with economic recovery.

I want to thank Council and staff for their hard work on this budget, and the community for working with us to ensure a strong future for Georgina.

**Margaret Quirk, Mayor**

Through the leadership of Council and dedication of staff, the Town's core services have continued to be delivered throughout the COVID-19 pandemic. The Town advanced online service delivery with the introduction of new virtual offerings that provided a new and efficient experience for residents and businesses. Leveraging technology has been essential to maintaining business continuity, and the 2022 Budget will continue to support new and innovative technology solutions.

The Town is making significant investments today in order to build a strong future for our community. We are investing in capital infrastructure and delivery to provide the necessary assets that will support and attract continued growth in Georgina.

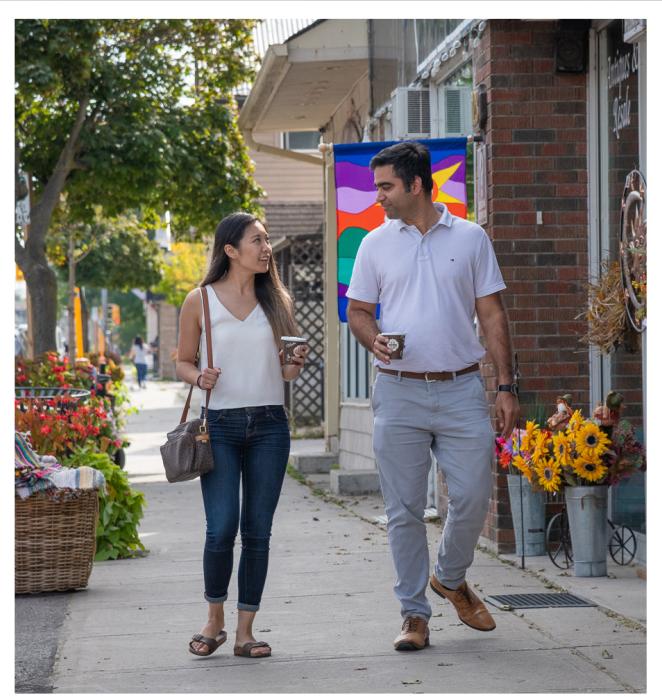
While COVID-19 has presented challenges and the pandemic is not yet over, the Town remains focused on the future and a long-term financial strategy. We continue to work to identify opportunities to review processes and find ways to improve our ability to provide excellent service and value to our residents and businesses. I want to thank the Senior Management Team and staff for their contributions to the development of the 2022 Budget.

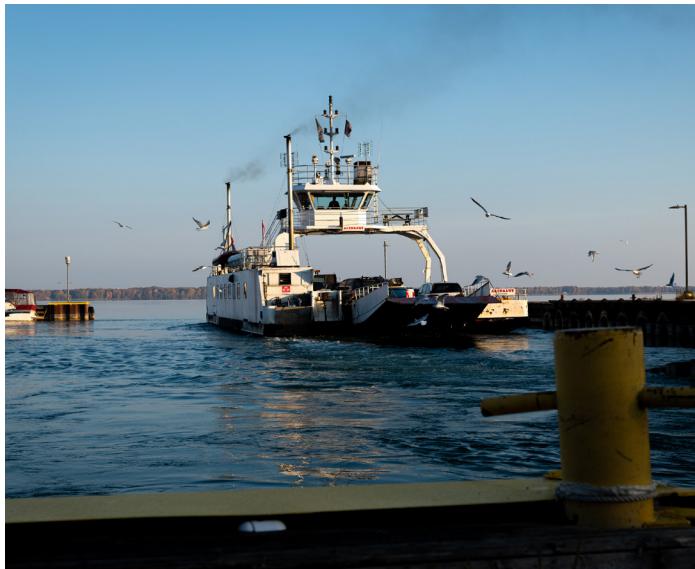
**Ryan Cronsberry, CAO**



Located on the southern shores of Lake Simcoe, the Town of Georgina offers year-round fun. From fishing and boating to beaches and parks, the Town is great for families taking day trips, a weekend getaway or vacation. Located one-hour north of Toronto, Georgina is the perfect place to escape the city, and experience the beauty and charm of a thriving community on the lake.

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





# About Georgina

## Physical features

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

## Economy

- The Town has designated 550 acres on the east side of Woodbine Avenue at the Highway 404 extension for the development of a business park.
- Georgina is dedicated to facilitating local economic growth and prosperity, and to ensuring that the infrastructure and development policies are in place to provide for a healthy community, which meets the social, economic and cultural needs of the residents and business owners.
- Georgina is home to 800 businesses.

## Population and demographics

- Population of 45,418 [Census 2016] – a 4.4 per cent increase from 2011
- Georgina residents speak more than 80 different languages [Census 2016]

## Attractions

- The ROC, York Region's Adventure Headquarters
- Georgina Pioneer Village and Archives
- Stephen Leacock Theatre

# OUR VISION

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



# OUR MISSION

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

# OUR VALUES

## Respect

We care about each other

## Excellence

Always go the extra mile

## Communication

We are active listeners

## Teamwork

Achieving our goals together





# COVID-19

The COVID-19 pandemic continued to present challenges throughout 2021 in workplaces, public facilities and amenities, such as parks and recreation centres. The Town responded to this new and changing environment with a continued focus on health and safety for staff and the community.

Throughout the organization, every department and division continued to adapt and pivot, while providing quality public services. From communications and business support to recreation and online services, the Town worked with its municipal and provincial partners to respond and adapt to this evolving situation.

## Vaccination clinic

The Georgina Mass Vaccination Clinic was open for six months in 2021, from March through August. York Region Public Health led the clinic, which was made possible through support from the Town. In order to host a clinic, the Town redeployed recreation staff to support its operation, fulfilling a variety of roles. This meant the Town did not provide as much recreation programming as it normally would through the spring and summer. Outdoor park programs and some virtual activities were provided. The Town also

supported third-party summer camp opportunities and held two outdoor movie nights.

## Online services

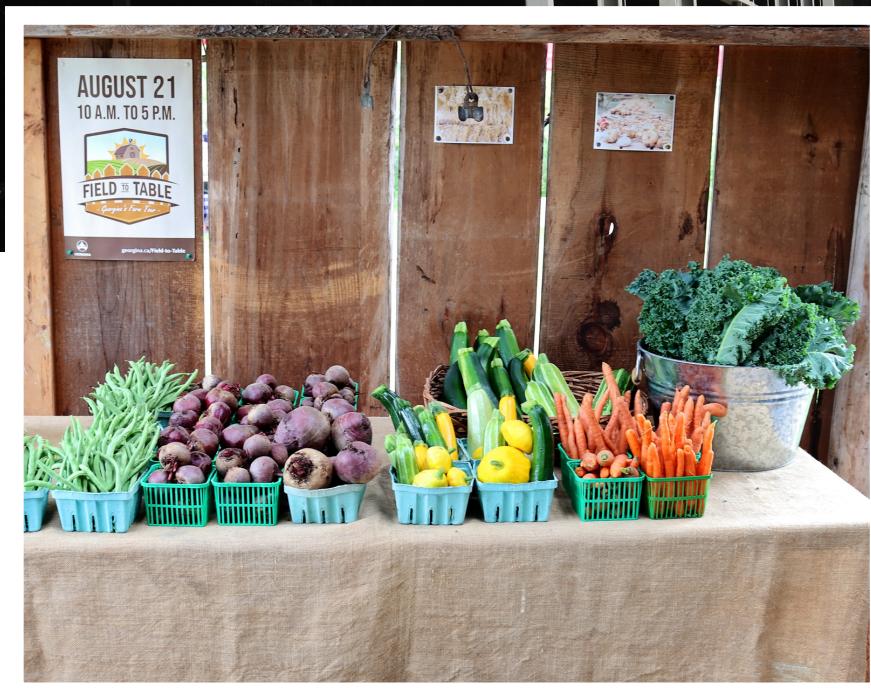
A number of new online services and forms were developed for residents, including resident parking passes and marriage licences. A new dedicated page was created on the Town website to make it easier for residents to find online services.

## Communications

Throughout the pandemic, the Town has worked to provide consistent, effective and timely communications to the community. This was done through its website including a popup feature on the homepage for urgent messages, through its social media channels, newspapers, online advertising, the use of community signs and the award-winning Jack animation video series.

## Resident and business support

In 2021, the Town again offered deferrals for the first instalment of the 2021 interim property tax bill for property owners who were financially impacted by the pandemic. Eligible applicants could also have their quarterly water/wastewater bill deferred.



A number of programs to support the local business community also continued in 2021:

- The 2021 Field to Table event resumed as an in-person event. The self-guided tour allowed visitors to access farms, enjoy educational experiences and interact with local farmers.
- The Pivot Planning Squad, launched in October 2020, continued to help with recovery efforts and assist local businesses with one-on-one consultations to provide marketing support and link them with available programs.
- The Temporary Patio Program was extended in 2021, allowing new temporary patios or expansion of existing ones on a temporary basis for the patio season.

- The Community Improvement Plan Grant continued to help with recovery efforts by business owners in the Keswick, Sutton or Jackson's Point Business Improvement Areas to address operations during the pandemic.

- The Development Rebate Building Permit Fee Program continued to provide assistance to the business community and to help with business recovery efforts by providing a rebate for building permit fees.

- The Georgina Chamber of Commerce-led shop local campaign continued in 2021.

## Where we are now

Beginning in fall 2021, the Town reopened some facilities for public use, including the Georgina Ice Palace, Georgina Gym and Leisure Pool, with COVID-19 safety procedures and protocols in place. Some recreation programming resumed and planning was underway to reopen the ROC for the winter season.

# Strategic about the Town's future

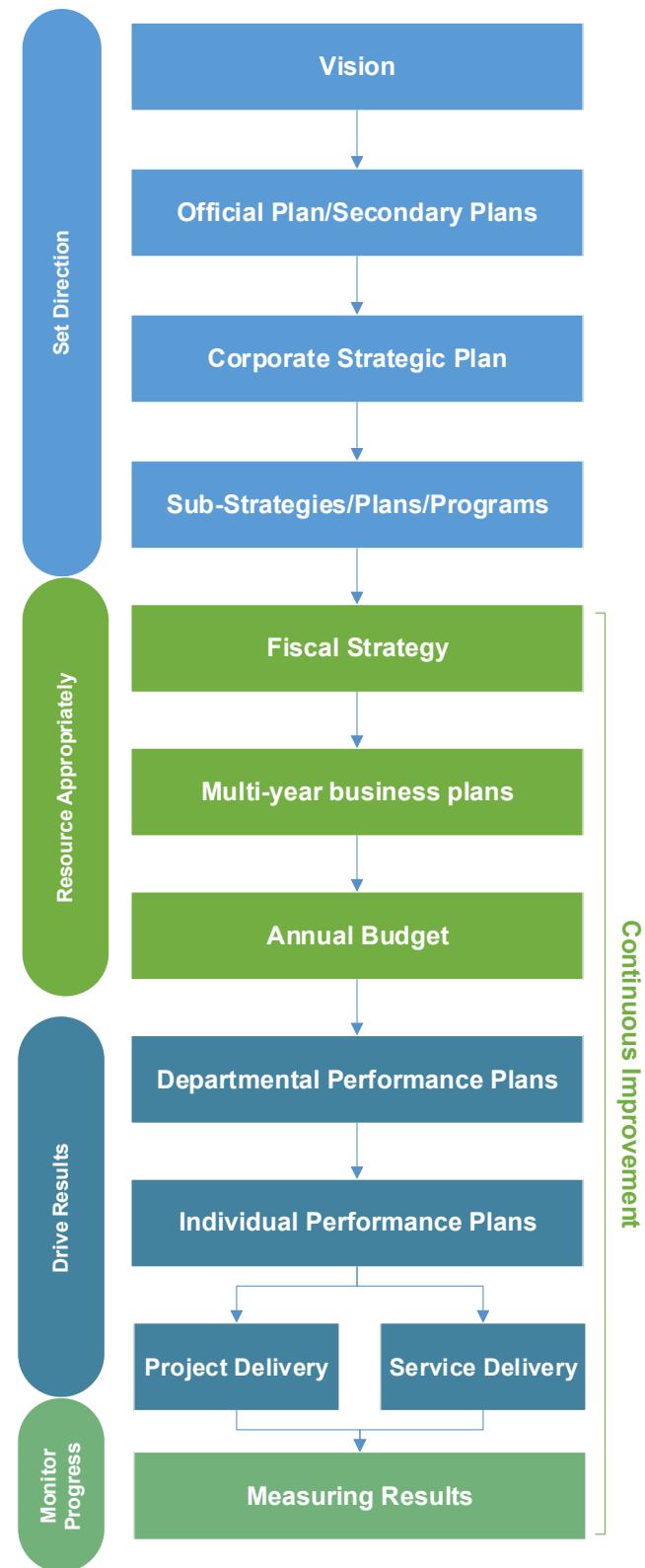
The Town of Georgina is working to create a high quality of life for all residents. To support this, the Town created the Service Excellence Framework in 2019 (see graphic to the right). It helps demonstrate the relationship between the Town's strategic work, financial planning and service delivery. This alignment ensures the Town is always striving to achieve its vision. A significant piece of this framework is the Town's Corporate Strategic Plan.

In 2019, Council endorsed the Town's 2019-2023 Strategic Plan. The plan maps out 39 specific actions within four priority areas:

- Grow our economy
- Promote a high quality of life
- Engage our community and build partnerships
- Deliver exceptional service

The Town uses the strategic plan to ensure that departmental business plans and annual budgets are aligned with the priorities identified by Council for the community.

Through the plan, and the larger Service Excellence Framework, Georgina is working hard to build its competitiveness, ensure its communities remain healthy, actively engage our partners and provide great service.





# Municipal Modernization and Online Self-serve

In 2021, under the umbrella of both the continuous improvement program and Customer Service Strategy, the Town's focus was on getting a number of processes online – enhancing customer convenience and expanding contactless self-serve options. This initiative represents the next step in implementing recommendations of a Municipal Modernization Process Review endorsed by Council in 2020.

A core component of the online self-serve initiative includes expanding self-serve options through the introduction of automated forms and additional online payment options. Given the complexity of the overall initiative, staff retained technology-solution architects to conduct an analysis and provide recommendations for moving forward.

Based on the recommendations, the Town has acquired a technology platform subscription, along with the professional services for development/automation of online forms and associated business process workflows. The process automation is well underway and is scheduled to be completed early next year.

The Town's grant funding submission under Intake 2 of the Provincial Municipal Modernization program was approved. The Town is receiving \$292,500 to help fund various modernization initiatives throughout the municipality.

# National Day for Truth and Reconciliation



In recognition of the National Day for Truth and Reconciliation, the Town of Georgina held a special flag raising event at the Civic Centre on Sept 30, 2021. Flags were also raised at Ravenshoe Road and Woodbine, and at Dalton Road and Lake Drive. Mayor Margaret Quirk, Members of Council, dignitaries and Town staff joined members of the Chippewas of Georgina Island First Nation for this special event.

A smudging ceremony was performed which involved the burning of one or more medicines gathered from the earth. The four sacred medicines used in First Nations' ceremonies are tobacco, sage, cedar and sweet grass. The Town, in partnership with the Chippewas of Georgina Island, also announced the future installation of an Indigenous Every Child matters crosswalk on Black River Road near the ferry to Georgina Island.

To learn more, visit [georgina.ca/TruthandReconciliation](http://georgina.ca/TruthandReconciliation).



Multi-use Recreation Complex (MURC)

## MURC Multi-use Recreation Complex

The Town of Georgina is moving forward with the largest project in its history – construction of the Multi-use Recreation Complex (MURC). Approved by Council in June 2021, construction began in the fall of 2021 with anticipated completion and the facility open for use expected in the fall of 2023. The project is designed with energy, environment, and occupant health and well-being in mind. It is being built to achieve a Gold level of LEED (Leadership in Energy and Environmental Design) Certification, one of the highest rankings available. The recreation complex will be located on west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road. It will be a community space for the whole family and will include a six-lane 25-metre pool, therapy pool, double gymnasium, indoor walking track, multi-use meeting/activity rooms, active living space and a Discovery Library branch.

## Civic Centre

In April 2021, Council directed staff to explore the redesign of the replacement Civic Centre. The proposed updated workplace strategy proposes that the workplace has to be imagined as a centralized hub with an integration of a work-from-home approach. This offers a hybrid model that provides opportunities to streamline service delivery and facility functions. Based on the reassessment of the needs and the updated strategy, the size of the replacement Civic Centre maybe reduced by a range of 12,000 to 16,000 square feet. The work-from-home approach can also optimize space allocation and office occupancy. This may be achieved through seat sharing, progressive policies and modernized technology. This will help customers to benefit from new and/or modified convenient future virtual service delivery platforms.

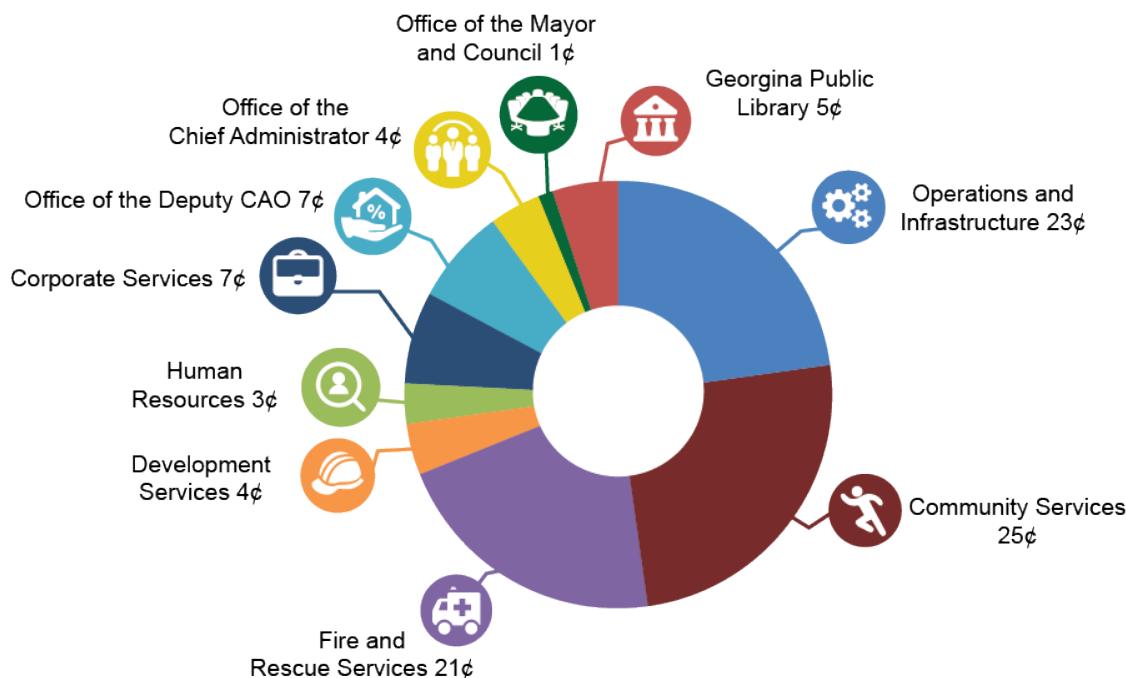
# 2022 Budget

The Town is committed to building strong and healthy communities, and ensuring everyone benefits from a high quality of life. The Town is making significant infrastructure and economic recovery investments today to ensure a strong tomorrow.

## Budget overview

The 2022 Budget was developed with a commitment to ensuring the Town can continue to provide a high level of service to residents while minimizing the impact of tax increases. Understanding the fiscal challenges faced by residents and businesses due to COVID-19, the Town is putting forward a zero per cent operating budget increase, with an additional one per cent to capital reserves to assist in closing the infrastructure funding gap. During 2021, the Town received \$2 million in federal and provincial funding to assist with COVID-19 operating impacts. This funding, combined with the Town reducing recreation service levels in 2021 due to running a mass vaccination clinic, has resulted in a forecast surplus, which will be used to assist with providing a zero per cent operating increase for 2022.

## How Your Tax Dollar is Spent



## Operating and Capital Budgets

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

The Town of Georgina's 2022 Operating Budget, including contributions to reserves of \$10 million, is \$79 million. The 2022 Capital Budget is \$35 million, which includes the cash flow of \$21 million for the Multi-use Recreation Centre (MURC). The Town is carrying forward \$51 million in capital projects, which includes carry forward cash flow of \$18 million for the MURC and \$14 million for the replacement Civic Centre.

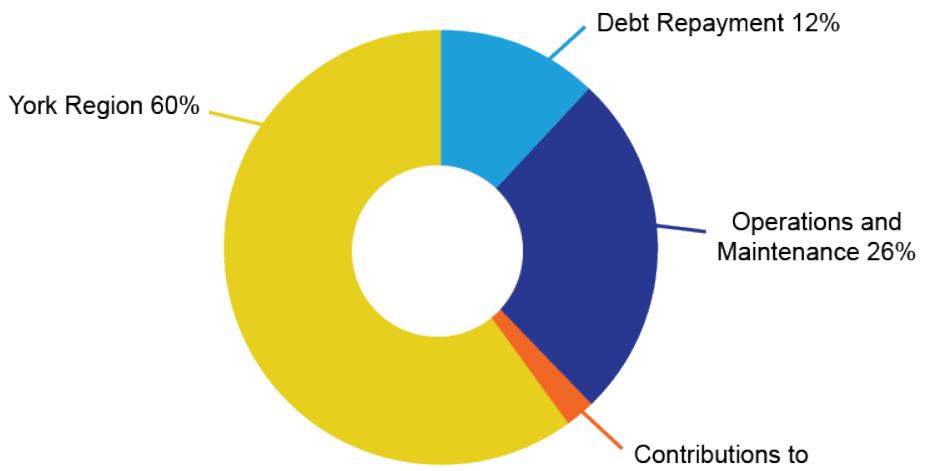
## Property tax levy

The proposed tax levy for Georgina is \$47 million, which results in no increase for operating. There is an additional one per cent to capital reserves, for a total increase of one per cent.

## Water and wastewater rates

The Town of Georgina is responsible for the local distribution of water and collection of wastewater. York Region is responsible for the supply of water, and the treatment and disposal of wastewater. The 2022 Water and Wastewater consumption (\$/m<sup>3</sup>) rates are \$2.74 and \$2.96, respectively. The 2022 Water and Wastewater fixed charge (\$/m<sup>3</sup>) rates are \$3.80 and \$3.51, respectively. These rates include the costs billed by York Region. Typical household will see their water and wastewater bill increase by 5.84%.

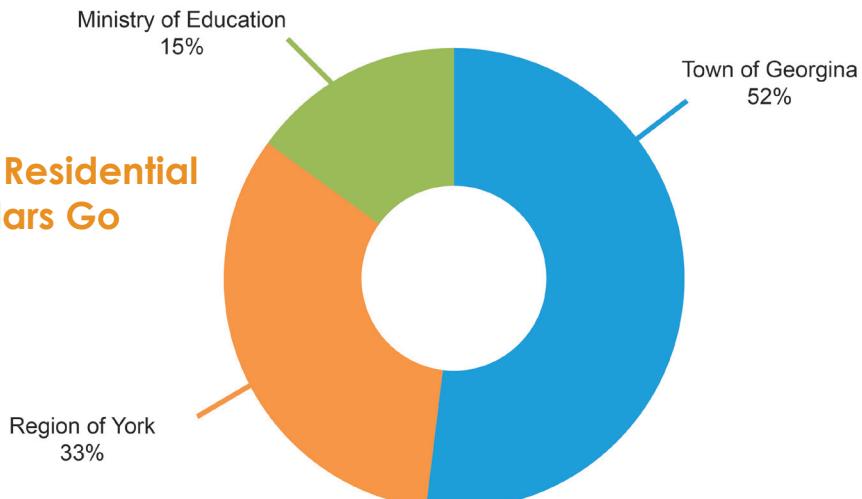
### Where Your Water and Wastewater Dollars are Spent



## Where your tax dollars go

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

### Where Your Residential Tax Dollars Go



## Looking to the future

Georgina's changing environment will continue to present many budgetary and financial challenges related to the impact of COVID-19, proposed growth and long-term financial sustainability. The Town is facing these challenges by relying on the strong fiscal foundation that has been established and by updating several financial strategies. To ensure a sustained economic recovery, the Town has invested in economic recovery strategies including the creation of a dedicated economic recovery team

(ERT) and programs. These new and updated strategies will ensure Georgina has the tools in place to address the financial pressures related to COVID-19, economic recovery, proposed growth and long-term financial sustainability.

Sustainable economic growth is one of the priorities in our strategic plan and is at the forefront of all decisions of staff and Council. Through this budget cycle and onward, staff will work diligently with other levels of government, Council and the community towards the vision for Georgina as a progressive and vibrant growing community.

# Municipal Services



## The Town of Georgina provides services including:

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

## York Region provides services including:

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

2022 BUDGET - SUMMARY OF CAPITAL PROJECTS



## GEORGINA

# 2022 BUDGET - SUMMARY OF CAPITAL PROJECTS



**GEORGINA**

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Long Term Debt (Tax / DC)
<b>Fire &amp; Rescue Services</b>							
341	22-Cl-FS-01 Purchase of Suppression Equipment	\$ 60,000	\$ 60,000	\$	\$	\$	\$
344	22-Cl-FS-02 Replacement of Bunker Gear/PPE	54,000	54,000				
347	22-Cl-FS-03 Purchase of Communications Equipment	15,000	15,000				
<b>Development Services</b>							
349	22-Cl-DS-01 Development Engineering Comprehensive Design Criteria Review	129,000	129,000				
		65,000	-				65,000
<b>Corporate Services</b>							
351	22-Cl-CS-01 Annual Information and Communications Technology (ICT) Cycling	270,000	270,000				
355	22-Cl-CS-02 Long Range Financial Plan Update	70,000	-				70,000
		340,000	270,000				65,000
<b>Office of the Chief Administrative Officer</b>							
358	22-Cl-CAO-01 Develop a Corporate Sustainability Plan	40,000	40,000				
361	22-Cl-CAO-02 Create new 2023-2026 Corporate Strategic Plan	50,000	50,000				
		90,000	90,000				
<b>Library</b>							
364	22-Cl-LIB-01 Library Capital Initiatives	49,500	49,500				
		49,500	49,500				
<b>TOTAL CAPITAL INVESTMENT</b>							
		32,863,250	7,949,450	1,766,300	1,415,700	1,009,800	20,722,000
<b>Water and Wastewater (Operations &amp; Infrastructure)</b>							
367	22-Cl-WAT-01 Polybutylene Water Service Line Replacement Program	500,000	500,000				
371	22-Cl-WAT-02 Water Operational Support Equipment	50,000	50,000				
375	22-Cl-WAT-03 Water System Mainline Valves, Fire Hydrants and Secondary Valve	100,000	100,000				
378	22-Cl-WAT-04 Annual Water Meter Replacement Program	150,000	150,000				
381	22-Cl-WAT-05 Public Water Tap & Bulk Water Station	60,000	60,000				
385	22-Cl-SEW-01 Rehabilitation of Sewage Pump Stations 1, 2, 7 & 8	270,000	270,000				
387	22-Cl-SEW-02 Sewer Pumping Station Rehabilitation – Fuel System Upgrades	200,000	200,000				
390	22-Cl-SEW-03 Inflow and Infiltration Study	150,000	150,000				
393	22-Cl-SEW-04 Condition Assessment of Sewage Pump Stations	160,000	160,000				
396	22-Cl-SEW-05 Linear Sewer Main and Maintenance Hole Condition Assessment	200,000	200,000				
		1,840,000	1,840,000				
<b>TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA</b>							
		34,703,250	9,789,450	1,766,300	1,415,700	1,009,800	0 20,722,000

a: Approved

b: Grant Approval Pending

c: Developer Project - No business case

d: Approved during budget deliberations. No business case included.

# 2022 BUDGET - CARRY FORWARD CAPITAL PROJECTS



**GEORGINA**

	Carry Forward Capital Investment	Spent to Date As of September 2021	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada- Community- Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
<b>Operations &amp; Infrastructure</b>										
19-PRK-8	Black River Fencing		20,000	20,000						
19-PWK-11	Hedge Road Bank Stabilization	257,270	1,650,000	1,392,730						1,392,730
19-PWK-14	2019 Roads Now Needs Plan (Road Reconstruction Program)	21,010	1,000,000	978,990						978,990
20-OI-1	Asset Management Plan Needs Assessment and Development	49,170	150,000	100,830						100,830
20-OI-2	2020 Roads Maintenance Plan (Approved in 2019)	1,531,790	1,856,600	324,810						324,810
20-OI-3	2020 Roads Reconstruction Plan (Approved in 2019)		1,261,000	1,261,000						46,200
20-OI-9	Major Ditch Reconstruction	2,040	300,000	297,960						1,214,800
20-OI-12	Pioneer Cemetery Needs Assessment		50,000	50,000						297,960
20-OI-13	Keswick Cemetery Master Plan		80,000	80,000						50,000
20-OI-15	Roadside Safety Audit and Program Development/Implementation		75,000	75,000						80,000
20-OI-22	Removable Floating Finger Dock(s) at Mill Pond Park		5,000	5,000						75,000
20-OI-25	Trails Lighting		30,000	30,000						5,000
21-OI-1	2021 Roads Selective Resurfacing & Maintenance	3,510	1,000,000	996,490						30,000
21-OI-2	2021 Roads Rehabilitation		1,000,000	1,000,000						30,000
21-OI-3	Pollock Road Slope Design		50,000	50,000						50,000
21-OI-7	Udora Gravel Roads Design		300,000	300,000						300,000
21-OI-9	Mossington Bridge Safety Assessment		25,000	25,000						25,000
		1,864,790	8,852,600	6,987,810	2,033,790	3,563,320	1,390,700			-
<b>Community Services</b>										
17-REC-1/19-FAC-2/C-	Design and construct the MURC (Carry forward Cash Flow)	2,764,700	50,200,000	18,113,300						18,113,300
2021-0204										
18-CAO-2/19-FAC-3	Design and construct the Civic Centre (Carry forward Cash Flow)	870,810	26,966,400	14,150,190						14,150,190
18-REC-3	Keswick CentraPac Relocation	45,740	80,000	34,260						34,260
18-PRK-4	Holmes Point Washrooms		200,000	200,000						200,000
19-PRK-6	Maskinonge Pedestrian Bridge		500,000	500,000						500,000
CAO-2019-0027	Mossington Wharf Rehabilitation	58,000	770,000	712,000						712,000
20-RC-4	Pioneer Village		10,000	10,000						10,000
C-2021-0210	Egypt yard expansion	266,650	990,000	723,350						723,350
C-2021-0222	Keswick Cemetery monument foundation structure		25,000	25,000						25,000
C-2021-0300**	Playground Replacements		625,000	625,000						625,000
21-OI-10	West Park Baseball Field Rehabilitation (Safety Requirement)		240,000	240,000						240,000
21-RC-1	Secure a consultant for Assessment (BCA)		150,000	150,000						150,000
21-RC-1/ CAO-2021-0018	Furnace/Oil Tank replacement at Annex (BCA)		100,300	100,300						100,300
		4,005,900	80,856,700	35,583,400	644,560	490,000	1,719,000	216,350	250,000	32,263,490
<b>Fire &amp; Rescue Services</b>										
21-FS-1	Replacement of Tanker Apparatus	-	850,000	850,000	850,000	850,000	-	-	-	-
		-	850,000	850,000	850,000	850,000	-	-	-	-
<b>Development Services</b>										
19-ECD-1	Wayfinding & Community Signage	15,310	40,000	24,690						24,690
19-PLN-1	Keswick Secondary Plan Review	147,800	200,000	52,200						52,200
19-REC-9	Tree Preservation & Compensation Policy Update		30,000	30,000						30,000
21-DS-1	Comprehensive Zoning By-Law Review	7,140	60,000	52,860						25,860
C-2021-0299**	Dovedale Drive Extension		1,830,000	1,830,000						27,000
	Business Incubator/Accelerator: 2 year pilot with York University	170,250	300,000	300,000	150,000	150,000	-	150,000	1,830,000	-
		2,460,000	2,289,750	2,289,750	230,550	-	-	-	150,000	1,909,200

# 2022 BUDGET - CARRY FORWARD CAPITAL PROJECTS



**GEORGINA**

	Carry Forward Capital Investment	Spent to Date As of September 2021	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community- Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
<b>Corporate Services</b>		\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$
19-ITS-3	IT Service Continuity & Disaster Recovery Strategy		103,010	35,000	35,000					179,990
20-CS-3	Enterprise Content Management Acquisition & Implementation		283,000	179,990						250,000
C-2021-0322**	Microsoft 365 Assessment, Migration, and Implementation		384,620	384,620						292,500
21-CAO-1	Business continuity and customer convenience / HRIS (payroll)	20,350	475,000	454,650	162,150					-
		123,360	1,177,620	1,054,260	331,770					722,490
<b>Office of the Chief Administrative Officer</b>										
20-CAO-1	Develop a Broadband Strategy & Action Plan	24,820	75,000	50,180	50,180					-
		24,820	75,000	50,180	50,180					-
<b>Library</b>										
20-LIB-1	Library Capital Requests	22,880	41,800	18,920	18,920					-
21-LIB-1	Library Capital Requests		17,100	17,100	17,100					-
		22,880	58,900	36,020	36,020					-
<b>TOTAL CARRY FORWARD CAPITAL</b>		<b>6,212,000</b>	<b>94,330,820</b>	<b>46,851,420</b>	<b>4,176,870</b>	<b>4,053,320</b>	<b>3,982,190</b>	<b>2,125,550</b>	<b>250,000</b>	<b>32,265,490</b>
<b>Water and Wastewater (Operations &amp; Infrastructure)</b>										
20-WAT-4	Water System Mainline Valves, Fire Hydrants & Secondary Valves	67,540	75,000	7,460	7,460					-
20-WAT-5	Water Service Replacements	237,720	500,000	262,280	262,280					-
C-2019-0697 /	Cockburn Subdivision Watermain Replacement		2,014,000	2,014,000						2,014,000
21-WAT-6	Morton Street Watermain Construction	18,250	1,180,000	1,180,000	1,062,000					-
21-WAT-3	External Project Management Services	150,000	131,750	116,750	116,750					118,000
21-WAT-5	Wastewater Pumping Station Improvements	58,490	260,000	201,510	201,510					15,000
19-SEV-1	Sewer Service Repair and Replacements	47,250	200,000	152,750	152,750					-
20-SEV-2	Sewer Rehabilitation, Repair and Replacements		200,000	200,000	200,000					-
21-SEV-2										-
<b>TOTAL CARRY FORWARD: WATER/WASTEWATER</b>		<b>429,250</b>	<b>4,579,000</b>	<b>4,149,750</b>	<b>2,002,750</b>	<b>-</b>	<b>-</b>	<b>133,000</b>	<b>-</b>	<b>2,014,000</b>
<b>TOTAL CARRY FORWARD - TOWN OF GEORGINA</b>		<b>6,641,250</b>	<b>98,909,820</b>	<b>51,001,170</b>	<b>6,179,620</b>	<b>4,053,320</b>	<b>3,982,190</b>	<b>2,258,550</b>	<b>250,000</b>	<b>34,277,490</b>

\*Grant Approval Pending

## 2022 BUDGET - CANCELLED CAPITAL PROJECTS



**GEORGINA**

	Cancelled Capital Projects	Spent to Date As of September 2021	Approved Cost to Complete	Outstanding Balance (Estimated)	Discretionary Reserve	Canada Community- Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
<b>Operations &amp; Infrastructure</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$
19-PWK-15 Bicycle & Pedestrian Active Transportation Master Plan	-	85,000	85,000	42,500	-	-	-	-	42,500	-
	-	85,000	85,000	42,500	-	-	-	-	42,500	-
<b>Corporate Services</b>										
15-ITS-5 Enterprise Resource Planning Software-Budget Module	-	129,680	129,680	129,680	-	-	-	-	-	-
18-ITS-2 IT CRM Solution	24,390	100,000	75,610	75,610	-	-	-	-	-	-
	24,390	229,680	205,290	205,290	-	-	-	-	-	-
<b>TOTAL CANCELLED CAPITAL - TOWN OF GEORGINA</b>	<b>24,390</b>	<b>314,680</b>	<b>290,290</b>	<b>247,790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,500</b>	<b>0</b>	<b>0</b>

# 10 YEAR CAPITAL PLAN

Summary



**GEORGINA**

Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>Non-Growth Related Expenditures</b>											
Operations & Infrastructure	7,915,000	9,982,000	9,082,000	8,837,000	7,732,000	8,177,000	8,772,000	9,217,000	9,492,000	9,217,000	88,423,000
Water & Wastewater	1,840,000	3,270,000	3,457,000	2,625,000	3,726,000	2,510,000	3,527,000	2,590,000	3,507,000	2,590,000	29,642,000
Community Services	2,677,950	17,419,000	2,528,000	3,752,000	3,003,000	3,744,000	3,047,000	4,183,000	3,414,000	3,400,000	47,167,950
Fire & Rescue Services	129,000	1,550,000	1,152,000	229,000	1,818,000	204,000	139,000	326,000	254,000	515,000	6,316,000
Development Services	-	30,000	-	-	-	60,000	60,000	-	-	-	150,000
Human Resources	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Corporate Services	270,000	600,000	1,355,000	350,000	350,000	370,000	370,000	455,000	350,000	350,000	4,890,000
Office of the Deputy CAO	-	60,000	108,000	-	108,000	-	-	-	-	-	276,000
Chief Administrative Officer	90,000	25,000	10,000	10,000	60,000	10,000	10,000	10,000	60,000	10,000	295,000
Public Library Board	49,500	42,000	17,000	50,000	60,000	10,000	10,000	50,000	10,000	10,000	308,500
	12,971,450	32,988,000	17,719,000	15,863,000	16,867,000	15,095,000	15,925,000	16,841,000	17,097,000	16,102,000	177,468,450
<b>Growth Related Expenditures</b>											
Operations & Infrastructure	-	420,000	-	373,000	-	-	-	-	-	-	793,000
Water & Wastewater	-	-	-	-	-	-	-	-	-	-	-
Community Services	21,596,800	10,997,000	776,000	767,000	725,000	997,000	2,900,000	579,000	2,250,000	1,750,000	43,337,800
Fire & Rescue Services	-	600,000	8,065,000	1,070,000	800,000	11,771,000	7,535,000	-	-	-	29,841,000
Development Services	65,000	2,569,000	911,000	2,775,000	11,285,000	30,000	60,000	110,000	1,215,000	2,455,000	21,415,000
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Corporate Services	70,000	-	120,000	-	-	-	-	140,000	-	-	330,000
Office of the Deputy CAO	-	-	-	-	-	-	-	-	-	-	-
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Public Library Board		200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	910,000
	21,731,800	14,726,000	9,972,000	5,085,000	12,910,000	12,898,000	10,595,000	929,000	3,565,000	4,215,000	96,626,800
<b>Total Annual Capital Expenditures</b>	<b>34,703,250</b>	<b>47,714,000</b>	<b>27,691,000</b>	<b>20,948,000</b>	<b>29,777,000</b>	<b>27,993,000</b>	<b>26,520,000</b>	<b>17,770,000</b>	<b>20,662,000</b>	<b>20,317,000</b>	<b>274,095,250</b>

# 10 YEAR CAPITAL PLAN

Summary



**GEORGINA**

Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded	7,949,450	16,270,000	12,719,000	11,735,000	11,638,000	11,082,000	10,895,000	12,708,000	12,087,000	12,009,000	119,092,450
Capital Reserve - Rate Funded	1,840,000	3,270,000	3,497,000	2,625,000	3,726,000	2,510,000	3,527,000	2,630,000	3,507,000	2,590,000	29,722,000
Canada Community-Building Fund	1,766,300	1,563,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	15,293,300
Debenture - Tax / Rate Funded	-	11,945,000	-	-	-	-	-	-	-	-	11,945,000
Grants	1,415,700	-	-	-	-	-	-	-	-	-	1,415,700
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>Growth Related Funding</b>	<b>12,971,450</b>	<b>32,988,000</b>	<b>17,719,000</b>	<b>15,863,000</b>	<b>16,867,000</b>	<b>15,095,000</b>	<b>15,925,000</b>	<b>16,841,000</b>	<b>17,097,000</b>	<b>16,102,000</b>	<b>177,468,450</b>
Development Charges	1,009,800	5,270,000	3,044,000	4,394,000	8,407,000	1,127,000	3,060,000	929,000	3,565,000	3,588,000	34,393,800
Capital Reserve - Tax Funded	-	356,000	-	131,000	2,573,000	-	-	-	-	130,000	3,190,000
Capital Reserve - Rate Funded	-	-	344,000	62,000	546,000	-	-	-	-	-	952,000
Canada Community-Building Fund	-	-	-	-	-	-	-	-	-	-	-
Debenture - Development Charges	20,722,000	9,100,000	6,584,000	-	300,000	4,516,000	4,401,000	-	-	-	45,623,000
Debenture - Tax / Rate Funded	-	-	-	-	500,000	7,255,000	3,134,000	-	-	-	10,889,000
Grants	-	-	-	498,000	584,000	-	-	-	-	-	497,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	1,579,000
<b>Total Annual Capital Funding</b>	<b>34,703,250</b>	<b>47,714,000</b>	<b>27,691,000</b>	<b>20,948,000</b>	<b>29,777,000</b>	<b>27,993,000</b>	<b>26,520,000</b>	<b>17,770,000</b>	<b>20,662,000</b>	<b>20,317,000</b>	<b>274,095,250</b>

\* There is approximately a \$25 million backlog in facility repairs and rehabilitations as identified in the building condition assessments that is not identified in the 10 year capital plan due to funding constraints. (2015 cost estimates)

\* Parks - Potential capital improvements to waterfront parks based on the upcoming Waterfront Parks Masterplan have not been included in the ten year forecast at this time. They will be included after phase 3 is complete.

\* Roads study recommended an annual investment requirement of:

- \$3.2 million per year for resurfacing and maintenance (2015 cost estimates)

- \$3.2 million per year for reconstruction (2015 cost estimates)

\* Storm Water - Capital needs will be assessed with the Asset Management Plan and will be updated in the ten year forecast at this time.



GEORGINA

# 2022 OPERATING BUDGET

## Corporate Summary

### Tax Levy Supported

	Office of the CAO	Corporate Services	Office of the Deputy CAO	Development Services	Fire and Rescue Services	Office of Mayor and Council	Human Resources	Operations and Infrastructure	Community Services	Georgia Public Libraries	Non-Program	Grand Total	Sum of %
<b>Revenue</b>													
Development Fees					(2,954,550)								
Donations & Grants				(20,000)									
Misc Revenues	(10,000)	(1,600,850)		(493,180)	(480)	(86,500)							
Provision from Reserve	(477,000)	(10,000)		(365,000)	(227,080)	(50,000)							
Region or other Municipality				(571,800)									
Tax Levy													
User Fees, Lease and Rental													
<b>Expense</b>													
Salaries and Benefits	1,658,030	3,262,070	3,202,470	4,286,820	7,988,660	403,200	1,012,040	3,402,890	7,938,680	1,913,870	(58,110)	35,010,620	5.44%
Staffing Other Direct Expenses	43,570	190,800	60,970	93,690	120,770	50,970	35,580	62,050	196,720	55,390		910,510	3.71%
Consulting Services	56,000				5,000							61,000	0.00%
Contracted Services	381,280	319,300	311,620	160,000	169,190		29,500	3,859,860	7,779,740	1,789,350	740,340	27,000	
Contributions to Reserve		622,500	137,090	76,200	643,700		299,890			346,250	126,680		
Debenture Repayment													
Donations & Grants													
Hydro/Sewer/Gas													
Other Direct Costs													
Supplies and Maintenance													
<b>Expense Total</b>	<b>2,251,420</b>	<b>5,021,690</b>	<b>4,654,200</b>	<b>5,061,870</b>	<b>9,826,550</b>	<b>490,470</b>	<b>1,126,970</b>	<b>14,895,570</b>	<b>2,706,480</b>	<b>3,743,880</b>	<b>61,342,480</b>	<b>4,69%</b>	
<b>Grand Total</b>	<b>1,754,420</b>	<b>3,234,590</b>	<b>3,179,830</b>	<b>1,879,700</b>	<b>9,650,150</b>	<b>490,470</b>	<b>1,126,970</b>	<b>10,649,600</b>	<b>11,215,980</b>	<b>2,550,040</b>	<b>(45,250,240)</b>	<b>471,410</b>	<b>1.00%</b>

### Water and Wastewater Rate Supported

	Water	Wastewater (Sewer)	Grand Total	Rate	Increase (%)
<b>Revenue</b>	<b>(8,359,240)</b>	<b>(8,874,170)</b>	<b>(17,233,410)</b>		
Capital Recovery (Water/Wastewater)	(601,220)	(542,240)	(1,143,460)		
Local Improvements (Water/Wastewater)	(623,180)	(934,760)	(1,557,940)		
Misc Revenues	(12,490)		(12,490)		
Provision from Reserve					
User Fees, Lease and Rental	(23,920)	(27,000)	(50,920)		
Wastewater					
Water	(6,888,430)	(7,370,170)	(14,258,600)		
<b>Expense</b>	<b>8,359,240</b>	<b>8,874,170</b>	<b>17,233,410</b>		
Salaries and Benefits	1,195,870	1,114,770	2,310,640		
Staffing Other Direct Expenses	31,880	27,000	58,880		
Contracted Services	966,240	343,090	1,309,330		
Contributions to Reserve	250,650	168,040	418,690		
Debenture Repayment	1,372,060	749,930	2,121,990		
Hydro/Sewer/Gas	55,830	144,070	199,900		
Other Direct Costs	213,000	134,900	347,900		
Supplies and Maintenance	138,780	85,530	224,310		
Water Payments to York region	4,134,930	6,107,540	10,242,470		
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>		

## 2022 SUMMARY OF STAFFING AND OPERATING INITIATIVES



GEORGINA

2022 Staffing Summary

2022 New Initiatives Summary					
Pg.	New Positions	2022 Payroll Costs	Total	Pg.	New Initiatives
	<b>Corporate Services</b>				<b>Amount</b>
213	22-SI-CS-01 Data Analyst – GIS Funded by Assessment Growth (50%) & Tax Levy (50%)	67,500	20,500	88,000	25,000
216	22-SI-CS-02 Procurement Advisor Funded by Assessment Growth	63,000	19,000	82,000	
	<b>Fire &amp; Rescue Services</b>				
220	22-SI-FS-01 Deputy Fire Chief Funded by Assessment Growth	130,000	39,000	169,000	
	<b>Operations &amp; Infrastructure</b>				
223	22-SI-OI-01 Operations & Infrastructure Clerk Funded by Water and Wastewater rates	54,070	15,680	69,750	
226	22-SI-OI-02 Senior Project Manager O&I Funded by Capital Projects/Reserves	95,000	28,500	123,500	
	<b>Total Salaries and All Other Payroll Costs</b>	<b>409,570</b>	<b>122,680</b>	<b>532,250</b>	
	<b>Transitional Positions:</b> (Contract to Permanent)				
	<b>Office of the Chief Administrative Officer</b>				
229	22-TR-CAO-01 Head of Special Capital Projects/Reserves Funded by Capital Projects/Reserves	140,000	42,000	182,000	
233	22-TR-CAO-02 Senior Project Manager Funded by Capital Projects/Reserves	95,000	28,500	123,500	
233	22-TR-CAO-02 Senior Project Manager Funded by Capital Projects/Reserves	95,000	28,500	123,500	
	<b>Operations &amp; Infrastructure</b>				
236	22-TR-OI-01 Operations & Infrastructure Clerk Funded by Operating Budget (Transfer from Non-Permanent Salaries)	54,070	15,680	69,750	
	<b>Total Salaries and All Other Payroll Costs</b>	<b>384,070</b>	<b>114,680</b>	<b>498,750</b>	
					<b>240,100</b>

## Total New Initiatives



GEORGINA

2022 COVID-19 CONTINGENCY

2022 COVID Staffing Summary				
Pg.	COVID-19 Positions	2022 Payroll Costs	Total	Pg.
	<b>Human Resources</b> 257 22-CG-HR-01 Health and Safety Pandemic Specialist (Temp) Funded by COVID-19 Grant	83,000 17,000	100,000	263 22-CG-DS-02 Development Services Enhanced Marketing to Support Economic Recovery Funded by COVID-19 Grant
	<b>Development Services</b> 260 22-CG-DS-01 Enhanced Marketing to Support Economic Recovery (Temp) Funded by COVID-19 Grant	83,000 17,000	100,000	266 22-CG-RC-01 Community Services Waterfront Parks Funded by COVID-19 Grant & Tax Rate Stabilization Reserve
	<b>Total Salaries and All Other Payroll Costs</b>	<b>166,000</b>	<b>34,000</b>	<b>200,000</b>
				<b>Total New Initiatives</b>
				<b>1,300,000</b>



## 2022 STAFF COMPLEMENT

### 5 Years Historical Trend

	2022	2021	2020	2019	2018
<b><i>Operations &amp; Infrastructure</i></b>					
Permanent Full Time	43	53	53	52	77
Permanent Part Time					2
<b><i>Community Services</i></b>					
Permanent Full Time	60	46	46	46	19
Permanent Part Time	7	7	7	7	4
<b><i>Fire &amp; Rescue Services</i></b>					
Permanent Full Time	49	48	48	48	47
Permanent Part Time					1
<b><i>Development Services</i></b>					
Permanent Full Time	37	38	38	38	38
Permanent Part Time					1
<b><i>Corporate Services</i></b>					
Permanent Full Time	36	35	35	33	53
Permanent Part Time	1	1	1	1	23
<b><i>Human Resources</i></b>					
Permanent Full Time	7	7	7	7	7
<b><i>Chief Administrative Officer</i></b>					
Permanent Full Time	12	8	8	8	7
<b><i>Deputy Chief Administrative Officer</i></b>					
Permanent Full Time	24	24	24	24	
Permanent Part Time	20	20	20	20	
<b>Total Town Permanent Full Time</b>	<b>268</b>	<b>259</b>	<b>259</b>	<b>256</b>	<b>248</b>
<b>Total Town Permanent Part Time</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>31</b>
<b>Total Town</b>	<b>296</b>	<b>287</b>	<b>287</b>	<b>284</b>	<b>279</b>
Library Permanent Full Time	15	15	15	15	14
Library Permanent Part Time	12	12	12	11	12
<b>Total Town and Library</b>	<b>323</b>	<b>314</b>	<b>314</b>	<b>310</b>	<b>305</b>

Comments

- Library Positions: Not including 14 student positions
- Park Division transferred from Operations & Infrastructure to Community Services