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It's an exciting time for the Town of Georgina. Our community continues to grow and change, and we have a number of major projects that will contribute to our future. Construction of the Multi-use Recreation Complex is well underway and the Panattoni Development Company broke ground on its newest business park at the northeast corner of Woodbine Avenue and Glenwoods Avenue.

We know inflation has taken a toll on our residents and businesses. Prices have gone up for everything and we understand how hard it is to manage those costs. The Town's budget also reflects a rise in costs and a responsible approach to managing those increases. It is never easy to raise taxes but we understand that hard decisions must be made to give us stability for the long term.

This budget is responsible. It provides for services today, puts processes in place for improving services, including more online options, continues to move our major capital projects forward and adds to our reserves to plan for the future.

A tremendous amount of time and hard work has gone into the 2023 budget to ensure we are focusing our resources to continue to build a strong community. I want to thank Council, Town staff and our residents for their contributions to our budget process. By continuing to work together, we can ensure a strong future for Georgina.

Mayor Margaret Quirk



“The Town is renewing our commitment to service excellence - providing services that meet the needs of our residents, while at the same time ensuring the Town’s financial stability.”

The Town of Georgina continues to identify opportunities to leverage technology, review processes, and find ways to improve our ability to provide excellent service and value to our residents and businesses.

We have advanced online service delivery with the introduction of new virtual offerings that provide a new and efficient experience for users. Leveraging technology has been essential to maintaining business continuity. With our dedicated team and focused approach, we will continue to build on our successes.

With important projects already underway and responsible future planning efforts always top-of-mind, it is important the Town continue our practice of responsible fiscal management. I am proud of the responsible and realistic budget that strikes a balance between improving our services, saving for tomorrow and supporting the infrastructure needed now and for the future.

I would like to acknowledge the residents who participated in the budget process this year by completing the survey. Thank you –we appreciate your contributions. I am also incredibly proud of staff and their hard work, and look forward to continuing to demonstrate our collective commitment to serving this community.

Ryan Cronsberry, CAO



What makes Georgina great

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.



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.

Population and demographics

- Population of 47,642 [Census 2021] – a 4.9 per cent increase from 2016
- Georgina residents speak more than 106 different languages [Census 2021]

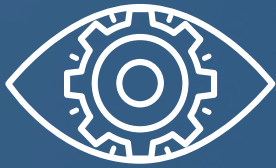
Economy

- 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. In 2021, Panattoni Development Company acquired 200 acres of zoned industrial land within the business park at the northeast corner of Woodbine Avenue and Glenwoods Avenue, which can be readied for immediate development. Construction on the site began in 2022.
- 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 1,087 businesses.

Attractions

- Waterfront parks
- The ROC, York Region's Adventure Headquarters
- Georgina Pioneer Village and Archives
- Stephen Leacock Theatre of Performing Arts

Vision, Mission and Values



Vision

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



Mission

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



Values

Respect, we care about each other.

Excellence, always go the extra mile.

Communication, we are active listeners.

Teamwork, achieving our goals together.



DISCOVERY LIBRARY BRANCH

Discover Library branch at the MURC



200-acre business park breaks ground in Georgina

Georgina's business park is one step closer to becoming a reality. Panattoni Development Company broke ground in October 2022 on its newest business park at the northeast corner of Woodbine Avenue and Glenwoods Avenue in the Town of Georgina. It is one of the largest business park developments within a one-hour drive from major urban centres in the Greater Toronto Area (GTA) and the largest development in Georgina's history.

The Town issued a building permit for the first building in October 2022 within the 404 Logistics Park, which is zoned to accommodate a variety of industrial and institutional business operations and small-scale commercial uses accessory to these uses. The approximately 370,000-square-foot building, which is the first of three buildings in the first of three phases, will be located along the Woodbine Avenue frontage and is expected to result in more than 200 new jobs. The build-out of all three phases has the potential to create more than 1,000 jobs.

Panattoni Development Company purchased approximately 250 of the 500 acres of designated employment lands. The development plans include the potential for eight buildings and a naturalized trail system along the Maskinonge River that will be designed as the development proceeds. With the future extension of Hwy 404, and the approved connection of Hwy 404 to Hwy 400 (Bradford Bypass), transportation networks will be enhanced to support the full build-out of the business park lands.



Strategic about Georgina's future

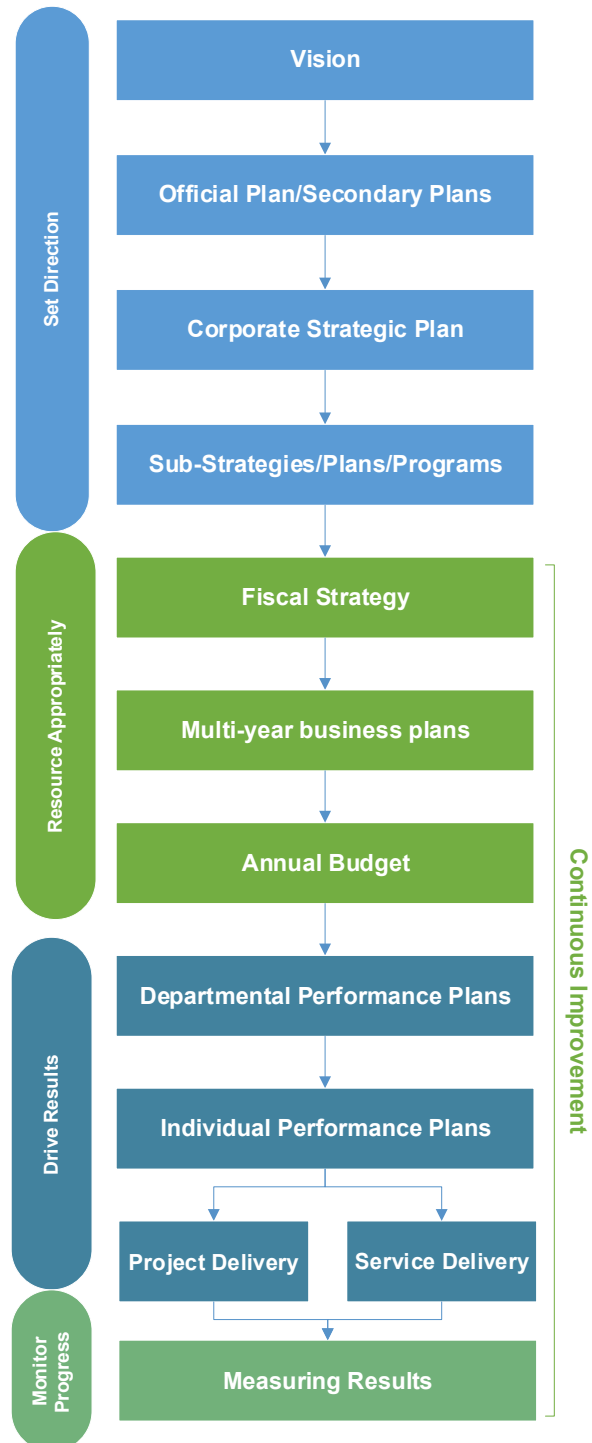
In 2019, Council endorsed the Town's 2019-2023 Strategic Plan as a vital component of the Service Excellence Framework.

The strategic plan maps out 39 specific actions within four priority areas:

1. **Grow our economy**
2. **Promote a high quality of life**
3. **Engage our community and build partnerships**
4. **Deliver exceptional service**

Even with the COVID-19 pandemic, the Town has made significant progress against the deliverables in this plan with 33 items completed. Six items will continue through 2023.

In 2023, the Town will look to endorse a new strategic plan in alignment with the new term of Council. Through this plan, and the larger Service Excellence Framework, Georgina will continue to build its competitiveness, ensure its communities remain healthy, actively engage partners and provide great service.





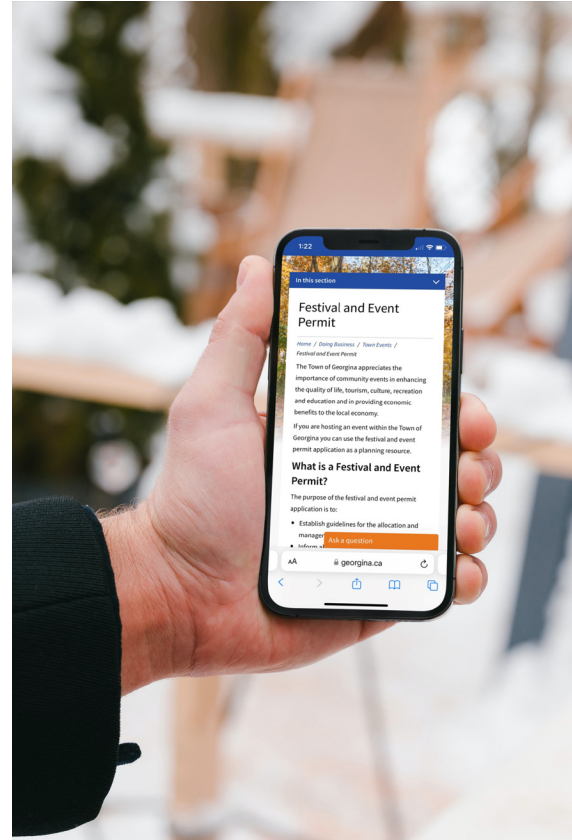
Municipal Modernization and Online Self-serve

In 2022, the Town continued to migrate services online to provide the most convenient service options for our clients, and to offer cost-effective service delivery to the taxpayer. In 2022, the following services were made available online:

- Residential parking passes
- Burn permits
- Pool permits
- Building permits
- Building package request automation
- Site alteration and entrance permits
- Festival and events permits
- Marriage licensing

In addition to these online processes, the Town also included an online chat feature, expanded online payment options to include the Stripe payment platform, expanded use of Recycle Coach to enable 'issue reporting' and made significant enhancements to our phone system to improve business continuity and overall service delivery.

In 2022, the Town received more than \$2M in grant funding in support of technology and continuous improvement efforts that have enhanced service delivery throughout the Town.





National Day for Truth and Reconciliation

In recognition of the National Day for Truth and Reconciliation, the Town of Georgina held a ceremonial flag raising in partnership with the Chippewas of Georgina Island in honour of National Day for Truth and Reconciliation on Sept 30, 2022. Flags were also raised at Ravenshoe Road and Woodbine, and at Dalton Road and Lake Drive. 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. A drummer also performed at the ceremonial event.

On Sept. 22, 2022, the Region of York, in partnership with the Town of Georgina and the Chippewas of Georgina Island First Nation, held the official unveiling of a second Every Child Matters Crosswalk in Georgina. It is located at Dalton Road and Black River Road. The event included an opening song, smudging ceremony, remarks and a ribbon cutting. Like the first crosswalk, this one helps to raise awareness of the victims and survivors of Canada's residential school system, while also helping to advance reconciliation through renewed relationships with Indigenous partners.



MURC Multi-use Recreation Complex

Construction on the Multi-use Recreation Complex (MURC), the largest project in its history, began in the fall of 2021.

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 the 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.



The construction of the MURC will be primarily funded by development charges. There will be a need to fund the remaining capital portion from other sources as a result of Bill 23. There will be no tax levy increases related to the MURC operating costs. The anticipated annual net operating costs for the MURC will be approximately \$2 million. The entire amount will be funded through assessment growth, which is the new property taxes that will be collected from new development. As a result, there will be no tax levy increases relating to the MURC operating costs.

Construction on the MURC is anticipated to be complete in Q4 of 2023.

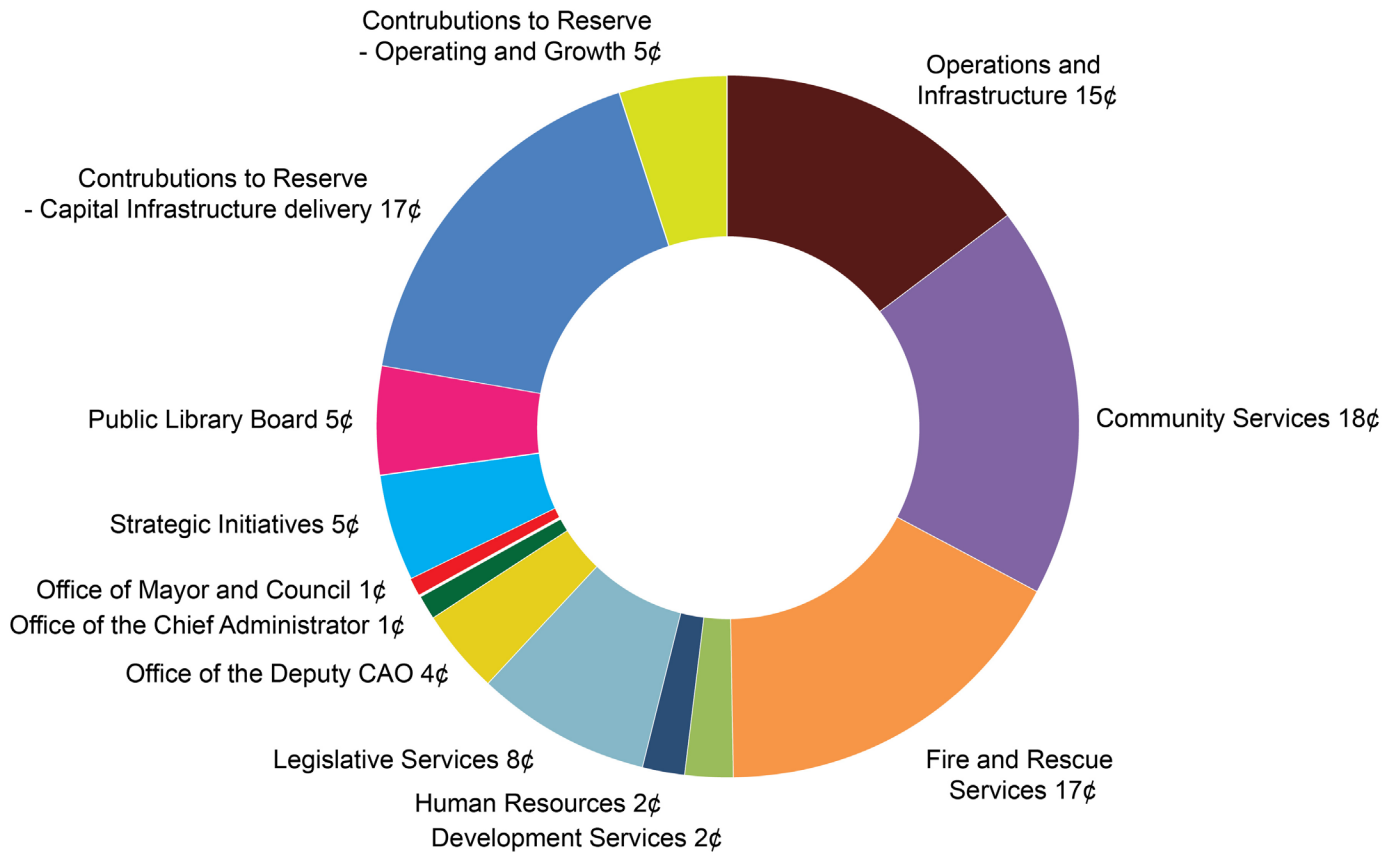


2023 Budget overview

The Town is committed to building strong and healthy communities, and ensuring that everyone benefits from a high quality of life.

Georgina's changing environment continues to present many budgetary and financial challenges into 2023. The Town's 2023 budget reflects a rise in costs and a responsible approach to managing those increases while focusing our resources to continue to build a strong community. The budget was constructed with a clear focus on improving service delivery, managing growth, and delivering services more effectively and efficiently.

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 2023 Operating Budget, including contributions to reserves of \$12 million, is \$85 million. The 2023 Capital Budget is \$25 million, which includes the cash flow of \$9 million for the Multi-use Recreation Complex (MURC), for a total operating and capital budget of \$110 million.

The Town is carrying forward \$25 million in capital projects, which excludes carry forward cash flow of \$22 million for the MURC and \$14 million for the replacement Civic Centre.



Property tax levy

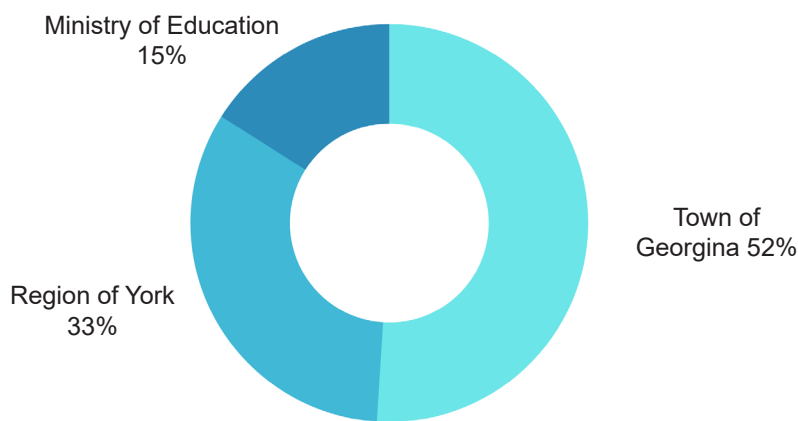
The tax levy for Georgina is \$51.3 million, which results in an increase of 4.89 per cent for operating, and an additional two per cent for capital reserves, for a total increase of 6.89 per cent.

The two per cent infrastructure levy contribution to capital reserves is essential in order to address the funding shortfalls identified in the Core Asset Management Plan and Building Condition Assessments. The annual contributions are used to deliver on the \$300 million 10-year capital plan, which includes the infrastructure investments necessary to continue to provide high-quality services to residents.

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:

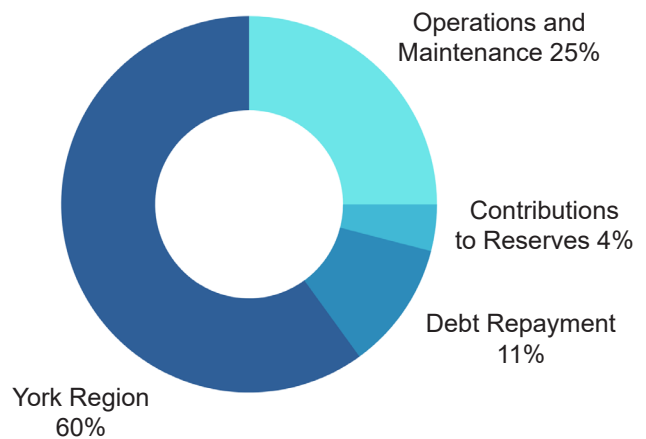
Where your residential tax dollars go



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. Georgina's water and wastewater budget includes its own costs, as well as those water and wastewater costs billed by the Region. The primary funding source for the operating budget is water and wastewater rates. The local water and wastewater rates have been established based on the anticipated water consumption and related wastewater discharge for 2023. An average single-family detached dwelling will see their water and wastewater bill increase by 5.84 per cent.

Where your water and wastewater dollars are spent



Water and wastewater rates



Looking to the future

Georgina's financial strategies continue to evolve in order to address the most recent economic instabilities and legislative changes. High inflation has had a significant impact on the Town's operating costs. In addition, infrastructure delivery costs have significantly increased and are expected to remain high in 2023 due to rising commodity and energy prices and labour shortages. The new changes related to development charges and parkland dedication with Bill 23 – More Homes Built Faster Act – are also expected to have significant changes on the Town's ability to deliver on its capital program. Despite the many budgetary and financial challenges, the Town maintains a strong fiscal foundation and has strong plans to ensure 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



GEORGINA

2023 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax, DC, or Water/Wastewater Rates)
		\$	\$	\$	\$	\$	\$	\$
Operations & Infrastructure								
269	23-CI-OI-01	Streetlight Upgrades	150,000					
272	23-CI-OI-02	Minor Capital - Concrete	75,000					
275	23-CI-OI-03	Minor Capital - Culverts under 3m	250,000					
278	23-CI-OI-04	Pavement Management	4,000,000		4,000,000			
283	23-CI-OI-05	Rehabilitation of Bridges and Culverts over 3m	135,000					
286	23-CI-OI-06	EAB Tree Removal Program	2,500,000					
290	23-CI-OI-07	School Zone Safety Upgrades	75,000					
294	23-CI-OI-08	Streetscape Redevelopment Detailed Design High Street	400,000					
297	23-CI-OI-09	Major Ditch Reconstruction	200,000					
300	23-CI-OI-10	Fleet Mechanical Improvements	42,000					
304	23-CI-OI-11	Fleet Health and Safety Improvements	35,000					
307	23-CI-OI-12	Hedge Road Slope Construction	400,000	400,000				
310	23-CI-OI-13	Pavement Condition Assessment Program	75,000					
313	23-CI-OI-14	Fleet Replacement Program (VERS)	2,439,000					
		10,776,000	6,376,000	400,000	4,000,000	-	-	-
Community Services								
	C-2021-0204*	MURC (2023 Cash Flow) (17-REC-1/19-FAC-2)	8,600,000					8,600,000
323	23-CI-CS-01	Facilities Repairs and Remediation Program	99,000					
326	23-CI-CS-02	Challenge Course Repairs and Equipment	15,000					
328	23-CI-CS-03	Ditching and Drainage	75,000					
331	23-CI-CS-04	Irrigation Repairs	60,000					
334	23-CI-CS-05	Picnic Table Replacement	50,000					
336	23-CI-CS-06	Playground Replacement	150,000					
	CSD-2022-0014*/							
338	23-CI-CS-07	Building Condition Assessment (BCA) Items	1,179,000					
344	23-CI-CS-08	Parks & Trails Plan Study	100,000					
347	23-CI-CS-09	The Link Sidewalk	75,000					
		10,403,000	1,803,000	-	-	-	-	8,600,000
Fire & Rescue Services								
350	23-CI-FS-01	Suppression Equipment	70,000					
353	23-CI-FS-02	Communication Equipment	25,000					
356	23-CI-FS-03	Bunker Gear	65,000					
359	23-CI-FS-04	Clothing/PPE and Bunker Gear for Four New Staff	24,000					
		184,000	184,000	-	-	-	-	-
Office of the Deputy Chief Administrative Officer								
361	23-CI-DCAO-01	Development Tracking Solution	500,000			500,000		
365	23-CI-DCAO-02	Additional Resources for Corporate IT Projects	562,500					
368	23-CI-DCAO-03	Stormwater Rate Study	50,000					
		1,112,500	612,500	-	-	500,000	-	-



GEORGINA

2023 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax, DC, or Water/Wastewater Rates)
Legislative Services								
371	23-CI-LS-01 Delegated Authority Bylaw, Policy and Procedure	25,000	25,000					
374	23-CI-LS-02 Protective Vests	10,000	10,000					
377	23-CI-LS-03 Animal Shelter Equipment Upgrades	40,000	40,000					
		75,000	75,000	-	-	-	-	-
Strategic Initiatives								
380	23-CI-SI-01 Economic Development and Tourism Strategy and Action Plan	50,000	50,000					
384	23-CI-SI-02 Lead Generation – Investment Attraction	25,000	25,000					
387	23-CI-SI-03 Community and Tourism Wayfinding Signage Installation	50,000	50,000					
		125,000	125,000	-	-	-	-	-
Library								
391	23-CI-LI-01 Security Gates	26,500	26,500					
394	23-CI-LI-02 Keswick Branch Alcove Renovation	15,000	15,000					
		41,500	41,500	-	-	-	-	-
TOTAL CAPITAL INVESTMENT		22,717,000	9,217,000	400,000	4,000,000	500,000	-	8,600,000
Water and Wastewater								
396	23-CI-WAT-01 Water Meter Replacement Program	200,000	200,000					
	OI-2022-0020*/							
399	23-CI-WAT-02 Polybutylene Service Replacement Program	400,000	400,000					
403	23-CI-WAT-03 Cockburn Subdivision Watermain Construction - Additional Funds	1,900,000						1,900,000
407	23-CI-WAT-04 Condition Assessment of Joe Dales WBPS	50,000	50,000					
		2,550,000	650,000	-	-	-	-	1,900,000
TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA		25,267,000	9,867,000	400,000	4,000,000	500,000	-	10,500,000

* Previously approved - no business case

Carry Forward Capital Investment		Spent to Date As of November 2022	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, or Water/Wastewater Rates)	Other Revenue
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operations & Infrastructure											
19-PWK-11	Hedge Road Bank Stabilization	296,610	1,650,000	1,353,390		1,353,390					
19-PWK-14	2019 Roads Now Needs Plan (Road Reconstruction Program)	177,410	1,000,000	822,590	822,590						
20-OI-3	2020 Roads Reconstruction Plan (Approved in 2019)		1,261,000	1,261,000	46,200	1,214,800					
20-OI-5	Bridge Rehabilitations and Replacements	3,630	396,000	392,370		392,370					
20-OI-9	Major Ditch Reconstruction	186,080	300,000	113,920	113,920						
20-OI-15	Roadside Safety Audit and Program Development/Implementation	-	75,000	75,000		75,000					
20-OI-22/	Removable Floating Finger Dock(s) at Mill Pond Park		5,000	5,000							
C-2023-0064***											
21-OI-2	2021 Roads Rehabilitation	-	1,000,000	1,000,000			1,000,000				
21-OI-3	Pollock Road Slope Design	-	50,000	50,000		50,000					
C-2022-0216/21-OI-7	Udora Gravel Roads Design	51,450	618,480	567,030		567,030					
21-OI-9	Mossington Bridge Safety Assessment	1,980	25,000	23,040	23,040						
22-CI-OI-01	EAB Tree Removal Program	357,840	1,100,000	742,160	742,160						
22-CI-OI-06	Roads: Major Capital Resurfacing Design	-	175,000	175,000		175,000					
22-CI-OI-07	Streetlight Upgrades	-	90,000	90,000	90,000						
22-CI-OI-09	Fuel Management System	-	120,000	120,000	120,000						
22-CI-OI-10	2022 Bridge OSIM	-	75,000	75,000							
22-CI-OI-11	Lake Drive Road Functionality Assessment	-	150,000	150,000	150,000						
22-CI-OI-12	Old Shiloh Bridge Heritage Investigation/Environmental Assessment	-	100,000	100,000	100,000						
22-CI-OI-13	Development of an Asset Management Plan for Non-Core Assets	-	150,000	150,000		150,000					
22-CI-OI-14	Major Ditch Design and Rehabilitation Program	10,330	400,000	389,670		389,670					
22-CI-OI-15	Vehicle and Equipment Replacement Program	282,910	2,157,950	1,875,040	1,875,040						
22-CI-OI-18	Alice Avenue: Drainage and Storm Sewer Assessment (22-DN-03)	-	50,000	50,000	50,000						
22-CI-OI-19	Pufferlaw Dam	127,910	1,000,000	872,090	872,090						
22-CI-WAT-05	Public Water Tap and Bulk Water Station	-	40,000	40,000	40,000						
Community Services											
17-REC-1/19-FAC-2/C-	Design and Construct the MURC (Carryforward Cash Flow)	1,496,130	11,988,430	10,492,300	5,200,040	4,292,260	1,000,000	-	-	-	-
2021-0204		19,899,340	50,200,000	21,700,660						21,700,660	
18-CAO-2/19-FAC-3/	Design and Construct the Civic Centre (Carryforward Cash Flow)	1,072,350	50,000,000	13,948,650	13,948,650						
SI-2023-0005*											
C-2022-0148	Uptown Keswick Parkette	9,090	352,640	343,550	68,570	250,000	274,980		250,000		
19-PRK-6	Maskinonge Pedestrian Bridge	-	500,000	500,000							
20-RC-4	Pioneer Village	-	10,000	10,000	10,000						
20-OI-12	Pioneer Cemetery Needs Assessment	-	50,000	50,000	50,000						
20-OI-13	Keswick Cemetery Master Plan	-	80,000	80,000	80,000						
20-OI-25	Trails Lighting	-	30,000	30,000	30,000						
C-2021-0300	Playground Replacements	-	150,000	150,000	150,000			840,000			
22-CI-RC-02	Park Development – Treasure Hill Phase 1 Park and Trail	-	840,000	840,000							
22-CI-RC-03	Building Condition Assessment (BCA) Items	21,350	470,000	448,650	448,650		25,000				
22-CI-RC-07	Train Station Repairs	-	50,000	50,000	25,000						
22-CI-RC-08	Pufferlaw Recreation Opportunities	17,250	1,446,750	1,429,500	1,429,500						
	Electric Car Charges (22-MQ-04)	-	60,000	60,000	60,000						
		21,019,380	104,239,390	39,641,010	16,300,370	250,000	299,980	840,000	250,000	21,700,660	-
Fire & Rescue Services											
22-CI-FS-02	Replacement of Bunker Gear/PPE	400	54,000	53,600	53,600						
		400	54,000	53,600	53,600						



GEORGINA

2023 BUDGET - CARRY FORWARD CAPITAL PROJECTS

Carry Forward Capital Investment											
Development Services	Spent to Date As of November 2022	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, or Water/Wastewater Rates)	Other Revenue	
19-REC-9	-	30,000	30,000	30,000							
21-DS-1	21,340	60,000	38,660	21,260			17,400				
Developer Project	1,112,640	1,830,000	717,360				717,360				
22-CI-DS-01		65,000	65,000				65,000				
C-2022-0238	28,930	1,263,000	1,234,070								1,234,070
	1,162,910	3,248,000	2,085,090	51,260	-	-	799,760	-	-	-	1,234,070
Office of the Deputy Chief Administrative Officer											
20-CS-3	114,320	283,000	168,680			168,680					
21-CAO-1	444,470	515,000	70,530	70,530							
C-2021-0322**	12,210	363,940	351,730	134,620		217,110					
21-CS-2	225,000	365,000	140,000	140,000							
C-2022-0254	86,580	356,780	270,200	270,200							
22-CI-CS-01	27,720	270,000	242,280	242,280			70,000				
22-CI-CS-02	-	70,000	70,000		-	385,790	70,000	-	-	-	-
	910,300	2,223,720	1,313,420	857,630	-	-		-	-	-	-
Legislative Services											
C-2022-0219	-	388,000	388,000	388,000	-	-	-	-	-	-	-
	-	388,000	388,000	388,000	-	-	-	-	-	-	-
Strategic Initiatives											
C-2021-0322**	85,240	356,160	270,920			270,920					
22-CI-CAO-01	-	40,000	40,000	40,000							
22-CI-CAO-02	-	50,000	50,000	50,000							
C-2021-0299	52,660	475,000	422,340	133,380		133,380					155,580
	137,900	921,160	763,260	223,380	-	404,300	-	-	-	-	155,580
Library											
20-LIB-1	23,290	41,800	18,510	18,510							
22-CI-LIB-01	9,070	49,500	40,430	40,430							
	32,360	91,300	58,940	58,940	-	-	-	-	-	-	-
	24,759,380	123,154,000	54,815,620	23,133,220	4,542,260	2,090,070	1,709,760	250,000	21,700,660		1,389,650
TOTAL CARRY FORWARD CAPITAL											
Water and Wastewater (Operations & Infrastructure)											
19-SEW-1	121,410	260,000	138,590	138,590							
20-WAT-5	296,570	500,000	203,430	203,430							
C-2019-0697/	179,140	2,014,000	1,834,860						1,834,860		
20-WAT-6											
21-WAT-3	43,970	1,180,000	1,136,030	1,022,430			113,600				
21-WAT-4	-	67,000	67,000	67,000							
21-WAT-5	18,250	150,000	131,750	116,750			15,000				
22-CI-WAT-01	-	500,000	500,000	500,000							
22-CI-WAT-05	-	60,000	60,000	60,000							
20-SEW-2/	60,650	400,000	339,350	339,350							
21-SEW-2											
22-CI-SEW-01	-	270,000	270,000	270,000							
22-CI-SEW-02	-	200,000	200,000	200,000							
22-CI-SEW-03	-	150,000	150,000	150,000							
22-CI-SEW-04	-	160,000	160,000	160,000							
22-CI-SEW-05	-	200,000	200,000	200,000							
	719,990	6,111,000	5,391,010	3,427,550	-	-	128,600	-	1,834,860		-
TOTAL CARRY FORWARD: WATER/WASTEWATER											
TOTAL CARRY FORWARD - TOWN OF GEORGINA											
	25,479,370	129,285,000	60,206,630	26,560,770	4,542,260	2,090,070	1,838,360	250,000	23,535,520		1,389,650

* SI-2023-0005: Carryforward capital budget was amended on March 1st to increase the total budget to \$50M

** Grant Approval Pending

*** Floating Finger Docks (referred to in the Waterfront Master Plan per resolution NO. C-2023-0064)



GEORGINA

2023 BUDGET - CANCELLED CAPITAL PROJECTS

Cancelled Capital Projects		Spent to Date As of November 2022	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, or Water/Wastewater Rates)
Strategic Initiatives										
CAO-2019-0027	Mossington Wharf Rehabilitation	\$ 58,000	\$ 770,000	\$ 712,000	\$ -	\$ -	\$ 712,000	\$ -	\$ -	\$ -
		58,000	770,000	712,000	-	-	712,000	-	-	-
TOTAL CANCELLED CAPITAL - TOWN OF GEORGINA		58,000	770,000	712,000	-	-	712,000	-	-	-



GEORGIA

10 YEAR CAPITAL PLAN Summary

Department	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Non-Growth Related Expenditures											
Operations & Infrastructure	10,776,000	13,094,000	15,675,000	9,029,000	11,600,000	9,739,000	13,000,000	10,579,000	12,515,000	13,244,000	119,251,000
Water & Wastewater	2,550,000	3,570,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	30,728,000
Community Services	1,803,000	17,980,000	18,275,000	7,829,000	3,230,000	4,350,000	4,165,000	5,870,000	5,150,000	5,670,000	74,322,000
Fire & Rescue Services	184,000	196,400	167,800	916,800	167,000	140,000	215,000	215,000	215,000	215,000	2,632,000
Development Services	-	-	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Office of the Deputy CAO	612,500	2,205,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	350,000	5,742,500
Legislative Services	35,000	-	-	-	-	-	-	-	-	-	35,000
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Strategic Initiative	125,000	90,000	75,000	50,000	-	-	-	50,000	-	-	390,000
Public Library Board	41,500	17,000	60,000	70,000	20,000	20,000	60,000	20,000	20,000	20,000	348,500
	16,127,000	37,152,400	38,829,800	20,434,800	18,834,000	17,209,000	21,562,000	19,564,000	21,737,000	21,999,000	233,449,000
Growth Related Expenditures											
Operations & Infrastructure	-	100,000	340,000	-	-	-	-	-	-	-	440,000
Water & Wastewater	-	1,400,000	-	-	-	-	-	-	-	-	1,400,000
Community Services	8,600,000	2,973,000	-	500,000	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	20,349,000
Fire & Rescue Services	-	2,434,000	9,585,000	1,050,000	-	-	1,500,000	15,000,000	-	-	29,569,000
Development Services	-	100,000	2,125,000	2,755,000	11,285,000	30,000	60,000	110,000	2,430,000	2,455,000	21,350,000
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Office of the Deputy CAO	500,000	140,000	-	-	-	-	140,000	-	-	-	780,000
Legislative Services	40,000	-	-	-	-	-	-	-	-	-	40,000
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Strategic Initiative	-	-	-	-	-	-	-	-	-	-	-
Public Library Board	-	350,000	-	-	-	-	-	-	-	-	350,000
	9,140,000	7,497,000	12,050,000	4,305,000	11,835,000	1,027,000	4,600,000	15,689,000	3,930,000	4,205,000	74,278,000
Total Annual Capital Expenditures	25,267,000	44,649,400	50,879,800	24,739,800	30,669,000	18,236,000	26,162,000	35,253,000	25,667,000	26,204,000	307,727,000



GEORGINA

10 YEAR CAPITAL PLAN Summary

Department	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Funding											
Capital Reserve - Tax Funded	9,177,000	28,901,110	26,821,510	15,463,510	10,605,710	11,817,710	13,113,710	14,302,710	15,468,710	16,717,710	162,389,390
Capital Reserve - Rate Funded	650,000	3,570,000	4,227,000	2,190,000	3,447,000	2,610,000	3,667,000	2,480,000	3,487,000	2,500,000	28,828,000
Reserve Funds - Canada Community Building Fund	400,000	1,900,000	5,000,000	-	2,000,000	-	2,000,000	-	-	-	11,300,000
Debtenture - Tax Funded	-	-	-	-	-	-	-	-	-	-	-
Debtenture - Rate Funded	1,900,000	-	-	-	-	-	-	-	-	-	1,900,000
Grants	4,000,000	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	2,781,290	29,031,610
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	16,127,000	37,152,400	38,829,800	20,434,800	18,834,000	17,209,000	21,562,000	19,564,000	21,737,000	21,999,000	233,449,000
Growth Related Funding											
Development Charges	500,000	5,284,000	1,815,000	3,614,000	8,132,000	1,027,000	3,100,000	689,000	3,930,000	3,578,000	31,669,000
Capital Reserve - Tax Funded	40,000	-	356,000	131,000	2,573,000	-	-	-	-	130,000	3,230,000
Capital Reserve - Rate Funded	-	1,260,000	344,000	62,000	546,000	-	-	-	-	-	2,212,000
Reserve Funds - Canada Community Building Fund	-	-	-	-	-	-	-	-	-	-	-
Debtenture - Development Charges	8,600,000	953,000	9,535,000	-	-	-	-	5,700,000	-	-	25,358,000
Debtenture - Tax Funded	-	-	-	-	-	-	-	930,000	-	-	10,230,000
Grants	-	-	-	498,000	584,000	-	-	-	-	497,000	1,579,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	9,140,000	7,497,000	12,050,000	4,305,000	11,835,000	1,027,000	4,600,000	15,689,000	3,930,000	4,205,000	74,278,000
Total Annual Capital Funding	25,267,000	44,649,400	50,879,800	24,739,800	30,669,000	18,236,000	26,162,000	35,253,000	25,667,000	26,204,000	307,727,000



GEORGINA

2023 OPERATING BUDGET

Corporate Summary

Tax Levy Supported

	Office of the CAO	Office of the Deputy CAO	Development Services	Fire and Rescue Services	Office of Mayor and Council	Human Resources	Operations and Infrastructure	Community Services	Georgina Public Library	Legislative Services	Strategic Initiatives	Corporate	2023 Budget	% change from 2022
Revenue														
Development Fees			(3,259,000)										(3,259,000)	10.36%
Donations & Grants			-	-	-	-	-	(52,500)	(73,640)	(25,000)	(134,680)	(57,610)	(343,430)	63.99%
Misc Revenues	(10,000)	(1,820,050)	(270,420)	(85,000)	-	-	(71,710)	(736,360)	(11,000)	(491,320)	(79,040)	(1,575,000)	(5,149,900)	56.72%
Provision from Reserve	(50,000)	(10,000)	(210,360)	(50,000)	-	-	(1,036,830)	(100,000)	(96,600)	-	(674,760)	-	(2,228,550)	(31.37%)
Region or other Municipality							(200,000)	(5,000)		(583,240)			(788,240)	1.47%
Tax Levy												(51,349,670)	(51,349,670)	7.85%
User Fees, Lease and Rental		(156,250)		(40,000)	-	-	(155,000)	(2,777,180)	(77,700)	(12,000)	(50)	(3,218,180)	(3,218,180)	(1.20%)
Revenue Total	(60,000)	(1,986,300)	(3,739,780)	(175,000)	-	-	(1,463,540)	(3,671,040)	(258,940)	(1,111,560)	(888,530)	(52,982,280)	(66,336,970)	8.14%
Expense														
Salaries and Benefits	383,680	2,978,470	4,586,830	8,240,100	495,310	809,150	4,195,510	8,424,020	2,076,400	3,826,030	2,731,150	(258,110)	38,488,540	9.93%
Staffing Other Direct Expenses	84,700	186,170	90,490	130,780	50,970	35,580	62,350	200,580	51,860	70,710	84,640	-	1,048,830	15.19%
Consulting Services	75,000		5,000										80,000	31.15%
Contracted Services	-	281,400	69,500	21,690	-	29,500	3,990,430	608,520	26,700	613,630	227,060	-	5,868,430	(2.16%)
Debtenture Repayment			-	299,890			346,250	126,680					772,820	0.00%
Donations & Grants				-	-	-		294,500		2,000	268,000	-	564,500	(8.88%)
Hydro/Sewer/Gas		3,000		64,340			292,400	1,332,430	95,020	22,600	5,860		1,815,650	1.67%
Supplies and Maintenance	3,500	35,390	43,900	436,630	4,000	6,950	607,110	1,209,990	287,430	155,300	16,250	-	2,806,450	6.75%
Other Direct Costs	16,000	636,120	40,760	295,290	30,300	37,200	273,660	1,352,450	187,330	648,370	294,290	-	3,811,770	0.40%
Contributions to Reserve		-	-	-	-	-	-	-	170,890	-	-	-	170,890	7.99%
Contributions to Capital Reserves												8,580,690	8,580,690	12.61%
Contributions to Growth Reserves												1,608,540	1,608,540	0.00%
Contributions to Operating Reserves												719,860	719,860	93.42%
Expense Total	562,880	4,120,550	4,836,480	9,488,720	580,580	918,380	9,767,710	13,549,170	2,895,630	5,338,640	3,627,250	10,650,980	(66,336,970)	8.14%
2023 Budget	502,880	2,134,250	1,096,700	9,313,720	580,580	918,380	8,304,170	9,878,130	2,636,690	4,227,080	2,738,720	(42,331,300)	-	

Water and Wastewater Rate Supported

	Water	Wastewater (Sewer)	Grand Total
Revenue	(8,837,020)	(9,550,830)	(18,387,850)
Water	(7,243,050)		(7,243,050)
Wastewater		(7,930,960)	(7,930,960)
Capital Recovery (Water/Wastewater)	(692,910)	(638,490)	(1,331,400)
Donations & Grants	-	-	-
Local Improvements (Water/Wastewater)	(631,920)	(947,880)	(1,579,800)
Misc Revenues	(12,490)	-	(12,490)
Provision from Reserve	-	-	-
User Fees, Lease and Rental	(256,650)	(33,500)	(290,150)
Expense	8,837,020	9,550,830	18,387,850
Salaries and Benefits	1,184,040	1,184,070	2,368,110
Staffing Other Direct Expenses	27,480	27,000	54,480
Contracted Services	966,240	343,090	1,309,330
Hydro/Sewer/Gas	55,830	144,070	199,900
Supplies and Maintenance	138,780	85,530	224,310
Other Direct Costs	216,480	138,340	354,820
Debtenture Repayment	1,372,070	749,220	2,121,290
Water Payments to York region	4,535,070	6,441,040	10,976,110
Contributions to Reserve	341,030	438,470	779,500
Grand Total	-	-	-

Tax Levy Cost Drivers

	GROWTH	SERVICE LEVEL	INFLATIONARY	OTHER
	(560,730)	351,800	2,346,560	1,170,780
	*	(1.17%)	0.73%	4.88%
				2.44%
				3,308,410
				6.89%
				* Percentage of Tax Levy

2023 Staffing Summary

Pg.	New Positions		Salary	Payroll Costs	Total
	Operations & Infrastructure				
231	23-SI-OI-01	Heavy-duty Diesel Mechanic Funded by Assessment Growth	80,380	24,120	104,500
234	23-SI-OI-02	Road Attendant (100% funded from existing contracted services dollars)	72,500	21,750	94,250
237	23-SI-OI-03	Project Manager Project Manager Funded by Reserves	100,000 100,000	30,000 30,000	130,000 130,000
	Fire & Rescue Services				
240	23-SI-FS-01	Career Firefighter Career Firefighter Career Firefighter Career Firefighter Funded by Tax Levy	64,620 64,620 64,620 64,620	19,380 19,380 19,380 19,380	84,000 84,000 84,000 84,000
	Office of the Deputy Chief Administrative Officer				
244	23-SI-DCAO-01	Client Services Technician Funded by Assessment Growth	54,340	16,300	70,640
247	23-SI-DCAO-02	Water Clerk Funded by Water/Wastewater	56,370	16,910	73,280
	Strategic Initiatives				
250	23-SI-SI-01	Manager, Corporate Strategy & Transformation Funded by Tax Levy	123,000	36,900	159,900
	Library				
256	23-SI-LI-01	Executive Assistant (PPT to PFT) Funded by Tax Levy	19,080	5,720	24,800
258	23-SI-LI-02	Circulation Supervisor Funded by Reserves	66,620	19,980	86,600
	Subtotal		<u>930,770</u>	<u>279,200</u>	<u>1,209,970</u>
	Temporary Positions:				
	Legislative Services				
260	23-SI-LS-01	Seasonal Parking Control Officers Funded by Tax Levy	30,770	9,230	40,000
	Total Salaries and All Other Payroll Costs		961,540	288,430	1,249,970

2023 New Initiatives Summary

Pg.	New Initiatives		Amount
	Development Services		
263	23-NI-DS-01	Planning Consultant Funded by Reserves	\$ 60,000
	Office of the Chief Administrative Officer		
266	23-NI-CAO-01	Department-led Staff Engagement Funding Funded by Reserves	\$ 50,000
	Operations & Infrastructure		
*	OI-2023-0001	Maintenance and Installation of Entrances from Municipal Highways 50% Funded by Reserves, 50% Funded by Tax Levy	\$ 60,000
	Strategic Initiatives		
*		Georgina Food Pantry Donation Funded by Reserves	\$ 25,000
	Total New Initiatives		\$ 195,000

* no business case



GEORGINA

ESTIMATED RESERVE FUNDS

Summary for 2023

Reserve Category	Reserve name	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Discretionary						
	Animal Shelter Donations	5,980				5,980
	Building Division	343,150		(150,360)		192,790
	Civic Centre		1,537,640	(15,021,000)	800,000	(12,683,360)
	Corporate Capital/ New Infrastructure	5,149,810	1,186,940	(3,416,290)	(600,000)	2,320,460
	Election	-	84,000	-		84,000
	Facilities - Repair & Replacement	9,937,320	1,203,640	(3,490,920)	(200,000)	7,450,040
	Fleet & Equipment - Repair & Replacement	7,170,230	1,735,010	(4,611,360)		4,293,880
	Keswick Cemetery	102,890	6,800	(89,260)		20,430
	Land Acquisition	1,843,110	250,000			2,093,110
	Landfill Site	63,000		(37,000)		26,000
	Library Capital	1,300,200	54,890	(100,440)	(879,650)	375,000
	Operating Growth Stabilization	4,101,110	1,608,540			5,709,650
	Parks - Repair & Replacement	544,550	155,000	(585,800)		113,750
	Professional Development and Staff Engagement	176,310		(60,000)		116,310
	Provincial Grant	766,980		(766,980)		-
	Roads - Repair & Replacement	7,838,260	2,229,130	(1,891,140)	500,000	8,676,250
	Storm Water Repair and Replacement	100,000	100,000	(450,000)		(250,000)
	Tax Rate Stabilization	7,537,340	635,860	(6,355,240)	2,200,320	4,018,280
	Wastewater - Fleet & Equipment - Repair & Replacement	270,930	31,450			302,380
	Wastewater - Infrastructure - Repair & Replacement	3,396,330	394,020	(1,634,120)		2,156,230
	Wastewater Rate Stabilization	66,630	13,000			79,630
	Water - Fleet & Equipment - Repair & Replacement	708,680	31,450			740,130
	Water - Infrastructure - Repair & Replacement	4,884,720	206,580	(2,795,790)		2,295,510
	Water Rate Stabilization	270,300	103,000			373,300
	Waterfront Parks	2,254,800	917,000	(5,000)		3,166,800
	Working Capital	2,200,320			(2,200,320)	-
	Library Stabilization	25,190		(86,600)	354,650	293,240
	Library Professional Development and Staff Engagement				25,000	25,000
Discretionary Total		61,058,140	12,483,950	(41,547,300)	-	31,994,790
Obligatory						
	Canada Community Building Fund	7,857,510	1,503,070	(5,021,830)		4,338,750
	Cannabis Legalization	26,930				26,930
	Cash in Lieu of Parkland	3,994,950		(250,000)		3,744,950
	COVID-19	434,660		(434,660)		-
	Development Charges	18,150,020	2,500,000	(3,764,330)		16,885,690
	Parking Cash in Lieu	120,490		(120,490)		-
Obligatory Total		30,584,560	4,003,070	(9,591,310)		24,996,320
Internal Borrowing						
	Internal Borrowing	(87,530)	87,530			-
Internal Borrowing Total		(87,530)	87,530			-
Projected Closing Balance		91,555,170	16,574,550	(51,138,610)	-	56,991,110



2023 STAFF COMPLEMENT

5 Years Historical Trend

	2023	2022	2021	2020	2019
Operations & Infrastructure					
Permanent Full Time	47	43	53	53	52
Permanent Part Time					
Community Services					
Permanent Full Time	59	60	46	46	46
Permanent Part Time	7	7	7	7	7
Fire & Rescue Services					
Permanent Full Time	53	49	48	48	48
Permanent Part Time					
Development Services					
Permanent Full Time	35	37	38	38	38
Permanent Part Time					
Human Resources					
Permanent Full Time	5	7	7	7	7
Legislative Services					
Permanent Full Time	27	23	23	24	24
Permanent Part Time	22	22	22	20	20
Deputy Chief Administrative Officer					
Permanent Full Time	28	36	35	35	33
Permanent Part Time	1	1	1	1	1
Chief Administrative Officer					
Permanent Full Time	2	12	8	8	8
Strategic Initiatives					
Permanent Full Time	23				
Total Town Permanent Full Time	279	267	258	259	256
Total Town Permanent Part Time	30	30	30	28	28
Total Town	309	297	288	287	284
Library Permanent Full Time	17	15	15	15	15
Library Permanent Part Time	11	12	12	12	11
Total Town and Library	337	324	315	314	310

Comments

- Library Positions: Not including 13 permanent student positions