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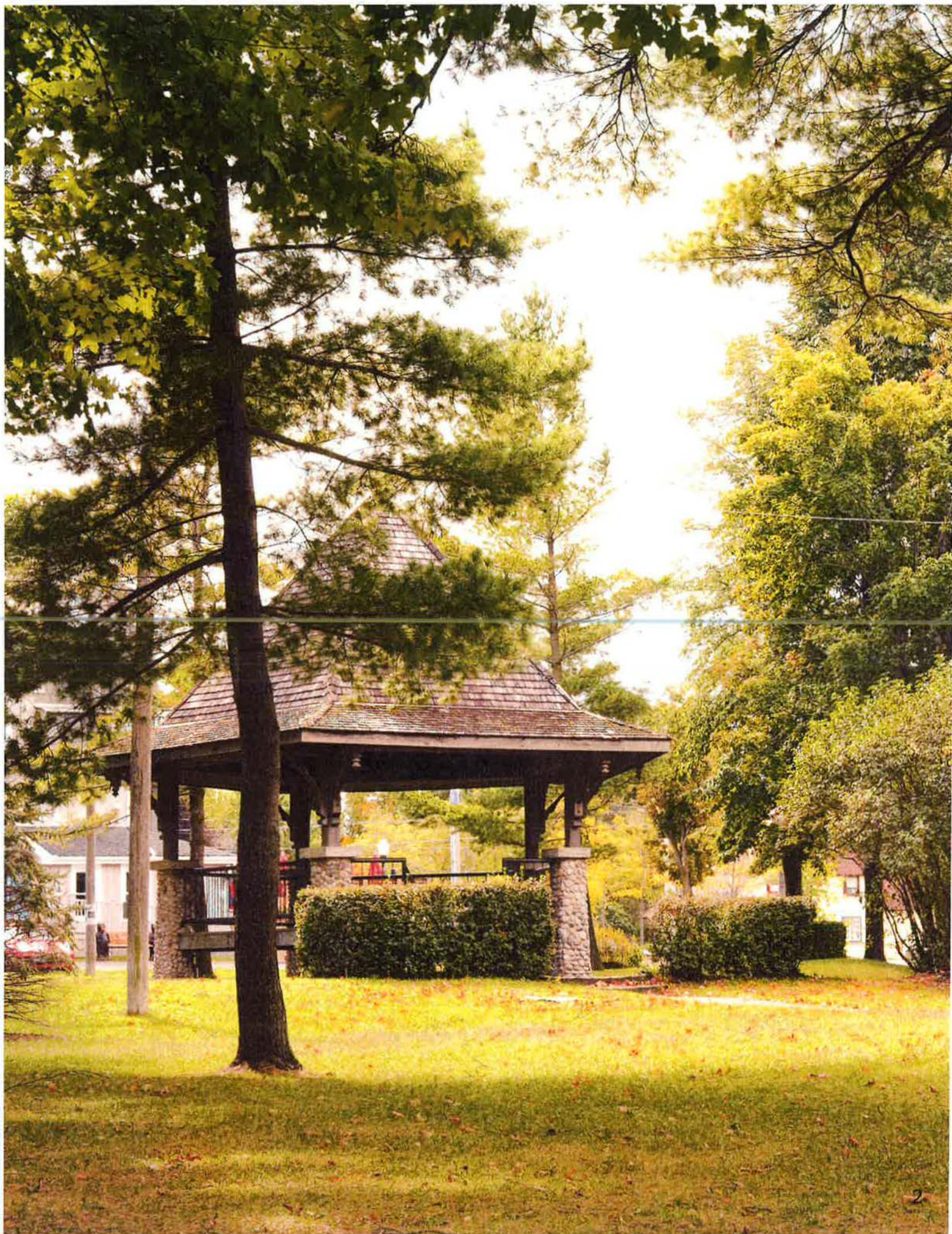
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The Town of Georgina's 2019 Budget is a reflection of our commitment to enhance the quality of life for all residents. We are investing for today and for tomorrow, so we can continue to deliver the programs and services that meet the needs of our growing community. This budget book outlines our fiscal plan and how we are building a strong financial foundation for future growth, while also looking for ways to be more efficient. This budget reflects our dedication to moving forward while delivering services effectively and efficiently.

***Margaret Quirk, Mayor***



As a growing municipality, it is important that Georgina remains a vibrant and competitive community. We must ensure our programs, facilities and infrastructure continue to meet the needs of the community, and, that any needed capital programs and new initiatives are delivered to our residents. This budget was prepared in a responsible manner representing the needs of the Town as it relates to both operating and capital initiatives, and putting money away for tomorrow. I would like to acknowledge the dedication of staff for their commitment to the budget process. The new format highlights the progress we are making and how we are planning for the future.

***David Reddon, Acting CAO***





**L**ocated 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.

In 2018, Georgina celebrated its 200th anniversary. 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 the Town of 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]



## Our Vision

Georgina: A progressive and vibrant growing community, balanced with lakeside and rural character.



## Our Mission

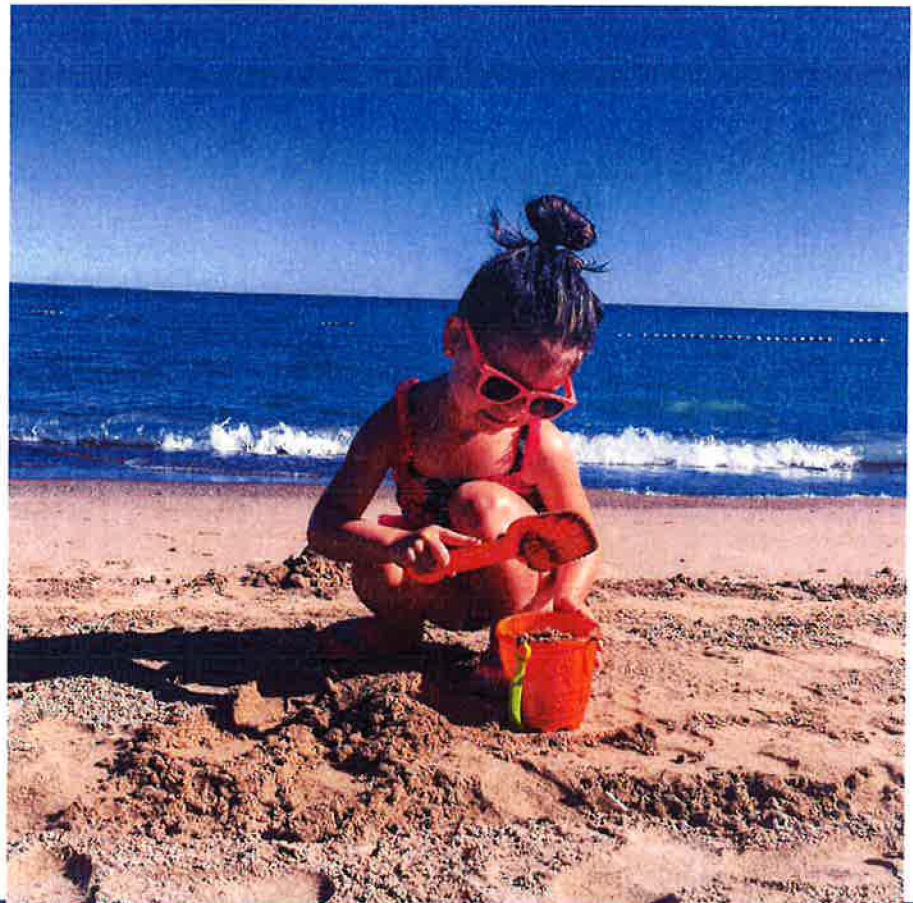
Georgina. Dedicated to providing exceptional municipal services.



## Our Values

In Georgina, we are driven equally by:

- Integrity
- Accountability
- Responsibility
- Responsiveness
- Professionalism
- Respect





# Strengthening our community

An update on the 2014-18 Corporate Strategic Plan

**A**s a vibrant and progressive community, the Town of Georgina is working to create a high quality of life for all residents. Looking to the future, the Town is committed to ensuring that Georgina's potential is realized. Much of the work completed through the last strategic planning cycle did just that.

The 2014-18 Corporate Strategic Plan identified specific actions on which Council and staff worked to deliver. The goals were to grow the economy, provide a high quality of life, engage the community and build partnerships, and provide exceptional municipal services. Significant progress has been made against all four of these goals. Accomplishments include an updated Economic Development Strategy, an Investment Attraction Strategy for the Keswick Business Park, the introduction of service 'hubs' at the Civic Centre to better serve members of the community, a first-ever Communications Plan which includes a Town Branding and Marketing Strategy, a Library Master Plan, a review of Corporate policies and by-laws and

implementation of the Community Improvement Plans. Two actions have been reprioritized and will be included in the 2019-23 Strategic Plan.

The 2019-2023 Strategic Plan, which is now being developed, will build on the success of the last strategy. It will continue to ensure the quality and efficiency of Town services, and strengthen the Town's position for economic growth. Under the direction of this strategy, staff will work on building investment opportunities within the Town, delivering exceptional municipal services, ensuring the safety of the community, and managing Town assets responsibly.

Georgina is working hard to build its competitiveness, ensure its communities remain healthy, safe and sustainable, and that its efforts focus on supporting a high quality of life for all residents.





# CONTINUOUS IMPROVEMENT

**I**n an effort to find new and innovative ways of improving services, the Town began a Service Delivery Review in 2017.

The goal is to improve the citizen experience and enhance public value for residents and businesses.

Twelve areas were initially identified for the review. They focused on operational excellence and identifying key opportunities for improvement. As a growing municipality, it is essential to consider improvements for how municipal services will be delivered sustainably over the long term. By looking at current services and delivery methods, the Town can identify and implement ways to become more efficient and effective.

Since the review began, 11 reports have been produced and various new policies and strategies created. A set of financial management tools and policies have been established as a foundation for prudent financial management in a growing municipal operation. Some of the new policies include a Procurement Policy, a Corporate Policy Approval Process and an IT Strategic Plan.

The Service Delivery Review will continue into the future as a key continuous improvement initiative for the municipality to drive increased value for the taxpayer.



# Building for the future

## The MURC - Multi-use Recreation Complex

**A**s a growing municipality, Georgina is committed to building a healthy community and promoting active lifestyles. The Town is dedicated to providing inclusive, affordable and accessible recreational opportunities for all residents. The goal is to ensure that all facilities are multi-use, multi-generational and responsive to the needs of everyone. It is anticipated that the MURC will include a full gymnasium, fitness studio, lap and leisure pool, seniors and youth space, library branch, and park playfields.

The MURC will become a critical asset for the Town. It is located on approximately seven hectares of land on the west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road. Based on current and projected population growth, as well as the recent extension of Highway 404, this is the best location for a major recreation complex. Plans for this area also include a number of trails and transportation options. Residential development is also an important component of this area and there are a number of draft plans of subdivision under review.

## The New Civic Centre

**G**eorgina's new Civic Centre will be more than a Town Hall – it is planned to become a hub for the entire community. In 2018, Council approved a plan to build a new facility on the same site as the current building. The decision followed extensive analysis and reports that explored the state of the current Civic Centre building, other potential locations and options for a retrofit of the current building versus a new build. Given the cost of the numerous improvements required, including compliance with Ontario's accessibility standards, in addition to other deficiencies in the areas of health, safety and operational risks and the need for additional space, it was decided that a new building is the best option.

The new Civic Centre will meet the needs for the Town's future growth and the new space will allow staff to provide better customer service and add much needed public-use areas. The goal is to create a municipal centre the residents of Georgina expect and deserve, while doing it in a financially responsible way.



# 2019 Budget

Excitement is building in Georgina about the future. A fast-growing and progressive town, Georgina is evolving into a modern community while still respecting its past and cultural heritage.

The focus now is on the future and creating opportunities for sustainable growth and building a strong economy. The Town is working to ensure its communities remain healthy and safe, and that everyone enjoys a high quality of life.

## Budget overview

The 2019 Budget was developed with a commitment to investing in the Town's future while providing the most value to citizens. There is a clear focus on improving service delivery, managing growth, and delivering services more effectively and efficiently.

The goal – to provide a balance between investing in community and maintaining financial sustainability while minimizing the impact of tax increases on Georgina's residents and businesses – is at the heart of 2019 Budget decision making.

## 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

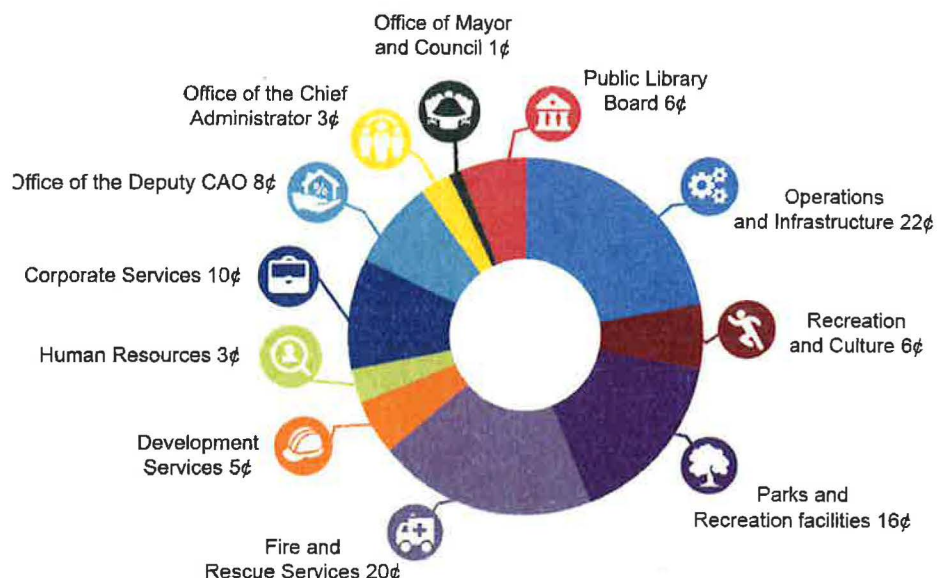
equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

The Town of Georgina's 2019 Operating Budget, including contributions to reserves, is \$70.9 million. The 2019 Capital Budget is \$32.8 million, which includes \$14.5 million of carry-forward capital projects.

## Property tax levy

The proposed tax levy for Georgina is \$42.7 million, which results in an increase of 2.6 per cent for operating, with an additional one per cent for capital reserves, for a total increase of 3.6 per cent.

## How Your Tax Dollar is Spent





## Water and wastewater rates

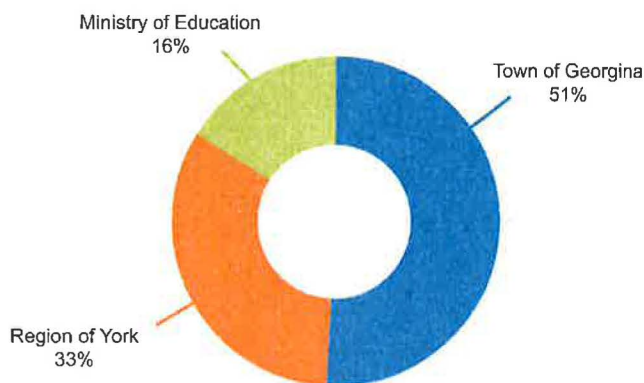
The Town of Georgina is responsible for the local distribution of water and collection of wastewater. York Region is responsible for the supply of water, and the treatment and disposal of wastewater. Georgina's water and wastewater budget includes its own costs, as well as those water and wastewater costs billed by the Region. The local water and wastewater rates have been established based on the anticipated water consumption and related wastewater discharge for 2019.



## 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 Tax Dollars Go



## Looking to the future

Georgina's changing environment will continue to present many budgetary and financial challenges related to proposed growth and long-term financial sustainability. The Town is facing these challenges with long-term financial strategies and policies including a Reserve Strategy, Investment Policy, Debt Management Policy and Surplus/Deficit Control Policy. Long-term financial visioning is evident in both Georgina's operating and capital budget planning, as 2018 marked the first year Georgina adopted a 10-year capital forecast.

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
- 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 compostables
- 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









Town of Georgina  
**2019 Budget - Summary of Capital Projects**

| Capital Investment                     |   | Gross<br>Costs to<br>Complete | Discretionary<br>Reserve | Federal Gas<br>Tax | Federal /<br>Provincial<br>Grants | Develop.<br>Charge | Cash-in-<br>Lieu of<br>Parkland | Other<br>Revenue | Long Term<br>Debt |
|--|---|-------------------------------|--------------------------|--------------------|-----------------------------------|--------------------|---------------------------------|------------------|-------------------|
|  |   | \$                            | \$                       | \$                 | \$                                | \$                 | \$                              | \$               | \$                |
| <b>Operations &amp; Infrastructure</b> |   |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-1                               | Belhaven Dome Roof Repair                                     | 25,000                        | 25,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-2                               | Standby Power Generators Design and Tender                    | 50,000                        | 50,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-3                               | Roads Equipment - Traffic Control Devices                     | 65,000                        | 65,000                   |                    |                                   |                    |                                 |                  |                   |
|  | Roads Equipment - E1, Tractor Snow Blower Attachment          | 30,000                        | 30,000                   |                    |                                   |                    |                                 |                  |                   |
|  | Roads Equipment - Utility Trailer Replacement                 | 15,000                        | 15,000                   |                    |                                   |                    |                                 |                  |                   |
|  | Roads Equipment - Edger and Water tank                        | 70,000                        | 70,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-4                               | Major Culvert Replacement Project                             | 100,000                       | -                        | 100,000            |                                   |                    |                                 |                  |                   |
| 19-PWK-5                               | Stormwater System Inventory                                   | 135,000                       | 135,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-6                               | Mobile Work Devices with Application Software                 | 26,000                        | 26,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-7                               | GPS Survey Equipment  | 72,000                        | 72,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-8                               | Roads Technologist Vehicle                                    | 40,000                        | 40,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-9                               | Fuel Management System Evaluation                             | 10,000                        | 10,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-10                              | Bridge and Culverts over 3 metres - Rehabilitation            | 400,000                       |                          | 400,000            |                                   |                    |                                 |                  |                   |
| 19-PWK-11                              | Hedge Road Bank Stabilization                                 | 1,650,000                     |                          | 1,650,000          |                                   |                    |                                 |                  |                   |
| 19-PWK-12                              | Mechanics Service Vehicle                                     | 47,000                        | 47,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-13                              | Roads 2019 Maintenance Plan                                   | 2,100,000                     | 717,340                  |                    | 1,382,660                         |                    |                                 |                  |                   |
| 19-PWK-14                              | Roads 2019 Now Roads Plan                                     | 1,000,000                     | 1,000,000                |                    |                                   |                    |                                 |                  |                   |
| 19-PWK-15                              | Bicycle and Pedestrian Active Transportation Master Plan      | 85,000                        | 42,500                   |                    |                                   | 42,500             |                                 |                  |                   |
| 19-PRK-1                               | Fleet Replacement - Zamboni                                   | 100,000                       | 100,000                  |                    |                                   |                    |                                 |                  |                   |
|  | Fleet Replacement - Jeep 4x4                                  | 46,000                        | 46,000                   |                    |                                   |                    |                                 |                  |                   |
|  | Fleet Replacement - Multi-Purpose Loader                      | 130,000                       | 130,000                  |                    |                                   |                    |                                 |                  |                   |
|  | Fleet Replacement - Multi-Purpose Tractor                     | 60,000                        | 60,000                   |                    |                                   |                    |                                 |                  |                   |
|  | Fleet Replacement - Pull Behind Mower                         | 150,000                       | 150,000                  |                    |                                   |                    |                                 |                  |                   |
|  | Fleet Replacement - Vehicle with a Chipper for Horticulture   | 100,000                       | 100,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-PRK-2                               | Equipment Replacement - Two Zero Turn Mowers                  | 62,000                        | 62,000                   |                    |                                   |                    |                                 |                  |                   |
|  | Equipment Replacement - Wood chippers                         | 77,000                        | 77,000                   |                    |                                   |                    |                                 |                  |                   |
|  | Equipment Replacement - Watering System for Horticulture      | 5,200                         | 5,200                    |                    |                                   |                    |                                 |                  |                   |
|  | Equipment Replacement - Two Truck Mounted Sanders             | 26,000                        | 26,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-PRK-3                               | Sutton Community Park Construction                            | 1,400,000                     | -                        |                    |                                   |                    |                                 |                  | 1,400,000         |
| 19-PRK-4                               | Holmes Point Washrooms  | 200,000                       | 200,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-PRK-5*                              | Wyndham Park Slide  | 10,000                        | -                        |                    |                                   | 8,500              |                                 | 1,500            |                   |
| 19-PRK-6*                              | Maskinonge Pedestrian Bridge                                  | 500,000                       | -                        | 250,000            |                                   |                    | 250,000                         |                  |                   |
| 19-PRK-7*                              | ROC Pond Fountain   | 20,000                        | -                        | 20,000             |                                   |                    |                                 |                  |                   |
| 19-PRK-8*                              | Black River Fencing (Businesses to Match Funding of \$20,000) | 20,000                        | 20,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-FAC-1                               | BCA Program - Family Life Centre - Oil Tank Replacement       | 12,200                        | 12,200                   |                    |                                   |                    |                                 |                  |                   |



Town of Georgina  
**2019 Budget - Summary of Capital Projects**

| Capital Investment                |   | Gross<br>Costs to<br>Complete | Discretionary<br>Reserve | Federal Gas<br>Tax | Federal /<br>Provincial<br>Grants | Develop.<br>Charge | Cash-in-<br>Lieu of<br>Parkland | Other<br>Revenue | Long Term<br>Debt |
|-----------------------------------|---|-------------------------------|--------------------------|--------------------|-----------------------------------|--------------------|---------------------------------|------------------|-------------------|
|                                   |   | \$                            | \$                       | \$                 | \$                                | \$                 | \$                              | \$               | \$                |
|                                   | BCA Program - Georgina Leisure Pool - Common Area Exhaust Fans  | 10,200                        | 10,200                   |                    |                                   |                    |                                 |                  |                   |
|                                   | BCA Program - Sutton Arena - Asphalt Pavement Replacement       | 280,000                       | 280,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-FAC-2                          | Multi-Use Recreation Centre - Cash flow for 2019                | 420,000                       | -                        |                    |                                   |                    |                                 |                  | 420,000           |
| 19-FAC-3                          | New Civic Centre - Cash flow for 2019                           | 1,210,000                     | -                        |                    |                                   |                    |                                 |                  | 1,210,000         |
| 19-FAC-4*                         | Belhaven Hall Parking Lot - Increased Scope                     | 200,000                       | -                        | 200,000            |                                   |                    |                                 |                  |                   |
| 19-FAC-5*                         | Udora Hall Parking Lot - Increased Scope                        | 325,000                       | 325,000                  |                    |                                   |                    |                                 |                  |                   |
|                                   |   | 11,283,600                    | 3,948,440                | 2,620,000          | 1,382,660                         | 51,000             | 250,000                         | 1,500            | 3,030,000         |
| <b>Recreation &amp; Culture</b>   |   |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-REC-1                          | Corporate Sponsorship Strategy                                  | 100,000                       |                          |                    |                                   |                    |                                 | 100,000          |                   |
| 19-REC-2                          | GPV Schoolhouse   | 200,000                       | 200,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-REC-3                          | Jackson's Point Lighthouse                                      | -                             | -                        |                    |                                   |                    |                                 |                  |                   |
| 19-REC-4                          | The Link Room Q (Sutton Seniors/Club 55) Leasehold Improvements | 50,000                        | 50,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-REC-5                          | Link Parking Improvements                                       | 995,000                       |                          |                    |                                   |                    |                                 |                  | 995,000           |
| 19-REC-6                          | Case People Counters  | 10,000                        | 10,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-REC-7                          | Soofa Benches   | 40,000                        | 40,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-REC-8                          | Waterfront Park Strategy  | 125,000                       | 125,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-REC-9                          | Tree Preservation and Compensation Policy Update                | 30,000                        | 30,000                   |                    |                                   |                    |                                 |                  |                   |
|                                   |   | 1,550,000                     | 455,000                  | -                  | -                                 | -                  | -                               | 100,000          | 995,000           |
| <b>Fire &amp; Rescue Services</b> |   |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-FIR-1                          | Replacement of Aerial Apparatus (S163)                          | 650,000                       | 650,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-FIR-2                          | Pefferlaw Fire Station  | 2,346,000                     |                          |                    |                                   |                    |                                 |                  | 2,346,000         |
| 19-FIR-3                          | Fire Rescue Boat  | 150,000                       | 150,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-FIR-4                          | Replacement of SCBA   | 515,000                       | 515,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-FIR-5                          | Bunker Gear   | 42,000                        | 42,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-FIR-6                          | Replacement of Suppression Equipment                            | 96,000                        | 96,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-FIR-7                          | Pagers  | 11,500                        | 11,500                   |                    |                                   |                    |                                 |                  |                   |
|                                   |   | 3,810,500                     | 1,464,500                | -                  | -                                 | -                  | -                               | -                | 2,346,000         |
| <b>Development Services</b>       |   |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-ECD-1                          | Wayfinding and Community Signage                                | 40,000                        | 40,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-BLD-1                          | Fleet Replacement: Two Vehicles                                 | 60,000                        | 60,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-ENG-1                          | Sanitary Sewer Model/Masterplan                                 | 250,000                       |                          |                    |                                   | 250,000            |                                 |                  |                   |
| 19-ENG-2                          | Queensway Multi-Use Path  | 35,000                        |                          |                    |                                   | 35,000             |                                 |                  |                   |
| 19-PLN-1                          | Keswick Secondary Plan Review                                   | 200,000                       | 20,000                   |                    |                                   | 180,000            |                                 |                  |                   |
|                                   |   | 585,000                       | 120,000                  | -                  | -                                 | 465,000            | -                               | -                | -                 |



Town of Georgina  
**2019 Budget - Summary of Capital Projects**

|   |  | Gross<br>Costs to<br>Complete | Discretionary<br>Reserve | Federal Gas<br>Tax | Federal /<br>Provincial<br>Grants | Develop.<br>Charge | Cash-in-<br>Lieu of<br>Parkland | Other<br>Revenue | Long Term<br>Debt |
|---|--|-------------------------------|--------------------------|--------------------|-----------------------------------|--------------------|---------------------------------|------------------|-------------------|
| Capital Investment  |  | \$                            | \$                       | \$                 | \$                                | \$                 | \$                              | \$               | \$                |
| <b>Corporate Services</b>                                     |  |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-ITS-1  | Data Centre Fire Suppression Retrofit                | 50,000                        | 50,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-ITS-2  | IT Security Assessment                               | 25,000                        | 25,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-ITS-3  | IT Service Continuity and Disaster Recovery Strategy | 35,000                        | 35,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-ITS-4  | ICT Cycling  | 431,000                       | 431,000                  |                    |                                   |                    |                                 |                  |                   |
|   |  | 541,000                       | 541,000                  | -                  | -                                 | -                  | -                               | -                | -                 |
| <b>Office of the Deputy CAO</b>                               |  |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-MLE-1  | Fleet Replacement: Two mid-size SUV's                | 70,000                        | 70,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-MLE-2  | Parking Ticketing Management Software                | 38,000                        | 38,000                   |                    |                                   |                    |                                 |                  |                   |
|   |  | 108,000                       | 108,000                  | -                  | -                                 | -                  | -                               | -                | -                 |
| <b>Human Resources</b>  |  |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-HR-1   | Replacement of Defibrillators                        | 18,000                        | 18,000                   |                    |                                   |                    |                                 |                  |                   |
| 19-HR-2   | New Defibrillators and Cabinets                      | 13,000                        | 13,000                   |                    |                                   |                    |                                 |                  |                   |
|   |  | 31,000                        | 31,000                   | -                  | -                                 | -                  | -                               | -                | -                 |
| <b>Office of the Chief Administrative Officer</b>             |  |                               |                          |                    |                                   |                    |                                 |                  |                   |
|   |  | -                             | -                        | -                  | -                                 | -                  | -                               | -                | -                 |
| <b>Library</b>  |  |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-LIB-1  | Furniture and Equipment                              | 16,250                        | 16,250                   |                    |                                   |                    |                                 |                  |                   |
|   |  | 16,250                        | 16,250                   | -                  | -                                 | -                  | -                               | -                | -                 |
| <b>Capital Projects in Process</b>                            |  | 12,063,740                    | 4,058,990                | 1,541,930          | 891,420                           |                    | 246,150                         | 174,490          | 5,150,760         |
| <b>TOTAL CAPITAL INVESTMENT</b>                               |  | <b>29,989,090</b>             | <b>10,743,180</b>        | <b>4,161,930</b>   | <b>2,274,080</b>                  | <b>516,000</b>     | <b>496,150</b>                  | <b>275,990</b>   | <b>11,521,760</b> |
| <b>Water and Wastewater (Operations &amp; Infrastructure)</b> |  |                               |                          |                    |                                   |                    |                                 |                  |                   |
| 19-WAT-1  | Water Meter Change Out                               | 100,000                       | 100,000                  |                    |                                   |                    |                                 |                  |                   |
| 19-SEW-1  | Wastewater Pumping Station Improvements              | 260,000                       | 260,000                  |                    |                                   |                    |                                 |                  |                   |
|   |  | 360,000                       | 360,000                  | -                  | -                                 | -                  | -                               | -                | -                 |
| <b>Capital Projects in Process</b>                            |  | 2,484,190                     | 478,190                  |                    |                                   |                    |                                 |                  | 2,006,000         |
| <b>TOTAL CAPITAL - WATER/ WASTEWATER</b>                      |  | <b>2,844,190</b>              | <b>838,190</b>           | <b>-</b>           | <b>-</b>                          | <b>-</b>           | <b>-</b>                        | <b>-</b>         | <b>2,006,000</b>  |
| <b>TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA</b>            |  | <b>32,833,280</b>             | <b>11,581,370</b>        | <b>4,161,930</b>   | <b>2,274,080</b>                  | <b>516,000</b>     | <b>496,150</b>                  | <b>275,990</b>   | <b>13,527,760</b> |

\* Added during Budget Deliberations. No business case



Town of Georgina  
2019 Budget - Carry Forward Capital Projects

| Carry Forward Capital Investment       |   | Estimated<br>Spent to<br>Date | Approved<br>Cost to<br>Complete | Discretionary<br>Reserve | Federal Gas<br>Tax | Federal /<br>Provincial<br>Grants | Develop.<br>Charge | Cash-in-<br>Lieu of<br>Parkland | Other<br>Revenue | Long Term<br>Debt | Prior<br>Year(s) Tax<br>Levy |
|--|---|-------------------------------|---------------------------------|--------------------------|--------------------|-----------------------------------|--------------------|---------------------------------|------------------|-------------------|------------------------------|
|  |   | \$                            | \$                              | \$                       | \$                 | \$                                | \$                 | \$                              | \$               | \$                | \$                           |
| <b>Operations &amp; Infrastructure</b> |   |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| 16-PWK-6                               | Queensway Culvert   | 40,430                        | 632,770                         |                          | 470,780            |                                   |                    |                                 |                  |                   | 161,990                      |
| 17-PWK-6                               | Bridge and Culvert Rehabilitation                           | 77,650                        | 186,350                         |                          | 186,350            |                                   |                    |                                 |                  |                   |                              |
| 17-HAL-11                              | Backflow Preventers   | 1,600                         | 98,400                          | 98,400                   |                    |                                   |                    |                                 |                  |                   |                              |
| 17-LNK-2/18-<br>LNK-1                  | The Link Phase 2 & 3 Completion                             | 26,990                        | 1,758,010                       |                          |                    |                                   |                    |                                 |                  | 1,758,010         |                              |
| 17-PRK-9                               | Streetscape Design Standards                                | 620                           | 99,380                          | 99,380                   |                    |                                   |                    |                                 |                  |                   |                              |
| OI-2018-0003                           | CWWF- Water Service Replacement                             | -                             | 126,410                         |                          |                    | 126,410                           |                    |                                 |                  |                   |                              |
| 18-HAL-3                               | Fixed Ladder Replacement                                    | -                             | 30,000                          | 30,000                   |                    |                                   |                    |                                 |                  |                   |                              |
| 18-HAL-7                               | Belhaven Hall Parking Lot                                   | -                             | 94,800                          | 94,800                   |                    |                                   |                    |                                 |                  |                   |                              |
| 18-HAL-8                               | Udora Hall Parking Lot                                      | -                             | 111,500                         | 111,500                  |                    |                                   |                    |                                 |                  |                   |                              |
| 18-ICE-1                               | GIP Roof Restoration  | 24,910                        | 205,090                         | 205,090                  |                    |                                   |                    |                                 |                  |                   |                              |
| 18-PRK-1                               | Parks Vehicles H1-09, P1-08, P3-10, P4-07, P2-<br>05, P2-07 | 363,170                       | 70,830                          | 59,330                   |                    |                                   |                    |                                 | 11,500           |                   |                              |
| 18-PRK-3                               | NWSDA Park Design   | 87,830                        | 62,170                          |                          |                    |                                   |                    |                                 |                  | 62,170            |                              |
| 18-PRK-6                               | West Park Redevelopment                                     | 650                           | 849,350                         |                          |                    |                                   |                    |                                 |                  | 849,350           |                              |
| N/A                                    | Mossington Wharf Rehabilitation                             | 4,990                         | 765,010                         |                          |                    | 765,010                           |                    |                                 |                  |                   |                              |
| 18-ROC-1                               | Relocate ROC Diamond Fence                                  | 5,900                         | 54,100                          |                          |                    |                                   |                    | 54,100                          |                  |                   |                              |
| 18-ROC-2                               | ROC Sports Lighting Field 4                                 | 7,950                         | 192,050                         |                          |                    |                                   |                    | 192,050                         |                  |                   |                              |
| 18-PWK-1                               | Roads Pickup Trucks   | 60,710                        | 10,040                          | 9,040                    |                    |                                   |                    |                                 | 1,000            |                   |                              |
| 18-PWK-4                               | Roads Now Needs   | 791,130                       | 908,870                         | 109,070                  | 799,800            |                                   |                    |                                 |                  |                   |                              |
| 18-PWK-8                               | Dalton Road Sidewalk  |                               | 85,000                          |                          | 85,000             |                                   |                    |                                 |                  |                   |                              |
| 17-REC-1                               | MURC Design   | 78,400                        | 1,921,600                       | 1,921,600                |                    |                                   |                    |                                 |                  |                   |                              |
| 18-CAO-2                               | Civic Centre Replacement                                    | 177,380                       | 1,322,620                       |                          |                    |                                   |                    |                                 |                  | 1,322,620         |                              |
|  |   | 1,750,310                     | 9,584,350                       | 2,738,210                | 1,541,930          | 891,420                           | -                  | 246,150                         | 12,500           | 3,992,150         | 161,990                      |
| <b>Recreation and Culture</b>          |   |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| 18-CUL-1                               | Georgina Pioneer Village Schoolhouse Design                 | 11,110                        | 3,890                           | 3,890                    |                    |                                   |                    |                                 |                  |                   |                              |
| 18-CUL-2                               | SLT Safety & Security                                       | 6,650                         | 3,350                           | 3,350                    |                    |                                   |                    |                                 |                  |                   |                              |
| 18-REC-1                               | Waterfront Safety Signage                                   | 9,320                         | 10,680                          | 10,680                   |                    |                                   |                    |                                 |                  |                   |                              |
| 18-REC-3                               | Keswick Cenotaph Relocation                                 | 42,990                        | 80,000                          | 80,000                   |                    |                                   |                    |                                 |                  |                   |                              |
|  |   | 70,070                        | 97,920                          | 97,920                   | -                  | -                                 | -                  | -                               | -                | -                 | -                            |
| <b>Fire &amp; Rescue Services</b>      |   |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| 17-FIR-8/18-<br>FIR-10                 | New Fire Station 1-8  | 908,570                       | 1,186,430                       | 27,820                   |                    |                                   |                    |                                 |                  | 1,158,610         |                              |
| 18-FIR-1                               | Aerial Apparatus S163                                       | -                             | 650,000                         | 650,000                  |                    |                                   |                    |                                 |                  |                   |                              |
| 18-FIR-9                               | Station 1-6 Repairs   | 25,640                        | 20,560                          | 20,560                   |                    |                                   |                    |                                 |                  |                   |                              |
|  |   | 934,210                       | 1,856,990                       | 698,380                  | -                  | -                                 | -                  | -                               | -                | 1,158,610         | -                            |



Town of Georgina  
**2019 Budget - Carry Forward Capital Projects**

| Carry Forward Capital Investment                              |  | Estimated<br>Spent to<br>Date | Approved<br>Cost to<br>Complete | Discretionary<br>Reserve | Federal Gas<br>Tax | Federal /<br>Provincial<br>Grants | Develop.<br>Charge | Cash-in-<br>Lieu of<br>Parkland | Other<br>Revenue | Long Term<br>Debt | Prior<br>Year(s) Tax<br>Levy |
|---|--|-------------------------------|---------------------------------|--------------------------|--------------------|-----------------------------------|--------------------|---------------------------------|------------------|-------------------|------------------------------|
|   |  | \$                            | \$                              | \$                       | \$                 | \$                                | \$                 | \$                              | \$               | \$                | \$                           |
| <b>Development Services</b>                                   |  |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| 18-ENG-1  | Engineering Truck                        | 35,620                        | 4,380                           | 4,380                    |                    |                                   |                    |                                 |                  |                   |                              |
|   |  | 35,620                        | 4,380                           | 4,380                    | -                  | -                                 | -                  | -                               | -                | -                 | -                            |
| <b>Corporate Services</b>                                     |  |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| 15-ITS-5  | Enterprise Resource Planning Software    | 600,000                       | 150,000                         | 150,000                  |                    |                                   |                    |                                 |                  |                   |                              |
| 18-ITS-2  | CRM Solution                             | -                             | 100,000                         | 100,000                  |                    |                                   |                    |                                 |                  |                   |                              |
|   |  | 600,000                       | 250,000                         | 250,000                  | -                  | -                                 | -                  | -                               | -                | -                 | -                            |
| <b>Office of the Deputy CAO</b>                               |  |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| N/A   | Animal Control Contract - Capital        | -                             | 80,000                          | 80,000                   |                    |                                   |                    |                                 |                  |                   |                              |
| 18-MLE-2  | Animal Shelter Lobby                     | -                             | 29,000                          | 29,000                   |                    |                                   |                    |                                 |                  |                   |                              |
| 18-MLE-3  | MLEO Mobile Ticketing System             | -                             | 36,000                          | 36,000                   |                    |                                   |                    |                                 |                  |                   |                              |
|   |  | -                             | 145,000                         | 145,000                  | -                  | -                                 | -                  | -                               | -                | -                 | -                            |
| <b>Human Resources</b>  |  |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| 17-HR-1   | HRIS Implementation                      |                               | 20,000                          | 20,000                   |                    |                                   |                    |                                 |                  |                   |                              |
|   |  | -                             | 20,000                          | 20,000                   | -                  | -                                 | -                  | -                               | -                | -                 | -                            |
| <b>Chief Administrative Officer</b>                           |  |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| N/A   | Short Term Rental Project (STRA)         | 47,250                        | 52,750                          | 52,750                   |                    |                                   |                    |                                 |                  |                   |                              |
|   |  | 47,250                        | 52,750                          | 52,750                   | -                  | -                                 | -                  | -                               | -                | -                 | -                            |
| <b>Library</b>  |  |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| 18-LIB-1  | Sutton Library Service Desk              | -                             | 40,000                          | 40,000                   |                    |                                   |                    |                                 |                  |                   |                              |
| 18-LIB-2  | Library Marketing & Branding Consultant  | 16,650                        | 12,350                          | 12,350                   |                    |                                   |                    |                                 |                  |                   |                              |
|   |  | 16,650                        | 52,350                          | 52,350                   | -                  | -                                 | -                  | -                               | -                | -                 | -                            |
| <b>TOTAL CARRY FORWARD CAPITAL</b>                            |  | <b>3,454,110</b>              | <b>12,063,740</b>               | <b>4,058,990</b>         | <b>1,541,930</b>   | <b>891,420</b>                    | <b>-</b>           | <b>246,150</b>                  | <b>12,500</b>    | <b>5,150,760</b>  | <b>161,990</b>               |
| <b>Water and Wastewater (Operations &amp; Infrastructure)</b> |  |                               |                                 |                          |                    |                                   |                    |                                 |                  |                   |                              |
| 18-SEW-2  | Sewer Bdg. Condition Assessment Improve. | -                             | 120,000                         | 120,000                  |                    |                                   |                    |                                 |                  |                   |                              |
| 18-WAT-1  | Water Simcoe Landing Water Booster Stn.  | -                             | 10,000                          | 10,000                   |                    |                                   |                    |                                 |                  |                   |                              |
| 18-WAT-2/18-SEW-3   | Water Vehicle W6-05                      | -                             | 110,000                         | 110,000                  |                    |                                   |                    |                                 |                  |                   |                              |
| 18-WAT-3/18-SEW-4   | SCADA Enhancements                       | -                             | 82,000                          | 82,000                   |                    |                                   |                    |                                 |                  |                   |                              |
| 18-WAT-4  | Water Wexford Pump Upgrades              | -                             | 2,006,000                       |                          |                    |                                   |                    |                                 |                  | 2,006,000         |                              |
| 18-WAT-5  | Water Church Street Service Replacement  | 9,040                         | 140,960                         | 140,960                  |                    |                                   |                    |                                 |                  |                   |                              |
| 18-WAT-6  | Water Engineering for Watermain Project  | 59,770                        | 15,230                          | 15,230                   |                    |                                   |                    |                                 |                  |                   |                              |
| <b>TOTAL CARRY FORWARD: WATER/WASTEWATER</b>                  |  | <b>68,810</b>                 | <b>2,484,190</b>                | <b>478,190</b>           | <b>-</b>           | <b>-</b>                          | <b>-</b>           | <b>-</b>                        | <b>-</b>         | <b>2,006,000</b>  | <b>-</b>                     |
| <b>TOTAL CARRY FORWARD - TOWN OF GEORGINA</b>                 |  | <b>3,522,920</b>              | <b>14,547,930</b>               | <b>4,537,180</b>         | <b>1,541,930</b>   | <b>891,420</b>                    | <b>-</b>           | <b>246,150</b>                  | <b>12,500</b>    | <b>7,156,760</b>  | <b>161,990</b>               |

Town of Georgina  
**10 Year Capital Plan**  
 Summary

| Department                               | 2019              | 2020              | 2021              | 2022              | 2023              | 2024              | 2025              | 2026              | 2027              | 2028              | Total              |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|  | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                 |
| <b>Non-Growth Related Expenditures</b>   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Operations & Infrastructure              | 16,969,180        | 29,111,600        | 23,284,000        | 6,474,000         | 7,451,000         | 8,940,000         | 10,428,000        | 10,937,000        | 9,400,000         | 30,523,000        | 153,517,780        |
| Water & Wastewater                       | 2,844,190         | 1,005,000         | 952,000           | 3,398,000         | 3,598,000         | 3,336,000         | 3,216,000         | 3,199,000         | 3,042,000         | 3,062,000         | 27,652,190         |
| Recreation & Culture                     | 1,647,920         | 32,000            | 65,000            | 75,000            | 450,000           | -                 | -                 | -                 | 32,000            | -                 | 2,301,920          |
| Fire & Rescue Services                   | 5,667,490         | 1,862,000         | 1,078,000         | 1,690,000         | 555,000           | 247,000           | 126,000           | 1,805,000         | 708,000           | 6,224,000         | 19,962,490         |
| Development Services                     | 104,380           | 145,000           | 20,000            | -                 | -                 | -                 | 40,000            | -                 | 33,000            | 36,000            | 378,380            |
| Human Resources                          | 51,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 141,000            |
| Corporate Services                       | 791,000           | 465,000           | 466,000           | 377,000           | 496,000           | 441,000           | 415,000           | 437,000           | 332,000           | 392,000           | 4,612,000          |
| Office of the Deputy CAO                 | 253,000           | 54,000            | -                 | -                 | -                 | 108,000           | -                 | 108,000           | -                 | -                 | 523,000            |
| Chief Administrative Officer             | 52,750            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 142,750            |
| Public Library Board                     | 68,600            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 158,600            |
|  | 28,449,510        | 32,704,600        | 25,895,000        | 12,044,000        | 12,580,000        | 13,102,000        | 14,255,000        | 16,516,000        | 13,577,000        | 40,267,000        | 209,390,110        |
| <b>Growth Related Expenditures</b>       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Operations & Infrastructure              | 3,898,770         | 20,070,000        | 23,604,000        | 538,000           | 100,000           | -                 | 340,000           | 4,390,000         | -                 | -                 | 52,940,770         |
| Water & Wastewater                       | -                 | -                 | 67,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 67,000             |
| Recreation & Culture                     | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Fire & Rescue Services                   | -                 | -                 | -                 | 467,000           | 7,637,000         | -                 | 50,000            | 779,000           | 9,733,000         | -                 | 18,666,000         |
| Development Services                     | 485,000           | 300,000           | 110,000           | 100,000           | 90,000            | 30,000            | 30,000            | 100,000           | 30,000            | 60,000            | 1,335,000          |
| Human Resources                          | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Corporate Services                       | -                 | 150,000           | -                 | -                 | -                 | -                 | 150,000           | -                 | -                 | -                 | 300,000            |
| Office of the Deputy CAO                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Chief Administrative Officer             | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Public Library Board                     | -                 | -                 | 250,000           | 40,000            | -                 | -                 | -                 | -                 | -                 | -                 | 290,000            |
|  | 4,383,770         | 20,520,000        | 24,031,000        | 1,145,000         | 7,827,000         | 30,000            | 570,000           | 5,269,000         | 9,763,000         | 60,000            | 73,598,770         |
| <b>Total Annual Capital Expenditures</b> | <b>32,833,280</b> | <b>53,224,600</b> | <b>49,926,000</b> | <b>13,189,000</b> | <b>20,407,000</b> | <b>13,132,000</b> | <b>14,825,000</b> | <b>21,785,000</b> | <b>23,340,000</b> | <b>40,327,000</b> | <b>282,988,880</b> |
| <b>Non-Growth Related Funding</b>        |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Capital Reserve - Tax Funded             | 9,854,080         | 9,367,600         | 12,501,000        | 6,309,000         | 7,479,000         | 8,263,000         | 9,536,000         | 11,814,000        | 8,296,000         | 9,628,000         | 93,047,680         |
| Capital Reserve - Rate Funded            | 838,190           | 1,005,000         | 952,000           | 3,398,000         | 3,598,000         | 3,336,000         | 3,216,000         | 3,199,000         | 3,042,000         | 3,062,000         | 25,646,190         |
| Reserve Funds - Federal Gas Tax          | 4,161,930         | 1,380,000         | 1,440,000         | 1,440,000         | 1,503,000         | 1,503,000         | 1,503,000         | 1,503,000         | 1,503,000         | 1,503,000         | 17,439,930         |
| Debtenture - Tax Funded                  | 10,650,590        | 19,561,000        | 11,002,000        | 897,000           | -                 | -                 | -                 | -                 | 736,000           | 26,074,000        | 68,920,590         |
| Grants                                   | 2,274,080         | 1,391,000         | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 3,665,080          |
| Other Revenue                            | 670,640           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 670,640            |
|  | 28,449,510        | 32,704,600        | 25,895,000        | 12,044,000        | 12,580,000        | 13,102,000        | 14,255,000        | 16,516,000        | 13,577,000        | 40,267,000        | 209,390,110        |
| <b>Growth Related Funding</b>            |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Development Charges                      | 231,000           | 785,000           | 553,000           | 36,000            | 1,931,000         | 54,000            | 525,000           | 54,000            | 27,000            | 54,000            | 4,250,000          |
| Capital Reserve - Tax Funded             | 2,269,100         | 20,000            | 261,000           | 104,000           | 57,000            | 6,000             | 15,000            | 46,000            | 3,000             | 6,000             | 2,787,100          |
| Reserve Funds - Federal Gas Tax          | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Debtenture - DC Funded                   | 1,735,950         | 19,689,000        | 22,945,000        | 848,000           | 4,496,000         | -                 | -                 | 3,011,000         | 3,601,000         | -                 | 56,325,950         |
| Debtenture - Tax Funded                  | 146,220           | 26,000            | 272,000           | 157,000           | 1,343,000         | -                 | -                 | 2,158,000         | 6,132,000         | -                 | 10,234,220         |
| Grants                                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Other Revenue                            | 1,500             | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 1,500              |
|  | 4,383,770         | 20,520,000        | 24,031,000        | 1,145,000         | 7,827,000         | 60,000            | 540,000           | 5,269,000         | 9,763,000         | 60,000            | 73,598,770         |
| <b>Total Annual Capital Funding</b>      | <b>32,833,280</b> | <b>53,224,600</b> | <b>49,926,000</b> | <b>13,189,000</b> | <b>20,407,000</b> | <b>13,162,000</b> | <b>14,795,000</b> | <b>21,785,000</b> | <b>23,340,000</b> | <b>40,327,000</b> | <b>282,988,880</b> |



# TOWN OF GEORGINA: 2019 BUDGET - SUMMARY OF NET TAX LEVY BUDGET BY DEPARTMENT

|                                 | 2018         | 2019         |           |               |               |              |           |              |           |          |
|---------------------------------|--------------|--------------|-----------|---------------|---------------|--------------|-----------|--------------|-----------|----------|
|                                 | Approved     | Base Budget  | Growth    | Service Level | Contractual / |              |           | Proposed     | Bud/Bud   | Bud/Bud  |
|                                 | Budget (Net) | (Net)        |           |               | Legislative   | Inflationary | Other     | Budget (Net) | Increase  | Increase |
|                                 | \$           | \$           | \$        | \$            | \$            | \$           | \$        | \$           | \$        | %        |
| Operations and Infrastructure   |              |              |           |               |               |              |           |              |           |          |
| Department Administration       | 85,690       | 85,690       | -         | -             | 1,840         | 870          | (1,370)   | 87,030       | 1,340     | 1.6%     |
| Roads                           | 5,070,530    | 5,070,530    | -         | 43,880        | 208,950       | 6,650        | 29,650    | 5,359,660    | 289,130   | 5.7%     |
| Refuse and Recycling            | 1,463,630    | 1,463,630    | -         | -             | -             | -            | (75,000)  | 1,388,630    | (75,000)  | (5.1%)   |
| Parks                           | 4,099,930    | 4,099,930    | 126,050   | 20,000        | 8,670         | 29,920       | 5,420     | 4,289,990    | 190,060   | 4.6%     |
| Facilities                      | 4,288,870    | 4,288,870    | 68,710    | 72,250        | (14,820)      | 58,560       | (186,580) | 4,286,990    | (1,880)   | (0.0%)   |
| Mechanics                       | 262,410      | 262,410      | -         | -             | 70            | 1,530        | (18,300)  | 245,710      | (16,700)  | (6.4%)   |
| Cemeteries                      | 31,510       | 31,510       | 3,750     | 200           | -             | -            | -         | 35,460       | 3,950     | 12.5%    |
| Water / Wastewater              | -            | -            | -         | -             | -             | -            | -         | -            | -         | -        |
| Recreation and Culture          |              |              |           |               |               |              |           |              |           |          |
| Department Administration       | 261,420      | 261,420      | -         | -             | 11,550        | 1,130        | -         | 274,100      | 12,680    | 4.9%     |
| Recreation                      | 1,672,380    | 1,672,380    | 1,370     | 3,000         | (2,390)       | 5,170        | (38,500)  | 1,641,030    | (31,350)  | (1.9%)   |
| Culture                         | 559,780      | 559,780      | -         | 7,600         | 3,250         | 6,270        | 3,100     | 580,000      | 20,220    | 3.6%     |
| Fire and Rescue Services        |              |              |           |               |               |              |           |              |           |          |
| Fire and Rescue Services        | 7,762,920    | 7,762,920    | 197,560   | 39,000        | 226,160       | 10,900       | (1,270)   | 8,235,270    | 472,350   | 6.1%     |
| Development Services            |              |              |           |               |               |              |           |              |           |          |
| Department Administration       | 281,100      | 281,100      | -         | -             | (1,040)       | 1,200        | -         | 281,260      | 160       | 0.1%     |
| Building                        | -            | -            | -         | -             | -             | -            | -         | -            | -         | -        |
| Planning                        | 673,180      | 673,180      | (93,540)  | (340)         | 4,380         | 5,530        | (1,200)   | 588,010      | (85,170)  | (12.7%)  |
| Economic Development            | 792,060      | 792,060      | 500       | 13,000        | 79,500        | 1,580        | (10,340)  | 876,300      | 84,240    | 10.6%    |
| Development Engineering         | 162,430      | 162,430      | (94,000)  | -             | 38,100        | 3,930        | (6,700)   | 103,760      | (58,670)  | (36.1%)  |
| Human Resources                 |              |              |           |               |               |              |           |              |           |          |
| Human Resources                 | 959,260      | 959,260      | 10,700    | 27,500        | 38,030        | 16,940       | (2,300)   | 1,050,130    | 90,870    | 9.5%     |
| Corporate Services              |              |              |           |               |               |              |           |              |           |          |
| Department Administration       | -            | -            | 60,300    | -             | -             | -            | 203,280   | 263,580      | 263,580   | -        |
| Finance                         | 778,260      | 778,260      | -         | -             | -             | 5,100        | (145,080) | 638,280      | (139,980) | (18.0%)  |
| Tax, Revenue, and CS            | 630,310      | 630,310      | 30,370    | (23,230)      | 47,750        | 4,960        | 55,130    | 745,290      | 114,980   | 18.2%    |
| Procurement                     | 439,130      | 439,130      | 6,900     | (1,000)       | 3,680         | 15,350       | 4,600     | 468,660      | 29,530    | 6.7%     |
| Information Technology Services | 1,544,030    | 1,544,030    | 143,600   | 14,000        | (1,760)       | 14,700       | 31,600    | 1,746,170    | 202,140   | 13.1%    |
| Office of the Deputy CAO        |              |              |           |               |               |              |           |              |           |          |
| Office of the Deputy CAO        | 534,610      | 534,610      | -         | -             | 49,360        | 1,200        | -         | 585,170      | 50,560    | 9.5%     |
| Clerks                          | 1,110,100    | 1,110,100    | (1,500)   | 54,450        | 39,990        | 8,030        | (143,300) | 1,067,770    | (42,330)  | (3.8%)   |
| Municipal Law Enforcement       | 1,542,180    | 1,542,180    | (4,400)   | 12,260        | (45,310)      | 8,670        | (15,400)  | 1,498,000    | (44,180)  | (2.9%)   |
| Office of the CAO               |              |              |           |               |               |              |           |              |           |          |
| Office of the CAO               | 814,760      | 814,760      | 23,800    | -             | 137,110       | 4,220        | (175,000) | 804,890      | (9,870)   | (1.2%)   |
| Communications                  | 498,910      | 498,910      | 2,200     | 3,500         | 30,490        | 5,890        | -         | 540,990      | 42,080    | 8.4%     |
| Office of Mayor and Council     |              |              |           |               |               |              |           |              |           |          |
| Office of Mayor and Council     | 404,850      | 404,850      | -         | -             | 89,840        | 1,400        | -         | 496,090      | 91,240    | 22.5%    |
| Public Library Board            |              |              |           |               |               |              |           |              |           |          |
| Public Library Board Grant      | 2,302,180    | 2,302,180    | 13,000    | 33,780        | 58,900        | 5,220        | (24,030)  | 2,389,050    | 86,870    | 3.8%     |
| Non-Program                     |              |              |           |               |               |              |           |              |           |          |
| Non-Program                     | 1,479,700    | 1,479,700    | -         | -             | -             | 289,000      | 399,430   | 2,168,130    | 688,430   | 46.5%    |
| Tax Levy                        | (40,506,120) | (40,506,120) | (737,210) | -             | -             | -            | -         | (41,243,330) | (737,210) | 1.8%     |
| Total                           | -            | -            | (241,840) | 319,850       | 1,012,300     | 513,920      | (112,160) | 1,492,070    | 1,492,070 | 3.6%     |

# TOWN OF GEORGINA: 2019 BUDGET - GROSS CORPORATE EXPENDITURE SUMMARY

(Net of Internal Revenues)

|                                      | Revenues    | Expenses  | Draws from<br>Reserves | Contributions<br>to Reserves | Net       |
|--------------------------------------|-------------|-----------|------------------------|------------------------------|-----------|
|                                      | \$          | \$        | \$                     | \$                           | \$        |
| <b>Operations and Infrastructure</b> |             |           |                        |                              |           |
| Department Administration            | -           | 87,030    |                        |                              | 87,030    |
| Roads                                | (98,600)    | 4,904,160 | (100)                  | 554,200                      | 5,359,660 |
| Refuse and Recycling                 | (360,600)   | 1,744,230 |                        | 5,000                        | 1,388,630 |
| Parks                                | (1,099,690) | 4,825,750 |                        | 563,930                      | 4,289,990 |
| Facilities                           | (1,685,840) | 5,417,310 |                        | 555,520                      | 4,286,990 |
| Mechanics                            | -           | 239,810   | (100)                  | 6,000                        | 245,710   |
| Cemeteries                           | (21,040)    | 49,700    |                        | 6,800                        | 35,460    |
| <b>Recreation and Culture</b>        |             |           |                        |                              |           |
| Department Administration            | -           | 274,100   |                        |                              | 274,100   |
| Recreation and Programs              | (536,550)   | 2,173,680 |                        | 3,900                        | 1,641,030 |
| Culture                              | (157,000)   | 690,000   |                        | 47,000                       | 580,000   |
| <b>Fire and Rescue Services</b>      |             |           |                        |                              |           |
| Fire and Rescue Services             | (120,000)   | 7,616,370 |                        | 738,900                      | 8,235,270 |
| <b>Development Services</b>          |             |           |                        |                              |           |
| Department Administration            | -           | 281,260   |                        |                              | 281,260   |
| Building                             | (1,456,500) | 1,631,180 | (174,680)              |                              | -         |
| Planning                             | (497,100)   | 1,065,110 |                        | 20,000                       | 588,010   |
| Economic Development                 | (100)       | 976,400   | (150,000)              | 50,000                       | 876,300   |
| Development Engineering              | (920,000)   | 1,017,560 |                        | 6,200                        | 103,760   |
| <b>Human Resources</b>               |             |           |                        |                              |           |
| Human Resources                      | -           | 1,050,130 |                        |                              | 1,050,130 |
| <b>Corporate Services</b>            |             |           |                        |                              |           |
| Department Administration            | -           | 263,580   |                        |                              | 263,580   |
| Finance                              | (800)       | 639,080   |                        |                              | 638,280   |
| Tax, Revenue, and CS                 | (290,330)   | 1,035,620 |                        |                              | 745,290   |
| Procurement                          | -           | 468,660   |                        |                              | 468,660   |
| Information Technology Services      | (63,100)    | 1,417,770 |                        | 391,500                      | 1,746,170 |
| <b>Office of the Deputy CAO</b>      |             |           |                        |                              |           |
| Department Administration            | -           | 585,170   |                        |                              | 585,170   |
| Clerks                               | (89,800)    | 1,082,570 |                        | 75,000                       | 1,067,770 |
| Municipal Law Enforcement            | (917,210)   | 2,328,120 |                        | 87,090                       | 1,498,000 |



# TOWN OF GEORGINA: 2019 BUDGET - GROSS CORPORATE EXPENDITURE SUMMARY

(Net of Internal Revenues)

|                                    | Revenues            | Expenses          | Draws from<br>Reserves | Contributions<br>to Reserves | Net               |
|------------------------------------|---------------------|-------------------|------------------------|------------------------------|-------------------|
|                                    | \$                  | \$                | \$                     | \$                           | \$                |
| <b>Office of the CAO</b>           |                     |                   |                        |                              |                   |
| Office of the Chief Administrator  | -                   | 989,890           | (185,000)              |                              | 804,890           |
| Communications                     | -                   | 544,990           | (4,000)                |                              | 540,990           |
| <b>Office of Mayor and Council</b> |                     |                   |                        |                              |                   |
| Office of Mayor and Council        | (61,590)            | 557,680           |                        |                              | 496,090           |
| <b>Public Library Board</b>        |                     |                   |                        |                              |                   |
| Public Library Board               | (181,540)           | 2,396,090         | (13,000)               | 187,500                      | 2,389,050         |
| <b>Non-Program</b>                 |                     |                   |                        |                              |                   |
| Non-Program                        | (2,772,810)         | 50,000            | (5,000)                | 4,895,940                    | 2,168,130         |
|                                    | <b>(11,330,200)</b> | <b>46,403,000</b> | <b>(531,880)</b>       | <b>8,194,480</b>             | <b>42,735,400</b> |
| <b>Water &amp; Wastewater</b>      |                     |                   |                        |                              |                   |
| Water                              | (852,260)           | 7,332,880         |                        | 524,960                      | 7,005,580         |
| Waste Water                        | (1,038,380)         | 8,080,060         |                        | 345,090                      | 7,386,770         |
|                                    | <b>(1,890,640)</b>  | <b>15,412,940</b> | <b>-</b>               | <b>870,050</b>               | <b>14,392,350</b> |
| <b>Total Operating Budget</b>      | <b>(13,220,840)</b> | <b>61,815,940</b> | <b>(531,880)</b>       | <b>9,064,530</b>             | <b>57,127,750</b> |

**TOWN OF GEORGINA**  
**2019 BUDGET - SUMMARY OF STAFFING AND OPERATING INITIATIVES**

**2019 Staffing Summary**

|   | Salary         | 2019<br>Payroll<br>Costs | Total          | 2020<br>Annualized |
|---|----------------|--------------------------|----------------|--------------------|
| <b><u>New Positions</u></b>   |                |                          |                |                    |
| <b>Corporate Services</b>   |                |                          |                |                    |
| SR-ITS-1 Senior Business Applications Analyst (PFT)                     | 91,000         | 27,300                   | 118,300        | 120,080            |
| <b>Office of the Deputy CAO</b>   |                |                          |                |                    |
| SR-CLK-1 Records and Information Management Clerk (PFT)                 | 31,000         | 9,300                    | 40,300         | 81,810             |
| <b>Total Salaries and All Other Payroll Costs - Permanent Full-Time</b> | <b>122,000</b> | <b>36,600</b>            | <b>158,600</b> | <b>201,890</b>     |
| <b><u>Restructuring Positions</u></b>                                   |                |                          |                |                    |
| <b>Operations &amp; Infrastructure</b>                                  |                |                          |                |                    |
| SR-FAC-1 Manager of Parks Development and Operations (PFT)              | 105,000        | 31,500                   | 136,500        | 138,550            |
| <b>Corporate Services</b>   |                |                          |                |                    |
| SR-TRS-1 Tax & Revenue Supervisor (PFT)                                 | 80,800         | 24,240                   | 105,040        | 106,610            |
| <b>Total Salaries and All Other Payroll Costs - Permanent Full-Time</b> | <b>185,800</b> | <b>55,740</b>            | <b>241,540</b> | <b>245,160</b>     |
| <b><u>Transitional Positions</u></b>                                    |                |                          |                |                    |
| <b>Operations &amp; Infrastructure</b>                                  |                |                          |                |                    |
| SR-PWK-1 Fleet Capital Admin: Temp to Permanent                         | 57,500         | 27,250                   | 84,750         | 86,020             |
| <b>Fire &amp; Rescue Services</b>                                       |                |                          |                |                    |
| SR-FIR-1 PPT Admin to PFT   | 19,560         | 5,870                    | 25,430         | 25,810             |
| <b>Human Resources</b>  |                |                          |                |                    |
| SR-HR-1 Program Manager, OD & Recruitment: Contract to (PFT)            | 112,000        | 33,600                   | 145,600        | 147,780            |
| <b>Office of the Deputy CAO</b>   |                |                          |                |                    |
| SR-MLE-1 PPT MLEO 1 to PFT MLEO 1                                       | 9,430          | 2,830                    | 12,260         | 12,440             |
| <b>Total Salaries and All Other Payroll Costs - Permanent Full-Time</b> | <b>198,490</b> | <b>69,550</b>            | <b>268,040</b> | <b>272,050</b>     |
| <b><u>Georgina Public Library Board</u></b>                             |                |                          |                |                    |
| SR-LIB-1 Sutton Staff Gap (Hours)                                       | 11,700         | 2,580                    | 14,280         | 14,500             |
| SR-LIB-2 CYS (Hours)  | 16,000         | 3,500                    | 19,500         | 19,790             |
| <b>Total Salaries and All Other Payroll Costs - Contract/Part-Time</b>  | <b>27,700</b>  | <b>6,080</b>             | <b>33,780</b>  | <b>34,290</b>      |
| <b>Total Salaries</b>   | <b>533,990</b> | <b>167,970</b>           | <b>701,960</b> | <b>753,390</b>     |

**2019 New Initiatives Summary**

|  | Amount         |
|--|----------------|
| <b>Operations &amp; Infrastructure</b>     |                |
| NI-PWK-1 Brushing Subcontracting           | 14,000         |
| NI-PWK-2 School Zone Painting              | 8,000          |
| NI-PWK-3 Contract Plow Services            | 39,000         |
| NI-PRK-1 Urban Forestry Program            | 95,000         |
| NI-PRK-2 Woodbine Island                   | 20,000         |
| NI-WAT-1 Hydrant Painting                  | 35,000         |
| <b>Development Services</b>                |                |
| NI-BLD-1 Video Production                  | 6,000          |
| <b>HR</b>                                  |                |
| NI-HR-1 Corporate Recognition Program      | 13,700         |
| <b>Corporate Services</b>                  |                |
| NI-ITS-1 IT Division Specific Training     | 10,000         |
| <b>Office of the Deputy CAO</b>            |                |
| NI-DCAO-1 Cyber Insurance                  | 14,350         |
| <b>Office of the CAO</b>                   |                |
| NI-COM-1 Graphic Design and Media Training | 7,500          |
| <b>Library</b>                             |                |
| NI-LIB-1 Multilingual Collection - DC      | 5,000          |
| NI-LIB-2 Freegal Music - DC                | 8,000          |
| <b>Total</b>                               | <b>275,550</b> |





GEORGINA

## Operations and Infrastructure Department

The Operations and Infrastructure Department provides a wide range of Town services that residents receive every day. It is responsible for the overall infrastructure planning, construction, operation and maintenance of Town facilities. The Department oversees all municipal roads, stormwater systems, waste management and recycling programs, the distribution of drinking water, and the collection of wastewater. It also maintains all Town-owned sports fields, parks and beaches, and operates a number of municipal facilities including the Sutton Arena, Georgina Ice Palace, the Pepperlaw Ice Pad, Civic Centre, the Link and the ROC.

### 2018 Success Story

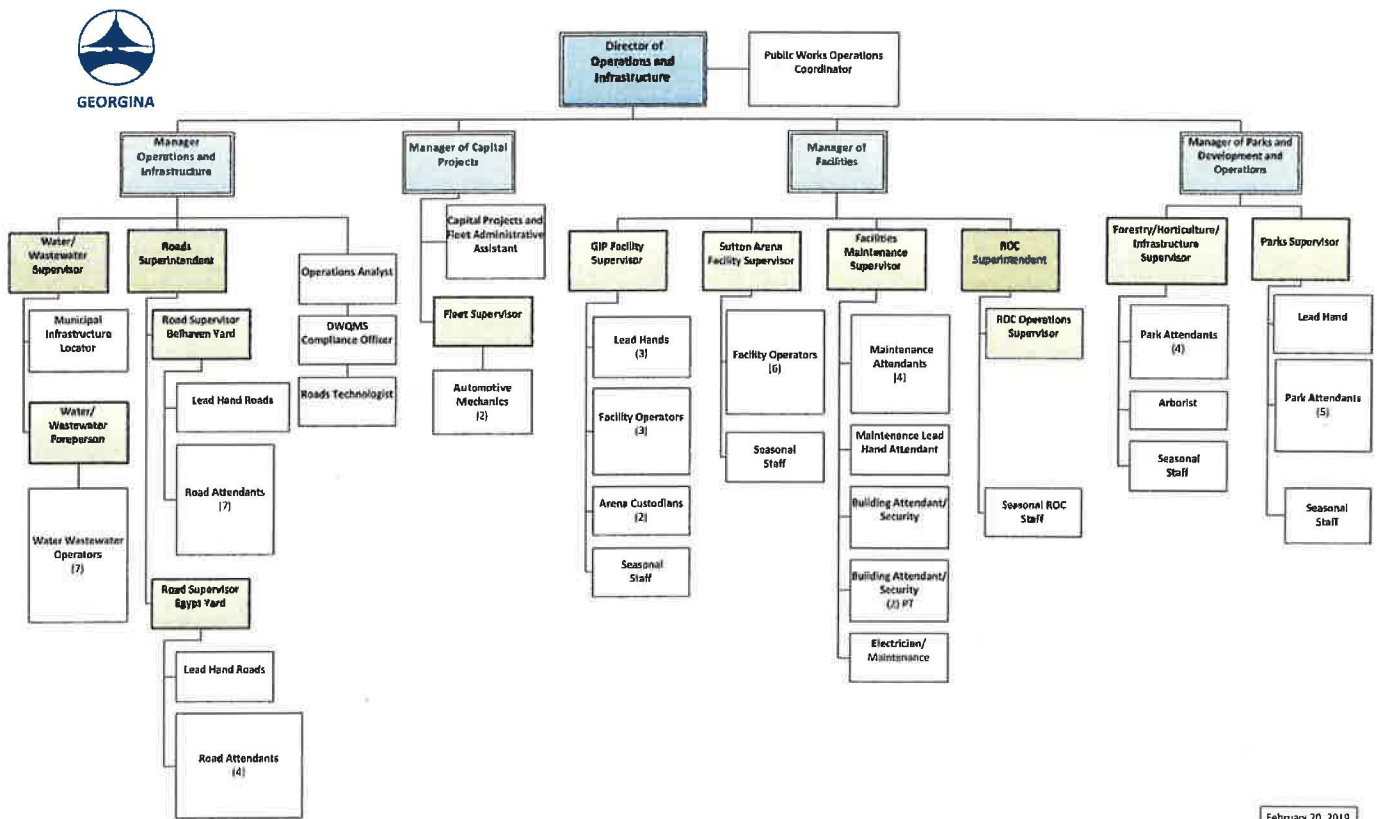
#### Dalton Road Watermain Project



New asphalt, sidewalks, more hydrants and boulevards are all you can see from the surface. But underneath, there is a network of pipes that delivers water to residents' homes. The Dalton Road watermain, a multi-year joint project with York Region, was completed in 2018. It is an example of two levels of government working together for a common goal – to support future growth in Sutton. Town infrastructure had reached the end of its service life so it was decided a new Town watermain would be installed at the same time the Region was putting in a new trunk watermain. The Region's work was a completion of the watermain installed from the Willow Beach Treatment Plant to the Region's water tower on Dalton Road. The Region's watermain allows for the system to be taken offline to complete

maintenance on the tower. It also benefits the Town by providing redundancy in the distribution system. The Town also installed a short section of watermain from Dalton Road to Louisa Street (on Metro Road), along with other sanitary infrastructure on Dalton Road.

## Organizational Chart



February 20, 2019

## Divisions

- Capital Projects Division
- Parks and Facilities Division
- Roads, Water and Wastewater Division



## Major Operating Drivers

- Ensure all regulatory requirements are met
- Keep pace with growth in the maintenance and delivery of services
- Mitigate impact on the environment in the maintenance of Town assets and the delivery of services
- Balancing between providing resident/public levels of service expectations, Council mandates and budget

## Major Initiatives Planned for 2019

- Begin an urban tree canopy maintenance program
- Bridge and large culvert rehabilitation project
- Enhanced process mapping for the delivery of services
- Implement a multi-year road and drainage rehabilitation program to leverage economies-of-scale pricing
- Hedge Road bank stabilization project
- Develop an asset management policy to be in compliance with OR#588
- Establish a strong corporate staff support system
- Support the corporate compliance with O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure

## DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

## GEORGINA - 2019 BUDGET

|                            | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE/<br>CONTRACTS | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|----------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|-----------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DEPARTMENT TOTALS</b>   |                            |                            |                        |                           |                          |                                   |                              |                        |                         |                          |                           |
| Revenue                    | (15,562,320)               | (19,137,200)               | (19,137,200)           | (29,990)                  | -                        | -                                 | (423,730)                    | 41,960                 | (19,548,960)            | 2.2%                     | (411,760)                 |
| Expenses                   | 28,387,783                 | 34,439,770                 | 34,439,770             | 228,500                   | 136,330                  | 204,710                           | 521,260                      | (288,140)              | 35,242,430              | 2.3%                     | 802,660                   |
| <b>TOTAL BY DEPARTMENT</b> | <b>12,825,463</b>          | <b>15,302,570</b>          | <b>15,302,570</b>      | <b>198,510</b>            | <b>136,330</b>           | <b>204,710</b>                    | <b>97,530</b>                | <b>(246,180)</b>       | <b>15,693,470</b>       | <b>2.6%</b>              | <b>390,900</b>            |
| Department Administration  | 122,884                    | 85,690                     | 85,690                 | -                         | -                        | 1,840                             | 870                          | (1,370)                | 87,030                  | 1.6%                     | 1,340                     |
| Roads                      | 5,078,726                  | 5,070,530                  | 5,070,530              | -                         | 43,880                   | 208,950                           | 6,650                        | 29,650                 | 5,359,660               | 5.7%                     | 289,130                   |
| Refuse and Recycling       | 1,113,861                  | 1,463,630                  | 1,463,630              | -                         | -                        | -                                 | -                            | (75,000)               | 1,388,630               | (5.1%)                   | (75,000)                  |
| Parks                      | 3,136,773                  | 4,099,930                  | 4,099,930              | 126,050                   | 20,000                   | 8,670                             | 29,920                       | 5,420                  | 4,289,990               | 4.6%                     | 190,060                   |
| Facilities                 | 3,567,367                  | 4,288,870                  | 4,288,870              | 68,710                    | 72,250                   | (14,820)                          | 58,560                       | (186,580)              | 4,286,990               | (0.0%)                   | (1,880)                   |
| Mechanics                  | 280,166                    | 262,410                    | 262,410                | -                         | -                        | 70                                | 1,530                        | (18,300)               | 245,710                 | (6.4%)                   | (16,700)                  |
| Cemeteries                 | (3,441)                    | 31,510                     | 31,510                 | 3,750                     | 200                      | -                                 | -                            | -                      | 35,460                  | 12.5%                    | 3,950                     |
| Water                      | 258,791                    | -                          | -                      | -                         | -                        | -                                 | -                            | -                      | -                       | -                        | -                         |
| Wastewater                 | (729,664)                  | -                          | -                      | -                         | -                        | -                                 | -                            | -                      | -                       | -                        | -                         |
| <b>TOTAL BY DIVISION</b>   | <b>12,825,463</b>          | <b>15,302,570</b>          | <b>15,302,570</b>      | <b>198,510</b>            | <b>136,330</b>           | <b>204,710</b>                    | <b>97,530</b>                | <b>(246,180)</b>       | <b>15,693,470</b>       | <b>2.6%</b>              | <b>390,900</b>            |





GEORGINA

## Operations and Infrastructure Services – Operations and Infrastructure Division

The Roads, Water and Wastewater Division is responsible for all municipal roads, storm water systems, the water and wastewater systems and, solid waste and recycling programs. Additionally, the division is responsible for reviewing, monitoring, assessing and analyzing the ongoing condition and operational capacity of infrastructure and systems.

The Roads group provides maintenance on all roads and associated infrastructure including bridges, storm water, streetlights, sidewalks, traffic control systems, snow removal and disposal operations.

The Water and Wastewater group operates and maintains the Keswick and Sutton Water Distribution System and Wastewater Collection System. This includes distributing treated water purchased from York Region, and conveying wastewater to Region facilities for treatment prior to discharge. Town infrastructure includes water mains, valves, hydrants, booster pumping stations, public water stations, and service connections. Wastewater infrastructure includes wastewater sewers, pumping stations, residential educator grinder pumps, and lateral connections.

70,505 – Kilometres of roads plowed, sanded and salted

569 – Kilometres of ditches assessed

9,500 – Tons diverted from landfill through recycling programs

7,000 – Water samples analyzed

Services provided by the Roads, Water and Wastewater Division include:

- Road operations, maintenance and repairs – street sweeping, ditches and culverts, pothole repairs, traffic studies, signage, line painting, street and traffic sign installation/maintenance, road side cutting, brushing, winter operations and maintenance
- Road permits – occupancy, entrance, municipal consent
- Streetlight management
- Waste management – Provide weekly pick up of residential recycling and compost, and bi-weekly residual waste

- Water quality management system (QMS), sampling, monitoring and reporting
- Water system operations, maintenance and repairs – breaks and leaks, hydrant painting, frozen services, water turn off/on, flushing and swabbing, and water leakage studies
- Wastewater system operations, maintenance and repairs – breaks, Closed Circuit Television inspection, sewer backups, pump station repairs and cleaning, sewer flushing and odour management

## 2018 Accomplishments

- Completed an in-house assessment of all 20 of the wastewater pumping stations to support the development of a long-range capital and financial plan to facilitate continued reliable service delivery
- Converted to 30 per cent treated salt for winter operations, reducing the need for reloading during routes, and providing more effective and efficient snow and ice clearing
- Employed a new tiger mower to allow single pass operation, reducing labour for roadside cutting
- Introduced a four-phase investigation process for complex customer service issues, providing a comprehensive evaluation of the root cause of issues, potential solutions and recommended outcomes
- Updated the Town's Quality Management System to the new Drinking Water Quality Management System Version 2.0 and complete a risk assessment conforming with the Ministry of the Environment and Climate Change's (MOECC) Potential Hazardous Events for Municipal Residential Drinking Water Systems

## Key Projects for 2019

- Develop asset management policy and strategy to comply with OR# 588 for asset management and initial phase of stormwater inventory in advance of Asset Management OR# 588, 2020 compliance deadline
- First year of four-year program for hydrant painting to comply with the National Fire Protection Association guideline linking available pressure with colour coding
- Phase 1 wastewater pump station upgrades such as electrical and mechanical systems (built in the 1980s, they are nearing the end of life cycle)



- Tractor-mounted snow blower attachment for snow removal operations. This will streamline reduction in buildup of snow to improve sightlines and improve access in areas with limited snow storage. It will also be a more efficient operation completed in less time and with less labour
- Investigate the possibility of relocating the Roads Operations Section to one yard and consolidating other operational needs such as fleet garage and parks

## DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

## GEORGINA - 2019 BUDGET

## DIVISION: ROADS

|                             | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|-----------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>      |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                     | (39,038)                   | (98,700)                   | (98,700)               | -                         | -                        | -                                  | -                            | -                      | (98,700)                | 0.0%                     | -                         |
| Expenses                    | 5,117,764                  | 5,169,230                  | 5,169,230              | -                         | 43,880                   | 208,950                            | 6,650                        | 29,650                 | 5,458,360               | 5.6%                     | 289,130                   |
| <b>TOTAL BY DIVISION</b>    | <b>5,078,726</b>           | <b>5,070,530</b>           | <b>5,070,530</b>       | <b>-</b>                  | <b>43,880</b>            | <b>208,950</b>                     | <b>6,650</b>                 | <b>29,650</b>          | <b>5,359,660</b>        | <b>5.7%</b>              | <b>289,130</b>            |
| Administration              | 928,858                    | 473,410                    | 473,410                | -                         | 20,880                   | 30,160                             | 3,250                        | (13,410)               | 514,290                 | 8.6%                     | 40,880                    |
| Bridges                     | 93,437                     | 133,940                    | 133,940                | -                         | -                        | -                                  | -                            | (10,880)               | 123,060                 | (8.1%)                   | (10,880)                  |
| Grass Mowing                | 70,467                     | 83,350                     | 83,350                 | -                         | -                        | -                                  | -                            | (7,900)                | 75,450                  | (9.5%)                   | (7,900)                   |
| Brush,Tree,Trim             | 136,415                    | 115,480                    | 115,480                | -                         | 14,000                   | -                                  | -                            | (1,300)                | 128,180                 | 11.0%                    | 12,700                    |
| Ditching                    | 627,120                    | 529,690                    | 529,690                | -                         | -                        | 65,000                             | -                            | 98,020                 | 692,710                 | 30.8%                    | 163,020                   |
| Catch Basins, Curbs, Storms | 52,508                     | 98,240                     | 98,240                 | -                         | -                        | (6,000)                            | -                            | (61,500)               | 30,740                  | (68.7%)                  | (67,500)                  |
| Debris, Litter              | 26,714                     | 41,390                     | 41,390                 | -                         | -                        | 5,000                              | -                            | (7,400)                | 38,990                  | (5.8%)                   | (2,400)                   |
| Routine Patrols             | 67,354                     | 58,370                     | 58,370                 | -                         | -                        | -                                  | -                            | 3,460                  | 61,830                  | 5.9%                     | 3,460                     |
| Winter Patrols              | 37,215                     | 59,100                     | 59,100                 | -                         | -                        | 14,100                             | -                            | 4,000                  | 77,200                  | 30.6%                    | 18,100                    |
| Patching, Spraying          | 245,316                    | 280,460                    | 280,460                | -                         | -                        | 7,680                              | -                            | (93,960)               | 194,180                 | (30.8%)                  | (86,280)                  |
| Sweeping,Flushing,Cleaning  | 174,309                    | 217,300                    | 217,300                | -                         | -                        | 30,000                             | -                            | 44,430                 | 291,730                 | 34.3%                    | 74,430                    |
| Shoulder Maintenance        | 28,427                     | 35,300                     | 35,300                 | -                         | -                        | 11,570                             | -                            | -                      | 46,870                  | 32.8%                    | 11,570                    |
| Resurfacing                 | 67,796                     | 12,290                     | 12,290                 | -                         | -                        | 2,000                              | -                            | -                      | 14,290                  | 16.3%                    | 2,000                     |
| Patching and Washouts       | 51,051                     | 22,900                     | 22,900                 | -                         | -                        | -                                  | -                            | (5,700)                | 17,200                  | (24.9%)                  | (5,700)                   |
| Grading and Scarifying      | 28,002                     | 30,090                     | 30,090                 | -                         | -                        | -                                  | -                            | -                      | 30,090                  | 0.0%                     | -                         |
| Dust Layer                  | 14,566                     | 18,530                     | 18,530                 | -                         | -                        | -                                  | -                            | -                      | 18,530                  | 0.0%                     | -                         |
| Gravel Resurfacing          | 24,608                     | 31,850                     | 31,850                 | 7,890                     | -                        | -                                  | -                            | (9,800)                | 29,940                  | (6.0%)                   | (1,910)                   |
| Snow Plowing and Removal    | 447,768                    | 646,940                    | 646,940                | -                         | -                        | 35,000                             | -                            | 16,960                 | 698,900                 | 8.0%                     | 51,960                    |
| Sanding and Salting         | 433,606                    | 533,720                    | 533,720                | -                         | -                        | -                                  | -                            | 114,069                | 647,789                 | 21.4%                    | 114,069                   |
| Snow Fence, Culvert Thawing | 68,699                     | 80,680                     | 80,680                 | -                         | -                        | -                                  | -                            | -                      | 80,680                  | 0.0%                     | -                         |
| Winter Standby              | 28,513                     | 35,070                     | 35,070                 | -                         | -                        | 11,010                             | -                            | -                      | 46,080                  | 31.4%                    | 11,010                    |
| Signs and Markings          | 194,081                    | 158,740                    | 158,740                | -                         | 9,000                    | 5,000                              | -                            | -                      | 172,740                 | 8.8%                     | 14,000                    |
| Guiderails                  | 2,360                      | 21,700                     | 21,700                 | -                         | -                        | -                                  | -                            | (3,000)                | 18,700                  | (13.8%)                  | (3,000)                   |
| Railroad Crossing           | 5,881                      | 15,000                     | 15,000                 | -                         | -                        | -                                  | -                            | -                      | 15,000                  | 0.0%                     | -                         |
| Summer Standby              | 45,282                     | 40,920                     | 40,920                 | -                         | -                        | -                                  | -                            | -                      | 40,920                  | 0.0%                     | -                         |
| Misc Maintenance            | 3,103                      | 20,410                     | 20,410                 | -                         | -                        | -                                  | -                            | -                      | 20,410                  | 0.0%                     | -                         |
| Labour Allocation           | 400,504                    | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       | -                        | -                         |
| Machine Shed                | 122,716                    | 194,100                    | 194,100                | -                         | -                        | -                                  | 3,400                        | -                      | 197,500                 | 1.8%                     | 3,400                     |
| Other Overhead              | 77,875                     | 96,520                     | 96,520                 | -                         | -                        | -                                  | -                            | (4,000)                | 92,520                  | (4.1%)                   | (4,000)                   |
| Vehicle Maintenance         | 56,070                     | 47,650                     | 47,650                 | -                         | -                        | -                                  | -                            | -                      | 47,650                  | 0.0%                     | -                         |
| Street Name Signs           | 6,311                      | 16,520                     | 16,520                 | -                         | -                        | -                                  | -                            | -                      | 16,520                  | 0.0%                     | -                         |



DEPARTMENT: OPERATIONS AND INFRASTRUCTURE  
DIVISION: ROADS

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| Gravel Pit                               | 6,073                      | 9,880                      | 9,880                  | -                         | -                        | -                                  | -                            | -                      | 9,880                   | 0.0%                     | -                         |
| Fleet                                    | (150,561)                  | 122,180                    | 122,180                | (7,890)                   | -                        | (1,570)                            | -                            | (41,230)               | 71,490                  | (41.5%)                  | (50,690)                  |
| Sidewalks                                | 7,200                      | 23,000                     | 23,000                 | -                         | -                        | -                                  | -                            | -                      | 23,000                  | 0.0%                     | -                         |
| Dams                                     | 1,194                      | 2,740                      | 2,740                  | -                         | -                        | -                                  | -                            | -                      | 2,740                   | 0.0%                     | -                         |
| Street Lighting                          | 524,002                    | 636,220                    | 636,220                | -                         | -                        | -                                  | -                            | 8,790                  | 645,010                 | 1.4%                     | 8,790                     |
| Mosquito Control                         | 123,886                    | 126,850                    | 126,850                | -                         | -                        | -                                  | -                            | -                      | 126,850                 | 0.0%                     | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>5,078,726</b>           | <b>5,070,530</b>           | <b>5,070,530</b>       | <b>-</b>                  | <b>43,880</b>            | <b>208,950</b>                     | <b>6,650</b>                 | <b>29,650</b>          | <b>5,359,660</b>        | <b>5.7%</b>              | <b>289,130</b>            |

## DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

## GEORGINA - 2019 BUDGET

## DIVISION: REFUSE AND RECYCLING

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (293,617)                  | (360,600)                  | (360,600)              | -                         | -                        | -                                  | -                            | -                      | (360,600)               | 0.0%                     | -                         |
| Expenses                                 | 1,407,478                  | 1,824,230                  | 1,824,230              | -                         | -                        | -                                  | -                            | (75,000)               | 1,749,230               | (4.1%)                   | (75,000)                  |
| <b>TOTAL BY DIVISION</b>                 | <b>1,113,861</b>           | <b>1,463,630</b>           | <b>1,463,630</b>       | <b>-</b>                  | <b>-</b>                 | <b>-</b>                           | <b>-</b>                     | <b>(75,000)</b>        | <b>1,388,630</b>        | <b>(5.1%)</b>            | <b>(75,000)</b>           |
| Collection                               | 203,241                    | 257,150                    | 257,150                | -                         | -                        | -                                  | -                            | (5,000)                | 252,150                 | (1.9%)                   | (5,000)                   |
| Weed Collection                          | 165,960                    | 163,000                    | 163,000                | -                         | -                        | -                                  | -                            | -                      | 163,000                 | 0.0%                     | -                         |
| Blue Boxes                               | 292,865                    | 363,480                    | 363,480                | -                         | -                        | -                                  | -                            | -                      | 363,480                 | 0.0%                     | -                         |
| Green Bins                               | 347,462                    | 485,000                    | 485,000                | -                         | -                        | -                                  | -                            | -                      | 485,000                 | 0.0%                     | -                         |
| Composting                               | (185)                      | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       | -                        | -                         |
| Leaf Collection                          | 55,385                     | 191,500                    | 191,500                | -                         | -                        | -                                  | -                            | (70,000)               | 121,500                 | (36.6%)                  | (70,000)                  |
| CFC Reclamation                          | 49,133                     | 3,500                      | 3,500                  | -                         | -                        | -                                  | -                            | -                      | 3,500                   | 0.0%                     | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>1,113,861</b>           | <b>1,463,630</b>           | <b>1,463,630</b>       | <b>-</b>                  | <b>-</b>                 | <b>-</b>                           | <b>-</b>                     | <b>(75,000)</b>        | <b>1,388,630</b>        | <b>(5.1%)</b>            | <b>(75,000)</b>           |



## DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

## GEORGINA - 2019 BUDGET

## DIVISION: WATER

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>DRAFT<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (5,934,668)                | (7,544,010)                | (7,544,010)            | -                         | -                        | -                                  | (313,830)                    | -                      | (7,857,840)             | 4.2%                     | (313,830)                 |
| Expenses                                 | 6,193,459                  | 7,544,010                  | 7,544,010              | -                         | -                        | -                                  | 313,830                      | -                      | 7,857,840               | 4.2%                     | 313,830                   |
| <b>TOTAL BY DIVISION</b>                 | <b>258,791</b>             | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |
| Administration                           | 258,791                    | (1,159,600)                | (1,159,600)            | -                         | -                        | (36,500)                           | -                            | (7,900)                | (1,204,000)             | 3.8%                     | (44,400)                  |
| Hydrants                                 | -                          | 165,000                    | 165,000                | -                         | -                        | 35,000                             | -                            | -                      | 200,000                 | 21.2%                    | 35,000                    |
| Water Meters                             | -                          | 32,950                     | 32,950                 | -                         | -                        | -                                  | -                            | -                      | 32,950                  | 0.0%                     | -                         |
| Water Quality & Monitoring               | -                          | 29,630                     | 29,630                 | -                         | -                        | -                                  | -                            | -                      | 29,630                  | 0.0%                     | -                         |
| Water Booster Stations                   | -                          | 96,620                     | 96,620                 | -                         | -                        | -                                  | -                            | -                      | 96,620                  | 0.0%                     | -                         |
| SCADA & Network                          | -                          | 109,460                    | 109,460                | -                         | -                        | -                                  | -                            | 2,900                  | 112,360                 | 2.6%                     | 2,900                     |
| Distribution System                      | -                          | 645,540                    | 645,540                | -                         | -                        | -                                  | -                            | 5,000                  | 650,540                 | 0.8%                     | 5,000                     |
| Water Operations Centre                  | -                          | 48,900                     | 48,900                 | -                         | -                        | -                                  | -                            | -                      | 48,900                  | 0.0%                     | -                         |
| Water Fleet                              | -                          | 31,500                     | 31,500                 | -                         | -                        | 1,500                              | -                            | -                      | 33,000                  | 4.8%                     | 1,500                     |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>258,791</b>             | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE  
DIVISION: WASTEWATER

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (6,586,383)                | (8,285,250)                | (8,285,250)            | (30,000)                  | -                        | -                                  | (109,900)                    | -                      | (8,425,150)             | 1.7%                     | (139,900)                 |
| Expenses                                 | 5,856,719                  | 8,285,250                  | 8,285,250              | 30,000                    | -                        | -                                  | 109,900                      | -                      | 8,425,150               | 1.7%                     | 139,900                   |
| <b>TOTAL BY DIVISION</b>                 | <b>(729,664)</b>           | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |
| Administration                           | (729,664)                  | (602,100)                  | (602,100)              | -                         | (1,800)                  | -                                  | -                            | (48,580)               | (652,480)               | 8.4%                     | (50,380)                  |
| Residential Grinder Pumps                |                            | 2,890                      | 2,890                  | -                         | 1,800                    | -                                  | -                            | -                      | 4,690                   | 62.3%                    | 1,800                     |
| WW Pumping Stations                      |                            | 174,800                    | 174,800                | -                         | -                        | -                                  | -                            | 24,000                 | 198,800                 | 13.7%                    | 24,000                    |
| SCADA & Network                          |                            | 50,270                     | 50,270                 | -                         | -                        | -                                  | -                            | 23,580                 | 73,850                  | 46.9%                    | 23,580                    |
| WW Collection System                     |                            | 304,330                    | 304,330                | -                         | -                        | -                                  | -                            | 6,000                  | 310,330                 | 2.0%                     | 6,000                     |
| WW Operations Centre                     |                            | 38,310                     | 38,310                 | -                         | -                        | -                                  | -                            | -                      | 38,310                  | 0.0%                     | -                         |
| WW Fleet                                 |                            | 31,500                     | 31,500                 | -                         | -                        | -                                  | -                            | (5,000)                | 26,500                  | (15.9%)                  | (5,000)                   |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>(729,664)</b>           | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |





GEORGINA

## Operations and Infrastructure Services – Parks and Facilities Division

The Town of Georgina Parks and Facilities Division is responsible for the monitoring, planning, development and implementation of major and minor capital construction projects (\$4M) as well as the day-to-day operation and maintenance of Town assets (\$8.2M). The division oversees the ROC and maintains parks, trails, facilities, forests, sidewalks, roads, cemeteries and public waterfront.

Services provided by the Parks and Facilities Division include:

- Cash handling
- Garbage pick-up, snow clearing and landscaping
- Seasonal staffing and maintenance at the ROC
- Security support at the Civic Centre
- Tree maintenance including management of the Emerald Ash Borer (EAB) Program

10,000 – Acres of park and facilities grass cut

1064 – Emerald Ash Borer (EAB) infected Ash trees removed

6,500 – Kilometres of sidewalks plowed

1,000 – Replacement trees planted

### 2018 Accomplishments

- Accessibility improvements at De La Salle Beach
- Approved the acquisition of a new state-of-the-art groomer for the ROC
- Developed and piloted an innovative asset prioritization system, resulting in a more accurate facilities capital project delivery program
- Introduced management/frontline meetings called “Let’s Chat” to improve internal communications

## Key Projects for 2019

- Continue implementation of Emerald Ash Borer Management Plan
- Implement an urban tree canopy maintenance program
- Improve Building Condition Assessment Program
- Review Tree Preservation and Compensation Policy

## DEPARTMENT: OPERATIONS AND INFRASTRUCTURE

## GEORGINA - 2019 BUDGET

## DIVISION: PARKS

|                                      | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--------------------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>               |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                              | (1,146,174)                | (1,203,460)                | (1,203,460)            | 17,050                    | -                        | -                                  | -                            | 86,720                 | (1,099,690)             | (8.6%)                   | 103,770                   |
| Expenses                             | 4,282,947                  | 5,303,390                  | 5,303,390              | 109,000                   | 20,000                   | 8,670                              | 29,920                       | (81,300)               | 5,389,680               | 1.6%                     | 86,290                    |
| <b>TOTAL BY DIVISION</b>             | <b>3,136,773</b>           | <b>4,099,930</b>           | <b>4,099,930</b>       | <b>126,050</b>            | <b>20,000</b>            | <b>8,670</b>                       | <b>29,920</b>                | <b>5,420</b>           | <b>4,289,990</b>        | <b>4.6%</b>              | <b>190,060</b>            |
| Administration                       | 834,619                    | 1,331,110                  | 1,331,110              | (2,500)                   | -                        | (6,660)                            | 4,590                        | (464,780)              | 861,760                 | (35.3%)                  | (469,350)                 |
| Holmes Point                         | (24,546)                   | (36,090)                   | (36,090)               | 9,000                     | -                        | -                                  | -                            | -                      | (27,090)                | (24.9%)                  | 9,000                     |
| Snow Removal                         | 212,716                    | 280,870                    | 280,870                | -                         | -                        | -                                  | 3,680                        | 38,460                 | 323,010                 | 15.0%                    | 42,140                    |
| Garbage Collection                   | 163,654                    | 155,890                    | 155,890                | -                         | -                        | 1,000                              | 1,000                        | 26,000                 | 183,890                 | 18.0%                    | 28,000                    |
| Facilities                           | 538,787                    | 565,090                    | 565,090                | -                         | -                        | 1,200                              | 3,590                        | (14,040)               | 555,840                 | (1.6%)                   | (9,250)                   |
| Playgrounds                          | 98,137                     | 99,610                     | 99,610                 | -                         | -                        | 5,500                              | 10,060                       | 5,100                  | 120,270                 | 20.7%                    | 20,660                    |
| Keswick Skate Park                   | 7,512                      | 10,670                     | 10,670                 | -                         | -                        | -                                  | -                            | -                      | 10,670                  | 0.0%                     | -                         |
| Urban Forestry                       | -                          | -                          | -                      | 95,000                    | -                        | -                                  | -                            | 537,500                | 632,500                 |                          | 632,500                   |
| Grounds Maintenance                  | 277,023                    | 351,510                    | 351,510                | -                         | -                        | 1,000                              | -                            | (56,000)               | 296,510                 | (15.6%)                  | (55,000)                  |
| Ball Diamonds                        | 27,829                     | 82,610                     | 82,610                 | (1,500)                   | -                        | -                                  | -                            | 7,500                  | 88,610                  | 7.3%                     | 6,000                     |
| Soccer Pitches                       | 40,588                     | 61,350                     | 61,350                 | 8,000                     | -                        | -                                  | 550                          | (5,800)                | 64,100                  | 4.5%                     | 2,750                     |
| North Gwillimbury                    | (13,958)                   | (12,500)                   | (12,500)               | 1,000                     | -                        | -                                  | -                            | (600)                  | (12,100)                | (3.2%)                   | 400                       |
| Planting Program                     | 400,420                    | 499,140                    | 499,140                | -                         | 20,000                   | (5,900)                            | 2,390                        | (27,200)               | 488,430                 | (2.1%)                   | (10,710)                  |
| 481 Lake Drive                       | (18,000)                   | 5,740                      | 5,740                  | -                         | -                        | -                                  | -                            | (5,740)                | -                       | (100.0%)                 | (5,740)                   |
| The ROC                              | 764,329                    | 811,920                    | 811,920                | 7,000                     | -                        | 12,530                             | 4,060                        | (3,630)                | 831,880                 | 2.5%                     | 19,960                    |
| Jackson's Point Harbour              | (14,711)                   | (4,660)                    | (4,660)                | (16,900)                  | -                        | -                                  | -                            | (3,500)                | (25,060)                | 437.8%                   | (20,400)                  |
| Jackson's Point Washrooms            | 2,981                      | 3,790                      | 3,790                  | -                         | -                        | -                                  | -                            | (450)                  | 3,340                   | (11.9%)                  | (450)                     |
| Wharves                              | (10,445)                   | (9,680)                    | (9,680)                | -                         | -                        | -                                  | -                            | -                      | (9,680)                 | 0.0%                     | -                         |
| Willow Wharf                         | (18,271)                   | (9,000)                    | (9,000)                | -                         | -                        | -                                  | -                            | -                      | (9,000)                 | 0.0%                     | -                         |
| Willow Beach                         | (113,299)                  | (88,540)                   | (88,540)               | 5,000                     | -                        | -                                  | -                            | (22,700)               | (106,240)               | 20.0%                    | (17,700)                  |
| De La Salle Park                     | (18,592)                   | 1,100                      | 1,100                  | 21,950                    | -                        | -                                  | -                            | (4,700)                | 18,350                  | 1568.2%                  | 17,250                    |
| <b>TOTAL BY PROGRAM/ COST CENTRE</b> | <b>3,136,773</b>           | <b>4,099,930</b>           | <b>4,099,930</b>       | <b>126,050</b>            | <b>20,000</b>            | <b>8,670</b>                       | <b>29,920</b>                | <b>5,420</b>           | <b>4,289,990</b>        | <b>4.6%</b>              | <b>190,060</b>            |



DEPARTMENT: OPERATIONS AND INFRASTRUCTURE  
DIVISION: FACILITIES

GEORGINA - 2019 BUDGET

|                                      | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--------------------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>               |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                              | (1,526,494)                | (1,624,040)                | (1,624,040)            | (17,040)                  | -                        | -                                  | -                            | (44,760)               | (1,685,840)             | 3.8%                     | (61,800)                  |
| Expenses                             | 5,093,861                  | 5,912,910                  | 5,912,910              | 85,750                    | 72,250                   | (14,820)                           | 58,560                       | (141,820)              | 5,972,830               | 1.0%                     | 59,920                    |
| <b>TOTAL BY DIVISION</b>             | <b>3,567,367</b>           | <b>4,288,870</b>           | <b>4,288,870</b>       | <b>68,710</b>             | <b>72,250</b>            | <b>(14,820)</b>                    | <b>58,560</b>                | <b>(186,580)</b>       | <b>4,286,990</b>        | <b>(0.0%)</b>            | <b>(1,880)</b>            |
| Halls - General                      | 222,049                    | 242,560                    | 242,560                | -                         | -                        | -                                  | -                            | (100,000)              | 142,560                 | (41.2%)                  | (100,000)                 |
| Electrical Maintenance               | 497,630                    | 575,760                    | 575,760                | 68,250                    | 68,250                   | 5,770                              | 2,310                        | (17,300)               | 703,040                 | 22.1%                    | 127,280                   |
| 165 The Queensway                    | 3,043                      | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       | -                        | -                         |
| Pefferlaw Church                     | 15,045                     | 20,730                     | 20,730                 | -                         | -                        | -                                  | -                            | (20,730)               | -                       | (100.0%)                 | (20,730)                  |
| Arts Centre & Gallery                | 3,395                      | 12,500                     | 12,500                 | -                         | -                        | -                                  | -                            | -                      | 12,500                  | 0.0%                     | -                         |
| Family Life Centre                   | 1,591                      | 2,500                      | 2,500                  | 1,000                     | 1,000                    | -                                  | 1,000                        | (340)                  | 5,160                   | 106.4%                   | 2,660                     |
| Operations Centre                    | 41,858                     | 44,380                     | 44,380                 | -                         | -                        | -                                  | 3,000                        | (4,000)                | 43,380                  | (2.3%)                   | (1,000)                   |
| The Link                             | 259,396                    | 280,540                    | 280,540                | (21,000)                  | -                        | 6,080                              | 7,220                        | (50,260)               | 222,580                 | (20.7%)                  | (57,960)                  |
| Civic Centre                         | 386,332                    | 476,030                    | 476,030                | -                         | -                        | 2,820                              | 5,680                        | 2,500                  | 487,030                 | 2.3%                     | 11,000                    |
| Kinsmen Hall                         | 3,755                      | 6,110                      | 6,110                  | 760                       | 2,000                    | -                                  | 2,000                        | -                      | 10,870                  | 77.9%                    | 4,760                     |
| Belhaven Hall                        | 15,956                     | 14,250                     | 14,250                 | -                         | -                        | -                                  | -                            | -                      | 14,250                  | 0.0%                     | -                         |
| Egypt Hall                           | 19,928                     | 24,090                     | 24,090                 | -                         | -                        | -                                  | 3,000                        | -                      | 27,090                  | 12.5%                    | 3,000                     |
| Elmgrove Hall                        | 2,594                      | 3,510                      | 3,510                  | -                         | -                        | -                                  | -                            | -                      | 3,510                   | 0.0%                     | -                         |
| Pefferlaw Lions Hall                 | 59,303                     | 53,010                     | 53,010                 | 2,000                     | -                        | -                                  | 5,000                        | 5,000                  | 65,010                  | 22.6%                    | 12,000                    |
| Roches Point Hall                    | 1,860                      | 770                        | 770                    | -                         | -                        | -                                  | -                            | -                      | 770                     | 0.0%                     | -                         |
| Udora Hall                           | 16,370                     | 30,590                     | 30,590                 | -                         | -                        | -                                  | -                            | -                      | 30,590                  | 0.0%                     | -                         |
| Virginia Hall                        | 3,996                      | 3,980                      | 3,980                  | -                         | -                        | -                                  | -                            | -                      | 3,980                   | 0.0%                     | -                         |
| Port Bolster Hall                    | 17,170                     | 17,280                     | 17,280                 | -                         | -                        | -                                  | -                            | -                      | 17,280                  | 0.0%                     | -                         |
| Lawn Bowling                         | 3,050                      | 4,000                      | 4,000                  | -                         | -                        | -                                  | -                            | -                      | 4,000                   | 0.0%                     | -                         |
| Pefferlaw Ice Pad                    | 6,186                      | 42,100                     | 42,100                 | -                         | -                        | -                                  | -                            | 2,750                  | 44,850                  | 6.5%                     | 2,750                     |
| Georgina Ice Palace                  | 824,314                    | 862,170                    | 862,170                | 20,200                    | 1,000                    | (7,630)                            | 12,450                       | (4,700)                | 883,490                 | 2.5%                     | 21,320                    |
| Sutton Arena                         | 287,870                    | 525,080                    | 525,080                | (2,500)                   | -                        | 5,080                              | 11,630                       | 500                    | 539,790                 | 2.8%                     | 14,710                    |
| Georgina Leisure Pool                | 874,676                    | 1,046,930                  | 1,046,930              | -                         | -                        | (26,940)                           | 5,270                        | -                      | 1,025,260               | (2.1%)                   | (21,670)                  |
| <b>TOTAL BY PROGRAM/ COST CENTRE</b> | <b>3,567,367</b>           | <b>4,288,870</b>           | <b>4,288,870</b>       | <b>68,710</b>             | <b>72,250</b>            | <b>(14,820)</b>                    | <b>58,560</b>                | <b>(186,580)</b>       | <b>4,286,990</b>        | <b>(0.0%)</b>            | <b>(1,880)</b>            |

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE  
DIVISION: CEMETERIES

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (35,946)                   | (21,040)                   | (21,040)               | -                         | -                        | -                                  | -                            | -                      | (21,040)                | 0.0%                     | -                         |
| Expenses                                 | 32,505                     | 52,550                     | 52,550                 | 3,750                     | 200                      | -                                  | -                            | -                      | 56,500                  | 7.5%                     | 3,950                     |
| <b>TOTAL BY DIVISION</b>                 | <b>(3,441)</b>             | <b>31,510</b>              | <b>31,510</b>          | <b>3,750</b>              | <b>200</b>               | <b>-</b>                           | <b>-</b>                     | <b>-</b>               | <b>35,460</b>           | <b>12.5%</b>             | <b>3,950</b>              |
| Cemeteries - Keswick                     | (8,496)                    | 22,730                     | 22,730                 | -                         | -                        | -                                  | -                            | -                      | 22,730                  | 0.0%                     | -                         |
| Cemeteries - Sheppard's                  | 786                        | 500                        | 500                    | 750                       | -                        | -                                  | -                            | -                      | 1,250                   | 150.0%                   | 750                       |
| Cemeteries - Baldwin                     | 978                        | 1,600                      | 1,600                  | 2,400                     | -                        | -                                  | -                            | -                      | 4,000                   | 150.0%                   | 2,400                     |
| Cemeteries - Cooke's                     | 2,721                      | 6,300                      | 6,300                  | -                         | -                        | -                                  | -                            | -                      | 6,300                   | 0.0%                     | -                         |
| Cemeteries - Johnson's                   | 570                        | 380                        | 380                    | 600                       | 200                      | -                                  | -                            | -                      | 1,180                   | 210.5%                   | 800                       |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>(3,441)</b>             | <b>31,510</b>              | <b>31,510</b>          | <b>3,750</b>              | <b>200</b>               | <b>-</b>                           | <b>-</b>                     | <b>-</b>               | <b>35,460</b>           | <b>12.5%</b>             | <b>3,950</b>              |



GEORGINA

## Operations and Infrastructure Services – Capital Projects Division

The Capital Projects Division provides a range of services to coordinate the delivery of municipal civil engineering projects which extend the life cycle of core infrastructure assets such as roads, bridges, water and sewer mains. The division also oversees Fleet Services which provides a range of services for Town-owned vehicles and equipment, that are critical resources staff use to accomplish work.

Services provided by Capital Projects and Fleet Services Division include:

- Identify and deliver major capital projects
- Maintain vehicles, trailers and large equipment

37 – Resurfaced kilometres of road

165 – Maintained licensed vehicles, trailers and large equipment

560 – Completed work orders

## 2018 Accomplishments

### Capital Projects

- Completed resurfacing and road repairs on McCowan Road, Duclos Point Road and Smith Boulevard
- Completed the multi-year, Region-led watermain and sanitary sewer replacement on Dalton Road
- Completed watermain replacement project and associated works on West Street, Burke Street and Garrett Drive. Projects were funded by the Clean Water and Wastewater Fund

### Fleet Services

- Assisted in a joint multi-vehicle tender to replace pickups, SUV's and trucks
- Assisted in tenders, RFP's and proposals for many Town vehicles and pieces of equipment
- Completed hundreds of service requests on fire trucks, snowplows, a snow groomer, ice resurfacers and a wide range of Town-owned vehicles and equipment



- Received delivery of vehicles and equipment including assisting in setting up preventative maintenance programs which extend the useful life and ensure maximum return on investment

## Key Projects for 2019

- Complete required works uncovered during deck condition surveys and Ontario Structures Inspection Manual (OSIM) inspections of bridges and culverts
- Complete capital projects for Roads Division (maintenance roads and Now needs roads) to maintain service levels
- Complete the water service replacement and reconstruction of Church Street (Metro Road to Shorecrest Road)
- Complete the watermain replacements on Dalton Road (Lake Drive to lake) and Lake Drive (Dalton Road to the Pinery)
- Complete the internal audit of the Town's Commercial Vehicle Operation Registry (CVOR)
- Continue to work with various Town business units in the development of processes that align with strategic goals
- Develop preventative maintenance programs, fleet operational activities and capital acquisitions and disposals

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE  
DIVISION: MECHANIC'S GARAGE

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | -                          | (100)                      | (100)                  | -                         | -                        | -                                  | -                            | -                      | (100)                   | 0.0%                     | -                         |
| Expenses                                 | 280,166                    | 262,510                    | 262,510                | -                         | -                        | 70                                 | 1,530                        | (18,300)               | 245,810                 | (6.4%)                   | (16,700)                  |
| <b>TOTAL BY DIVISION</b>                 | <b>280,166</b>             | <b>262,410</b>             | <b>262,410</b>         | <b>-</b>                  | <b>-</b>                 | <b>70</b>                          | <b>1,530</b>                 | <b>(18,300)</b>        | <b>245,710</b>          | <b>(6.4%)</b>            | <b>(16,700)</b>           |
| Mechanic's Garage                        | 280,166                    | 262,410                    | 262,410                | -                         | -                        | 70                                 | 1,530                        | (18,300)               | 245,710                 | (6.4%)                   | (16,700)                  |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>280,166</b>             | <b>262,410</b>             | <b>262,410</b>         | <b>-</b>                  | <b>-</b>                 | <b>70</b>                          | <b>1,530</b>                 | <b>(18,300)</b>        | <b>245,710</b>          | <b>(6.4%)</b>            | <b>(16,700)</b>           |



GEORGINA

## Recreation and Culture Department

The Recreation and Culture Department is committed to building a healthy community and promoting active lifestyles. Its goal is to provide affordable and accessible recreation and cultural opportunities and experiences for all Georgina residents, ensuring that all recreation and parks facilities are multi-use, multi-generational, accessible and responsive to the community's needs.

As the Town of Georgina continues to grow, staff are committed to updating existing municipal facilities and building new ones with residents needs in mind.

### 2018 Success Story

#### Improving Community Spaces



*De La Salle Waterfront Park Access*



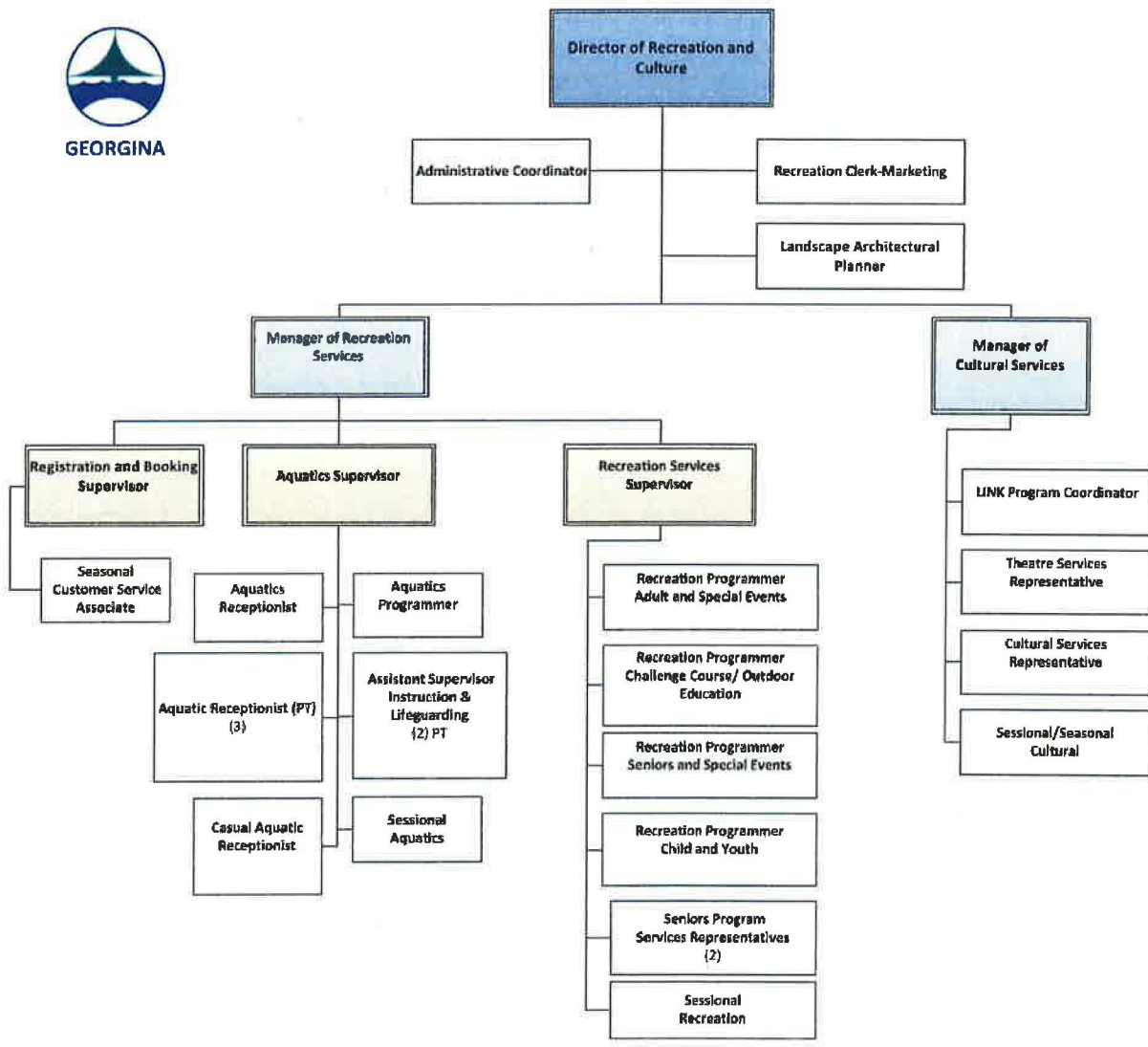
*Pefferlaw Ice Pad Roof Project*

In 2018, the Town celebrated improvements at two popular facilities – De La Salle Waterfront Park and the Pefferlaw Ice Pad (PIP). Thanks to funding from the Canada 150 Community Infrastructure Program, the De La Salle beach area is now more accessible and the PIP has a new roof structure. The upgrades at De La Salle include a fully accessible ramp and MobiMat (a portable, hard-surface, roll-out mat made of recycled bottles that provides accessibility from the ramp to the water's edge) offering easy access to the waterfront.



The new roof structure at the PIP extends the recreational winter season of operation, reduces operational and maintenance costs, and promotes greater functionality and usability of the space by creating shade and protection from rain and inclement weather.

## Organizational Chart



February 20, 2019

## Divisions

- Culture Services Division
- Recreation Services Division

## Major Operating Drivers

- Departmental data collection and analysis
- Increased participation in programs and activities
- Promotion of community health, wellness and active lifestyles

## Major Initiatives Planned for 2019

- Corporate Sponsorship Strategy
- Multi-use Recreation Complex design
- Phase 2 and 3 construction of the Link to accommodate new tenants
- Review and update of Municipal Cultural Plan
- Sutton Community Park design
- Waterfront Parking Solution
- West Park Design and Redevelopment

## DEPARTMENT: RECREATION AND CULTURE

## GEORGINA - 2019 BUDGET

|                            | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE/<br>CONTRACTS | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|----------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|-----------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DEPARTMENT TOTALS</b>   |                            |                            |                        |                           |                          |                                   |                              |                        |                         |                          |                           |
| Revenue                    | (798,211)                  | (777,320)                  | (777,320)              | (42,730)                  | -                        | -                                 | -                            | 126,500                | (693,550)               | (10.8%)                  | 83,770                    |
| Expenses                   | 2,848,854                  | 3,270,900                  | 3,270,900              | 44,100                    | 10,600                   | 12,410                            | 12,570                       | (161,900)              | 3,188,680               | (2.5%)                   | (82,220)                  |
| <b>TOTAL BY DEPARTMENT</b> | <b>2,050,643</b>           | <b>2,493,580</b>           | <b>2,493,580</b>       | <b>1,370</b>              | <b>10,600</b>            | <b>12,410</b>                     | <b>12,570</b>                | <b>(35,400)</b>        | <b>2,495,130</b>        | <b>0.1%</b>              | <b>1,550</b>              |
| Department Administration  | 181,942                    | 261,420                    | 261,420                | -                         | -                        | 11,550                            | 1,130                        | -                      | 274,100                 | 4.9%                     | 12,680                    |
| Recreation                 | 1,298,403                  | 1,672,380                  | 1,672,380              | 1,370                     | 3,000                    | (2,390)                           | 5,170                        | (38,500)               | 1,641,030               | (1.9%)                   | (31,350)                  |
| Culture                    | 570,298                    | 559,780                    | 559,780                | -                         | 7,600                    | 3,250                             | 6,270                        | 3,100                  | 580,000                 | 3.6%                     | 20,220                    |
| <b>TOTAL BY DIVISION</b>   | <b>2,050,643</b>           | <b>2,493,580</b>           | <b>2,493,580</b>       | <b>1,370</b>              | <b>10,600</b>            | <b>12,410</b>                     | <b>12,570</b>                | <b>(35,400)</b>        | <b>2,495,130</b>        | <b>0.1%</b>              | <b>1,550</b>              |





GEORGINA

## Recreation and Culture Services – Recreation Services Division

The Recreation Services Division plays an important role in providing quality recreational and active living programs, services and events in an accessible, equitable and efficient manner to enhance the quality of life of the Town's growing and diverse community.

Staff strive to ensure recreation activities, programs and special events are inclusive, affordable and accessible. The aim is to encourage and promote healthy, active lifestyles.

Community special events are a great way for people to connect with one another while celebrating local culture, talent, heritage and achievements. Georgina marked its 200th anniversary in 2018. As part of the annual festivities, the Town hosted a combined event and celebrated the Georgina 200 Homecoming and Canada Day.

Services provided by the Recreation Services Division includes:

- Afterschool programs
- Camps (PA Day, holidays, March Break, summer)
- Challenge course activities
- Drop-in programs (aquatics, skating, gymnasium)
- Leadership programs
- Lessons (swimming, ski, snowboard)
- Memberships
- Outdoor programs
- Registered recreation programs and activities
- School group activities
- Town-wide special events

28,000+ – Number of drop-in participants

10,000+ – Number of people registered in programs

20,000+ – People who attended special events

24,000+ – Winter visitors to the ROC

- Theme-based workshops

## 2018 Accomplishments

- Celebration and official opening of the De La Salle Accessibility Improvement Project – Canada150 Grant and the unveiling of a plaque in honour of the late Regional Councillor Danny Wheeler
- Completion and official ribbon-cutting ceremony to unveil new Pepperlaw Ice Pad (PIP) roof structure – Canada150
- Completion of the Healthy Kids Community Challenge (Themes – Choose to Boost Veggies and Fruit and Power off and Play)

## Key Projects for 2019

- Corporate Sponsorship Strategy
- Explore models for individual subsidies
- Recreation Senior Strategy
- Recreation Services policies and procedures review
- ROC Business Plan in partnership with Parks and Facilities Division

DEPARTMENT: RECREATION AND CULTURE  
DIVISION: RECREATION

GEORGINA - 2019 DRAFT BUDGET

|                                      | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--------------------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>               |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                              | (659,265)                  | (618,820)                  | (618,820)              | (42,730)                  | -                        | -                                  | -                            | 125,000                | (536,550)               | (13.3%)                  | 82,270                    |
| Expenses                             | 1,957,668                  | 2,291,200                  | 2,291,200              | 44,100                    | 3,000                    | (2,390)                            | 5,170                        | (163,500)              | 2,177,580               | (5.0%)                   | (113,620)                 |
| <b>TOTAL BY DIVISION</b>             | <b>1,298,403</b>           | <b>1,672,380</b>           | <b>1,672,380</b>       | <b>1,370</b>              | <b>3,000</b>             | <b>(2,390)</b>                     | <b>5,170</b>                 | <b>(38,500)</b>        | <b>1,641,030</b>        | <b>(1.9%)</b>            | <b>(31,350)</b>           |
| Administration                       | 852,374                    | 1,043,240                  | 1,043,240              | 8,500                     | 2,000                    | -                                  | 4,540                        | 14,350                 | 1,072,630               | 2.8%                     | 29,390                    |
| General Programs                     | 11,698                     | (20,620)                   | (20,620)               | -                         | -                        | -                                  | -                            | 6,500                  | (14,120)                | (31.5%)                  | 6,500                     |
| Healthy Kids Community Challenge     | (21,848)                   | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       | -                        | -                         |
| Georgina Gym                         | 76,184                     | 146,970                    | 146,970                | (1,230)                   | -                        | -                                  | -                            | (20,500)               | 125,240                 | (14.8%)                  | (21,730)                  |
| After School Program                 | 95,711                     | 127,850                    | 127,850                | -                         | -                        | -                                  | -                            | -                      | 127,850                 | 0.0%                     | -                         |
| Day Camps                            | 14,831                     | 5,680                      | 5,680                  | (4,900)                   | -                        | -                                  | -                            | -                      | 780                     | (86.3%)                  | (4,900)                   |
| Club 55 Administration               | (16,724)                   | (4,130)                    | (4,130)                | (1,000)                   | -                        | -                                  | -                            | -                      | (5,130)                 | 24.2%                    | (1,000)                   |
| Sutton Seniors Program               | 7,933                      | 9,950                      | 9,950                  | -                         | -                        | -                                  | -                            | (2,500)                | 7,450                   | (25.1%)                  | (2,500)                   |
| Sutton Grant (G18)                   | (10,265)                   | 2,500                      | 2,500                  | -                         | -                        | -                                  | -                            | -                      | 2,500                   | 0.0%                     | -                         |
| Seniors Programs - Club 55           | 174,769                    | 229,460                    | 229,460                | -                         | -                        | (2,390)                            | 630                          | -                      | 227,700                 | (0.8%)                   | (1,760)                   |
| Seniors Games                        | (984)                      | 500                        | 500                    | -                         | -                        | -                                  | -                            | -                      | 500                     | 0.0%                     | -                         |
| Special Events - Administration      | 13,945                     | 24,600                     | 24,600                 | -                         | -                        | -                                  | -                            | -                      | 24,600                  | 0.0%                     | -                         |
| SnoFest                              | 25,576                     | 22,000                     | 22,000                 | -                         | 1,000                    | -                                  | -                            | -                      | 23,000                  | 4.5%                     | 1,000                     |
| Volunteer Appreciation               | 6,565                      | 10,500                     | 10,500                 | -                         | -                        | -                                  | -                            | -                      | 10,500                  | 0.0%                     | -                         |
| Canada Day Festival                  | 34,996                     | 34,500                     | 34,500                 | -                         | -                        | -                                  | -                            | (4,000)                | 30,500                  | (11.6%)                  | (4,000)                   |
| Georgina 200                         | 27,953                     | 32,350                     | 32,350                 | -                         | -                        | -                                  | -                            | (32,350)               | -                       | (100.0%)                 | (32,350)                  |
| Fleet                                | 5,689                      | 7,030                      | 7,030                  | -                         | -                        | -                                  | -                            | -                      | 7,030                   | 0.0%                     | -                         |
| <b>TOTAL BY PROGRAM/ COST CENTRE</b> | <b>1,298,403</b>           | <b>1,672,380</b>           | <b>1,672,380</b>       | <b>1,370</b>              | <b>3,000</b>             | <b>(2,390)</b>                     | <b>5,170</b>                 | <b>(38,500)</b>        | <b>1,641,030</b>        | <b>(1.9%)</b>            | <b>(31,350)</b>           |





GEORGINA

## Recreation and Culture Services – Cultural Services Division

The United Nations Educational, Scientific and Cultural Organization (UNESCO) defines culture as “the spiritual, material, intellectual and emotional features that characterize a society...not only the arts and letters, but also the modes of life...value systems and traditions.”

The Cultural Services Division is committed to delivering arts and cultural services through the Georgina Pioneer Village and Archives, the Link and Stephen Leacock Theatre, and supports arts programming offered by the Georgina Arts Centre and Gallery. Staff also work with the Equity and Diversity Advisory Committee and the Accessibility Advisory Committee to ensure Town programs and services are meeting the highest standards. Finally, the department supports the work of the four community halls and their respective operating boards.

2,750 – Program participants at the Link

45,000 – Visitors to the Link

10,240 – Visitors to Georgina Pioneer Village

12,000 – Visitors to Stephen Leacock Theatre

Services provided by the Cultural Services Division include:

- Accessibility, equity, diversity and inclusion initiatives
- Archival and collections management
- Arts programming
- Heritage preservation and interpretation
- Programs and services that support health and wellness, food and nutrition, youth engagement, skills training, public health, small business, and the non-profit community
- Special events, camps, and education programs
- Theatre and film programming

## 2018 Accomplishments

- Adoption of the Town's first Inclusion Charter
- Georgina 200 celebrations at Georgina Pioneer Village on Canada Day
- Grant funding of \$489,000 from the Ministry of Transportation's Community Transportation Program – the Town partnered with Routes Connecting Communities, Georgina Trades Training Inc., and other local partner agencies, to collaborate on improvements to local transportation services for the residents of Georgina
- Introduction of two new tenants at the Link (Georgina Chamber of Commerce and Jericho Youth Services)
- Sold out 50th anniversary Lighthouse concert at Stephen Leacock Theatre
- Updated Multi-year Accessibility Plan

## Key Projects for 2019

- Complete Phase 2 and 3 base building construction at the Link
- Explore possible options for future home of the Georgina Arts Centre and Gallery
- Implement the Link Parking Master Plan
- Introduce at least two new tenants at the Link, including York Region Community and Health Services Department and Community Living Georgina
- Jackson's Point Lighthouse design and construction
- Re-construction of Cedarbrae Schoolhouse at Georgina Pioneer Village
- Review and update of Municipal Cultural Plan
- Review and update of the Link Business Plan

DEPARTMENT: RECREATION AND CULTURE  
DIVISION: CULTURE

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (138,946)                  | (158,500)                  | (158,500)              | -                         | -                        | -                                  | -                            | 1,500                  | (157,000)               | (0.9%)                   | 1,500                     |
| Expenses                                 | 709,244                    | 718,280                    | 718,280                | -                         | 7,600                    | 3,250                              | 6,270                        | 1,600                  | 737,000                 | 2.6%                     | 18,720                    |
| <b>TOTAL BY DIVISION</b>                 | <b>570,298</b>             | <b>559,780</b>             | <b>559,780</b>         | <b>-</b>                  | <b>7,600</b>             | <b>3,250</b>                       | <b>6,270</b>                 | <b>3,100</b>           | <b>580,000</b>          | <b>3.6%</b>              | <b>20,220</b>             |
| Stephen Leacock Theatre                  | 133,035                    | 110,380                    | 110,380                | -                         | -                        | 810                                | 340                          | (6,400)                | 105,130                 | (4.8%)                   | (5,250)                   |
| Pioneer Village                          | 296,664                    | 297,640                    | 297,640                | -                         | 7,600                    | 2,440                              | 5,930                        | (500)                  | 313,110                 | 5.2%                     | 15,470                    |
| Georgina Military Museum                 | 24,000                     | 24,000                     | 24,000                 | -                         | -                        | -                                  | -                            | -                      | 24,000                  | 0.0%                     | -                         |
| Georgina Arts Council                    | 110,000                    | 110,000                    | 110,000                | -                         | -                        | -                                  | -                            | -                      | 110,000                 | 0.0%                     | -                         |
| Accessibility Committee                  | 1,481                      | 7,710                      | 7,710                  | -                         | -                        | -                                  | -                            | 10,000                 | 17,710                  | 129.7%                   | 10,000                    |
| Equity and Diversity Committee           | 5,118                      | 10,050                     | 10,050                 | -                         | -                        | -                                  | -                            | -                      | 10,050                  | 0.0%                     | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>570,298</b>             | <b>559,780</b>             | <b>559,780</b>         | <b>-</b>                  | <b>7,600</b>             | <b>3,250</b>                       | <b>6,270</b>                 | <b>3,100</b>           | <b>580,000</b>          | <b>3.6%</b>              | <b>20,220</b>             |





GEORGINA

## Fire and Rescue Services

The Fire and Rescue Services Department is a composite fire service and is responsible for the delivery of fire protection, ice/water rescue, technical rescue, prevention, public education and code enforcement. The department is also responsible for leading and coordinating the Town's Emergency Management Plan. Georgina Fire and Rescue Services has three stations located in Keswick, Pepperlaw and Sutton.

Fire and Rescue Services is based on three lines of defence:

- Public education and fire prevention
- Fire safety standards and code enforcement
- Fire suppression

Services provided by Fire and Rescue Services include:

- Emergency management
- Fire suppression
- Fire investigation
- Gas leak and spill responses
- Hazardous material responses
- Public hazard responses
- Fire alarm responses
- Ice/water rescue responses
- Medical aid responses
- Motor vehicle accident responses
- Mutual aid responses
- Public education
- Public service responses

40 – Career firefighters  
 1 – Fire training officer  
 3 – Fire prevention staff  
 60 – Volunteer firefighters  
 2,160 – Number of calls responded to  
 576 – Fire prevention inspections

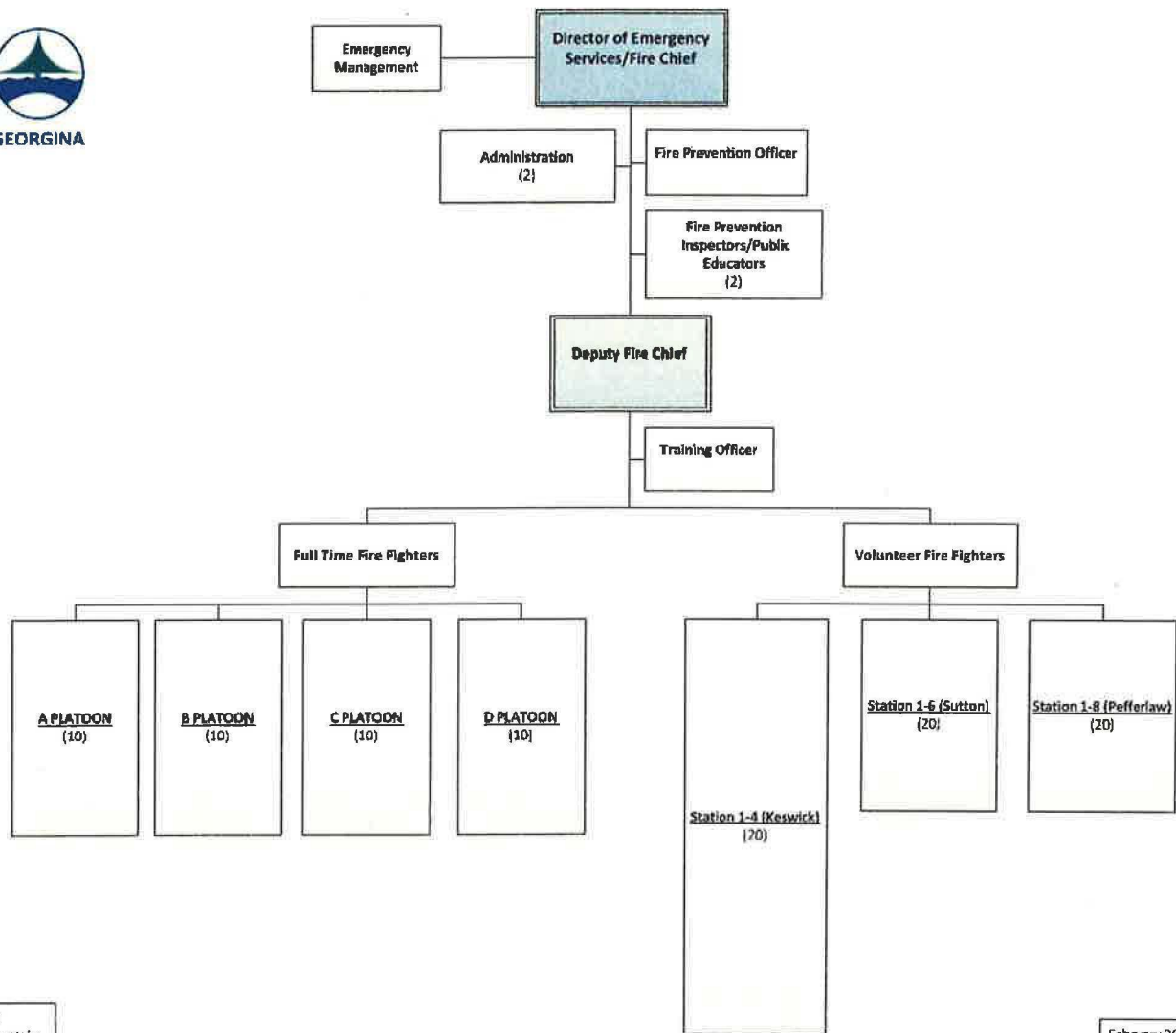
**2018 Success Story**  
**Building for the Future**



*Rendering of new Pepperlaw Fire Hall*

Georgina is committed to building a healthy and safe community to serve the needs of all residents. In 2018, the Town broke ground on the new Pepperlaw Fire Station 1-8. Emergency services are vital to the well-being of everyone who lives in Georgina and visits the Town. This new fire station will incorporate the former Cooke's United Church and allow the Town to continue to provide a high level of service to Pepperlaw and the surrounding area.

## Organizational Chart



C = Captain  
A = Acting Captain

February 20, 2019

## 2018 Accomplishments

- Completion of training room/Emergency Operations Centre (EOC) relocation
- Confined space and silo rescue training
- Groundbreaking for new Pefferlaw Fire Station 1-8
- New pumper tanker fire apparatus received and placed in service



## Major Operating Drivers

- Increase in incident responses and apparatus movements
- Increase in population and traffic flow accessing Highway 404
- Large seasonal influx of visitors who enjoy our recreational opportunities
- National Fire Protection Association (NFPA) requirements for training volunteer and career suppression staff

## Major Initiatives Planned for 2019

- Certification of suppression and fire prevention staff
- Complete revision of Emergency Preparedness Plan so our community is ready to respond to a major event
- Complete construction of Pepperlaw Fire Station 1-8 to ensure service levels for a growing community
- Purchase water rescue boat to ensure the 52 kilometres of waterfront are protected

## DEPARTMENT: FIRE AND RESCUE SERVICES

## GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (130,002)                  | (120,000)                  | (120,000)              | -                         | -                        | -                                  | -                            | -                      | (120,000)               | 0.0%                     | -                         |
| Expenses                                 | 7,491,265                  | 7,882,920                  | 7,882,920              | 197,560                   | 39,000                   | 226,160                            | 10,900                       | (1,270)                | 8,355,270               | 6.0%                     | 472,350                   |
| <b>TOTAL BY DIVISION</b>                 | <b>7,361,263</b>           | <b>7,762,920</b>           | <b>7,762,920</b>       | <b>197,560</b>            | <b>39,000</b>            | <b>226,160</b>                     | <b>10,900</b>                | <b>(1,270)</b>         | <b>8,235,270</b>        | <b>6.1%</b>              | <b>472,350</b>            |
| Firefighting Force                       | 6,017,273                  | 6,379,430                  | 6,379,430              | 170,860                   | 39,000                   | 222,880                            | 1,000                        | (22,790)               | 6,790,380               | 6.4%                     | 410,950                   |
| Fleet                                    | 679,782                    | 631,900                    | 631,900                | 20,000                    | -                        | -                                  | 9,900                        | 17,500                 | 679,300                 | 7.5%                     | 47,400                    |
| Emergency Management                     | 3,358                      | 21,180                     | 21,180                 | -                         | -                        | -                                  | -                            | (1,500)                | 19,680                  | (7.1%)                   | (1,500)                   |
| Fire Prevention                          | 371,606                    | 418,170                    | 418,170                | -                         | -                        | 1,530                              | -                            | 100                    | 419,800                 | 0.4%                     | 1,630                     |
| Training Officer                         | 193,743                    | 208,080                    | 208,080                | 6,700                     | -                        | 1,750                              | -                            | -                      | 216,530                 | 4.1%                     | 8,450                     |
| Keswick Fire Hall                        | 57,728                     | 62,860                     | 62,860                 | -                         | -                        | -                                  | -                            | (2,780)                | 60,080                  | (4.4%)                   | (2,780)                   |
| Sutton Fire Hall                         | 28,224                     | 29,010                     | 29,010                 | -                         | -                        | -                                  | -                            | -                      | 29,010                  | 0.0%                     | -                         |
| Pefferlaw Fire Hall                      | 9,549                      | 12,290                     | 12,290                 | -                         | -                        | -                                  | -                            | 8,200                  | 20,490                  | 66.7%                    | 8,200                     |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>7,361,263</b>           | <b>7,762,920</b>           | <b>7,762,920</b>       | <b>197,560</b>            | <b>39,000</b>            | <b>226,160</b>                     | <b>10,900</b>                | <b>(1,270)</b>         | <b>8,235,270</b>        | <b>6.1%</b>              | <b>472,350</b>            |



GEORGINA

## Development Services

The Development Services Department promotes economic development and tourism through strategic land-use planning activities. It processes various development applications; and reviews and approves the design and construction of roads, sanitary sewage disposal, drinking water supply, grading and stormwater management facilities and other infrastructure needed to support new development. The department is also responsible for the administration and enforcement of the Ontario Building Code as it relates to the construction or demolition of buildings and structures, and the installation and maintenance of on-site private sewage systems.

### 2018 Success Story

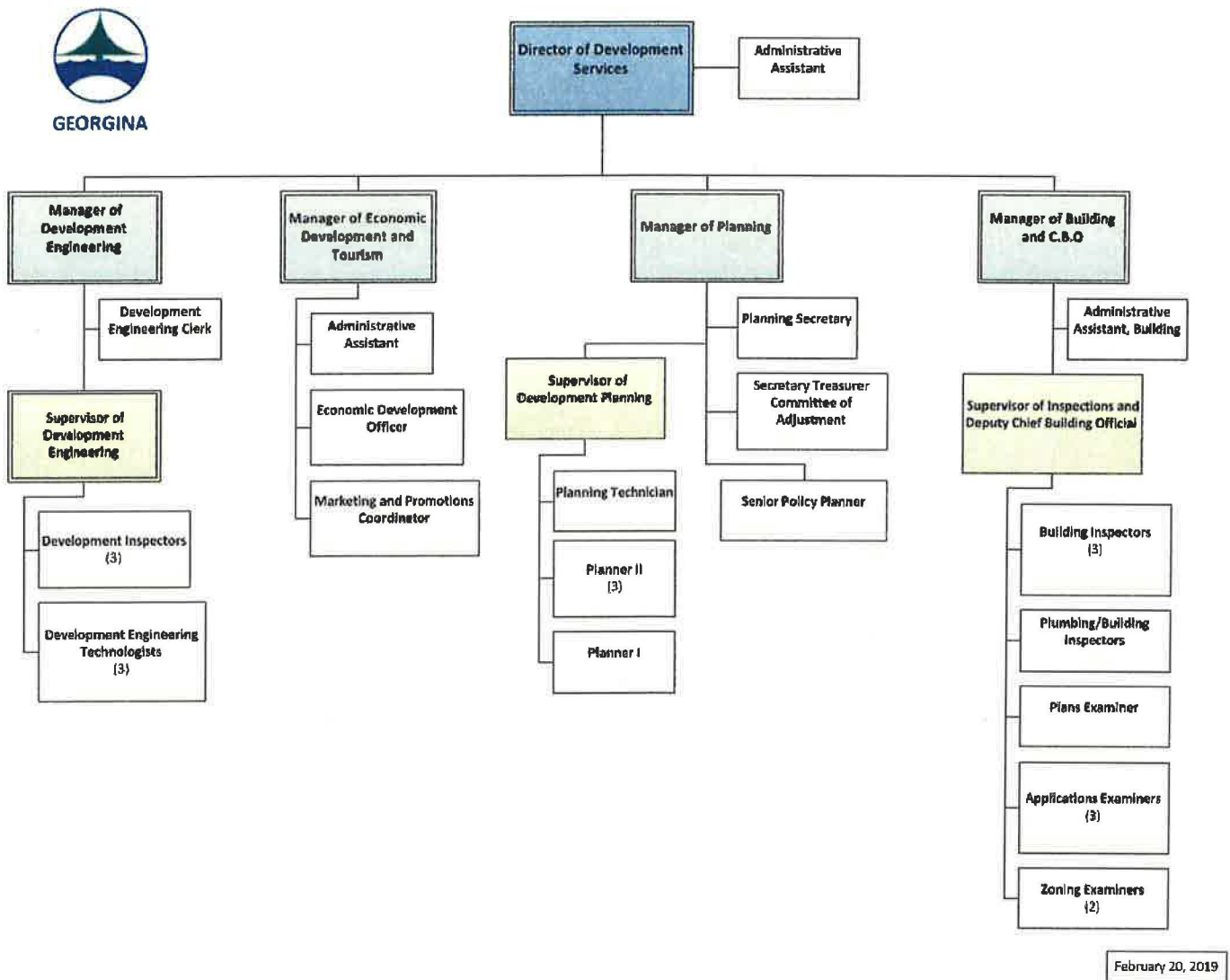
#### ClearWater Farm Project



Throughout the past year, the Development Services team has been working with the Ontario Water Centre on the development of the ClearWater Farm project. One of the major accomplishments was a history-making public barn raising that attracted approximately 1,000 people to the grounds of ClearWater Farm over a week in August 2018. Visitors from across Ontario came to Georgina to see the Timber Framers Guild volunteers (arriving from all over North America) rebuild a firedestroyed 112-year-old barn on the Lake Drive property. The rebuilding of the ClearWater Farm barn led up to Georgina's 200th Anniversary and visitors signed a birthday card in celebration. The community rallied to help, supplying the crew with 8,000 breakfasts, lunches and dinners. Plans for the barn include use as a multi-function year-round resource for cultural programming and events. ClearWater Farm is being transformed into a centre for experiential learning and a place that connects kids with nature.



## Organizational Chart



## Divisions

- Building Division
- Development Engineering Division
- Economic Development and Tourism Development Division
- Planning Division

## Major Operating Drivers

- Continue active participation in the review and update of the York Region Official Plan
- Continue compliance with all legislative requirements under the Ontario Building Code, the Planning Act, the Municipal Act, and other related regulations, by-laws and administrative policies
- Continue to integrate, train and develop new staff, particularly within the Development Engineering Division
- Monitor and assess customer service delivery initiatives through the new Planning and Development Engineering Service Hub

## Major Initiatives Planned for 2019

- Keswick Secondary Plan Review and Update
- Launch Local Business Visitation Program
- Develop online step-by-step instructional/guidance videos related to applying for various types of building permits
- Update Sanitary Sewage Master Plan and develop a new development sanitary system capacity assessment model

## DEPARTMENT: DEVELOPMENT SERVICES

## GEORGINA - 2019 BUDGET

|                            | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE/<br>CONTRACTS | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|----------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|-----------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DEPARTMENT TOTALS</b>   |                            |                            |                        |                           |                          |                                   |                              |                        |                         |                          |                           |
| Revenue                    | (2,682,596)                | (3,037,430)                | (3,037,430)            | (194,540)                 | (56,000)                 | (53,000)                          | (5,390)                      | 147,980                | (3,198,380)             | 5.3%                     | (160,950)                 |
| Expenses                   | 3,626,371                  | 4,946,200                  | 4,946,200              | 7,500                     | 68,660                   | 173,940                           | 17,630                       | (166,220)              | 5,047,710               | 2.1%                     | 101,510                   |
| <b>TOTAL BY DEPARTMENT</b> | <b>943,775</b>             | <b>1,908,770</b>           | <b>1,908,770</b>       | <b>(187,040)</b>          | <b>12,660</b>            | <b>120,940</b>                    | <b>12,240</b>                | <b>(18,240)</b>        | <b>1,849,330</b>        | <b>(3.1%)</b>            | <b>(59,440)</b>           |
| Department Administration  | 251,288                    | 281,100                    | 281,100                | -                         | -                        | (1,040)                           | 1,200                        | -                      | 281,260                 | 0.1%                     | 160                       |
| Building                   | (226,183)                  | -                          | -                      | -                         | -                        | -                                 | -                            | -                      | -                       |                          | -                         |
| Planning                   | 475,507                    | 673,180                    | 673,180                | (93,540)                  | (340)                    | 4,380                             | 5,530                        | (1,200)                | 588,010                 | (12.7%)                  | (85,170)                  |
| Economic Development       | 703,604                    | 792,060                    | 792,060                | 500                       | 13,000                   | 79,500                            | 1,580                        | (10,340)               | 876,300                 | 10.6%                    | 84,240                    |
| Development Engineering    | (260,441)                  | 162,430                    | 162,430                | (94,000)                  | -                        | 38,100                            | 3,930                        | (6,700)                | 103,760                 | (36.1%)                  | (58,670)                  |
| <b>TOTAL BY DIVISION</b>   | <b>943,775</b>             | <b>1,908,770</b>           | <b>1,908,770</b>       | <b>(187,040)</b>          | <b>12,660</b>            | <b>120,940</b>                    | <b>12,240</b>                | <b>(18,240)</b>        | <b>1,849,330</b>        | <b>(3.1%)</b>            | <b>(59,440)</b>           |





GEORGINA

## Development Services – Building Division

The Building Division works to guide and direct residents and builders through the building permit process. This includes assisting with construction, renovation and demolition permit applications for projects including houses, commercial and industrial buildings, as well as pool enclosures. It is also responsible for the enforcement of the Ontario Building Code and the administration and enforcement of the Council-approved Building By-law, Zoning By-law and Pool Enclosure By-law.

Services provided by the Building Division include:

- Construction and demolition permit applications and inspections
- Inspections related to the Backflow and Cross Connection Control By-law
- Investigations relating to illegal construction and demolition
- Pool enclosure permit applications and inspections

\$45.5 million –  
Construction value of  
building permits issued  
(January to September)

2,984 – Building permit  
inspections completed  
(January to October)

341 – Number of building  
permits issued (January  
to September)

## 2018 Accomplishments

- Completed electronic scanning project of all legacy and current septic system records
- Implemented a Building Division Hub to receive building and site alteration permit applications to improve customer experience
- Inspected 258 properties subject to the Septic Maintenance Inspection Program to minimize risk to the waters of Lake Simcoe. Worked with owners to resolve four septic systems that do not meet minimum maintenance standards.

## Key Projects for 2019

- Develop online step-by-step instructional/guidance videos related to applying for various types of building permits

- Process permits for construction of homes in three large subdivision projects including:
  - Hedge Road Landing development (Jackson's Point/Sutton)
  - Simcoe Landing – Phase 9 subdivision (south Keswick)
  - Treasure Hill subdivisions (north Keswick)

## DEPARTMENT: DEVELOPMENT SERVICES

## GEORGINA - 2019 BUDGET

## DIVISION: BUILDING

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (1,342,837)                | (1,679,290)                | (1,679,290)            | -                         | (6,000)                  | (53,000)                           | (5,390)                      | 112,500                | (1,631,180)             | (2.9%)                   | 48,110                    |
| Expenses                                 | 1,116,654                  | 1,679,290                  | 1,679,290              | -                         | 6,000                    | 53,000                             | 5,390                        | (112,500)              | 1,631,180               | (2.9%)                   | (48,110)                  |
| <b>TOTAL BY DIVISION</b>                 | <b>(226,183)</b>           | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |
| Administration                           | (239,448)                  | (17,190)                   | (17,190)               | -                         | -                        | -                                  | -                            | -                      | (17,190)                | 0.0%                     | -                         |
| Fleet                                    | 13,265                     | 17,190                     | 17,190                 | -                         | -                        | -                                  | -                            | -                      | 17,190                  | 0.0%                     | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>(226,183)</b>           | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |





GEORGINA

## Development Services – Planning Division

The Planning Division is responsible for assisting Council and members of the public in matters related to land-use planning, which affects almost every aspect of life in the Town. It helps determine how the community should be shaped, where homes and businesses should be built, where parks and schools should be located, and where and how other essential services should be provided. The division provides a variety of services for the corporation, residents and businesses such as developing and applying planning policy directives that impact the Town, assessing and making recommendations to Council and the Committee of Adjustment related to development applications, and providing assistance to the public and the development industry on planning-related issues, processing of development applications and the planning legislative process.

898 – Draft plan  
subdivision units  
approved

862 – Units registered

64 – Minor variance  
applications submitted

Services provided by the Planning Division include:

- Implement, review and update the Official Plan and Secondary Plans for the Town.
- Implement the Town's Municipal Addressing and Municipal Street Naming processes.
- Liaise with advisory committees including the Georgina Environmental Advisory Committee, the Georgina Agricultural Advisory Committee, the Georgina Heritage Committee, and the Lake Drive Shoreline Jurisdiction Ad-hoc Committee.
- Process and review a variety of *Planning Act* applications, including the Official Plan, zoning, subdivision, condominium, parking lot control, site-plan approval, consent and minor variance applications.
- Review and respond to legislative changes and provincial and regional land-use policy directives that impact the Town.

## 2018 Accomplishments

- Approval of the new Planning Applications and Services Fee By-law for implementation on Jan. 1, 2019
- Creation of the Development Engineering and Planning Service Hub, bringing the engineering, planning and Committee of Adjustment staff and administrative processes together in a single-service counter area on the third floor of the Civic Centre
- Creation of the “Development Review Team” (DeRT) with participation of management/supervisory team of the various divisions involved in the development application processes, with the focused mandate of exploring opportunities for development application processing efficiencies, and improving customer service to citizens and the development industry
- Fifty-nine staff reports on minor variance and severance applications have been brought to the Committee of Adjustment, and 45 reports have been brought before Council on a variety of development applications and other planning-related matters
- General reports to Council:
  - Heritage Impact Assessments and Cultural Heritage Evaluation Reports
  - Lake Drive Shoreline Action Plan – Zoning the Lakeshore Lands/Lots
  - New community plan for the South Keswick Development Area including the designation of lands for the new Multi-use Recreation Complex and Pepperlaw Fire Hall
  - Protecting Water for Future Generations – Growing the Greenbelt in the Outer Ring
  - Zoning Provisions and House Sizes – Understanding the Minor Variance Process

## Key Projects for 2019

- Undertake the review of the Keswick Secondary Plan
- Develop a Housing Strategy

## DEPARTMENT: DEVELOPMENT SERVICES

## GEORGINA - 2019 BUDGET

## DIVISION: PLANNING

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (392,158)                  | (402,560)                  | (402,560)              | (94,540)                  | -                        | -                                  | -                            | -                      | (497,100)               | 23.5%                    | (94,540)                  |
| Expenses                                 | 867,665                    | 1,075,740                  | 1,075,740              | 1,000                     | (340)                    | 4,380                              | 5,530                        | (1,200)                | 1,085,110               | 0.9%                     | 9,370                     |
| <b>TOTAL BY DIVISION</b>                 | <b>475,507</b>             | <b>673,180</b>             | <b>673,180</b>         | <b>(93,540)</b>           | <b>(340)</b>             | <b>4,380</b>                       | <b>5,530</b>                 | <b>(1,200)</b>         | <b>588,010</b>          | <b>(12.7%)</b>           | <b>(85,170)</b>           |
| Administration                           | 452,524                    | 618,230                    | 618,230                | (14,540)                  | -                        | 3,560                              | 5,200                        | (1,200)                | 611,250                 | (1.1%)                   | (6,980)                   |
| Agricultural Advisory                    | 1,607                      | 3,940                      | 3,940                  | -                         | -                        | -                                  | -                            | -                      | 3,940                   | 0.0%                     | -                         |
| Environmental Advisory                   | 1,169                      | 4,940                      | 4,940                  | -                         | -                        | -                                  | -                            | -                      | 4,940                   | 0.0%                     | -                         |
| Tile Drainage                            | -                          | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       | -                        | -                         |
| Committee of Adjustment                  | 20,207                     | 46,070                     | 46,070                 | (79,000)                  | (340)                    | 820                                | 330                          | -                      | (32,120)                | (169.7%)                 | (78,190)                  |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>475,507</b>             | <b>673,180</b>             | <b>673,180</b>         | <b>(93,540)</b>           | <b>(340)</b>             | <b>4,380</b>                       | <b>5,530</b>                 | <b>(1,200)</b>         | <b>588,010</b>          | <b>(12.7%)</b>           | <b>(85,170)</b>           |





GEORGINA

## Development Services – Economic Development and Tourism Division

The Economic Development and Tourism Division is dedicated to pursuing local economic growth and prosperity as the Town transitions from its historic roots as a rural farming community to a prosperous lakeside community with urban amenities. The division, together with the corporation, is setting the foundation for the next wave of growth through community partnerships.

The division is committed to providing clients with the information they need to navigate the Town's approval processes and advising them of the resources available to support local business development. Currently, it is working with the owners of the Keswick Business Park to increase opportunity for investment from the industrial, commercial and institutional sectors. By working with regional tourism organizations, the division is able to leverage additional advertising and marketing to help ensure that local festival and event organizers are able to attract new audiences from outside Georgina.

800 – Number of businesses in Georgina

74 – New business openings

308 – New jobs created in 2018

\$45,000 – Grants provided to organizations to expand and market local festivals and events

Services provided by the Economic Development and Tourism Division include:

- Create a positive and welcoming environment that encourages further investment in the Town
- Highlight the financial and business resources that are available in Georgina to grow business ventures
- Maintain an online registry of properties that are currently for sale
- Promote and develop opportunities in order to increase the economic viability of the Agri-tourism sector (Farmers Market, Field to Table Event)
- Promote and highlight the accomplishments of the local business community to ensure that success stories are shared in the community
- Provide a "Welcome to Georgina" program and visits to new businesses to advise of the resources available
- Provide staff support to the historic business improvement areas to help market and increase traffic and spending
- Research opportunities to leverage grant funding to support the revitalization of the historic downtown areas and provide a street banner program in these areas

## 2018 Accomplishments

- Assisted with the redesign and printed new brochures to market the various businesses within the three historic business improvement areas
- Continued efforts, alongside development engineering staff, to work on site-plan approvals for the Keswick Business Park
- Development of the Application Fee Rebate program
- Increased subscription to the Economic Development e-newsletter by 70 per cent to ensure more local businesses are aware of the services provided by the Town and local stakeholders
- Launched phase one of the Business Class Program to help business owners navigate the development approval process
- Organized first Field to Table event where residents and visitors toured seven local farms and had a firsthand view of farming and Agri-tourism in Georgina. (Marketing materials produced by the Town received an award from the Economic Development Association of Canada)
- Participated in 12 summer community events including data gathering to determine the origin of visitors and help determine the focus of future marketing efforts

## Key Projects for 2019

- Develop and implement the Business Visitation Program
- Enhance efforts to increase community, corporate and investment readiness for growth
- Enhance local streetscapes with support of the Association of Municipalities Ontario (AMO) main street funding grant
- Implement Phase 2 of Business Class Program to expedite development approvals for those businesses that create major employment and increase the non-residential tax base
- Launch social media presence that is aligned with activities in the Economic Development and Tourism Division

## DEPARTMENT: DEVELOPMENT SERVICES

## GEORGINA - 2019 BUDGET

## DIVISION: ECONOMIC DEVELOPMENT

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | -                          | (135,580)                  | (135,580)              | -                         | (50,000)                 | -                                  | -                            | 35,480                 | (150,100)               | 10.7%                    | (14,520)                  |
| Expenses                                 | 703,604                    | 927,640                    | 927,640                | 500                       | 63,000                   | 79,500                             | 1,580                        | (45,820)               | 1,026,400               | 10.6%                    | 98,760                    |
| <b>TOTAL BY DIVISION</b>                 | <b>703,604</b>             | <b>792,060</b>             | <b>792,060</b>         | <b>500</b>                | <b>13,000</b>            | <b>79,500</b>                      | <b>1,580</b>                 | <b>(10,340)</b>        | <b>876,300</b>          | <b>10.6%</b>             | <b>84,240</b>             |
| Administration                           | 425,345                    | 501,900                    | 501,900                | 500                       | 8,000                    | 79,500                             | 1,500                        | -                      | 591,400                 | 17.8%                    | 89,500                    |
| Grants and Sponsorships                  | 68,351                     | 109,200                    | 109,200                | -                         | -                        | -                                  | -                            | -                      | 109,200                 | 0.0%                     | -                         |
| Georgina Chamber of                      | 86,049                     | 88,440                     | 88,440                 | -                         | -                        | -                                  | 80                           | (820)                  | 87,700                  | (0.8%)                   | (740)                     |
| Waterways Committee                      | 1,066                      | 6,000                      | 6,000                  | -                         | -                        | -                                  | -                            | -                      | 6,000                   | 0.0%                     | -                         |
| Streetscaping                            | 25,350                     | 17,000                     | 17,000                 | -                         | 5,000                    | -                                  | -                            | -                      | 22,000                  | 29.4%                    | 5,000                     |
| Economic Development                     | 2,443                      | 10,000                     | 10,000                 | -                         | -                        | -                                  | -                            | -                      | 10,000                  | 0.0%                     | -                         |
| Georgina Trades Training Inc             | 95,000                     | 59,520                     | 59,520                 | -                         | -                        | -                                  | -                            | (9,520)                | 50,000                  | (16.0%)                  | (9,520)                   |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>703,604</b>             | <b>792,060</b>             | <b>792,060</b>         | <b>500</b>                | <b>13,000</b>            | <b>79,500</b>                      | <b>1,580</b>                 | <b>(10,340)</b>        | <b>876,300</b>          | <b>10.6%</b>             | <b>84,240</b>             |





GEORGINA

## Development Services – Development Engineering Division

The Development Engineering Division is responsible for the review and approval of engineering and infrastructure design and construction related to new development, as well as the administration of the Town's Site Alteration By-law. It provides technical expertise for the review and approval of municipal infrastructure required to facilitate development. This includes the assessment of underground infrastructure, stormwater facilities, roads, street lighting and utilities. The division provides services to members of the public, consultants, developers and makes recommendations to Council and Committees of Council. It also administers the Site Alteration By-law, for any filling, dumping, extracting or removing of soil ensuring that no damage or other problems arise as a result of issues pertaining to drainage, and to ensure that groundwater and the environment are protected from contamination.

1.6 kilometres – New roads built

4.8 kilometres – New underground infrastructure

\$9.8 million – New infrastructure

223 – New site-alteration permits

Services provided by the Development Engineering Division include:

- Construction inspection
- Plan of subdivision/condominium
- Site-alteration permits
- Site-plan approval

### 2018 Accomplishments

- Addition of one new engineering technologist and one new inspector to provide added service for the growth in development
- Collaborated with developers to replace the Wexford Booster Station with a single booster station that addresses new development needs and existing water pressure concerns

- Creation of the Development Engineering and Planning Service HUB, bringing the Engineering, Planning and Committee of Adjustment staff and administrative processes together in a single-service counter area on the third floor of the Civic Centre
- Continued implementation of Icity for site-alteration permits and plot plans to improve the tracking of permits and improved coordination with the Building Division
- Processed numerous minor and major site plan applications
- Remediated and cleaned up contaminated fill site in Baldwin
- Reviewed and approved infrastructure for numerous subdivisions, condominiums and site plans

## Key Projects for 2019

- Archive engineering plans and drawings
- Develop a Sanitary Sewage Master Plan and Model
- Explore e-permitting for site-alteration permits
- Review and update Site Plan Control By-law and process review
- Undertake transfer of review program to fast-track Ministry of Environment approvals

DEPARTMENT: DEVELOPMENT SERVICES  
DIVISION: DEVELOPMENT ENGINEERING

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (947,601)                  | (820,000)                  | (820,000)              | (100,000)                 | -                        | -                                  | -                            | -                      | (920,000)               | 12.2%                    | (100,000)                 |
| Expenses                                 | 687,160                    | 982,430                    | 982,430                | 6,000                     | -                        | 38,100                             | 3,930                        | (6,700)                | 1,023,760               | 4.2%                     | 41,330                    |
| <b>TOTAL BY DIVISION</b>                 | <b>(260,441)</b>           | <b>162,430</b>             | <b>162,430</b>         | <b>(94,000)</b>           | <b>-</b>                 | <b>38,100</b>                      | <b>3,930</b>                 | <b>(6,700)</b>         | <b>103,760</b>          | <b>(36.1%)</b>           | <b>(58,670)</b>           |
| Administration                           | (273,944)                  | 142,860                    | 142,860                | (94,000)                  | -                        | 38,100                             | 3,930                        | (6,700)                | 84,190                  | (41.1%)                  | (58,670)                  |
| Fleet                                    | 13,503                     | 19,570                     | 19,570                 | -                         | -                        | -                                  | -                            | -                      | 19,570                  | 0.0%                     | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>(260,441)</b>           | <b>162,430</b>             | <b>162,430</b>         | <b>(94,000)</b>           | <b>-</b>                 | <b>38,100</b>                      | <b>3,930</b>                 | <b>(6,700)</b>         | <b>103,760</b>          | <b>(36.1%)</b>           | <b>(58,670)</b>           |





GEORGINA

### Human Resources

The Human Resources Department provides professional human resources services and supports the strategic direction and operational needs of the organization. It also provides leadership and consultation in the development of its people and the fostering of service excellence.

Services provided by the Human Resources Department include:

- Benefit administration
- Compensation management
- Disability management
- Employee and labour relations
- Equitable and inclusive employee recruitment practices
- Learning and development
- Payroll support
- Health, safety and wellness initiatives

54 – Number of leaders trained during two consecutive Leadership Excellence Programs

145 – Job postings for 2018

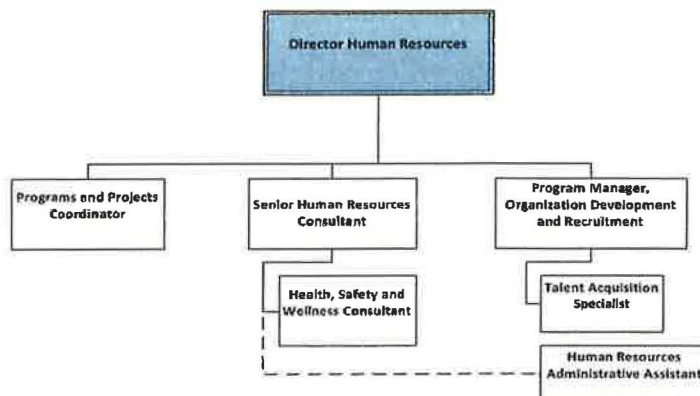
## 2018 Success Story

### Harvard Manage Mentor



The Town of Georgina's Learning and Development Programs are dedicated to advancing the understanding and quality of leadership throughout the municipality. Learning and development is an essential business investment that enables the Town to grow its employees' knowledge and skills. The investment made allows the Town to achieve its maximum best for organizational and service excellence. A new program was rolled out to the leadership team this year. It used a blended format which consisted of a five-day in-class component and four online Harvard Manage Mentor courses, which were later discussed at the leadership quarterly meetings. In total, directors, managers and supervisors spent 39,304 minutes in the Harvard Platform – an average of 770 minutes per person. This amounts to one of the highest participation rates among user municipalities.

## Organizational Chart



February 20, 2019

## 2018 Accomplishments

- With the impetus to foster employee engagement within the workforce, a refreshed Service Recognition Ceremony was developed to include five and 10-year milestone recipients
- First collective agreement for roads and water
- Health, Safety and Wellness – a new defensive driver training course and Municipal Retirees of Ontario Organizations workshop was implemented and online submissions for Manulife Benefit Claims were introduced
- Leadership Development for senior staff
- Upheld an inclusive, respectful and professional corporate culture through updates to the Employee Code of Conduct and a new Respect in the Workplace Policy
- Recruitment that saw 145 job postings



## Major Operating Drivers

- Increased corporate learning and leadership development due to growth in organization
- Labour relations
- Legislative changes to policies and employee compensation benefits
- Recruitment

## Major Initiatives Planned for 2019

- Corporate Learning Program for all staff
- Corporate Recognition Program for employees
- Implementation of Human Resources Information System (BambooHR)
- Non-union market review; Canadian Union of Public Employees (CUPE) labour market review; CUPE and fire negotiations
- Project management training
- Update HR policies

## DEPARTMENT: HUMAN RESOURCES

## GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | -                          | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       | -                        | -                         |
| Expenses                                 | 966,111                    | 959,260                    | 959,260                | 10,700                    | 27,500                   | 38,030                             | 16,940                       | (2,300)                | 1,050,130               | 9.5%                     | 90,870                    |
| <b>TOTAL BY DIVISION</b>                 | <b>966,111</b>             | <b>959,260</b>             | <b>959,260</b>         | <b>10,700</b>             | <b>27,500</b>            | <b>38,030</b>                      | <b>16,940</b>                | <b>(2,300)</b>         | <b>1,050,130</b>        | <b>9.5%</b>              | <b>90,870</b>             |
| Administration                           | 908,230                    | 902,450                    | 902,450                | 2,600                     | 16,500                   | 34,230                             | 3,340                        | -                      | 959,120                 | 6.3%                     | 56,670                    |
| Corporate                                | 48,035                     | 29,200                     | 29,200                 | 6,600                     | 8,000                    | 1,000                              | 10,600                       | (300)                  | 55,100                  | 88.7%                    | 25,900                    |
| Health and Safety                        | 9,846                      | 27,610                     | 27,610                 | 1,500                     | 3,000                    | 2,800                              | 3,000                        | (2,000)                | 35,910                  | 30.1%                    | 8,300                     |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>966,111</b>             | <b>959,260</b>             | <b>959,260</b>         | <b>10,700</b>             | <b>27,500</b>            | <b>38,030</b>                      | <b>16,940</b>                | <b>(2,300)</b>         | <b>1,050,130</b>        | <b>9.5%</b>              | <b>90,870</b>             |



GEORGINA

### Corporate Services

The Corporate Services Department is responsible for a variety of corporate and financial services. This includes the development, coordination, implementation and maintenance of broad and complex organization-wide services, projects, policies and procedures to ensure all legislative requirements are met at the highest standard. The Director of Corporate Services is the appointed Town Treasurer and has a number of statutory responsibilities in accordance with the *Municipal Act*. The department is responsible for creating, implementing, and enforcing internal controls and policies that will safeguard the Town's financial assets.

The department has successfully begun the implementation of the Long-term Financial Strategy, which includes a provision of adding one per cent of the net tax levy budget to capital reserves each year to address the funding gap in the Town's asset replacement programs.

#### 2018 Success Story

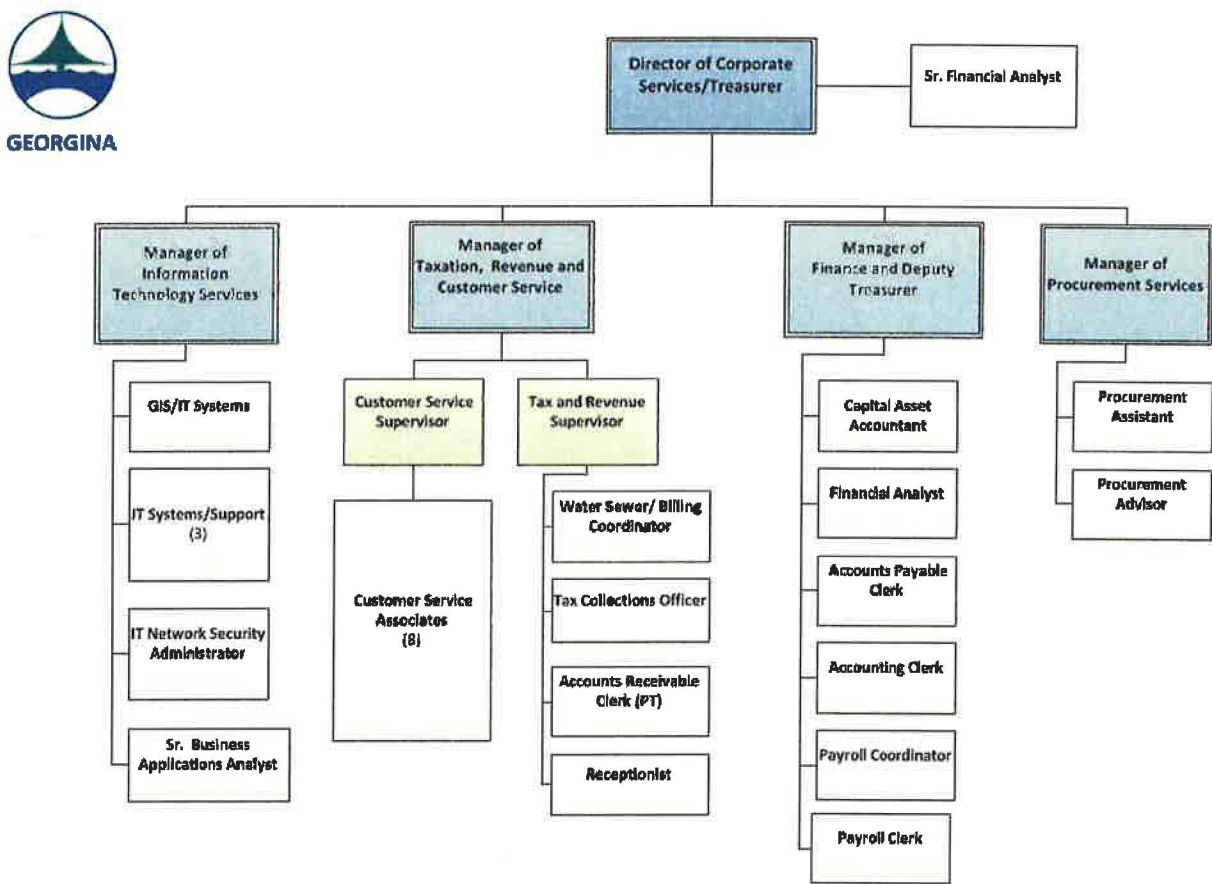
##### Improving our Technology



As the organization grows, it is imperative that technology supports that growth and the changes that come with it. Technology is central to delivering efficient and effective public services. The IT Strategic

Plan is nearing completion with the goal of modernizing internet services for the corporation. As technology becomes increasingly immersed in municipal operations and service delivery, the Town must be well-equipped and well-positioned to implement, manage and leverage technologies to deliver better services such as online permitting, digital forms, tax account management online and more. Residents and businesses will expect to use smartphones, tablets and computers to interact with the Town. Data and information will become more important, providing insights about service delivery that will allow the Town to optimize efficiency.

## Organizational Chart



February 20, 2019



## Divisions

- Finance Division
- Information Technology Services Division
- Procurement Services Division
- Taxation, Revenue and Customer Service Division

## Major Operating Drivers

- Growth-related pressures
- Inflationary pressures – cost of living adjustments
- Keeping up with information technology advancements
- Legislative pressures
- Rising interest rates for debt repayments

## Major Initiatives Planned for 2019

- Continuation of the Long-term Financial Strategy
- Contractor performance program with specific policies and procedures
- Develop and implement the Customer Service Strategy
- Implementation of IT Strategic Plan

## DEPARTMENT: CORPORATE SERVICES

## GEORGINA - 2019 BUDGET

|                            | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE/<br>CONTRACTS | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|----------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|-----------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DEPARTMENT TOTALS</b>   |                            |                            |                        |                           |                          |                                   |                              |                        |                         |                          |                           |
| Revenue                    | (296,612)                  | (326,230)                  | (326,230)              | (5,500)                   | (56,000)                 | -                                 | -                            | 33,500                 | (354,230)               | 8.6%                     | (28,000)                  |
| Expenses                   | 3,776,946                  | 3,717,960                  | 3,717,960              | 246,670                   | 45,770                   | 49,670                            | 40,110                       | 116,030                | 4,216,210               | 13.4%                    | 498,250                   |
| <b>TOTAL BY DEPARTMENT</b> | <b>3,480,334</b>           | <b>3,391,730</b>           | <b>3,391,730</b>       | <b>241,170</b>            | <b>(10,230)</b>          | <b>49,670</b>                     | <b>40,110</b>                | <b>149,530</b>         | <b>3,861,980</b>        | <b>13.9%</b>             | <b>470,250</b>            |
| Department Administration  | 328,917                    | -                          | -                      | 60,300                    | -                        | -                                 | -                            | 203,280                | 263,580                 |                          | 263,580                   |
| Finance                    | 721,866                    | 778,260                    | 778,260                | -                         | -                        | -                                 | 5,100                        | (145,080)              | 638,280                 | (18.0%)                  | (139,980)                 |
| Tax, Revenue, CS           | 672,698                    | 630,310                    | 630,310                | 30,370                    | (23,230)                 | 47,750                            | 4,960                        | 55,130                 | 745,290                 | 18.2%                    | 114,980                   |
| Procurement                | 354,336                    | 439,130                    | 439,130                | 6,900                     | (1,000)                  | 3,680                             | 15,350                       | 4,600                  | 468,660                 | 6.7%                     | 29,530                    |
| Information Technology     | 1,402,517                  | 1,544,030                  | 1,544,030              | 143,600                   | 14,000                   | (1,760)                           | 14,700                       | 31,600                 | 1,746,170               | 13.1%                    | 202,140                   |
| <b>TOTAL BY DIVISION</b>   | <b>3,480,334</b>           | <b>3,391,730</b>           | <b>3,391,730</b>       | <b>241,170</b>            | <b>(10,230)</b>          | <b>49,670</b>                     | <b>40,110</b>                | <b>149,530</b>         | <b>3,861,980</b>        | <b>13.9%</b>             | <b>470,250</b>            |



GEORGINA

## Corporate Services – Finance Division

The Finance division is responsible for coordinating and analyzing financial transactions, which include payroll, accounts payable, banking and revenues. In addition, the division facilitates and analyzes the annual budget, the annual audit engagement and provides support to all divisions in regards to financial analysis. It also creates the year-end financials in accordance with Canadian Public Sector Accounting Board standards and creates, implements and enforces internal controls and policies that safeguard the Town's financial assets.

\$468,450 – Increase in capital reserve contributions

14,100 – Number of invoices processed

12,350 – Number of timesheets processed

Services provided by the Finance Division include:

- Accounts payable
- Corporate banking agreements
- Financial and accounting consultation
- Financial reporting
- Payroll
- Preparation of financial statements

## 2018 Accomplishments

- 2018 Budget with a property tax increase of 2.95 per cent to improve service levels, improve long-term sustainability and address community needs
- Updated purchasing card policy and procedures
- Trained more than 100 employees on the new purchasing card policy
- Updated internal personnel policies

## Key Projects for 2019

- Automate employee timesheets for payroll processing
- Automated purchasing card processing
- Continue to implement the Long-term Financial Strategy
- Continue with investment policy improvements
- Electronic fund transfer payments for Accounts Payable



## DEPARTMENT: CORPORATE SERVICES

## GEORGINA - 2019 BUDGET

## DIVISION: FINANCE

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | -                          | (800)                      | (800)                  | -                         | -                        | -                                  | -                            | -                      | (800)                   | 0.0%                     | -                         |
| Expenses                                 | 721,866                    | 779,060                    | 779,060                | -                         | -                        | -                                  | 5,100                        | (145,080)              | 639,080                 | (18.0%)                  | (139,980)                 |
| <b>TOTAL BY DIVISION</b>                 | <b>721,866</b>             | <b>778,260</b>             | <b>778,260</b>         | <b>-</b>                  | <b>-</b>                 | <b>-</b>                           | <b>5,100</b>                 | <b>(145,080)</b>       | <b>638,280</b>          | <b>(18.0%)</b>           | <b>(139,980)</b>          |
| Administration                           | 721,866                    | 778,260                    | 778,260                | -                         | -                        | -                                  | 5,100                        | (145,080)              | 638,280                 | (18.0%)                  | (139,980)                 |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>721,866</b>             | <b>778,260</b>             | <b>778,260</b>         | <b>-</b>                  | <b>-</b>                 | <b>-</b>                           | <b>5,100</b>                 | <b>(145,080)</b>       | <b>638,280</b>          | <b>(18.0%)</b>           | <b>(139,980)</b>          |



GEORGINA

## Corporate Services – Taxation, Revenue and Customer Service Division

The Taxation, Revenue and Customer Service Division is responsible for establishing the Town's property taxation, water and revenue policies with respect to revenue, maintenance and collections including preparing and issuing property tax and water bills to all residential, commercial and industrial property owners. The division provides corporate customer service and is the frontline point of contact to support functions provided by operating departments including roads, water, wastewater, parks, facilities, waste collection, program registration and facility bookings.

3,000 – Service requests received

38,000 – Tax bills produced (interim and final)

60,000 – Water bills produced

Services provided by the Taxation, Revenue and Customer Service Division include:

- Accounts receivable
- Corporate customer service
- Program registration and facility bookings
- Property taxes
- Water bills

### 2018 Accomplishments

- Completed a water meter change out project, changing out 200 water meters in Keswick
- Fully integrated customer service hub
- New ownership packages sent to all new residents
- Pre-authorized payment plan for property taxes available to all residents

## Key projects for 2019

- Customer Service Portal
- Continuation of the Water Meter Change out program
- Develop and implement Customer Service Strategy
- Fit gap analysis for Customer Service Relationship Management software

## DEPARTMENT: CORPORATE SERVICES

## GEORGINA - 2019 BUDGET

## DIVISION: TAX, REVENUE, AND CUSTOMER SERVICE

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (236,479)                  | (257,330)                  | (257,330)              | (5,500)                   | (56,000)                 | -                                  | -                            | 28,500                 | (290,330)               | 12.8%                    | (33,000)                  |
| Expenses                                 | 909,177                    | 887,640                    | 887,640                | 35,870                    | 32,770                   | 47,750                             | 4,960                        | 26,630                 | 1,035,620               | 16.7%                    | 147,980                   |
| <b>TOTAL BY DIVISION</b>                 | <b>672,698</b>             | <b>630,310</b>             | <b>630,310</b>         | <b>30,370</b>             | <b>(23,230)</b>          | <b>47,750</b>                      | <b>4,960</b>                 | <b>55,130</b>          | <b>745,290</b>          | <b>18.2%</b>             | <b>114,980</b>            |
| Administration                           | 692,642                    | 630,310                    | 630,310                | 30,370                    | (23,230)                 | 47,750                             | 4,960                        | 55,130                 | 745,290                 | 18.2%                    | 114,980                   |
| Registered Properties                    | (19,944)                   | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>672,698</b>             | <b>630,310</b>             | <b>630,310</b>         | <b>30,370</b>             | <b>(23,230)</b>          | <b>47,750</b>                      | <b>4,960</b>                 | <b>55,130</b>          | <b>745,290</b>          | <b>18.2%</b>             | <b>114,980</b>            |





GEORGINA

## Corporate Services – Procurement Services Division

The Procurement Services Division is responsible for the sourcing and procurement activities for the large variety of goods, services and construction projects required by the Town. Procurement Services also facilitates the disposal of all surplus assets that have outlived their useful purpose. All disposal activity is conducted using public electronic auctions.

Services provided by the Procurement Services Division include:

- Contractor relationship management services
- Development of procurement policies and procedures
- Execution of acquisitions for approved projects
- Facilitation of the sale of surplus assets
- Procurement advisory services to all Town employees

90 – Projects completed in 2018

\$20 million – Dollar value of projects completed

\$130,000 – Asset recovery value

### 2018 Accomplishments

- Asset recovery value of \$130,000 – disposal of surplus assets
- Bids and Tenders E-Bidding – preparation and testing of the online e-procurement tool to receive online bids from vendors instead of hard copy
- Corporate Procurement Policy revision – enhances process efficiency, makes more effective use of staff resources, reduces risk and liability, and increases transparency, accountability and oversight
- Corporate Procurement Procedures creation – provides a framework to assist Town employees on the acquisition of goods, services and construction required to complete Council approved projects
- Delivered procurement policy and procedure training to more than 150 Town employees
- Managed spend percentage increased to 33 per cent

## Key Projects for 2019

- Bids and Tenders E-Bidding – full implementation of online e-bidding including online RFP evaluation
- Contractor Performance Module – Preparation and Testing – enable Town employees to conduct performance evaluations for Contractors working on projects within the Town
- Contractor Performance Policy and Procedures – create a contractor performance program
- Digital Bonds Implementation – evolution of large requests for tenders (RFT's) to receive digital bonding

## DEPARTMENT: CORPORATE SERVICES

## GEORGINA - 2019 BUDGET

## DIVISION: PROCUREMENT

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | -                          | (5,000)                    | (5,000)                | -                         | -                        | -                                  | -                            | 5,000                  | -                       | (100.0%)                 | 5,000                     |
| Expenses                                 | 354,336                    | 444,130                    | 444,130                | 6,900                     | (1,000)                  | 3,680                              | 15,350                       | (400)                  | 468,660                 | 5.5%                     | 24,530                    |
| <b>TOTAL BY DIVISION</b>                 | <b>354,336</b>             | <b>439,130</b>             | <b>439,130</b>         | <b>6,900</b>              | <b>(1,000)</b>           | <b>3,680</b>                       | <b>15,350</b>                | <b>4,600</b>           | <b>468,660</b>          | <b>6.7%</b>              | <b>29,530</b>             |
| Administration                           | 273,172                    | 316,880                    | 316,880                | 400                       | -                        | 3,680                              | 1,620                        | 4,580                  | 327,160                 | 3.2%                     | 10,280                    |
| Corporate                                | 81,164                     | 122,250                    | 122,250                | 6,500                     | (1,000)                  | -                                  | 13,730                       | 20                     | 141,500                 | 15.7%                    | 19,250                    |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>354,336</b>             | <b>439,130</b>             | <b>439,130</b>         | <b>6,900</b>              | <b>(1,000)</b>           | <b>3,680</b>                       | <b>15,350</b>                | <b>4,600</b>           | <b>468,660</b>          | <b>6.7%</b>              | <b>29,530</b>             |



GEORGINA

## Corporate Services – Information Technology Services Division

The Information Technology Services (ITS) Division supports corporate goals and objectives and enables the effective use of information and technology in all departments of the Town.

The division works with all stakeholders to effectively plan, strategically implement, and continually support the appropriate and innovative use of information and communications technology (ICT) used throughout the organization.

25 – Inter-connected local area networks

Connectivity between 50 municipal facilities

Supporting 450 users, 350 email accounts, 250 telephone sets, 215 cellular devices

1 million – Website views

Services provided by the ITS Division include:

- Implement and support the enterprise geographical information system (GIS)
- Implement, integrate and streamline business processes and provide project management support
- Maintain business continuity
- Maintain corporate information communications technology infrastructure such as local area networks (LANs), virtual private networks (VPNs) and wireless broadband
- Provide internet access and hosting of email services
- Support corporate websites
- Support incremental technological innovation and continual process improvement throughout the organization
- Support information management efforts throughout the organization
- Support the development of creative technology solutions that encourage positive organizational change



## 2018 Accomplishments

- Client workstation refresh
- Corporate IT Services Strategic Plan development
- Enterprise GIS data integration with asset management
- Network infrastructure refresh
- YorkInfo GIS continued partnership
- York Telecomm Network (YTN) continued participation

## Key Projects for 2019

- Implement the corporate IT Services Strategic Plan
- Improve functionality of Town website – work with the Communications Division to enhance website functionality to improve the user experience for residents, visitors and businesses
- Improve wireless broadband and corporate information communications technology infrastructure

DEPARTMENT: CORPORATE SERVICES  
DIVISION: INFORMATION TECHNOLOGY

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (60,133)                   | (63,100)                   | (63,100)               | -                         | -                        | -                                  | -                            | -                      | (63,100)                | 0.0%                     | -                         |
| Expenses                                 | 1,462,650                  | 1,607,130                  | 1,607,130              | 143,600                   | 14,000                   | (1,760)                            | 14,700                       | 31,600                 | 1,809,270               | 12.6%                    | 202,140                   |
| <b>TOTAL BY DIVISION</b>                 | <b>1,402,517</b>           | <b>1,544,030</b>           | <b>1,544,030</b>       | <b>143,600</b>            | <b>14,000</b>            | <b>(1,760)</b>                     | <b>14,700</b>                | <b>31,600</b>          | <b>1,746,170</b>        | <b>13.1%</b>             | <b>202,140</b>            |
| Administration                           | 1,006,947                  | 1,079,650                  | 1,079,650              | 126,100                   | 14,000                   | (1,760)                            | 8,700                        | 8,000                  | 1,234,690               | 14.4%                    | 155,040                   |
| Corporate                                | 261,050                    | 298,870                    | 298,870                | 12,000                    | -                        | -                                  | 6,000                        | 23,600                 | 340,470                 | 13.9%                    | 41,600                    |
| Geographic Information Syster            | 82,662                     | 103,230                    | 103,230                | -                         | -                        | -                                  | -                            | -                      | 103,230                 | 0.0%                     | -                         |
| Broadband Service                        | 51,858                     | 62,280                     | 62,280                 | 5,500                     | -                        | -                                  | -                            | -                      | 67,780                  | 8.8%                     | 5,500                     |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>1,402,517</b>           | <b>1,544,030</b>           | <b>1,544,030</b>       | <b>143,600</b>            | <b>14,000</b>            | <b>(1,760)</b>                     | <b>14,700</b>                | <b>31,600</b>          | <b>1,746,170</b>        | <b>13.1%</b>             | <b>202,140</b>            |



GEORGINA

## Deputy Chief Administrative Officer

The Deputy Chief Administrative Office (DCAO) supports the CAO and senior management in the implementation of Council direction and initiatives on corporate-wide matters with a focus on issues management. As the Town grows and evolves, there are emerging issues that will need to be addressed and resolved. The DCAO will work to prioritize these issues and provide support to the organization as it continues to innovate, improve and meet its corporate and community service goals.

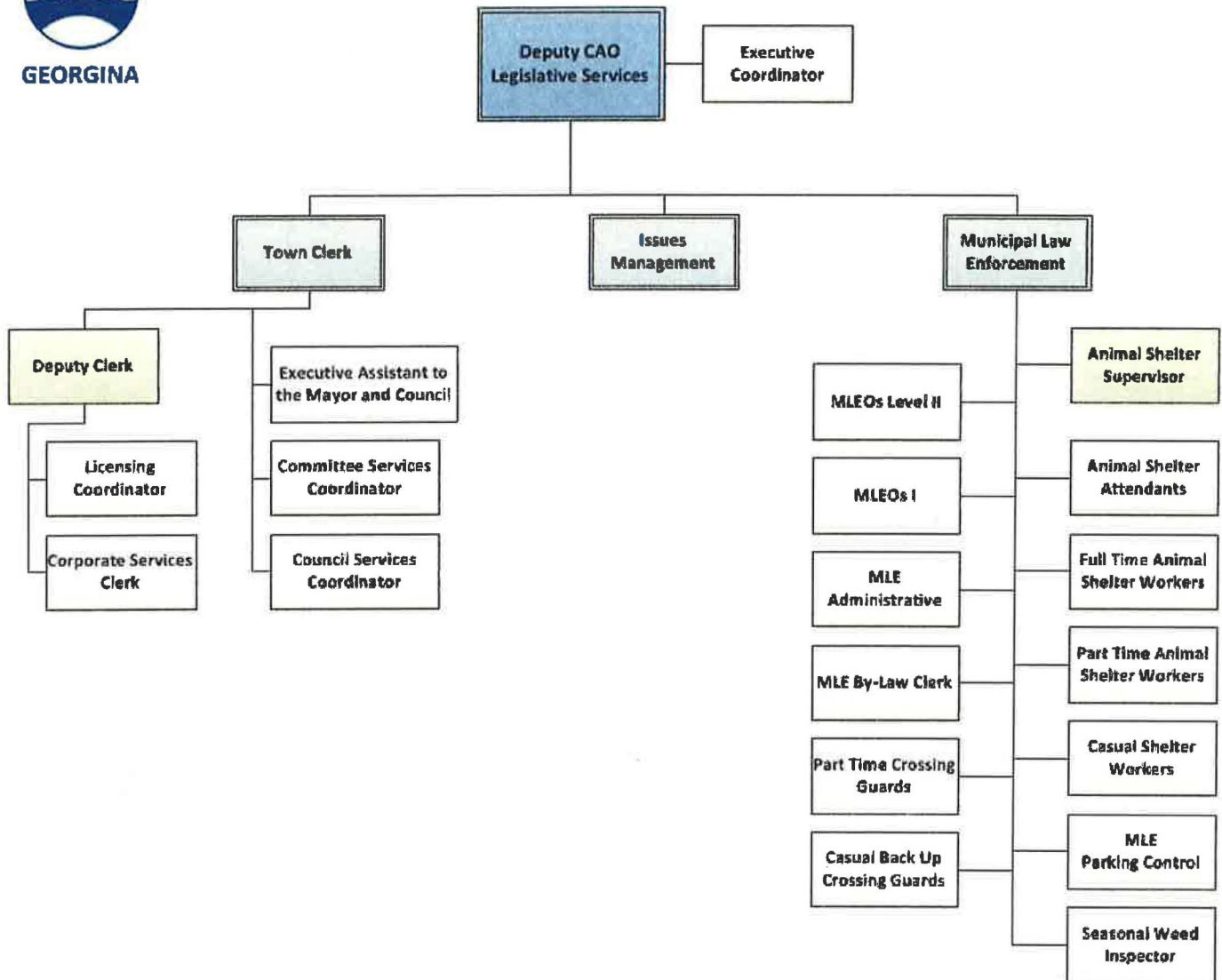
### 2018 Success Story

#### Improving the Online Licensing Experience



The Town of Georgina partnered with DocuPet Inc. to bring a new dog-licensing program to the community in 2018. It's a positive step in enhancing the dog licensing process, supporting proper dog identification and rewarding responsible pet ownership. Owners can now license their pets online in less than five minutes, over the phone or in person. In the first three months of the program, Georgina experienced an almost 62 per cent increase in sales when compared to the same time in 2017 (pre-DocuPet).

## Organizational chart



## Divisions

- Clerks Division
- Municipal Law Enforcement Services Division



## Major Operating Drivers

- Growth of the community and requests for information
- Issues management and emerging issues
- Legislative changes
- Weekly Council schedule

## Major Initiatives Planned for 2019

- Conduct surplus vacant land study
- Implement parking ticket management system and mobile ticketing
- Implement records management program process
- Implement strategy in response to new Cannabis legislation
- Review of parks and beaches
- Short-term Rental Agreement Policy

## DEPARTMENT: OFFICE OF THE DEPUTY CAO

## GEORGINA - 2019 BUDGET

|                            | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE/<br>CONTRACTS | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|----------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|-----------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DEPARTMENT TOTALS</b>   |                            |                            |                        |                           |                          |                                   |                              |                        |                         |                          |                           |
| Revenue                    | (859,236)                  | (1,217,970)                | (1,217,970)            | (6,500)                   | (17,000)                 | (25,540)                          | -                            | 260,000                | (1,007,010)             | (17.3%)                  | 210,960                   |
| Expenses                   | 3,625,444                  | 4,404,860                  | 4,404,860              | 600                       | 83,710                   | 69,580                            | 17,900                       | (418,700)              | 4,157,950               | (5.6%)                   | (246,910)                 |
| <b>TOTAL BY DEPARTMENT</b> | <b>2,766,208</b>           | <b>3,186,890</b>           | <b>3,186,890</b>       | <b>(5,900)</b>            | <b>66,710</b>            | <b>44,040</b>                     | <b>17,900</b>                | <b>(158,700)</b>       | <b>3,150,940</b>        | <b>(1.1%)</b>            | <b>(35,950)</b>           |
| Department Administration  | 247,768                    | 534,610                    | 534,610                | -                         | -                        | 49,360                            | 1,200                        | -                      | 585,170                 | 9.5%                     | 50,560                    |
| Clerks                     | 1,137,858                  | 1,110,100                  | 1,110,100              | (1,500)                   | 54,450                   | 39,990                            | 8,030                        | (143,300)              | 1,067,770               | (3.8%)                   | (42,330)                  |
| Municipal Law Enforcement  | 1,380,582                  | 1,542,180                  | 1,542,180              | (4,400)                   | 12,260                   | (45,310)                          | 8,670                        | (15,400)               | 1,498,000               | (2.9%)                   | (44,180)                  |
| <b>TOTAL BY DIVISION</b>   | <b>2,766,208</b>           | <b>3,186,890</b>           | <b>3,186,890</b>       | <b>(5,900)</b>            | <b>66,710</b>            | <b>44,040</b>                     | <b>17,900</b>                | <b>(158,700)</b>       | <b>3,150,940</b>        | <b>(1.1%)</b>            | <b>(35,950)</b>           |



GEORGINA

## Office of the Deputy CAO – Clerks Division

The Clerks Division is one of the primary points of contact for Georgina residents and businesses. It is also an information source for Members of Council and Town staff. The division acts as the secretariat to Council and its standing committees. The Clerks Division is responsible for the statutory notices of the municipal clerk, which includes collecting and maintaining records under the Vital Statistics Act, the Marriage Act and the Municipal Freedom of Information and Protection of Privacy Act.

Services provided by the Clerks Division include:

- Business licensing
- By-law preparation
- Commissioner of Oaths services
- Corporate policies
- Freedom of Information requests
- Lottery licensing
- Marriage licences and weddings
- Property assessment roll accessibility and retention
- Records management
- Secretariat services for Council and committees
- Statutory obligations under various Acts

78 – Council, committee and board meetings

26 – Lottery licenses issued

228 – Marriage licences issued

59 – Weddings officiated

## 2018 Accomplishments

- Selection of Integrity Commissioner and report to Council regarding Code of Conduct
- Successful delivery of the 2018 Municipal Election
- Training on eScribe software

## Key Projects for 2019

- Amended Refreshment Vehicle Licensing By-law by March 31, 2019
- Continued digitization of property assessment records
- Continued review of corporate by-laws and policies
- Hire Records and Information Management Clerk
- Implement eScribe agenda software
- Implement Records Management Program process



DEPARTMENT: OFFICE OF THE DEPUTY CAO  
DIVISION: CLERK'S

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (73,863)                   | (348,300)                  | (348,300)              | (1,500)                   | -                        | -                                  | -                            | 260,000                | (89,800)                | (74.2%)                  | 258,500                   |
| Expenses                                 | 1,211,721                  | 1,458,400                  | 1,458,400              | -                         | 54,450                   | 39,990                             | 8,030                        | (403,300)              | 1,157,570               | (20.6%)                  | (300,830)                 |
| <b>TOTAL BY DIVISION</b>                 | <b>1,137,858</b>           | <b>1,110,100</b>           | <b>1,110,100</b>       | <b>(1,500)</b>            | <b>54,450</b>            | <b>39,990</b>                      | <b>8,030</b>                 | <b>(143,300)</b>       | <b>1,067,770</b>        | <b>(3.8%)</b>            | <b>(42,330)</b>           |
| Administration                           | 588,639                    | 661,110                    | 661,110                | (1,500)                   | 40,100                   | 39,990                             | 3,030                        | (4,000)                | 738,730                 | 11.7%                    | 77,620                    |
| Insurance                                | 306,921                    | 326,050                    | 326,050                | -                         | 14,350                   | -                                  | 5,000                        | (100,000)              | 245,400                 | (24.7%)                  | (80,650)                  |
| Elections                                | 242,025                    | 114,300                    | 114,300                | -                         | -                        | -                                  | -                            | (39,300)               | 75,000                  | (34.4%)                  | (39,300)                  |
| Georgina Heritage Committee              | 972                        | 7,040                      | 7,040                  | -                         | -                        | -                                  | -                            | -                      | 7,040                   | 0.0%                     | -                         |
| Fence Viewers and Livestock              | (699)                      | 1,600                      | 1,600                  | -                         | -                        | -                                  | -                            | -                      | 1,600                   | 0.0%                     | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>1,137,858</b>           | <b>1,110,100</b>           | <b>1,110,100</b>       | <b>(1,500)</b>            | <b>54,450</b>            | <b>39,990</b>                      | <b>8,030</b>                 | <b>(143,300)</b>       | <b>1,067,770</b>        | <b>(3.8%)</b>            | <b>(42,330)</b>           |



GEORGINA

## Office of the Deputy CAO – Municipal Law Enforcement Services Division

The Municipal Law Enforcement Services Division is responsible for a variety of legislative, corporate and public services. A dedicated team, it is committed to supporting corporate goals and objectives by enhancing a healthy, safe community while engaging residents and working with community partners. The division is also responsible for the animal shelter and patrol services serving Georgina and three other York Region municipalities.

Services provided by the Municipal Law Enforcement Services Division include:

- Animal Services
- Enforcement of various regulatory by-laws
- School crossing guards
- Parking enforcement
- Property standards and zoning enforcement
- Sign permits

192 – Animals went home

4,567 – Parking infractions issued

179 – Pet adoptions

1,800 – Service requests

## 2018 Accomplishments

- Introduction of DocuPet – online dog licence registration
- Short-term Rental Increased Enforcement Initiative (May to September)

## Key Projects for 2019

- Enhance service levels for improved response
- Implement Parking Ticket Management System and mobile ticketing
- N6 Animal Control Services Partnership
- Municipal Law Enforcement review of staffing/hours

DEPARTMENT: OFFICE OF THE DEPUTY CAO  
DIVISION: MUNICIPAL LAW ENFORCEMENT

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (785,373)                  | (869,670)                  | (869,670)              | (5,000)                   | (17,000)                 | (25,540)                           | -                            | -                      | (917,210)               | 5.5%                     | (47,540)                  |
| Expenses                                 | 2,165,955                  | 2,411,850                  | 2,411,850              | 600                       | 29,260                   | (19,770)                           | 8,670                        | (15,400)               | 2,415,210               | 0.1%                     | 3,360                     |
| <b>TOTAL BY DIVISION</b>                 | <b>1,380,582</b>           | <b>1,542,180</b>           | <b>1,542,180</b>       | <b>(4,400)</b>            | <b>12,260</b>            | <b>(45,310)</b>                    | <b>8,670</b>                 | <b>(15,400)</b>        | <b>1,498,000</b>        | <b>(2.9%)</b>            | <b>(44,180)</b>           |
| Administration                           | 621,924                    | 665,070                    | 665,070                | (4,400)                   | 12,260                   | 7,260                              | 3,170                        | -                      | 683,360                 | 2.8%                     | 18,290                    |
| Crossing Guards                          | 298,457                    | 406,510                    | 406,510                | -                         | -                        | (37,300)                           | 1,700                        | -                      | 370,910                 | (8.8%)                   | (35,600)                  |
| Weed Control                             | 593                        | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |
| Animal Shelter                           | 340,926                    | 355,400                    | 355,400                | -                         | -                        | (15,270)                           | 3,800                        | -                      | 343,930                 | (3.2%)                   | (11,470)                  |
| Animal Control                           | 110,975                    | 103,200                    | 103,200                | -                         | -                        | -                                  | -                            | (15,400)               | 87,800                  | (14.9%)                  | (15,400)                  |
| PAWS Program                             | 7,707                      | 12,000                     | 12,000                 | -                         | -                        | -                                  | -                            | -                      | 12,000                  | 0.0%                     | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>1,380,582</b>           | <b>1,542,180</b>           | <b>1,542,180</b>       | <b>(4,400)</b>            | <b>12,260</b>            | <b>(45,310)</b>                    | <b>8,670</b>                 | <b>(15,400)</b>        | <b>1,498,000</b>        | <b>(2.9%)</b>            | <b>(44,180)</b>           |





GEORGINA

## Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) is the most senior member of staff for the Town of Georgina. The CAO reports directly to Council and works with elected officials to implement Council direction and initiatives on behalf of the municipality. The CAO is supported by the Deputy CAO and Senior Management Team. The CAO strives to deliver strong leadership and organizational excellence to the Town, and provide the best options for the Council decision-making process and the execution of those decisions in a timely manner. The Head of Corporate Service Delivery Excellence manages corporate strategy, business planning and continuous improvement, and the Communications Division. The Communications Division provides information to meet organizational goals and to ensure the public, staff and media are aware of up-to-date and accurate information about the community. The Head of Special Capital Initiatives oversees the planning and implementation of key capital projects including the Multi-Use Recreation Complex, the Link community HUB projects, the Pepperlaw Fire Hall, West Park Redevelopment, the new Civic Centre and the Mossington Wharf.

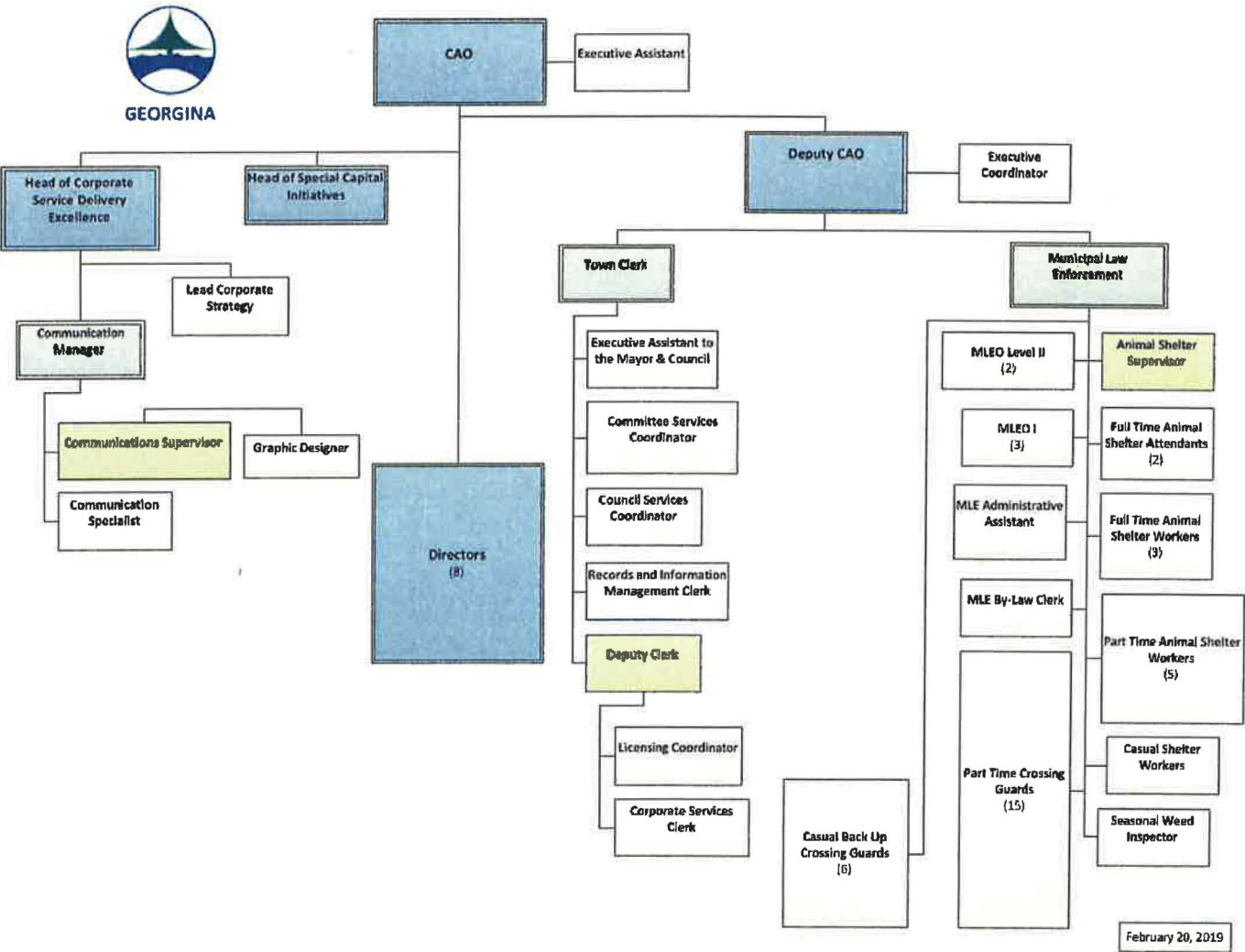
### 2018 Success Story

#### Improving Services and the Citizen Experience



Georgina is committed to improving the citizen experience. In an effort to find new and innovative ways of improving services, the Town began a Service Delivery Review in 2017. It focuses on continuous improvement in all areas of the organization with the objective of achieving operational excellence. By reviewing processes and procedures, and identifying opportunities and areas for improvement, the Town strives to enhance public value for residents and businesses. To date, the review has looked at a number of areas including an enhanced budget process, a revised procurement by-law and improved purchasing process, an IT Strategy, and improved Council and committee support.

Organizational Chart



## **Divisions**

- Communications Division

## **Office of the Deputy CAO**

**See separate Deputy CAO tab**

## **Major Operating Drivers**

- Continued service delivery review and continuous improvement program
- Growth of social media
- Providing leadership and direction for major capital projects
- Update to Corporate Strategic Plan and new departmental business planning process

## **Major Initiatives Planned for 2019**

- 2018-2020 Communications Plan implementation
- Continue implementation of Service Delivery Review
- Continue planning of Multi-Use Recreation Complex
- Continue planning of new Civic Centre
- Continue review of Lake Drive shoreline jurisdiction policy
- Develop 2019-2023 Strategic Plan

## DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

## GEORGINA - 2019 BUDGET

|                            | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE/<br>CONTRACTS | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|----------------------------|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|-----------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DEPARTMENT TOTALS</b>   |                            |                            |                        |                           |                          |                                   |                              |                        |                         |                          |                           |
| Revenue                    | -                          | (10,000)                   | (10,000)               | -                         | (4,000)                  | -                                 | -                            | (175,000)              | (189,000)               | 1790.0%                  | (179,000)                 |
| Expenses                   | 1,051,483                  | 1,323,670                  | 1,323,670              | 26,000                    | 7,500                    | 167,600                           | 10,110                       | -                      | 1,534,880               | 16.0%                    | 211,210                   |
| <b>TOTAL BY DEPARTMENT</b> | <b>1,051,483</b>           | <b>1,313,670</b>           | <b>1,313,670</b>       | <b>26,000</b>             | <b>3,500</b>             | <b>167,600</b>                    | <b>10,110</b>                | <b>(175,000)</b>       | <b>1,345,880</b>        | <b>2.5%</b>              | <b>32,210</b>             |
| Office of the CAO          | 624,260                    | 814,760                    | 814,760                | 23,800                    | -                        | 137,110                           | 4,220                        | (175,000)              | 804,890                 | (1.2%)                   | (9,870)                   |
| Communications             | 427,223                    | 498,910                    | 498,910                | 2,200                     | 3,500                    | 30,490                            | 5,890                        | -                      | 540,990                 | 8.4%                     | 42,080                    |
| <b>TOTAL BY DIVISION</b>   | <b>1,051,483</b>           | <b>1,313,670</b>           | <b>1,313,670</b>       | <b>26,000</b>             | <b>3,500</b>             | <b>167,600</b>                    | <b>10,110</b>                | <b>(175,000)</b>       | <b>1,345,880</b>        | <b>2.5%</b>              | <b>32,210</b>             |





GEORGINA

## Office of the CAO – Communications Division

Information today is fast paced and comes from a variety of sources – online, print, broadcast, social media platforms and mobile devices. In a world of 24/7 data exchange the Communications Division remains agile and responsive to the needs of its many stakeholders. It works with Council and staff to share information about Town programs, services and events with the public. The division works to ensure that messages are clear, consistent and encourage participation while supporting Georgina's commitment to open, transparent and accessible government.

675 – Monthly eNews subscribers

14,500 – Social media followers

1 million – Page views on Town website in 2018

Services provided by the Communications Division include:

- Branding, marketing and graphic design
- Community engagement
- Council support and issues management
- External communications
- Internal communications
- Media relations
- Social media

## 2018 Accomplishments

- 2018-20 Communications Plan approved
- 2018 major communications campaigns to support:
  - 2018 Municipal Election
  - 2019 Budget
  - Launch of DocuPet
  - Georgina 200
- Established an internal Communications Committee
- First Community Snapshot published, highlighting Town of Georgina achievements

## Key Projects for 2019

- Implementation of 2018-2020 Communications Plan – includes Community Engagement Strategy, External Communications Strategy, Media Relations Strategy, Social Media Strategy, Branding Strategy – to provide improved services to residents, businesses, the media, Members of Council, Town staff and visitors to the community
- Implement results of external Communications Survey to better serve community needs
- Implement results of internal Communications Survey to better serve the needs of Town staff

DEPARTMENT: OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER  
DIVISION: COMMUNICATIONS

GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | -                          | -                          | -                      | -                         | (4,000)                  | -                                  | -                            | -                      | (4,000)                 |                          | (4,000)                   |
| Expenses                                 | 427,223                    | 498,910                    | 498,910                | 2,200                     | 7,500                    | 30,490                             | 5,890                        | -                      | 544,990                 | 9.2%                     | 46,080                    |
| <b>TOTAL BY DIVISION</b>                 | <b>427,223</b>             | <b>498,910</b>             | <b>498,910</b>         | <b>2,200</b>              | <b>3,500</b>             | <b>30,490</b>                      | <b>5,890</b>                 | <b>-</b>               | <b>540,990</b>          | <b>8.4%</b>              | <b>42,080</b>             |
| Administration                           | 427,223                    | 498,910                    | 498,910                | 2,200                     | 3,500                    | 30,490                             | 5,890                        | -                      | 540,990                 | 8.4%                     | 42,080                    |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>427,223</b>             | <b>498,910</b>             | <b>498,910</b>         | <b>2,200</b>              | <b>3,500</b>             | <b>30,490</b>                      | <b>5,890</b>                 | <b>-</b>               | <b>540,990</b>          | <b>8.4%</b>              | <b>42,080</b>             |



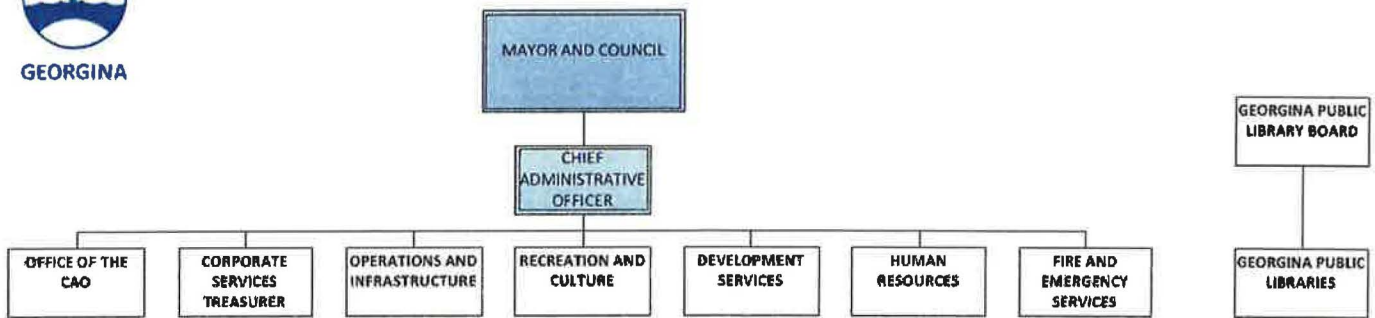
GEORGINA

## Office of the Mayor and Council

The Office of the Mayor and Council is the governing body of the Town of Georgina. It is guided by provincial legislation, which establishes policies by resolutions and bylaws. Town staff are responsible for the implementation and administration of those policies.

The Mayor and Regional Councillor represent the interests of all Georgina residents at the regional level in addition to the municipal level.

### Organizational Chart





## DEPARTMENT: OFFICE OF THE MAYOR AND COUNCIL

## GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTU | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|----------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                  |                              |                        |                         |                          |                           |
| Revenue                                  | (95,054)                   | (61,590)                   | (61,590)               | -                         | -                        | -                                | -                            | -                      | (61,590)                | 0.0%                     | -                         |
| Expenses                                 | 324,421                    | 466,440                    | 466,440                | -                         | -                        | 89,840                           | 1,400                        | -                      | 557,680                 | 19.6%                    | 91,240                    |
| <b>TOTAL BY DIVISION</b>                 | <b>229,367</b>             | <b>404,850</b>             | <b>404,850</b>         | <b>-</b>                  | <b>-</b>                 | <b>89,840</b>                    | <b>1,400</b>                 | <b>-</b>               | <b>496,090</b>          | <b>22.5%</b>             | <b>91,240</b>             |
| Mayor and Council                        | 287,418                    | 404,850                    | 404,850                | -                         | -                        | 89,840                           | 1,400                        | -                      | 496,090                 | 22.5%                    | 91,240                    |
| Mayor's Golf Tournament                  | (57,160)                   | -                          | -                      | -                         | -                        | -                                | -                            | -                      | -                       |                          | -                         |
| Mayor's Charity Bike Ride                | (891)                      | -                          | -                      | -                         | -                        | -                                | -                            | -                      | -                       |                          | -                         |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>229,367</b>             | <b>404,850</b>             | <b>404,850</b>         | <b>-</b>                  | <b>-</b>                 | <b>89,840</b>                    | <b>1,400</b>                 | <b>-</b>               | <b>496,090</b>          | <b>22.5%</b>             | <b>91,240</b>             |



GEORGINA

## Georgina Public Library

The Georgina Public Library contributes to positive community relationships and community building by creating opportunities for social interaction among people with common interests. As identified in the 2017-2021 Strategic Plan, the mission of the Georgina Public Library is to “open doors to a lifetime of information, entertainment, and learning.”

The Georgina Public Library operates under the authority of the Ontario Public Libraries Act and is governed by a board of trustees. It provides public library services to the residents of Georgina through three branches located in Keswick, Pepperlaw and Sutton. Branches are open six days a week.

The Georgina Public Library provides services including:

- Digital and print resources including books, DVDs, eBooks, audio books, and digital magazines
- Early literacy programming for children
- Public Internet stations and Free Wi-Fi
- Programs for teens and adults
- Seminars, lectures and author talks
- Crafts and arts exhibits

15,000 – Active Library Users

30,000 – Library visits per month

1M+ – Library uses in 2018

350,000 – Items borrowed in 2018

\$4.91 – Return on Investment for every dollar given to the library

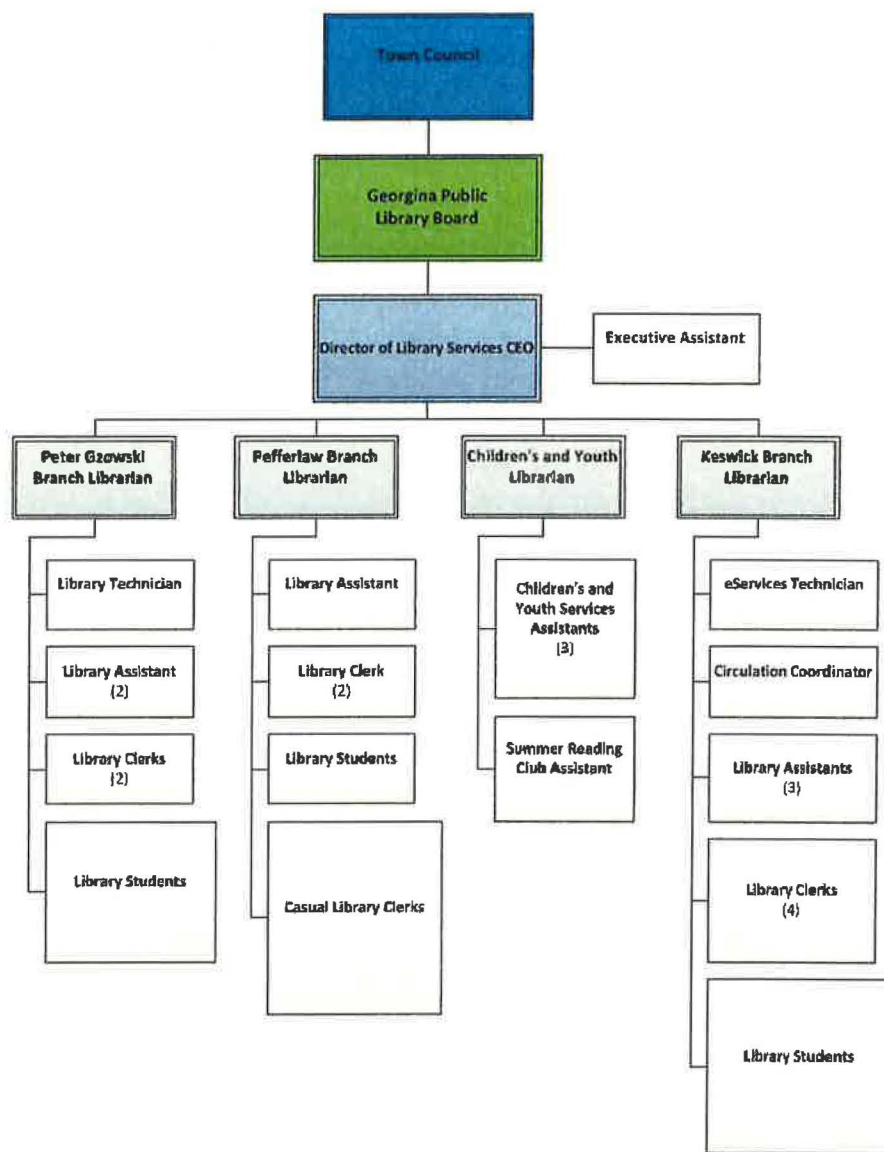
## 2018 Success Story

### Celebrating fun and families at FanFest



The Georgina Public Library offers all the essential services citizens expect from their local library, while leading the delivery of cutting-edge programs that appeal to the public. In April 2018, more than 1,400 people attended Georgina FanFest 3, the Library's free "comic-con for families." Participants had access to activities throughout the library, including arts and crafts, LEGO building, video gaming, touring emergency response vehicles, and meet-and-greet times with fan-favourite fictional characters. A number of community partners from across York Region participated and helped make the event a success, including: York Region, Jericho Youth Services, York Pride, York Region Transit, York Regional Police, Georgina Fire and Rescue Services and York Region Paramedic Services.

## Organizational Chart



February 20, 2019

## 2018 Accomplishments

- Georgina FanFest 3 – 1,400+ attendees
- Increased outreach programming and activities
- Ten per cent increase in borrowing of library items over last year
- Library Rebranding and Marketing Plan
- Launch of Lynda.com, an online training database



- Nominated for a library innovation award for Georgina FanFest 3 by the Ontario Ministry of Tourism, Culture and Sport
- Return On Investment Study of library services

## Major Operating Drivers

- Continuing pressure to maintain and replace technology in support of library operations and patron instruction
- Demographics – providing services for a growing and aging population in Georgina
- Financial Resources
  - Continued weak Canadian dollar has reduced the library's purchasing power in terms of collections and electronic resources
  - Decrease in available federal and provincial grants to public libraries
  - Increasing cost of books due to inflation

## Major Initiatives Planned for 2019

- Additional children's programming at all three locations
- Freegal – a free and legal download music service for library card holders
- Library Marketing and Branding Strategy implementation
- Multilingual collection
- Charging stations for smart phones and digital devices at all branches
- New Library Board Trustee orientation

## DEPARTMENT: LIBRARY

## GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (2,497,577)                | (2,503,420)                | (2,503,420)            | (13,000)                  | (33,780)                 | (58,900)                           | (5,220)                      | 30,730                 | (2,583,590)             | 3.2%                     | (80,170)                  |
| Expenses                                 | 2,221,132                  | 2,503,420                  | 2,503,420              | 13,000                    | 33,780                   | 58,900                             | 5,220                        | (30,730)               | 2,583,590               | 3.2%                     | 80,170                    |
| <b>TOTAL BY DIVISION</b>                 | <b>(276,445)</b>           | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |
| Administration                           | (2,024,197)                | (2,055,070)                | (2,055,070)            | (13,000)                  | (33,780)                 | (42,900)                           | (5,220)                      | (970)                  | (2,150,940)             | 4.7%                     | (95,870)                  |
| Keswick Library                          | 1,080,385                  | 1,377,710                  | 1,377,710              | 13,000                    | 19,500                   | 31,200                             | 5,220                        | 28,100                 | 1,474,730               | 7.0%                     | 97,020                    |
| Sutton Library                           | 383,049                    | 383,800                    | 383,800                | -                         | 14,280                   | 5,850                              | -                            | (18,400)               | 385,530                 | 0.5%                     | 1,730                     |
| Pefferlaw Library                        | 284,318                    | 293,560                    | 293,560                | -                         | -                        | 5,850                              | -                            | (8,730)                | 290,680                 | (1.0%)                   | (2,880)                   |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>(276,445)</b>           | -                          | -                      | -                         | -                        | -                                  | -                            | -                      | -                       |                          | -                         |

Town of Georgina  
**10 Year Capital Plan**  
Summary

| Department                               | 2019              | 2020              | 2021              | 2022              | 2023              | 2024              | 2025              | 2026              | 2027              | 2028              | Total              |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|  | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                | \$                 |
| <b>Non-Growth Related Expenditures</b>   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Operations & Infrastructure              | 16,969,180        | 29,111,600        | 23,284,000        | 6,474,000         | 7,451,000         | 8,940,000         | 10,428,000        | 10,937,000        | 9,400,000         | 30,523,000        | 153,517,780        |
| Water & Wastewater                       | 2,844,190         | 1,005,000         | 952,000           | 3,398,000         | 3,598,000         | 3,336,000         | 3,216,000         | 3,199,000         | 3,042,000         | 3,062,000         | 27,652,190         |
| Recreation & Culture                     | 1,647,920         | 32,000            | 65,000            | 75,000            | 450,000           | -                 | -                 | -                 | 32,000            | -                 | 2,301,920          |
| Fire & Rescue Services                   | 5,667,490         | 1,862,000         | 1,078,000         | 1,690,000         | 555,000           | 247,000           | 126,000           | 1,805,000         | 708,000           | 6,224,000         | 19,962,490         |
| Development Services                     | 104,380           | 145,000           | 20,000            | -                 | -                 | -                 | 40,000            | -                 | 33,000            | 36,000            | 378,380            |
| Human Resources                          | 51,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 141,000            |
| Corporate Services                       | 791,000           | 465,000           | 466,000           | 377,000           | 496,000           | 441,000           | 415,000           | 437,000           | 332,000           | 392,000           | 4,612,000          |
| Office of the Deputy CAO                 | 253,000           | 54,000            | -                 | -                 | -                 | 108,000           | -                 | 108,000           | -                 | -                 | 523,000            |
| Chief Administrative Officer             | 52,750            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 142,750            |
| Public Library Board                     | 68,600            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 158,600            |
|  | 28,449,510        | 32,704,600        | 25,895,000        | 12,044,000        | 12,580,000        | 13,102,000        | 14,255,000        | 16,516,000        | 13,577,000        | 40,267,000        | 209,390,110        |
| <b>Growth Related Expenditures</b>       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Operations & Infrastructure              | 3,898,770         | 20,070,000        | 23,604,000        | 538,000           | 100,000           | -                 | 340,000           | 4,390,000         | -                 | -                 | 52,940,770         |
| Water & Wastewater                       | -                 | -                 | 67,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 67,000             |
| Recreation & Culture                     | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Fire & Rescue Services                   | -                 | -                 | -                 | 467,000           | 7,637,000         | -                 | 50,000            | 779,000           | 9,733,000         | -                 | 18,666,000         |
| Development Services                     | 485,000           | 300,000           | 110,000           | 100,000           | 90,000            | 30,000            | 30,000            | 100,000           | 30,000            | 60,000            | 1,335,000          |
| Human Resources                          | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Corporate Services                       | -                 | 150,000           | -                 | -                 | -                 | -                 | 150,000           | -                 | -                 | -                 | 300,000            |
| Office of the Deputy CAO                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Chief Administrative Officer             | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Public Library Board                     | -                 | -                 | 250,000           | 40,000            | -                 | -                 | -                 | -                 | -                 | -                 | 290,000            |
|  | 4,383,770         | 20,520,000        | 24,031,000        | 1,145,000         | 7,827,000         | 30,000            | 570,000           | 5,269,000         | 9,763,000         | 60,000            | 73,598,770         |
| <b>Total Annual Capital Expenditures</b> | <b>32,833,280</b> | <b>53,224,600</b> | <b>49,926,000</b> | <b>13,189,000</b> | <b>20,407,000</b> | <b>13,132,000</b> | <b>14,825,000</b> | <b>21,785,000</b> | <b>23,340,000</b> | <b>40,327,000</b> | <b>282,988,880</b> |
| <b>Non-Growth Related Funding</b>        |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Capital Reserve - Tax Funded             | 9,854,080         | 9,367,600         | 12,501,000        | 6,309,000         | 7,479,000         | 8,263,000         | 9,536,000         | 11,814,000        | 8,296,000         | 9,628,000         | 93,047,680         |
| Capital Reserve - Rate Funded            | 838,190           | 1,005,000         | 952,000           | 3,398,000         | 3,598,000         | 3,336,000         | 3,216,000         | 3,199,000         | 3,042,000         | 3,062,000         | 25,646,190         |
| Reserve Funds - Federal Gas Tax          | 4,161,930         | 1,380,000         | 1,440,000         | 1,440,000         | 1,503,000         | 1,503,000         | 1,503,000         | 1,503,000         | 1,503,000         | 1,503,000         | 17,439,930         |
| Debenture - Tax Funded                   | 10,650,590        | 19,561,000        | 11,002,000        | 897,000           | -                 | -                 | -                 | -                 | 736,000           | 26,074,000        | 68,920,590         |
| Grants                                   | 2,274,080         | 1,391,000         | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 3,665,080          |
| Other Revenue                            | 670,640           | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 670,640            |
|  | 28,449,510        | 32,704,600        | 25,895,000        | 12,044,000        | 12,580,000        | 13,102,000        | 14,255,000        | 16,516,000        | 13,577,000        | 40,267,000        | 209,390,110        |
| <b>Growth Related Funding</b>            |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                    |
| Development Charges                      | 231,000           | 785,000           | 553,000           | 36,000            | 1,931,000         | 54,000            | 525,000           | 54,000            | 27,000            | 54,000            | 4,250,000          |
| Capital Reserve - Tax Funded             | 2,269,100         | 20,000            | 261,000           | 104,000           | 57,000            | 6,000             | 15,000            | 46,000            | 3,000             | 6,000             | 2,787,100          |
| Reserve Funds - Federal Gas Tax          | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Debenture - DC Funded                    | 1,735,950         | 19,689,000        | 22,945,000        | 848,000           | 4,496,000         | -                 | -                 | 3,011,000         | 3,601,000         | -                 | 56,325,950         |
| Debenture - Tax Funded                   | 146,220           | 26,000            | 272,000           | 157,000           | 1,343,000         | -                 | -                 | 2,158,000         | 6,132,000         | -                 | 10,234,220         |
| Grants                                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                  |
| Other Revenue                            | 1,500             | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | 1,500              |
|  | 4,383,770         | 20,520,000        | 24,031,000        | 1,145,000         | 7,827,000         | 60,000            | 540,000           | 5,269,000         | 9,763,000         | 60,000            | 73,598,770         |
| <b>Total Annual Capital Funding</b>      | <b>32,833,280</b> | <b>53,224,600</b> | <b>49,926,000</b> | <b>13,189,000</b> | <b>20,407,000</b> | <b>13,162,000</b> | <b>14,795,000</b> | <b>21,785,000</b> | <b>23,340,000</b> | <b>40,327,000</b> | <b>282,988,880</b> |

Town of Georgina

10 Year Capital Plan

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries)

| Capital Project  | 2019      | 2020      | 2021      | 2022      | 2023      | 2024      | 2025      | 2026      | 2027      | 2028      | Total      |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
|  | \$        | \$        | \$        | \$        | \$        | \$        | \$        | \$        | \$        | \$        | \$         |
| <b>Non-Growth Related Expenditures</b>   |           |           |           |           |           |           |           |           |           |           |            |
| <b>Roads</b>   |           |           |           |           |           |           |           |           |           |           |            |
| Roads - Inspection & Condition Assessment  | -         | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 450,000    |
| Roads - Design Costs   | 180,000   | 170,000   | 100,000   | 330,000   | -         | -         | -         | -         | -         | -         | 780,000    |
| <b>Roads - Maintenance Program ( 4 Roads)</b>  |           |           |           |           |           | 3,100,000 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 15,900,000 |
| The Queensway, Simcoe, Stoney Batter   | 1,400,000 |           |           |           |           |           |           |           |           |           | 1,400,000  |
| Wexford, Carrick, Natanya, Fontaine, Brook, Otter Cove, Deehurst, Heatherbank, Sibbald Cres  |           | 1,856,600 |           |           |           |           |           |           |           |           | 1,856,600  |
| Black River, Station, Gwendolyn, North Channel, South Channel, Baldwin   |           |           | 2,341,000 |           |           |           |           |           |           |           | 2,341,000  |
| Old Shiloh, Valleyview, Catering, Fron, Audobon, Black River, Elizabeth, Oakcrest, Annamaria, Carrick, Spring Market, Natanya, Riverglen |           |           |           | 3,440,000 | 1,242,000 |           |           |           |           |           | 3,440,000  |
| <b>Roads - "Now Needs" Program (4 Roads)</b>   |           |           |           |           |           | 2,470,000 | 2,620,000 | 2,770,000 | 2,920,000 | 2,920,000 | 13,700,000 |
| Shorecrest, Shortline, Smith Blvd  | 520,000   |           |           |           |           |           |           |           |           |           | 520,000    |
| Dalton, Lake Drive   |           |           | 2,060,000 |           |           |           |           |           |           |           | 2,060,000  |
| Cryderman (Baldwin Road to Lasher Lane)  | 1,000,000 |           |           |           |           |           |           |           |           |           | 1,000,000  |
| West, North  |           | 1,091,000 |           |           |           |           |           |           |           |           | 1,091,000  |
| Riverglen, South, Hardwood   |           |           |           |           | 3,770,000 |           |           |           |           |           | 3,770,000  |
| <b>Bridges &amp; Culverts</b>  |           |           |           |           |           |           |           |           |           |           | -          |
| Bi-annual OSIM Inspection & Bridge Assessment  |           | 24,000    |           | 24,000    |           | 24,000    |           | 24,000    |           | 24,000    | 120,000    |
| Bridges - Repair & Replacement   | 400,000   | 2,100,000 | 1,725,000 |           |           |           |           |           |           |           | 4,225,000  |
| OSIM Culverts - Repair & Replace   |           | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 900,000    |
| Cross Culverts - Repair & Replace  | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 1,000,000  |
| <b>Streetlighting</b>  |           |           |           |           |           |           |           |           |           |           | -          |
| Streetlighting - Repair & Replace  |           | 153,000   | 153,000   | 153,000   | 153,000   | 153,000   | 153,000   | 153,000   | 153,000   | 153,000   | 1,377,000  |
| <b>Sidewalks</b>   |           |           |           |           |           |           |           |           |           |           | -          |
| Sidewalks - Repair & Replacement   |           | 80,000    | 80,000    | 80,000    | 80,000    | 80,000    | 80,000    | 80,000    | 80,000    | 80,000    | 720,000    |
| <b>Storm Water</b>   |           |           |           |           |           |           |           |           |           |           | -          |
| Storm Water Maintenance  |           | 120,000   | 140,000   | 160,000   | 180,000   | 200,000   | 220,000   | 240,000   | 260,000   | 260,000   | 1,780,000  |
| Retention Ponds - Repair & Replacement   |           | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   | 1,800,000  |
| Storm Sewers   |           |           |           |           |           | 95,000    | 105,000   | 115,000   | 126,000   | 139,000   | 580,000    |
| Catchbasins  |           |           |           |           |           | 6,000     | 7,000     | 8,000     | 8,000     | 9,000     | 38,000     |
| Stormceptors   |           |           |           |           |           | 4,000     | 4,000     | 4,000     | 4,000     | 4,000     | 20,000     |
| <b>Vehicle and Equipment Replacements</b>  | 756,200   | 1,050,000 | 820,000   | 679,000   | 581,000   | 1,010,000 | 1,395,000 | 335,000   | 1,156,000 | 848,000   | 8,630,200  |
| <b>Facilities</b>  |           |           |           |           |           |           |           |           |           |           | -          |
| Facilities - Animal Shelter  |           | -         | 30,000    | -         | -         | 11,000    | 111,000   | 90,000    | 9,000     | 77,000    | 328,000    |
| Facilities - Arts Centre   |           | -         | 3,000     | -         | -         | 3,000     | 6,000     | 33,000    | 28,000    | -         | 73,000     |
| Facilities - Belhaven Hall   |           | -         | 14,000    | -         | 43,000    | 38,000    | -         | 331,000   | 28,000    | -         | 454,000    |
| Facilities - Belhaven Roads Yard   |           | 14,000    | 113,000   | -         | 3,000     | 23,000    | 3,000     | 91,000    | 16,000    | 44,000    | 307,000    |
| Facilities - De La Salle Chapel  |           | 16,000    | 17,000    | -         | 11,000    | 3,000     | 12,000    | 22,000    | 28,000    | 89,000    | 198,000    |
| Facilities - De La Salle Washrooms/Changerooms   |           | 5,000     | 15,000    | -         | -         | 3,000     | 5,000     | 24,000    | 38,000    | -         | 90,000     |
| Facilities - De La Salle Office  |           | -         | 12,000    | -         | 6,000     | 3,000     | 20,000    | 6,000     | 3,000     | 7,000     | 57,000     |
| Facilities - Egypt Hall  |           | -         | 3,000     | -         | 6,000     | 9,000     | -         | 24,000    | 3,000     | 129,000   | 174,000    |
| Facilities - Elmgrove Hall   |           | 5,000     | 14,000    | -         | 3,000     | -         | 15,000    | -         | 16,000    | 13,000    | 66,000     |



Town of Georgina  
**10 Year Capital Plan**

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries)

| Capital Project                                  | 2019      | 2020       | 2021       | 2022    | 2023    | 2024    | 2025    | 2026    | 2027    | 2028       | Total      |
|--|-----------|------------|------------|---------|---------|---------|---------|---------|---------|------------|------------|
|  | \$        | \$         | \$         | \$      | \$      | \$      | \$      | \$      | \$      | \$         | \$         |
| Facilities - Family Life Centre                  | 12,200    | 16,000     | 3,000      | 6,000   | -       | 3,000   | -       | -       | 3,000   | -          | 43,200     |
| Facilities - Georgina Ice Palace                 |           | 479,000    | 1,401,000  | 51,000  | 34,000  | 170,000 | 878,000 | 229,000 | 108,000 | 260,000    | 3,610,000  |
| Facilities - Greenhouse Parks Yard               |           | -          | 16,000     | -       | -       | 284,000 | -       | 4,000   | 3,000   | -          | 307,000    |
| Facilities - GTTI Annex                          |           | -          | 36,000     | -       | 3,000   | 3,000   | 12,000  | 18,000  | 22,000  | 16,000     | 110,000    |
| Facilities - Jackson's Point Harbour             |           | 287,000    | 3,000      | 28,000  | 6,000   | 3,000   | 18,000  | -       | 34,000  | -          | 379,000    |
| Facilities - Keswick Fire Hall                   |           | 244,000    | 161,000    | 51,000  | 9,000   | 16,000  | 87,000  | 30,000  | 64,000  | 114,000    | 776,000    |
| Facilities - Keswick Library                     |           | 60,000     | 14,000     | 6,000   | -       | 3,000   | 305,000 | 616,000 | 16,000  | 793,000    | 1,813,000  |
| Facilities - Kin Community Centre                |           | 14,000     | 39,000     | -       | 26,000  | -       | 6,000   | 187,000 | -       | -          | 272,000    |
| Facilities - Lawn Bowling                        |           | -          | 2,000      | -       | 63,000  | 2,000   | -       | 34,000  | 2,000   | 6,000      | 109,000    |
| Facilities - The Annex                           |           | -          | 28,000     | -       | 3,000   | 39,000  | 3,000   | 122,000 | 34,000  | 22,000     | 251,000    |
| Facilities - Parks Yard Admin                    |           | 22,000     | 39,000     | -       | -       | 15,000  | 18,000  | 30,000  | 3,000   | 129,000    | 256,000    |
| Facilities - Pefferlaw Fire Hall                 |           |            |            |         |         |         |         |         |         |            | -          |
| Facilities - Pefferlaw Ice Pad                   |           | -          | 3,000      | -       | -       | 15,000  | -       | 18,000  | 29,000  | -          | 65,000     |
| Facilities - Pefferlaw Library                   |           | 32,000     | 71,000     | -       | -       | 3,000   | 18,000  | 152,000 | 3,000   | 8,000      | 287,000    |
| Facilities - Pefferlaw's Lion's Community Centre |           | -          | 130,000    | -       | -       | 363,000 | 155,000 | 43,000  | 12,000  | -          | 703,000    |
| Facilities - Pefferlaw Picnic Area               |           | 8,000      | 11,000     | -       | 9,000   | 3,000   | -       | 15,000  | -       | -          | 46,000     |
| Facilities - Pioneer Village                     |           | -          | 3,000      | 6,000   | -       | 3,000   | -       | 89,000  | 9,000   | -          | 110,000    |
| Facilities - Port Bolster Hall                   |           | 27,000     | 36,000     | -       | 9,000   | 15,000  | -       | 43,000  | 22,000  | -          | 152,000    |
| Facilities - Roaches Point Memorial Hall         |           | -          | 135,000    | -       | -       | 3,000   | -       | 12,000  | 28,000  | -          | 178,000    |
| Facilities - Stephen Leacock Theatre             |           | 24,000     | 67,000     | -       | 273,000 | 198,000 | 9,000   | 22,000  | 12,000  | 323,000    | 928,000    |
| Facilities - Sutton Arena                        | 280,000   | 216,000    | 75,000     | 31,000  | 32,000  | 3,000   | 215,000 | 102,000 | 250,000 | 20,000,000 | 21,204,000 |
| Facilities - Sutton Fire Hall                    |           | 13,000     | 58,000     | -       | 5,000   | 9,000   | 60,000  | 55,000  | 13,000  | 21,000     | 234,000    |
| Facilities - Sutton Public Library               |           | 38,000     | 8,000      | -       | 345,000 | 3,000   | 42,000  | 111,000 | 28,000  | 127,000    | 702,000    |
| Facilities - Sutton Seniors Centre               |           | -          | 2,000      | -       | 6,000   | 37,000  | 32,000  | 21,000  | 12,000  | 19,000     | 129,000    |
| Facilities - The Link                            |           | 27,000     | 89,000     | 48,000  | 34,000  | 3,000   | 27,000  | 518,000 | 81,000  | 3,000      | 830,000    |
| Facilities - The ROC                             |           | -          | 47,000     | 17,000  | 3,000   | 12,000  | 21,000  | 217,000 | 22,000  | 19,000     | 358,000    |
| Facilities - Tourist Booth                       |           | -          | -          | 15,000  | -       | -       | 2,000   | -       | 30,000  | 2,000      | 49,000     |
| Facilities - Virginia Community Hall             |           | -          | 514,000    | -       | -       | 3,000   | -       | 16,000  | 28,000  | 6,000      | 567,000    |
| Facilities - Waterworks Building                 |           | 5,000      | 20,000     | -       | 6,000   | 3,000   | 90,000  | 26,000  | 3,000   | 10,000     | 163,000    |
| Facilities - Whipper Watson Park Steel Shelter   |           | -          | -          | 2,000   | -       | -       | -       | -       | -       | 2,000      | 4,000      |
| Facilities - Georgina Leisure Pool               | 10,200    | 19,000     | 1,046,000  | -       | 57,000  | 41,000  | 24,000  | 207,000 | 3,000   | 197,000    | 1,604,200  |
| Facilities-Belhaven Dome Roof Repair             | 25,000    |            |            |         |         |         |         |         |         |            | 25,000     |
| <b>Other</b>                                     |           |            |            |         |         |         |         |         |         |            | -          |
| New Civic Centre                                 | 1,210,000 | 12,311,000 | 11,002,000 | 897,000 |         |         |         |         |         |            | 25,420,000 |
| Storm Water Inventory                            | 135,000   | 135,000    | 135,000    |         |         |         |         |         |         |            | 405,000    |
| West Park Construction                           |           | 7,250,000  |            |         |         |         |         |         |         |            | 7,250,000  |
| Maskinonge Pedestrian Bridge                     | 500,000   |            |            |         |         |         |         |         |         |            | 500,000    |
| ROC Pond Fountain                                | 20,000    |            |            |         |         |         |         |         |         |            | 20,000     |
| Black River Fencing                              | 20,000    |            |            |         |         |         |         |         |         |            | 20,000     |
| Belhaven Hall Parking Lot - Increased Scope      | 200,000   |            |            |         |         |         |         |         |         |            | 200,000    |
| Udora Hall Parking Lot - Increased Scope         | 325,000   |            |            |         |         |         |         |         |         |            | 325,000    |
| Holmes Point Washrooms                           | 200,000   |            |            |         |         |         |         |         |         |            | 200,000    |
| Roads Equipment                                  | 180,000   |            |            |         |         |         |         |         |         |            | 180,000    |

Town of Georgina  
10 Year Capital Plan

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries)

| Capital Project  | 2019              | 2020              | 2021              | 2022             | 2023             | 2024             | 2025              | 2026              | 2027             | 2028              | Total              |
|--|-------------------|-------------------|-------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|-------------------|--------------------|
|  | \$                | \$                | \$                | \$               | \$               | \$               | \$                | \$                | \$               | \$                | \$                 |
| Standby Power Generators Design and Tender                     | 50,000            |                   |                   |                  |                  |                  |                   |                   |                  |                   | 50,000             |
| Roads Technologist Vehicle                                     | 40,000            |                   |                   |                  |                  |                  |                   |                   |                  |                   | 40,000             |
| Mechanics Service Vehicle                                      | 47,000            |                   |                   |                  |                  |                  |                   |                   |                  |                   | 47,000             |
| Mobile Work Devices with Application Software                  | 26,000            |                   |                   |                  |                  |                  |                   |                   |                  |                   | 26,000             |
| GPS Survey Equipment   | 72,000            |                   |                   |                  |                  |                  |                   |                   |                  |                   | 72,000             |
| Fuel Management System Evaluation/ Implementation              | 10,000            | 150,000           |                   |                  |                  |                  |                   |                   |                  |                   | 160,000            |
| Hedge Road Bank Stabilization                                  | 1,650,000         |                   |                   |                  |                  |                  |                   |                   |                  |                   | 1,650,000          |
| Expansion of Garage  |                   | 300,000           |                   |                  |                  |                  |                   |                   |                  |                   | 300,000            |
| Sidewalk Master Plan Outcome                                   |                   | 300,000           |                   |                  |                  |                  |                   |                   |                  |                   | 300,000            |
| <b>Carry Forward Capital Projects</b>                          | <b>7,600,580</b>  |                   |                   |                  |                  |                  |                   |                   |                  |                   | <b>7,600,580</b>   |
|  | 16,969,180        | 29,111,600        | 23,284,000        | 6,474,000        | 7,451,000        | 8,940,000        | 10,428,000        | 10,937,000        | 9,400,000        | 30,523,000        | 153,517,780        |
| <b>Growth Related Expenditures</b>                             |                   |                   |                   |                  |                  |                  |                   |                   |                  |                   |                    |
| Multi-Use Recreation Centre (MURC)                             | 420,000           | 18,458,000        | 20,499,000        | 38,000           |                  |                  |                   |                   |                  |                   | 39,415,000         |
| Wyndham Park Slide   | 10,000            |                   |                   |                  |                  |                  |                   |                   |                  |                   | 10,000             |
| Bicycle and Pedestrian Active Transportation Master Plan       | 85,000            |                   |                   |                  |                  |                  |                   |                   |                  |                   | 85,000             |
| Sutton (NWSDA) Community Park Design                           | 1,400,000         |                   |                   |                  |                  |                  |                   |                   |                  |                   | 1,400,000          |
| Simcoe Landing Phase 9: Village Square                         |                   | 33,000            | 391,000           |                  |                  |                  |                   |                   |                  |                   | 424,000            |
| Simcoe Landing Phase 9: Neighbourhood Park                     |                   | 110,000           | 1,175,000         |                  |                  |                  |                   |                   |                  |                   | 1,285,000          |
| Treasure Hill: Village Square/ Trails                          |                   | 64,000            | 672,000           |                  |                  |                  |                   |                   |                  |                   | 736,000            |
| Greystone: Linear Park/ Trail Design/Construction              |                   |                   | 50,000            | 500,000          |                  |                  |                   |                   |                  |                   | 550,000            |
| Ainslie (Catering Road): Village Square Design/Construction    |                   | 25,000            | 230,000           |                  |                  |                  |                   |                   |                  |                   | 255,000            |
| Ainslie (Catering Road): Trail Head/Trails Design/Construction |                   | 25,000            | 200,000           |                  |                  |                  |                   |                   |                  |                   | 225,000            |
| Tandem Axle Dump Truck   |                   |                   | 320,000           |                  |                  |                  | 273,000           |                   |                  |                   | 593,000            |
| Crew Cab   |                   |                   | 67,000            |                  |                  |                  | 67,000            |                   |                  |                   | 134,000            |
| 2 Bays at 1,000 sq.ft. each                                    |                   | 100,000           |                   |                  |                  |                  |                   |                   |                  |                   | 100,000            |
| New Hoist - Small  |                   | 15,000            |                   |                  |                  |                  |                   |                   |                  |                   | 15,000             |
| New Hoist - Large  |                   | 40,000            |                   |                  |                  |                  |                   |                   |                  |                   | 40,000             |
| Road Sweeper   |                   | 200,000           |                   |                  |                  |                  |                   |                   |                  |                   | 200,000            |
| Urbanization of Queensway North Above Church (Developer ti     |                   | 1,000,000         |                   |                  |                  |                  |                   |                   |                  |                   | 1,000,000          |
| Service Truck  |                   |                   |                   |                  | 100,000          |                  |                   |                   |                  |                   | 100,000            |
| Dovedale Drive - Keswick Service Area                          |                   |                   |                   |                  |                  |                  |                   | 1,830,000         |                  |                   | 1,830,000          |
| Queensway North Urbanization - Keswick Service Area            |                   |                   |                   |                  |                  |                  |                   | 1,750,000         |                  |                   | 1,750,000          |
| Black River Sidewalk - Sutton                                  |                   |                   |                   |                  |                  |                  |                   | 810,000           |                  |                   | 810,000            |
| <b>Carry Forward Capital Projects</b>                          | <b>1,983,770</b>  |                   |                   |                  |                  |                  |                   |                   |                  |                   | <b>1,983,770</b>   |
|  | 3,898,770         | 20,070,000        | 23,604,000        | 538,000          | 100,000          | -                | 340,000           | 4,390,000         | -                | -                 | 52,940,770         |
| <b>Total Annual Capital Expenditures</b>                       | <b>20,867,950</b> | <b>49,181,600</b> | <b>46,888,000</b> | <b>7,012,000</b> | <b>7,551,000</b> | <b>8,940,000</b> | <b>10,768,000</b> | <b>15,327,000</b> | <b>9,400,000</b> | <b>30,523,000</b> | <b>206,458,550</b> |

Town of Georgina  
**10 Year Capital Plan**

Operations & Infrastructure (Department Administration, Public Works, Refuse, Mechanics, Parks, Facilities, Cemeteries)

| Capital Project                     | 2019              | 2020              | 2021              | 2022             | 2023             | 2024             | 2025              | 2026              | 2027             | 2028              | Total              |
|-------------------------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|-------------------|--------------------|
|                                     | \$                | \$                | \$                | \$               | \$               | \$               | \$                | \$                | \$               | \$                | \$                 |
| <b>Non-Growth Related Funding</b>   |                   |                   |                   |                  |                  |                  |                   |                   |                  |                   |                    |
| Capital Reserve - Tax Funded        | 4,722,550         | 6,779,600         | 10,842,000        | 4,137,000        | 5,948,000        | 7,437,000        | 8,925,000         | 9,434,000         | 7,647,000        | 9,020,000         | 74,892,150         |
| Reserve Funds - Federal Gas Tax     | 4,161,930         | 1,380,000         | 1,440,000         | 1,440,000        | 1,503,000        | 1,503,000        | 1,503,000         | 1,503,000         | 1,503,000        | 1,503,000         | 17,439,930         |
| Debenture - Tax Funded              | 5,139,980         | 19,561,000        | 11,002,000        | 897,000          |                  |                  |                   |                   | 250,000          | 20,000,000        | 56,849,980         |
| Grants                              | 2,274,080         | 1,391,000         |                   |                  |                  |                  |                   |                   |                  |                   | 3,665,080          |
| Other Revenue                       | 670,640           |                   |                   |                  |                  |                  |                   |                   |                  |                   | 670,640            |
|                                     | 16,969,180        | 29,111,600        | 23,284,000        | 6,474,000        | 7,451,000        | 8,940,000        | 10,428,000        | 10,937,000        | 9,400,000        | 30,523,000        | 153,517,780        |
| <b>Growth Related Funding</b>       |                   |                   |                   |                  |                  |                  |                   |                   |                  |                   |                    |
| Development Charges                 | 51,000            | 355,000           | 387,000           |                  | 100,000          |                  | 340,000           |                   |                  |                   | 1,233,000          |
| Capital Reserve - Tax Funded        | 1,964,100         |                   |                   |                  |                  |                  |                   |                   |                  |                   | 1,964,100          |
| Reserve Funds - Federal Gas Tax     |                   |                   |                   |                  |                  |                  |                   |                   |                  |                   | -                  |
| Debenture - DC Funded               | 1,735,950         | 19,689,000        | 22,945,000        | 488,000          |                  |                  |                   | 2,723,000         |                  |                   | 47,580,950         |
| Debenture - Tax Funded              | 146,220           | 26,000            | 272,000           | 50,000           |                  |                  |                   | 1,667,000         |                  |                   | 2,161,220          |
| Grants                              |                   |                   |                   |                  |                  |                  |                   |                   |                  |                   | -                  |
| Other Revenue                       | 1,500             |                   |                   |                  |                  |                  |                   |                   |                  |                   | 1,500              |
|                                     | 3,898,770         | 20,070,000        | 23,604,000        | 538,000          | 100,000          | -                | 340,000           | 4,390,000         | -                | -                 | 52,940,770         |
| <b>Total Annual Capital Funding</b> | <b>20,867,950</b> | <b>49,181,600</b> | <b>46,888,000</b> | <b>7,012,000</b> | <b>7,551,000</b> | <b>8,940,000</b> | <b>10,768,000</b> | <b>15,327,000</b> | <b>9,400,000</b> | <b>30,523,000</b> | <b>206,458,550</b> |

Town of Georgina  
**10 Year Capital Plan**  
Operations & Infrastructure (Water, Wastewater)

| Capital Project                                 | 2019      | 2020      | 2021      | 2022      | 2023      | 2024      | 2025      | 2026      | 2027      | 2028      | Total      |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
|   | \$        | \$        | \$        | \$        | \$        | \$        | \$        | \$        | \$        | \$        | \$         |
| <b>Non-Growth Related Expenditures</b>          |           |           |           |           |           |           |           |           |           |           |            |
| <b>Water</b>                                    |           |           |           |           |           |           |           |           |           |           |            |
| Watermain Renewal                               |           |           |           | 2,103,000 | 2,103,000 | 2,103,000 | 2,103,000 | 997,000   | 997,000   | 997,000   | 11,403,000 |
| New Initiatives - Water Loss                    |           | 60,000    | 60,000    |           |           |           |           |           |           |           | 120,000    |
| Meter Replacement Program                       | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 1,000,000  |
| Line Valves                                     |           | 20,000    | 20,000    | 20,000    | 20,000    | 20,000    | 20,000    | 20,000    | 20,000    | 20,000    | 180,000    |
| Hydrants - Replacement                          |           | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 10,000    | 90,000     |
| Service Connections                             |           | 208,000   | 208,000   | 208,000   | 208,000   | 208,000   | 208,000   | 208,000   | 208,000   | 208,000   | 1,872,000  |
| <b>Wastewater</b>                               |           |           |           |           |           |           |           |           |           |           |            |
| Wastewater Mains & Forcemain Renewal            |           |           |           | 334,000   | 334,000   | 334,000   | 334,000   | 1,453,000 | 1,453,000 | 1,453,000 | 5,695,000  |
| Facility - Repair & Replace                     |           | 5,000     | 18,000    |           | 5,000     | 3,000     | 75,000    | 21,000    | 3,000     | 3,000     | 133,000    |
| Waste Water Pumping Stations - Repair & Replace | 260,000   | 326,000   | 326,000   | 326,000   | 326,000   | 326,000   | 49,000    | 49,000    | 49,000    | 49,000    | 2,086,000  |
| Overflow  |           | 15,000    |           | 15,000    | 15,000    | 15,000    |           |           |           |           | 60,000     |
| Outfall   |           | 15,000    |           | 15,000    | 15,000    | 15,000    |           |           |           |           | 60,000     |
| Residential Ejector Pumps                       |           | 4,000     | 4,000     | 4,000     | 4,000     | 4,000     | 4,000     | 4,000     | 4,000     | 4,000     | 36,000     |
| Service Connections                             |           | 198,000   | 198,000   | 198,000   | 198,000   | 198,000   | 198,000   | 198,000   | 198,000   | 198,000   | 1,782,000  |
| <b>Vehicles &amp; Equipment - Replacement</b>   |           | 44,000    | 8,000     | 65,000    | 260,000   |           | 115,000   | 139,000   |           | 20,000    | 651,000    |
| <b>Carry Forward Capital Projects</b>           | 2,484,190 |           |           |           |           |           |           |           |           |           | 2,484,190  |
|   | 2,844,190 | 1,005,000 | 952,000   | 3,398,000 | 3,598,000 | 3,336,000 | 3,216,000 | 3,199,000 | 3,042,000 | 3,062,000 | 27,652,190 |
| <b>Growth Related Expenditures</b>              |           |           |           |           |           |           |           |           |           |           |            |
| Crew Cab  |           |           | 67,000    |           |           |           |           |           |           |           | 67,000     |
|   | -         | -         | 67,000    | -         | -         | -         | -         | -         | -         | -         | 67,000     |
| <b>Total Annual Capital Expenditures</b>        | 2,844,190 | 1,005,000 | 1,019,000 | 3,398,000 | 3,598,000 | 3,336,000 | 3,216,000 | 3,199,000 | 3,042,000 | 3,062,000 | 27,719,190 |
| <b>Non-Growth Related Funding</b>               |           |           |           |           |           |           |           |           |           |           |            |
| Capital Reserve - Rate Funded                   | 838,190   | 1,005,000 | 952,000   | 3,398,000 | 3,598,000 | 3,336,000 | 3,216,000 | 3,199,000 | 3,042,000 | 3,062,000 | 25,646,190 |
| Reserve Funds - Federal Gas Tax                 |           |           |           |           |           |           |           |           |           |           | -          |
| Debenture - Tax Funded                          | 2,006,000 |           |           |           |           |           |           |           |           |           | 2,006,000  |
| Grants  |           |           |           |           |           |           |           |           |           |           | -          |
| Other Revenue                                   |           |           |           |           |           |           |           |           |           |           | -          |
|   | 2,844,190 | 1,005,000 | 952,000   | 3,398,000 | 3,598,000 | 3,336,000 | 3,216,000 | 3,199,000 | 3,042,000 | 3,062,000 | 27,652,190 |
| <b>Growth Related Funding</b>                   |           |           |           |           |           |           |           |           |           |           |            |
| Development Charges                             |           |           | 67,000    |           |           |           |           |           |           |           | 67,000     |
| Capital Reserve - Tax Funded                    |           |           |           |           |           |           |           |           |           |           | -          |
| Reserve Funds - Federal Gas Tax                 |           |           |           |           |           |           |           |           |           |           | -          |
| Debenture - DC Funded                           |           |           |           |           |           |           |           |           |           |           | -          |
| Debenture - Tax Funded                          |           |           |           |           |           |           |           |           |           |           | -          |
| Grants  |           |           |           |           |           |           |           |           |           |           | -          |
| Other Revenue                                   |           |           |           |           |           |           |           |           |           |           | -          |
|   | -         | -         | 67,000    | -         | -         | -         | -         | -         | -         | -         | 67,000     |
| <b>Total Annual Capital Funding</b>             | 2,844,190 | 1,005,000 | 1,019,000 | 3,398,000 | 3,598,000 | 3,336,000 | 3,216,000 | 3,199,000 | 3,042,000 | 3,062,000 | 27,719,190 |



**10 Year Capital Plan**

Recreation &amp; Culture (Department Administration, Recreation, Culture)

| Capital Project                                | 2019      | 2020   | 2021   | 2022   | 2023    | 2024 | 2025 | 2026 | 2027   | 2028 | Total     |
|--|-----------|--------|--------|--------|---------|------|------|------|--------|------|-----------|
|  | \$        | \$     | \$     | \$     | \$      | \$   | \$   | \$   | \$     | \$   | \$        |
| <b>Non-Growth Related Expenditures</b>         |           |        |        |        |         |      |      |      |        |      |           |
| GPV Schoolhouse                                | 200,000   |        |        |        |         |      |      |      |        |      | 200,000   |
| Vehicles & Equipment                           |           | 32,000 |        |        |         |      |      |      | 32,000 |      | 64,000    |
| LINK-Leasehold Improvements Seniors Room       | 50,000    |        |        |        |         |      |      |      |        |      | 50,000    |
| Link-Parking Lot Development & Construction    | 995,000   |        |        |        |         |      |      |      |        |      | 995,000   |
| Soofa Data Collection Benches (4 locations)    | 40,000    |        |        |        |         |      |      |      |        |      | 40,000    |
| Electronic Pedestrian/Visitor Counters         | 10,000    |        |        |        |         |      |      |      |        |      | 10,000    |
| SLT-Interior Design Consultants (seating)      |           |        |        | 25,000 |         |      |      |      |        |      | 25,000    |
| SLT-AODA & Seating Replacement                 |           |        |        |        | 450,000 |      |      |      |        |      | 450,000   |
| GPV-Repairs to Exterior Sill & Siding (Noble I | -         |        | 25,000 |        |         |      |      |      |        |      | 25,000    |
| GPV-AODA Accessibility (Noble & Mann Hous      | -         |        | 40,000 |        |         |      |      |      |        |      | 40,000    |
| GPV-AODA Accessibility (Train Station/Post C   | -         |        |        | 50,000 |         |      |      |      |        |      | 50,000    |
| Tree Compensation Policy                       | 30,000    |        |        |        |         |      |      |      |        |      | 30,000    |
| Corporate Sponsorship Strategy                 | 100,000   |        |        |        |         |      |      |      |        |      | 100,000   |
| Waterfront Strategy                            | 125,000   |        |        |        |         |      |      |      |        |      | 125,000   |
| Carry Forward Capital Projects                 | 97,920    |        |        |        |         |      |      |      |        |      | 97,920    |
|  | 1,647,920 | 32,000 | 65,000 | 75,000 | 450,000 | -    | -    | -    | 32,000 | -    | 2,301,920 |
| <b>Growth Related Expenditures</b>             |           |        |        |        |         |      |      |      |        |      |           |
|  | -         | -      | -      | -      | -       | -    | -    | -    | -      | -    | -         |
| <b>Total Annual Capital Expenditures</b>       | 1,647,920 | 32,000 | 65,000 | 75,000 | 450,000 | -    | -    | -    | 32,000 | -    | 2,301,920 |
| <b>Non-Growth Related Funding</b>              |           |        |        |        |         |      |      |      |        |      |           |
| Capital Reserve - Tax Funded                   | 1,647,920 | 32,000 | 65,000 | 75,000 | 450,000 | -    | -    | -    | 32,000 | -    | 2,301,920 |
| Reserve Funds - Federal Gas Tax                |           |        |        |        |         |      |      |      |        |      | -         |
| Debenture - Tax Funded                         |           |        |        |        |         |      |      |      |        |      | -         |
| Grants   |           |        |        |        |         |      |      |      |        |      | -         |
| Other Revenue                                  |           |        |        |        |         |      |      |      |        |      | -         |
|  | 1,647,920 | 32,000 | 65,000 | 75,000 | 450,000 | -    | -    | -    | 32,000 | -    | 2,301,920 |
| <b>Growth Related Funding</b>                  |           |        |        |        |         |      |      |      |        |      |           |
| Development Charges                            |           |        |        |        |         |      |      |      |        |      | -         |
| Capital Reserve - Tax Funded                   |           |        |        |        |         |      |      |      |        |      | -         |
| Reserve Funds - Federal Gas Tax                |           |        |        |        |         |      |      |      |        |      | -         |
| Debenture - DC Funded                          |           |        |        |        |         |      |      |      |        |      | -         |
| Debenture - Tax Funded                         |           |        |        |        |         |      |      |      |        |      | -         |
| Grants   |           |        |        |        |         |      |      |      |        |      | -         |
| Other Revenue                                  |           |        |        |        |         |      |      |      |        |      | -         |
|  | -         | -      | -      | -      | -       | -    | -    | -    | -      | -    | -         |
| <b>Total Annual Capital Funding</b>            | 1,647,920 | 32,000 | 65,000 | 75,000 | 450,000 | -    | -    | -    | 32,000 | -    | 2,301,920 |

Town of Georgina  
**10 Year Capital Plan**  
 Fire & Rescue Services

| Capital Project                              | 2019      | 2020      | 2021      | 2022      | 2023      | 2024    | 2025    | 2026      | 2027       | 2028      | Total      |
|--|-----------|-----------|-----------|-----------|-----------|---------|---------|-----------|------------|-----------|------------|
|  | \$        | \$        | \$        | \$        | \$        | \$      | \$      | \$        | \$         | \$        | \$         |
| <b>Non-Growth Related Expenditures</b>       |           |           |           |           |           |         |         |           |            |           |            |
| Station 1-8 Replacement (P)                  | 2,346,000 |           |           |           |           |         |         |           |            |           | 2,346,000  |
| Station 1-4: Repair & Replacement (K)        |           | 244,000   | 215,000   | 51,000    | 9,000     |         |         |           |            |           | 519,000    |
| Station 1-6: Repair (S)                      |           | 13,000    | 58,000    | -         | 6,000     |         |         |           |            |           | 77,000     |
| Station 1-6: Replacement (S)                 |           |           |           |           |           |         |         |           | 486,000    | 6,074,000 | 6,560,000  |
| Fire Rescue Boat                             | 150,000   |           |           |           |           |         |         |           |            |           | 150,000    |
| Fire Suppression Equipment                   | 96,000    | 65,000    | 48,000    | 25,000    | 43,000    | 94,000  | 77,000  | 29,000    | 105,000    | 31,000    | 613,000    |
| Bunker Gear                                  | 42,000    | 42,000    | 44,000    | 45,000    | 46,000    | 48,000  | 49,000  | 51,000    | 52,000     | 54,000    | 473,000    |
| Auto Extrication Rescue Equipment            |           | 30,000    |           | 40,000    |           |         |         |           |            |           | 70,000     |
| Portable Radios                              |           |           |           |           |           |         |         | 750,000   |            |           | 750,000    |
| Pagers, Tablets and Fire Investigation       | 11,500    | 12,000    | 13,000    | 25,000    |           |         |         |           |            |           | 61,500     |
| Replacement of SCBA                          | 515,000   |           |           |           |           |         |         |           |            |           | 515,000    |
| <b>Vehicle Replacement</b>                   | 650,000   | 1,456,000 | 700,000   | 1,504,000 | 451,000   | 105,000 |         | 975,000   | 65,000     | 65,000    | 5,971,000  |
| <b>Carry Forward Capital Projects</b>        | 1,856,990 |           |           |           |           |         |         |           |            |           | 1,856,990  |
|  | 5,667,490 | 1,862,000 | 1,078,000 | 1,690,000 | 555,000   | 247,000 | 126,000 | 1,805,000 | 708,000    | 6,224,000 | 19,962,490 |
| <b>Growth Related Expenditures</b>           |           |           |           |           |           |         |         |           |            |           |            |
| New Station in S. Keswick (12,500 sq.ft.)    |           |           |           | 467,000   | 5,839,000 |         |         |           |            |           | 6,306,000  |
| Training Facility                            |           |           |           |           | 500,000   |         |         |           |            |           | 500,000    |
| Pumper - New Station                         |           |           |           |           | 765,000   |         |         |           |            |           | 765,000    |
| Furniture & Equipment - New Stn.             |           |           |           |           | 332,000   |         |         |           |            |           | 332,000    |
| Support Vehicle - New Station                |           |           |           |           | 51,000    |         |         |           |            |           | 51,000     |
| Bunker Gear for 20 Additional Firefighters   |           |           |           |           | 90,000    |         |         |           |            |           | 90,000     |
| N. Keswick Stn. & Headquarters (20,000 sqft) |           |           |           |           |           |         |         | 779,000   | 9,733,000  |           | 10,512,000 |
| Fire Master Plan                             |           |           |           |           | 60,000    |         |         |           |            |           | 60,000     |
| Emergency Management Generator               |           |           |           |           |           |         | 50,000  |           |            |           | 50,000     |
|  | -         | -         | -         | 467,000   | 7,637,000 | -       | 50,000  | 779,000   | 9,733,000  | -         | 18,666,000 |
| <b>Total Annual Capital Expenditures</b>     | 5,667,490 | 1,862,000 | 1,078,000 | 2,157,000 | 8,192,000 | 247,000 | 176,000 | 2,584,000 | 10,441,000 | 6,224,000 | 38,628,490 |

Town of Georgina  
**10 Year Capital Plan**  
 Fire & Rescue Services

| Capital Project                     | 2019             | 2020             | 2021             | 2022             | 2023             | 2024           | 2025           | 2026             | 2027              | 2028             | Total             |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|------------------|-------------------|------------------|-------------------|
|                                     | \$               | \$               | \$               | \$               | \$               | \$             | \$             | \$               | \$                | \$               | \$                |
| <b>Non-Growth Related Funding</b>   |                  |                  |                  |                  |                  |                |                |                  |                   |                  |                   |
| Capital Reserve - Tax Funded        | 2,162,880        | 1,862,000        | 1,078,000        | 1,690,000        | 555,000          | 247,000        | 126,000        | 1,805,000        | 222,000           | 150,000          | 9,897,880         |
| Reserve Funds - Federal Gas Tax     |                  |                  |                  |                  |                  |                |                |                  |                   |                  | -                 |
| Debenture - Tax Funded              | 3,504,610        |                  |                  |                  |                  |                |                |                  | 486,000           | 6,074,000        | 10,064,610        |
| Grants                              |                  |                  |                  |                  |                  |                |                |                  |                   |                  | -                 |
| Other Revenue                       |                  |                  |                  |                  |                  |                |                |                  |                   |                  | -                 |
|                                     | 5,667,490        | 1,862,000        | 1,078,000        | 1,690,000        | 555,000          | 247,000        | 126,000        | 1,805,000        | 708,000           | 6,224,000        | 19,962,490        |
| <b>Growth Related Funding</b>       |                  |                  |                  |                  |                  |                |                |                  |                   |                  |                   |
| Development Charges                 |                  |                  |                  |                  | 1,750,000        |                | 50,000         |                  |                   |                  | 1,800,000         |
| Capital Reserve - Tax Funded        |                  |                  |                  |                  | 48,000           |                |                |                  |                   |                  | 48,000            |
| Reserve Funds - Federal Gas Tax     |                  |                  |                  |                  |                  |                |                |                  |                   |                  | -                 |
| Debenture - DC Funded               |                  |                  |                  | 360,000          | 4,496,000        |                |                | 288,000          | 3,601,000         |                  | 8,745,000         |
| Debenture - Tax Funded              |                  |                  |                  | 107,000          | 1,343,000        |                |                | 491,000          | 6,132,000         |                  | 8,073,000         |
| Grants                              |                  |                  |                  |                  |                  |                |                |                  |                   |                  | -                 |
| Other Revenue                       |                  |                  |                  |                  |                  |                |                |                  |                   |                  | -                 |
|                                     | -                | -                | -                | 467,000          | 7,637,000        | -              | 50,000         | 779,000          | 9,733,000         | -                | 18,666,000        |
| <b>Total Annual Capital Funding</b> | <b>5,667,490</b> | <b>1,862,000</b> | <b>1,078,000</b> | <b>2,157,000</b> | <b>8,192,000</b> | <b>247,000</b> | <b>176,000</b> | <b>2,584,000</b> | <b>10,441,000</b> | <b>6,224,000</b> | <b>38,628,490</b> |

**10 Year Capital Plan**

Development Services (Department Administration, Building, Planning, Economic Development, Development Engineering)

| Capital Project                          | 2019    | 2020    | 2021    | 2022    | 2023   | 2024   | 2025   | 2026    | 2027   | 2028   | Total     |
|--|---------|---------|---------|---------|--------|--------|--------|---------|--------|--------|-----------|
|  | \$      | \$      | \$      | \$      | \$     | \$     | \$     | \$      | \$     | \$     | \$        |
| <b>Non-Growth Related Expenditures</b>   |         |         |         |         |        |        |        |         |        |        |           |
| Fleet Purchase - Truck                   |         | 40,000  |         |         |        |        |        |         |        |        | 40,000    |
| Vehicle Replacement                      | 60,000  | 105,000 |         |         |        |        | 40,000 |         | 33,000 | 36,000 | 274,000   |
| Wayfinding & Community Signage           | 40,000  |         |         |         |        |        |        |         |        |        | 40,000    |
| Economic Strategy                        |         |         | 20,000  |         |        |        |        |         |        |        | 20,000    |
| Carry Forward Capital Projects           | 4,380   |         |         |         |        |        |        |         |        |        | 4,380     |
|  | 104,380 | 145,000 | 20,000  | -       | -      | -      | 40,000 | -       | 33,000 | 36,000 | 378,380   |
| <b>Growth Related Expenditures</b>       |         |         |         |         |        |        |        |         |        |        |           |
| Keswick Business Park Secondary Plan     |         |         |         |         |        |        |        |         |        | 60,000 | 60,000    |
| Sutton/Jackson's Point Secondary Plan    |         |         |         |         | 60,000 |        |        |         |        |        | 60,000    |
| Keswick Secondary Plan                   | 200,000 |         |         |         |        |        |        |         |        |        | 200,000   |
| Pefferlaw Secondary Plan                 |         | 50,000  |         |         |        |        |        |         |        |        | 50,000    |
| Official Plan Conformity Review          |         |         | 50,000  |         |        |        |        |         |        |        | 50,000    |
| Planning Applications Fee Review         |         |         |         |         |        | 30,000 |        |         |        |        | 30,000    |
| Miscellaneous Planning Studies           |         |         |         |         |        |        | 30,000 |         | 30,000 |        | 60,000    |
| Sanitary Sewer Model/Master Plan         | 250,000 |         |         |         |        |        |        |         |        |        | 250,000   |
| Transportation and Sidewalk Master Plan  |         | 250,000 |         |         |        |        |        |         |        |        | 250,000   |
| Ten Year OP Update and Review            |         |         |         |         |        |        |        | 100,000 |        |        | 100,000   |
| Building By-law Update                   |         |         |         |         | 30,000 |        |        |         |        |        | 30,000    |
| Zoning By-law Update                     |         |         | 60,000  | 100,000 |        |        |        |         |        |        | 160,000   |
| Queensway Multi-Use Path                 | 35,000  |         |         |         |        |        |        |         |        |        | 35,000    |
|  | 485,000 | 300,000 | 110,000 | 100,000 | 90,000 | 30,000 | 30,000 | 100,000 | 30,000 | 60,000 | 1,335,000 |
| <b>Total Annual Capital Expenditures</b> | 589,380 | 445,000 | 130,000 | 100,000 | 90,000 | 30,000 | 70,000 | 100,000 | 63,000 | 96,000 | 1,713,380 |
| <b>Non-Growth Related Funding</b>        |         |         |         |         |        |        |        |         |        |        |           |
| Capital Reserve - Tax Funded             | 104,380 | 145,000 | 20,000  | -       | -      | -      | 40,000 | -       | 33,000 | 36,000 | 378,380   |
| Reserve Funds - Federal Gas Tax          |         |         |         |         |        |        |        |         |        |        | -         |
| Debenture - Tax Funded                   |         |         |         |         |        |        |        |         |        |        | -         |
| Grants                                   |         |         |         |         |        |        |        |         |        |        | -         |
| Other Revenue                            |         |         |         |         |        |        |        |         |        |        | -         |
|  | 104,380 | 145,000 | 20,000  | -       | -      | -      | 40,000 | -       | 33,000 | 36,000 | 378,380   |
| <b>Growth Related Funding</b>            |         |         |         |         |        |        |        |         |        |        |           |
| Development Charges                      | 180,000 | 295,000 | 99,000  |         | 81,000 | 54,000 | -      | 54,000  | 27,000 | 54,000 | 844,000   |
| Capital Reserve - Tax Funded             | 305,000 | 5,000   | 11,000  | 100,000 | 9,000  | 6,000  | -      | 46,000  | 3,000  | 6,000  | 491,000   |
| Reserve Funds - Federal Gas Tax          |         |         |         |         |        |        |        |         |        |        | -         |
| Debenture - DC Funded                    |         |         |         |         |        |        |        |         |        |        | -         |
| Debenture - Tax Funded                   |         |         |         |         |        |        |        |         |        |        | -         |
| Grants                                   |         |         |         |         |        |        |        |         |        |        | -         |
| Other Revenue                            |         |         |         |         |        |        |        |         |        |        | -         |
|  | 485,000 | 300,000 | 110,000 | 100,000 | 90,000 | 60,000 | -      | 100,000 | 30,000 | 60,000 | 1,335,000 |
| <b>Total Annual Capital Funding</b>      | 589,380 | 445,000 | 130,000 | 100,000 | 90,000 | 60,000 | 40,000 | 100,000 | 63,000 | 96,000 | 1,713,380 |



Town of Georgina  
**10 Year Capital Plan**  
 Human Resources

| Capital Project                          | 2019   | 2020   | 2021   | 2022   | 2023   | 2024   | 2025   | 2026   | 2027   | 2028   | Total   |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
|  | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$      |
| <b>Non-Growth Related Expenditures</b>   |        |        |        |        |        |        |        |        |        |        |         |
| Minor Capital                            |        | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 90,000  |
| Replacement of Defibrillators            | 18,000 |        |        |        |        |        |        |        |        |        | 18,000  |
| New Defibrillators & Cabinets            | 13,000 |        |        |        |        |        |        |        |        |        | 13,000  |
| Carry Forward Capital Projects           | 20,000 |        |        |        |        |        |        |        |        |        | 20,000  |
|  | 51,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 141,000 |
| <b>Growth Related Expenditures</b>       |        |        |        |        |        |        |        |        |        |        |         |
|  |        |        |        |        |        |        |        |        |        |        |         |
| <b>Total Annual Capital Expenditures</b> | 51,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 141,000 |
| <b>Non-Growth Related Funding</b>        |        |        |        |        |        |        |        |        |        |        |         |
| Capital Reserve - Tax Funded             | 51,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 141,000 |
| Reserve Funds - Federal Gas Tax          |        |        |        |        |        |        |        |        |        |        | -       |
| Debenture - Tax Funded                   |        |        |        |        |        |        |        |        |        |        | -       |
| Grants                                   |        |        |        |        |        |        |        |        |        |        | -       |
| Other Revenue                            |        |        |        |        |        |        |        |        |        |        | -       |
|  | 51,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 141,000 |
| <b>Growth Related Funding</b>            |        |        |        |        |        |        |        |        |        |        |         |
| Development Charges                      |        |        |        |        |        |        |        |        |        |        | -       |
| Capital Reserve - Tax Funded             |        |        |        |        |        |        |        |        |        |        | -       |
| Reserve Funds - Federal Gas Tax          |        |        |        |        |        |        |        |        |        |        | -       |
| Debenture - DC Funded                    |        |        |        |        |        |        |        |        |        |        | -       |
| Debenture - Tax Funded                   |        |        |        |        |        |        |        |        |        |        | -       |
| Grants                                   |        |        |        |        |        |        |        |        |        |        | -       |
| Other Revenue                            |        |        |        |        |        |        |        |        |        |        | -       |
|  |        |        |        |        |        |        |        |        |        |        | -       |
| <b>Total Annual Capital Funding</b>      | 51,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 141,000 |

Town of Georgina

**10 Year Capital Plan**

Corporate Services (Department Administration, Finance, Treasury, Purchasing, Information Technology)

| Capital Project                              | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    | 2026    | 2027    | 2028    | Total     |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
|  | \$      | \$      | \$      | \$      | \$      | \$      | \$      | \$      | \$      | \$      | \$        |
| <b>Non-Growth Related Expenditures</b>       |         |         |         |         |         |         |         |         |         |         |           |
| Corporate IT Strategic Plan                  |         |         |         |         | 60,000  |         |         |         |         | 60,000  | 120,000   |
| Security Systems and Other Equipment         | 25,000  | -       | 21,000  |         | -       | -       |         | 31,000  | -       | -       | 77,000    |
| Data Centre Fire Suppression                 | 50,000  |         |         |         |         |         |         |         |         |         | 50,000    |
| Telephone Systems                            |         | 10,000  | -       | 9,000   | -       | 120,000 |         | 31,000  | 10,000  | 10,000  | 190,000   |
| Service Continuity and Disaster Recovery Str | 35,000  |         |         |         |         |         |         |         |         |         | 35,000    |
| ICT Cycling                                  | 431,000 | 455,000 | 445,000 | 368,000 | 436,000 | 321,000 | 415,000 | 375,000 | 322,000 | 322,000 | 3,890,000 |
| Carry Forward Capital                        | 250,000 |         |         |         |         |         |         |         |         |         | 250,000   |
|  | 791,000 | 465,000 | 466,000 | 377,000 | 496,000 | 441,000 | 415,000 | 437,000 | 332,000 | 392,000 | 4,612,000 |
| <b>Growth Related Expenditures</b>           |         |         |         |         |         |         |         |         |         |         |           |
| Comprehensive User Fee Study                 |         | 50,000  |         |         |         |         | 50,000  |         |         |         | 100,000   |
| Development Charges Study                    |         | 100,000 |         |         |         |         | 100,000 |         |         |         | 200,000   |
|  | -       | 150,000 | -       | -       | -       | -       | 150,000 | -       | -       | -       | 300,000   |
| <b>Total Annual Capital Expenditures</b>     | 791,000 | 615,000 | 466,000 | 377,000 | 496,000 | 441,000 | 565,000 | 437,000 | 332,000 | 392,000 | 4,912,000 |
| <b>Non-Growth Related Funding</b>            |         |         |         |         |         |         |         |         |         |         |           |
| Capital Reserve - Tax Funded                 | 791,000 | 465,000 | 466,000 | 377,000 | 496,000 | 441,000 | 415,000 | 437,000 | 332,000 | 392,000 | 4,612,000 |
| Reserve Funds - Federal Gas Tax              |         |         |         |         |         |         |         |         |         |         | -         |
| Debenture - Tax Funded                       |         |         |         |         |         |         |         |         |         |         | -         |
| Grants                                       |         |         |         |         |         |         |         |         |         |         | -         |
| Other Revenue                                |         |         |         |         |         |         |         |         |         |         | -         |
|  | 791,000 | 465,000 | 466,000 | 377,000 | 496,000 | 441,000 | 415,000 | 437,000 | 332,000 | 392,000 | 4,612,000 |
| <b>Growth Related Funding</b>                |         |         |         |         |         |         |         |         |         |         |           |
| Development Charges                          |         | 135,000 |         |         |         |         | 135,000 |         |         |         | 270,000   |
| Capital Reserve - Tax Funded                 |         | 15,000  |         |         |         |         | 15,000  |         |         |         | 30,000    |
| Reserve Funds - Federal Gas Tax              |         |         |         |         |         |         |         |         |         |         | -         |
| Debenture - DC Funded                        |         |         |         |         |         |         |         |         |         |         | -         |
| Debenture - Tax Funded                       |         |         |         |         |         |         |         |         |         |         | -         |
| Grants                                       |         |         |         |         |         |         |         |         |         |         | -         |
| Other Revenue                                |         |         |         |         |         |         |         |         |         |         | -         |
|  | -       | 150,000 | -       | -       | -       | -       | 150,000 | -       | -       | -       | 300,000   |
| <b>Total Annual Capital Funding</b>          | 791,000 | 615,000 | 466,000 | 377,000 | 496,000 | 441,000 | 565,000 | 437,000 | 332,000 | 392,000 | 4,912,000 |

**10 Year Capital Plan**

Deputy CAO (Department Administration, Clerks, Municipal Law Enforcement)

| Capital Project                          | 2019    | 2020   | 2021 | 2022 | 2023 | 2024    | 2025 | 2026    | 2027 | 2028 | Total   |
|--|---------|--------|------|------|------|---------|------|---------|------|------|---------|
|  | \$      | \$     | \$   | \$   | \$   | \$      | \$   | \$      | \$   | \$   | \$      |
| <b>Non-Growth Related Expenditures</b>   |         |        |      |      |      |         |      |         |      |      |         |
| Vehicle & Equipment - Replacement        | 70,000  | 54,000 |      |      |      | 108,000 |      | 108,000 |      |      | 340,000 |
| Other                                    |         |        |      |      |      |         |      |         |      |      | -       |
| Parking Ticketing Management Software    | 38,000  |        |      |      |      |         |      |         |      |      | 38,000  |
| Carry Forward Capital                    | 145,000 |        |      |      |      |         |      |         |      |      | 145,000 |
|  | 253,000 | 54,000 | -    | -    | -    | 108,000 | -    | 108,000 | -    | -    | 523,000 |
| <b>Growth Related Expenditures</b>       |         |        |      |      |      |         |      |         |      |      |         |
|  | -       | -      | -    | -    | -    | -       | -    | -       | -    | -    | -       |
| <b>Total Annual Capital Expenditures</b> | 253,000 | 54,000 | -    | -    | -    | 108,000 | -    | 108,000 | -    | -    | 523,000 |
| <b>Non-Growth Related Funding</b>        |         |        |      |      |      |         |      |         |      |      |         |
| Capital Reserve - Tax Funded             | 253,000 | 54,000 | -    | -    | -    | 108,000 | -    | 108,000 | -    | -    | 523,000 |
| Reserve Funds - Federal Gas Tax          |         |        |      |      |      |         |      |         |      |      | -       |
| Debenture - Tax Funded                   |         |        |      |      |      |         |      |         |      |      | -       |
| Grants                                   |         |        |      |      |      |         |      |         |      |      | -       |
| Other Revenue                            |         |        |      |      |      |         |      |         |      |      | -       |
|  | 253,000 | 54,000 | -    | -    | -    | 108,000 | -    | 108,000 | -    | -    | 523,000 |
| <b>Growth Related Funding</b>            |         |        |      |      |      |         |      |         |      |      |         |
| Development Charges                      |         |        |      |      |      |         |      |         |      |      | -       |
| Capital Reserve - Tax Funded             |         |        |      |      |      |         |      |         |      |      | -       |
| Reserve Funds - Federal Gas Tax          |         |        |      |      |      |         |      |         |      |      | -       |
| Debenture - DC Funded                    |         |        |      |      |      |         |      |         |      |      | -       |
| Debenture - Tax Funded                   |         |        |      |      |      |         |      |         |      |      | -       |
| Grants                                   |         |        |      |      |      |         |      |         |      |      | -       |
| Other Revenue                            |         |        |      |      |      |         |      |         |      |      | -       |
|  | -       | -      | -    | -    | -    | -       | -    | -       | -    | -    | -       |
| <b>Total Annual Capital Funding</b>      | 253,000 | 54,000 | -    | -    | -    | 108,000 | -    | 108,000 | -    | -    | 523,000 |

Town of Georgina  
**10 Year Capital Plan**

Chief Administrative Officer (Office of the CAO, Communications)

| Capital Project                          | 2019   | 2020   | 2021   | 2022   | 2023   | 2024   | 2025   | 2026   | 2027   | 2028   | Total   |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
|  | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$      |
| <b>Non-Growth Related Expenditures</b>   |        |        |        |        |        |        |        |        |        |        |         |
| Minor Capital                            |        | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 90,000  |
| Carry Forward Capital                    | 52,750 |        |        |        |        |        |        |        |        |        | 52,750  |
|  | 52,750 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 142,750 |
| <b>Growth Related Expenditures</b>       |        |        |        |        |        |        |        |        |        |        |         |
|  | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -       |
| <b>Total Annual Capital Expenditures</b> | 52,750 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 142,750 |
| <b>Non-Growth Related Funding</b>        |        |        |        |        |        |        |        |        |        |        |         |
| Capital Reserve - Tax Funded             | 52,750 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 142,750 |
| Reserve Funds - Federal Gas Tax          |        |        |        |        |        |        |        |        |        |        | -       |
| Debenture - Tax Funded                   |        |        |        |        |        |        |        |        |        |        | -       |
| Grants                                   |        |        |        |        |        |        |        |        |        |        | -       |
| Other Revenue                            |        |        |        |        |        |        |        |        |        |        | -       |
|  | 52,750 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 142,750 |
| <b>Growth Related Funding</b>            |        |        |        |        |        |        |        |        |        |        |         |
| Development Charges                      |        |        |        |        |        |        |        |        |        |        | -       |
| Capital Reserve - Tax Funded             |        |        |        |        |        |        |        |        |        |        | -       |
| Reserve Funds - Federal Gas Tax          |        |        |        |        |        |        |        |        |        |        | -       |
| Debenture - DC Funded                    |        |        |        |        |        |        |        |        |        |        | -       |
| Debenture - Tax Funded                   |        |        |        |        |        |        |        |        |        |        | -       |
| Grants                                   |        |        |        |        |        |        |        |        |        |        | -       |
| Other Revenue                            |        |        |        |        |        |        |        |        |        |        | -       |
|  | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -       |
| <b>Total Annual Capital Funding</b>      | 52,750 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 142,750 |



Town of Georgina  
**10 Year Capital Plan**  
Public Library Board

| Capital Project                          | 2019   | 2020   | 2021    | 2022   | 2023   | 2024   | 2025   | 2026   | 2027   | 2028   | Total   |
|--|--------|--------|---------|--------|--------|--------|--------|--------|--------|--------|---------|
|  | \$     | \$     | \$      | \$     | \$     | \$     | \$     | \$     | \$     | \$     | \$      |
| <b>Non-Growth Related Expenditures</b>   |        |        |         |        |        |        |        |        |        |        |         |
| Library Furniture Replacement            | 16,250 | 10,000 | 10,000  | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 106,250 |
| Carry Forward Capital Projects           | 52,350 |        |         |        |        |        |        |        |        |        | 52,350  |
|  | 68,600 | 10,000 | 10,000  | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 158,600 |
| <b>Growth Related Expenditures</b>       |        |        |         |        |        |        |        |        |        |        |         |
| MURC Furniture & Fixtures                |        |        | 250,000 |        |        |        |        |        |        |        | 250,000 |
| Library Master Plan                      |        |        |         | 40,000 |        |        |        |        |        |        | 40,000  |
|  | -      | -      | 250,000 | 40,000 | -      | -      | -      | -      | -      | -      | 290,000 |
| <b>Total Annual Capital Expenditures</b> | 68,600 | 10,000 | 260,000 | 50,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 448,600 |
| <b>Non-Growth Related Funding</b>        |        |        |         |        |        |        |        |        |        |        |         |
| Capital Reserve - Tax Funded             | 68,600 | 10,000 | 10,000  | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 158,600 |
| Reserve Funds - Federal Gas Tax          |        |        |         |        |        |        |        |        |        |        | -       |
| Debenture - Tax Funded                   |        |        |         |        |        |        |        |        |        |        | -       |
| Grants                                   |        |        |         |        |        |        |        |        |        |        | -       |
| Other Revenue                            |        |        |         |        |        |        |        |        |        |        | -       |
|  | 68,600 | 10,000 | 10,000  | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 158,600 |
| <b>Growth Related Funding</b>            |        |        |         |        |        |        |        |        |        |        |         |
| Development Charges                      |        |        |         | 36,000 |        |        |        |        |        |        | 36,000  |
| Capital Reserve - Tax Funded             |        |        | 250,000 | 4,000  |        |        |        |        |        |        | 254,000 |
| Reserve Funds - Federal Gas Tax          |        |        |         |        |        |        |        |        |        |        | -       |
| Debenture - DC Funded                    |        |        |         |        |        |        |        |        |        |        | -       |
| Debenture - Tax Funded                   |        |        |         |        |        |        |        |        |        |        | -       |
| Grants                                   |        |        |         |        |        |        |        |        |        |        | -       |
| Other Revenue                            |        |        |         |        |        |        |        |        |        |        | -       |
|  | -      | -      | 250,000 | 40,000 | -      | -      | -      | -      | -      | -      | 290,000 |
| <b>Total Annual Capital Funding</b>      | 68,600 | 10,000 | 260,000 | 50,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 448,600 |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

| <b>Consolidated Discretionary Reserves</b>                   |             | <b>\$</b> | <b>\$</b>         |
|--|-------------|-----------|-------------------|
| January 1, 2019 Projected Opening Balance                    |             |           | 40,493,150        |
| Contributions:   |             |           | 8,400,190         |
| Draws:   |             |           |                   |
| Carry Forward Capital Projects                               | (4,537,180) |           |                   |
| Current Capital Projects                                     | (7,044,190) |           |                   |
| Current Operating Draws                                      | (1,772,120) |           |                   |
| Total Draws:   |             |           | (13,353,490)      |
| <b>Projected December 31, 2019 Closing Balance</b>           |             |           | <b>35,539,850</b> |
| Less Internal Borrowing Balances @ December 31, 2019         |             |           |                   |
| (2019 Repayment was \$664,340)                               |             |           |                   |
| 2013 Land Purchase - 481 Lake Drive                          | -           |           |                   |
| 2014 The Link-Sutton Community Hall                          | (2,193,010) |           | (2,193,010)       |
| <b>Projected December 31, 2019 After Internal Borrowings</b> |             |           | <b>33,346,840</b> |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**Individual Discretionary Reserves**

**1 Corporate Capital/ New Infrastructure Reserve**

|   |  |           |
|---|--|-----------|
| January 1, 2019 Projected Opening Balance |  | 5,824,980 |
|---|--|-----------|

Contributions:

|                                  |         |           |
|----------------------------------|---------|-----------|
| Entrance Features                | 50,000  |           |
| Pefferlaw Recreation Capital     | 250,000 |           |
| Corporate Information Technology | 200,000 |           |
| Accessibility Projects           | 65,000  |           |
| General Contribution             | 485,530 |           |
| Total Contributions:             |         | 1,050,530 |

Draws:

|   |             |
|---|-------------|
| Head, Special Capital Initiatives           | (175,000)   |
| 17-PRK-9: Streetscape Design Standards      | (99,380)    |
| 17-REC-1: MURC Design                       | (1,921,600) |
| 18-CUL-1: GPV Schoolhouse Design            | (3,890)     |
| 18-CUL-2: SLT- Safety and Security Imp      | (3,350)     |
| 18-REC-1: Waterfront Safety Signage         | (10,680)    |
| 18-REC-3: Keswick Cenotaph Relocation       | (80,000)    |
| 18-ENG-1: New Truck                         | (4,380)     |
| 18-ITS-2: CRM Solution for Customer Service | (100,000)   |
| 18-MLE-3: Mobile Parking Ticketing System   | (36,000)    |
| 17-HR-1: HRIS Implementation                | (20,000)    |
| 18-LIB-1: Sutton Branch Service Desk        | (40,000)    |
| 18-LIB-2: Marketing and Branding Consultant | (12,350)    |
| Animal Control Contract - Capital           | (80,000)    |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

|   |           |                  |
|---|-----------|------------------|
| 19-PWK-2: Standby Power Generators Design & Tender                      | (50,000)  |                  |
| 19-PWK-3: Roads Equipment   | (180,000) |                  |
| 19-PWK-5: Stormwater System Inventory                                   | (135,000) |                  |
| 19-PWK-6: Mobile Work Devices with Application Software                 | (26,000)  |                  |
| 19-PWK-7: GPS Survey Equipment  | (72,000)  |                  |
| 19-PWK-8: Roads Technologist Vehicle                                    | (40,000)  |                  |
| 19-PWK-9: Fuel Management System Evaluation                             | (10,000)  |                  |
| 19-PWK-12: Mechanics Service Vehicle                                    | (47,000)  |                  |
| 19-PWK-14: Bicycle & Pedestrian Active Transportation Master Plan (50%) | (42,500)  |                  |
| 19-PRK-4: Holmes Point Washrooms  | (200,000) |                  |
| 19-REC-4: Link Leasehold Improvements Seniors Club                      | (50,000)  |                  |
| 19-REC-6: Case People Counters  | (10,000)  |                  |
| 19-REC-7: Soofa Benches   | (40,000)  |                  |
| 19-FIR-3: Fire Rescue Boat  | (150,000) |                  |
| 19-FIR-5: Bunker Gear   | (42,000)  |                  |
| 19-FIR-7: Pagers  | (11,500)  |                  |
| 19-ECD-1: Wayfinding and Community Signage                              | (40,000)  |                  |
| 19-ITS-1: Data Centre Fire Suppression Retrofit                         | (50,000)  |                  |
| 19-MLE-2: Parking Ticketing Management Software                         | (38,000)  |                  |
| 19-HR-1: Replacement of Defibrillators                                  | (18,000)  |                  |
| 19-HR-2: New Defibrillators and Cabinets                                | (13,000)  |                  |
| Total Draws:  |           | (3,851,630)      |
| <b>Projected December 31, 2019 Closing Balance</b>                      |           | <b>3,023,880</b> |



**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**2 Facilities - Repair & Replacement**

January 1, 2019 Projected Opening Balance 9,554,250

Contributions:

|                                    |         |           |
|------------------------------------|---------|-----------|
| General Contribution - Non Program | 100,000 |           |
| Leisure Facilities                 | 118,100 |           |
| Parks Facilities                   | 75,000  |           |
| Civic Centre                       | 137,500 |           |
| Leisure Pool                       | 60,000  |           |
| Arenas                             | 139,300 |           |
| Stephen Leacock Theatre            | 27,000  |           |
| The ROC                            | 144,730 |           |
| The LINK                           | 6,120   |           |
| Mechanic Shop                      | 6,000   |           |
| Animal Shelter                     | 52,690  |           |
| Historical Village                 | 20,000  |           |
| Roads Facilities                   | 80,000  |           |
| Fire Halls                         | 100,000 |           |
| Library Facilities                 | 171,500 |           |
| Green Initiatives                  | 60,000  |           |
| Alternate Energy Initiatives       | 5,000   |           |
| Total Contributions:               |         | 1,302,940 |

Draws:

|                                   |          |
|-----------------------------------|----------|
| 17-HAL-11: Backflow Preventers    | (98,400) |
| 17-FIR-8: Fire Station            | (27,820) |
| 18-HAL-3 Fixed Ladder Replacement | (30,000) |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

|  |           |                  |
|--|-----------|------------------|
| 18-HAL-7: Belhaven Hall Parking Imp.               | (94,800)  |                  |
| 18-HAL-8: Udora Hall Parking Imp.                  | (111,500) |                  |
| 18-ICE-1: Ice Palace Roof Replacements             | (205,090) |                  |
| 18-FIR-9: Station 1-6 Repairs                      | (20,560)  |                  |
| 18-MLE-2: Animal Shelter Lobby Renovations         | (29,000)  |                  |
| 19-PWK-1: Belhaven Dome Roof Repair                | (25,000)  |                  |
| 19-FAC-5: Udora Hall Parking Lot - Increased Scope | (325,000) |                  |
| 19-REC-2: GPV Schoolhouse                          | (200,000) |                  |
| 19-FAC-1: Family Life Centre Oil Tank              | (12,200)  |                  |
| 19-FAC-1: GLP Exhaust Fans                         | (10,200)  |                  |
| 19-FAC-1: Sutton Arena Asphalt                     | (280,000) |                  |
| Total Draws:                                       |           | (1,469,570)      |
| <b>Projected December 31, 2019 Closing Balance</b> |           | <b>9,387,620</b> |

**3 Fleet & Equipment - Repair & Replacement**

|   |         |           |
|---|---------|-----------|
| January 1, 2019 Projected Opening Balance |         | 6,972,370 |
| Contributions:                            |         |           |
| General Contribution - Non Program        | 50,000  |           |
| Recreation Fleet                          | 3,900   |           |
| Arenas Equipment                          | 67,900  |           |
| Parks Fleet                               | 184,200 |           |
| Roads Fleet                               | 474,200 |           |
| Recycling Equipment                       | 5,000   |           |
| Municipal Law Enforcement Fleet           | 34,400  |           |
| Building Maintenance Fleet                | 26,600  |           |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

|  |           |                  |
|--|-----------|------------------|
| Engineering Fleet                                  | 6,200     |                  |
| Fire Equipment                                     | 488,900   |                  |
| Wireless Broadband Infrastructure                  | 20,000    |                  |
| Information Technology - Hardware/Software         | 188,400   |                  |
| Information Technology Networks                    | 183,100   |                  |
| Total Contributions:                               |           | 1,732,800        |
| Draws:   |           |                  |
| 18-PWK-1: Roads Pickup Trucks                      | (9,040)   |                  |
| 18-PRK-1: Parks Vehicles                           | (59,330)  |                  |
| 18-FIR-1: Replacement of Aerial Apparatus          | (650,000) |                  |
| 19-PRK-1: Fleet Replacement                        | (586,000) |                  |
| 19-PRK-2: Equipment Replacement                    | (170,200) |                  |
| 19-FIR-1: Replacement of Aerial Apparatus          | (650,000) |                  |
| 19-FIR-4: Replacement of SCBA                      | (515,000) |                  |
| 19-FIR-6: Replacement of Suppression Equipment     | (96,000)  |                  |
| 19-BLD-1: Fleet Replacement                        | (60,000)  |                  |
| 19-ITS-4: ICT Cycling                              | (431,000) |                  |
| 19-MLE-1: Fleet Replacement                        | (70,000)  |                  |
| Total Draws:                                       |           | (3,296,570)      |
| <b>Projected December 31, 2019 Closing Balance</b> |           | <b>5,408,600</b> |

**4 Roads - Repair & Replacement**

January 1, 2019 Projected Opening Balance 935,700

Contributions:

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

|  |                  |                         |
|--|------------------|-------------------------|
| Roads  | <u>1,600,000</u> |                         |
| Total Contributions:                               |                  | 1,600,000               |
| Draws:   |                  |                         |
| 18-PWK-4: Now Needs                                | (109,070)        |                         |
| 19-PWK-13: Maintenance Plan                        | <u>(717,340)</u> |                         |
| Total Draws:                                       |                  | <u>(826,410)</u>        |
| <b>Projected December 31, 2019 Closing Balance</b> |                  | <b><u>1,709,290</u></b> |

**5 Parks - Repair & Replacement**

|  |               |                       |
|--|---------------|-----------------------|
| January 1, 2019 Projected Opening Balance          |               | 589,580               |
| Contributions:                                     |               |                       |
| Parks  | 100,000       |                       |
| Playground Equipment                               | <u>60,000</u> |                       |
| Total Contributions:                               |               | 160,000               |
| Draws:   |               |                       |
| Total Draws:                                       |               | <u>-</u>              |
| <b>Projected December 31, 2019 Closing Balance</b> |               | <b><u>749,580</u></b> |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**6 Water - Fleet & Equipment - Repair & Replacement**

|  |          |                |
|--|----------|----------------|
| January 1, 2019 Projected Opening Balance          |          | 549,010        |
| Contributions:                                     |          |                |
| Water Fleet  | 31,450   |                |
| Total Contributions:                               |          | 31,450         |
| Draws:   |          |                |
| 18-WAT-2: Fleet/Equip Replacement                  | (55,000) |                |
| Total Draws:                                       |          | (55,000)       |
| <b>Projected December 31, 2019 Closing Balance</b> |          | <b>525,460</b> |

**7 Wastewater - Fleet & Equipment - Repair & Replacement**

|  |          |                |
|--|----------|----------------|
| January 1, 2019 Projected Opening Balance          |          | 150,960        |
| Contributions:                                     |          |                |
| Wastewater Fleet                                   | 31,450   |                |
| Total Contributions:                               |          | 31,450         |
| Draws:   |          |                |
| 18-SEW-3: Fleet/Equip Replacement                  | (55,000) |                |
| Total Draws:                                       |          | (55,000)       |
| <b>Projected December 31, 2019 Closing Balance</b> |          | <b>127,410</b> |



**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**8 Water - Infrastructure - Repair & Replacement**

|  |           |                  |
|--|-----------|------------------|
| January 1, 2019 Projected Opening Balance          |           | 2,776,540        |
| Contributions:                                     |           |                  |
| Water Infrastructure                               | 348,740   |                  |
| Total Contributions:                               |           | 348,740          |
| Draws:   |           |                  |
| 18-WAT-3: SCADA Enhancements                       | (29,500)  |                  |
| 18-WAT-5: Church Street Water Service              | (140,960) |                  |
| 18-WAT-6: Engineering for Watermain Project        | (15,230)  |                  |
| 19-WAT-1: Water Meter Change Out                   | (100,000) |                  |
| Total Draws:                                       |           | (285,690)        |
| <b>Projected December 31, 2019 Closing Balance</b> |           | <b>2,839,590</b> |

**9 Wastewater - Infrastructure - Repair & Replacement**

|   |          |           |
|---|----------|-----------|
| January 1, 2019 Projected Opening Balance |          | 2,115,770 |
| Contributions:                            |          |           |
| Wastewater Infrastructure                 | 96,490   |           |
| Total Contributions:                      |          | 96,490    |
| Draws:                                    |          |           |
| 18-SEW-4: SCADA Enhancements              | (52,500) |           |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

|  |           |                  |
|--|-----------|------------------|
| 19-SEW-1: Wastewater Pumping Station Improvements  | (260,000) |                  |
| Total Draws:                                       |           | (312,500)        |
| <b>Projected December 31, 2019 Closing Balance</b> |           | <b>1,899,760</b> |

**10 Tax Rate Stabilization Reserve**

|   |             |           |
|---|-------------|-----------|
| January 1, 2019 Projected Opening Balance |             | 2,568,450 |
| Contributions:                            |             |           |
| General                                   | 983,000     |           |
| MURC Staffing Plan                        | 183,070     |           |
| South Keswick Fire Hall Staffing          | 150,000     |           |
| Planning Consultants                      | 20,000      |           |
| Total Contributions:                      |             | 1,336,070 |
| Draws:                                    |             |           |
| ECD Grant Incentive Program               | (100,000)   |           |
| Character Community Grant                 | (5,000)     |           |
| Mechanics Overages                        | (100)       |           |
| Winter Maintenance Overages               | (100)       |           |
| GTTI Grant                                | (50,000)    |           |
| NI-COM-1: Media Training                  | (4,000)     |           |
| Other Contingencies                       | (1,437,920) |           |
| 15-ITS-5: ERP Software                    | (150,000)   |           |
| Short Term Rental Project                 | (52,750)    |           |
| 19-PRK-8: Black River Fencing             | (20,000)    |           |
| 19-REC-8: Waterfront Strategy             | (125,000)   |           |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

|   |          |                         |
|---|----------|-------------------------|
| 19-REC-9: Tree Preservation Policy                        | (30,000) |                         |
| 19-PLN-1: Keswick Secondary Plan                          | (20,000) |                         |
| 19-ITS-2: IT Security Assessment                          | (25,000) |                         |
| 19-ITS-3: Service Continuity & Disaster Recovery Strategy | (35,000) |                         |
| Total Draws:  |          | <u>(2,054,870)</u>      |
| <b>Projected December 31, 2019 Closing Balance</b>        |          | <b><u>1,849,650</u></b> |

**11 Water Rate Stabilization Reserve**

|  |          |                      |
|--|----------|----------------------|
| January 1, 2019 Projected Opening Balance          |          | 37,700               |
| Contributions:                                     |          |                      |
| Total Contributions:                               |          | <u>-</u>             |
| Draws:   |          |                      |
| 18-WAT-1: BCA Improvements                         | (10,000) |                      |
| Total Draws:                                       |          | <u>(10,000)</u>      |
| <b>Projected December 31, 2019 Closing Balance</b> |          | <b><u>27,700</u></b> |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**12 Wastewater Rate Stabilization Reserve**

|  |                 |                      |
|--|-----------------|----------------------|
| January 1, 2019 Projected Opening Balance          |                 | 48,890               |
| Contributions:                                     |                 |                      |
| Total Contributions:                               | <hr/>           | -                    |
| Draws:   |                 |                      |
| 18-SEW-2: BCA Improvements                         | <hr/> (120,000) |                      |
| Total Draws:                                       |                 | <hr/> (120,000)      |
| <b>Projected December 31, 2019 Closing Balance</b> |                 | <b><hr/>(71,110)</b> |

**13 Working Capital Reserve**

|  |       |                       |
|--|-------|-----------------------|
| January 1, 2019 Projected Opening Balance          |       | 2,189,640             |
| Contributions:                                     |       |                       |
| Total Contributions:                               | <hr/> | -                     |
| Draws:   |       |                       |
| Total Draws:                                       | <hr/> | -                     |
| <b>Projected December 31, 2019 Closing Balance</b> |       | <b><hr/>2,189,640</b> |

## Town of Georgina Summary of Estimated Discretionary Reserves

## 14 Willow Beach Extra Servicing

|  |  |                |
|--|--|----------------|
| January 1, 2019 Projected Opening Balance          |  | 172,190        |
| Contributions:                                     |  |                |
| Total Contributions:                               |  | -              |
| Draws:   |  |                |
| Total Draws:                                       |  | -              |
| <b>Projected December 31, 2019 Closing Balance</b> |  | <b>172,190</b> |

### 15 Willow Beach Debentures -Water

|  |         |                  |
|--|---------|------------------|
| January 1, 2019 Projected Opening Balance          |         | 2,189,610        |
| Contributions:                                     |         |                  |
| WB Debenture                                       | 144,770 |                  |
| Total Contributions:                               |         | 144,770          |
| Draws:   |         |                  |
| Total Draws:                                       |         | -                |
| <b>Projected December 31, 2019 Closing Balance</b> |         | <b>2,334,380</b> |



**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**16 Willow Beach Debentures - Wastewater**

|  |         |                  |
|--|---------|------------------|
| January 1, 2019 Projected Opening Balance          |         | 2,255,890        |
| Contributions:                                     |         |                  |
| WB Debenture                                       | 217,150 |                  |
| Total Contributions:                               |         | 217,150          |
| Draws:   |         |                  |
| Total Draws:                                       |         | -                |
| <b>Projected December 31, 2019 Closing Balance</b> |         | <b>2,473,040</b> |

**17 Election Reserve**

|  |        |               |
|--|--------|---------------|
| January 1, 2019 Projected Opening Balance          |        | -             |
| Contributions:                                     |        |               |
| Reserve for Election                               | 75,000 |               |
| Total Contributions:                               |        | 75,000        |
| Draws:   |        |               |
| Election   |        |               |
| Total Draws:                                       |        | -             |
| <b>Projected December 31, 2019 Closing Balance</b> |        | <b>75,000</b> |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**18 Animal Shelter Donations**

|  |               |
|--|---------------|
| January 1, 2019 Projected Opening Balance          | 16,870        |
| Contributions:                                     |               |
| Total Contributions:                               | -             |
| Draws:   |               |
| Total Draws:                                       | -             |
| <b>Projected December 31, 2019 Closing Balance</b> | <b>16,870</b> |

**19 Landfill Site**

|  |                |
|--|----------------|
| January 1, 2019 Projected Opening Balance          | 100,000        |
| Contributions:                                     |                |
| Total Contributions:                               | -              |
| Draws:   |                |
| Total Draws:                                       | -              |
| <b>Projected December 31, 2019 Closing Balance</b> | <b>100,000</b> |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**20 Provincial Grant**

|  |                   |                   |
|--|-------------------|-------------------|
| January 1, 2019 Projected Opening Balance          |                   | 1,066,360         |
| Contributions:                                     |                   |                   |
| Total Contributions:                               | <hr/>             | -                 |
| Draws:   |                   |                   |
| 19-PWK-15: Roads Now Needs Program                 | <hr/> (1,000,000) |                   |
| Total Draws:                                       |                   | <hr/> (1,000,000) |
| <b>Projected December 31, 2019 Closing Balance</b> |                   | <b>66,360</b>     |

**21 Keswick Cemetery**

|  |             |                |
|--|-------------|----------------|
| January 1, 2019 Projected Opening Balance          |             | 103,700        |
| Contributions:                                     |             |                |
| Keswick Cemetery                                   | <hr/> 6,800 |                |
| Total Contributions:                               |             | 6,800          |
| Draws:   |             |                |
| Total Draws:                                       | <hr/>       | <hr/> -        |
| <b>Projected December 31, 2019 Closing Balance</b> |             | <b>110,500</b> |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**22 Land Acquisition**

|  |         |                |
|--|---------|----------------|
| January 1, 2019 Projected Opening Balance          |         | -              |
| Contributions:                                     |         |                |
| Land Acquisition                                   | 250,000 |                |
| Total Contributions:                               |         | 250,000        |
| Draws:   |         |                |
| Total Draws:                                       |         | -              |
| <b>Projected December 31, 2019 Closing Balance</b> |         | <b>250,000</b> |

**23 Library Capital Reserve**

|  |          |                |
|--|----------|----------------|
| January 1, 2019 Projected Opening Balance          |          | 265,500        |
| Contributions:                                     |          |                |
| Total Contributions:                               |          | -              |
| Draws:   |          |                |
| 19-LIB-1: Furniture and Equipment                  | (16,250) |                |
| Total Draws:                                       |          | (16,250)       |
| <b>Projected December 31, 2019 Closing Balance</b> |          | <b>249,250</b> |

**Town of Georgina**  
**Summary of Estimated Discretionary Reserves**

**24 Library Staffing Reserve**

|  |        |               |
|--|--------|---------------|
| January 1, 2019 Projected Opening Balance          |        | 9,190         |
| Contributions:                                     |        |               |
| Staffing Contingency                               | 16,000 |               |
| Total Contributions:                               |        | 16,000        |
| Draws:   |        |               |
| Total Draws:                                       |        | -             |
| <b>Projected December 31, 2019 Closing Balance</b> |        | <b>25,190</b> |



**Town of Georgina**  
**Summary of Estimated Obligatory Reserve Funds**

| <b>Federal Gas Tax</b>                                | <b>\$</b>   | <b>\$</b>        |
|---|-------------|------------------|
| January 1, 2019 Projected Opening Balance             |             | 3,967,340        |
| Contributions:  |             |                  |
| Federal Gas Tax                                       | 1,377,810   |                  |
| Total Contributions                                   |             | 1,377,810        |
| Draws:  |             |                  |
| 16-PWK-6: Queensway Culvert                           | (470,780)   |                  |
| 17-PWK-6: Bridge & Culvert Rehabilitation             | (186,350)   |                  |
| 18-PWK-4: Roads: Now Needs                            | (799,800)   |                  |
| 18-PWK-8: Dalton Road Sidewalk                        | (85,000)    |                  |
| 19-FAC-4: Belhaven Hall Parking Lot - Increased Scope | (200,000)   |                  |
| 19-PRK-6: Maskinonge Pedestrian Bridge                | (250,000)   |                  |
| 19-PRK-7: ROC Pond Fountain                           | (20,000)    |                  |
| 19-PWK-4: Major Culvert Replacement                   | (100,000)   |                  |
| 19-PWK-10: Bridge & Culverts Rehab                    | (400,000)   |                  |
| 19-PWK-11: Hedge Road Bank Stabilization              | (1,650,000) |                  |
| Total Draws:  |             | (4,161,930)      |
| <b>Projected December 31, 2019 Closing Balance</b>    |             | <b>1,183,220</b> |

**Town of Georgina**  
**Summary of Estimated Obligatory Reserve Funds**

**Development Charges**

|  |           |                         |
|--|-----------|-------------------------|
| January 1, 2019 Projected Opening Balance                    |           | 6,945,440               |
| Draws:   |           |                         |
| DC Funded Studies  | (10,000)  |                         |
| Library Collection   | (13,000)  |                         |
| Wyndham Park Slide   | (8,500)   |                         |
| 19-PWK-14: Bicycle & Pedestrian Active Transportation        | (42,500)  |                         |
| Master Plan (50%)  |           |                         |
| 19-ENG-1: Sanitary Model                                     | (250,000) |                         |
| 19-ENG-2: Queensway Multi-Use Path                           | (35,000)  |                         |
| 19-PLN-1: Keswick Secondary Plan Review                      | (180,000) |                         |
| Total Draws:   |           | <u>(539,000)</u>        |
| <b>Projected December 31, 2019 Closing Balance</b>           |           | <b><u>6,406,440</u></b> |
| Less Internal Borrowing Balances @ December 31, 2019         |           |                         |
| (2019 Repayment was \$52,840)                                |           |                         |
| 2014 The Link-Sutton Community Hall                          | (158,540) | <b><u>(158,540)</u></b> |
| <b>Projected December 31, 2019 After Internal Borrowings</b> |           | <b><u>6,247,900</u></b> |

**Town of Georgina**  
**Summary of Estimated Obligatory Reserve Funds**

**Cash in Lieu of Parkland**

|  |           |                  |
|--|-----------|------------------|
| January 1, 2019 Projected Opening Balance          |           | 1,688,410        |
| Draws:   |           |                  |
| 18-ROC-1: Relocation of Ball Diamond Fencing       | (54,100)  |                  |
| 18-ROC-2: Sports Lighting at ROC Field 4           | (192,050) |                  |
| 19-PRK-6: Maskinonge Pedestrian Bridge             | (250,000) |                  |
| Total Draws:                                       |           | (496,150)        |
| <b>Projected December 31, 2019 Closing Balance</b> |           | <b>1,192,260</b> |

**Subdivider Contributions**

|  |  |                |
|--|--|----------------|
| January 1, 2019 Projected Opening Balance          |  | 112,330        |
| Draws:   |  |                |
| Total Draws:                                       |  | -              |
| <b>Projected December 31, 2019 Closing Balance</b> |  | <b>112,330</b> |

**\* Contributions received for DC's and Cash in Lieu of Parkland will be shown in the yearend financials. There have been no Subdivider Contributions since the first DC by-law.**

## DEPARTMENT: NON-PROGRAM

## GEORGINA - 2019 BUDGET

|  | 2018<br>ACTUALS TO<br>DATE | 2018<br>APPROVED<br>BUDGET | 2019<br>BASE<br>BUDGET | 2019<br>GROWTH<br>RELATED | 2019<br>SERVICE<br>LEVEL | 2019<br>LEGISLATIVE<br>CONTRACTUAL | 2019<br>INFLATION<br>RELATED | 2019<br>OTHER<br>ITEMS | 2019<br>FINAL<br>BUDGET | %<br>BUD/BUD<br>VARIANCE | \$<br>BUD/BUD<br>VARIANCE |
|--|----------------------------|----------------------------|------------------------|---------------------------|--------------------------|------------------------------------|------------------------------|------------------------|-------------------------|--------------------------|---------------------------|
| <b>DIVISION TOTALS</b>                   |                            |                            |                        |                           |                          |                                    |                              |                        |                         |                          |                           |
| Revenue                                  | (44,865,371)               | (44,037,420)               | (44,037,420)           | (737,210)                 | (5,000)                  | -                                  | -                            | 758,490                | (44,021,140)            | (0.0%)                   | 16,280                    |
| Expenses                                 | 7,778,180                  | 7,313,180                  | 7,313,180              | 13,000                    | 38,780                   | 58,900                             | 294,220                      | (383,090)              | 7,334,990               | 0.3%                     | 21,810                    |
| <b>TOTAL BY<br/>DIVISION</b>             | <b>(37,087,191)</b>        | <b>(36,724,240)</b>        | <b>(36,724,240)</b>    | <b>(724,210)</b>          | <b>33,780</b>            | <b>58,900</b>                      | <b>294,220</b>               | <b>375,400</b>         | <b>(36,686,150)</b>     | <b>(0.1%)</b>            | <b>38,090</b>             |
| Miscellaneous Income                     | (2,609,075)                | (2,142,000)                | (2,142,000)            | -                         | -                        | -                                  | -                            | (253,000)              | (2,395,000)             | 11.8%                    | (253,000)                 |
| General Tax Levy                         | (40,508,887)               | (40,506,120)               | (40,506,120)           | (737,210)                 | -                        | -                                  | -                            | -                      | (41,243,330)            | 1.8%                     | (737,210)                 |
| Corporate Reserve                        | 4,519,510                  | 4,054,510                  | 4,054,510              | -                         | -                        | -                                  | 289,000                      | 552,430                | 4,895,940               | 20.8%                    | 841,430                   |
| Grants                                   | (74,699)                   | (74,700)                   | (74,700)               | -                         | -                        | -                                  | -                            | -                      | (74,700)                | 0.0%                     | -                         |
| Town Library Grant                       | 1,944,070                  | 2,302,180                  | 2,302,180              | 13,000                    | 33,780                   | 58,900                             | 5,220                        | (24,030)               | 2,389,050               | 3.8%                     | 86,870                    |
| Administrative Allocations               | (358,110)                  | (358,110)                  | (358,110)              | -                         | -                        | -                                  | -                            | 100,000                | (258,110)               | (27.9%)                  | 100,000                   |
| <b>TOTAL BY PROGRAM/ COST<br/>CENTRE</b> | <b>(37,087,191)</b>        | <b>(36,724,240)</b>        | <b>(36,724,240)</b>    | <b>(724,210)</b>          | <b>33,780</b>            | <b>58,900</b>                      | <b>294,220</b>               | <b>375,400</b>         | <b>(36,686,150)</b>     | <b>(0.1%)</b>            | <b>38,090</b>             |