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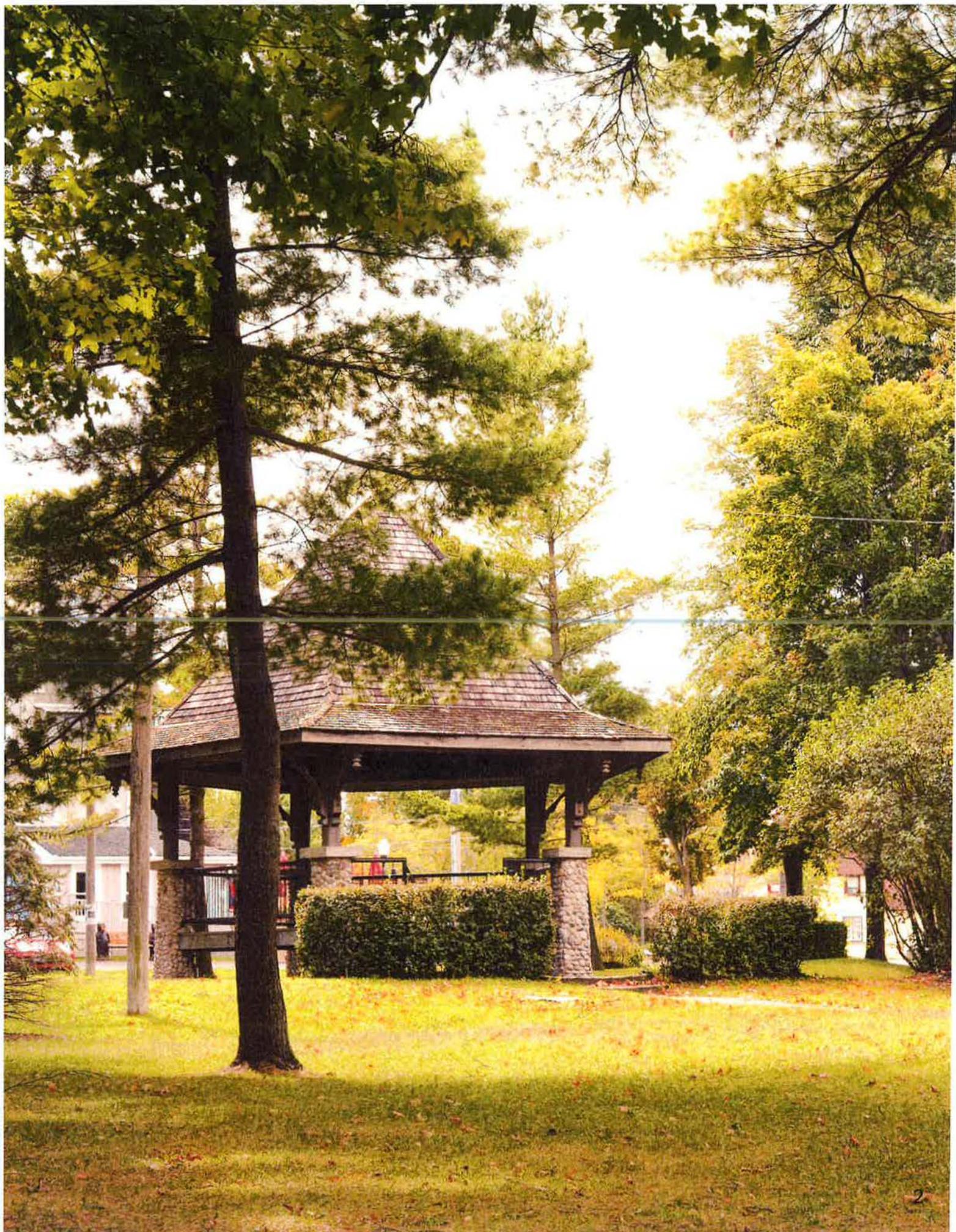
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The Town of Georgina's 2019 Budget is a reflection of our commitment to enhance the quality of life for all residents. We are investing for today and for tomorrow, so we can continue to deliver the programs and services that meet the needs of our growing 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

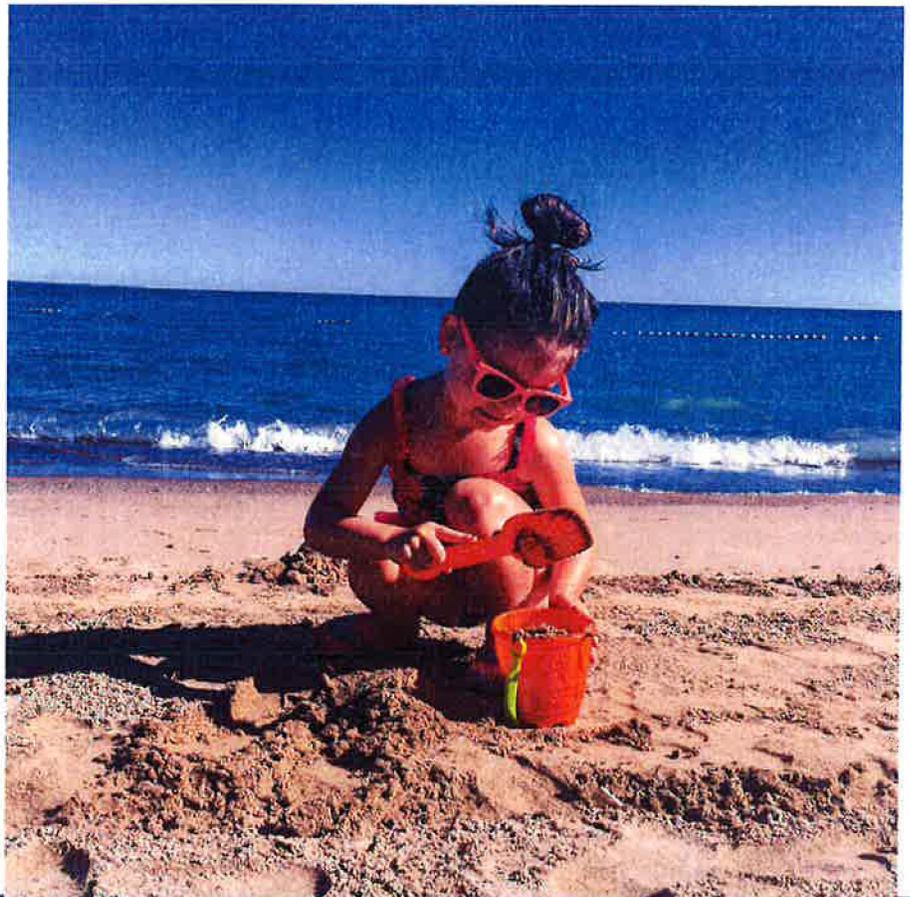
Georgina. Dedicated to providing exceptional municipal services.



## 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

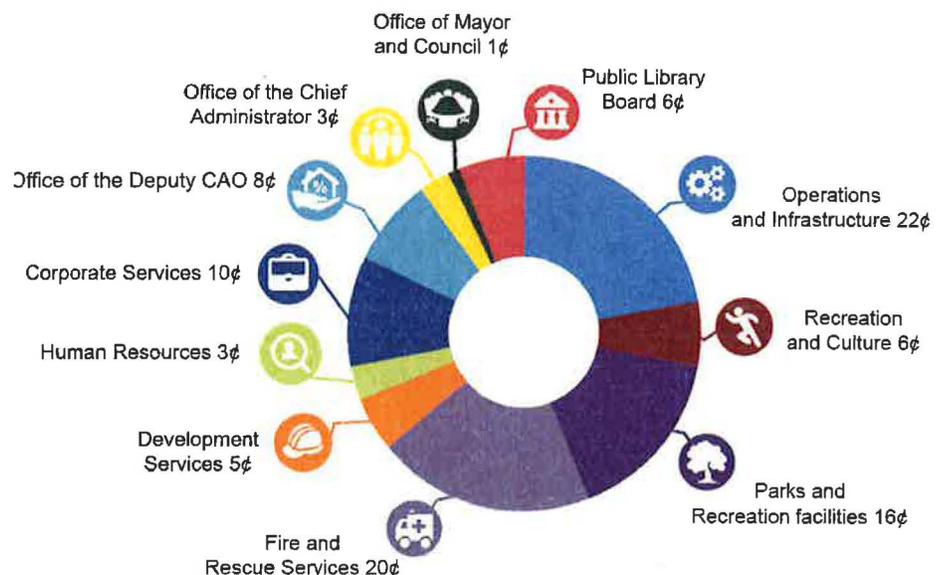
equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

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

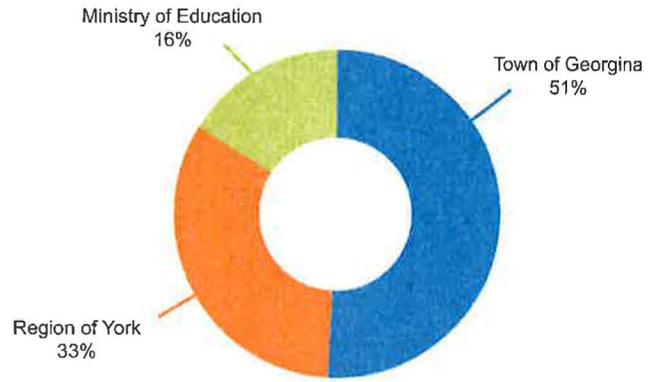
The Town of Georgina is responsible for the local distribution of water and collection of wastewater. York Region is responsible for the supply of water, and the treatment and disposal of wastewater. Georgina's water and wastewater budget includes its own costs, as well as those water and wastewater 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



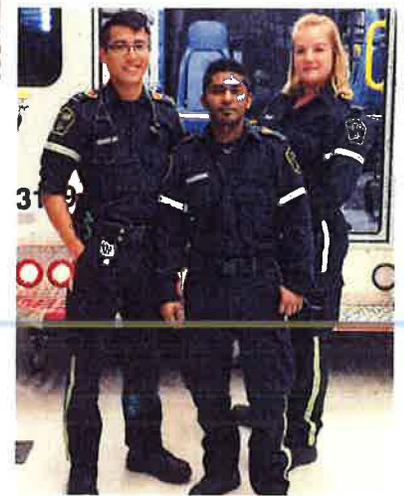
## **The Town of Georgina provides services including:**

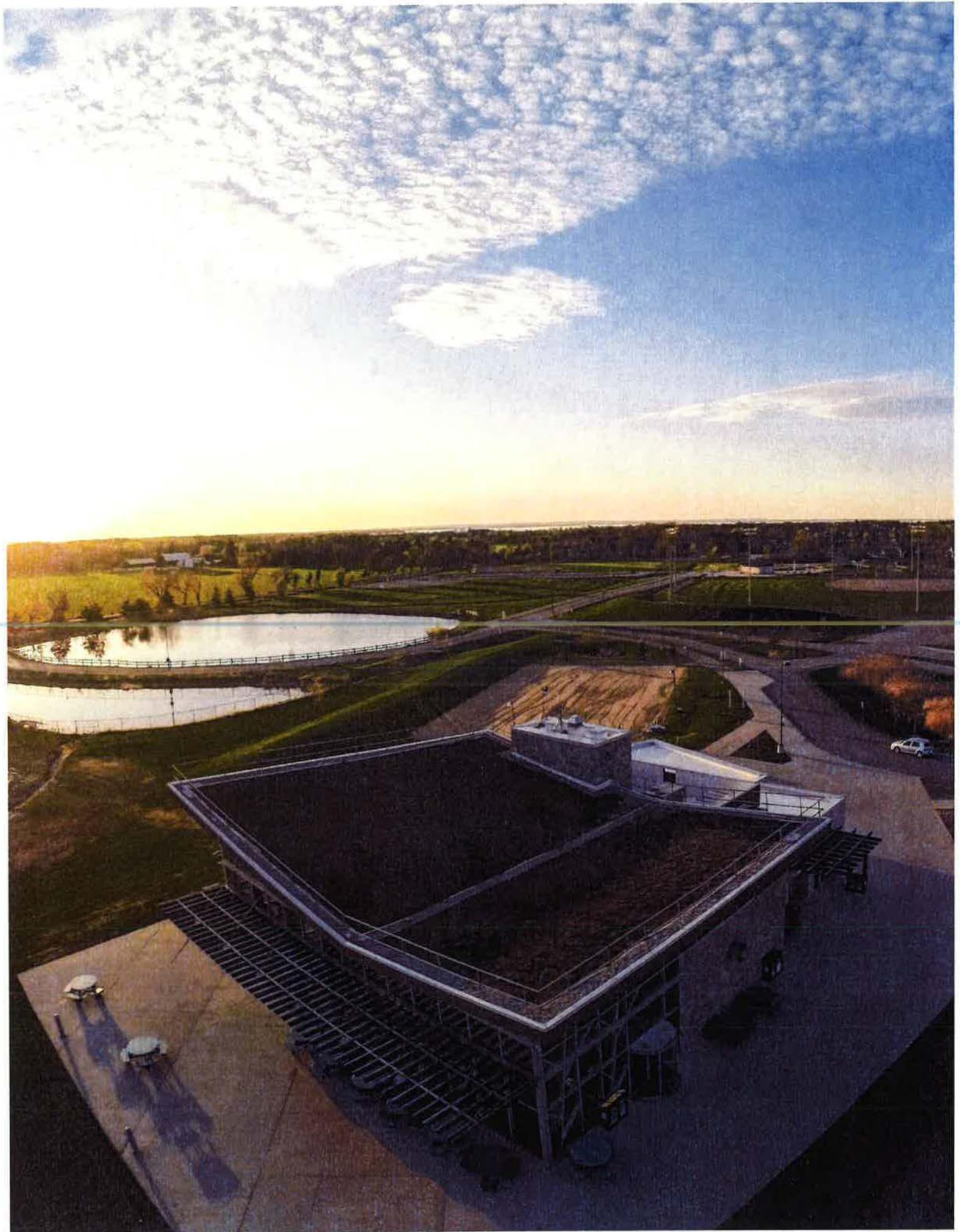
- Local roads
- Sidewalks
- Snow removal
- Local roads and sidewalks
- Curbside waste pick-up
- By-law enforcement
- Animal services
- Licensing and permits
- Fire and rescue services
- Parks
- Community centres
- Libraries
- Crossing guards
- Water transmission and distribution
- Wastewater collection 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**

<b>Capital Investment</b>		<b>Gross Costs to Complete</b>	<b>Discretionary Reserve</b>	<b>Federal Gas Tax</b>	<b>Federal / Provincial Grants</b>	<b>Develop. Charge</b>	<b>Cash-in- Lieu of Parkland</b>	<b>Other Revenue</b>	<b>Long Term Debt</b>
		\$	\$	\$	\$	\$	\$	\$	\$
<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	Stomwater 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**

<b>Capital Investment</b>		<b>Gross Costs to Complete</b>	<b>Discretionary Reserve</b>	<b>Federal Gas Tax</b>	<b>Federal / Provincial Grants</b>	<b>Develop. Charge</b>	<b>Cash-in- Lieu of Parkland</b>	<b>Other Revenue</b>	<b>Long Term Debt</b>
		\$	\$	\$	\$	\$	\$	\$	\$
	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						
		<b>11,283,600</b>	<b>3,948,440</b>	<b>2,620,000</b>	<b>1,382,660</b>	<b>51,000</b>	<b>250,000</b>	<b>1,500</b>	<b>3,030,000</b>
<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						
		<b>1,550,000</b>	<b>455,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>995,000</b>
<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						
		<b>3,810,500</b>	<b>1,464,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,346,000</b>
<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			
		<b>585,000</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>465,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

		Gross Costs to Complete	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	Develop. Charge	Cash-in- Lieu of Parkland	Other Revenue	Long Term Debt
		\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital Investment</b>									
<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	Approved	Discretionary	Federal Gas	Federal /	Develop.	Cash-in-	Other	Long Term	Prior
		Spent to	Cost to								
		Date	Complete			Grants		Parkland			Levy
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Operations &amp; Infrastructure</b>											
16-PWK-6	Queensway Culvert	40,430	632,770								161,990
17-PWK-6	Bridge and Culvert Rehabilitation	77,650	186,350								
17-HAL-11	Backflow Preventers	1,600	98,400	98,400							
17-LNK-2/18-											
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, P2-05, 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							
18-PWK-4	Roads Now Needs	791,130	908,870	109,070						1,000	
18-PWK-8	Dalton Road Sidewalk		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-											
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	Approved	Discretionary	Federal Gas	Federal /	Develop.	Cash-in-	Other	Long Term	Prior
		Spent to	Cost to								
		Date	Complete	\$	\$	\$	\$	\$	\$	\$	\$
<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 Budget (Net) \$	Base Budget (Net) \$	Growth \$	Service Level \$	Contractual / Legislative \$	Inflationary \$	Other \$	Proposed Budget (Net) \$	Bud/Bud Increase \$	Bud/Bud Increase %
<b>Operations and Infrastructure</b>										
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	-	-	-	-	-	-	-	-	-	-
<b>Recreation and Culture</b>										
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%
<b>Fire and Rescue Services</b>										
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%
<b>Development Services</b>										
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%)
<b>Human Resources</b>										
Human Resources	959,260	959,260	10,700	27,500	38,030	16,940	(2,300)	1,050,130	90,870	9.5%
<b>Corporate Services</b>										
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%
<b>Office of the Deputy CAO</b>										
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%)
<b>Office of the CAO</b>										
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%
<b>Office of Mayor and Council</b>										
Office of Mayor and Council	404,850	404,850	-	-	89,840	1,400	-	496,090	91,240	22.5%
<b>Public Library Board</b>										
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%
<b>Non-Program</b>										
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%
<b>Total</b>	<b>-</b>	<b>-</b>	<b>(241,840)</b>	<b>319,850</b>	<b>1,012,300</b>	<b>513,920</b>	<b>(112,160)</b>	<b>1,492,070</b>	<b>1,492,070</b>	<b>3.6%</b>

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

(Net of Internal Revenues)

	Revenues	Expenses	Draws from Reserves	Contributions 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 Reserves	Contributions 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 Payroll Costs	Total	2020 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 Pefferlaw Ice Pad, Civic Centre, the Link and the ROC.

### 2018 Success Story

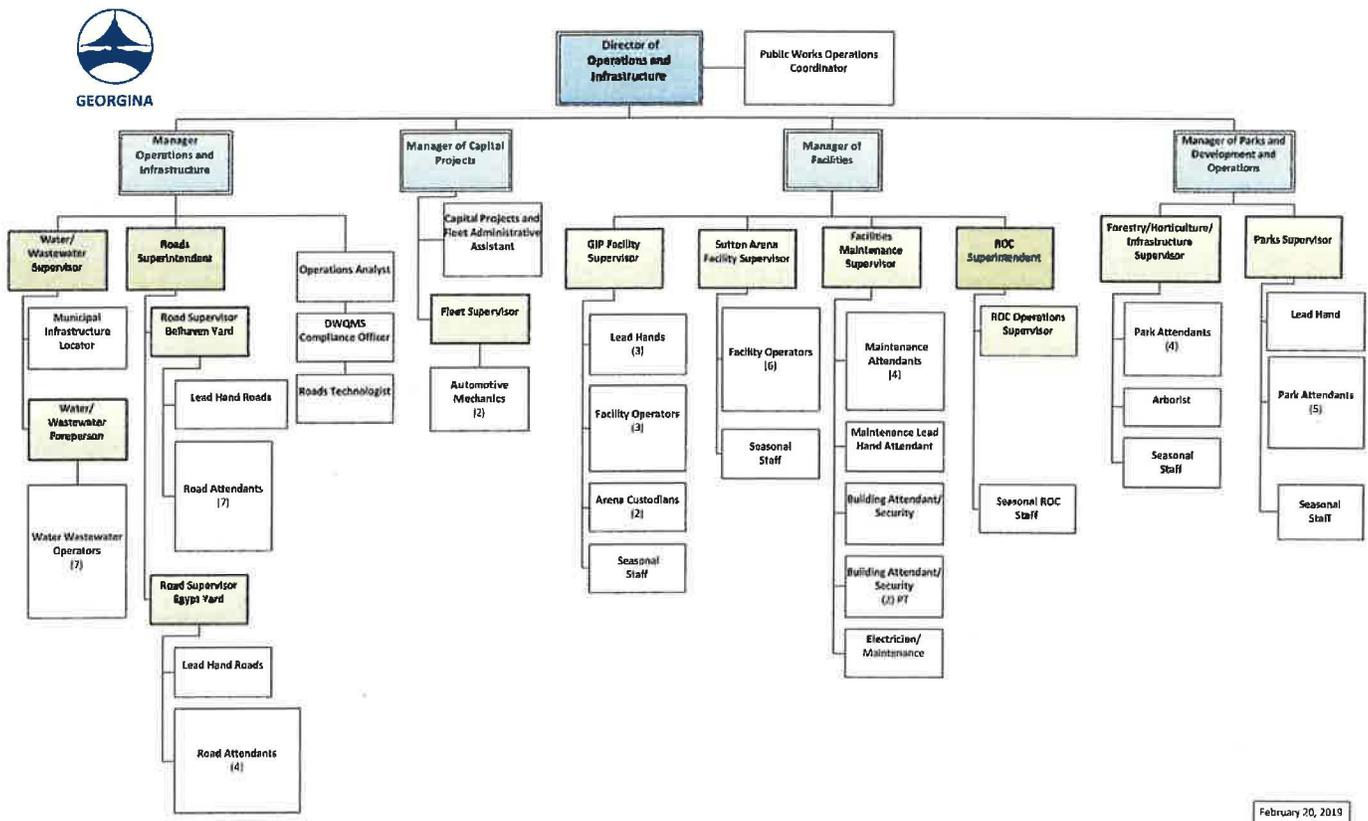
#### Dalton Road Watermain Project



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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE/ CONTRACTS	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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.

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

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

- 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 DRAFT BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 CENTRE</b>	<b>258,791</b>	-	-	-	-	-	-	-	-		-

DEPARTMENT: OPERATIONS AND INFRASTRUCTURE  
 DIVISION: WASTEWATER

GEORGINA - 2019 BUDGET

	2018 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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*

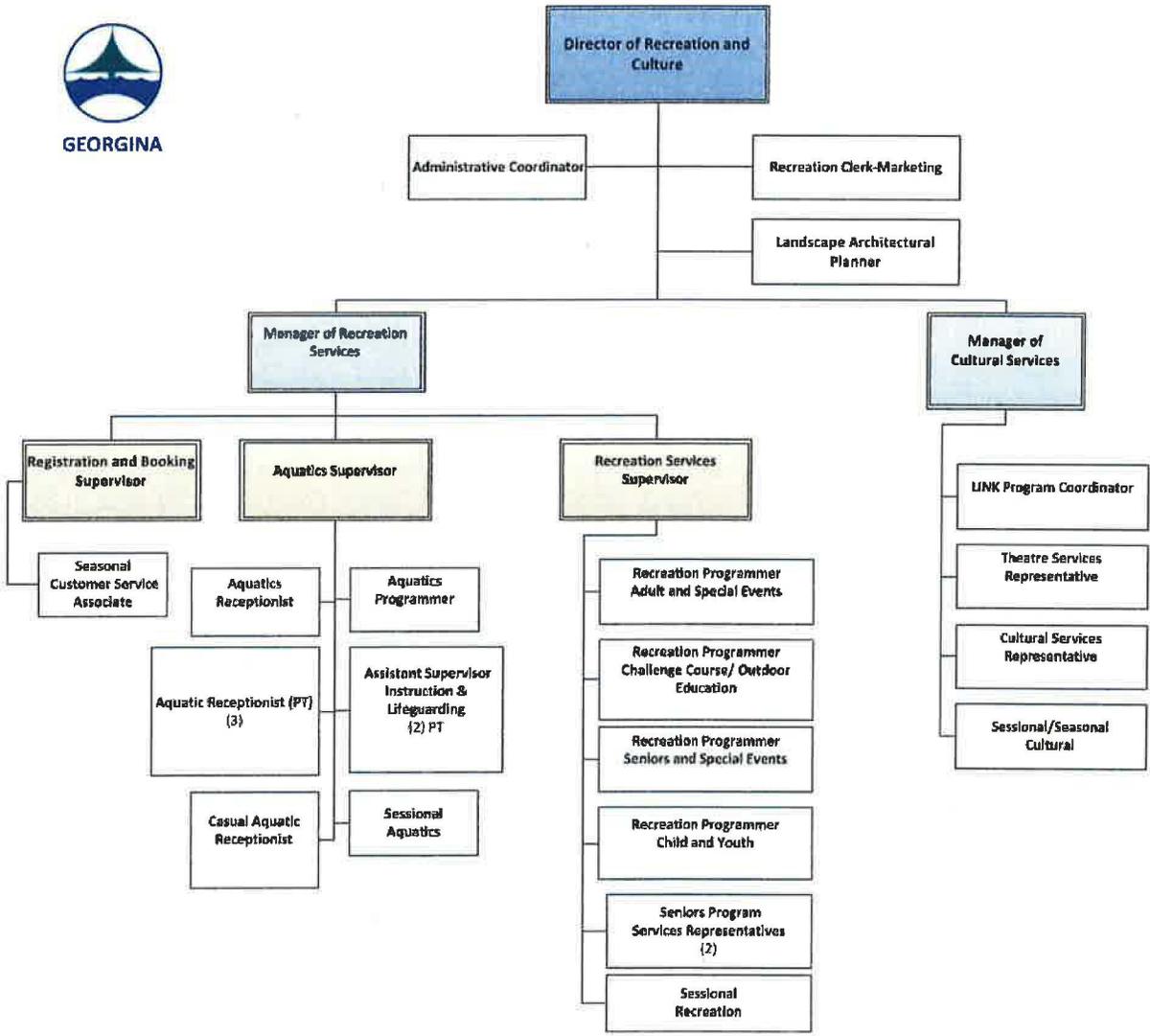


*Pefferlaw Ice Pad Roof Project*

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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE/ CONTRACTS	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 Pefferlaw 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

GEORGINA - 2019 DRAFT BUDGET

DIVISION: RECREATION

	2018 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 Chall	(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 - Administrator	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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 Committe	5,118	10,050	10,050	-	-	-	-	-	10,050	0.0%	-
<b>TOTAL BY PROGRAM/ COST 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, Pefferlaw 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

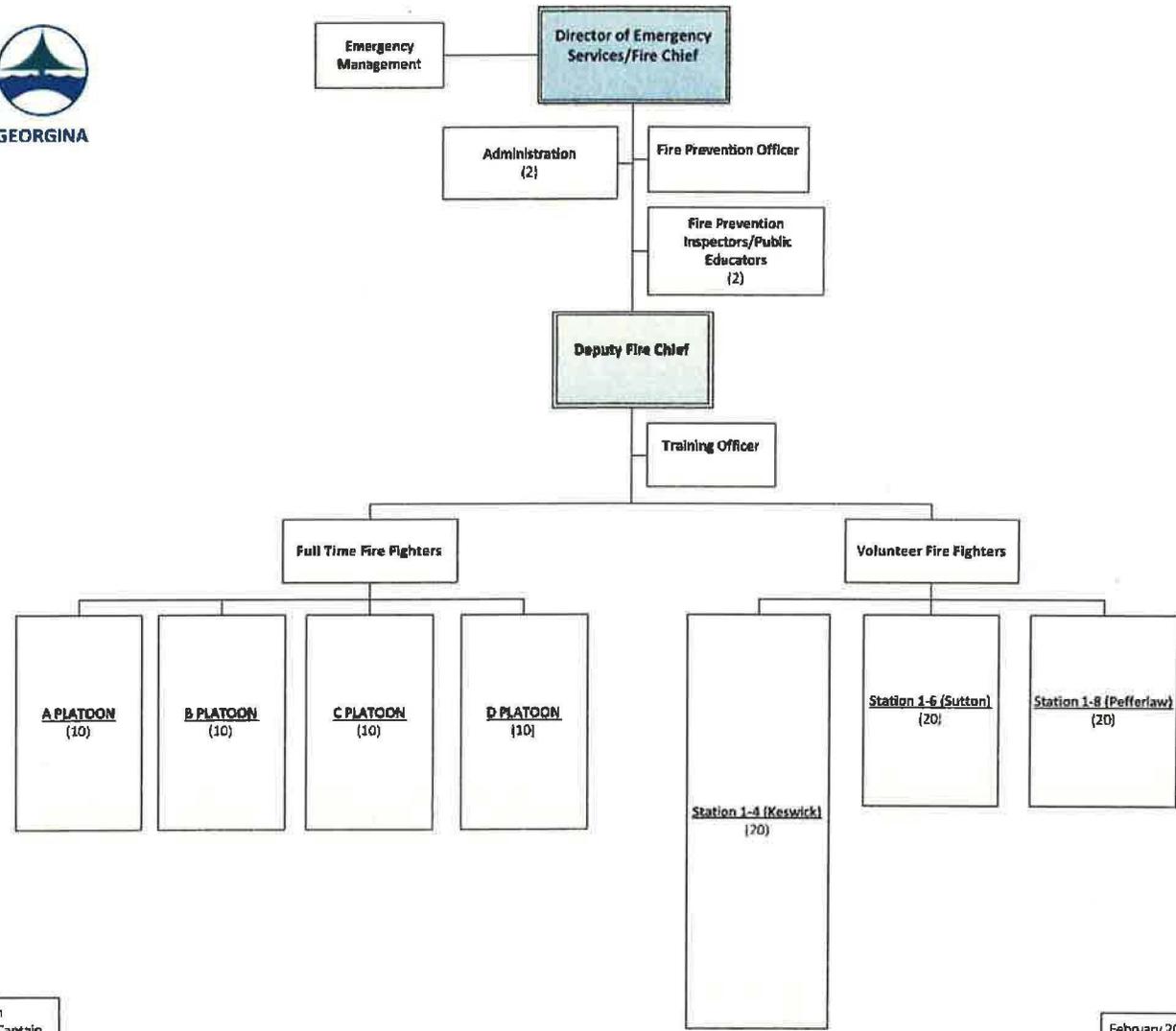
**2018 Success Story**  
**Building for the Future**



*Rendering of new Pefferlaw 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 Pefferlaw 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 Pefferlaw 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 Pefferlaw 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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.

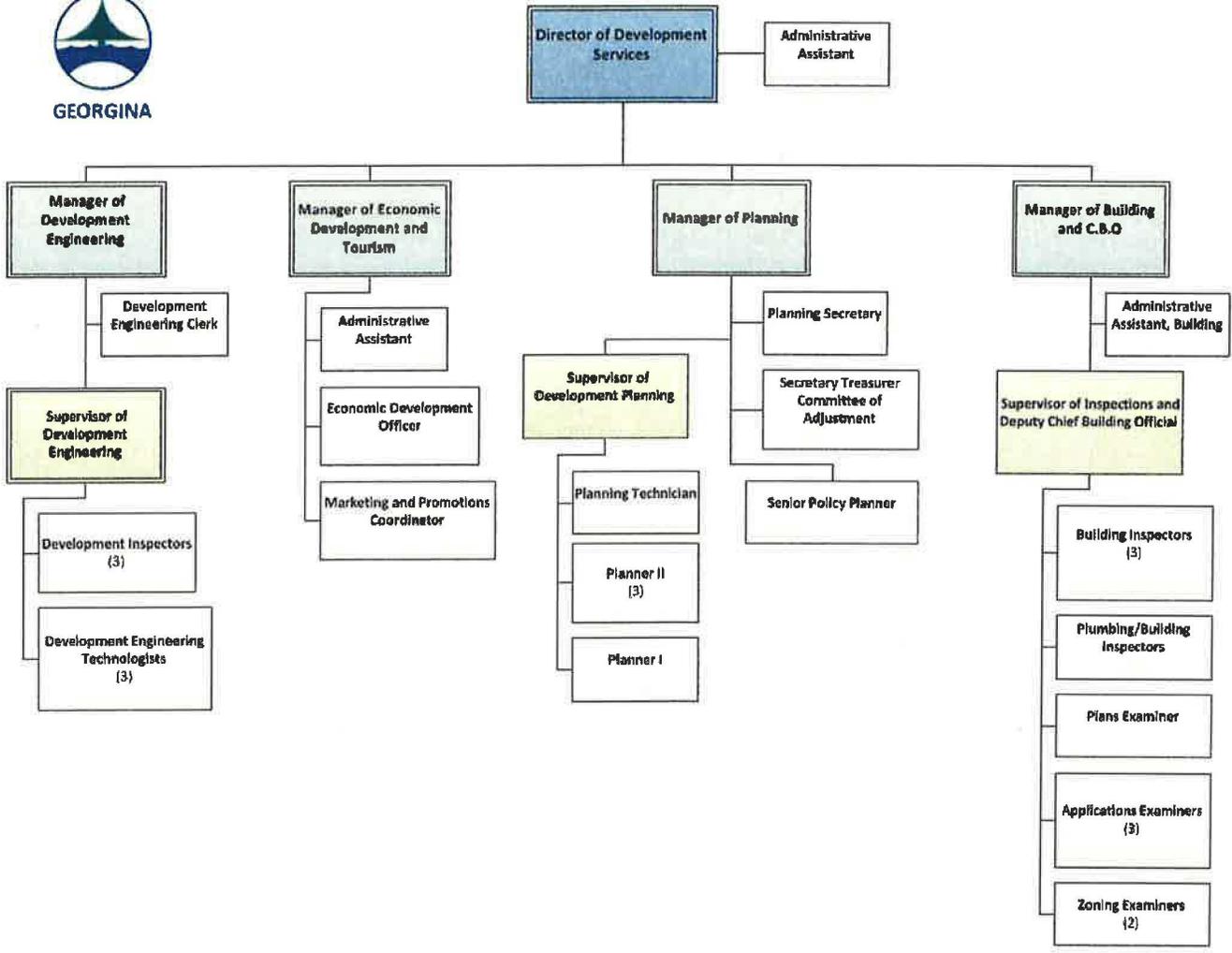
### 2018 Success Story

#### 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 fire-destroyed 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



February 20, 2019

## 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE/ CONTRACTS	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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  
 DIVISION: BUILDING

GEORGINA - 2019 BUDGET

	2018 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 Pefferlaw 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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

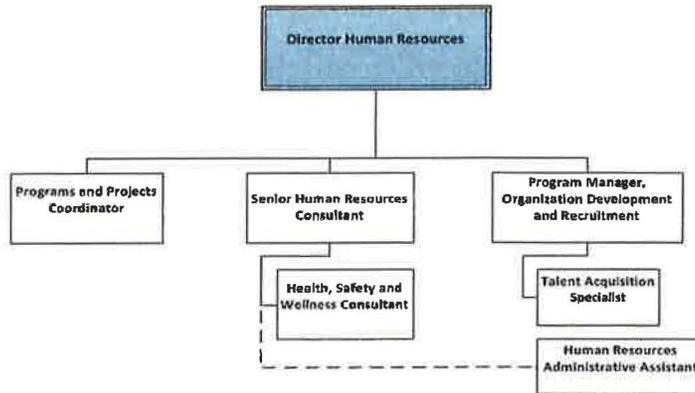
## 2018 Success Story

### 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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

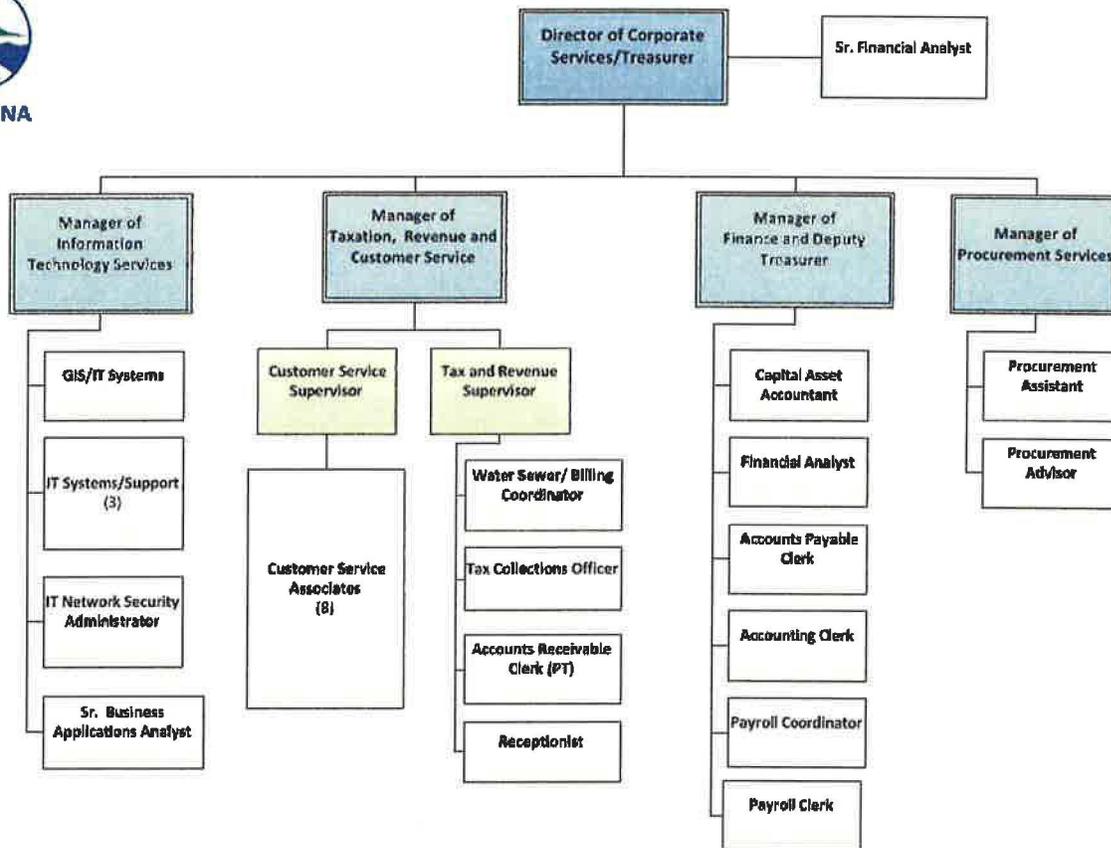
#### Improving our Technology



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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE/ CONTRACTS	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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.

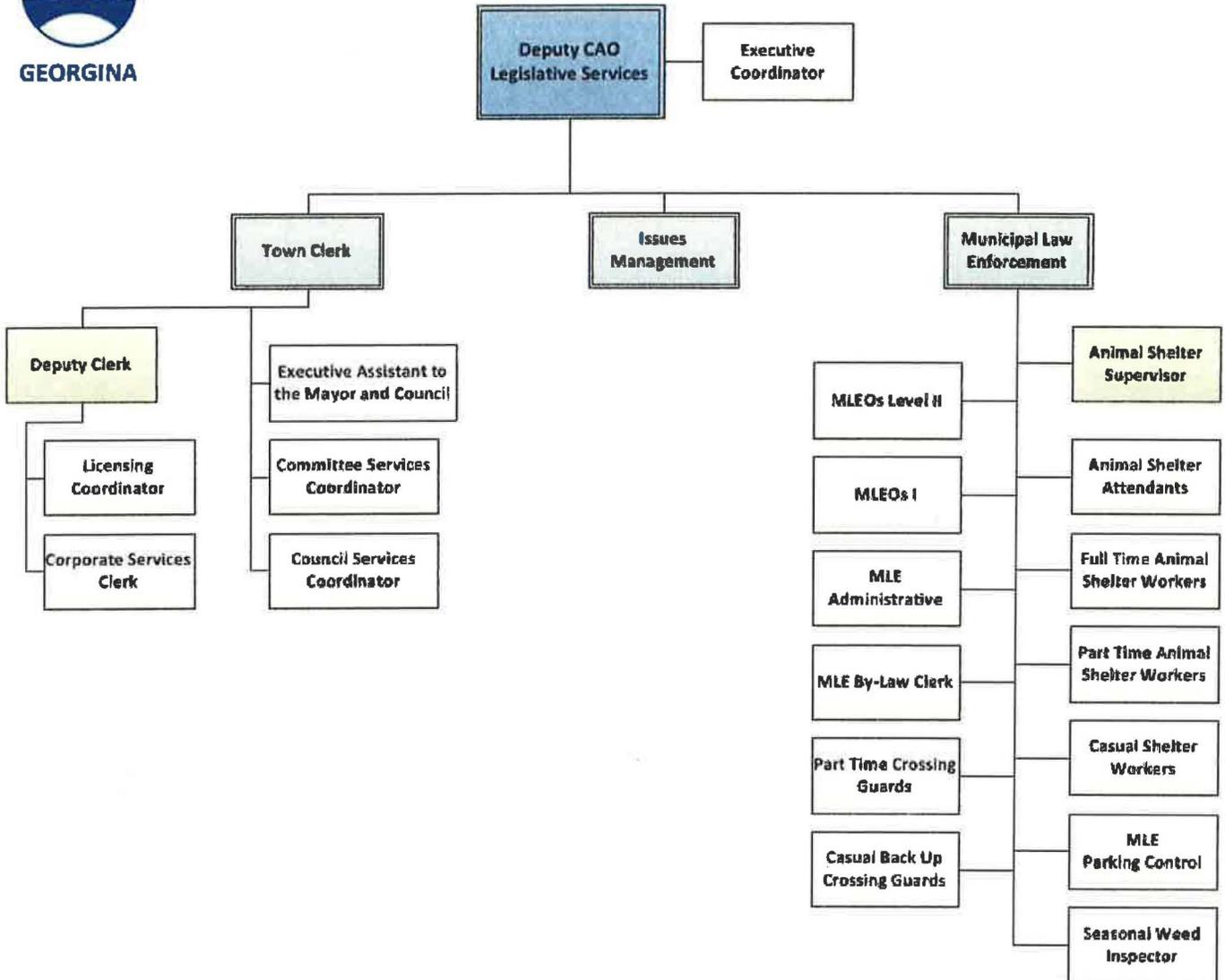
### 2018 Success Story

#### 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE/ CONTRACTS	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 Pefferlaw Fire Hall, West Park Redevelopment, the new Civic Centre and the Mossington Wharf.

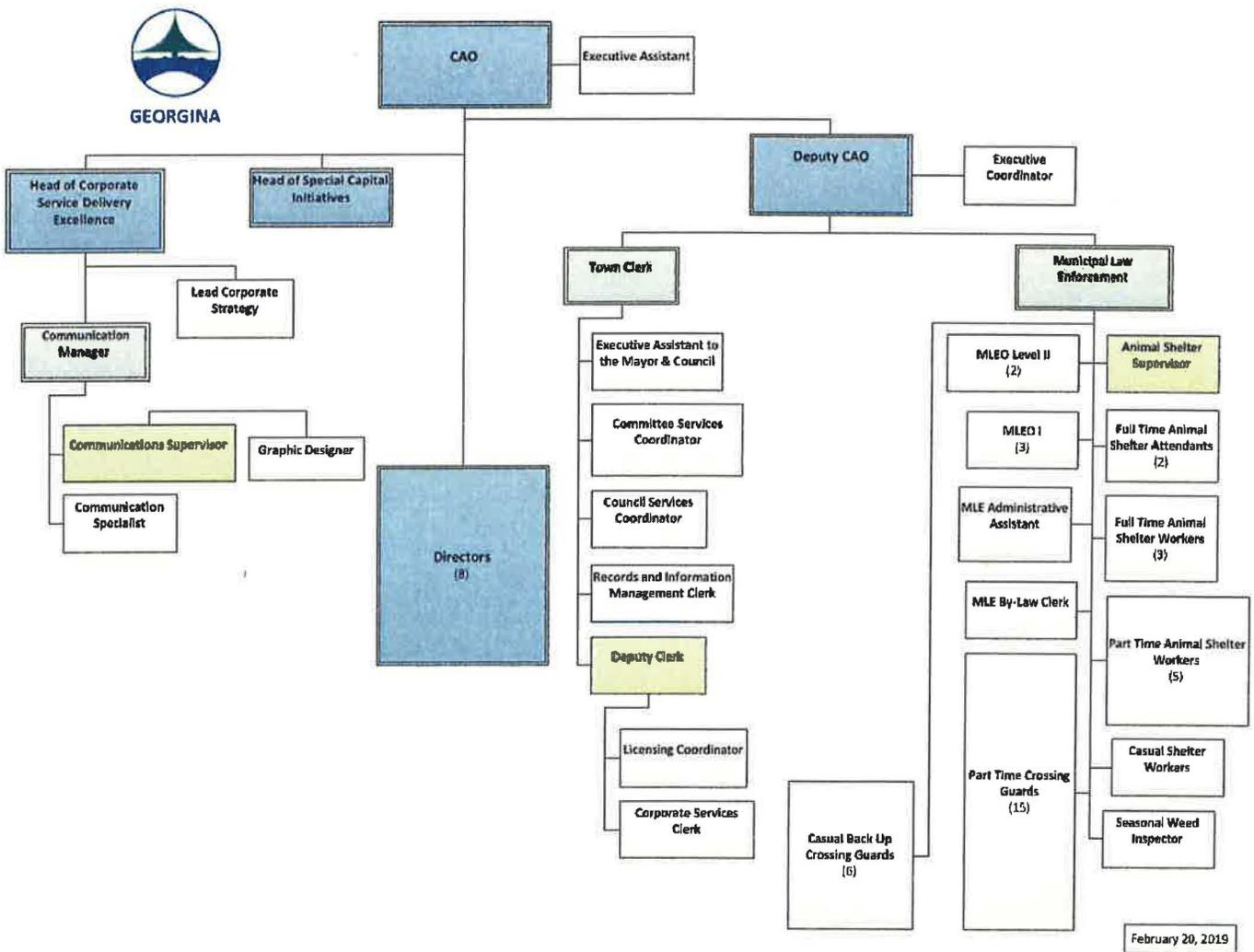
### 2018 Success Story

#### 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



February 20, 2019

## **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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE/ CONTRACTS	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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>



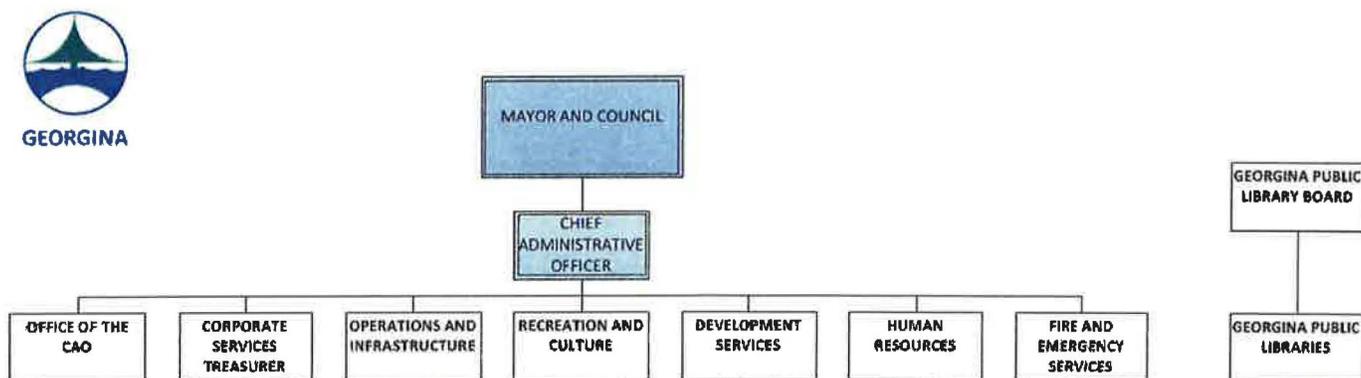
GEORGINA

## 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTU	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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, Pefferlaw 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

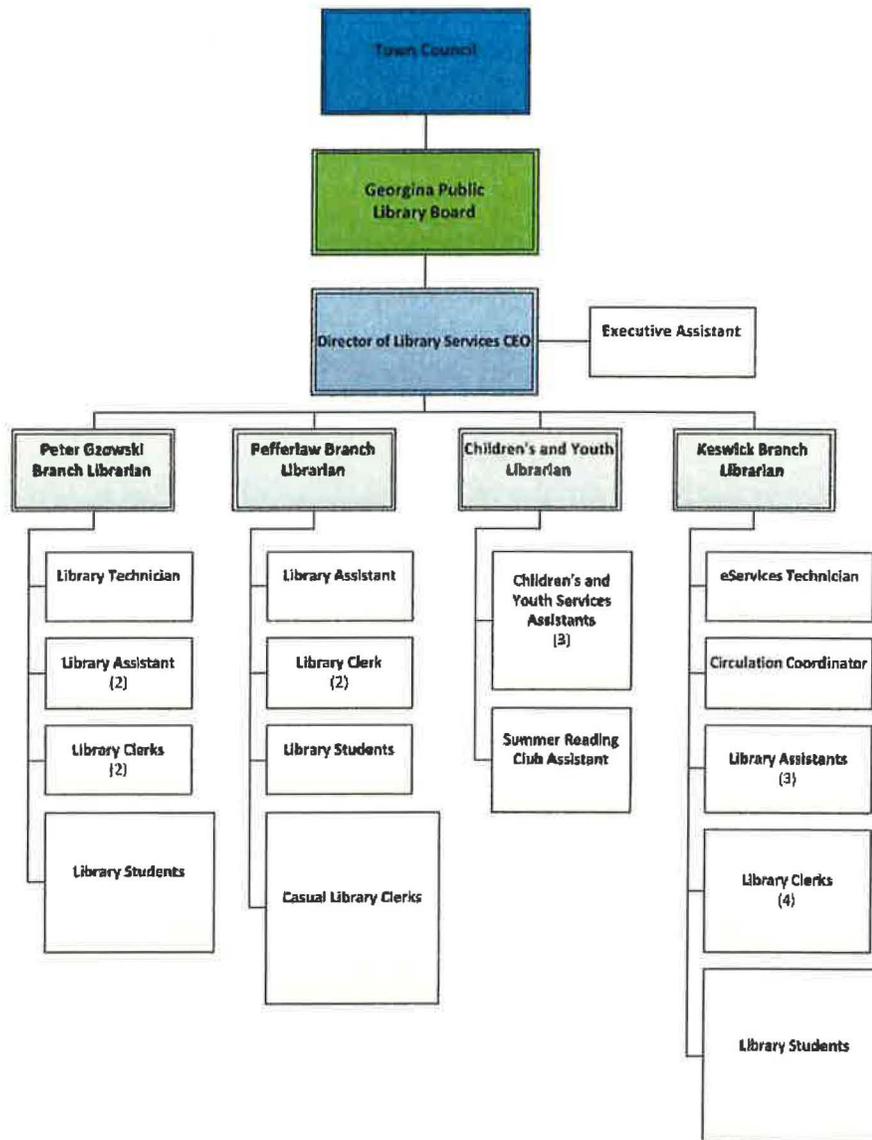
## 2018 Success Story

### 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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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>											
The Queensway, Simcoe, Stoney Batter	1,400,000					3,100,000	3,200,000	3,200,000	3,200,000	3,200,000	15,900,000
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				3,440,000							3,440,000
Market, Natanya, Riverglen					1,242,000						1,242,000
<b>Roads - "Now Needs" Program (4 Roads)</b>											
Shorecrest, Shoreline, Smith Blvd	520,000					2,470,000	2,620,000	2,770,000	2,920,000	2,920,000	13,700,000
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		-	3,000	-	-	15,000	-	18,000	29,000	-	65,000
Facilities - Pefferlaw Ice Pad		-	32,000	71,000	-	-	3,000	18,000	152,000	3,000	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 Villiage		-	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
Carry Forward Capital Projects	1,983,770										1,983,770
	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 & 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 & Constructior	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**

<b>Capital Project</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<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**

<b>Capital Project</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<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>

Town of Georgina  
**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											-
Debtenture - 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											-
Debtenture - DC Funded											-
Debtenture - 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>	<b>791,000</b>	<b>615,000</b>	<b>466,000</b>	<b>377,000</b>	<b>496,000</b>	<b>441,000</b>	<b>565,000</b>	<b>437,000</b>	<b>332,000</b>	<b>392,000</b>	<b>4,912,000</b>
<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>	<b>791,000</b>	<b>615,000</b>	<b>466,000</b>	<b>377,000</b>	<b>496,000</b>	<b>441,000</b>	<b>565,000</b>	<b>437,000</b>	<b>332,000</b>	<b>392,000</b>	<b>4,912,000</b>

**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>											
<b>Vehicle &amp; Equipment - Replacement</b>	70,000	54,000				108,000		108,000			340,000
<b>Other</b>											-
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:	<u>(13,353,490)</u>	<u>(13,353,490)</u>
<b>Projected December 31, 2019 Closing Balance</b>		<b><u>35,539,850</u></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	<u>(2,193,010)</u>	<u>(2,193,010)</u>
<b>Projected December 31, 2019 After Internal Borrowings</b>		<b><u>33,346,840</u></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
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Contributions:

Entrance Features	50,000	
Pefferlaw Recreation Capital	250,000	
Corporate Information Technology	200,000	
Accessibility Projects	65,000	
General Contribution	485,530	
	<hr/>	
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:		<u>(3,851,630)</u>
<b>Projected December 31, 2019 Closing Balance</b>		<b><u>3,023,880</u></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:	<u>1,302,940</u>	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:		<u>(1,469,570)</u>
<b>Projected December 31, 2019 Closing Balance</b>		<b><u>9,387,620</u></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	<u>31,450</u>	
Total Contributions:		31,450
Draws:		
18-WAT-2: Fleet/Equip Replacement	<u>(55,000)</u>	
Total Draws:		<u>(55,000)</u>
<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	<u>31,450</u>	
Total Contributions:		31,450
Draws:		
18-SEW-3: Fleet/Equip Replacement	<u>(55,000)</u>	
Total Draws:		<u>(55,000)</u>
<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:	<u>348,740</u>	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:	<u>(285,690)</u>	
<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:	<u>96,490</u>	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	<u>(120,000)</u>	
Total Draws:		<u>(120,000)</u>
<b>Projected December 31, 2019 Closing Balance</b>		<b><u>(71,110)</u></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><u>2,189,640</u></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	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	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:	<hr/>	-
Draws:		
Total Draws:	<hr/>	-
<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:	<hr/>	-
Draws:		
Total Draws:	<hr/>	-
<b>Projected December 31, 2019 Closing Balance</b>		<b>100,000</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	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)	(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	<u>16,000</u>	
Total Contributions:		16,000
Draws:		
Total Draws:	<u>                    </u>	<u>-</u>
<b>Projected December 31, 2019 Closing Balance</b>		<b><u>25,190</u></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	<u>1,377,810</u>	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:	<u>(4,161,930)</u>	<u>(4,161,930)</u>
<b>Projected December 31, 2019 Closing Balance</b>		<b><u>1,183,220</u></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>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:		<u>(496,150)</u>
<b>Projected December 31, 2019 Closing Balance</b>		<b><u>1,192,260</u></b>

**Subdivider Contributions**

January 1, 2019 Projected Opening Balance		112,330
Draws:		
Total Draws:		<u>-</u>
<b>Projected December 31, 2019 Closing Balance</b>		<b><u>112,330</u></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 ACTUALS TO DATE	2018 APPROVED BUDGET	2019 BASE BUDGET	2019 GROWTH RELATED	2019 SERVICE LEVEL	2019 LEGISLATIVE CONTRACTUAL	2019 INFLATION RELATED	2019 OTHER ITEMS	2019 FINAL BUDGET	% BUD/BUD VARIANCE	\$ BUD/BUD 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 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 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>