



Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>Non-Growth Related Expenditures</b>											
<b>Roads</b>											
Roadside Safety Audit	75,000										75,000
<b>Roads - Maintenance Program ( 4 Roads)</b>											
Roads Maintenance Program - TBD Annually											
Wexford, Carrick, Natanya, Fontaine, Brook, Otter Cove, Dehurst, Heatherbank, Sibbald Cres	1,856,600	2,007,000	2,157,000	2,307,000	2,457,000	2,607,000	2,757,000	2,907,000	3,057,000	3,207,000	23,463,000
<b>Roads - "Now Needs" Program (4 Roads)</b>											
Roads Reconstruction - TBD		2,060,000	3,770,000	1,000,000	2,620,000	2,770,000	2,920,000	3,070,000	3,220,000	3,370,000	18,970,000
Dalton, Lake Drive											2,060,000
Riverglen, South, Hardwood			3,770,000								3,770,000
Old Shiloh	1,261,000										1,261,000
<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 - Bridge B1 Baldwin	1,365,800										1,365,800
Bridges - Repair & Replacement Bridge B2 Frog Street	201,500										201,500
Bridges - Repair & Replacement Bridge B3 Old Shiloh (west)	695,800										695,800
Bridges - Repair & Replacement Engineering Fees B1, B2, B3,	102,000										102,000
Bridges - Repair & Replacement Bridge B4 Old Shiloh (east)		1,970,000									1,970,000
OSIM Culverts - Repair & Replace		100,000	300,000	100,000	300,000	100,000	300,000	100,000	300,000	100,000	1,300,000
Cross Culverts - Repair & Replace			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
<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
Active Transportation Master Plan Outcome (new Sidewalks)			350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	1,400,000
<b>Storm Water</b>											
Ditch Reconstruction	300,000	400,000	550,000	750,000	950,000	1,150,000	1,350,000	1,550,000	1,750,000	1,950,000	10,700,000
Storm Sewer System Maintenance		140,000	160,000	180,000	200,000	220,000	240,000	260,000	280,000	300,000	1,980,000
Retention Ponds - Repair & Replacement	25,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,825,000
Storm Water Inventory		135,000									135,000
<b>Parks</b>											
Keswick Cemetery Master Plan Update	80,000										80,000
Pioneer Cemetery Needs Assessment	50,000										50,000
ROC Trails Expansion	20,000										20,000
ROC Wildflower Planting Program	20,000										20,000
West Park Construction		4,850,000	4,850,000								9,700,000
Playground Replacement and Enhancements (AODA)	360,000										360,000
Zephyr-to-Sutton Rail Trail - Acquisition and Improvements		100,000									100,000
<b>Vehicle and Equipment Replacements</b>											
Other	655,000	818,000	581,000	343,000	261,000	1,368,000	548,000	1,239,000	446,000	1,083,000	7,342,000
Fleet Garage Expansion		400,000									400,000
Flexible Traffic Bollards in Safety Zones	10,000										10,000
Dash Cameras for Plow Trucks	15,000										15,000
Roads Works Yard - Security Improvements		110,000									110,000
Fuel Management System Evaluation/ Implementation		150,000									150,000
Culvert Steamer	45,000										45,000
1-Ton Truck	100,000										100,000
Weeds and Invasive Species Control System	70,000										70,000
Asset Management Plan Needs Assessment and Development	150,000										150,000
Purchase and Installation of Five Receptacles	12,500										12,500
Removable Floating Finger Dock(s) at Mill Pond Park	5,000										5,000
Security Measures at Jackson's Point Harbour	5,000										5,000



Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Lifesaver Installations at Stormwater Management Ponds	\$ 10,000										\$ 10,000
Trails Lighting	30,000										30,000
<b>Carry Forward Capital Projects</b>	8,125,800										8,125,800
	15,670,000	13,520,000	13,122,000	5,310,000	7,542,000	8,845,000	8,519,000	9,506,000	9,457,000	10,290,000	101,781,000
<b>Growth Related Expenditures</b>											
Simcoe Landing Phase 9: Village Square				447,000							447,000
Simcoe Landing Phase 9: Neighbourhood Park			1,750,000								1,750,000
Treasure Hill: Village Square/ Trails			801,000								801,000
Greystone: Linear Park/ Trail Design/Construction						500,000					500,000
Ainslie (Catering Road): Village Square Design/Construction				259,000							259,000
Ainslie (Catering Road): Trail Head/Trails Design/Construction				517,000							517,000
Sutton Community Park Additional Funding	831,450										831,450
Tandem Axle Dump Truck		320,000									320,000
Crew Cab		67,000									67,000
Service Truck				100,000							100,000
Carry Forward Capital Projects	1,535,500										1,535,500
	2,366,950	387,000	801,000	2,297,000	776,000	840,000	-	-	-	-	7,467,950
<b>Total Annual Capital Expenditures</b>	18,036,950	13,907,000	13,923,000	7,607,000	8,318,000	9,685,000	8,519,000	9,506,000	9,457,000	10,290,000	109,248,950
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded	6,548,300	7,230,000	6,832,000	3,807,000	6,039,000	7,342,000	7,016,000	8,003,000	7,954,000	8,787,000	69,558,300
Reserve Funds - Federal Gas Tax	6,116,100	1,440,000	1,440,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	19,517,100
Debtenture - Tax Funded	735,800	4,850,000	4,850,000								10,435,800
Grants	1,999,800										1,999,800
Other Revenue	270,000										270,000
	15,670,000	13,520,000	13,122,000	5,310,000	7,542,000	8,845,000	8,519,000	9,506,000	9,457,000	10,290,000	101,781,000
<b>Growth Related Funding</b>											
DC's / CBC's	42,500			100,000							869,500
Capital Reserve - Tax Funded	42,500	387,000									42,500
Reserve Funds - Federal Gas Tax											-
Debtenture - DC / CBC Funded	2,053,755		721,000	1,977,000	698,000	450,000					5,899,755
Debtenture - Tax Funded	228,195		80,000	220,000	78,000	50,000					656,195
Grants											-
Other Revenue											-
	2,366,950	387,000	801,000	2,297,000	776,000	840,000	-	-	-	-	7,467,950
<b>Total Annual Capital Funding</b>	18,036,950	13,907,000	13,923,000	7,607,000	8,318,000	9,685,000	8,519,000	9,506,000	9,457,000	10,290,000	109,248,950



# 10 Year Capital Plan

## Operations Infrastructure (Water, Wastewater, Refuse and Recycle)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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	997,000	12,400,000
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 & Hydrant - Rehabilitation & Replace	81,500	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	756,500
Service Connections - Replacement	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,000,000
Water Booster Pumping Station - Repair & Replace (BCA)	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	800,000
Cockburn Subdivision Watermain Replacement (Grew, Fairies, Sunnidle, Meadowlea) Design, Construction and Engineering Services	200,000	1,914,000									2,114,000
<b>Wastewater</b>											
Wastewater Mains & Forcemain Renewal				1,000,000	1,150,000	1,300,000	1,453,000	1,453,000	1,453,000	1,453,000	9,262,000
Facility - Repair & Replace		18,000		5,000	3,000	75,000	21,000	3,000	3,000	3,000	131,000
Waste Water Pumping Stations - Repair & Replace (BCA)	1,17,000	326,000	326,000	326,000	326,000	49,000	49,000	49,000	49,000	49,000	1,666,000
Overflow			15,000	15,000	15,000						45,000
Outfall			15,000	15,000	15,000						45,000
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	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
<b>Vehicles &amp; Equipment - Replacement</b>		8,000	65,000	260,000		115,000	139,000		20,000		607,000
<b>Carry Forward Capital Projects</b>	2,623,500										2,623,500
<b>Growth Related Expenditures</b>	3,902,000	3,285,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,461,000	3,481,000	3,461,000	38,606,000
Crew Cab		67,000									67,000
<b>Total Annual Capital Expenditures</b>	3,902,000	3,352,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,461,000	3,481,000	3,461,000	38,673,000
<b>Non-Growth Related Funding</b>											
Capital Reserve - Rate Funded	1,834,000	3,285,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,461,000	3,481,000	3,461,000	36,538,000
Reserve Funds - Federal Gas Tax											
Debtenture - Rate Funded	2,068,000										2,068,000
Grants											
Other Revenue											
<b>Growth Related Funding</b>	3,902,000	3,285,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,461,000	3,481,000	3,461,000	38,606,000
DC's / CBC's											
Capital Reserve - Tax Funded		67,000									67,000
Reserve Funds - Federal Gas Tax											
Debtenture - DC / CBC Funded											
Debtenture - Rate Funded											
Grants											
Other Revenue											
<b>Total Annual Capital Funding</b>	3,902,000	3,352,000	3,543,000	4,683,000	4,571,000	4,601,000	3,618,000	3,461,000	3,481,000	3,461,000	38,673,000



GEORGIA

# 10 Year Capital Plan

## Recreation Culture (Department Administration, Recreation, Culture, Facilities)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-Growth Related Expenditures</b>											
Vehicles & Equipment Replacements	44,000	462,000	11,000	67,000	84,000	55,000	5,000	1,000	400,000	114,000	1,243,000
SLT-Interior Design Consultants (seating)			25,000								25,000
SLT-AODA & Seating Replacement				450,000							450,000
SLT Railing Installation	30,000										30,000
GPV Schoolhouse Additional Funds	70,000										70,000
GPV Roofing Items	60,000										60,000
GPV Drainage Survey	10,000										10,000
GPV-Repairs to Exterior Sill & Siding (Noble)		25,000									25,000
GPV-AODA Accessibility (Noble & Mann Hou		40,000									40,000
GPV-AODA Accessibility (Train Station/Post			50,000								50,000
Pefferlaw Recreational Needs Study	10,000										10,000
<b>Facilities</b>											
Building Condition Assessment Program	1,621,000	1,400,000	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	2,000,000	2,100,000	2,200,000	17,821,000
Civic Centre	12,311,000	11,002,000	897,000								24,210,000
Carry Forward Capital Projects	6,923,390										6,923,390
	21,079,390	12,929,000	2,483,000	2,117,000	1,784,000	1,855,000	1,905,000	2,001,000	2,500,000	2,314,000	50,967,390
<b>Growth Related Expenditures</b>											
MURC	18,458,000	20,499,000	38,000								38,995,000
Carry Forward Capital Projects	1,985,200										1,985,200
	20,443,200	20,499,000	38,000								40,980,200
<b>Total Annual Capital Expenditures</b>	<b>41,522,590</b>	<b>33,428,000</b>	<b>2,521,000</b>	<b>2,117,000</b>	<b>1,784,000</b>	<b>1,855,000</b>	<b>1,905,000</b>	<b>2,001,000</b>	<b>2,500,000</b>	<b>2,314,000</b>	<b>91,947,590</b>
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded	2,252,000	1,927,000	1,586,000	2,117,000	1,784,000	1,855,000	1,905,000	2,001,000	2,500,000	2,314,000	20,241,000
Reserve Funds - Federal Gas Tax											-
Debtenture - Tax Funded	18,280,820	11,002,000	897,000								30,179,820
Grants											-
Other Revenue	546,570										546,570
	21,079,390	12,929,000	2,483,000	2,117,000	1,784,000	1,855,000	1,905,000	2,001,000	2,500,000	2,314,000	50,967,390
<b>Growth Related Funding</b>											
DC's / CBC's											-
Capital Reserve - Tax Funded	1,565,200	2,200,000									3,765,200
Reserve Funds - Federal Gas Tax											-
Debtenture - DC / CBC Funded	18,878,000	18,299,000	38,000								37,215,000
Debtenture - Tax Funded											-
Grants											-
Other Revenue	20,443,200	20,499,000	38,000								40,980,200
	41,522,590	33,428,000	2,521,000	2,117,000	1,784,000	1,855,000	1,905,000	2,001,000	2,500,000	2,314,000	91,947,590



Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-Growth Related Expenditures</b>											
Station 1-6: Replacement (S)	17,000							486,000	6,074,000		6,560,000
Station 1-4: Signage	10,200									10,200	17,000
Outdoor Emergency Station Phone	27,100	64,000	41,000	59,000	110,000	93,000	45,000	121,000	47,000	31,000	638,100
Fire Suppression Equipment	52,000	44,000	45,000	46,000	48,000	49,000	51,000	52,000	54,000	54,000	495,000
Bunker Gear		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	75,000	395,000
Auto Extrication Rescue Equipment	17,100	13,000	25,000	25,000	25,000	25,000	775,000	25,000	25,000	25,000	980,100
Portable Radios, Pagers, Tablets and Fire Ir	820,000	800,000	1,504,000	500,000	105,000		975,000	65,000			4,834,000
<b>Vehicle Replacement</b>											
<b>Carry Forward Capital Projects</b>	2,327,100										2,327,100
	3,270,500	961,000	1,655,000	670,000	328,000	207,000	1,886,000	789,000	6,305,000	185,000	16,256,500
<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)				60,000			779,000	9,733,000			10,512,000
Fire Master Plan											60,000
Emergency Management Generator						50,000					50,000
				527,000	7,577,000	50,000	779,000	9,733,000			18,666,000
<b>Total Annual Capital Expenditures</b>	3,270,500	961,000	1,655,000	1,197,000	7,905,000	257,000	2,665,000	10,522,000	6,305,000	185,000	34,922,500
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded	943,400	961,000	1,655,000	670,000	328,000	207,000	1,886,000	303,000	231,000	185,000	7,369,400
Reserve Funds - Federal Gas Tax											
Debtenture - Tax Funded	2,327,100							486,000	6,074,000		8,887,100
Grants											
Other Revenue											
	3,270,500	961,000	1,655,000	670,000	328,000	207,000	1,886,000	789,000	6,305,000	185,000	16,256,500
<b>Growth Related Funding</b>											
DC's / CBC's				12,000	1,738,000	50,000					1,800,000
Capital Reserve - Tax Funded				48,000							48,000
Reserve Funds - Federal Gas Tax											
Debtenture - DC / CBC Funded				360,000	4,496,000		288,000	3,601,000			8,745,000
Debtenture - Tax Funded				107,000	1,343,000		491,000	6,132,000			8,073,000
Grants											
Other Revenue											
				527,000	7,577,000	50,000	779,000	9,733,000			18,666,000
<b>Total Annual Capital Funding</b>	3,270,500	961,000	1,655,000	1,197,000	7,905,000	257,000	2,665,000	10,522,000	6,305,000	185,000	34,922,500



GEORGIA

10 Year Capital Plan  
 Development Services (Department Administration, Building, Planning, Economic Development, Development Engineering)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-Growth Related Expenditures</b>											
Vehicle Replacements	90,000							60,000			150,000
Economic Strategy		20,000									20,000
Black River Rd Sidewalk / Multi-Use Path (Tc)				162,000							162,000
Queensway N. Urbanization (Town Share)					1,500,000						1,500,000
Carry Forward Capital Projects	31,300										31,300
	121,300	20,000	-	162,000	1,500,000	-	-	60,000	-	-	1,863,300
<b>Growth Related Expenditures</b>											
Keswick Business Park Secondary Plan									60,000		60,000
Sutton/Jackson's Point Secondary Plan				60,000							60,000
Peifferlaw Secondary Plan		50,000									50,000
Official Plan Conformity Review		50,000									50,000
Planning Applications Fee Review				30,000						30,000	60,000
Miscellaneous Planning Studies					30,000			30,000			90,000
Ten Year OP Update and Review						20,000					20,000
Building By-law Update	20,000						100,000				100,000
Zoning By-law Update		60,000	100,000								160,000
Black River Rd Sidewalk/Multi-use Path (DC)				648,000							648,000
Queensway N. Urbanization (DC Funded)		1,830,000			250,000						2,080,000
Dovedale Dr Extension (DC Funded)			2,205,000								2,205,000
High Street Sanitary Sewer											
Carry Forward Capital Projects	446,300										446,300
	466,300	1,990,000	2,305,000	708,000	280,000	50,000	100,000	30,000	60,000	60,000	6,049,300
<b>Total Annual Capital Expenditures</b>	<b>587,600</b>	<b>2,010,000</b>	<b>2,305,000</b>	<b>870,000</b>	<b>1,780,000</b>	<b>50,000</b>	<b>100,000</b>	<b>90,000</b>	<b>60,000</b>	<b>60,000</b>	<b>7,912,600</b>
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded	121,300	20,000	-	162,000	1,500,000	-	-	60,000	-	-	1,863,300
Reserve Funds - Federal Gas Tax											
Debtenture - Tax Funded											
Grants											
Other Revenue											
	121,300	20,000	-	162,000	1,500,000	-	-	60,000	-	-	1,863,300
<b>Growth Related Funding</b>											
DC's / CBC's	430,000	144,000	90,000	54,000	277,000	27,000	54,000	27,000	54,000	54,000	1,211,000
Capital Reserve - Tax Funded	16,300	16,000	10,000	6,000	3,000	3,000	46,000	3,000	6,000	6,000	115,300
Reserve Funds - Federal Gas Tax											
Debtenture - DC / CBC Funded		1,830,000	2,205,000	648,000							4,683,000
Debtenture - Tax Funded											
Grants											
Other Revenue	20,000		20,000								40,000
	466,300	1,990,000	2,305,000	708,000	280,000	50,000	100,000	30,000	60,000	60,000	6,049,300
<b>Total Annual Capital Funding</b>	<b>587,600</b>	<b>2,010,000</b>	<b>2,305,000</b>	<b>870,000</b>	<b>1,780,000</b>	<b>50,000</b>	<b>100,000</b>	<b>90,000</b>	<b>60,000</b>	<b>60,000</b>	<b>7,912,600</b>



# 10 Year Capital Plan

Human Resources

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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 Projects	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
<b>Growth Related Expenditures</b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Annual Capital Expenditures</b>											
	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Reserve Funds - Federal Gas Tax											
Debtenture - Tax Funded											
Grants											
Other Revenue											
<b>Growth Related Funding</b>											
DCs /CBC's											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debtenture - DC / CBC Funded											
Debtenture - Tax Funded											
Grants											
Other Revenue											
<b>Total Annual Capital Funding</b>											
	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000



GEORGIA

# 10 Year Capital Plan

Corporate Services (Department Administration, Finance, Tax, Revenue and Customer Service, Procurement, Information Technology)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-Growth Related Expenditures</b>											
Corporate IT Strategic Plan				62,000					62,000		124,000
Security Systems and Other Equipment		21,000					31,000				52,000
Water Financial Plan and Rate Study	40,000										40,000
Telephone Systems			9,000		120,000		31,000	10,000			180,000
Enterprise Content Management Analysis	283,000										283,000
CRM		250,000									250,000
ICT Cycling	465,000	454,000	375,000	445,000	327,000	423,000	383,000	328,000	328,000	357,000	3,885,000
Carry Forward Capital	181,500										181,500
	969,500	725,000	384,000	507,000	447,000	423,000	445,000	338,000	400,000	357,000	4,995,500
<b>Growth Related Expenditures</b>											
Comprehensive User Fee Study		50,000					50,000				100,000
CBC and DC Studies	135,000					150,000					285,000
	135,000	50,000				150,000	50,000				385,000
<b>Total Annual Capital Expenditures</b>	<b>1,104,500</b>	<b>775,000</b>	<b>384,000</b>	<b>507,000</b>	<b>447,000</b>	<b>573,000</b>	<b>495,000</b>	<b>338,000</b>	<b>400,000</b>	<b>357,000</b>	<b>5,380,500</b>
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded	919,500	725,000	384,000	507,000	447,000	423,000	445,000	338,000	400,000	357,000	4,945,500
Reserve Funds - Federal Gas Tax											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue	50,000										50,000
	969,500	725,000	384,000	507,000	447,000	423,000	445,000	338,000	400,000	357,000	4,995,500
<b>Growth Related Funding</b>											
DC's / CBC's	121,500	45,000				135,000	45,000				346,500
Capital Reserve - Tax Funded	13,500	5,000				15,000	5,000				38,500
Reserve Funds - Federal Gas Tax											-
Debtenture - DC / CBC Funded											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue	135,000	50,000				150,000	50,000				385,000
	1,104,500	775,000	384,000	507,000	447,000	573,000	495,000	338,000	400,000	357,000	5,380,500





GEORGIA

# 10 Year Capital Plan

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

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>Non-Growth Related Expenditures</b>											
Vehicle & Equipment - Replacement					108,000		108,000				216,000
Other											-
Carry Forward Capital					108,000		108,000				216,000
<b>Growth Related Expenditures</b>											
<b>Total Annual Capital Expenditures</b>					108,000		108,000				216,000
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded					108,000		108,000				216,000
Reserve Funds - Federal Gas Tax											
Debtenture - Tax Funded											
Grants											
Other Revenue											
<b>Growth Related Funding</b>											
DC's / CBC's											
Capital Reserve - Tax Funded											
Reserve Funds - Federal Gas Tax											
Debtenture - DC / CBC Funded											
Debtenture - Tax Funded											
Grants											
Other Revenue											
<b>Total Annual Capital Funding</b>					108,000		108,000				216,000



GEORGIA

**10 Year Capital Plan**  
 Chief Administrative Officer (Office of the CAO, Communications)

Capital Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>Non-Growth Related Expenditures</b>											
Broadband Strategy	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	75,000
Minor Capital	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
											165,000
<b>Growth Related Expenditures</b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Annual Capital Expenditures</b>	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	165,000
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	165,000
Reserve Funds - Federal Gas Tax											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
<b>Growth Related Funding</b>											
DC's / CBC's											-
Capital Reserve - Tax Funded											-
Reserve Funds - Federal Gas Tax											-
Debtenture - DC / CBC Funded											-
Debtenture - Tax Funded											-
Grants											-
Other Revenue											-
<b>Total Annual Capital Funding</b>	75,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	165,000





**GEORGINA**

**Estimated Discretionary Reserves**  
Summary for 2020

<b>Consolidated Discretionary Reserves</b>		<b>\$</b>	<b>\$</b>
Projected Opening Balance			42,845,390
Contributions:			9,754,250
Draws:			
Carry Forward Capital Projects	(5,442,400)		
Current Capital Projects	(8,756,500)		
Current Operating Draws	<u>(4,514,980)</u>		
Total Draws:			<u>(18,713,880)</u>
<b>Projected Closing Balance</b>			<b>33,885,760</b>
Less Internal Borrowing Balances			
(2020 Repayment is \$664,340)			
2014 The Link-Sutton Community Hall			<u>(1,528,670)</u>
<b>Projected Closing Balance After Internal Borrowings</b>			<b>32,357,090</b>

**Individual Discretionary Reserves**

**1 Corporate Capital/ New Infrastructure Reserve**

Projected Opening Balance		4,988,630
Contributions:		
Entrance Features	50,000	
Pefferlaw Recreation Capital	125,000	
South Keswick Fire Hall - Non DC Portion	125,000	
Corporate Information Technology	200,000	
Accessibility Projects	65,000	
Green Initiatives	60,000	
Alternate Energy Initiatives	5,000	
1% Infrastructure Levy	50,000	
General Contribution	485,530	
Total Contributions:		1,165,530
Draws:		
17-PRK-9: Streetscape Design Standards	(68,300)	
19-PRK-4: Holmes Point Washrooms	(200,000)	
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-7: GPS Survey Equipment	(72,000)	
19-PWK-7: ROC Pond Fountain	(30,000)	
19-PWK-9: Fuel Management System	(10,000)	
19-PWK-15: Bicycle & Pedestrian Active Transportation	(42,500)	
17-REC-1: MURC Design	(1,565,200)	
19-ECD-1: Wayfinding & Community Signage	(31,300)	
18-LIB-1: Sutton Library Service Desk	(39,100)	
20-OI-7: Roads Division New Fleet and Equipment	(145,000)	
20-OI-10: Weed and Invasive Species Control System	(70,000)	
20-OI-16: Roads Equipment - Dash Cameras for Plow Tr	(15,000)	
20-OI-17: Stormwater Management Facility (Ponds) Main	(25,000)	
20-OI-19: Flexible Traffic Bollards in Safety Zones	(10,000)	
20-OI-21: Purchase and Installation of Five Receptacles	(12,500)	
20-OI-23: Security Measures at Jackson's Point Harbour	(5,000)	
20-OI-24: Lifesaver Installations at Stormwater Managen	(10,000)	
20-REC-8: Pefferlaw Recreational Needs Study	(10,000)	
Total Draws:		(2,725,900)
<b>Projected Closing Balance</b>		<b>3,428,260</b>



2 Facilities - Repair & Replacement

Projected Opening Balance		9,954,210
Contributions:		
General Contribution - Non Program	100,000	
1% Infrastructure Levy	57,210	
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	47,690	
Historical Village	20,000	
Roads Facilities	80,000	
Fire Halls	100,000	
Library Facilities	85,000	
Total Contributions:		1,203,650
Draws:		
18-ICE-1: Ice Palace Roof Restoration	(209,600)	
18-CUL-1 / 19-REC-2: Pioneer Village Schoolhouse	(197,400)	
Facility and Equipment Emergency Repairs	(100,000)	
20-RC-1: BCA Program	(1,421,000)	
20-RC-2: Georgina Pioneer Village (GPV) Roofing Items	(60,000)	
20-RC-3: GPV Schoolhouse (\$215,000 previously approved)	(70,000)	
20-RC-4: GPV Drainage Survey	(10,000)	
20-RC-5: Stephen Leacock Theatre (SLT) Railing Installation	(30,000)	
20-RC-7: Project Management and Construction Coordination	(200,000)	
20-FS-1: Station 1-4 Facility Signage	(17,000)	
20-FS-2: Outdoor Emergency Station Phone	(10,200)	
Total Draws:		(2,325,200)
<b>Projected Closing Balance</b>		<b>8,832,660</b>



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

Projected Opening Balance		5,572,740
Contributions:		
General Contribution - Non Program	50,000	
Recreation Fleet	3,900	
Arenas Equipment	67,900	
Parks Fleet	184,200	
Roads Fleet	364,610	
Recycling Equipment	5,000	
Municipal Law Enforcement Fleet	34,400	
Building Maintenance Fleet	26,600	
Engineering Fleet	6,200	
Fire Equipment	488,900	
1% Infrastructure Levy (Apparatus Replacement Schedul	54,800	
Wireless Broadband Infrastructure	20,000	
Library IT Equipment	31,000	
Information Technology - Hardware/Software	219,400	
Information Technology Networks	183,100	
Total Contributions:		1,740,010
Draws:		
20-OI-6: Roads Fleet and Equipment Replacement Progi	(320,000)	
20-OI-8: Parks Division Fleet and Equipment Replaceme	(335,000)	
20-RC-6: ROC Utility Terrain Vehicle (UTV) - Snowmobil	(44,000)	
20-FS-3: Replacement of Rescue/Pumper Apparatus	(820,000)	
20-FS-4: Replacement of Bunker Gear/PPE	(52,000)	
20-FS-5: Purchase of Portable Radios and Pagers	(17,100)	
20-FS-6: Purchase of Fire Suppression Equipment	(27,100)	
20-DS-2: Fleet Replacement (Building Division)	(60,000)	
20-DS-3: Fleet Replacement (Engineering Division)	(30,000)	
20-CS-2: Annual Information and Communications Techni	(465,000)	
Total Draws:		(2,170,200)
<b>Projected Closing Balance</b>		<b>5,142,550</b>

**4 Roads - Repair & Replacement**

Projected Opening Balance		3,388,430
Contributions:		
1% Infrastructure Levy	200,000	
Roads	1,600,000	
Total Contributions:		1,800,000
Draws:		
19-PWK-13 / 19-PWK-14: 2019 Roads Plan	(1,683,700)	
Pavement Management System	(90,000)	
20-OI-2: 2020 Roads Maintenance Plan (Approved in 20	(1,856,600)	
20-OI-4: Bridge OSIM Inspections	(24,000)	
20-OI-9: Major Ditch Reconstruction	(300,000)	
Total Draws:		(3,954,300)
<b>Projected Closing Balance</b>		<b>1,234,130</b>



**5 Parks - Repair & Replacement**

Projected Opening Balance		749,580
Contributions:		
1% Infrastructure Levy	25,000	
Parks	50,000	
Playground Equipment	30,000	
Total Contributions:		105,000
Draws:		
20-OI-11: Playground Replacement and Enhancements	(360,000)	
20-OI-12: Pioneer Cemetery Needs Assessment	(50,000)	
20-OI-20: ROC Wildflower Planting Program	(20,000)	
20-OI-25: Trails Lighting	(30,000)	
Total Draws:		(460,000)
<b>Projected Closing Balance</b>		<b>394,580</b>

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

Projected Opening Balance		611,390
Contributions:		
Water Fleet	31,450	
Total Contributions:		31,450
Draws:		
18-WAT-2: Vehicle Replacement	(55,000)	
Total Draws:		(55,000)
<b>Projected Closing Balance</b>		<b>587,840</b>

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

Projected Opening Balance		219,020
Contributions:		
Wastewater Fleet	31,450	
Total Contributions:		31,450
Draws:		
18-SEW-3: Vehicle Replacement	(55,000)	
Total Draws:		(55,000)
<b>Projected Closing Balance</b>		<b>195,470</b>





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

Projected Opening Balance		2,898,550
Contributions:		
Water Infrastructure	455,320	
Total Contributions:		455,320
Draws:		
18-WAT-5: Church Street Service Replacement	(136,200)	
19-WAT-1: Water Metre Change Out	(39,300)	
20-WAT-1: Water Meter Change Out (Year 3)	(100,000)	
20-WAT-2: Water Booster Station Valve Replacements	(80,000)	
20-WAT-3: Water Booster Station Auto-Dialer System	(6,500)	
20-WAT-4: Water System Mainline Valves, Fire Hydrant:	(75,000)	
20-WAT-5: Water Service Replacements	(500,000)	
20-WAT-6: Fairecrest-Sunnydale-Grew Watermain Repl:	(200,000)	
Total Draws:		(1,137,000)
<b>Projected Closing Balance</b>		<b>2,216,870</b>

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

Projected Opening Balance		2,351,180
Contributions:		
Wastewater Infrastructure	83,490	
Total Contributions:		83,490
Draws:		
19-SEW-1: Wastewater Pumping Station Improvements	(260,000)	
Draw to Balance Rates	(361,780)	
20-SEW-1: Wastewater Pumping Auto-Dialer System	(117,000)	
20-SEW-2: Sewer Service Repair and Replacements	(200,000)	
Total Draws:		(938,780)
<b>Projected Closing Balance</b>		<b>1,495,890</b>



**10 Tax Rate Stabilization Reserve**

Projected Opening Balance		3,638,720
Contributions:		
Corporate Contingencies	1,335,000	
Link Phase 2 and 3 Operating Costs	107,000	
MURC Operating	483,070	
South Keswick Fire Hall Staffing	289,200	
Planning Consultants	20,000	
Total Contributions:	2,234,270	2,234,270
Draws:		
19-PRK-8: Black River Fencing	(20,000)	
19-REC-8: Waterfront Park Strategy Phase 1	(125,000)	
19-REC-9: Tree Preservation & Compensation Policy Up	(30,000)	
19-PLN-1: Keswick Secondary Plan Review	(16,300)	
15-ITS-5: Enterprise Resource Planning Software-Budge	(146,500)	
19-ITS-3: IT Service Continuity & Disaster Recovery Str	(35,000)	
ECD Grant Incentive Program	(100,000)	
Head, Special Capital Initiatives	(180,000)	
Mechanics Overages	(100)	
Winter Maintenance Overages	(100)	
Volunteer Firefighters Stabilization Budget	(50,000)	
Corporate Contingencies	(2,911,000)	
20-OI-1: Asset Management Plan Needs Assessment an	(100,000)	
20-OI-15: Roadside Safety Audit and Program Developpr	(75,000)	
20-CS-1: CBC & DC Background Study and By-Law	(13,500)	
20-CAO-1: Broadband Strategy	(75,000)	
Total Draws:	(3,877,500)	(3,877,500)
<b>Projected Closing Balance</b>		<b>1,995,490</b>



**11 Water Rate Stabilization Reserve**

Projected Opening Balance		37,700
Contributions:		
Contribution to Fund Rate Supported Studies	90,000	
Corporate Contingencies	13,000	
Total Contributions:		103,000
Draws:		
18-WAT-1: BCA Improvements	(10,000)	
20-OI-1: Asset Management Plan Needs Assessment an	(50,000)	
20-CS-4: Water Financial Plan and Rate Study	(40,000)	
Total Draws:		(100,000)
<b>Projected Closing Balance</b>		<b>40,700</b>

**12 Wastewater Rate Stabilization Reserve**

Projected Opening Balance		31,310
Contributions:		
Corporate Contingencies	13,000	
Total Contributions:	13,000	13,000
Draws:		
Total Draws:		-
<b>Projected Closing Balance</b>		<b>44,310</b>



**13 Working Capital Reserve**

Projected Opening Balance		2,200,320
Contributions:		
Total Contributions:	_____	-
Draws:		
Total Draws:	_____	-
<b>Projected Closing Balance</b>		<b>2,200,320</b>

**14 Willow Beach Extra Servicing**

Projected Opening Balance		172,190
Contributions:		
Total Contributions:	_____	-
Draws:		
Total Draws:	_____	-
<b>Projected Closing Balance</b>		<b>172,190</b>

**15 Willow Beach Debentures -Water**

Projected Opening Balance		2,368,620
Contributions:		
WB Debenture	132,430	
Total Contributions:	_____	132,430
Draws:		
Total Draws:	_____	-
<b>Projected Closing Balance</b>		<b>2,501,050</b>

**16 Willow Beach Debentures - Wastewater**

Projected Opening Balance		2,524,400
Contributions:		
WB Debenture	198,960	
Total Contributions:	_____	198,960
Draws:		
Total Draws:	_____	-
<b>Projected Closing Balance</b>		<b>2,723,360</b>

**17 Election Reserve**

Projected Opening Balance		185,000
Contributions:		
Reserve for Election	40,000	
Total Contributions:		40,000
Draws:		
Election		
Total Draws:		-
<b>Projected Closing Balance</b>		<b>225,000</b>

**18 Animal Shelter Donations**

Projected Opening Balance		16,870
Contributions:		
Total Contributions:		-
Draws:		
Total Draws:		-
<b>Projected Closing Balance</b>		<b>16,870</b>

**19 Landfill Site**

Projected Opening Balance		100,000
Contributions:		
Total Contributions:		-
Draws:		
Total Draws:		-
<b>Projected Closing Balance</b>		<b>100,000</b>

**20 Provincial Grant**

Projected Opening Balance		46,200
Contributions:		
Total Contributions:		-
Draws:		
20-OI-3: 2020 Roads Reconstruction Plan (Approved in :	(46,200)	
Total Draws:		(46,200)
<b>Projected Closing Balance</b>		<b>-</b>



**21 Keswick Cemetery**

Projected Opening Balance		110,500
Contributions:		
Keswick Cemetery	6,800	
Total Contributions:		6,800
Draws:		
20-OI-13: Keswick Cemetery Master Plan	(80,000)	
Total Draws:		(80,000)
<b>Projected Closing Balance</b>		<b>37,300</b>

**22 Land Acquisition**

Projected Opening Balance		913,000
Contributions:		
Land Acquisition	250,000	
Total Contributions:		250,000
Draws:		
Total Draws:		-
<b>Projected Closing Balance</b>		<b>1,163,000</b>

**23 Library Capital Reserve**

Projected Opening Balance		199,430
Contributions:		
1% Infrastructure Levy	23,890	
Library Capital Contribution	31,000	
Total Contributions:		54,890
Draws:		
20-LIB-1: Capital Requests	(41,800)	
Total Draws:		(41,800)
<b>Projected Closing Balance</b>		<b>212,520</b>

**24 Library Staffing Reserve**

Projected Opening Balance		25,190
Contributions:		
Staffing Contingency		
Total Contributions:		-
Draws:		
Total Draws:		-
<b>Projected Closing Balance</b>		<b>25,190</b>



**25 Professional Development Reserve**

Projected Opening Balance		53,730
Contributions:		
Total Contributions:	_____	-
Draws:		
IT Training Initiative (Approved 2019)	(10,000)	
Total Draws:	_____	(10,000)
<b>Projected Closing Balance</b>		<b>43,730</b>

**26 Building Division Surplus / (Deficit) Reserve**

Projected Opening Balance		(511,520)
Contributions:		
Total Contributions:	_____	-
Draws:		
Building Fee Review	(20,000)	
Building Division Projected Loss 2020	(712,000)	
Total Draws:	_____	(732,000)
<b>Projected Closing Balance</b>		<b>(1,243,520)</b>

**27 Waterfront Parks Reserve**

Projected Opening Balance		-
Contributions:		
Reallocation from Parks Reserve	80,000	
1% Infrastructure Levy	25,000	
Total Contributions:	_____	105,000
Draws:		
20-OI-22 Removable Floating Finger Dock(s)	(5,000)	
Total Draws:	_____	(5,000)
<b>Projected Closing Balance</b>		<b>100,000</b>



**GEORGINA**

## Estimated Obligatory Reserve Funds

Summary for 2020

<b>Federal Gas Tax</b>	\$	\$
Projected Opening Balance		5,100,670
Contributions:		
Federal Gas Tax	1,377,810	
Total Contributions	<u>(270,000)</u>	1,377,810
Draws:		
17-PWK-6 / 19-PWK-10: Bridge & Culvert Rehabilitation	(527,500)	
18-PWK-8: East Sidewalk Dalton Road	(85,000)	
19-PRK-6: Maskinonge Pedestrian Bridge	(250,000)	
19-PWK-4: Major Culvert Replacement	(97,000)	
19-PWK-11: Hedge Road Bank Stabilization	(1,576,700)	
20-OI-3: 2020 Roads Reconstruction Plan (Approved in 2019)	(1,214,800)	
20-OI-5: Bridge Rehabilitations and Replacements	<u>(2,365,100)</u>	
Total Draws:		<u>(6,116,100)</u>
<b>Projected Closing Balance</b>		<b>362,380</b>





**GEORGINA**

## Estimated Obligatory Reserve Funds

Summary for 2020

### Development Charges / Community Benefit Charges

Projected Opening Balance		8,655,600
Draws:		
DC Funded Studies	(10,000)	
19-PWK-14: Bicycle & Pedestrian Active Transportation Master Plan (50%)	(42,500)	
19-ENG-1: Sanitary Model	(250,000)	
19-PLN-1: Keswick Secondary Plan Review	(180,000)	
20-CS-1: Community Benefit and Development Charge Background Study and By-Law	(121,500)	
Total Draws:		<u>(604,000)</u>
<b>Projected Closing Balance</b>		<b><u>8,051,600</u></b>
Less Internal Borrowing Balances @ December 31, 2020 (2020 Repayment was \$52,840)		
2014 The Link-Sutton Community Hall	<u>(105,700)</u>	<b><u>(105,700)</u></b>
<b>Projected Closing Balance After Internal Borrowings</b>		<b>7,945,900</b>





**GEORGINA**

# 2020 OPERATING BUDGET

Non-Program - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	Comments
<b>Administrative Allocations</b>										
<b>Expenses</b>										
Salaries and Benefits	(258,110)	0	0	0	0	0	(258,110)	0%	0	
Expenses Total	(258,110)	0	0	0	0	0	(258,110)	0%	0	
<b>Administrative Allocations Total</b>										
Corporate Reserve Contributions	0	0	0	0	0	0	0	0%	0	
<b>Expenses</b>										
Contributions to Reserve	2,432,870	0	0	352,000	0	412,010	3,196,880	31%	764,010	Contingencies for union and non-union salary negotiations, 1% additional contributions to reserves.
Expenses Total	2,432,870	0	0	352,000	0	412,010	3,196,880	31%	764,010	
<b>Corporate Reserve Contributions Total</b>	<b>2,432,870</b>	<b>0</b>	<b>0</b>	<b>352,000</b>	<b>0</b>	<b>412,010</b>	<b>3,196,880</b>	<b>31%</b>	<b>764,010</b>	
<b>General Tax Levy</b>										
<b>Revenues</b>										
Misc Revenues	0	0	0	0	0	0	0	0	0	
Tax Levy	(42,735,400)	(854,710)	0	0	0	0	(43,590,110)	2%	(854,710)	Assessment growth 2%
Revenues Total	(42,735,400)	(854,710)	0	0	0	0	(43,590,110)	2%	(854,710)	
<b>General Tax Levy Total</b>	<b>(42,735,400)</b>	<b>(854,710)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(43,590,110)</b>	<b>2%</b>	<b>(854,710)</b>	
<b>Grants</b>										
<b>Revenues</b>										
Donations & Grants	(129,700)	0	0	0	0	35,900	(93,800)	-28%	35,900	\$35.9K reduction to OMPF Grant
Revenues Total	(129,700)	0	0	0	0	35,900	(93,800)	-28%	35,900	
<b>Expenses</b>										
Donations & Grants	5,000	0	0	0	0	(5,000)	0	-100%	(5,000)	
Expenses Total	5,000	0	0	0	0	(5,000)	0	-100%	(5,000)	
<b>Grants Total</b>	<b>(124,700)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,900</b>	<b>(93,800)</b>	<b>-25%</b>	<b>30,900</b>	
<b>Miscellaneous Income</b>										
<b>Revenues</b>										
Misc Revenues	(575,000)	0	0	0	0	0	(575,000)	0%	0	
Revenues Total	(575,000)	0	0	0	0	0	(575,000)	0%	0	
<b>Miscellaneous Income Total</b>	<b>(575,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(575,000)</b>	<b>0%</b>	<b>0</b>	
<b>Town Library Grant</b>										
<b>Expenses</b>										
Library Grant	2,389,050	0	0	69,280	0	23,890	2,482,220	4%	93,170	3.9% Increase to Library grant
Expenses Total	2,389,050	0	0	69,280	0	23,890	2,482,220	4%	93,170	
<b>Town Library Grant Total</b>	<b>2,389,050</b>	<b>0</b>	<b>0</b>	<b>69,280</b>	<b>0</b>	<b>23,890</b>	<b>2,482,220</b>	<b>4%</b>	<b>93,170</b>	
<b>Grand Total</b>	<b>(38,871,290)</b>	<b>(854,710)</b>	<b>0</b>	<b>421,280</b>	<b>0</b>	<b>466,800</b>	<b>(38,837,920)</b>	<b>0%</b>	<b>33,370</b>	