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Navigating the many changes the COVID-19 pandemic has brought throughout 2020 has been challenging. The Town has had to adjust course and make difficult choices in terms of its financial situation. The decision to close facilities and public places, and follow the lead of public health authorities has come at a significant cost. It will take time to fully recover from the impact of the pandemic however, there are signs of economic recovery throughout our community, the province, Canada and the world.

The 2021 Budget is a reflection of the hard work of Council and staff to focus our resources, and continue to build a strong and vibrant community. We will work to bring services and programs back to pre-pandemic levels. Ultimately, our goal is for Georgina to become a stronger, more resilient community. I want to thank everyone for staying strong and for supporting each other as we move forward.

***Margaret Quirk, Mayor***



The COVID-19 pandemic has had a significant impact on Georgina. The challenges have included increased expenditures to maintain high-quality essential services, and a loss of revenue from the closure of parks and recreational facilities. The Town also provided tax relief for residents by deferring payments, while at the same time incurring unbudgeted and unforeseen expenses.

The Town maintained business continuity through customer service, by-law enforcement, waste and recycling collection, business services, fire and emergency services, and water and wastewater services. Staff were redeployed, regular summer staff were not hired and there was a reduction in some service levels.

These decisions put the Town in a challenging position for the 2021 Budget. Depending on the length of the pandemic, we may need to continue to make changes to cover losses and create a long-term financial strategy. I would like to acknowledge the dedication of staff for their commitment to the budget process this year

***David Reddon, CAO***





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

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







# About 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]

## Attractions

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



## OUR VISION

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



## OUR MISSION

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







# COVID-19

## Resident and business support

One of the first acts by Council was to endorse measures to assist residents. This included a 90-day waive of penalty and interest associated with the April 27 instalment of the interim tax bill. No penalty was added in May, June or July for an unpaid April 27 instalment. As well, 2019 water/wastewater rates remained in place for the duration of 2020.

The COVID-19 pandemic affected businesses locally and globally, and the Town took action to assist with a number of measures, including:

- The Georgina Emergency Response Benefit which granted eligible businesses, who had seen a 30 per cent reduction in revenue, up to \$7,500 and was administered through South Lake Community Futures.
- A grant of \$10,000 for each of the three Business Improvement Areas (BIAs), Keswick, Sutton and Jackson's Point, was approved to support annual budgets for 2020.
- COVID-19 Community Improvement Grant Program for businesses in the BIAs which assisted with recovery and efforts that had to be done by business owners to address operations during the pandemic.
- The Town assembled a task force to work with other municipalities in York Region and financial organizations to look at funding opportunities.
- The Town teamed up with the Northern Six (N6) municipalities of York Region and the York Region Economic Strategy Office to assist local businesses through the crisis

## Impact on the Town of Georgina

The COVID-19 pandemic is an unprecedented global emergency. The Town of Georgina issued a declaration of emergency on March 19, 2020 in response to the pandemic. By doing this, the Town was able to align itself with the province and grant the Mayor the authority to take such action as she considered necessary to implement the Town's emergency plan. The Emergency Operations Centre (EOC) continues to work to respond to this unprecedented challenge.

## The shutdown

Like municipalities throughout Ontario, Georgina took steps to close Town buildings, facilities, parks, playgrounds, beaches, trails, sports fields and boat launches. Recreation programs were cancelled along with summer camps and activities. The Town operated with essential staff at the Civic Centre and other staff worked from home. Business continuity was maintained through customer service (phone and email), by-law enforcement, waste and recycling collection, business services, fire and emergency services, and water and wastewater services. Council meetings moved online as well as some Town services.





## Financial impact

The financial impact of the COVID-19 pandemic will be felt by municipalities for many years. In Georgina, lost revenue from cancelled recreation programs and the shutdown of facilities like the ROC, the Stephen Leacock Theatre, the Georgina Gym, the Ice Palace, the Leisure Pool and the Sutton Arena, has led to a more than \$2 million shortfall for the Town. In August 2020, the Town received \$1.164 million from the province to help support financial pressures related to the pandemic as part of the federal-provincial Safe Restart Agreement. This funding, combined with expense mitigation measures, will assist in ensuring the Town is able to continue to provide the same high level of service to residents.

## Communications

A primary strategy in the Town's response to the COVID-19 situation was to provide critical and timely information to residents, businesses, visitors, Council and media partners on a daily basis across all channels. Residents relied on the Town to stay informed. Throughout the pandemic, the Communications Division provided continuous support, communicating important information to residents and stakeholders through a number of channels including the website, media releases, social media, print and online advertising, print, online and broadcast media, digital and mobile signs, a weekly eNewsletter, weekly Town Page, and videos.

## Where we are now

Beginning in June, 2020, the Town began the process of gradually reopening in line with the province's staged approach. This included reopening parks and playgrounds, boat launches, trails, sports fields and De La Salle Park and beach. Town facilities and amenities began reopening in September with new safety procedures and protocols in place.



# Strategic about the Town's future

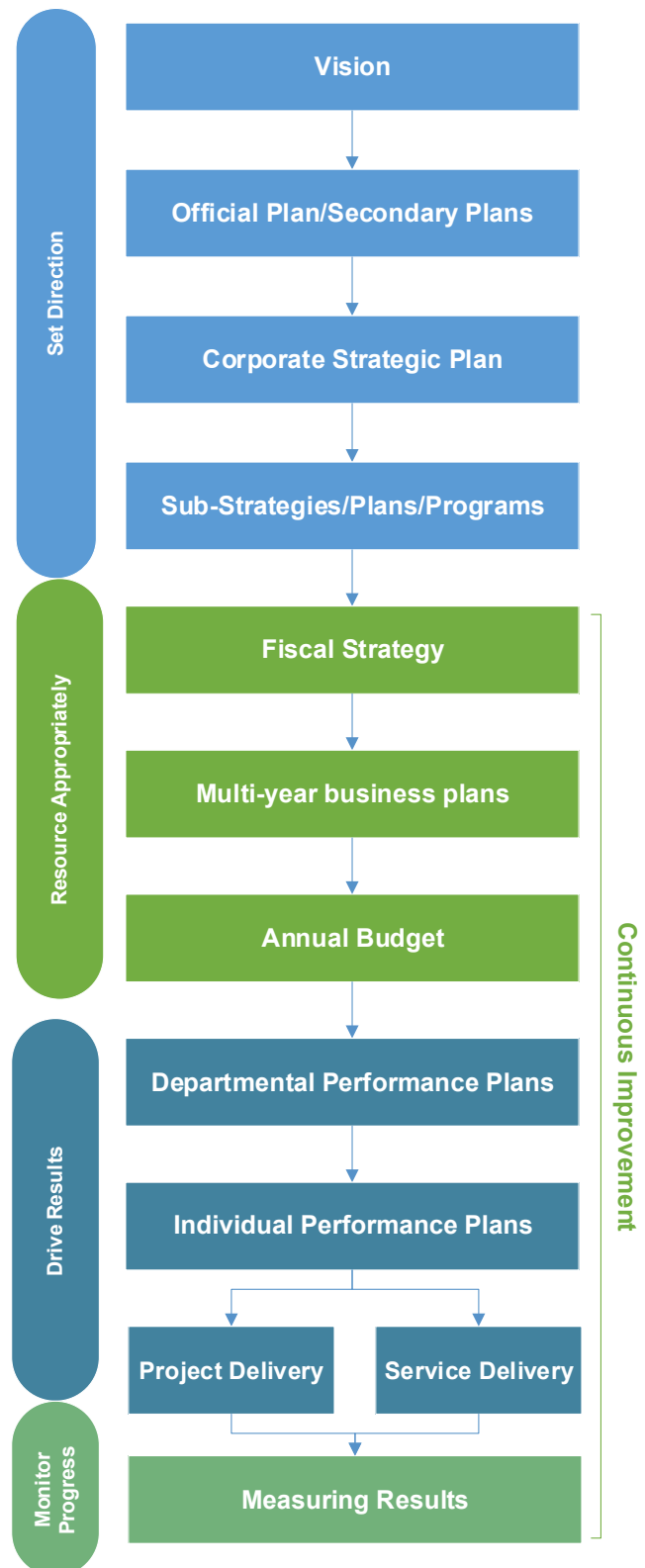
The Town of Georgina is working to create a high quality of life for all residents. To support this, the Town created the Service Excellence Framework in 2019. It helps demonstrate the relationship between the Town's strategic work, financial planning and service delivery. This alignment ensures the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

A significant piece of the framework is the Town's Corporate Strategic Plan. In 2019, Council endorsed the Town's 2019-2023 Strategic Plan. The plan maps out 39 specific actions within four priority areas:

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

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

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











# CONTINUOUS IMPROVEMENT



In 2019, staff presented a final update on the Town's service delivery review. Starting in 2017, it was aimed at improving the citizen experience and enhancing value for service. To date, more than 80 per cent of initiatives within the plan are complete.

A significant accomplishment within the service delivery review is the Information Technology (IT) Strategic Plan. Approved in January 2019, it is a five-year road map for implementing IT infrastructure that will improve operational efficiency and service delivery. Deliverables within the plan include a website update, implementation of customer relationship management and development tracking tools, as well as increased use of project management methodology to ensure projects are delivered on time, and on budget.

Moving into 2020, the service delivery review will transition into a comprehensive continuous improvement program. This new program will ensure continuous improvement is embedded in our annual operations to support the delivery of exceptional service and value to our residents.





Multi-use Recreation Complex (MURC)



Civic Centre

## MURC

### Multi-use Recreation Complex

The Town of Georgina is planning an exciting new Multi-use Recreation Complex (MURC). The design was revealed in late 2019. Called the “HUB,” it will reflect the Town’s history, promote social and physical wellbeing, and include outdoor areas for learning and activities. The concept of grouping core programs around a HUB or centre was inspired by the history and geography of Georgina. The planned location for the MURC is on the west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road. It will be a community space for the whole family. The MURC is anticipated to feature a lap and leisure pool, full gymnasium, meeting and multi-purpose rooms and a Discovery Library branch.

## Civic Centre

In 2019, Council approved the budget for the replacement Civic Centre project. Since then, the designated Steering Committee including the design team (i.e., staff, CBRE-Project Manager and IBI-Prime Architect) have diligently been working on the design. The design team adhered to the schedule prescribed to Council in 2019 until the arrival of the COVID-19 pandemic. It was clear at that point the need to reevaluate certain aspects and opportunities of this project and as such, focus shall be directed at analyzing the immediate and long-term impact of COVID-19. Henceforth, the Steering Committee recommended that the construction portion of the project to remain on hold pending the final analysis and report back to Council in 2021 with final recommendations prior to commencement of any further work.



# 2021 Budget

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

Working together towards a strong economic recovery has become essential as we move forward into 2021 and the challenges the COVID-19 pandemic continues to present.

## Budget overview

The 2021 Budget was developed with a commitment to ensuring the Town can continue to provide a high level of service to residents while minimizing the impact of tax increases on Georgina's residents and businesses. This is a significant challenge in 2021 as the Town will continue to be impacted by the COVID-19 Pandemic. There is a clear focus on improving service delivery, managing growth, and delivering services more effectively and efficiently.

## Operating and Capital Budgets

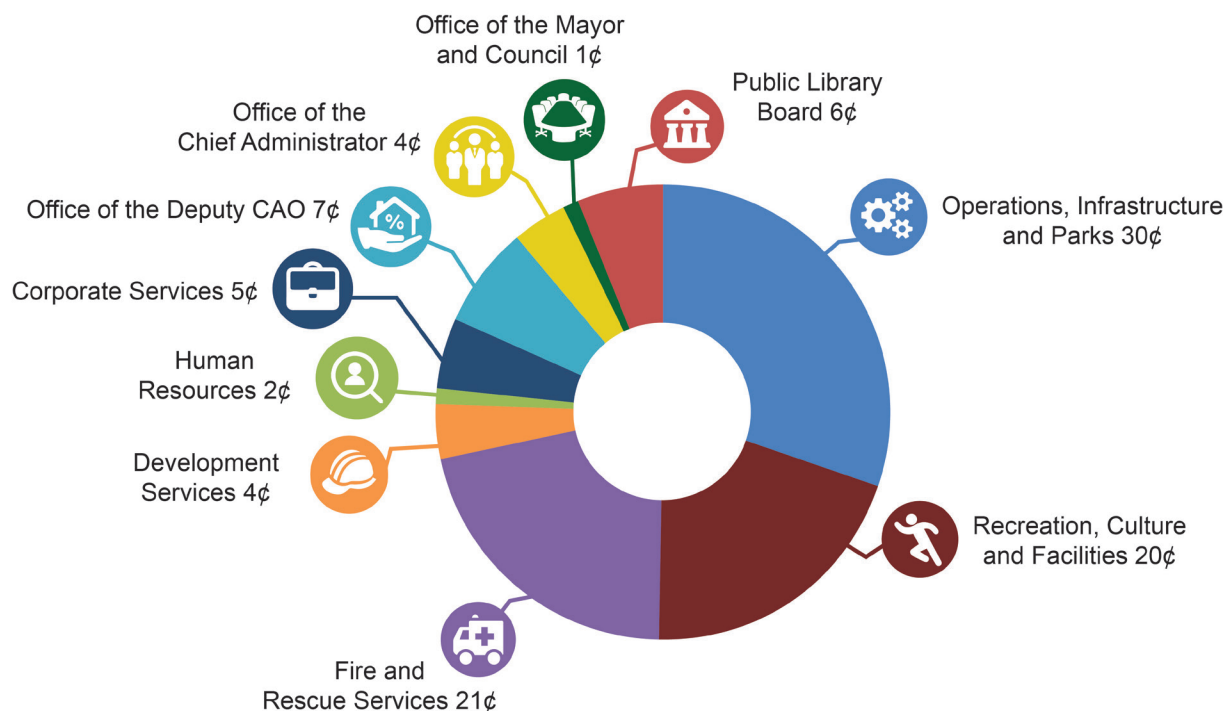
A capital budget is a budget allocating money for the acquisition or studies related to the maintenance of assets such as land, buildings, and equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

The Town of Georgina's 2021 Operating Budget, including contributions to reserves of \$10 million, is \$78 million. The 2021 Capital Budget is \$8 million. The Town is carrying forward \$60 million in capital projects, which includes carry forward cash flow of \$19 million for the Multi-use Recreation Complex and \$14 million for the replacement Civic Centre.

## Property tax levy

The proposed tax levy for Georgina is \$46.5 million, which results in an increase of 0.95 per cent for operating, with an option for an additional 0.50 per cent for capital reserves, for a total proposed increase of 1.45 per cent.

## How Your Tax Dollar is Spent





Water and wastewater rates

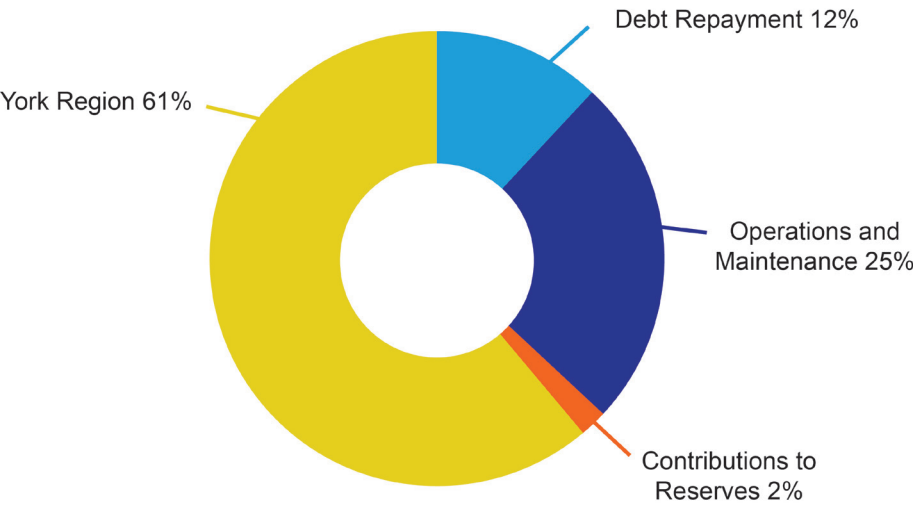
The Town of Georgina is responsible for the local distribution of water and collection of wastewater. York Region is responsible for the supply of water, and the treatment and disposal of wastewater. Georgina’s water and wastewater budget includes its own costs, as well as those water and wastewater 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 2021.

Looking to the future

Georgina’s changing environment will continue to present many budgetary and financial challenges related to the impact of COVID-19, proposed growth and long-term financial sustainability. The Town is facing these challenges by relying on the strong fiscal foundation that has been established and by updating several financial strategies. The Town is currently updating its development charge study, water and wastewater financial plan and rate study, building fee study, and asset management plans. To ensure

a sustained economic recovery, the Town has invested in economic recovery strategies including the creation of a dedicated economic recovery team (ERT) and programs. These new and updated strategies will ensure Georgina has the tools in place to address the financial pressures related to COVID-19, economic recovery, proposed growth and long-term financial sustainability. Sustainable economic growth is one of the priorities in our strategic plan and is at the forefront of all decisions of staff and Council. Through this budget cycle and onward, staff will work diligently with other levels of government, Council and the community towards the vision for Georgina as a progressive and vibrant growing community.

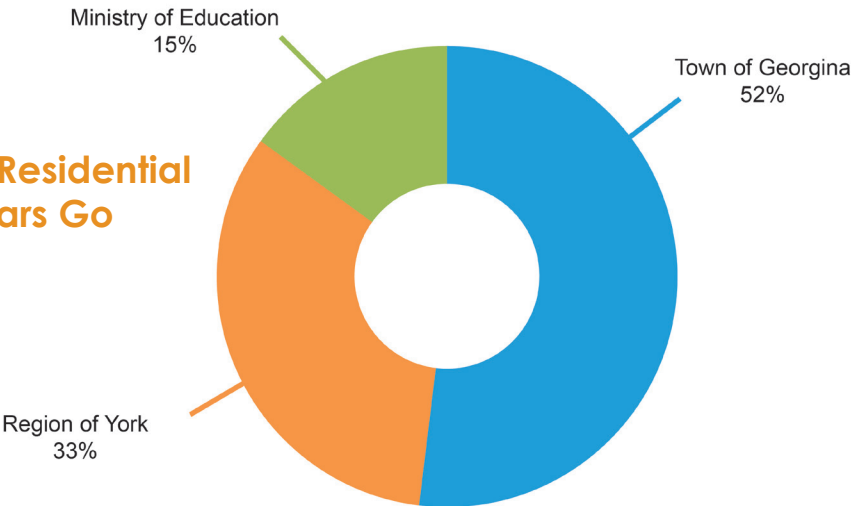
Where Your Water and Wastewater Dollars are Spent



Where your tax dollars go

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

Where Your Residential Tax Dollars Go





# 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 compostable
- Landfill disposal
- Police services
- Paramedic services
- Social services and social housing
- Public health services
- Water transmission, treatment and storage
- Wastewater transmission and treatment
- Tree maintenance along regional roads





**GEORGINA**

## 2021 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC)
		\$	\$	\$	\$	\$	\$	\$	\$
<b>Operations &amp; Infrastructure</b>									
203 21-OI-1	2021 Roads Selective Resurfacing & Maintenance	1,000,000		609,300	390,700				
207 21-OI-2	2021 Roads Rehabilitation	1,000,000			1,000,000				
211 21-OI-3	Pollock Road Slope Design	50,000		50,000					
215 21-OI-4	Sidewalk Repair Program	80,000		80,000					
217 21-OI-5	Fleet Replacement and Rehabilitation	150,000	50,000			100,000			
223 21-OI-6	AMP Additional Funding	50,000	50,000						
226 21-OI-7	Udora Gravel Roads Design	300,000		300,000					
229 21-OI-8	New Equipment-Roads	80,000	80,000						
233 21-OI-9	Mossington Bridge Safety Assessment	25,000	25,000						
236 21-OI-10	West Park Baseball Field Rehabilitation Address Safety Requirement	240,000		240,000					
239 21-OI-11	Parks Vehicle Replacement	45,000	45,000						
242 21-OI-12	Parks Equipment Replacement	256,000	256,000						
245 21-OI-13	New Vehicle Parks	67,000				67,000			
247 21-OI-14	Playground Rehabilitation – Wood Fibre Mulch Surface	65,000	65,000						
21-OI-15*	Increase in The Queensway Box Culvert Project - Approved 2020	48,520	48,520						
21-OI-16*	Burnie Road Culvert	50,000	50,000						
21-OI-17*	Marker Buoys	12,000	12,000						
		<b>3,518,520</b>	<b>681,520</b>	<b>1,279,300</b>	<b>1,390,700</b>	<b>167,000</b>			
<b>Recreation &amp; Culture</b>									
250 21-RC-1	Building Condition Assessment (BCA) Capital Program	1,022,000	1,022,000						
21-RC-2*	Increase in Georgina Pioneer Village (GPV) Heritage Project	89,090	89,090						
		<b>1,111,090</b>	<b>1,111,090</b>						
<b>Fire &amp; Rescue Services</b>									
253 21-FS-1	Replacement of Tanker Apparatus	850,000	850,000						
255 21-FS-2	Replacement of Bunker Gear PPE (Approved in 2020)	47,900	47,900						
258 21-FS-3	Purchase of Communications Equipment	12,000	12,000						
260 21-FS-4	Purchase of Fire Suppression Equipment	75,000	75,000						
		<b>984,900</b>	<b>984,900</b>						
<b>Development Services</b>									
263 21-DS-1	Comprehensive Zoning By-law Review	60,000	33,000			27,000			
		<b>60,000</b>	<b>33,000</b>			<b>27,000</b>			
<b>Corporate Services</b>									
265 21-CS-1	Telephone systems	120,000	120,000						
268 21-CS-2	ICT Cycling	365,000	365,000						
		<b>485,000</b>	<b>485,000</b>						





**GEORGINA**

## 2021 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC)
<b>Office of the Chief Administrative Officer</b>									
272	21-CAO-1 Business continuity and customer convenience	275,000	275,000	-	-	-	-	-	-
<b>Office of the Deputy Chief Administrative Officer</b>									
275	21-DCAO-1 Purchase and Installation of Guillotine Cage	11,500	11,500	-	-	-	-	-	-
277	21-DCAO-2 Purchase of 2 Mobile Ticketing Licences and Devices	10,100	10,100	-	-	-	-	-	-
<b>Library</b>									
279	21-LIB-1 Library Capital Requests	17,100	17,100	-	-	-	-	-	-
<b>TOTAL CAPITAL INVESTMENT</b>		<b>6,473,210</b>	<b>3,609,210</b>	<b>1,279,300</b>	<b>1,390,700</b>	<b>194,000</b>	-	-	-
<b>Water and Wastewater (Operations &amp; Infrastructure)</b>									
282	21-WAT-1 Meter Replacement Program	100,000	100,000	-	-	-	-	-	-
285	21-WAT-2 Line Valve and Hydrant Rehabilitation and Replacement	75,000	75,000	-	-	-	-	-	-
288	21-WAT-3 Morton Street Watermain Construction	1,180,000	1,062,000	-	-	118,000	-	-	-
291	21-WAT-4 Vehicle Replacement and Reassignment	67,000	67,000	-	-	-	-	-	-
294	21-WAT-5 External Project Management Services	150,000	135,000	-	-	15,000	-	-	-
297	21-SEW-1 Lateral Push CCTV Camera	15,000	15,000	-	-	-	-	-	-
300	21-SEW-2 Sewer Rehabilitation, Repair and Replacements	200,000	200,000	-	-	133,000	-	-	-
		<b>1,787,000</b>	<b>1,654,000</b>	-	-	<b>133,000</b>	-	-	-
<b>TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA</b>									
		<b>8,260,210</b>	<b>5,263,210</b>	<b>1,279,300</b>	<b>1,390,700</b>	<b>327,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Approved during budget deliberations on December 1 and December 2, 2020 or through reports approved by Council between October 21, 2020 and December 2, 2020. No business case included.

Carry Forward Capital Investment		Spent to Date	Approved Cost to Complete	Carryforward (Estimated)	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC)
			\$		\$	\$	\$	\$	\$	\$	\$
<b>Operations &amp; Infrastructure</b>											
19-PRK-8	Black River Fencing	-	20,000	20,000	20,000						
17-PWK-6 / 19-PWK-10	Bridge & Culvert >3 Meters-Rehabilitation	139,460	536,500	397,040		397,040					
2020-0208	Replacement of storm sewers	-	127,500	127,500		127,500					
18-PWK-8	East Sidewalk Dalton Road	-	85,000	85,000		85,000					
19-PWK-3	Roads Equipment - E1, Tractor Snow Blower Attachment	-	30,000	30,000	30,000						
19-PWK-4	Major Culvert Replacement Project	3,000	100,000	97,000		97,000					
19-PWK-5	Stormwater System Inventory	-	135,000	135,000	135,000						
19-PWK-11	Hedge Road Bank Stabilization	86,660	1,650,000	1,563,340		1,563,340					
19-PWK-13	2019 Roads Maintenance Plan (Road Resurfacing Program)	332,300	2,100,000	1,767,700	717,340		1,050,360				
19-PWK-14	2019 Roads Now Needs Plan (Road Reconstruction Program)	40,300	1,000,000	959,700				42,500			
19-PWK-15	Bicycle & Pedestrian Active Transportation Master Plan	-	85,000	85,000	42,500						
20-OI-1	Asset Management Plan Needs Assessment and Development	-	150,000	150,000	150,000						
20-OI-11	Playground Replacement and Enhancements (AODA)	-	357,800	357,800	357,800						
20-OI-12	Pioneer Cemetery Needs Assessment	-	50,000	50,000	50,000						
20-OI-13	Keswick Cemetery Master Plan	-	80,000	80,000	80,000						
20-OI-14	ROC Trails Expansion	-	20,000	20,000					20,000		
20-OI-15	Roadside Safety Audit and Program Development and Implementation	-	75,000	75,000	75,000						
20-OI-17	Stormwater Management Facility (Ponds) Maintenance Program	-	25,000	25,000	25,000						
20-OI-18	Sutton Community Park Construction (\$1,400,000 Approved 2019)	104,040	2,381,450	2,277,410			1,390,650				2,277,410
20-OI-2	2020 Roads Maintenance Plan (Approved in 2019)	-	1,856,600	1,856,600	485,950						
20-OI-3	2020 Roads Reconstruction Plan (Approved in 2019)	-	1,261,000	1,261,000	46,200	1,214,800					
20-OI-4	Bridge OSIM Inspections	-	24,000	24,000	24,000						
20-OI-5	Bridge Rehabilitations and Replacements	33,120	2,365,100	2,331,980		2,331,980					
20-OI-6	Roads Fleet and Equipment Replacement Program	-	320,000	320,000	320,000						
20-OI-7	Roads Division New Fleet and Equipment - Culvert Steamer	-	45,000	45,000	45,000						
20-OI-7	Roads Division New Fleet and Equipment - 1-Ton Truck	-	100,000	100,000	100,000						
20-OI-8	Parks Division Fleet and Equipment Replacement Program	4,500	335,000	330,500	330,500						
20-OI-9	Major Ditch Reconstruction	-	300,000	300,000	300,000						
20-OI-20	ROC Wildflower Planting Program	-	20,000	20,000	20,000						
20-OI-22	Removable Floating Finger Dock(s) at Mill Pond Park	-	5,000	5,000	5,000						
20-OI-25	Trails Lighting	-	30,000	30,000	30,000						
19-REC-8	Waterfront Park Strategy Phase 1	37,050	125,000	87,950		87,950					
19-REC-9	Tree Preservation & Compensation Policy Update	-	30,000	30,000	30,000						
<b>Recreation and Culture</b>		780,430	15,824,950	15,044,520	4,446,940	5,816,660	2,441,010	42,500	20,000	-	2,277,410
19-REC-1	Corporate Sponsorship Strategy	62,640	100,000	37,360						37,360	
20-RC-3	GPV Schoolhouse (\$215,000 previously approved)	22,300	285,000	262,700	262,700						
20-RC-8	Pefferlaw Recreational Needs Study	-	10,000	10,000	10,000						
<b>Fire &amp; Rescue Services</b>		84,940	395,000	310,060	272,700	-	-	-	-	37,360	-
17-FIR-8 / 18-FIR-10 / 19-FIR-2	Pefferlaw Fire Station (1-8)	3,597,030	6,062,000	2,464,970							2,464,970
20-FS-3	Replacement of Rescue/Pumper Apparatus	-	820,000	820,000	820,000						
20-FS-4	Replacement of Bunker Gear/PPE	44,340	52,000	7,660	7,660						
		3,641,370	6,934,000	3,292,630	827,660	-	-	-	-	-	2,464,970





**GEORGINA**

## 2021 BUDGET - CARRY FORWARD CAPITAL PROJECTS

Carry Forward Capital Investment		Spent to Date	Approved Cost to Complete	Carryforward (Estimated)	Discretionary Reserve	Federal Gas Tax	Federal / Provincial Grants	DC	Cash-in-Lieu of Parkland	Other Revenue	Long Term Debt (Tax / DC)
<b>Development Services</b>											
19-ECD-1	Wayfinding & Community Signage	12,990	40,000	27,010	27,010						
19-PLN-1	Keswick Secondary Plan Review	122,230	200,000	77,770	7,780			69,990			
20-DS-1	Building Fee Review	14,600	20,000	5,400	5,400						
		149,820	260,000	110,180	40,190	-	-	69,990	-	-	-
<b>Corporate Services</b>											
15-ITS-5	Enterprise Resource Planning Software-Budget Module	16,320	146,000	129,680	129,680						
20-CS-1	Community Benefit Charge and Development Charge Background Study and	-	135,000	135,000	13,500		283,000	121,500			
20-CS-3	Enterprise Content Management (ECM) Acquisition and Implementation	-	283,000	283,000							
		16,320	564,000	547,680	143,180	-	283,000	121,500	-	-	-
<b>Office of the CAO</b>											
17-REC-1 / 19-FAC-2	Design and construct the MURC (Carryforward Cash Flow)	1,852,860	42,141,000	19,025,140							19,025,140
18-CAO-2 / 19-FAC-3	Design and construct the Civic Centre (Carryforward Cash Flow)	716,330	26,966,400	14,304,670							14,304,670
19-PRK-4	Holmes Point Washrooms	-	200,000	200,000	200,000						
19-PRK-6	Maskinonge Pedestrian Bridge	-	500,000	500,000		250,000			250,000		
19-REC-5	The Link Parking Lot	34,080	995,000	960,920							960,920
20-CAO-1	Develop a Broadband Strategy & Action Plan	-	75,000	75,000	75,000						
CAO-2019-0027	Mossington Wharf Rehabilitation	58,000	770,000	712,000			712,000				
		2,661,270	71,647,400	35,777,730	275,000	250,000	712,000	-	250,000	-	34,290,730
<b>Library</b>											
20-LIB-1	Capital Requests	8,970	41,800	32,830	32,830						
		8,970	41,800	32,830	32,830	-	-	-	-	-	-
<b>TOTAL CARRY FORWARD CAPITAL</b>		<b>7,343,120</b>	<b>95,667,150</b>	<b>55,115,630</b>	<b>6,038,500</b>	<b>6,066,660</b>	<b>3,436,010</b>	<b>233,990</b>	<b>270,000</b>	<b>37,360</b>	<b>39,033,110</b>
<b>Water and Wastewater (Operations &amp; Infrastructure)</b>											
18-WAT-4	Wexford Pumping Station Replacement	917,110	2,322,250	1,405,140							1,405,140
20-WAT-1	Water Meter Change Out (Year 3)	69,100	100,000	30,900	30,900						
20-WAT-2	Water Booster Station Valve Replacements	-	80,000	80,000	80,000						
20-WAT-5	Water Service Replacements	-	500,000	500,000	500,000						
RESOLUTION 2019-0697	Cockburn Subdivision Watermain Replacement	-	2,014,000	2,014,000							2,014,000
20-SEW-1	Wastewater Pumping Auto-Dialer System	20,300	123,500	103,200	103,200						
20-SEW-2	Sewer Service Repair and Replacements	1,790	200,000	198,210	198,210						
19-SEW-1	Wastewater Pumping Station Improvements	-	260,000	260,000	260,000						
		1,008,300	5,599,750	4,591,450	1,172,310	-	-	-	-	-	3,419,140
<b>TOTAL CARRY FORWARD: WATER/WASTEWATER</b>											
<b>TOTAL CARRY FORWARD - TOWN OF GEORGINA</b>		<b>8,351,420</b>	<b>101,266,900</b>	<b>59,707,080</b>	<b>7,210,810</b>	<b>6,066,660</b>	<b>3,436,010</b>	<b>233,990</b>	<b>270,000</b>	<b>37,360</b>	<b>42,452,250</b>





**GEORGINA**

# 10 YEAR CAPITAL PLAN

## Summary

Department	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-Growth Related Expenditures</b>											
Operations & Infrastructure	3,351,520	9,662,000	7,810,000	8,942,000	9,145,000	8,819,000	9,806,000	9,957,000	20,290,000	10,207,000	97,989,520
Water & Wastewater	1,654,000	1,724,000	2,349,000	2,876,000	2,044,000	3,145,000	1,929,000	2,946,000	1,834,000	2,726,000	23,227,000
Recreation & Culture	1,111,090	2,035,000	14,006,400	1,767,000	1,884,000	1,955,000	2,005,000	2,101,000	2,600,000	2,114,000	31,578,490
Fire & Rescue Services	984,900	1,492,200	1,484,100	1,099,900	226,500	1,816,400	688,200	6,213,000	326,400	254,400	14,586,000
Development Services	-	-	182,000	1,500,000	-	-	60,000	60,000	-	-	1,802,000
Human Resources	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Corporate Services	485,000	634,000	445,000	389,000	463,000	445,000	338,000	338,000	419,000	390,000	4,346,000
Office of the Deputy CAO	21,600	-	-	108,000	-	108,000	-	-	-	-	237,600
Chief Administrative Officer	275,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	365,000
Public Library Board	17,100	50,000	42,000	17,000	10,000	60,000	10,000	10,000	10,000	10,000	236,100
	7,900,210	15,617,200	26,338,500	16,718,900	13,792,500	16,368,400	14,856,200	21,645,000	25,499,400	15,721,400	174,457,710
<b>Growth Related Expenditures</b>											
Operations & Infrastructure	167,000	1,121,000	2,297,000	776,000	840,000	-	-	-	-	-	5,201,000
Water & Wastewater	133,000	-	-	-	-	-	-	-	-	-	133,000
Recreation & Culture	-	21,163,000	100,000	-	-	-	-	-	-	-	21,263,000
Fire & Rescue Services	-	20,000	542,000	7,230,000	140,000	779,000	9,733,000	-	-	-	18,444,000
Development Services	60,000	2,405,000	708,000	280,000	50,000	100,000	30,000	60,000	60,000	-	3,753,000
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Corporate Services	-	50,000	-	-	100,000	-	50,000	-	-	100,000	300,000
Office of the Deputy CAO	-	-	-	-	-	-	-	-	-	-	-
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Public Library Board	-	200,000	-	-	-	-	-	-	-	-	200,000
	360,000	24,959,000	3,647,000	8,286,000	1,130,000	879,000	9,813,000	60,000	60,000	100,000	49,294,000
<b>Total Annual Capital Expenditures</b>	<b>8,260,210</b>	<b>40,576,200</b>	<b>29,985,500</b>	<b>25,004,900</b>	<b>14,922,500</b>	<b>17,247,400</b>	<b>24,669,200</b>	<b>21,705,000</b>	<b>25,559,400</b>	<b>15,821,400</b>	<b>223,751,710</b>
<b>Non-Growth Related Funding</b>											
Capital Reserve - Tax Funded	4,706,910	7,906,200	22,486,500	12,339,900	10,245,500	11,720,400	10,938,200	11,122,000	12,462,400	11,492,400	115,420,410
Capital Reserve - Rate Funded	1,654,000	1,724,000	2,349,000	2,876,000	2,044,000	3,145,000	1,929,000	2,946,000	1,834,000	2,726,000	23,227,000
Reserve Funds - Federal Gas Tax	1,539,300	1,440,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	15,003,300
Debtenture - Tax / Rate Funded	-	4,547,000	-	-	-	-	486,000	6,074,000	9,700,000	-	20,807,000
Grants	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	7,900,210	15,617,200	26,338,500	16,718,900	13,792,500	16,368,400	14,856,200	21,645,000	25,499,400	15,721,400	174,457,710
<b>Growth Related Funding</b>											
Development Charges	327,000	2,660,000	814,000	1,168,000	517,000	54,000	72,000	54,000	54,000	100,000	5,820,000
Capital Reserve - Tax Funded	33,000	335,000	69,000	3,000	93,000	46,000	8,000	6,000	6,000	-	599,000
Reserve Funds - Federal Gas Tax	-	-	-	-	-	-	-	-	-	-	-
Debtenture - Development Charges	-	21,964,000	2,657,000	5,272,000	500,000	288,000	3,601,000	-	-	-	34,282,000
Debtenture - Tax / Rate Funded	-	-	107,000	1,843,000	-	491,000	6,132,000	-	-	-	8,573,000
Grants	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	20,000	-	-	-	-	-	20,000
	360,000	24,959,000	3,647,000	8,286,000	1,130,000	879,000	9,813,000	60,000	60,000	100,000	49,294,000
<b>Total Annual Capital Funding</b>	<b>8,260,210</b>	<b>40,576,200</b>	<b>29,985,500</b>	<b>25,004,900</b>	<b>14,922,500</b>	<b>17,247,400</b>	<b>24,669,200</b>	<b>21,705,000</b>	<b>25,559,400</b>	<b>15,821,400</b>	<b>223,751,710</b>





GEORGINA

# 2021 OPERATING BUDGET

## Corporate Summary

	Office of the CAO	Corporate Services	Office of the Deputy CAO	Development Services	Fire and Rescue Services	Office of Mayor and Council	Human Resources	Operations and Infrastructure	Water/Wastewater	Recreation and Culture	Georgina Public Libraries	Non-Program	Grand Total	Var %
<b>Revenue</b>														
Capital Recovery (Water/Wastewater)				(2,622,830)					(1,094,650)				(1,094,650)	-4.04%
Development Fees													(2,622,830)	7.37%
Donations & Grants			(20,000)							(48,000)	(73,640)	(79,730)	(221,370)	-7.74%
Library Grant											(2,530,040)		(2,530,040)	1.93%
Local Improvements (Water/Wastewater)									(1,557,940)				(1,557,940)	-1.38%
Misc Revenues	(10,000)	(2,209,600)	(443,180)	(83,500)	(83,500)			(180,740)	(12,000)	(216,450)	(90,200)	275,000	(2,970,670)	-20.13%
Provision from Reserve	0	(10,000)	(11,450)	(701,590)	(50,000)			(90,100)	(541,960)	(100,000)		(1,000,000)	(2,505,100)	56.18%
Region or other Munic			(538,940)					(173,100)		(5,000)			(717,040)	0.00%
Tax Levy														
User Fees, Lease and Rental		(159,880)	(24,390)	(530)	(40,000)			(613,440)	(216,000)	(2,703,760)	(77,700)	(45,826,090)	(45,826,090)	1.15%
Water									(6,748,820)				(3,835,700)	-1.38%
Wastewater									(7,164,130)				(6,748,820)	-4.90%
<b>Revenue Total</b>	<b>(10,000)</b>	<b>(2,379,480)</b>	<b>(1,037,960)</b>	<b>(3,324,950)</b>	<b>(173,500)</b>			<b>(1,057,390)</b>	<b>(17,335,500)</b>	<b>(3,073,210)</b>	<b>(2,771,580)</b>	<b>(46,630,820)</b>	<b>(77,794,380)</b>	<b>0.31%</b>
<b>Expense</b>														
Salaries and Benefits	1,093,140	3,086,820	3,014,800	4,370,410	7,430,510	392,850	977,170	4,811,970	2,228,250	6,251,230	1,900,650	(128,110)	35,429,690	1.86%
Staffing Other Direct Expenses	38,350	193,500	56,630	94,890	102,770	50,970	33,480	94,140	61,960	158,310	55,390		940,390	2.46%
Contracted Services	356,280	306,900	241,400	149,990	17,730		26,000	4,026,290	1,304,440	351,420	27,000		6,807,450	3.36%
Consulting Services	56,000			5,000									61,000	0.00%
Contributions to Reserve		622,500	137,090	76,200	1,204,900			2,935,740	405,460	2,046,420	170,890	2,102,390	9,701,590	-6.88%
Debtenture Repayment					207,360			336,840	2,109,310	170,000		50,000	2,823,510	14.33%
Donations & Grants			2,000	367,200				1,000		295,500			715,700	26.85%
Hydro/Sewer/Gas		3,000	22,600	760	54,090			433,070	190,680	1,184,460	98,320		1,992,980	0.71%
Library Grant												2,530,030	2,530,030	1.93%
Other Direct Costs	104,940	542,580	525,030	134,480	288,220	32,300	42,100	435,410	336,290	1,085,110	172,610		3,679,070	6.11%
Supplies and Maintenance	7,500	76,090	139,350	41,460	411,210	4,000	6,950	1,413,840	212,600	655,120	346,720	(30,000)	3,290,840	-2.05%
Water Payments to York region									10,486,510				10,486,510	0.24%
<b>Expense Total</b>	<b>1,656,210</b>	<b>4,831,390</b>	<b>4,138,900</b>	<b>5,240,390</b>	<b>9,696,790</b>	<b>480,120</b>	<b>1,085,700</b>	<b>14,500,300</b>	<b>17,335,500</b>	<b>12,197,570</b>	<b>2,771,580</b>	<b>4,524,310</b>	<b>78,458,760</b>	<b>1.17%</b>
<b>Grand Total</b>	<b>1,646,210</b>	<b>2,451,910</b>	<b>3,100,940</b>	<b>1,915,440</b>	<b>9,523,290</b>	<b>480,120</b>	<b>1,085,700</b>	<b>13,442,920</b>	<b>0</b>	<b>9,124,360</b>	<b>0</b>	<b>(42,106,510)</b>	<b>664,380</b>	<b>1.45%</b>



GEORGIA

## 2021 SUMMARY OF STAFFING AND OPERATING INITIATIVES

2021 Staffing Summary				2021 New Initiatives Summary		
Pg.	New Positions		2021 Payroll Costs		Pg.	Amount
			Salary	Total		
<b>Operations &amp; Infrastructure</b>						
195	SR-OI-1	Clerk Assistant (1 year contract) Funded under Water and Wastewater rates	30,000	6,000	198	25,000
					Office of the CAO NI-CAO-1	Grant Writing Services
<b>Economic Development</b>						
*		Economic Recovery - Social Media and Marketing Coordinator (Temp) Funded by Tax Rate Stabilization Reserve (COVID-19 Contingency)	41,500	8,500	200	10,000
					Library NI-LIB-1	Library New Initiatives
					<b>Total New Initiatives</b>	<b>35,000</b>
<b>Human Resources</b>						
*		Health and Safety Pandemic Specialist (Temp) <input type="checkbox"/> Funded by Tax Rate Stabilization Reserve (COVID-19 Contingency)	66,500	13,500		
<b>* Business cases are in report CS-2020-0020, Attachment 1</b>						
<b>Total Salaries and All Other Payroll Costs</b>			<b>138,000</b>	<b>28,000</b>		
				<b>166,000</b>		





## 2021 STAFF COMPLEMENT

### 5 Years Historical Trend

	2021	2020	2019	2018	2017
<b><i>Operations &amp; Infrastructure</i></b>					
Permanent Full Time	53	53	52	77	74
Permanent Part Time				2	2
<b><i>Recreation &amp; Culture</i></b>					
Permanent Full Time	46	46	46	19	19
Permanent Part Time	7	7	7	4	4
<b><i>Fire &amp; Emergency Services</i></b>					
Permanent Full Time	48	48	48	47	47
Permanent Part Time				1	1
<b><i>Development Services</i></b>					
Permanent Full Time	38	38	38	38	34
Permanent Part Time				1	
<b><i>Corporate Services</i></b>					
Permanent Full Time	35	35	33	53	53
Permanent Part Time	1	1	1	23	23
<b><i>Human Resources</i></b>					
Permanent Full Time	7	7	7	7	7
<b><i>Chief Administrative Officer</i></b>					
Permanent Full Time	9	9	9	8	5
<b><i>Deputy Chief Administrative Officer</i></b>					
Permanent Full Time	24	24	24		
Permanent Part Time	20	20	20		
<b>Total Town Permanent Full Time</b>	<b>260</b>	<b>260</b>	<b>257</b>	<b>249</b>	<b>239</b>
<b>Total Town Permanent Part Time</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>31</b>	<b>30</b>
<b>Total Town</b>	<b>288</b>	<b>288</b>	<b>285</b>	<b>280</b>	<b>269</b>
 Library Permanent Full Time	 15	 15	 15	 14	 14
Library Permanent Part Time	12	12	11	12	11
<b>Total Town and Library</b>	<b>315</b>	<b>315</b>	<b>311</b>	<b>306</b>	<b>294</b>

#### Comments

- Library Positions: Not including 13 student positions

	2021 - Base Budget	COVID-19 Impact	2021 Budget
<b>Economic Recovery</b>			
<b>Economic Department</b>			
Donations & Grants	0	50,000	50,000
Salaries and Benefits	0	50,000	50,000
<b>Health and Safety</b>			
<b>HR</b>			
Salaries and Benefits	0	80,000	80,000
<b>Recreation Facilities</b>			
<b>Georgina Ice Palace</b>			
Revenue	(633,230)	153,000	(480,230)
Salaries and Benefits	788,200	121,000	909,200
Miscellaneous Expenditures	17,000	5,000	22,000
<b>Georgina Leisure Pool</b>			
Revenue	(421,500)	102,000	(319,500)
Miscellaneous Expenditures	14,000	1,000	15,000
<b>Sutton Arena</b>			
Revenue	(223,500)	120,000	(103,500)
Salaries and Benefits	313,340	(173,000)	140,340
Miscellaneous Expenditures	241,100	(123,000)	118,100
<b>The ROC</b>			
Revenue	(556,300)	164,000	(392,300)
<b>Other Facilities</b>			
Revenue	(404,670)	108,000	(296,670)
Salaries and Benefits	87,700	(47,000)	40,700
Miscellaneous Expenditures	206,000	(49,000)	157,000
<b>Waterfront Parks</b>			
<b>De La Salle Park</b>			
Revenue	(200,800)	98,000	(102,800)
Salaries and Benefits	96,930	50,000	146,930
Miscellaneous Expenditures	101,880	106,000	207,880
<b>Holmes Point</b>			
Revenue	(49,000)	23,000	(26,000)
Salaries and Benefits	18,900	29,000	47,900
Miscellaneous Expenditures	27,250	11,000	38,250
<b>Willow Beach</b>			
Revenue	(150,000)	68,000	(82,000)
Salaries and Benefits	29,700	42,000	71,700
Miscellaneous Expenditures	23,660	24,000	47,660
<b>Other Parks</b>			
Revenue	(28,500)	17,000	(11,500)
Salaries and Benefits	62,350	(20,000)	42,350
Miscellaneous Expenditures	22,750	(10,000)	12,750
<b>Grand Total</b>	<b>(616,740)</b>	<b>1,000,000</b>	<b>383,260</b>

\* Refer to report CS-2020-0020, Attachment 1, for the business cases relating to the above table