



Table of Contents

Message from the Mayor	2
Message from the Acting CAO	2
About Georgina	3-4
Vision, mission and values	5
COVID-19	6-7
Strategic about the Town's future	8
Continuous Improvement	9
National Day for Truth and Reconciliation	10
Building Georgina	11
2022 Budget - Overview, operating and capital budgets, property tax levy	12-13
Municipal Services	14
Summary of capital projects	15-16
Summary of carry-forward projects	17-18
Summary of cancelled projects	19
Ten-year capital plan	20
Operating budget summary	21
Summary of operating initiatives	22
Summary of COVID-19 contingency	23
Staff complement summary	24



The COVID-19 pandemic brought great change to our Town. For more than a year and a half, we endured lockdowns and reopenings, and witnessed the tremendous impact the pandemic had on our community and local economy. Throughout 2021, the Town continued to support residents through property tax deferrals and local businesses with numerous programs, with the safety and wellbeing of everyone in Georgina the number one priority.

The 2022 budget delivers investments while also finding ways to be more efficient, and puts us in a position to continue building a strong community. I am pleased we will be able to provide a zero per cent operating increase in this budget plus the option for a one per cent infrastructure levy. COVID-19 grants from the provincial and federal governments, and a reduction in recreation services due to staff being redeployed to the vaccination clinic, mean the Town is forecasting an above-average surplus for 2021. It will fund the Tax Rate Stabilization Reserve which will be used to assist in lowering the tax pressure for residents and assist with economic recovery.

I want to thank Council and staff for their hard work on this budget, and the community for working with us to ensure a strong future for Georgina.

Margaret Quirk, Mayor



Through the leadership of Council and dedication of staff, the Town's core services have continued to be delivered throughout the COVID-19 pandemic. The Town advanced online service delivery with the introduction of new virtual offerings that provided a new and efficient experience for residents and businesses. Leveraging technology has been essential to maintaining business continuity, and the 2022 Budget will continue to support new and innovative technology solutions.

The Town is making significant investments today in order to build a strong future for our community. We are investing in capital infrastructure and delivery to provide the necessary assets that will support and attract continued growth in Georgina.

While COVID-19 has presented challenges and the pandemic is not yet over, the Town remains focused on the future and a long-term financial strategy. We continue to work to identify opportunities to review processes and find ways to improve our ability to provide excellent service and value to our residents and businesses. I want to thank the Senior Management Team and staff for their contributions to the development of the 2022 Budget.

Ryan Cronsberry, Acting 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 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

- 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.

OUR VALUES

Respect

We care about each other

Excellence

Always go the extra mile

Communication

We are active listeners

Teamwork

Achieving our goals together





COVID-19

The COVID-19 pandemic continued to present challenges throughout 2021 in workplaces, public facilities and amenities, such as parks and recreation centres. The Town responded to this new and changing environment with a continued focus on health and safety for staff and the community.

Throughout the organization, every department and division continued to adapt and pivot, while providing quality public services. From communications and business support to recreation and online services, the Town worked with its municipal and provincial partners to respond and adapt to this evolving situation.

Vaccination clinic

The Georgina Mass Vaccination Clinic was open for six months in 2021, from March through August. York Region Public Health led the clinic, which was made possible through support from the Town. In order to host a clinic, the Town redeployed recreation staff to support its operation, fulfilling a variety of roles. This meant the Town did not provide as much recreation programming as it normally would through the spring and summer. Outdoor park programs and some virtual activities were provided. The Town also

supported third-party summer camp opportunities and held two outdoor movie nights.

Online services

A number of new online services and forms were developed for residents, including resident parking passes and marriage licences. A new dedicated page was created on the Town website to make it easier for residents to find online services.

Communications

Throughout the pandemic, the Town has worked to provide consistent, effective and timely communications to the community. This was done through its website including a popup feature on the homepage for urgent messages, through its social media channels, newspapers, online advertising, the use of community signs and the award-winning Jack animation video series.

Resident and business support

In 2021, the Town again offered deferrals for the first instalment of the 2021 interim property tax bill for property owners who were financially impacted by the pandemic. Eligible applicants could also have their quarterly water/wastewater bill deferred.



A number of programs to support the local business community also continued in 2021:

- The 2021 Field to Table event resumed as an in-person event. The self-guided tour allowed visitors to access farms, enjoy educational experiences and interact with local farmers.
- The Pivot Planning Squad, launched in October 2020, continued to help with recovery efforts and assist local businesses with one-on-one consultations to provide marketing support and link them with available programs.
- The Temporary Patio Program was extended in 2021, allowing new temporary patios or expansion of existing ones on a temporary basis for the patio season.

- The Community Improvement Plan Grant continued to help with recovery efforts by business owners in the Keswick, Sutton or Jackson's Point Business Improvement Areas to address operations during the pandemic.

- The Development Rebate Building Permit Fee Program continued to provide assistance to the business community and to help with business recovery efforts by providing a rebate for building permit fees.

- The Georgina Chamber of Commerce-led shop local campaign continued in 2021.

Where we are now

Beginning in fall 2021, the Town reopened some facilities for public use, including the Georgina Ice Palace, Georgina Gym and Leisure Pool, with COVID-19 safety procedures and protocols in place. Some recreation programming resumed and planning was underway to reopen the ROC for the winter season.

Strategic about the Town's future

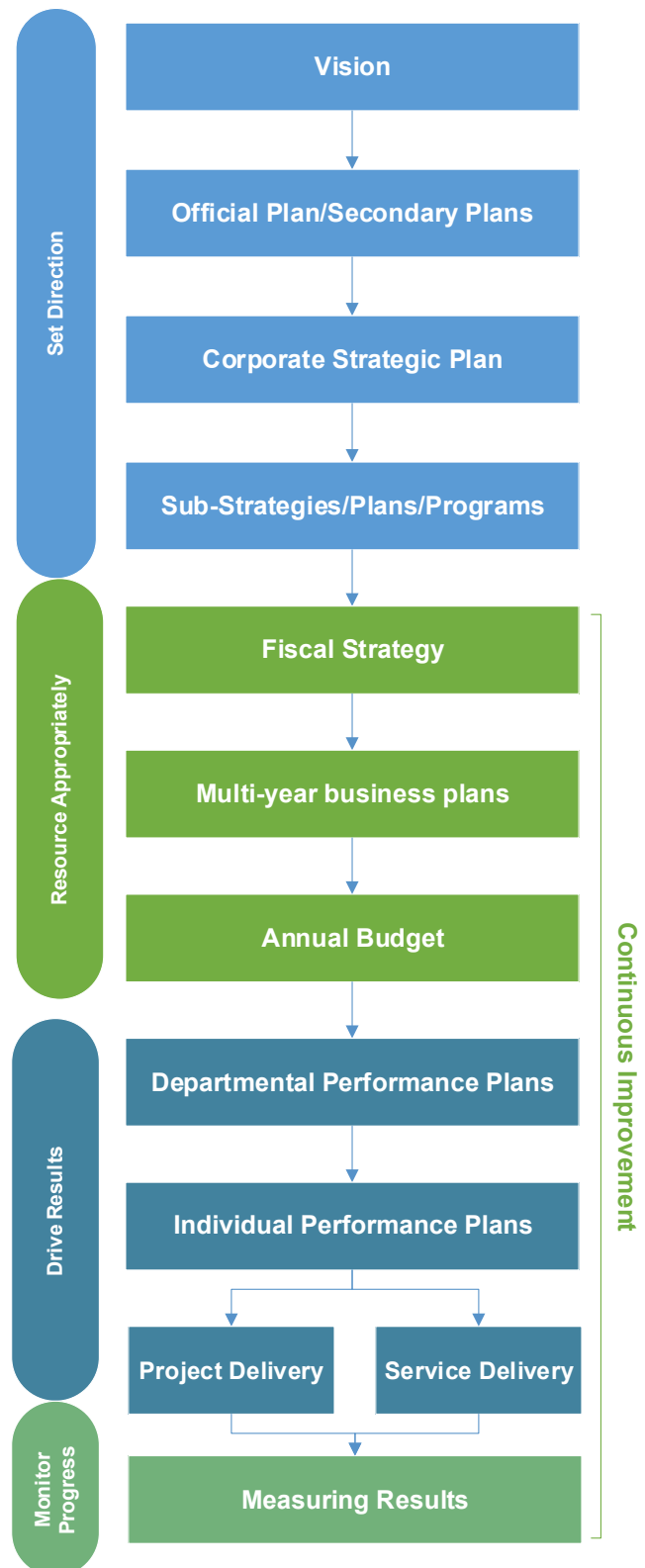
The Town of Georgina is working to create a high quality of life for all residents. To support this, the Town created the Service Excellence Framework in 2019 (see graphic to the right). It helps demonstrate the relationship between the Town's strategic work, financial planning and service delivery.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





Municipal Modernization and Online Self-serve

In 2021, under the umbrella of both the continuous improvement program and Customer Service Strategy, the Town's focus was on getting a number of processes online – enhancing customer convenience and expanding contactless self-serve options. This initiative represents the next step in implementing recommendations of a Municipal Modernization Process Review endorsed by Council in 2020.

A core component of the online self-serve initiative includes expanding self-serve options through the introduction of automated forms and additional online payment options. Given the complexity of the overall initiative, staff retained technology-solution architects to conduct an analysis and provide recommendations for moving forward.

Based on the recommendations, the Town has acquired a technology platform subscription, along with the professional services for development/automation of online forms and associated business process workflows. The process automation is well underway and is scheduled to be completed early next year.

The Town's grant funding submission under Intake 2 of the Provincial Municipal Modernization program was approved. The Town is receiving \$292,500 to help fund various modernization initiatives throughout the municipality.

National Day for Truth and Reconciliation



In recognition of the National Day for Truth and Reconciliation, the Town of Georgina held a special flag raising event at the Civic Centre on Sept 30, 2021. Flags were also raised at Ravenshoe Road and Woodbine, and at Dalton Road and Lake Drive. Mayor Margaret Quirk, Members of Council, dignitaries and Town staff joined members of the Chippewas of Georgina Island First Nation for this special event.



A smudging ceremony was performed which involved the burning of one or more medicines gathered from the earth. The four sacred medicines used in First Nations' ceremonies are tobacco, sage, cedar and sweet grass. The Town, in partnership with the Chippewas of Georgina Island, also announced the future installation of an Indigenous Every Child matters crosswalk on Black River Road near the ferry to Georgina Island.

To learn more, visit georgina.ca/TruthandReconciliation.





Multi-use Recreation Complex (MURC)

MURC

Multi-use Recreation Complex

The Town of Georgina is moving forward with the largest project in its history – construction of the Multi-use Recreation Complex (MURC). Approved by Council in June 2021, construction began in the fall of 2021 with anticipated completion and the facility open for use expected in the fall of 2023. The project is designed with energy, environment, and occupant health and well-being in mind. It is being built to achieve a Gold level of LEED (Leadership in Energy and Environmental Design) Certification, one of the highest rankings available. The recreation complex will be located on west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road. It will be a community space for the whole family and will include a six-lane 25-metre pool, therapy pool, double gymnasium, indoor walking track, multi-use meeting/activity rooms, active living space and a Discovery Library branch.

Civic Centre

In April 2021, Council directed staff to explore the redesign of the replacement Civic Centre. The proposed updated workplace strategy proposes that the workplace has to be imagined as a centralized hub with an integration of a work-from-home approach. This offers a hybrid model that provides opportunities to streamline service delivery and facility functions. Based on the reassessment of the needs and the updated strategy, the size of the replacement Civic Centre maybe reduced by a range of 12,000 to 16,000 square feet. The work-from-home approach can also optimize space allocation and office occupancy. This may be achieved through seat sharing, progressive policies and modernized technology. This will help customers to benefit from new and/or modified convenient future virtual service delivery platforms.

2022 Budget

The Town is committed to building strong and healthy communities, and ensuring everyone benefits from a high quality of life. The Town is making significant infrastructure and economic recovery investments today to ensure a strong tomorrow.

Budget overview

The 2022 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. Understanding the fiscal challenges faced by residents and businesses due to COVID-19, the Town is putting forward a zero per cent operating budget increase, with the option to add one per cent to capital reserves to assist in closing the infrastructure funding gap. During 2021, the Town received \$2 million in federal and provincial funding to assist with COVID-19 operating impacts. This funding, combined with the Town reducing recreation service levels in 2021 due to running a mass vaccination clinic, has resulted in a forecast surplus, which will be used to assist with providing a zero per cent increase for 2022.

Operating and Capital Budgets

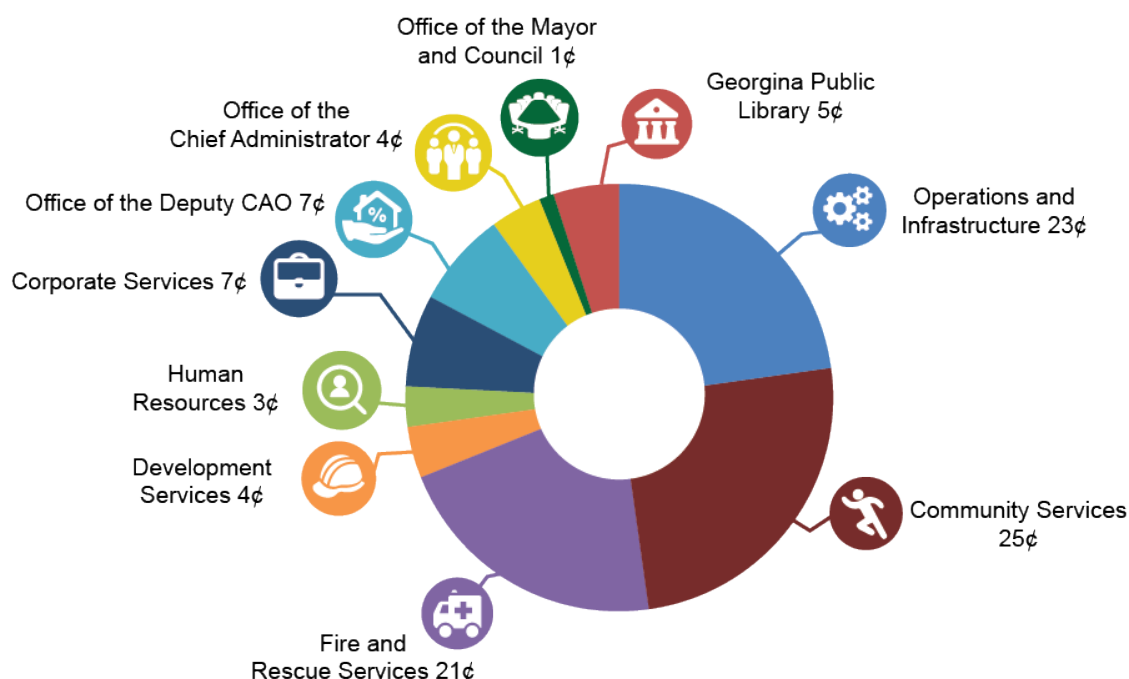
A capital budget is a budget allocating money for the acquisition or studies related to the maintenance of assets such as land, buildings, and equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

The Town of Georgina's 2022 Operating Budget, including contributions to reserves of \$10 million, is \$78 million. The 2022 Capital Budget is \$32 million, which includes the cash flow of \$21 million for the Multi-use Recreation Centre (MURC). The Town is carrying forward \$51 million in capital projects, which includes carry forward cash flow of \$18 million for the MURC and \$14 million for the replacement Civic Centre.

Property tax levy

The proposed tax levy for Georgina is \$47 million, which results in no increase for operating. There is an option to add one per cent to capital reserves, for a total proposed increase of one 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 2022.

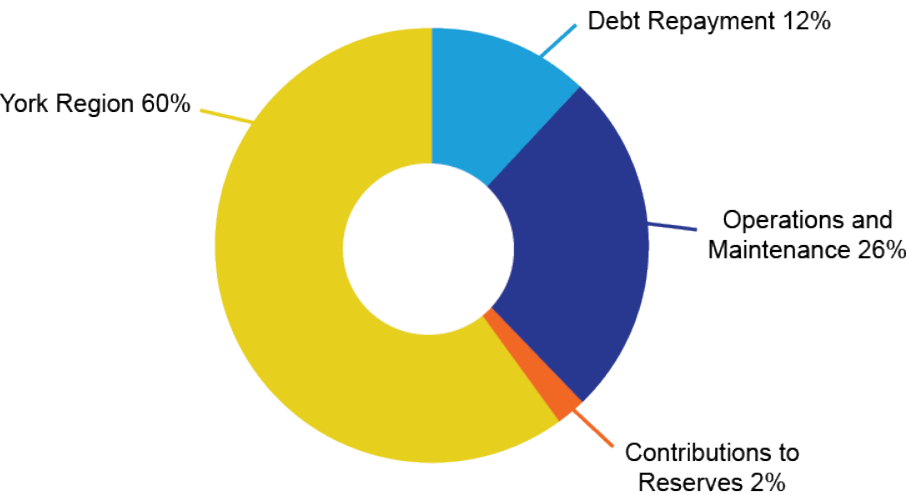
Looking to the future

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. 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.

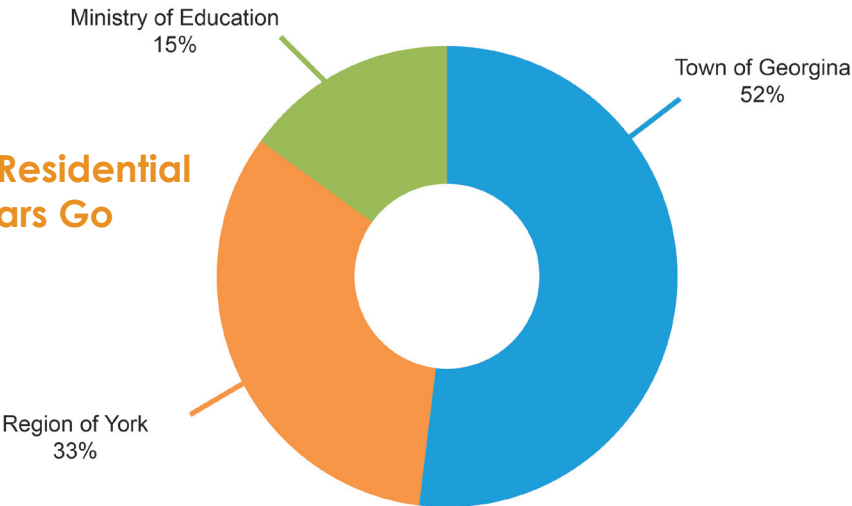
Where Your Water and Wastewater Dollars are Spent



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 on local roads and sidewalks
- Curbside waste pick-up
- By-law enforcement
- Animal services
- Licensing and permits
- Fire and rescue services
- Parks
- Community centres
- Libraries
- Crossing guards
- Water transmission and distribution
- Wastewater collection and transmission
- Stormwater management
- Tree and plant maintenance along local roads



York Region provides services including:

- Regional roads
- Snow removal on regional roads
- Public transit
- Processing of recycling and compostable
- Landfill disposal
- Police services
- Paramedic services
- Social services and social housing
- Public health services
- Water transmission, treatment and storage
- Wastewater transmission and treatment
- Tree maintenance along regional roads



GEORGINA

2022 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
		\$	\$	\$	\$	\$	\$	\$
Operations & Infrastructure								
267	22-CI-OI-01 EAB Tree Removal Program	1,100,000	1,100,000					
271	22-CI-OI-02 New Equipment (Roads)	175,000	175,000					
275	22-CI-OI-03 Bridges & Culverts: Minor Capital – Culverts under 3m	200,000		200,000				
278	22-CI-OI-04 Sidewalk: Minor Capital – Concrete	75,000		75,000				
280	22-CI-OI-05 Roads: Minor Capital Resurfacing	2,157,000		766,300	1,390,700			
284	22-CI-OI-06 Roads: Major Capital Resurfacing Design	175,000		175,000				
288	22-CI-OI-07 Streetlight Upgrades	90,000	90,000					
291	22-CI-OI-08 Fleet Policy Review	20,000	20,000					
293	22-CI-OI-09 Fuel Management System	120,000	120,000					
297	22-CI-OI-10 2022 Bridge OSIM	75,000	75,000					
299	22-CI-OI-11 Lake Drive Road Functionality Assessment	150,000	150,000					
305	22-CI-OI-12 Old Shiloh Bridge Heritage Investigation/Environmental Assessment	100,000	100,000					
308	22-CI-OI-13 Development of an Asset Management Plan for Non Core Assets	150,000		150,000				
311	22-CI-OI-14 Major Ditch Design and Rehabilitation Program	400,000		400,000				
314	22-CI-OI-15 Vehicle and Equipment Replacement Program	1,773,000	1,773,000					
		6,760,000	3,603,000	1,766,300	1,390,700	-	-	-
Community Services								
323	22-CI-RC-01 Facilities Repairs & Remediation Program	286,000	286,000					
326	22-CI-RC-02 Building Condition Assessment (BCA) Items	470,000	470,000					
330	22-CI-RC-03** Train Station Repairs	50,000	25,000		25,000			
332	22-CI-RC-04 Waterfront Parks Master Plan, Parts 2 & 3	210,000	175,200			34,800		
336	22-CI-RC-05 Picnic Table Replacement	50,000	50,000					
	Developer Project***	840,000				840,000		
	C-2021-0204* MURC (2022 Additional Cash Flow) (17-REC-1/19-FAC-2)	20,722,000						20,722,000
		22,628,000	1,006,200	-	25,000	874,800	-	20,722,000
Fire & Rescue Services								
339	22-CI-FS-01 Purchase of Suppression Equipment	60,000	60,000					
342	22-CI-FS-02 Replacement of Bunker Gear/PPE	54,000	54,000					
345	22-CI-FS-03 Purchase of Communications Equipment	15,000	15,000					
		129,000	129,000	-	-	-	-	-
Development Services								
347	22-CI-DS-01 Development Engineering Comprehensive Design Criteria Review	65,000				65,000		
		65,000	-	-	-	65,000	-	-
Corporate Services								
349	22-CI-CS-01 Annual Information and Communications Technology (ICT) Cycling	270,000	270,000			70,000		
353	22-CI-CS-02 Long Range Financial Plan Update	70,000						
		340,000	270,000	-	-	70,000	-	-



GEORGINA

2022 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
		\$	\$	\$	\$	\$	\$	\$
Office of the Chief Administrative Officer								
356	22-CI-CAO-01 Develop a Corporate Sustainability Plan	40,000	40,000					
359	22-CI-CAO-02 Create new 2023-2026 Corporate Strategic Plan	50,000	50,000					
		90,000	90,000	-	-	-	-	-
Library								
362	22-CI-LIB-01 Library Capital Initiatives	49,500	49,500					
		49,500	49,500	-	-	-	-	-
TOTAL CAPITAL INVESTMENT		30,061,500	5,147,700	1,766,300	1,415,700	1,009,800	-	20,722,000
Water and Wastewater (Operations & Infrastructure)								
365	22-CI-WAT-01 Polybutylene Water Service Line Replacement Program	500,000	500,000					
369	22-CI-WAT-02 Water Operational Support Equipment	50,000	50,000					
373	22-CI-WAT-03 Water System Mainline Valves, Fire Hydrants and Secondary Valve	100,000	100,000					
376	22-CI-WAT-04 Annual Water Meter Replacement Program	150,000	150,000					
379	22-CI-WAT-05 Public Water Taps	100,000	100,000					
383	22-CI-SEW-01 Rehabilitation of Sewage Pump Stations 1, 2, 7 & 8	270,000	270,000					
385	22-CI-SEW-02 Sewer Pumping Station Rehabilitation – Fuel System Upgrades	200,000	200,000					
388	22-CI-SEW-03 Inflow and Infiltration Study	150,000	150,000					
391	22-CI-SEW-04 Condition Assessment of Sewage Pump Stations	160,000	160,000					
394	22-CI-SEW-05 Linear Sewer Main and Maintenance Hole Condition Assessment	200,000	200,000					
		1,880,000	1,880,000	-	-	-	-	-
TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA		31,941,500	7,027,700	1,766,300	1,415,700	1,009,800	0	20,722,000

*Approved

**Grant Approval Pending

***Developer Project - No business case



GEORGINA

2022 BUDGET - CARRY FORWARD CAPITAL PROJECTS

Carry Forward Capital Investment		Spent to Date As of September 2021	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community- Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Operations & Infrastructure										
19-PRK-8	Black River Fencing		20,000	20,000	20,000					
19-PWK-11	Hedge Road Bank Stabilization	257,270	1,650,000	1,392,730		1,392,730				
19-PWK-14	2019 Roads Now Needs Plan (Road Reconstruction Program)	21,010	1,000,000	978,990	978,990					
20-OI-1	Asset Management Plan Needs Assessment and Development	49,170	150,000	100,830	100,830					
20-OI-2	2020 Roads Maintenance Plan (Approved in 2019)	1,531,790	1,856,600	324,810	324,810					
20-OI-3	2020 Roads Reconstruction Plan (Approved in 2019)		1,261,000	1,261,000	46,200	1,214,800				
20-OI-9	Major Ditch Reconstruction	2,040	300,000	297,960	297,960					
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-15	Roadside Safety Audit and Program Development/Implementation		75,000	75,000	75,000					
20-OI-22	Removable Floating Finger Dock(s) at Mill Pond Park		5,000	5,000	5,000					
20-OI-25	Trails Lighting		30,000	30,000	30,000					
21-OI-1	2021 Roads Selective Resurfacing & Maintenance	3,510	1,000,000	996,490		605,790	390,700			
21-OI-2	2021 Roads Rehabilitation		1,000,000	1,000,000			1,000,000			
21-OI-3	Pollock Road Slope Design		50,000	50,000		50,000				
21-OI-7	Udora Gravel Roads Design		300,000	300,000		300,000				
21-OI-9	Mossington Bridge Safety Assessment		25,000	25,000	25,000					
Community Services		1,864,790	8,852,600	6,987,810	2,033,790	3,563,320	1,390,700	-	-	-
17-REC-1/19-FAC-2/C-	Design and construct the MURC (Carry forward Cash Flow)	2,764,700	50,200,000	18,113,300						18,113,300
2021-0204										
18-REC-3	Design and construct the Civic Centre (Carry forward Cash Flow)	870,810	26,966,400	14,150,190						14,150,190
18-CAO-2/19-FAC-3	Keswick Centaph Relocation	45,740	80,000	34,260	34,260					
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	
CAO-2019-0027	Mossington Wharf Rehabilitation	58,000	770,000	712,000			712,000			
20-RC-4	Pioneer Village		10,000	10,000	10,000					
C-2021-0210	Egypt yard expansion	266,650	990,000	723,350			507,000	216,350		
C-2021-0222	Keswick Cemetery monument foundation structure		25,000	25,000	25,000					
C-2021-0300**	Playground Replacements		625,000	625,000	125,000		500,000			
21-OI-10	West Park Baseball Field Rehabilitation (Safety Requirement)		240,000	240,000		240,000				
21-RC-1	Secure a consultant for Assessment (BCA)		150,000	150,000	150,000					
21-RC-1 /	Furnace/Oil Tank replacement at Annex (BCA)		100,300	100,300	100,300					
CAO-2021-0018		4,005,900	80,856,700	35,583,400	644,560	490,000	1,719,000	216,350	250,000	32,263,490
Fire & Rescue Services			850,000	850,000	850,000					
21-FS-1	Replacement of Tanker Apparatus	-	850,000	850,000	850,000					
Development Services										
19-ECD-1	Wayfinding & Community Signage	15,310	40,000	24,690	24,690					
19-PLN-1	Keswick Secondary Plan Review	147,800	200,000	52,200				52,200		
19-REC-9	Tree Preservation & Compensation Policy Update		30,000	30,000	30,000					
21-DS-1	Comprehensive Zoning By-law Review	7,140	60,000	52,860	25,860			27,000		
Developer Project	Dovedale Drive Extension		1,830,000	1,830,000			150,000	1,830,000		
C-2021-0299**	Business Incubator/Accelerator: 2 year pilot with York University	170,250	2,460,000	2,289,750	230,550		150,000	1,909,200		



2022 BUDGET - CARRY FORWARD CAPITAL PROJECTS

Carry Forward Capital Investment											
	Spent to Date As of September 2021	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community- Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Corporate Services											
19-ITS-3		35,000	35,000	35,000							
20-CS-3	103,010	283,000	179,990			179,990					
C-2021-0322**		384,620	384,620	134,620		250,000					
21-CAO-1	20,350	475,000	454,650	162,150		292,500					
	123,360	1,177,620	1,054,260	331,770	-	722,490	-	-	-	-	
Office of the Chief Administrative Officer											
20-CAO-1	24,820	75,000	50,180	50,180							
	24,820	75,000	50,180	50,180	-	-	-	-	-	-	
Library											
20-LIB-1	22,880	41,800	18,920	18,920							
21-LIB-1		17,100	17,100	17,100							
	22,880	58,900	36,020	36,020	-	-	-	-	-	-	
TOTAL CARRY FORWARD CAPITAL											
	6,212,000	94,330,820	46,851,420	4,176,870	4,053,320	3,982,190	2,125,550	250,000		32,263,490	
Water and Wastewater (Operations & Infrastructure)											
20-WAT-4	67,540	75,000	7,460	7,460							
20-WAT-5	237,720	500,000	262,280	262,280							
C-2019-0697 /		2,014,000	2,014,000							2,014,000	
20-WAT-6											
21-WAT-3		1,180,000	1,180,000	1,062,000			118,000				
21-WAT-5	18,250	150,000	131,750	116,750			15,000				
19-SEW-1	58,490	260,000	201,510	201,510							
20-SEW-2	47,250	200,000	152,750	152,750							
21-SEW-2		200,000	200,000	200,000							
TOTAL CARRY FORWARD: WATER/WASTEWATER											
	429,250	4,579,000	4,149,750	2,002,750	-	-	133,000	-		2,014,000	
TOTAL CARRY FORWARD - TOWN OF GEORGINA											
	6,641,250	98,909,820	51,001,170	6,179,620	4,053,320	3,982,190	2,258,550	250,000		34,277,490	
Grant Approval Pending											

**Grant Approval Pending



GEORGINA

2022 BUDGET - CANCELLED CAPITAL PROJECTS

Cancelled Capital Projects		Spent to Date As of September 2021	Approved Cost to Complete	Outstanding Balance (Estimated)	Discretionary Reserve	Canada Community- Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
Operations & Infrastructure										
19-PRK-1	Fleet Replacement - Jeep 4x4	-	46,000	46,000	46,000					
19-PWK-15	Bicycle & Pedestrian Active Transportation Master Plan	-	85,000	85,000	42,500			42,500		
			131,000	131,000	88,500	-	-	42,500	-	-
Corporate Services										
15-ITS-5	Enterprise Resource Planning Software-Budget Module	-	129,680	129,680	129,680					
18-ITS-2	IT CRM Solution	24,390	100,000	75,610	75,610					
		24,390	229,680	205,290	205,290	-	-	-	-	-
TOTAL CANCELLED CAPITAL - TOWN OF GEORGINA		24,390	360,680	336,290	293,790	0	0	42,500	0	0



GEORGINA

10 YEAR CAPITAL PLAN

Summary

Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Operations & Infrastructure	6,760,000	9,982,000	9,082,000	8,837,000	7,732,000	8,177,000	8,772,000	9,217,000	9,492,000	9,217,000	87,288,000
Water & Wastewater	1,880,000	3,270,000	3,457,000	2,625,000	3,726,000	2,510,000	3,527,000	2,590,000	3,507,000	2,590,000	29,682,000
Community Services	1,031,200	17,009,000	2,528,000	3,752,000	3,003,000	3,744,000	3,047,000	4,183,000	3,414,000	3,400,000	45,111,200
Fire & Rescue Services	129,000	1,550,000	1,152,000	229,000	1,818,000	204,000	139,000	326,000	254,000	515,000	6,316,000
Development Services	-	30,000	-	-	-	60,000	60,000	-	-	-	150,000
Human Resources	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Corporate Services	270,000	600,000	1,355,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	4,800,000
Office of the Deputy CAO	-	60,000	108,000	-	108,000	-	-	-	-	-	276,000
Chief Administrative Officer	90,000	25,000	10,000	10,000	60,000	10,000	10,000	10,000	60,000	10,000	295,000
Public Library Board	49,500	42,000	17,000	50,000	60,000	10,000	10,000	50,000	10,000	10,000	308,500
	10,209,700	32,578,000	17,719,000	15,863,000	16,867,000	15,095,000	15,925,000	16,841,000	17,097,000	16,102,000	174,296,700
Growth Related Expenditures											
Operations & Infrastructure	-	420,000	-	373,000	-	-	-	-	-	-	793,000
Water & Wastewater	-	-	-	-	-	-	-	-	-	-	-
Community Services	21,596,800	10,997,000	776,000	767,000	725,000	997,000	2,900,000	579,000	2,250,000	1,750,000	43,337,800
Fire & Rescue Services	-	600,000	8,065,000	1,070,000	800,000	11,771,000	7,535,000	-	-	-	29,841,000
Development Services	65,000	2,509,000	911,000	2,775,000	11,285,000	30,000	60,000	110,000	1,215,000	2,455,000	21,415,000
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Corporate Services	70,000	-	120,000	-	-	-	-	140,000	-	-	330,000
Office of the Deputy CAO	-	-	-	-	-	-	-	-	-	-	-
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Public Library Board	-	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	10,000	910,000
	21,731,800	14,726,000	9,972,000	5,085,000	12,910,000	12,898,000	10,595,000	929,000	3,565,000	4,215,000	96,626,800
Total Annual Capital Expenditures	31,941,500	47,304,000	27,691,000	20,948,000	29,777,000	27,993,000	26,520,000	17,770,000	20,662,000	20,317,000	270,923,500
Non-Growth Related Funding											
Capital Reserve - Tax Funded	5,147,700	15,860,000	12,719,000	11,735,000	11,638,000	11,082,000	10,895,000	12,708,000	12,087,000	12,009,000	115,880,700
Capital Reserve - Rate Funded	1,880,000	3,270,000	3,497,000	2,625,000	3,726,000	2,510,000	3,527,000	2,630,000	3,507,000	2,590,000	29,762,000
Canada Community-Building Fund	1,766,300	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	15,293,300
Debtenture - Tax/ Rate Funded	-	11,945,000	-	-	-	-	-	-	-	-	11,945,000
Grants	1,415,700	-	-	-	-	-	-	-	-	-	1,415,700
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	10,209,700	32,578,000	17,719,000	15,863,000	16,867,000	15,095,000	15,925,000	16,841,000	17,097,000	16,102,000	174,296,700
Growth Related Funding											
Development Charges	1,009,800	5,270,000	3,044,000	4,394,000	8,407,000	1,127,000	3,060,000	929,000	3,565,000	3,588,000	34,393,800
Capital Reserve - Tax Funded	-	356,000	-	131,000	2,573,000	-	-	-	-	130,000	3,190,000
Capital Reserve - Rate Funded	-	-	344,000	62,000	546,000	-	-	-	-	-	952,000
Canada Community-Building Fund	-	-	-	-	-	-	-	-	-	-	-
Debtenture - Development Charges	20,722,000	9,100,000	6,584,000	-	300,000	4,516,000	4,401,000	-	-	-	45,623,000
Debtenture - Tax / Rate Funded	-	-	-	-	500,000	7,255,000	3,134,000	-	-	-	10,889,000
Grants	-	-	-	498,000	584,000	-	-	-	-	497,000	1,579,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	21,731,800	14,726,000	9,972,000	5,085,000	12,910,000	12,898,000	10,595,000	929,000	3,565,000	4,215,000	96,626,800
Total Annual Capital Funding	31,941,500	47,304,000	27,691,000	20,948,000	29,777,000	27,993,000	26,520,000	17,770,000	20,662,000	20,317,000	270,923,500



GEORGINA

2022 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	Community Services	Georgina Public Libraries	Non-Program	Grand Total	Sum of %
Revenue														
Capital Recovery (Water/Wastewater)				(2,954,550)					(1,143,460)				(1,143,460)	4.46%
Developments Fees													(2,954,550)	12.65%
Donations & Grants			(20,000)							(48,000)	(73,640)	(67,780)	(209,420)	-5.40%
Local Improvements (Water/Wastewater)				(480)	(86,500)			(55,460)	(1,557,940)	(705,410)	(25,100)	(285,000)	(3,274,470)	0.00%
Misc Revenues	(10,000)	(1,600,850)	(493,180)					(503,220)	(12,490)				(3,274,470)	3.79%
Provision from Reserve	(477,000)	(10,000)	(365,000)	(227,090)	(50,000)			(200,000)		(100,000)		(1,500,000)	(3,232,310)	29.03%
Region or other Municipality			(571,800)							(5,000)			(776,800)	8.33%
Tax Levy												(47,048,360)	(47,048,360)	1.20%
User Fees, Lease and Rental		(176,250)	(24,390)	(50)	(40,000)			(155,000)	(260,920)	(2,806,280)	(77,700)		(3,540,590)	-3.03%
Wastewater									(7,370,170)				(7,370,170)	2.88%
Water									(6,888,430)				(6,888,430)	2.07%
Revenue Total	(487,000)	(1,787,100)	(1,474,370)	(3,182,170)	(176,500)			(913,680)	(17,233,410)	(3,664,690)	(176,440)	(48,901,140)	(77,996,500)	2.72%
Expense														
Salaries and Benefits	1,658,030	3,262,070	3,202,470	4,286,820	7,988,660	403,200	1,012,040	3,402,890	2,310,640	7,923,680	1,913,870	(58,110)	37,306,260	5.29%
Staffing Other Direct Expenses	43,570	190,800	60,970	93,690	120,770	50,970	35,580	62,050	58,880	196,720	55,390		969,390	3.20%
Consulting Services	56,000			5,000									61,000	0.00%
Contracted Services	381,280	319,300	311,620	160,490	169,190		29,500	3,859,860	1,309,330	740,340	27,000		7,307,910	2.26%
Contributions to Reserve		622,500	137,090	76,200	643,700			2,479,740	418,690	1,639,350	158,240	3,437,600	9,613,110	-0.91%
Debtenture Repayment					299,890			346,250	2,121,290	126,680			2,894,110	2.50%
Donations & Grants			2,000	273,000						296,500		50,000	621,500	-13.16%
Hydro/Sewer/Gas		3,000	22,600	760	51,930			292,400	199,900	1,320,030	95,020		1,985,640	-0.37%
Other Direct Costs	105,040	563,030	763,500	124,350	268,500	32,300	42,900	236,500	347,900	1,291,970	173,530	200,000	4,149,520	13.68%
Supplies and Maintenance	7,500	60,990	153,950	41,560	284,010	4,000	6,950	583,590	224,310	1,195,300	283,430		2,845,590	-4.51%
Water Payments to York region									10,242,470				10,242,470	-2.33%
Expense Total	2,251,420	5,021,690	4,654,200	5,061,870	9,826,650	490,470	1,126,970	11,263,280	17,233,410	14,730,570	2,706,480	3,629,490	77,996,500	2.72%
Grand Total	1,764,420	3,234,590	3,179,830	1,879,700	9,650,150	490,470	1,126,970	10,349,600	0	11,065,860	2,530,040	(45,271,650)	0	0.00%



GEORGINA

2022 SUMMARY OF STAFFING AND OPERATING INITIATIVES

2022 Staffing Summary				2022 New Initiatives Summary			
Pg.	Pg.			Pg.			
New Positions				New Initiatives			
Corporate Services				Office of the Chief Administrative Officer			
211	22-SI-CS-01	Data Analyst – GIS Funded by Assessment Growth (50%) & Tax Levy (50%)	67,500	237	22-OI-CAO-01	Grant Writing Services Funded by Capital Reserve	25,000
214	22-SI-CS-02	Procurement Advisor Funded by Assessment Growth	63,000				
Fire & Rescue Services				Community Services			
218	22-SI-FS-01	Deputy Fire Chief Funded by Assessment Growth	130,000	240	22-OI-RC-01	Additional Funding for Jackson's Point Harbour Funded by Tax levy	6,000
				242	22-OI-RC-02	Additional Staff hours for Pefferlaw Ice Pad Funded by Tax levy	14,000
Operations & Infrastructure				Corporate Services			
221	22-SI-OI-01	Operations & Infrastructure Clerk Funded by Water and Wastewater rates	54,070	244	22-OI-CS-01	Security Assessment Funded by Tax levy	20,100
224	22-SI-OI-02	Senior Project Manager O&I Funded by Capital Projects/Reserves	95,000				
Total Salaries and All Other Payroll Costs				Operations & Infrastructure			
409,570				247	22-OI-OI-01	Winter Equipment Funded by Development Charges (50%) & Assessment Growth (50%)	90,000
122,680				250	22-OI-OI-02	Community Beautification Funded by Tax levy	20,000
532,250				Fire & Rescue Services			
				253	22-OI-FS-01	Additional Overtime - Suppression Funded by Tax levy	50,000
				Total New Initiatives			
				225,100			



GEORGINA

2022 COVID-19 CONTINGENCY

2022 COVID Staffing Summary				2022 COVID Initiatives Summary			
Pg.	COVID-19 Positions			Pg.	COVID-19 Expenditure/Revenue Loss		
	Salary	2022 Payroll Costs	Total				Amount
Human Resources				Development Services			
255 22-CG-HR-01	Health and Safety Pandemic Specialist (Temp) Funded by COVID-19 Grant	83,000	17,000	100,000	261 22-CG-DS-02	Enhanced Marketing to Support Economic Recovery Funded by COVID-19 Grant	50,000
Development Services				Community Services			
258 22-CG-DS-01	Enhanced Marketing to Support Economic Recovery (Temp) Funded by COVID-19 Grant	83,000	17,000	100,000	264 22-CG-RC-01	Waterfront Parks Funded by COVID-19 Grant & Tax Rate Stabilization Reserve	450,000
Total Salaries and All Other Payroll Costs				265 22-CG-RC-02	Recreation Facilities Funded by COVID-19 Grant & Tax Rate Stabilization Reserve		800,000
				Total New Initiatives			
							1,300,000



2022 STAFF COMPLEMENT

5 Years Historical Trend

	2022	2021	2020	2019	2018
<i>Operations & Infrastructure</i>					
Permanent Full Time	43	53	53	52	77
Permanent Part Time					2
<i>Community Services</i>					
Permanent Full Time	60	46	46	46	19
Permanent Part Time	7	7	7	7	4
<i>Fire & Rescue Services</i>					
Permanent Full Time	49	48	48	48	47
Permanent Part Time					1
<i>Development Services</i>					
Permanent Full Time	37	38	38	38	38
Permanent Part Time					1
<i>Corporate Services</i>					
Permanent Full Time	36	35	35	33	53
Permanent Part Time	1	1	1	1	23
<i>Human Resources</i>					
Permanent Full Time	7	7	7	7	7
<i>Chief Administrative Officer</i>					
Permanent Full Time	12	8	8	8	7
<i>Deputy Chief Administrative Officer</i>					
Permanent Full Time	24	24	24	24	
Permanent Part Time	20	20	20	20	
Total Town Permanent Full Time	268	259	259	256	248
Total Town Permanent Part Time	28	28	28	28	31
Total Town	296	287	287	284	279
Library Permanent Full Time	15	15	15	15	14
Library Permanent Part Time	12	12	12	11	12
Total Town and Library	323	314	314	310	305

Comments

- Library Positions: Not including 14 student positions
- Park Division transferred from Operations & Infrastructure to Community Services
- Proposed positions included in 2022