

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. CS-2021-0015

FOR THE CONSIDERATION OF COUNCIL

October 27, 2021

SUBJECT: RELEASE OF THE 2022 DRAFT BUDGET

1. RECOMMENDATION:

- 1. That Council receive Report No. CS-2021-0015 prepared by the Finance Division of the Corporate Services Department, dated October 27, 2021 respecting the Release of the 2022 Draft Budget.**

2. PURPOSE:

The purpose of this report is to release a draft of the 2022 Budget. This information is being released in draft, to provide Council and the public with an opportunity to review the material prior to deliberation on November 30 and December 1, 2021, with final approval on December 1, 2021. An electronic version of the draft budget will be available on the Town's website and hard copies will be available at the three libraries.

3. EXECUTIVE SUMMARY:

The Draft 2022 Budget proposes a zero per cent increase for the tax levy operating budget, with the option of an additional contribution of 1.0% to capital reserves, for a total increase of 1.0% (Town portion). The proposed tax levy is set at \$47.0 million.

The draft operating budget currently includes total expenses of \$77,996,500, which includes contributions to reserves of \$9,613,110. The primary funding source for the operating budget includes a \$47,048,360 tax levy and \$15,402,060 water and wastewater rates. Total budgeted salaries and benefits at the Town of Georgina, including the Georgina Public Libraries, is \$37.3 million, which represents 48% of the Town's operating budget. The Town delivers its services using the most efficient use of internal resources, such as salaries, as well as external resources, such as contracted services and consulting.

The 2022 Draft Capital Budget is \$31,941,500, which includes 2022 cash flow estimates of \$20,722,000 for the Multi-Use Recreation Centre (MURC). In addition to

the current year capital request, the Town is carrying forward \$18,737,680 in previously approved projects. This carry forward amount is net of the carry forward cash flows for the MURC of \$18,113,300 and the replacement Civic Centre of \$14,150,190.

The Town is able to provide a zero per cent operating increase in 2022 due to an above average surplus being forecasted for fiscal 2021. This forecasted surplus is primarily due to receiving Federal and Provincial COVID-19 funding to assist with operating pressures and a reduction in recreation service levels in 2021 due to recreation staff being redeployed to support the mass vaccination clinic at the Ice Palace. The surplus will be contributed to the Tax Rate Stabilization Reserve and this reserve will now be used to fund our Emerald Ash Borer (EAB) program to completion over the next three years, which created a permanent 1.0% reduction in the tax levy operating budget, allowing for a zero per cent increase in 2022.

4. BACKGROUND:

Council endorsed the process and timetable for the deliberation of the 2022 Budget. This schedule identified November 30, 2021 (9:00 a.m.) and December 1, 2021 (9:00 a.m.), as special council meetings for budget deliberations, with final approval on December 1, 2021. To allow sufficient time to review and provide feedback on the Draft Budget, staff are releasing copies of the 2022 Draft Budget for Council and public review on October 27, 2021 at 9:00 a.m.

Town management have provided input over the past several months in developing the draft budgets as presented at this time. The process has also involved reviews by the Senior Financial Analyst, Deputy Treasurer, Director of Corporate Services / Treasurer, Chief Administrative Officer, and the Senior Management Team. A summary of public comments and requests is listed under section 8 and attachment 1.

5. ANALYSIS:

5.1 General Information

The 2022 Draft Operating Budget currently proposes a zero per cent increase for the property tax levy, with the option of adding 1.0% for contribution to capital reserves, for a total proposed increase of 1.0% for fiscal year 2022. These changes would translate to an average annual increase of approximately \$0 for a zero per cent increase or \$21 for a 1.0% increase in property taxes (Town portion only) for a house with an assessed value of \$402,995 (average single-family detached dwelling, not on waterfront, end phase-in assessment amount for 2022.)

The 2022 Operating Budget reflects impacts of growth related pressures from new developments. These operational costs are funded by the new assessment automatically added to the municipal tax roll. In fiscal year 2021, which provides the tax assessment base for 2022 taxation, the Town of Georgina's assessment growth recorded an increase of approximately 1.2%, which is subject to any year-end adjustments from the Municipal Property Assessment Corporation (MPAC). Any year-end adjustments will be contributed to reserves for future growth related projects.

5.2 Capital Budget Program

5.2.1 Draft 2022 Capital Budget

The Draft Capital Budget expenditure is approximately \$31.9 million, which includes cash flow estimates of \$20.7 million related to the MURC. This capital program is funded through the following sources:

- \$7.0 million from Discretionary capital reserves
- \$1.8 million from Canada Community-Building Fund
- \$1.4 million from the Ontario Community Infrastructure Fund grant
- \$1.0 million from Development Charges
- \$20.7 million from Long Term Debt (Development Charges) related to the MURC

Major projects included in 2022:

- \$2.3 million investment in roads selective resurfacing, maintenance, and rehabilitation
- \$1.9 million on water and wastewater infrastructure
- \$1.1 million on Emerald Ash Borer (EAB) tree removal program
- \$850,000 for a Rescue Pumper Apparatus
- \$756,000 towards the Building Condition Assessment (BCA) program, and facilities repairs and remediation program
- \$600,000 for the culvert and ditch design and rehabilitation program
- \$270,000 on information technology projects

5.2.2 Ten-Year Capital Forecast

The updated gross Ten-Year Capital Forecast is now set at approximately \$271 million. It should be noted that the Ten-Year Capital Forecast is a fluid document that will change each year to reflect updated priorities, economic conditions, health and safety issues, and efficiencies. An example of an efficiency might be to either move a planned road construction forward or push it back depending on funding sources for the

necessary underground infrastructure improvements or to align the construction with a new development.

The Ten-Year Capital forecast is intended to be an actionable forecast, based on current available information on assets, available funding, and resources to deliver the program. As indicated in the Ten-Year Capital summary in the budget document, it does not include a comprehensive list of items from condition assessments or master plans.

The Town's Ten-Year Capital Forecast will continue to evolve and become more comprehensive over the next five years because of the Municipal Asset Management Planning Regulation 588/17. The Town must meet the following deadlines that have been mandated by the Province over the next five years.

- July 1, 2019: Strategic Asset Management Policy - Completed
- July 1, 2022: Asset Management Plan: Phase 1 (Core Assets) – In Process
- July 1, 2024: Asset Management Plan: Phase 2 (All Assets)
- July 1, 2025: Asset Management Plan: Phase 3 (Financial Strategy)

5.2.3 Carry Forward Capital Projects

The 2022 Draft Budget includes previously approved capital projects that will not be complete by the end of 2021. As per the capital carry forward policy, adopted by Council in 2018, all projects will have an automatic approval for carryforward to a maximum of two years. Any projects older than two years (2020 and earlier) will need Council's approval to carry the funds forward, unless they have already been committed as part of a contract or Council approved a multi-year project. Due to COVID-19, departmental staffing resources continue to be reallocated to address the pandemic. This has caused a significant amount of capital projects to be delayed. Due to this, staff are recommending that all projects identified as carryforward from 2021 and earlier be provided one additional year above the two year policy to complete the projects. The Town is carrying forward \$18.7 million in capital projects, which is net of carry forward cash flow of \$18.1 million for the MURC and \$14.2 million for the replacement Civic Centre. The 2022 Budget is proposing significant staffing resource investments to address the growing demand on capital delivery for carry forward and future capital projects.

5.2.4 Cancelled Capital Projects

The below listed projects will be cancelled as part of the 2022 Draft Budget:

- 19-PRK-1: Fleet Replacement - Jeep 4x4 (\$46,000)
 - There was a realignment of fleet vehicles to address the need in parks.

- 19-PWK-15: Bicycle & Pedestrian Active Transportation Master Plan (\$85,000)
 - This Master Plan will be replaced with a new trails & Active Transportation Master Plan in a future budget year.
- 15-ITS-5: Enterprise Resource Planning Software-Budget Module (\$129,680)
 - Final module is not required.
- 18-ITS-2: IT CRM Solution (\$75,610)
 - The needs assessment was completed and a comprehensive CRM project will be brought forward in 2023.

5.3 Debt Financing

Below is a list of previously approved capital projects from 2017 to 2021. The below terms, interest rates, and payments are estimates based on the updated Long Range Financial Plan, which takes into account interest rates as current as October 20, 2021. It should be noted that interest rate risk does exist, as the Town cannot lock in an interest rate prior to taking out a debenture, which usually would not occur until substantial completion of the project.

Project	Year of Request	Estimated Year of Debenture	Total Debenture	Term of Debenture (Years)	Interest Rate	Annual Payment	Funding Source
Link Parking Lot	2021	2022	\$1.5M	30	3.04%	\$77,000	Tax Levy
Julia Munro Park	201820192020	2022	\$2.4M	10	2.27%	\$268,000	DC's
Cockburn Subdivision Watermain Replacement	2020	2023	\$2.0M	30	3.04%	\$103,000	Water Rates
MURC	201720192021	2023	\$50.0M	25	2.95%	\$2,839,000	DC's
Replacement Civic Centre	20182019	2024	\$20.0M	30	3.04%	\$1,021,000	Tax Levy

The Town is required to stay within the provinces annual debt repayment limit (ARL) of 25% of net revenues. The Town has its own internal Corporate Debt Management policy, which has an internal limit of 15% of net revenues (see report CAO-2017-0014). Based on the updated Long Range Financial Plan (LRFP), which accounts for the current projects listed above, as well as updated interest rates, the Town's ARL would hit a maximum of 12% around the year 2024. This is within the Town's internal maximum threshold of 15% and well within the Provinces maximum of 25% for all municipalities. A sensitivity analysis was completed to see what the Town's ARL limit

would be if interest rates were to rise by 1% or 2% between now and the time of completion of the above projects. If rates were to rise by 1%, the Town's ARL would rise to 13%. If rates were to rise by 2%, the Town's ARL would rise to 14%. After 2024, the Town's ARL would continue to drop each year as the Town increases its revenues and reduces its reliance on long-term debt.

The majority of the Town's long-term debt projects are internally financed from reserves until substantial completion, at which point, a debenture is taken out. Due to the amount of the MURC project, Council approved a floating rate capital line with Infrastructure Ontario in 2021 to finance the project until completion. The financing expenses associated with the line will be DC recoverable. Depending on interest rate risk, the capital line will be converted into a 25 year debenture through Infrastructure Ontario on or before substantial completion of the project. During 2021, the length of the debenture was increased from 20 years to 25 years to mitigate the risk related to the timing of future development.

In September of 2020, Council approved a loan of \$650,000, over 20 years, at a rate of 4.4% to the Ontario Water Centre (OWC) for the purposes of installing water and sewer infrastructure at 1614 Metro Road North. Originally staff recommended to take out a 20 year debenture through Infrastructure Ontario to fund the project as the debenture was going to be combined with another debenture relating to a project on the same property. However, at this time, only the \$650,000 has been advanced. Due to the lower amount, staff are recommending not to take out a debenture and to just repay the amount using the proceeds from the loan repayments. This will reduce the financing and legal fees on what would be considered a small debenture on its own.

Internal borrowings against the Town reserves as of December 31, 2022 amounts to \$87,530. This is not officially classified as debt as per the financial statements, but is more for financial planning as Council has approved the internal borrowings and the repayment of those borrowings. Below is a summary of the Town's internal borrowings:

- The Link: \$87,530 – reserves being paid back by tax levy and Development Charges (DC). Final payment will occur in 2023.

5.4 Long Range Financial Planning (LRFP)

Recap of the original LRFP issued in December 2016:

Council adopted the LRFP in principle in December of 2016. The model is used as a tool to bring together all studies such as the Asset Management Plans, Roads Study,

BCAs, Strategic Plans, DC Background study, and to provide a sustainable solution to funding the future needs of the Municipality and to identify any funding gaps that exist.

The LRFP does not include the following items:

- Inflation
- Service level changes/emergency mitigation
- Collective agreement settlements
- Provincial labour law legislation

The LRFP is subject to the following risk factors:

- Growth estimates may not occur at the same rate as forecast (timing of DC receipts)
- Interest rates may rise
- Capital cost estimates are preliminary
- Useful life term of the capital asset is estimated
- Economic downturn or slow down

In most municipalities, a funding gap exists between what needs to be completed and available funds. A strategy that the LRFP uses to help reduce this funding gap is to contribute 1% of the previous year's total tax levy to capital reserves each year. Other ways that the funding gap can be reduced are; modify the capital program, increase debt, delay capital works, property tax increases, receive grants, or realign service levels. Due to the compounding nature of this strategy, choosing not to increase contributions to reserves in 2022 by 1% of the tax levy or \$470,480 would result in a loss of approximately \$11.7 million in infrastructure investments over a 25-year timespan.

During the 2021 Budget, staff recommended a onetime reduction of this levy to 0.5% due to the amount of capital projects being carried forward. This decision was based on the best information available at the time. However, within a few months after approving the 2021 Budget, there were significant capital escalation increases across most sectors relating to the delivery of capital due to various global supply chain issues caused by the COVID-19 pandemic.

For 2022, staff are recommending to return to the normal 1% infrastructure levy to fund capital reserves. This will continue to assist in closing the funding gap relating to our core and non-core assets. Staff will be delivering the new Asset Management Plan for core assets which will further quantify the funding necessary to maintain these assets. The 2022 Budget has a request to fund the Asset Management Plan relating to non-

core assets as well as an updated Long Range Financial Plan. Continuing to add the 1% infrastructure levy will continue to assist in closing the funding gaps that we know exist.

If approved, the Treasurer is recommending that the 1% levy, which results in \$470,480, be contributed to the following discretionary reserves:

- Roads Repair and Replacement Reserve - \$200,000
- Storm Water Repair and Replacement Reserve (New) - \$100,000
- Waterfront Parks Repair and Replacement Reserve - \$100,000
- Parks Repair and Replacement Reserve - \$50,000
- Corporate Capital Reserve - \$20,480

Updates made to the LRFP during the 2022 Draft Budget

Below is a list of significant updates made to the LRFP since the previous year's budget:

- The forecasted surplus from 2021
- Projected impact of COVID-19 pressures in 2022
- Interest rates on 30-year loans in October 2020 were 2.3%. Currently they are 3.0% (October 20, 2021).

A comprehensive update to the Long Range Financial Plan is proposed for 2022. A realignment of reserve balances and annual contributions will be evaluated as part of this financial update.

Applying Assessment Growth Revenue to Growth Related Expenditures:

The Town is taking a fiscally proactive approach to planning for future growth related operating expenditures. With the approval of the 2021 Development Charge study, there are several growth related facilities and parks that are planned to be built in the near future that will require significant operating costs as it relates to staffing and operations. As well, the Town plans to invest a portion of annual assessment growth into Information Technology initiatives.

Since 2019, annually, a portion of assessment growth has been allocated for the purposes of setting funds aside for the future operating expenditures relating to these growth related projects included in the development charges study. Further, in 2021, Council approved a new Operating Growth Stabilization Reserve to specifically

segregate the funds set aside for this purpose. The 2022 budget is contributing \$1,515,560 into the reserve, which will bring the total to \$4,008,130.

5.5 Draft 2022 Operating Budget

5.5.1 Budget Summary:

For the 2022 fiscal year, the Operating Budget is \$78.0 million. This will be funded by Property Taxes of \$47.0 million, Water and Wastewater rates of \$15.4 million, User Fees and Other revenues of \$9.4 million, Development Fees of \$3.0 million, and draws from reserves of \$3.2 million (\$1.5 million for COVID-19).

Pre-COVID-19 service levels form the basis for development of the 2022 Operating Budget. Staff have gone through, line-by-line, of every Operating Budget within their departments. The starting budget for 2022 is equal to the final approved budget from 2021. The reason why it is more prudent to start with last year's base budget, rather than last year's actuals, is that historical performance does not necessarily provide a good guideline for future performance and needs. Starting your budget based on actuals can also create a spend it or lose it culture, which has no benefit to the Town. Therefore, rather than just using a year-to-date for comparison, staff have completed trend analysis by looking at the prior five years of actuals as well as existing service levels and what is required in 2022 to maintain those service levels.

The operating pressures in 2022 from growth, service level increases, contractual and inflationary pressures, and debt financing are listed below. These pressures were offset through the financial mitigation measures listed below. There is an option to increase the contribution to Capital Reserves by 1.0%, for a total proposed tax levy increase of 1.0%.

Driver	Percentage Inc./ (Dec.)	Comments
Growth	0.0%	Assessment growth is 1.2%. This has been allocated to current growth related pressures for 2022 and the remaining assessment revenue has been contributed to the Operating Growth Stabilization Reserve to fund future planned growth related pressures.
Service Level / New Initiatives	0.4%	An increase of 0.4% relates to the tax levy supported new operating and staffing initiatives listed in the new initiative summary of the Budget Book.
Contractual / Inflationary	1.4%	An increase of 1.4% relates to an increase in payroll costs related to collective agreements and non-union agreements, insurance increases, other payroll costs increases, and contract price increase, such as GFL.
Debt Financing	0.1%	Includes the remaining debt financing for Phase 2 and 3 of the Link and the Pepperlaw Fire Station.
Other	(1.9%)*	1.0% EAB funding change, 0.3% project management funding change, 0.3% in reductions based on a five year historical trend analysis, and 0.3% reduction in corporate contingency reserve contributions
Total:	0.0%	

- Due to the current state of Ash trees, the Town will need to advance and complete the Emerald Ash Borer (EAB) program within the next three years. Based on the current tax levy budget, it would take 7 years to complete the program. Since the Town is forecasting an above average surplus for fiscal 2021, which will be contributed to the Tax Rate Stabilization Reserve and that there is a need to advance the EAB program, which will be a temporary expenditure, it is recommended that the full expenditure be drawn from the Tax Rate Stabilization Reserve over the next three years. The funds have been segregated in the reserve summaries. This transfer of a temporary expenditure out of the operating budget has allowed for a permanent decrease of 1% in the tax levy.
- In the 2021 Budget, the Town moved towards capitalizing the expenditures relating to project managers, by starting with the Head of Special Capital, against capital projects. By using this funding model, the Town will be able to recover development charges for internal project management services, when they relate to growth related capital projects. Development Charge projects currently account for 35% of the ten year capital plan. In 2022, we are moving the current Senior Project Manager and the new requested Senior Project Managers to this funding model. This has created a permanent reduction of 0.3% in the tax levy.

- Based on a trend analysis of expenditures over the past 5 years, staff were able to find permanent reductions equating to a permanent 0.3% reduction in the tax levy.
- Corporate contingency contributions into the Tax Rate Stabilization Reserve have been reduced by 0.3% to align the contingency requirements with the forecasted balance in the Tax Rate Stabilization Reserve.

Based on the above funding changes and reductions, the Town was able to put forward a zero per cent operating budget for 2022 in order to assist residents and businesses with economic recovery as we move to the recovery stage of the pandemic. Although these are permanent reductions, there are still anticipated unrelated pressures that will occur in 2023. Below is a summary of some of these anticipated pressures:

- Reliance on grants:
 - In the past two years, the Town has received over \$3 million in COVID-19 grants to assist in funding operating pressures caused by the pandemic. The Town has had to increase service levels at various parks and facilities to ensure appropriate cleaning and safety protocols are in place. If Council intends to maintain this increased service level in 2023 and further Federal or Provincial funding is not received, there will be a tax pressure in the operating budget.
 - On October 6, 2021, Council approved the Municipal Modernization Intake Three application for a grant to fund the new IT project, Office 365. If approved, this grant would fund the implementation and operation of Office 365 for 2022. However, the grant is only for 2022, so the Town will need to budget the future ongoing operating expenditures relating to Office 365, which will result in a 0.5% tax levy pressure in 2023.
- Collective Agreement negotiations will always be a tax levy pressure due to salaries representing 48% of the operating budget.
- The Replacement Civic Centre debenture, which is anticipated to be taken out in 2024, will create a tax pressure in the coming years. Staff have started to allocate funds in the 2022 budget in order to phase in the debenture pressure and will continue to do so over the next two years.
- The Asset Management Plan for Core Assets is nearing completion and will have several recommendations relating not only to future capital investments, but also the ongoing operating investments necessary to maintain the operating service levels approved by Council

5.5.2 Impact of COVID-19 on the 2022 Draft Budget

The COVID-19 Pandemic continues to impact the operating budget of the Town. It is expected that the increase in expenditures and anticipated revenue losses, due to opening all facilities and parks, will amount to \$1.5 million in 2022.

As part of the federal-provincial Safe Restart Agreement Phase 1 the Town was allocated with \$1,164,400 funding to assist with COVID-19 operating costs and pressures in 2020, which were fully utilized. In 2021, Ministry of Municipal Affairs and Housing further allocated two grants to support against COVID-19 operating costs and pressures: (i) Safe Restart Agreement Phase 2 Allocation of \$492,000 (ii) 2021 Provincial COVID-19 Recovery Funding for Municipalities of \$ 1,572,988. It is anticipated that the Town will carry forward \$500,000 of this funding into 2022 to assist with COVID-19 operating pressures. Staff are recommending all remaining COVID-19 pressures to be funded through the tax rate stabilization reserve in order to ensure a low stable tax increase.

The COVID-19 Pandemic has caused many disruptions in global supply chains which has made it difficult to accurately predict the anticipated costs for future capital projects, without including large contingencies. In order to reduce the risk of a capital project not moving forward due to price increases from the time of budgeting to tendering, staff are recommending that the Treasurer be provided delegated authority to fund capital budget overages up to a maximum of 20% to move the project forward without delay. This would only apply to projects where the contract value is \$250,000 or less. Any project above \$250,000 comes to Council for award of contract under the Town's procurement policy. As part of the yearend financial report, the Treasurer will report on any capital overages that needed to be funded under this delegated authority.

5.5.3. Discretionary Reserves:

Below is an explanation of what some of the major reserves are used for.

Tax Rate Stabilization Reserve

The primary purpose of this reserve account is to stabilize the tax increases year- over-year. A secondary purpose is to provide a reserve to fund unexpected projects that may come up outside of budget. Throughout the year, Council and only Council, has the authority, by Council Resolution, to fund unexpected one time projects that were not identified during the budget. Usually the recommended funding source for these projects would be the Tax Rate Stabilization Reserve, if sufficient funds exist.

Reserve contributions and draws relating to stabilization reserves will vary year-over-year and are dependent on a number of factors, such as contingencies and timing of

labour negotiations. In 2022, the COVID-19 Pandemic will have an impact on the balance of this reserve. The 2022 Budget proposes to draw \$1 million from this reserve to cover temporary increased expenditures and revenue losses relating to the pandemic.

The Town has stabilization reserves for Water and Wastewater which serve a similar purpose to the Tax Rate Stabilization Reserve.

Corporate Capital Reserve

Contributions are made from the Operating Budget into the Corporate Capital reserve for new capital infrastructure. Draws are made from the Corporate Capital reserve when those projects take place. Draws relating to the Corporate Capital reserve will vary each year depending on current and future capital needs.

Within the Corporate Capital reserve in 2022 is the \$4,015,000 in funding that was allocated for the non-DC portion of the MURC facility. With the legislation changes made as part of Bill 108 in 2019, these funds are no longer required for the MURC since the MURC is now 100% funded by development charges. Staff are recommending that Council allocate these funds to other reserves during the 2022 Budget deliberations. The Treasurer is recommending that at least 50% of the funds be allocated to the Waterfront Parks Reserve to assist in starting a funding source for the recommendations that will come out of the Waterfront Parks Masterplan.

Repair and Replacement Reserves

The Town has ten repair and replacement reserves related to facilities, fleet/equipment, roads, parks, and water/wastewater infrastructure. Any repair or replacement related to these items would be funded from these reserves.

Draws relating to repair and replacement reserves will vary each year depending on replacement schedules and prioritization of asset replacements.

As discussed further in this report, staff are recommending for a new Storm Water Repair and Replacement Reserve be established to start reserving for future Storm Water infrastructure repairs.

Miscellaneous Reserves

The Town has various other reserves such as:

Working Capital Reserve: Funds are set aside to ensure the Town can meet its day-to-day cash flow requirements. Depending on the length of the COVID-19 Pandemic,

Council may need to reallocate a portion of these funds to the Tax Rate Stabilization Reserve.

Election Reserve: Funds are set aside each year to ensure there are funds to run the election every four years.

Animal Shelter Donations: Donations provided to the animal shelter are put into this reserve.

Land Acquisition: The Town currently sets aside \$250,000 per year for potential land acquisitions. Any profits from the sale of land are contributed into this reserve.

Landfill Site: The Town maintains \$100,000 in this reserve due to the ongoing testing and possible remediation of the site. This reserve will be drawn down to support Closed Landfill Monitoring in the Environmental division.

Professional Development: Any excess professional development funds at year end are contributed into this reserve and can be used for corporate professional development in future years.

Building Surplus / Deficit Reserve: The Building division is mandated to be self-funded. Any surplus or deficit at year end from the building division is either contributed or drawn from this reserve.

Operating Growth Stabilization Reserve: To allocate assessment growth towards growth related operating expenditures. By setting a portion of it aside each year, the Town will not need to do a large tax increase when these growth related operating expenditures occur, but rather the tax increase will remain stable.

COVID-19 Reserve: To allocate any unused COVID-19 grant funds to support any future COVID-19 operating costs and pressures.

Breakdown of Reserve Contributions:

As part of the Long Range Financial Plan update that is planned in 2022, the below reserve contribution allocations will be updated and revised to reflect the most current asset management information.

Discretionary Reserve Contributions	2022	2021
Corporate Capital/ New Infrastructure ⁽¹⁾	\$1,165,530	\$1,165,530
Land Acquisition Reserve	\$250,000	\$250,000
Tax Rate Stabilization Reserve ⁽²⁾	\$1,817,170	\$1,848,830
Facilities – Repair & Replacement	\$1,203,640	\$1,203,650
Fleet & Equipment – Repair & Replacement ⁽³⁾	\$1,735,010	\$1,740,010
Roads – Repair & Replacement	\$2,029,130	\$2,029,130
Parks – Repair & Replacement	\$105,000	\$105,000
Waterfront Parks Reserve	\$105,000	\$105,000
Elections Reserve	\$55,000	\$55,000
Keswick Cemetery Reserve	\$6,800	\$6,800
Water – Fleet & Equipment – Repair & Replacement	\$31,450	\$31,450
Wastewater – Fleet & Equipment – Repair & Replacement	\$31,450	\$31,450
Water – Infrastructure – Repair & Replacement ⁽⁴⁾	\$116,200	\$33,330
Wastewater – Infrastructure – Repair & Replacement ⁽⁴⁾	\$123,590	\$0
Water Rate Stabilization	\$103,000	\$103,000
Wastewater Stabilization	\$13,000	\$13,000
Water – Willow Beach Debenture ⁽⁴⁾	\$0	\$123,700
Wastewater – Willow Beach Debenture ⁽⁴⁾	\$0	\$185,530
Library Capital Reserve ⁽⁵⁾	\$42,240	\$54,890
Operating Growth Stabilization Reserve ⁽²⁾	\$1,515,560	\$67,960
Re-alignment between Water and Wastewater Reserves	\$0	-\$116,000
Repayment of Internal Borrowings	\$664,340	\$664,330
Total Contributions:	\$11,113,110	\$9,701,590

1. Changes in the Corporate Capital contribution include a reallocation of \$125,000 from South Keswick Fire Hall (Non DC) to Replacement Civic Center. South Keswick Fire Hall is now fully eligible for Development Charges.
2. The contribution to the Tax Rate Stabilization reserve includes contributions for the following items: CUPE/Non-Union collective bargaining estimates, job evaluations and pay equity adjustments, potential legal claims and insurance deductibles, and the one time forecasted surplus amount of \$1,500,000 for 2021. The assessment growth contribution for future growth related facilities has been reallocated to the Operating Growth Stabilization Reserve.
3. Recycling equipment contribution for \$5,000 was removed from the refuse and recycling division.

4. Consolidation of the Water/Wastewater Infrastructure reserves with the Water/Wastewater Willow beach reserves. Staff have completed an analysis of the reserve balances in 2021 and the outstanding debenture payments and anticipated revenues and have concluded that these funds can be transferred to the infrastructure reserve to support the growing capital needs.
5. Reduction in contribution to realign the contribution necessary based on the forecasted reserve balance.

5.5.4 Water and Wastewater Rates:

Staff are recommending to follow the council endorsed water financial plan and rate study that proposed an increase for 2022 of 5.84% (includes Water and Wastewater services) (Report #: CS-2020-0024).

In which, the proposed Water and Wastewater consumption (\$/m³) rates for the Town are \$2.74 and \$2.96, respectively. This represents a proposed 4.00% increase for Water and a proposed 5.85% increase for Wastewater. The proposed Water and Wastewater fixed charge (\$/month) rates for the Town are \$3.80 and \$3.51, respectively. This represents a proposed 15.25% increase for Water and a proposed 17.75% increase for Wastewater.

The above rates encompass the proposed York Region increase of 3.3% for Water and Wastewater rates. 59% of the Town's Water and Wastewater budget relates to payments made to York Region.

5.5.5 User Fees

The 2022 budget incorporates various revenue estimates associated with user fees. These fees have been approved in various by laws and updated throughout the past few years and include such items as the Fire department fees, the development charges fees and building department fees.

The operating budget has been adjusted for new fees and known increases, a conservative approach has been taken in estimating the total revenues from the fees in the various areas. Included in the 2022 operating budget are the following new fees and fees with significant changes:

User Fee Description	Current Fee	Proposed Fee	Budget Revenue Impact	Source
Tax Certificate	60	75	\$27,000	Tax Levy
Water Certificate	40	50	\$1,870	Tax Levy
Final Meter Read	30	35	\$26,000	Tax Levy
Tax Account Ownership change	25	30	\$32,750	Tax Levy
Transfer utility arrears to tax account	7.5	10	\$5,000	Tax Levy
Sewer Lateral Service Inspection/Blockage Removal	New	650	\$3,500	Water/Wastewater(Rate)
Sewer Lateral Service Inspection (CCTV)	New	650	\$3,500	Water/Wastewater(Rate)
Water Turn-Off/Turn-On	New	\$50 & \$250 (after hours)	\$30,000	Water/Wastewater(Rate)
Recycling Bin (Blue Bin)	7	12	\$1,200	Tax Levy
Organics Bin (Green Bin)	20	25	\$2,000	Tax Levy
Kitchen Catcher	5	6	\$1,000	Tax Levy

In early 2022, a consolidated user fee by law will be presented to Council which will deal with the more straight forward general fees. The more complex fees that require additional definitions or are subject to public consultation or provincial legislation will continue to be presented on an individual basis.

5.5.6 Proposed New Staffing

The 2022 Draft Budget is proposing nine permanent full time positions. The requests have been broken down between new positions and transitional positions. A transitional position is a position that is going from contract/temp to permanent. There is a heavy emphasis on capital delivery in the 2022 Budget and six of the proposed nine positions directly relate to the delivery of capital projects. A breakdown of the positions, expenditures, and associated funding sources are shown below in the table.

Position	Type (New/Transitional)	Salary	Payroll Costs	Total	Funding Source
22-SI-CS-01:Data Analyst – GIS	New	\$67,500	\$20,500	\$88,000	Assessment Growth (50%) & Tax Levy (50%)
22-SI-CS-02:Procurement Advisor	New	\$63,000	\$19,000	\$82,000	Assessment Growth
22-SI-FS-01:Deputy Fire Chief	New	\$130,000	\$39,000	\$169,000	Assessment Growth
22-SI-OI-01:O&I Clerk	New	\$54,070	\$15,680	\$69,750	Water and Wastewater rates
22-SI-OI-02: O&ISenior Project Manager	New	\$95,000	\$28,500	\$123,500	Capital Projects/Reserves
22-TR-CAO-01:Head of Special Capital	Transitional	\$140,000	\$42,000	\$182,000	Capital Projects/Reserves
22-TR-CAO-02:Senior Project Manager	Transitional	\$95,000	\$28,500	\$123,500	Capital Projects/Reserves
22-TR-CAO-02:Senior Project Manager	Transitional	\$95,000	\$28,500	\$123,500	Capital Projects/Reserves
22-TR-OI-01:O&I Clerk	Transitional	\$54,070	\$15,680	\$69,750	Operating Budget (Transfer from Non-Permanent Salaries)

In addition to the above, there are two temporary requests which will be funded by the COVID-19 Contingency Reserve.

- 22-CG-HR-01 Health and Safety Pandemic Specialist (Temp): \$100,000
- 22-CG-DS-01 Enhanced Marketing to Support Economic Recovery (Temp): \$100,000

5.5.7 Georgina Public Library:

The Library Board has requested a grant from the Town for \$2,530,040, which represents no increase in operating expenditures from 2021.

The operating budget similar to 2021 continues to include expenditures to safely and effectively provide library services to residents while adhering to COVID-19 restrictions. There is a request for capital to renew the Strategic Plan and purchase sanitizing equipment. These capital requests total to \$49,500.

5.6 Departmental Highlights

The departmental highlights are included in their respective business plans within the 2022 Draft Budget as supplied by the CAO, DCAO, and Directors.

5.7 Ontario Regulation 284/09 Budget Matters

Effective January 1, 2009, PSAB 3150, full accrual basis of accounting, required municipalities to record the costs of tangible capital assets and related amortization expense on their annual financial statements. It was recognized however, that since Section 209 of the Municipal Act requires preparation of balanced budgets, including all expenditures and revenue, a requirement to include amortization expense in the municipal budget would directly increase property taxes. As a result, the Province passed Ontario Regulation 284/09, which allows municipalities to exclude annual amortization expense, as well as post-employment liability and landfill closure expenses from their annual budgets.

Similar to all other levels of government, the Town will continue to present the operating and capital budget on a non-PSAB basis as allowed under Provincial regulation. As such, this is to confirm that the above-referenced expenses were excluded from the 2022 Budget.

6. RELATIONSHIP TO STRATEGIC PLAN:

During 2019, the Town approved a new corporate 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. Senior Management met collaboratively over several months to ensure that the 2022 Draft Budget reflects the Corporate Strategic Plan approved by Council.

7. FINANCIAL AND BUDGETARY IMPACT:

The 2022 Draft Operating Budget is currently proposing no increase in property tax levy, with the option of adding 1.0% additional contribution to capital reserves. This

would bring the total increase to 1.0% for the fiscal year of 2022. This translates into a Town increase of approximately \$0 per household at 0.0%, or \$21 per household at the optional 1.0% increase on the Town's average house, not on waterfront, with an average single-family detached dwelling assessed value of \$402,995. For waterfront properties, this would translate on average to \$0 per household at 0.0%, or \$38 per household at the optional 1.0% increase on the Town's average house, on waterfront, with an average single-family detached dwelling assessed value of \$721,850.

Since Georgina has the lowest assessment values in York Region on average, the Town continues to have the lowest average tax bill since average taxes are calculated by taking the average assessment value and multiplying it by the tax rate. It's important to note that the average assessed value and the tax rate for the Town have an inverse relationship, meaning, as the Town's assessed values rise, the tax rate decreases on a proportionate basis. Below is a comparison of average taxes paid in York Region municipalities. These are based on 2021 tax rates and based off the average Current Value Assessment (CVA) for a residential property, using York Region's methodology. Waterfront properties are included in the average.

Municipality	Average Assessed value-residential *As per York Region	Tax Rate (Res) combined (%)	Total Taxes(Avg)
Georgina	\$445,664	1.0050%	\$4,479
East Gwillimbury	\$663,384	0.7821%	\$5,188
Newmarket	\$702,102	0.7948%	\$5,580
Whitchurch-Stouffville	\$846,211	0.7338%	\$6,209
Aurora	\$881,894	0.7621%	\$6,721
Vaughan	\$1,005,170	0.6700%	\$6,734
Markham	\$1,080,927	0.6329%	\$6,841
Richmond Hill	\$1,166,349	0.6595%	\$7,693
King	\$1,090,861	0.7908%	\$8,626

Province-wide re-assessment completed in 2016 included a provision for phase-in of the assessment increase over four years, starting in 2017 and continuing until 2020 (last year of phase-in), while decreases in assessment were fully recognized and implemented in 2017. The 2020 taxation year represented the fourth year of new assessment changes/phase-in.

On March 26, 2020, the Government of Ontario announced that they were postponing the planned property tax reassessments due to the COVID-19 Pandemic. This means that assessments for the 2021 and 2022 taxation years will continue to be based on the same valuation date that was in effect for the 2020 taxation year. This measure will not have a financial impact on the Town because MPAC is continuing to maintain the

assessment roll and ensure that it is updated to reflect changes such as new construction.

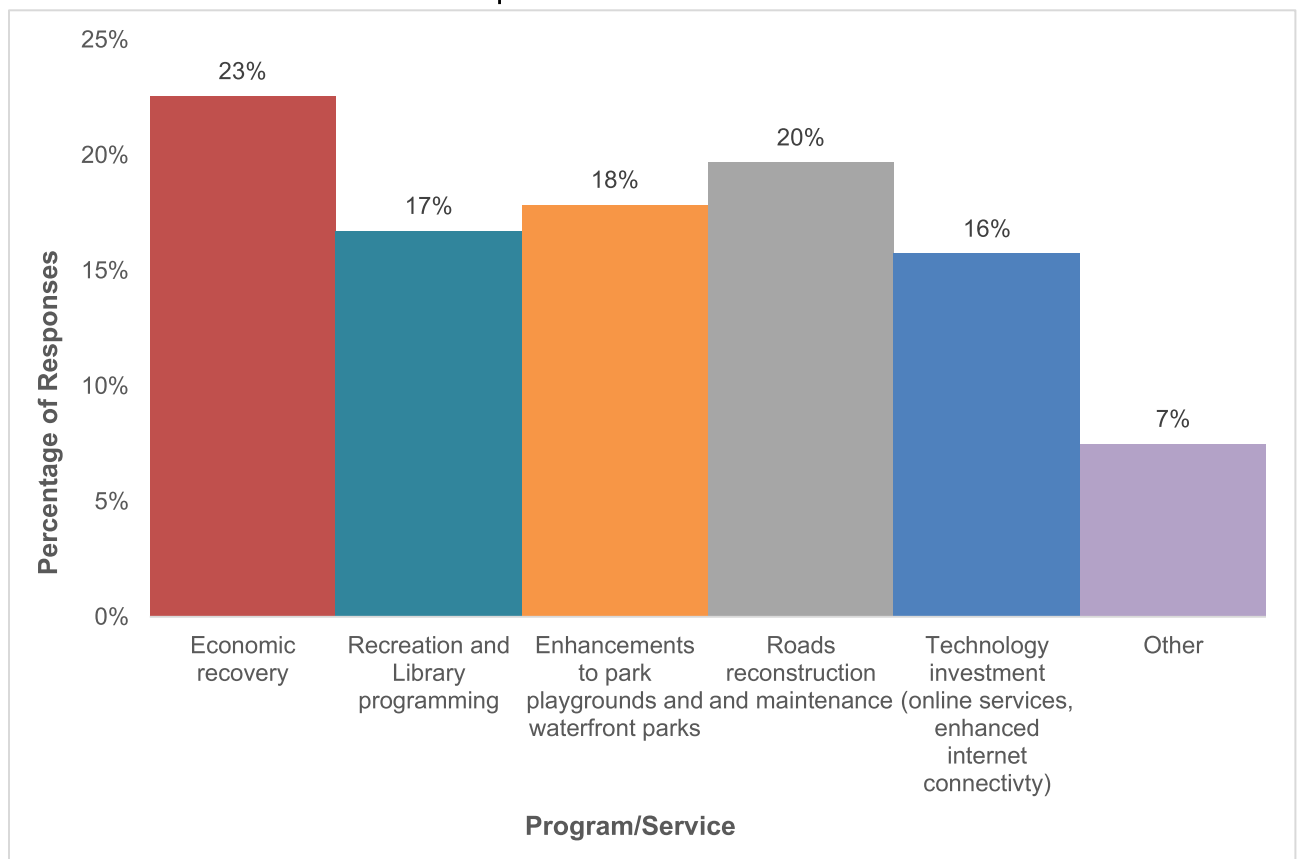
The Town's taxation is one of three types of property taxes paid by the property owners. In addition to the local municipality, the taxes also consist of Regional and Education tax levies. The Regional and Education tax levies for 2022 are not currently known at this time. For more information on how assessment works, please visit AboutMyProperty.ca.

8. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

For the 2022 Draft Budget, staff provided the opportunity for members of the public to provide comments or concerns. The below opportunities were promoted via social media and in the newspaper as ways to provide input into the 2022 budget process.

1. Budget survey – 229 responses received (406 received in 2021)
2. Budget email address comments: Budget@Georgina.ca – 6 emails received

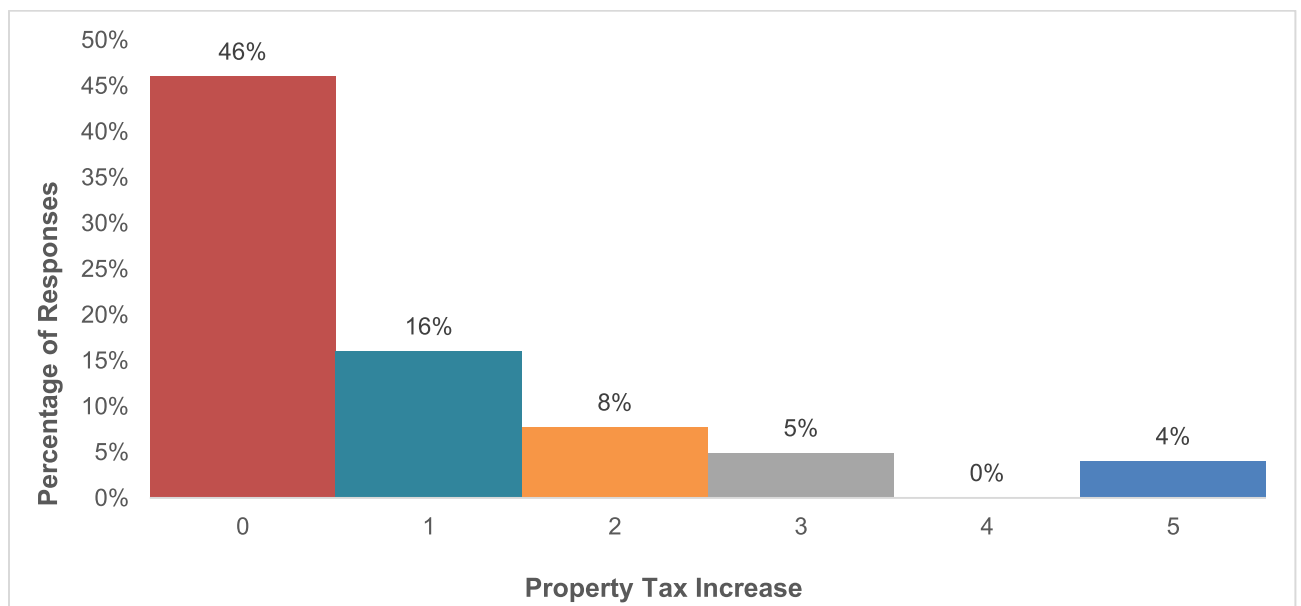
Based on the survey, the chart below represents a summary of where respondents would like to see their tax dollars spent.



In response to the survey, staff are recommending the following as part of the 2022 Draft Budget:

- \$100,000 has been added to the Economic Development Division to assist with economic recovery as described in business case 22-CG-DS-01 on page 258 of the budget document.
- Staff are proposing a zero per cent operating increase in order to assist residents and businesses with economic recovery.
- Staff are recommending a 1.0% optional infrastructure levy contribution to capital reserves to assist in continuing to close the funding gaps identified in our asset management plans. Staff are recommending that \$200,000 be directly contributed to the Roads Repair and Replacement Reserve to continue to fund the annual Roads Resurfacing and Reconstruction programs.
- To ensure the safe reopening of Parks, Recreation, and Library services, staff have included the necessary expenditures within the COVID-19 contingency that will be funded from the Tax Rate Stabilization Reserve as described in Attachment 1.
- Staff have included \$760,000 in technology investments to ensure we can enhance online services and technology within the Town.

The chart below represents a summary of what respondents feel an acceptable property tax increase would be.



*21% of respondents did not provide a response to this question

The chart above shows that 46% of respondents would like to see a zero percent tax increase, which is down from the 2021 figure of 62%. In order to mitigate the impact of

a tax increase in 2022 on residents and businesses, staff are recommending to fund the \$1.5 million 2022 COVID-19 impact from the COVID-19 Contingency Reserve and the Tax Rate Stabilization Reserve. As well, Managers, Directors, and Finance staff have gone line by line through every operating budget to ensure we were able to deliver the lowest possible operating increase without impacting capital infrastructure or the level of service that residents rely upon. These strategies resulted in a 0.0% operating increase which is the lowest operating budget increase tabled over the past ten years.

A summary of comments from the survey and email submissions have been included as Attachment 1 – Budget Comments.

Council will have the opportunity between the release of the draft budget on October 27th and Council deliberations on November 30th and December 1st to review and discuss any requests or comments.

9. CONCLUSION:

The financial impact of the COVID-19 pandemic will be felt by municipalities for the foreseeable future, particularly on capital expenditures. The 2022 Budget was developed with a commitment to ensuring the Town can continue to provide a high level of service to residents while also increasing investments in capital delivery and infrastructure to ensure a strong tomorrow. This report recommends that Council receive the 2022 Draft Budget for review.

Prepared By:	Harry Sidhu, CPA, CGA Senior Financial Analyst
Reviewed By:	Shaun Hewitt, CPA, CMA Manager of Finance / Deputy Treasurer
Recommended By:	Rob Wheeler, CPA, CA Director of Corporate Services / Treasurer
Approved By:	Ryan Cronsberry Chief Administrative Officer (A)

Attachment 1: Public Budget Comments for Council Review

Attachment 2: Members of Council Comments / Requests

Attachment 3: 2022 Town of Georgina Draft Budget Book (Available at Georgina.ca/Budget and at the Georgina Public Libraries)

2022 Budget Comments

**Comments have been included as submitted and have not been altered. Individual names have been removed for privacy. Survey and Email comments have been categorized based on topics.*

Beaches/waterfront/tourism

- Stop wasting money on consultants for waterfront plans. Get a doctors clinic in Sutton
- A beach park with enough parking lots for Keswick residents.
- Considering Georgina is a tourist destination, I would consider water front development a way to bring people into the area to drive overall business.
- Support the town taxpayers, not the vacationers and visitors! More resident beaches!
- Parks and waterfront is important to the residents. Most are in bad shape and outdated. Also the smaller beach parks should only be available to residents during the summer.
- Food options at the waterfront Either brought in from local restaurants or something set up strictly by the town. But food at the waterfront would be a great idea for the town to earn some funds
- Over the years since 2010 the Town has spent well over 2 million tax dollars on aquatic weed collection in Cooks Bay. I am sure the residents of Keswick appreciate it but there are other residents wishing for the same care. The area around Virginia have a massive outbreak of Starry Stonewart which is an invasive damaging plant. So much so the summer recreation has been shortened as no one can get boat or PWC out. How about sharing these tax dollars for other residents?
- Continued investment in ensuring Beaches and parks remain clean, aesthetically pleasing, and priority of access given to Georgina residents
- Waterfront development, especially in south Keswick, as well as more children's Rec programs are a big priority for me and I think should be for the town as we try to attract more young families who are being priced out of towns to the south of us.
- Yes, spend money on waterfront so residents can use it better. Also, stop being so Woke. Get over the agenda that you are pushing with the pride nonsense, the masks, the lockdowns, etc. Enough is enough. Maybe use the money that the Globalists are paying you to promote their agenda towards the budget and stop punishing the residents. Get ride of the stupid traffic slow down posts you put up. Don't you just try and rip through them as fast as you can? LOL

Business/economic development/industry

- We need to get our small businesses back. Mom and Pop shops have always been the backbone to this town. We need to continue to support this viewpoint.
- I never see anyone trying to business or zoning a business area like strip shops like the one small one on woodbine just south of church st. . Creates construction jobs and more jobs afterwards. Would lower the traffic congestion also short commute. Now the the town is allowing all theses new housing complexes. You'll also get taxes from this type of businesses. Get back to small mom and pop businesses as there's enough big box places for now.
- Incentives to get new businesses into Jackson's Point and Sutton would be great. As much as I don't want to advocate for cars, a municipal parking lot in Jackson's Point would be great and increase safety along Lake Drive. As a resident in the area, it is great to see so much interest in the food businesses along Lake Drive in Jackson's Point but lack of parking makes it a struggle to get in/out of the side streets and creates some precarious situations along Lake Drive.
- Clean up and revitalize our villages before continuing approving subdivisions. Put in better shops, rather than cannabis and bong shops. Bylaws make it impossible for new shop revitalization.
- Georgina needs more shops, retail and restaurants. In 2021 we should not still be required to go to Newmarket for our recreation.
- Can we use some money to make downtown Sutton's look go from a run down ghost town to a place where people want to hang out and spend money!

Civic Centre

- No new civic center required
- New civiv centre is more important than the MURC

Fire services

- I understand our firefighters work with 3 on a truck a lot of the time. Having 4 minimum on a truck must happen. It's clear in the science and evidence from NFPA. Let's listen to the experts, it will save lives. Much like we have done with covid.

Garbage

- Consider an additional garbage waste pick up.

Impact of COVID-19 pandemic

- Try to keep the increase as low as possible to give residents time to recover from the financial impacts of covid.
- People are hurting in many ways, financially being one of the most difficult to get through due to the COVID shutdowns. 2022 should be the year the town does not add to pressures on residents by increasing taxes
- I was laid off in March of 2020 and can not get a job because i believe of my age. I am 68 and have applied to numerous jobs , to no avail. So I believe that because of Covid, we should have a one year moratorium on tax increases.
- Please keep in mind when making any increases that most residents have been affected by COVID. Jobs have been lost, businesses closed for long periods of time or closed forever, working hours significantly reduced and with the rising cost in gas, food, rent and other essential items. Increases in taxes may be the breaking point for some creating more stress and loss.
- We are not out of the covid pandemic yet and we are still struggling to stay afloat month to month with a lot of uncertainty still taking place. Please be very judicious when considering raises as the squeeze from all sides is still very real and wage increases are essentially non-existent at this time
- While Parks And Recreation are a good way to appease the morale of the community during the pandemic crisis, it's only a temporary measure, so having employment opportunities available as well as training for working around the conditions of the covid19 policies, would surely help the economic recovery effort.
- Covid-19 has taken it's toll on everything in our economy. Most taxpayers didn't have the fortune of an uninterrupted paycheck during this time. It's not business as usual now. I would like to see our elected members take a stand on a recovery when putting forth this budget.
- Don't blame any financial losses /hardships on the pandemic. It was barely a loss to the municipalities. The province and federal carried that load.
- We need to look critically at every project to see if it's necessary or nice to have. The pandemic put pressure on the town but it also put pressure on most of our taxpayers. Many people are struggling to survive so nice to have projects and expenses should wait until the pandemic is over and we are able to see some recovery
- The Provincial rent freeze for renters was so needed. I would hope that there would be a municipal property tax freeze for home owners. Why would property taxes increase? We are trying to keep our heads above water and the province

has recognized that for renters. We should not have tax increases in 2022. Covid has impacted everyone...not just renters.

- Please reduce it. Covid has hit hard

Libraries

- Reduce property taxes, reduce water cost and cut the library budget in half. I love the library and use it a lot but I also see a LOT of wasted resources!!!!
- STOP putting the libraries in with “recreation”. Libraries are obsolete. Find ways to generate revenue - by law fines, building permits, tourism, parking etc. Rule out Property Tax increases and try thinking of other ways to generate revenue!!!

Maskinonge Pedestrian and Cycling Bridge

- Please ensure there is an allowance to clean up the Maskinonge River
- Our lake is deteriorating. We need funding to clean up maskinoge river

Multi-use Recreation Complex (MURC)

- Do not expect all Georgina taxpayers to fund the MURC for a small number of new keswick residents. Keswick does not need two libraries.
- You should have delayed the MURC to allow new residents to assimilate. I'm all for the MURC - just not now.
- Stop spending on projects like the MURC, Civic centre, ROC. Cut spending except for Roads, Water, Sewers, and garbage

Parks/recreation

- I'd like to see more money going to services, like recreation, public health clinics, increasing programs for adults/seniors.
- Managing the influx of out of town guests to balance access to parks and waterfront areas for residents. Oh ya and build more boat launches for resident access only. Yrp took the jackson's point one away without public input.
- More public space should be put into the south of Keswick. It is quite crowded at waterfront. Only tiny parks available. Some of the private parks should have a public access.
- The town of Georgina always seems behind in all recreational programs especially for young children. After moving here from Toronto, I am now paying more taxes for less services. I would like to see this corrected.
- How about making sure that Developers on any new subdivision provides adequate green space (parks) and pay the town s higher to be used in the budget!!

- We really need to see programming from the town pick back up. We need it for routine, for jobs, and we need it for our mental health. It's important.
- I would like to see recreation programs start back up ASAP, especially for children. It's frustrating that Aurora and Newmarket are resuming recreation programs for Fall 2021 and Georgina has not
- New pickle ball courts at the Civic Centre and Merc center. More senior programs
- The West Park improvements should not be forgotten. Ontario government capital stream recovery grant could be a possibility to help with that.
- We need more aquatic programs for children.
- I would like more family programming. I often go to neighbouring towns for rec programs or to use their facilities and would really like to create a community in my own town.
- Invest more into parks. Area for our child to play and grow

Pefferlaw

- In considering the budget council should look at adding features to areas like Pefferlaw and not just the dense urban areas of Georgina (ie Keswick). Please expand the mosquito control program. The random boundaries do not make any sense.
- Pefferlaw is lacking in recreation for youth - where is our skate park, playground in Forestry subdivision, community space in the Firehall church, and other amenities for Pefferlaw??
- Residents on the outskirts of Pefferlaw need bike lanes for youth to get to the park, library, etc in town. Please consider putting bike lanes on Weir's Side Rd and Old Homestead and Hwy 48 Pefferlaw Rd.
- Living in Pefferlaw, I feel the taxes are very high for the services we receive.
- Would like to see some money spent in Pefferlaw and not just Keswick. Our Lions Park could use a splash pad or pool too. Keswick and Sutton have enough for now

Pefferlaw Dam

- Pefferlaw Dam repairs should be included in the 2022 budget

Property Taxes

- Be more fiscally responsible
- Increase developers levees to offset the need for existing taxpayers to be burdened with greater Property tax increases. Levee and development charges should provide for services PRIOR to are simultaneously as home occupancy permits are permitted.

- This is not Aurora or king city. Most of your residents are in much lower tax bracket. Please keep that in mind when spending or tax dollars
- A more conservative budget as to the tax-and-spend approach, would be much appreciated.
- It should be run like our household. If you can't afford it, don't buy it. Necessary fixes are a must but nice to have should wait until Covid has stabilized and the economy picks up
- Be more responsible with taxpayer money
- Bring down the property taxes
- The increase in property taxes also made my living expenses more difficult
- Increase the publicity of tax law and create an honest tax paying environment.
- Start working on getting our taxes comparable to other York region towns, instead of being the highest in the region
- I cannot afford another tax increase property taxes are outrageous now
- Do ur best not to raise taxes to much enough Is enough
- Need an affordable recovery plan while keeping taxes down or status quo
- Property taxes are higher here then most other places in york region and the cost is gettong out of hand.
- Don't just increase tax without improving road and school
- No increase in taxes. We already pay way way too much!
- Property taxes are used for local infrastructure. Not charity. We have other levels of government for that. People complain of high rents. Tax cost is a direct hit on rental costs.
- I am worried about our high taxes and water fees.if this is increased many in our community are already struggling there is a out of revenue missed by people using the beaches and not paying.i have tried a number of times to access Claredon beach no parking no where to sit cars all along the road..I would like to see more stricter rules around this and payment. I pay for beaches and they are packed with non paying people. This revenue would help towards many upgrades in the community we are so lucky to live at.
- Fiscal prudence needs to be observed to keep tax increases to a minimum in 2022 - \$0 if possible going forward. And developers should be paying more than they are right now. Subdivisions sell out before a shovel is put in the ground and prices rise in each phase so I believe that the developers need to pay their fair share to maintain Town services, infrastructure etc. which in my opinion, they are currently not.
- The town needs more fiscal prudence. Less hiring and consultations - The town needs to resolve a way to lower the heavy increases to service and property rates within the township as a result of the financial pressures put on the PUBLIC by the COVID-19 pandemic. Regular people do not quality for government subsidies and grants in the way the township does.

- Please do not increase property taxes if at all possible.
- Rob made a choice to pay down debt rather than channelling revenue toward keeping our tax to a reasonable .Our increase was about 4%. You can't let that happen again
- Provide services even if it means raising property taxes further.
- Stop raising property taxes!
- Focus on the basic needs of the town (not nice to haves) and keep any tax increases as minimal as possible.
- You need to look at other ways to improve things without tax increases Also I pay more tax than many many other areas but the percentage spent in my area is nothing

Spending/services/costs

- Stop spending on unnecessary stuff
- Temp decrease in services to bring down costs
- Bare bones, only absolutely essential spending until we are well on the way to recovery from the economic impacts of the Covid crisis.
- The town should look to improve municipal sewer and water servicing in all areas closest to the lake.
- Money should be spent where it is needed not wanted. Internet should be brought up to speed for the whole town, not just spots. Roads and walkways should be maintained properly.
- No staffing increases, no budget increase. Do not have expenses that are paid for in future years.
- Would like to see more effort in the little things that create pride around south Keswick and queensway; up operations and maintenance budgets so that we can keep up with the growth
- I would really like to see the township move the property tax and water bill accounts online.
- The town needs to increase revenue
- It seems a disproportionate amount of tax resources are allocated to amenities in new subdivisions (i.e. the MURC) while longstanding taxpayers in established areas don't even have the safety of sidewalks in their neighbourhoods.
- Provide minimum services as you have been doing. Cut backs are needed.
- Cut spending instead of raising taxes on already hard hit residents. Georgina already has one of the highest property tax rates in canada and residents have been hit hard by covid 19 and the absence of industry within the township
- Please consider revamping of town services departments to better support home owners.
- Spend the money. You only live once.

- Efficient and ensuring proper fund management. Meaning that funds are strictly used to support economic recovery and/or roads if necessary. Anything else can wait to ensure families aren't paying more in taxes when they need the money to survive this pandemic.
- could you please make the water bills paperless & submit them by email, text etc?
- we are still in downturn, and any extravagant spending needs to be not done. Only basics should be a priority, not crazy spending
- continue up grading infrastructure

Roads/sidewalks

- We have three buses that stop on our street the road is completely washed out. It has caved in and gets washed out with every rain. I have been here for 18 years and have yet to see it fixed. My driveway gets all the sand and stones with every rainfall. I wonder what I am paying taxes for when we get a big puddle at the end of the street.
- Don't waste money on building a new road in Willow Beach and destroying the newly planted trees to build a parking lot
- When construction teams are hired to do work, they need to be checked up on. The curbs in the ice palace subdivision were done so poorly and whatever the cost was to have to get people back to fix it was a waste. Some of them are still awful and the job should have been done properly the first time. There's also a lot of other patches of sidewalk that are no longer accessible for people with mobility needs and strollers but doesn't seem to be a priority even though a crew was supposedly out in May of 2021 fixing it. Wasted money again. Stop wasting my tax payers money!
- Fix the sidewalks in The Town of Sutton. Find an employee that does his job of clearing the snow off town sidewalks
- Email 1:
 - I am writing to request that crosswalk installations be budgeted/considered for both the indigenous community and the LGBTQ+ community.

As a small town that recognizes the importance of our indigenous community, a crosswalk installation similar to the one recently created in Orangeville would recognize and draw attention to the Indigenous history that surrounds this country. The new crosswalk installation in Orangeville has 7 feathers to represent the 7 grandfather teachings of wisdom, love, respect, bravery, honesty, humility and truth.

Cities across the globe have also added LGBTQ visibility and pride by painting rainbow crosswalks on their streets. Innisfil just completed the

first intersex-inclusive Pride crosswalk in Simcoe County, and (and possibly all of Canada). These crosswalks are meant to send the message that people can walk around, proudly knowing that they have the freedom to be themselves.

I would be willing to provide paint and volunteer to paint if these are approved.

- Email 2:
 - I am writing to request that crosswalk installations be budgeted/considered for both the indigenous community and the LGBTQ+ community.

As a small town that recognizes the importance of our indigenous community, a crosswalk installation similar to the one recently created in Orangeville would recognize and draw attention to the Indigenous history that surrounds this country. The new crosswalk installation in Orangeville has 7 feathers to represent the 7 grandfather teachings of wisdom, love, respect, bravery, honesty, humility and truth.

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I would be willing to provide paint and volunteer to paint if these are approved.

- Email 3:
 - I am writing to request that crosswalk installations be budgeted/considered for both the indigenous community and the LGBTQ+ community.

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- Email 4:
 - I am writing to request that crosswalk installations be budgeted/considered for both the indigenous community and the LGBTQ+ community.

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I would be willing to provide paint and volunteer to paint if these are approved.

Other comments

- Little more transparency with how money is being spent. Details on Increase in revenue YOY. Introduction of employee map that shows who reports to who and who is responsible for what service in the area.
- Affordable obtainable housing should be the number 1 priority period.
- Rural Internet needs to be improved
- Stop giving some of the councilors a say in this process. Their personal agenda should not come before the needs of the residents.
- Freeze wages of non-union workers (this does not include casual/part time workers).
- If any capital projects with respect to buildings are undertaken, they should consider simple, efficient structures to minimize cost and not focus on optics
- Ensure community resources are not cut. Ensure the animal shelter has expanded resources.

- I would like to see increased collaboration with non-profits and a re-evaluation of the fees/ regulations for non-profit events within our community.
- cut services before raising taxes or lay off staff
- Programs for seniors shut into their homes! Food delivery, companionship visitors, snow shoveling so it's safe for their psu and nurses to visit!
- Budget and council meetings should be offered as zoom meetings. More residents could attend
- Increase in law enforcement and bylaw enforcement please
- Other from above: Whatever focus is needed to the building of more affordable housing in our community is where my vote goes.
- Invest in healthcare, childhood education, and job creation
- It's been a challenging time to make projections and plans; as our local economy begins to recover this will remain a challenge. So I applaud you all in advance for your efforts.
- Put a budget together that thinks of the residents first instead of the wants of staff.
- I am sure you will find many ways of squandering our tax dollars regardless of any community input.
- Maybe look at the money given to not for profits and the actual benefit they provide to the community- that money saved could go to community parks and other budget items that would assist a larger majority of the community.
- When is Keswick getting a hospital?
- I see crews of Georgina Township employees doing outside work. There are usually twice if not three times the amount of people assigned in Toronto to do equal jobs. Half of the employees stand around talking & texting. Cut out the waste!
- No frills as we are all suffering economically
- Consider recovery and older people who can't or won't use frivolous expenditures on parks and recreation. Consider seniors as they are a neglected group
- Invest in the community not the staff
- I wish that the council would take into consideration improvements to Sutton and Jacksons Point, not just Keswick
- Our town is special because of its location. Let's focus on enhancing and building up our natural spaces so that all residents, including older, disabled etc, can access and enjoy it.
- Email 5:
 - It was recommended to me to reach out to this email address to suggest that services for property maintenance for disabled home owners and residents be added into the next budget.

Currently, if the town has to step in and provide services to bring a property back into compliance with property standards, the cost of that service is billed to the homeowner/resident as an increase to their property taxes.

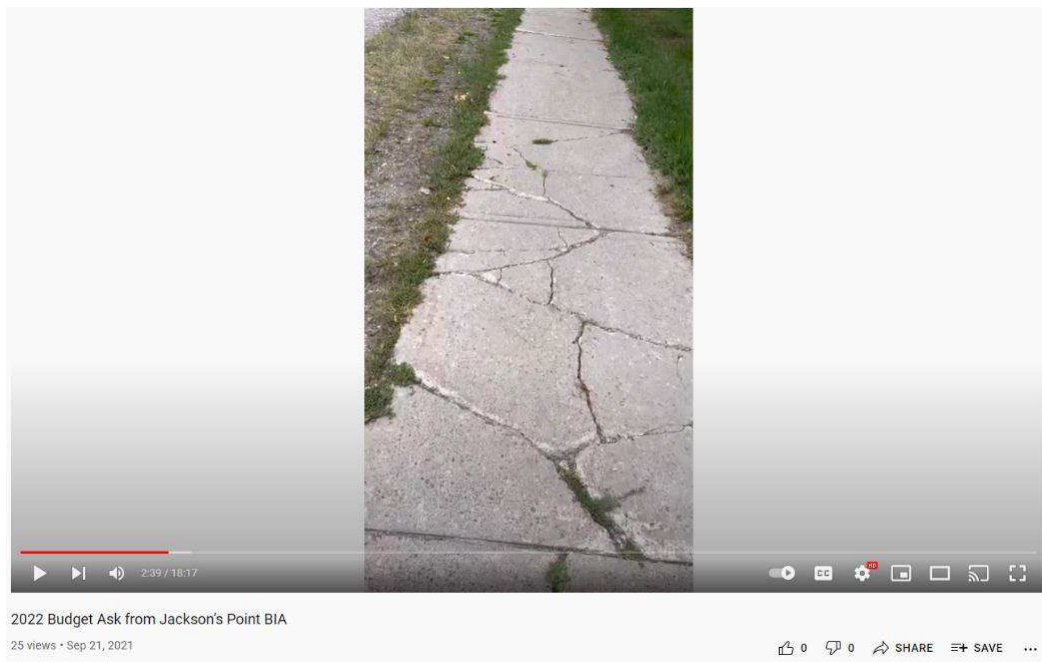
What I am proposing is that, in line with the Accessibility for Ontarians with Disabilities Act of 2005

(<https://www.mcass.gov.on.ca/documents/en/mcass/publications/accessibility/AboutAODAWeb20080311EN.pdf>), if the homeowner is a person with disabilities preventing them from executing the tasks necessary to bring their property into compliance on their own, considering that the homeowner is paying into the budget with their property taxes, a part of the budget should be given to absorbing this cost so as not to create what would be an additional financial burden on the disabled, also known as a disability tax, making the cost of living for a disabled person higher than an able bodied person solely because of their disability.

With this being an issue of human rights, I hope this matter will be brought to the discussion of those who are tasked with creating the upcoming budget.

- Email 6:
 - She would like money to be set aside in the budget for a larger Animal Shelter where all the animals will have more space to roam and get exercise.
-

Video Submission:



Link: <https://www.youtube.com/watch?v=Ilm0cmANcAQ>

Transcript (Youtube):

“Now to Mayor Margaret Quirk and Council members, my name is Steve Jacobson. I live at 1 Primary Lane and I’ve decided today to do a video for my budget request for Jackson’s Point so this is the view of me walking from my cottage to downtown Jackson’s Point.

This is the route that guests staying at The Briars would take, that residents would take and it's pretty ugly. This is what it looks like. Weeds just growing like crazy, the sidewalk as you'll see as we walk very unsafe broken, slanted falling apart puddles full of water, ice in the wintertime and you can see here what this is like, it's just not being maintained. This is what the roadway looks like, this is not enticing to the visitors to Jackson’s point this is disgusting, and it's time to come to you and say we need some money spent in our area to clean it up and make it better for visitors.

As you can see again I don't know whose hedge this is right but whether this is on town land or on private land but at some points I have to walk off the sidewalk to go on the sidewalk, it's just not being maintained but you can see the grass is over growing everywhere. Here the weeds are growing um you know here and it's just not enticing, it's not you know. I see that they've ground down some of the areas that

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have broken but you can see that the sidewalk has collapsed, it's trip hazards everywhere and uh it's just not pleasant to walk here. So i'll speed it up a little bit and we'll get to the next section of the walk but my ask here is that you invest in our communities, enough of these grandiose plans that are never going to happen because there's too much money involved, there's no budget for it.

Enough consultation fees. Spend the money to make the town better for the people who live here. Look I can't even walk past here, I don't know again, I don't know if this belongs to the town or belongs to the neighbors but the reality is I'm forced to walk on the road. Look at this, this is disgusting. You're waiting, this is an accident waiting to happen it's like this all the way into town, like it's you know it's frustrating. You know we want to, we want to attract visitors, we want to attract people and they can't even walk it's dangerous.

I visited Beaverton. I visited Bradford. I mean they take care of their town it's beautiful and we're just letting it be neglected. So, I think its time to ask for a budget for not just for the Jackson's Point BIA but for all the BIA's. Set aside some money every year and then we work with you to use it to the best of our ability to make it better for the people and for the businesses and for the visitors.

We need to fix our town otherwise we're not going to attract more businesses, okay so like you said all weed overgrown I mean look at this this is it's an easy trip hazard it's dangerous all right so we're moving a little faster I apologize I want to beat the ring too okay so now we're coming up to uh the first business in the town uh and to the corner of uh Bonnie Boats turn down in the park down to the Bonnie Boats etc and you can see I see there's markings here you're planning to do something but it's you know it's just keeps getting overgrown this is this is interlocking that was put in way back look at it it's all weeds it's collapsing I see dirt and it's uneven it's hard to walk on it, somebody's going to get hurt and then you're going to have a huge building so I mean it's time to invest a little bit so this is this.

Now we're at Golden Dragon restaurant and this is what every one of these things looks like I mean come on this is a danger look at the bricks are moved they're all up they're chipped they're broken the weeds are everywhere it's not level it's just it's got to be fixed so and here you go look here another one see every one of these every one of these things is just ugly and it needs to be fixed up this is a danger this part here sorry I'm just making a move this area so this area here is a real problem because of the sidewalk when it rains when it rains here this puddles you have to walk on the road to get around here because it's just everything comes down and sits here in the

wintertime this becomes a sheet of ice so this has to be fixed [Music] look at this, this is embarrassing for people who are walking and visiting our town. Here's

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another one so and it keeps going like this every one of these overgrown, where's the flowers, where's the beauty that these other areas put out there to make it nice for people. It's just not here okay so now at the corner of Jackson's Point avenue uh coming up to where the ice cream parlor was and again you know here we are we're looking at another section of the sidewalk, interlocking is up the tree roots have uprooted it uh it's just it's not appealing. I'm sorry I keep saying that but really it's dangerous it's ugly look at this I mean so you know it's time to invest in our own community a bit more here too the sidewalk is uneven it's trip hazards I know we're doing a walk through in a couple of weeks but I wanted to you know I was gonna I want to put in a request that you put aside some money for Jackson's Point and this is why I'm asking for it and again I don't you know we can work together to make it better we'll work together to spend the money but we've got to start improving this all right so just to give you a quick example because I'm going to go into the park and talk about it next uh but so this side of Dalton Road, Pepperwood side this is the issues here all right and then we get to the west side of Dalton Road and all of a sudden there's a change and it looks great you know they took away all that interlocking and they put in this colored concrete and you know I don't know there's a few more plants here there's more going on here and it looks much better all I want to see is let's do the same thing on the other side let's tear out the sidewalks and put in this kind of a look, it's safer it's easier it's you know it just looks better so here again but again here like these are the areas around the trees now in some cases the stores have taken on the process of managing it and if that's what it takes then let us work together to make that happen through the BIA in the town but the difference is here like again all of this is weed it needs a little clean mulch every year and it would look so much nicer not an expansive thing to put a mulch in here but you can see the sidewalk is perfect we need more of this look.

East of Dalton Road where you know some of our businesses are so now I'm going to go into the park yet and oh we've been through this and I apologize to Sean and Karyn we've done numerous walk-throughs we've had numerous discussions numerous promises and none of it has been delivered and that's part of the frustration in this all right you know we've done walkthroughs we want to do another one but again nothing gets done, it's time to do something. We you know we've got a ghost town here people are you know closing up businesses want to come in but it's not enticing I will say that uh thank you for replanting this garden it's a great thing you know but why stop there and we'll get to the islands in the middle in a minute but now we're at the park yet and again you know for the most part this sidewalk here is dangerous it's up it's all undulating it's not level the bricks are popping up the bricks are broken this is uh I don't know what this is but if it's not going to be used then let's take it out but let's fix this. It looks terrible so I'm asking you to budget some money to fix up our parking you know and again we've blocked this before we know that the side that it's not uh you know it's falling apart the sidewalk is yeah uneven in some

spots the edging is gone in some spots, see here like it's just a trip hazard, it's a trip hazard here like all of a sudden we got a wood and then there's no edging there the solution has been to take out the edge I mean the bushes are overgrown um you know and it's just falling apart so here we go we're walking up to the gazebo now. I know this is a big project but I gotta tell you even the park benches look at them they're falling apart they're broken and chipped. The BIA has money to spend in our bank in this park yet but we can't spend it until you guys get the money from the development over there which was promised to us in our budget and to be invested in this in this park but we need and then we got to get together and figure out what we can do you know we've got lots and lot of money put aside to do things in the park but we need to know what your plans are, so now we're at the gazebo itself and you know you can see that it's very run down it definitely needs to be repaired but still there are holes in it you know the railing needs a coat of paint as you can see there's open electrical outlets down here now the wires have been cut but they're

still open the ceiling is full of holes you can see that the raccoons have moved in all right and you know again the rocks need to be fixed up and redone but the core is here. There's no need to tear this down frankly I'd like to have this declared a heritage site. I believe this thing is the key focal point of the town for you. Ask anybody you know what do you see what's we had the town branded this is what they found so this stage was uh erected through the uh efforts of the town in 1987.

So it has a long history here and it needs to be fixed you know here we go to a dirt sidewalk and underneath it there's people throwing garbage etc and I/we need to fix this so I'm asking for a budget and I don't have an amount I'm asking for as much as you can give us for this for this year but we need to have this downtown core fixed up and we're not alone the sidewalks in Sutton are terrible.

Frank Sebo's been trying to push for that since he became councillor, it's dangerous, like invest in our little communities and then worry about your giant projects which are 20 years out and I'm all in favor of the developments and the beachfront and everything, it's just they're going to take too long and in the meantime nothing gets happened, the street scapping plan is wonderful. You all know that you're going to put it on a shelf because you can't do anything until the roads are dug up and therefore you know nothing's going to get done. Just do some of it, this has got to go out this walkway is not good for people in wheelchairs with walkers and canes, it's all broken it's got to be fixed, so I think you know you get the point all I'm asking is that in this year's budget you put aside some money to be dedicated to doing some of the fix-up. I know you can't do it all, it's too much I agree but some of it's got to be started at least start so that's my that's my little video

I hope that you understand where I'm coming from both as a resident and as the chair of the BIA we have the core of a beautiful little town it just needs some cleanup and to make it pretty so anyway I thank you for listening I hope that you know you

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understand this and if you have any questions you can reach out to me uh through my email or call me you all have my phone numbers but you know it's got to be fixed. It's time, it's time to show the people who live in Jackson's Point, Sutton and Keswick that we do care about our little towns and our and our business and we have to fix it up and by the way I'll throw Pepperlaw in there as well, they also need to have some cleanup in their downtown court so whether you do it on a rotating basis and give some money to each of them I don't care but you know let's try and do something.

Sorry I forgot to talk about the islands. We talked about this many many years ago, 11 years ago when the BIA was formed and we met with the town we were promised flowers in the islands, we were promised flower pots, none of it has come to fruition and honestly if it comes to push to shove the BIA can do it however we can't do it when you put these restrictions on us that we have to pay three thousand dollars for a bench that I can buy for eight hundred, that's another problem right. I know you have a color scheme and you have a standard but it makes it frustrating if you're not going to contribute to buying those things because three thousand dollars for a bench is not a good spend. I could put in for four, three or two benches for three thousand dollars so this is what the island looks like again we were promised to have flower pots and clean it up and you know every once in awhile you do come and clean it up you put in new mulch so if you want this to be the responsibility of the BIA that's fine so we'll come up with. You put in a few bucks we'll put in a few bucks and we'll get it done we'll get a local garden company to plant flowers and make this pretty. Driving into Bradford it's spectacular it's beautiful the flowers are everywhere and this is what people see when they come here this is it's not enticing so anyway I know there's a discussion about tourists and non-tours but this is always will be and we have to make the tourists feel welcome and we have to make the town appealing to the tourists anyway end of my budget rant. I hope that this this is taken seriously and we have further discussions uh thank you for your time and I look forward to hearing from you and uh learning more about how we can work together to fix this because we have to.

Thank you very much"



2022 Member of Council Request

Case	Council Member	Department	Member of Council Request	Cost
22-DH-01	Dave Harding	O&I	Pedestrian Walkway	Location 1: \$285,000 Location 2: \$196,000 Location 3: \$300,000
22-DH-02	Dave Harding	Com Ser	Pefferlaw Recreation	\$250,000 - \$400,000
22-DN-01	Dave Neeson	O&I	Lake Drive North and East Safety Study	\$150,000 (21-CI-OI-11)
22-DN-02	Dave Neeson	Com Ser	Dog park - ROC property (Leash Free)	\$100,000
22-DN-03	Dave Neeson	O&I	Alice Avenue – Drainage Improvements and Storm Sewer System	\$2,180,250
22-FS-01	Frank A. Sebo	Com Ser	Boom on the Black River at the High Street Dam	Capital: \$6,000 - \$10,000 Operating: \$10,000
22-FS-02	Frank A. Sebo	Com Ser	Sea Bins at Jacksons Point Harbour	\$20,000 (\$10,000 per unit)
22-FS-03	Frank A. Sebo	O&I	Improvements to High Street - Capital	\$660,000
22-FS-04	Frank A. Sebo	Com Ser	Improvements to High Street - Minor Capital	\$25,000
22-FS-05	Frank A. Sebo	O&I	Malone Wharf - Parking Lot Resurfacing	\$50,000
22-MQ-01	Margaret Quirk	Com Ser	Boom on the Maskinonge River, West of Woodbine Avenue	Capital: \$6,000 - \$10,000 Operating: \$10,000
22-MQ-02	Margaret Quirk	O&I	Review the User Pay Garbage Bag Tag Program	TBD
22-MQ-03	Margaret Quirk	O&I	Windrow Snow Clearing Service for Seniors and/or Disabled Individuals	Option 2: \$15,000 per year
22-MQ-04	Margaret Quirk	Com Ser	Electric Car Charges	TBD



**Town of Georgina
2022 Budget – Member of Council Request
22-DH-01**

Requested by: Councillor Dave Harding

Date: August 19, 2021

Nature of Request: ☒ Expenditure Initiative **or** ☐ Savings Initiative

Cost/Savings: Location 1 - \$285,000

Location 2 - \$196,000

Location 3 - \$300,000

Description of Request: Pedestrian walkway

Asphalt multi-use paths (for combined use by pedestrians and cyclists) in the following locations:

1. Old Homestead Road (between Forestry Drive and the footbridge over the Pefferlaw River at the intersection of Station Road) *(highest priority of three locations)*
2. Holmes Point Road (between Hwy 48 and Holmes Point Waterfront Park)
3. Duclos Point Road (east/west section generally between Blue Heron Drive and the stone gates into the Duclos Point community where the road turns north)

Member of Council Request Template

Main/Desired Goal or Outcomes/Benefits:

- Enhance quality of service
- Safety
- Better looking Community

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☒ Growth, ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☒ Adopted Plan/Study,
☐ Other (please specify)

Photos:

Location 1 – Old Homestead Road – Pefferlaw

Approximately 400-metre from Forestry Drive to the Station Street Foot Bridge

Assume \$700/metre construction cost, including drainage work and sidewalk

Total: \$285,000 (including 1.76% net HST)



Member of Council Request Template

Location 2 – Holmes Point Road

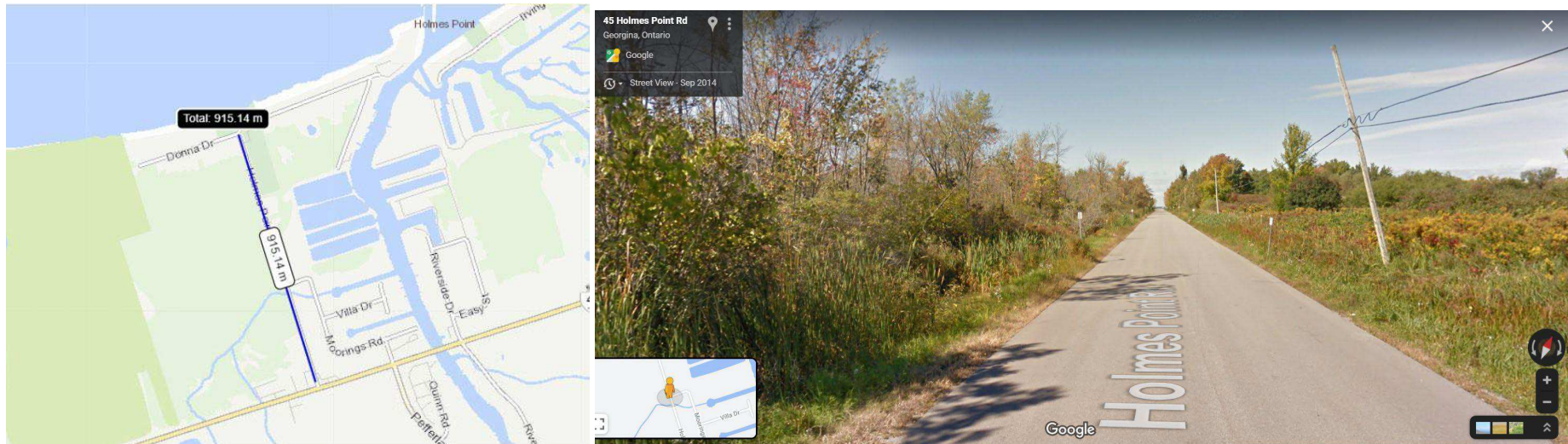
Install expanded shoulder and flexible bollards, one side of the road

Approximately 900-metre length

Bollards: 100 required = \$12,200

Shoulder Enhancement: 900 metres @ \$200/metre = \$180,000

Total: \$196,000 (including 1.76% net HST)



Location 3 – Duclos Point Road

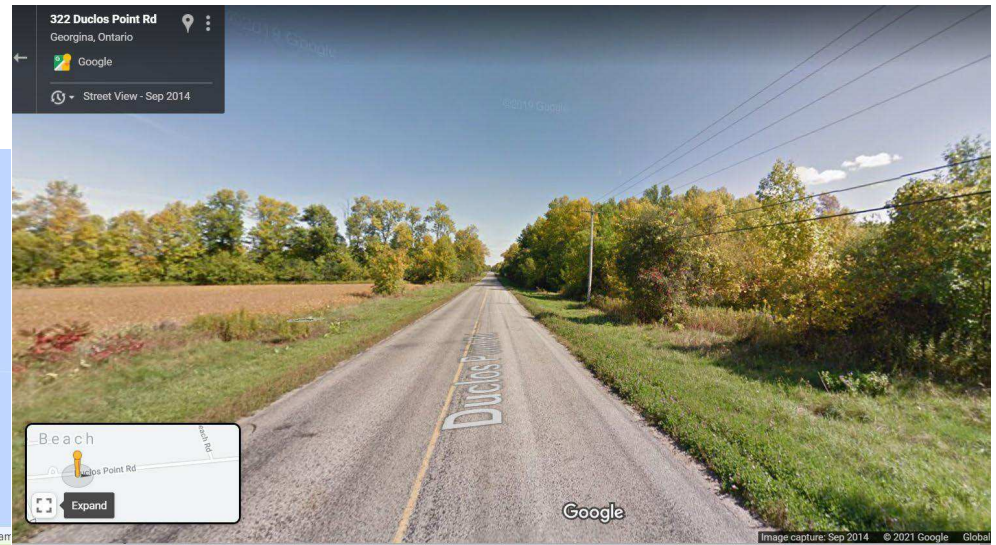
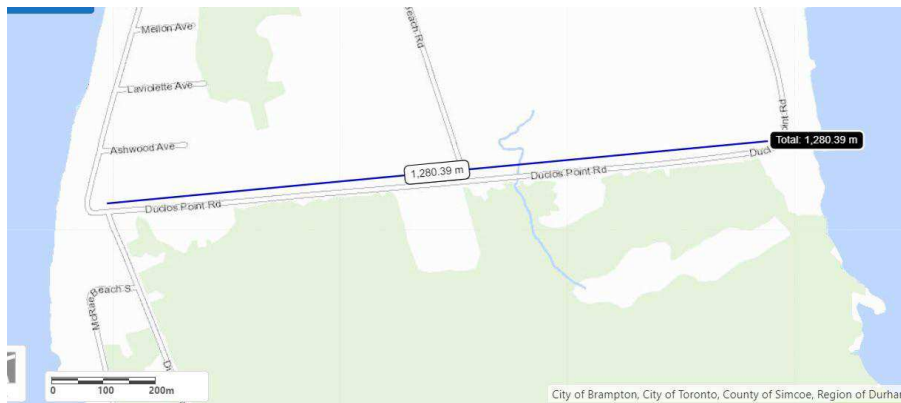
Install expanded shoulder and flexible bollards, both sides of the road

Approximately 1280-metre length

Bollards: 290 required = \$36,000

Shoulder Enhancement: 2600 metres @ \$100/metre = \$260,000

Total: \$300,000 (including 1.76% net HST)





**Town of Georgina
2022 Budget – Member of Council Request
22-DH-02**

Requested by: Councillor Dave Harding

Date: August 13, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: \$250,000 - \$400,000 (Staff are in the process of seeking more accurate costing analysis of both initiatives)

Description of Request:

Community Services Staff were directed by Council in 2021 to perform a Recreation Engagement Study specific to WARD 5 (Pefferlaw area) to better understand and determine the needs and wants of our local residents.

A Recreation Survey is currently underway (being conducted internally by Community Services staff) in Autumn 2021. Residents were engaged to determine public needs and wants in the area of Pefferlaw. This information will assist staff in pursuing and providing various recreation and culture programming, the results will also help to steer and guide future capital project initiatives and enhancements to our parks and open spaces.

From initial public engagement feedback, the leading, expressed community want/need is in support of a splash pad OR skate park in the area for children and youth. Based on these preliminary survey results, staff will be gathering high level costing and design considerations for these two capital project initiatives for consideration through the 2022 budget deliberations (A skate Park initiative and/or a Splash Pad initiative). Information will include: Costing, Design Considerations and Annual Operating Impacts. While both options are being investigated, immediate issues identified with the installation of a Splash Pad include the absence of municipal water to source, daily monitoring requirements and utilities to operate such an amenity.

Estimated Cost:

- Splash Pad or Skatepark: \$250,000 - \$400,000
- While both amenities will require routine maintenance and monitoring, a Splash pad will have greater impact on annual operating costs to cover utilities and staffing resources.

Member of Council Request Template

Main/Desired Goal or Outcomes/Benefits:

- Enhance quality of service
- Safety
- Improving quality of life for residents

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☒ Growth, ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)



**Town of Georgina
2022 Budget – Member of Council Request
22-DN-01**

Requested by: Councillor Dave Neeson

Date: July 21, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: \$150,000

*A Capital Business case has been included in the 2022 Capital Plan (22-CI-01-11 Lake Drive Road Functionality Assessment)

Description of Request: Lake Drive North and East Safety Study

Main/Desired Goal or Outcomes/Benefits:

Background: Lake Drive North and East (hereafter referred to as “Lake Drive”) are heavily travelled roadways from all forms of traffic (vehicular, pedestrian and cyclist). Due to the historic and scenic nature of Lake Drive, all forms of traffic have increased significantly from historical norms – notwithstanding the increased utilization related to COVID-19 in 2020 and 2021. Additionally, and of the utmost importance, Lake Drive is also a residential neighborhood with unique direct and indirect waterfront uses.

Request: a third party firm be retained to provide options for safety improvements utilizing the existing roadway for pedestrian, cyclist and vehicular traffic. Examples could include: traffic separation lanes, side friction to reduce speeds or other speed reduction tools, one way traffic, etc.

Scope to include broad public and neighborhood consultation.

Goal and Benefit: Goal is to improve safety and usability. Additionally, this should be viewed as an active recreation, environmental and economic development initiative. From an active recreation perspective, recommendations and outcomes should provide for demonstrable increased safety and confidence for both pedestrians and cyclists. This aligns with our strategic plan objectives by promoting a healthy community.

From an environmental perspective, increased pedestrian and cyclist activity reduces vehicular traffic and therefore reduces carbon emissions.

Member of Council Request Template

From an economic development and tourism perspective, this work can be leveraged and work in a complementary fashion to the waterfront master plan for the Lake Drive class A parks (Willow Beach, De Le Salle) to similarly have modern, usable and safe opportunities for both travel and recreation. This work benefits our local small business, some of who are reliant on tourism and have been especially hard hit during the COVID-19 crisis.

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☒ Growth, ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)



**Town of Georgina
2022 Budget – Member of Council Request
22-DN-02**

Requested by: Councillor Dave Neeson

Date: August 12, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: \$100,000

Description of Request:

Based on a request by Council, staff have prepared the following Business Case with respect to the installation of a Leash Free A Dog Park. Several prospective locations were discussed in 2021 with the most desired and feasible location being next to the existing Parks Division Yards and Animal Shelter at/on the northerly boundary of the ROC property off of Civic Centre Road (north of the soccer pitches).

A high level costing projection of \$100,000 has been developed by staff to cover the necessary design and build. Amenities that should be considered in the design of the leash free dog park include: signage, trash/garbage receptacles, covered benches (shelters for pet owners), pet friendly drinking fountains in areas, waterline to the area, potential grades, swales and finish materials.

Main/Desired Goal or Outcomes/Benefits:

- Enhance quality of service
- Improving quality of life for residents

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☒ Growth, ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)



**Town of Georgina
2022 Budget – Member of Council Request
22-DN-03**

Requested by: Councillor Dave Neeson

Date: September 27, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: \$2,180,250

Description of Request: Alice Avenue – Drainage Improvements and Storm Sewer System

Provide an engineered solution to resolve on-going complaints about ditch flooding and high-water flows in the Alice Avenue area.

Main/Desired Goal or Outcomes/Benefits:

- Enhance Customer Service
- Increase Service level

Staff Comments and Costing:

The proposed solution is to replace the existing ditches with a Storm sewer for 1-in-5-year rainfall, with existing ditches/ROW to carry 1-in-100-year rainfall as overland flow.

Note that no urbanization or other improvements are provided in the cost estimate.

Member of Council Request Template

Costing:

950 metre length of storm sewer
1200mm diameter @ \$1500/metre length (estimated sewer size)
= 950m x \$1500/m = \$1,420,000

Restoration: 950metres @\$200/m =\$190,000

Engineering 20% = \$323,000
Contingency of 15% = \$242,250

Total = \$2,180,250

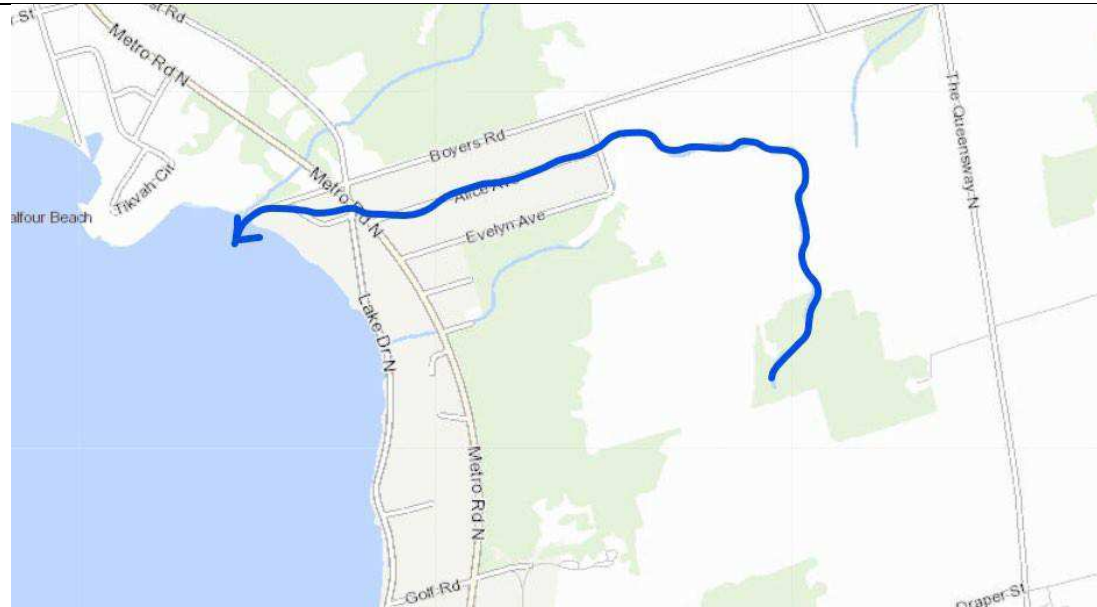
Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☐ Growth, ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)

Photos:



Member of Council Request Template



Member of Council Request Template





**Town of Georgina
2022 Budget – Member of Council Request
22-FS-01**

Requested by: Councillor Frank A. Sebo

Date: August 12, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: Capital: \$6,000 to \$10,000

Operating: \$10,000

Description of Request:

Partnership with LSRCA on the purchase and placement of boom on the Black River at the High Street dam to control Invasive species of weeds on the Black River and debris

Main/Desired Goal or Outcomes/Benefits:

The effects of the boom will benefit the local residents that live, on or use the Black River for recreation.

Staff Analysis:

Staff at the LSRCA do not recommend booms of this nature to control invasive species migration or control of nuisance aquatic plants such as duck week.

Cost:

Initial Capital: \$6,000 - \$10,000 Materials plus installation

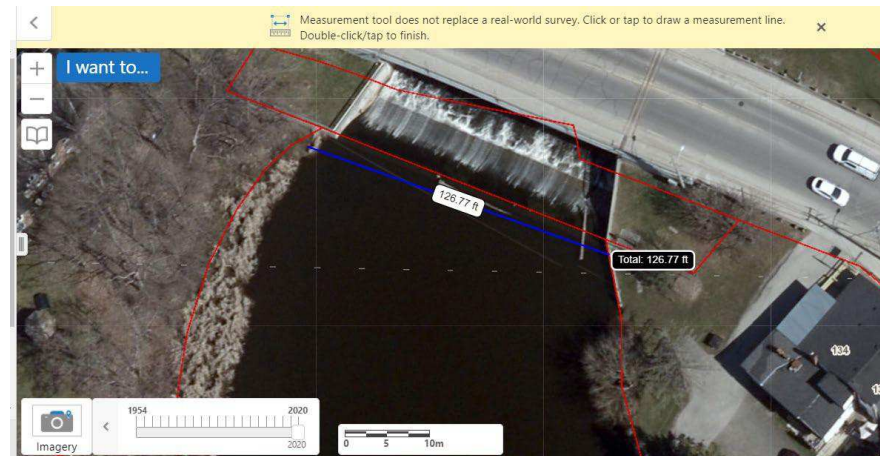
Operating: \$10,000

Member of Council Request Template

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☐ Growth, ☐ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)

Photos





**Town of Georgina
2022 Budget – Member of Council Request
22-FS-02**

Requested by: Councillor Frank A. Sebo

Date: August 10, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: \$20,000 (\$10,000 per unit)

Description of Request:

Propose installation of 1 or 2 sea bins at the Jackson's Point Harbour/Marina (see illustration provided). A Sea Bin is a "trash skimmer" designed as a floating garbage bin that skims the surface of the water by pumping water into the device and trapping garbage and plastic materials. Sea bins were first created and introduced in Australia as a means of combatting ocean pollutions and garbage. The initiative has since spanned to numerous countries.

Within Ontario, Canada sea bins have been introduced at three locations on Lake Ontario: Crate Marine in Belleville (private), Outer Harbour Marina (operated by the Toronto Ports Authority – a.k.a. PortsToronto) and at the Credit Village Marina in Mississauga (operated by the City of Mississauga); on Georgina Bay at the Collingwood Harbour (operated by the Town of Collingwood in partnership with Georgina Bay Forever) and the Historic Port of Penetanguishene (operated by the Town of Penetanguishene in partnership with Georgina Bay Forever).

The cost for each Sea Bin unit is estimated to be between \$8,000 - \$10,000 dollars. Units must be fastened and connected to power to operate. Units will also require daily, routine checks, emptying, weighing and recording of debris collected.

Main/Desired Goal or Outcomes/Benefits:

- Enhance quality of service
- Safety
- Improving quality of life for residents

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☒ Growth, ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)



Town of Georgina
2022 Budget – Member of Council Request
22-FS-03

Requested by: Councillor Frank A. Sebo

Date: September 30, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: \$660,000

Description of Request: High Street Sidewalk Replacement

Undertake improvements on High Street. Sidewalks, curbs, and boulevards on High Street.

Undertake improvements in the BIA district from River Street to West Street, and Market Square – approximately 480 metres

Main/Desired Goal or Outcomes/Benefits:

- Enhance Customer Service
- Increase Service level

Staff Comments and Costing:

Approximately 480 metres

Replace the Existing sidewalks with new decorative concrete sidewalks.

Replace Curb & Gutter:

Construction Subtotal: \$500,000

Contingency 15%: 75,000

Engineering 15%: \$85,000

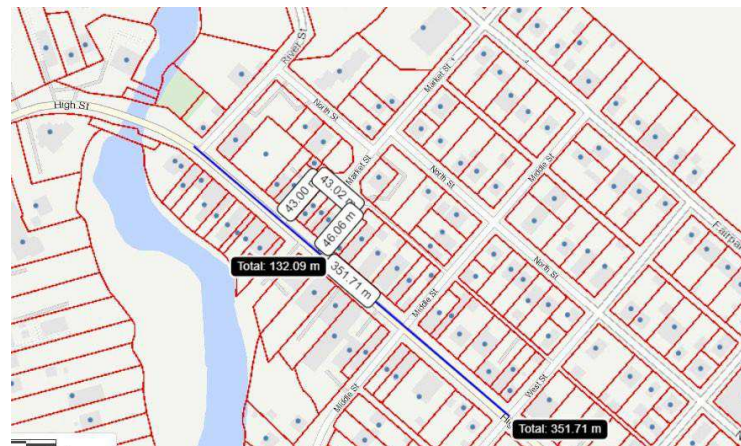
Total: \$660,000

Member of Council Request Template

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☐ Growth, ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)

Photos:





**Town of Georgina
2022 Budget – Member of Council Request
22-FS-04**

Requested by: Councillor Frank A. Sebo

Date: October 21, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: \$25,000

Description of Request:

Implement Horticulture and Beautification Improvements to High Street (Planters and increased service level).

Following annual walkabout with local BIAs, staff are proposing an enhancement to the beautification initiatives along the High Street corridor in Sutton. In order to achieve this goal, staff is proposing the addition of 30 new planters along the streetscape and approval for additional staff resources to effectively maintain service levels.

Cost Estimate:

- Planters (\$400 each X 25 units installed) = \$10,000
- Additional Staff Hours (\$18/hr. + associated HR costs) = \$15,000

Main/Desired Goal or Outcomes/Benefits:

- Enhance quality of service
- Improving quality of life for residents

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☒ Growth, ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)



Town of Georgina
2022 Budget – Member of Council Request
22-FS-05

Requested by: Councillor Frank A. Sebo

Date: September 30, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: \$50,000

Description of Request:

Resurfacing of the Malone Wharf Parking Lot

Main/Desired Goal or Outcomes/Benefits:

- Enhance Customer Service
- Increase Service level

Staff Comments and Costing:

Approximately 1,000 square metres
Pulverize existing surface and resurface with Asphalt
Provide Parking space line painting and Signage

Total: \$50,000

Member of Council Request Template

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☐ Growth, ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)

Photos:





**Town of Georgina
2022 Budget – Member of Council Request
22-MQ-01**

Requested by: Mayor Margaret Quirk

Date: September 1, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: Capital: \$6,000 to \$10,000

Operating: \$10,000

Description of Request:

Partnership with LSRCA on the purchase and placement of boom on the Maskinonge River, west of Woodbine Avenue to control Invasive species of weeds on the river and debris

Main/Desired Goal or Outcomes/Benefits:

The effects of the boom will benefit the local residents that live, on or use the Maskinonge River for recreation.

Staff Analysis:

Staff at the LSRCA do not recommend booms of this nature to control invasive species migration or control of nuisance aquatic plants such as duck week.

Cost:

Initial Capital: \$6,000 - \$10,000 Materials plus installation

Operating: \$10,000

Member of Council Request Template

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☐ Growth, ☐ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)

Photos





**Town of Georgina
2022 Budget – Member of Council Request
22-MQ-02**

Requested by: Mayor Margaret Quirk

Date: July 30, 2021

Nature of Request: ☒ Expenditure Initiative **or** ☐ Savings Initiative

Cost/Savings: Staff will determine

Description of Request:

To review the current User Pay Bag Tag program to determine what are the revenues as compared to what the full costs are to administer the program?

Main/Desired Goal or Outcomes/Benefits:

Review the program and the associated costs and revenues to determine how the program can be revamped to allow for additional free bags.

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☐ Growth, ☐ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)

Member of Council Request Template

Analysis of Options:

Staff Recommend selecting Option #1 or Option #2.

The anticipated reduction in revenues associated with Option #3 will directly affect the proposed Tax Rate increase in 2022, and result in an additional Tax Rate Increase of approximately 0.25%.

Option #2 best supports the Town's current "User Pay" policy for waste collection and is consistent with the programs in municipalities in the surrounding area.

Options	Revenues	Costs
<p>Option 1: Maintain the existing program.</p> <ul style="list-style-type: none"> 1 Bag collection limit (Maximum 5 Items) Tags cost \$1 each and must be affixed to each additional bag and large items. 	\$135,000 - \$145,000 annually	\$8,500 approximate
<p>Option 2: Maintain the existing Bag Tag Program, and add a fee for Large Item Collection</p> <ul style="list-style-type: none"> 1 Bag collection limit (Maximum 5 Items) Bag Tags cost \$1 each and must be affixed to each additional bag Large Item Fee \$12 each item 	<p>Bag Tag Revenue \$120,000 - \$130,000 annually</p> <p>Large Item Tag Revenue \$20,000 - \$35,000</p> <p>Estimated Total Revenue: \$144,000 - \$165,000</p>	\$8,500 approximate
<p>Option 3: Provide Additional Bags/Items</p> <ul style="list-style-type: none"> 2 or 3 Bag collection limit (Maximum 5 Items) Bag Tags cost \$2 each and must be affixed to each additional bag or Large Item 	<p>\$70,000 with a 2-bag limit \$20,000 with a 3-bag limit</p> <p>Based on Comparable programs and adjusted for Population (Whitchurch-Stouffville and King Township)</p>	\$8,500 approximate

Member of Council Request Template

N6 – Bag Tag Program Comparison

<u>Municipality</u>	Untagged Items Allowed	Maximum Items	Cost of Tags for each Additional Item (each)	Annual Bag Tag Revenue (2019)	Population (2016 Census) (approximate)
Georgina	1	5	\$1.00	\$134,180	46,000
Whitchurch-Stouffville	3	5	\$2.00	\$18,220	46,000
Newmarket*	3	6	\$3.00 Bag \$16.00 Large Item*	\$31,470 Bag Tags \$76,122 large Items* \$107,592 Total	85,000
King Township**	2	5	\$2.00 Bag \$12.00 Large Item** \$23.50 Appliances**	\$35,734 Bag Tags \$8,379 Large Items \$2,986 Appliances \$47,099 Total	25,000
East Gwillimbury***	2	5	\$2.00***	N/A	24,000
Aurora***	3	6	\$5.00***	N/A	56,000

Notes:

*Newmarket also requires a “Large Item Tag” for each large or bulky item that is set out such as furniture. The cost of each Large Item Tag is \$16.00 and revenue from the Large Item Tags is \$76,122.22

**King Township also requires a “Large Item Tag” for each large or bulky item that is set out such as furniture. The cost of each Large Item Tag is \$12.00. The fee for collection of metal appliances is \$23.50 each.

***East Gwillimbury started the program late in 2019, and then suspended the program in 2020. The full year revenue is not available.

***Aurora will implement the bag-tag program January 1, 2022.



**Town of Georgina
2022 Budget – Member of Council Request
22-MQ-03**

Requested by: Mayor Margaret Quirk

Date: July 30, 2021

Nature of Request: ☒ Expenditure Initiative **or** ☐ Savings Initiative

Cost/Savings: Option 2: \$15,000 per year

Description of Request:

Provide Windrow snow clearing service for seniors and/or disabled applicants that qualify for the service.

Windrows are piles of snow created from road and sidewalk snow plowing where the snow is pushed to the edge of the at driveway entrances. The windrow is often very heavy and difficult to manage. This service would provide limited snow removal at the end of applicant's driveways to allow access into and out of the driveway that might otherwise be blocked.

Main/Desired Goal or Outcomes/Benefits:

Increased and specialized services provided to those in need.

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☐ Growth, ☐ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)

Member of Council Request Template

Staff Recommendation

If Approved, Staff recommend Option 2 – Provide snow clearing services “in-house” for seniors and others that meet the requirements of the program.

Options	Resourcing	Costs
Provide support services for a volunteer program	Staff time to manage applications, coordination of volunteers, and assessment of the work on an ongoing basis	Costs carried in existing operating budgets
Provide snow clearing services in-house	Staff time to manage applications 3/4Ton Pick up outfitted with 8’ plow 1 Temporary, Part-time Staff Assessment of work on an ongoing basis	Hiring of a temporary part time staff member: \$25/hr x 30 hours x 20 weeks = \$15,000.00
Provide snow clearing services using contractors	Staff time to manage applications Assessment of work on an ongoing basis to verify quantities and invoicing	\$40 per clearing per applicant** 50 applicants (estimated) x 30 events (snow clearing events) x \$40 = \$60,000.00

***Per event clearing costs can be reduced on guaranteed quantities, however, these number are budgeted conservatively given the unknown number of events and applicants*

Municipality	Provides Service to Applicants	Provides Service to all residents	Does not provide service
Markham	X		
Richmond Hill		X	
Vaughan		X	
King	X		
Stouffville	X		
Newmarket			X
Aurora			X * ("snow angels" volunteer service)
East Gwillimbury			X

*Snow Angels are a volunteer group that provide residential snow clearing services for free to applicants. This is not a municipally managed function.





**Town of Georgina
2022 Budget – Member of Council Request
22-MQ-04**

Requested by: Mayor Margaret Quirk

Date: September 30, 2021

Nature of Request: ☒ Expenditure Initiative or ☐ Savings Initiative

Cost/Savings: TBD

Description of Request:

To install 5-10 Electric Vehicle (EV) Charging Stations in key locations across Georgina. EV Chargers could be located at some of our key facilities like the new MURC, Georgina Ice Palace, Sutton Arena, etc. Cost-share partnerships with the commercial sector and other levels of government could also be leveraged.

Main/Desired Goal or Outcomes/Benefits:

To support the reduction of greenhouse gas (GHG) emissions and provide a key service to a growing number of our residents and visitors driving electric vehicles. Electric Vehicles are recognized as essential to a low carbon future as transportation accounts for a portion of the greenhouse gas (GHG) emissions nationally.

Nature of Initiative/Review Factors (check all that apply):

- ☐ Legislative, ☐ Growth, ☐ Risk Management, ☒ Service Level Change, ☒ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study,
☐ Other (please specify)