

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. CS-2017-0065

**FOR THE CONSIDERATION OF COUNCIL
DECEMBER 13, 2017**

**SUBJECT: RELEASE OF 2018 DRAFT OPERATING AND CAPITAL BUDGET
AND TEN YEAR CAPITAL FORECAST**

1. RECOMMENDATION:

- 1. That Council receive Report No. CS-2017-0065 prepared by the Treasurer's Office, Corporate Services Department, dated December 13, 2017 respecting Release of the 2018 Draft Operating and Capital Budget and Ten Year Capital Forecast.**
- 2. That the Draft 2018 Operating and Capital Budget, Ten Year Capital Forecast, and the Budget Supplementary Information Package be received.**
- 3. That Council approve Capital Project 18-HAL-4: Replacement of the Domestic Hot Water Tank at the Pefferlaw Lion's Hall for \$15,000 to be funded from the Facility Repair & Replacement reserve, and approve Capital Project 18-ICE-2: Ice Resurfacer Replacement for \$97,000 to be funded from the Fleet & Equipment Repair & Replacement reserve, and that with respect to Temporary Staffing Request SR-CAO-1, Executive Director of Capital Delivery Initiatives, the CAO be authorized to commence recruitment and to appoint to the position on an interim basis until such time as recruitment is complete.**

2. PURPOSE:

The purpose of this report is to release a draft of the 2018 Operating Budget, Capital Budget and the Ten Year Capital Forecast. This information is being released in draft, to provide Council and the public with an opportunity to review the material prior to deliberation on Tuesday, January 23, 2018 and final approval on Wednesday, February 7, 2018. Copies of the Draft Budget will be available at the Civic Centre, Library Offices and on the Town's website. Wednesday, January 24, 2018 has also been designated for the continuation of budget deliberation, if needed.

3. EXECUTIVE SUMMARY:

The Draft 2018 Budget proposes a 1.95% tax levy increase for the Town's operating budget, plus an additional discretionary contribution of 1% to the capital reserve, in-line with Long Range Financial Plan recommendations, for a total increase of 2.95% (Town portion).

Explanations in this report and the Draft Budget provide a summary of the 2018 Operating Budget, 2018 Capital Budget, the Ten-Year Capital Forecast and cost drivers.

The Draft Operating Budget, currently includes total expenses of \$76,295,940. The Draft Operating Budget includes six proposed new permanent full-time and five proposed new temporary and part-time staff complements. This draft budget has been developed based on departmental Business Plans included in the budget document.

The 2018 Draft Capital Budget is currently \$28,430,040, which includes carry forward capital projects of \$12,081,640. The budget includes new debt requests of \$6,545,000.

4. BACKGROUND:

At the Council meeting of September 6, 2017, Council endorsed a process and timetable for the deliberation of the 2018 Operating and Capital Budgets and the Ten Year Capital Forecast. This schedule identified January 23, 2018 (9 a.m.) as a special meeting for budget deliberations and January 24th, if necessary, with final approval on February 7, 2018 (7 p.m.) In order to allow sufficient time to review and provide feedback on the Draft Budget, staff is releasing copies of the 2018 Draft Budget for Council and public review on December 13, 2017 at 7 p.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 Treasurer and Chief Administrative Officer at key intervals.

5. ANALYSIS & OPTIONS:

5.1 General Information

The 2018 Draft Operating Budget currently proposes a 1.95% property tax levy increase, with the option of adding 1% for contribution to capital reserves, for a total proposed increase of 2.95% for the fiscal year 2018. These changes would translate to an average increase of approximately \$41 for a 1.95% increase or \$60 for a 2.95% increase in property taxes (Town portion only) for a house with an assessed value of \$352,425 (new average single family dwelling assessment for 2018).

The Town's growth has remained to be relatively low, however, in addition to the construction of new homes, it is expected that the development of some commercial and industrial buildings will continue in 2018. The Development Services Department will provide Council with an updated growth projection sometime mid-2018.

The 2018 Operating Budget reflects the impact of assumption of a number of new roads, parks, sidewalks and trails, as well as the base operating costs from 2017. These operational costs are partially funded by the new assessment automatically added to the municipal tax roll. In the fiscal year of 2017, which provides the tax assessment base for 2018 taxation, the Town of Georgina assessment growth recorded an increase of approximately 1.6% subject to any year-end adjustments from MPAC.

Both the Operating and Capital budgets reflect the renaming of Corporate Services based on Council's direction and approval.

5.2 Draft 2018 Capital Budget and the Ten Year Capital Forecast

The Capital Budget this year reflects a ten-year capital forecast. This format encourages commitment to long term capital planning and identifies any funding requirements that need to be addressed. It is also in line with Council's general direction regarding fiscal planning and transparency.

The Town Department Heads have undertaken an analysis of the Town's capital expenditures to ensure proper flow and scheduling of projects, while ensuring residents and businesses have the necessary infrastructure to support their needs

and to maintain the current service levels. Projects in the ten year forecast have also been matched to the 2016 Development Charges Background Study.

In previous years, if a project was approved in any capital budget year, the funding for the approved project remained committed into subsequent years. So if the project was not completed in the year it was budgeted, the funds were available in the future years without a need to be re-budgeted.

The 2018 Budget includes previously approved capital projects that will not be complete at 2017 year-end and for which the departments are requesting the approved funding to remain available up to the end of the 2018 fiscal year. However, to accommodate more robust long term financial planning, and to provide a higher degree of accountability for capital project delivery going forward, each 2018 approved capital project will have a validity or funding life of maximum two years. Therefore, any 2018 approved project will have to be completed by end of 2019, and all carry forward projects by the end of 2018, or they will have to be reported to Council and re-budgeted to complete the projects. A dedicated report on this topic will be forthcoming in the new year. Included in the carry forward capital projects is 17-PRK-9: Streetscape Design Standards. The project was not eligible for Federal Gas Tax, and the Treasurer is recommending that it be funded by the New Infrastructure/Corporate Capital Reserve, and this recommendation is reflected in the draft budget.

Staff recognize the trend of capital projects carrying forward to subsequent years. The projects proposed in 2018 have been carefully vetted against resourcing capabilities. The initiation of projects for which completion could not be achieved in 2018 has been deferred to subsequent budget years. The draft capital budget expenditure for new projects in 2018 is approximately \$16.3 million (\$12.8 million in 2017). Examples of the major capital projects for 2018 are included in departmental business plans. Any capital item that relates to land acquisition will be considered in a closed session meeting in January.

The following is the summary of the 2018 Capital Budget funding sources with a 2017 comparison:

Expenditure/Funding Source	Draft 2018 (\$)	Final 2017 (\$)
Total Capital Expenditure:	16,348,400	12,827,740
Tax Levy*		1,969,650
Capital Reserves	7,489,350	4,712,280
Federal Gas Tax	1,899,550	1,504,000
Federal/ Provincial Grants		2,898,630
Development Charges	27,000	397,000

Cash-in-Lieu of Parkland	260,000	112,000
Other Revenue	127,500	24,680
Debentures	6,545,000	1,085,000
Total Funding Sources:	16,348,400	12,827,740

*New in 2018, capital projects will no longer be funded directly from the tax levy. Instead, a contribution will be made from the operating budget into capital reserves in order to fund new capital projects. This process will mitigate tax levy fluctuations as the timing of capital requirements can vary from year to year. In 2018 a contribution equal to the tax levy funded capital of 2017 was made from the operating budget to the New Infrastructure/Corporate Capital and Roads Repair/Replacement reserves to assist in funding the 2018 capital requests.

Since this new process removes the direct link of capital from tax levy, Council should be aware that if they were to remove a capital project from the draft budget that is being funded from the Corporate Capital reserve they would have two options:

1. Council could reduce the operating contribution to capital reserves, which would then decrease the tax levy.
2. Council could leave the operating contribution to capital reserves the same, which wouldn't change the tax levy, but it would strengthen the Town's reserves for future year capital requirements.

In line with the Town's Tangible Capital Asset Policy, capital requests that are less than \$10,000 have been included in the operating budget.

The total gross Ten Year Capital Forecast is now set at approximately \$273 million.

5.2.1 Debt Financing

The 2018 capital budget requires approximately \$6.5 million in new debentures as a source of funding. Below is a list of new debentures for 2018 and previously approved projects that have yet to be debentured. The estimated future debenture to finish the requested projects is listed for information purposes only. The below projects will be debentured at the end of the project, with the exception of the Civic Centre. The Treasurer will evaluate cash flows at the time of construction to determine when the Civic Centre project should be debentured.

Project	Approved From 2016	Approved From 2017	Requested 2018	Future Estimate to Complete	Total Expected Debenture
Dalton Road Watermain	\$6,000,000				\$6,000,000
Pefferlaw Fire Station		\$205,000	\$1,890,000	\$1,850,000	\$3,945,000
Civic Centre First Steps			\$1,500,000	\$25,000,000	\$26,500,000
Land Acquisition General			\$1,000,000		\$1,000,000
Link Phase 2 and 3		\$880,000	\$905,000		\$1,785,000
West Park			\$850,000	\$7,150,000	\$8,000,000
Wexford Pump Upgrade			\$250,000	\$750,000	\$1,000,000
Sutton (NWSDA) Community Park Design			\$150,000	\$1,500,000	\$1,650,000

5.3 Draft 2018 Operating Budget

Budget Summary:

For the 2018 fiscal year, the Operating Budget stands at \$76.3 million. The funding will be provided as follows:

Draws from Reserves	0.5 M
Water & Wastewater Rates	16.4 M
User Fees & Other Revenues	19.3 M
Property Tax (after tax increase)	40.1 M

The Town's 2018 Operating Budget has been developed based on the Council approved budget guidelines provided to the departments, and the Departmental Business Plans that set standards for service delivery of each department. Existing service levels form the basis for development of the 2018 Operating Budget.

Staff have continued to build the base budget based on the historical data that was available at the time of preparation of the Operating Budget. As per budget guidelines, the net base budget increase including inflation, growth,

legislated/mandatory and other adjustments resulted in 0.18% tax levy increase. When added to the value of service level/ new initiatives changes of 1.77%, and an increased contribution to Capital Reserve of 1.00%, the total tax levy increase adds up to 2.95%.

Below is an additional breakdown of what is driving the 2.95% increase:

Driver	Percentage Inc./ (Dec.)	Comments
Growth	(2.18%)	Assessment growth is 1.6%. Remaining relates to increased user fees and expenses from an increase in growth.
Service Level/ New Initiatives	1.77%	An increase of 2.85% relates to new operating and staffing initiatives. This is mitigated by a decrease in the tax levy due to new user fees in the Tax & Revenue Division, as well as a new Animal Shelter Contract with Aurora which is shown under the Municipal Law Enforcement Division budget.
Legislative	0.69%	An increase of 1.22% relates to the impact of Bill 148. A decrease of 0.85% relates to a draw from the Building Reserve, which is a requirement of Bill 124 that the Building Division be self-funded. The remaining increase is due to miscellaneous legislative requirements.
Inflationary	1.36%	Includes CUPE/Non-Union salary increases and other miscellaneous inflationary adjustments. In the September 6, 2017 Budget Report to Council, staff recommended an inflationary increase of 1.3% which was equal to the Consumer Price Index (CPI) for Ontario from June 2016 to June 2017.
Other	0.30%	A decrease of 0.9% relates to an increase in cost recovery for overhead from the Building Division as per Bill 124, which requires the Building Division to be self-funded. A decrease of 0.9% relates to an increase in investment revenue that will be realized as a result of the new Investment Policy approved by Council (Report CAO-2017-0015) on November 15, 2017. An increase of 0.4% relates to initiatives that were previously funded from reserves being funded from the tax levy in 2018. A decrease of 1% relates to an increase in cost recovery for salaries/overhead from the Water/ Wastewater rates. Recoveries had not been updated for several years. The remaining variance relates to job evaluations, salary step increases, contractual

		increases, and various reallocations between operating lines.
Capital Contribution (Optional)	1.00%	As outlined in this report, Council have been provided the option to increase the contribution to Capital Reserve by 1% of the tax levy to assist in closing the infrastructure funding gap.
Total:	2.95%	

Discretionary Reserve Contributions:

Below is a summary of the contributions to discretionary reserves for 2018 with a 2017 comparison. Where possible, the same level of contribution was made as prior year. It is recommended to rename the New Infrastructure Reserve to Corporate Capital/ New Infrastructure to better reflect the nature of the reserve. Fluctuations are explained below:

Discretionary Reserve	2018 Contribution	2017 Contribution
Corporate Capital/ New Infrastructure	\$1,377,720 ¹	\$808,070
Tax Rate Stabilization Reserve	\$714,000 ²	\$681,000
Facilities – Repair & Replacement	\$1,333,840	\$1,272,550
Fleet & Equipment - Repair & Replacement	\$1,841,800	\$1,883,200
Roads – Repair & Replacement	\$2,291,490 ¹	\$0
Parks- Repair & Replacement	\$60,000	\$60,000
Elections Reserve	\$115,000	\$115,000
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	\$898,070 ³	\$652,650
Wastewater – Infrastructure – Repair & Replacement	\$33,030 ³	\$388,650
Water - Willow Beach Debenture	\$144,780	\$167,720

Wastewater - Willow Beach Debenture	\$217,160	\$256,480
Capital Tax Levy and OCIF Grant (for 2017 presentation purposes only)		\$2,651,920 ¹
Total Contributions:	\$9,096,590	\$9,006,940

1. As described in section 5.2 of this report, capital expenditures are no longer funded directly from the tax levy. As a result we have increased the contributions to Corporate Capital/ New Infrastructure Reserve by \$569,650 and the Roads Repair & Replacement Reserve by \$2,291,490 compared to 2017. This extra contribution equals the tax levy capital of \$1,969,650 in 2017 and the 2018 OCIF grant of \$891,490 (2017 - \$628,270) that is now being contributed to the Roads reserve instead of being directly applied to a Capital project.
2. The contribution to the Tax Rate Stabilization reserve includes contributions for the following items; Firefighter/CUPE collective bargaining estimates, Bill 148 impacts, job evaluations and pay equity adjustments, potential legal claims and insurance deductibles.
3. Overall there is a decrease of \$110,200 in contributions to the Water and Wastewater Infrastructure reserves. Since the Water and Wastewater budgets are on a full recovery basis, the amount being contributed to reserves will vary year over year depending on estimated water consumptions.

5.3.1 Water and Wastewater Rates:

The proposed Water and Wastewater consumption (\$/m³) rates for the Town are \$2.39 and \$2.61, respectively. This represents a proposed 10.1% increase for Water and a proposed 6.1% increase for Wastewater.

The proposed Water and Wastewater fixed charge (\$/month) rates for the Town are \$2.98 and \$2.77, respectively. This represents a proposed 10.0% increase for Water and a proposed 6.1% increase for Wastewater.

The above rates encompass the proposed Region of York increase of 9% for Water and Wastewater rates.

5.3.2 Rates and User Fees:

As directed by Council as part of the Service Delivery Review Progress Report No. 6, Town departments have reviewed fees and considered opportunities to amend fees while remaining competitive. As previously reported, many of the current bylaws applicable to 2018 rates, have a built-in mechanism to be automatically adjusted for

the annual inflation rate. Staff have accounted for these minor adjustments as part of the forecasted revenue for 2018 draft operating budget. A report will be forthcoming in 2018 to address additional recommendations for adjustments to rates and user fees.

5.3.3 Proposed New Staffing

The following proposed full-time positions have been included in the 2018 Draft Operating Budget for Council consideration. The cost of the positions has been prorated for 2018 based on expected hire date. All other payroll costs are approximately 30% of the salary. Full annualized expense is shown below under column 2019 Annualized.

Position	Department	Hire Date	2018 Salary & All Other Payroll Costs	2019 Annualized
Fleet Capital Administrative Assistant (Temp 1 year)	Operations & Infrastructure	Q2	\$53,870	\$0 ¹
Technologist	Operations & Infrastructure	Q2	\$71,230	\$96,400
Compliance Officer (Water/Wastewater)	Operations & Infrastructure	Q2	\$71,230	\$96,400
Application Examiner	Development Services	Q2	\$23,070 ²	\$45,430 ²
Inspector ³	Development Services	Q2	\$69,080	\$93,490
Technologist ³	Development Services	Q2	\$75,560	\$102,260
Communications Specialist	Office of the CAO	Q2	\$60,460	\$81,820
Executive Director of Capital Project Delivery Initiatives (Contract 3 to 5 years) ⁴	Operations & Infrastructure	Q1	\$204,230	\$207,300

1. This position is a temporary contract position for one year.
2. This full-time staffing initiative includes the removal of a part-time position. The above cost is the net impact.

3. Positions are tied to the increase in Development Engineering Revenue. Removal of either position would result in a proportionate decrease in Development Engineering Revenues.
4. This position is a contract position expected to last 3 to 5 years.

Additional part-time requests include a summer student in Economic Development.

It is estimated that the costs associated with these proposed positions is about \$637,000 in 2018, where an additional \$95,000 (including COLA and step increases) would be needed in 2019 for annualization.

5.3.4 Georgina Public Library:

The Library Board has requested a grant from the Town in the amount of \$2,302,180 for the year 2018. The grant is broken into two components; the traditional grant related to payment for goods and services purchased by the Library and a grant for in-kind services provide by the Town. When combined, the traditional Town grant and the in-kind grant reflect the contributions from the Town to support the Library services.

Library staffing requests include a part-time administrative assistant, a Children's Summer Reading Club Assistant, and additional hours at the Pefferlaw Library branch.

5.4 Departmental Highlights

The departmental highlights are included in their respective business plans supplied by Town's Department Heads and the CEO of the Library that have been included and consolidated with the budget document

5.5 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. The regulation imposes reporting requirements to inform Council about the excluded expenses and an analysis of the estimated impact on future Tangible Capital Asset (TCA) funding requirements. For 2011 and

subsequent budget years, and prior to adopting the annual budget, Ontario Regulation 284/09 requires municipalities to prepare a report for Council if all or a portion of the following expenses are excluded from the budget:

1. Amortization expenses
2. Post-employment benefit expenses

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 2018 Budget.

6. FINANCIAL AND BUDGETARY IMPACT

The 2018 Draft Operating Budget is currently proposing a property tax increase of 1.95% with the option of adding 1% additional contribution to capital reserves which would bring the increase to 2.95% for the fiscal year of 2018. This translates into a Town increase of approximately \$41 per household at a 1.95% increase, or \$60 per household at the optional 2.95% increase on the Town's average house with an assessed value of \$352,425 (average single family dwelling assessment for 2018).

It is also important to note that 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 2018 taxation year represents the second year of new assessment changes/phase-in. It is important to remember the phase-in of assessment in this year and future years may result in different tax increases for different property owners. The Town's taxation is one of three (3) 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 Education Tax Rate, which is set by the province has had no increase for the past few years and this trend is assumed to continue in 2018. Although their budget has not yet received final approval, based on discussions with staff at the Region, Town staff understand the Region of York is presently contemplating an increase of approximately 2.77%. At this point, it appears the average property taxation increase should be approximately 1.91% as a whole at a 1.95% Town increase or 2.42% as a whole at the optional 2.95% Town increase. This estimate will be updated for the January 23, 2018 Budget meeting.

It is important to recognize that overall tax increases for the average household may vary from what is presented here, depending upon changes in individual property assessment for the year 2018.

As part of the September 6, 2017 enhanced budget process report, Council approved that items requiring advancement ahead of final budget approval were to be brought forward on December 13th.

Capital Project 18-HAL-4: Replacement of the Domestic Hot Water Tank at the Pefferlaw Lion's Hall, for \$15,000 requires to be advanced prior to final budget approval due to health and safety concerns. The current boiler is under recall due to potential for the burner plate and flue hood seal to fail. Such failure could result in carbon monoxide leaking into the facility. The project is scheduled to be funded from the Facility Repair & Replacement reserve.

Capital Project 18-ICE-2: Ice Resurfacer Replacement, for \$97,000 is also recommended for advance approval. The proposed equipment replacement involves a 9 month procurement timeline prior to receipt of the new resurfacer, therefore in order for the equipment to be in place prior to the 2018/19 ice season the procurement must commence now.

With respect to Temporary Staffing Request SR-CAO-1, Executive Director of Capital Delivery Initiatives, it is requested that the CAO be authorized to commence recruitment and to appoint to the position on an interim basis until such time as recruitment is complete. The Town is in an unprecedented period of concurrently planning/implementing several high profile community related capital initiatives. These initiatives include the South Keswick MURC, the Civic Centre replacement, Phase 2 and 3 of the Link and the rebuild of Station 1-8. Of these projects, only Station 1-8 is in the execution phase. The MURC, Civic Centre, and LINK Phase 2 and 3 are all in the project definition and planning phase. The significance of the planning phase for the MURC and the Civic Centre cannot be underestimated. Together they represent just under \$60 million in investment. With respect to the Link, it should be recognized that the ownership and operation of a community hub moves Town service delivery out of the realm of core services, and therefore financial sustainability of the project is of the utmost importance. The estimate for the Link project is \$1.8 m.

Report OID-2017-0015, provided an assessment of project management needs across the organization and proposed transitioning to the establishment of an internal Project Management Office (PMO) in order centralize capital projects management. Project management, as referenced in Report OID-2017-0015 was however more technical in nature ie: managing the technical aspects of capital project delivery such as design, engineering and construction. Staff continue to recommend a transition to centralized project management, it must however be recognized that due to the complexity, community nature, and total investment of the

MURC, the Civic Centre and the Link projects , management of these capital initiatives requires considerably more sophisticated project management expertise.

Paralleling the initiation of the capital projects identified above, the Town is proactively moving to enhanced long range financial management. It is therefore imperative that the planning phase of these substantial projects include detailed financial analysis and business planning, both from a capital financing perspective and from an operational sustainability perspective. Again, this requires sophisticated project management expertise.

It is therefore the recommendation of staff that to responsibly plan and manage the MURC, Civic Centre and Link projects a dedicated project management professional experienced in all aspects of community capital delivery (financial analysis, community consultation, capital construction methodology) should be retained on a 3 – 5 year basis to ensure these substantive capital projects are sustainable over the long term. This temporary position would also coordinate any third party managed capital projects ie: West Park rebuild. Finally, this position would evaluate the balance of the capital project management needs of the organization and make recommendations to Council via the annual budget process re the establishment of a PMO and the recommended organizational model. Until such time as this evaluation is complete this initial position would reside in the CAO's Office which is typical of civic centre type projects.

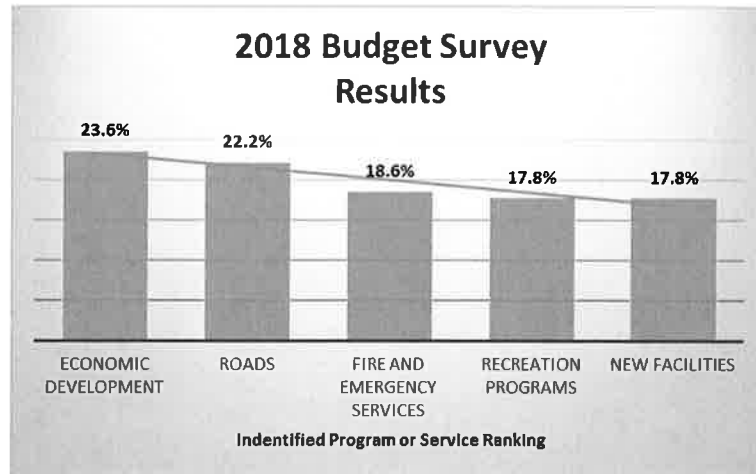
As per staff's commitment to deliver on these capital projects that are included in the Draft Budget, and the timelines involved with these complex projects, work needs to continue/commence at the beginning of January.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

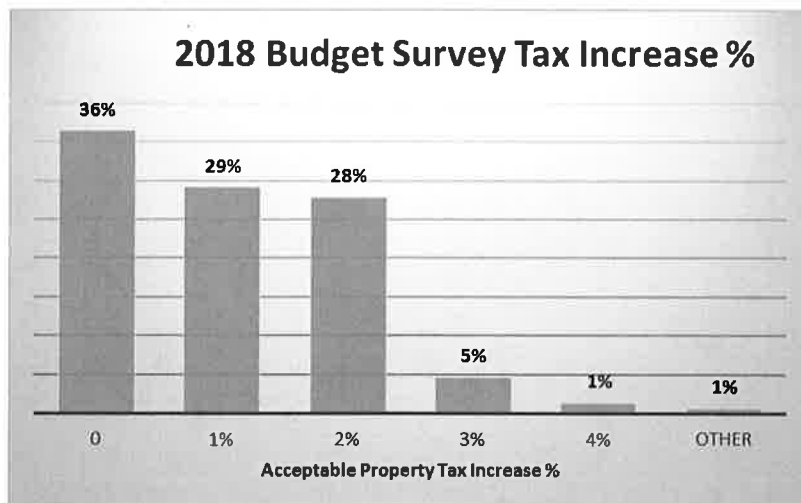
As per Council's direction, staff provided a number of opportunities to promote public engagement and receive the tax payers input into the 2018 budget process. These opportunities included:

1. An online budget survey
2. Manual drop boxes for paper feedback in various locations
3. An email address for electronic messages
4. Two "Open House" public consultation sessions

The chart below represents a summary of where respondents would like to see their tax dollars spent.



The chart below represents a summary of what respondents feel an acceptable property tax increase would be. You can see that 36% would like to see a zero percent tax increase, however, 57% of respondents agree that 1% to 2% is acceptable.



The comments provided at the open sessions and through email can be summarized as follows:

- a. Economic Development Enhancement and Tourism Attraction
- b. Roads Maintenance Program Improvement
- c. Request for Waterfront Revitalization
- d. Capital Project Delivery
- e. Operational Efficiency
- f. Asset Management Plan
- g. A desire for Increased Departmental Revenue and Grants
- h. Request for additional funding for property and land acquisition
- i. Enhancement to park lightings

- j. Further Investment in Facilities (old and new) and other Infrastructure
- k. Flag pole and Georgina flag for Egypt Hall
- l. Internet voting for elections

Staff can confirm that as part the preparation of 2018 operating and capital budgets, all comments and feedbacks have been considered.

8. CONCLUSION:

This report recommends that Council receive the 2018 Draft Operating and Capital Budgets, and the 10 Year Capital Forecast for review.

Prepared by:



Rob Wheater, CPA, CA
Treasurer

Recommended by:



Dave Reddon
Director of Corporate Services/
Deputy CAO (Acting)

Approved by:



Winanne Grant, B.A., AMCT, CEMC
Chief Administrative Officer