



Town of
East Gwillimbury



2020

Business Plan & Budget

OUR TOWN, OUR FUTURE

www.eastgwillimbury.ca/budget

Introduction

The 2020 business plan and budget contains four main components.

Components 1 through 3 represent the budget to support Town operations. These budgets are for the recurring expenditures or revenues that the Town can anticipate each year. These include items such as salaries and benefits, materials and supplies, and fees and charges. Component 4 contains the budget details for the one-time or project specific expenditures. The Appendix (Tab 5) contains a glossary of terms, descriptions of new staff requests that are included in the budget and new initiatives that have not been included in the budget.

Component 1 – Operating Budget (Tab 1)

The Operating budget represents the component of the Town operations that is primarily tax supported. Although some of the services are offset by fees and charges, there is an element of taxation revenue required to support each of these departments.

Component 2 – Development and Fee Supported Budget (Tab 2)

The Development and Fee Supported budget represents the component of the Town operations that is supported by fees for service (no tax support). There are five service areas that are included in this budget: Building, Planning, Development Engineering, Park Development, and Fill Operations. Each of these service areas has approved fees or charges that are intended to fully recover the cost of providing the service.

Component 3 – Water and Wastewater Budget (Tab 3)

The Water and Wastewater budget represents the component of the Town operations that are supported by fees for service (no tax support). The Town charges water and wastewater fees to property owners based on water used. The annual fees are intended to ensure that there is full cost recovery to the Town for providing safe drinking water and maintaining the water and sewer infrastructure.

Component 4 – Capital Program Budget (Tab 4)

The capital budget primarily represents projects or initiatives that are one-time or time specific in nature. The capital budget may include projects such as the construction of a new fire station or retaining a consultant to prepare a study. The capital budget also includes the Town's annual repair and replacement program for maintaining the Town's assets. Although the annual repair and replacement program is required each year, the individual projects and related amounts of funding will vary annually depending on the program requirements in that year. The annual repair and replacement program may include road resurfacing, sidewalk maintenance, or computer replacement.

Component 5 – Appendix, New Staff, New Initiatives (Tab 5)

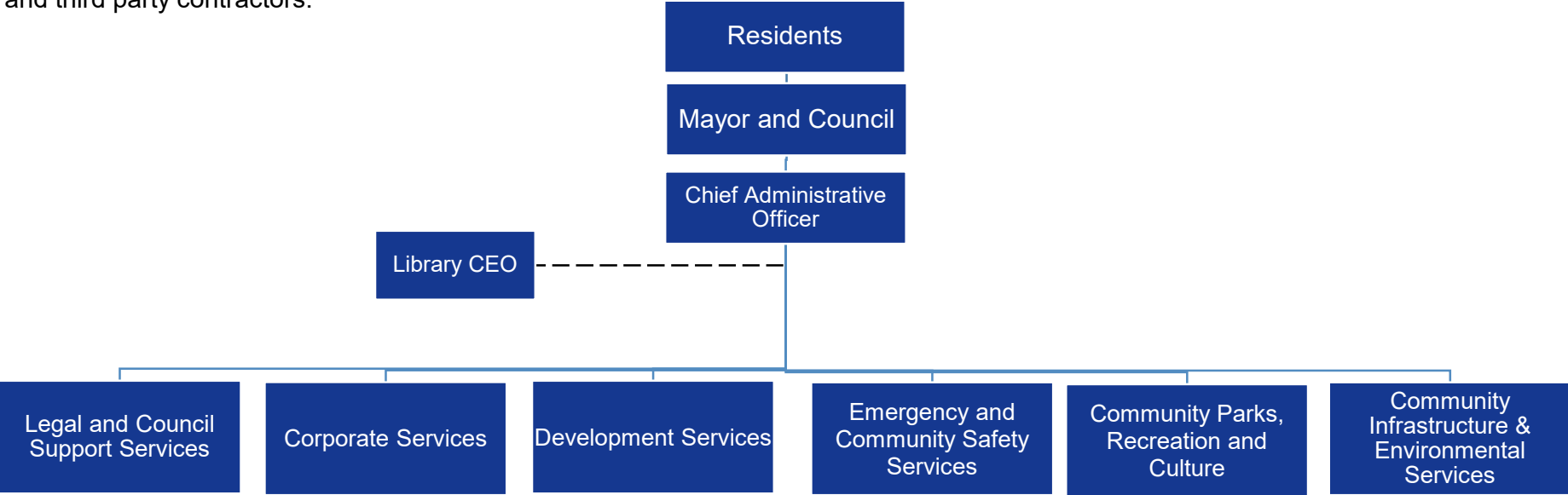
The Appendix (Tab 5) contains a glossary outlining operating expenditure and revenue categories used for budgeting purposes. It also details new staff requests included in the budget. As well, the Appendix outlines proposed new initiatives that have not been included in the budget.

2020 Operating Budget

The 2020 operating budget was prepared with a focus on the Town's four strategic priorities:



In addition to the Mayor and members of Council, the Town's operations are supported by an approved complement of 152 full time positions (including the Executive Assistant to the Mayor and Council). In keeping with the Shamrock resourcing model, the budget provides for approximately 200 part time and seasonal staff (47 full time equivalent), including a roster of ± 81 paid on-call firefighters, and third party contractors.



BUDGET SUMMARY

The budget process for 2020 prioritizes maintaining existing quality programs and services for residents, while addressing front line growth-related service pressures. The budget continues to focus on community safety with a Council approved multi-year plan to enhance the service level to 24/7 coverage of full time fire service at the Queensville Fire Station. It also enhances the provision to fund the eventual operations of a new Health and Active Living Plaza, which includes an aquatics facility. As well, the budget provides for statutory or contractual increases.

The 2020 budget followed a similar process to prior years with staff reviewing historical actual expenditures and revenues along with anticipated pressures to ensure the reasonability of budgeted amounts.

Some of the major pressures identified in the 2020 operating budget include:

- Salaries and Benefits

As a service organization, staff resources are central to delivering community programs and services. As such, salaries and benefits are the largest expenditure in the Town's operating budget. The 2020 pressure of approximately \$1.4 million includes step increases, COLA and benefit cost increases. The salaries and benefits budget also includes the addition of one Recreation Customer Service Representative, one Farmers Market Programmer and one Fire Inspector. A contract Communications Assistant position is proposed to be funded via expenditure reductions and revenue opportunities throughout various departments. The budget includes the conversion of a Facility Operator and a Purchasing Manager from Contract to FTE.

- Consultant

This budget was increased by \$50,000 to cover the cost of a compensation market review. An additional \$10,000 is included to meet legislative requirements for Health and Safety requirements.

- Community Grants/Initiatives

The Community Grants/Initiatives budget has increased by approximately \$51,000 to provide additional funding to Community Groups for new programs.

- Contingency

The contingency budget provides a provision for potential recommendations from the proposed compensation review.

- Contracted Services

The budget for contracted services has increased by \$24,000 as a result of increasing costs for sports complex ice pad maintenance.

- **Library**

The funding requirements of the library increased by approximately \$169,000. This is primarily due to an increase in salaries and benefits, including a new staff request for a Digital Literacy Specialist. The balance of the increases are due to increased courier costs associated with the provincial funding reductions, additional information technology and library materials costs.
- **Materials and Supplies**

The materials and supplies budget has decreased by approximately \$37,000. This decrease is related to a reallocation of costs to road maintenance, facilities and parks operations, which is partially offset by an increase to accommodate the waste management bag tag program.
- **Other Agencies/Municipalities**

The increase of approximately \$47,000 is related to rising costs from York Region radio costs and increased costs from Richmond Hill Dispatch services, both related to Emergency Services.
- **Public Works**

This budget increased by \$290,000. Additional winter maintenance contracted services required to service growth as well as meet service demands from provincially regulated Minimum Maintenance Standards accounts for \$150,000 of the increase. The balance of the increase totaling \$140,000 is due to a reclassification of costs from the materials and supplies budget.
- **Rent**

The increase of approximately \$51,000 is related to the rental of town office space at 19003 Leslie Street (the Annex).
- **Software Maintenance and Licensing**

The software maintenance and licensing budget is increasing by approximately \$45,000. This is largely due to growth and increased software subscription costs.
- **Training, Professional Development and Memberships**

The increase for 2020 is approximately \$67,000. The main driver of this increase is the requirement for additional mandatory health and safety and firefighter training. It also includes an increase to address feedback received from the Employee Engagement Survey to provide more training and development opportunities.
- **Uniforms and Safety Clothing**

This budget increased by approximately \$44,000, to support the requirements for the Paid On-Call firefighters.
- **Transitional Cost Reductions**

Staff target these additional in-year savings through the delay or deferral of expenditures, implementing process efficiencies, and/or increased revenue opportunities throughout the year. A budget for transitional costs reductions was initially introduced in 2015 to temporarily mitigate the tax pressure during the initial stages of growth. The transitional cost reduction target included in the 2020 budget is \$190,000.

The increase in user fee revenue stems mainly from the Community Parks, Recreation and Culture department and aligns the budget with actual revenue received.

As part of the 2016 Budget and Business Plan, the concept of temporarily using the working capital reserve to fund growth related program and service initiatives was introduced. This is to address the timing difference between when new homes are occupied, and service expectations begin, and when the Town receives the associated property tax revenue. A provision of approximately \$0.1 million has been included in the 2020 budget.

The Town is planning for a new Operations Centre and new community space. Both of these facilities will result in increased operating costs. To mitigate the impact of these costs in the year the facility opens, the 2020 budget includes a provision for the cost of operations. An annual total contribution of \$695,000 has been established from growth related tax assessment for the operating costs associated with the Operations Centre, Health and Active Living Plaza and a new Library. An additional dedicated tax increase of approximately \$110,000 has been proposed as a provision for the eventual operations of a new Health and Active Living Plaza, which includes an aquatics facility.

The increased contribution to reserves budget includes an additional \$220,000 in accordance with the Council approved multi-year community safety plan and new facility operations noted above, \$50,000 to build a provision for conducting the municipal election every four years and approximately \$40,000 for increased fleet demands.

The operating budget for the Town is shown in the tables on the following pages. The details for each department supporting the tables below are included in the balance of this section.



2020 OPERATING BUDGET	Mayor & Council	Chief Administrative Officer	Legal and Council Services	Corporate Support	Corporate Services	Emergency and Safety Services	Development and Community	Community Services	Community Parks, Recreation & Culture	Community Infrastructure & Environmental Services	Library	Corporate Wide	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures																
Salaries & Benefits	567,644	1,042,869	920,912	3,241,023	5,013,470	248,858	4,189,720	2,863,899	-	-	-	-	18,088,396	16,636,554	1,451,842	9%
Advertising	-	10,000	-	75,900	-	-	1,800	1,320	-	-	-	-	89,020	86,520	2,500	3%
Audit Services	-	16,500	-	40,500	-	-	-	-	-	-	-	-	57,000	57,000	-	0%
Bank Fees, Payroll and Other Charges	-	-	-	89,000	-	-	-	-	-	-	-	-	89,000	89,000	-	0%
Communications	-	6,500	2,100	8,600	9,815	1,300	14,430	12,640	-	-	-	-	55,385	49,385	6,000	12%
Community Grants / Initiatives	198,155	-	-	-	-	-	-	-	-	-	-	-	198,155	146,905	51,250	35%
Consultant	-	105,000	-	30,500	-	4,000	-	16,500	-	-	-	-	156,000	96,000	60,000	63%
Contingency	-	55,000	-	-	-	-	-	-	-	-	79,675	-	134,675	165,000	(30,325)	-18%
Contracted Services	10,000	8,000	13,500	1,730	235,165	-	170,623	250,180	-	-	-	-	689,198	664,698	24,500	4%
Councillor Discretionary Expenses	31,500	-	-	-	-	-	-	-	-	-	-	-	31,500	31,500	-	0%
Courier & Mail Processing	-	250	200	50,000	-	200	550	800	-	-	-	-	52,000	47,500	4,500	9%
Equipment & Vehicle	500	-	3,100	54,790	28,800	2,500	61,740	24,350	-	-	-	-	175,780	171,780	4,000	2%
Equipment Repair	-	-	-	7,900	42,235	-	113,227	101,000	-	-	-	-	264,362	264,362	-	0%
Insurance	-	-	-	-	-	-	2,100	-	-	-	-	625,000	627,100	627,100	-	0%
Legal Services	-	-	50,000	-	-	-	-	-	-	-	-	-	50,000	65,000	(15,000)	-23%
Library	-	-	-	-	-	-	-	-	-	1,800,022	-	-	1,800,022	1,631,007	169,015	10%
Materials & Supplies	13,010	29,000	31,000	82,750	73,860	4,200	266,070	482,380	-	-	-	-	982,270	1,018,990	(36,720)	-4%
Mileage	5,000	5,000	1,500	5,900	5,425	700	8,100	8,360	-	-	-	-	39,985	28,885	11,100	38%
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Other Agencies/Municipalities	-	-	-	15,500	242,560	-	-	-	-	-	-	-	258,060	210,900	47,160	22%
Program Instructor	-	-	-	-	-	-	127,700	-	-	-	-	-	127,700	108,200	19,500	18%
Property & Building Maintenance	-	-	-	-	84,816	-	211,100	-	-	-	-	-	295,916	258,920	36,996	14%
Public Engagement / Corporate Events	8,000	11,500	5,000	-	-	-	-	-	-	-	-	-	24,500	22,400	2,100	9%
Public Works	-	-	-	-	-	-	9,000	1,141,290	-	-	-	-	1,150,290	860,290	290,000	34%
Rent	-	-	-	-	-	-	93,500	-	-	-	-	-	93,500	42,200	51,300	122%
Software Licenses & Maintenance	-	29,500	-	193,750	-	-	5,800	12,700	-	-	-	-	241,750	196,500	45,250	23%
Training, Professional Development & Memberships	4,000	58,536	15,760	38,844	90,000	4,728	37,499	26,766	-	-	-	-	276,133	208,975	67,158	32%
Uniforms & Safety Clothing	-	-	-	-	73,070	-	18,050	12,000	-	-	-	-	103,120	58,900	44,220	75%
Utilities	-	-	-	51,600	62,520	-	762,078	472,260	-	-	-	-	1,348,458	1,323,108	25,350	2%
Waste Collection	-	-	-	-	-	-	-	1,230,593	-	-	-	-	1,230,593	1,280,593	(50,000)	-4%
Corporate Reallocation	-	-	-	-	-	-	18,280	(192,000)	-	-	-	(2,529,613)	(2,703,333)	(2,955,025)	251,692	-9%
Transitional Cost Reductions	-	-	-	-	-	-	-	-	-	-	-	(190,000)	(190,000)	(190,000)	-	0%
Total Expenditures	837,809	1,377,655	1,043,072	3,988,287	5,961,736	266,486	6,111,367	6,465,038	1,800,022	(2,014,938)	(2,014,938)	(2,014,938)	25,836,535	23,303,147	2,533,388	11%



2020 OPERATING BUDGET	Mayor & Council	Chief Administrative Officer	Legal and Council Services	Corporate Support	Corporate Services	Emergency and Safety Services	Development and Community Services	Community Parks, Recreation & Culture	Community Infrastructure & Environmental Services	Library	Corporate Wide	2020 Budget	2019 Budget	Variance \$	Variance %
Revenues															
Taxation	-	-	-	-	-	-	-	-	-	-	(25,341,754)	(25,341,754)	(22,131,800)	(3,209,954)	15%
Supplementary Taxation on New Homes	-	-	-	-	-	-	-	-	-	-	(100,000)	(100,000)	(410,794)	310,794	-76%
Development Charges	-	-	-	-	(233,689)	-	(73,127)	(114,328)	-	-	-	(421,144)	(421,144)	-	0%
Development Revenue	-	-	-	-	-	(46,235)	-	-	(8,200)	-	-	(54,435)	(54,435)	-	0%
Fines and Penalties	-	-	-	-	-	(46,000)	-	-	-	-	-	(46,000)	(46,000)	-	0%
Grants	-	-	-	-	-	-	-	(615)	(75,000)	-	(123,600)	(199,215)	(239,215)	40,000	-17%
Investment Income	-	-	-	-	-	-	-	-	-	-	(175,000)	(175,000)	(175,000)	-	0%
Library	-	-	-	-	-	-	-	(89,581)	-	-	-	(89,581)	(88,642)	(939)	1%
Licences	-	-	(11,500)	-	(4,500)	-	-	-	-	-	-	(16,000)	(21,000)	5,000	-24%
Miscellaneous	(5,100)	-	-	(7,500)	-	-	-	-	-	-	-	(12,600)	(15,100)	2,500	-17%
Motor Vehicle Accidents	-	-	-	-	(100,000)	-	-	-	-	-	-	(100,000)	(100,000)	-	0%
Penalties on Taxes	-	-	-	-	-	-	-	-	-	-	(500,000)	(500,000)	(500,000)	-	0%
Recoveries & Contributions from Developers	-	-	-	(50,000)	-	-	-	-	(6,000)	-	-	(56,000)	(56,000)	-	0%
Sales	-	-	(3,000)	(30,000)	-	-	(17,888)	(6,050)	-	-	-	(56,938)	(56,938)	-	0%
Services to Other Municipalities	-	-	-	(137,700)	-	-	-	(35,000)	-	-	-	(172,700)	(172,700)	-	0%
User Fees	(300)	-	(131,490)	(40,000)	(10,500)	-	(1,355,992)	(50,000)	-	-	-	(1,588,282)	(1,520,832)	(67,450)	4%
Total Revenues	(5,400)	-	(145,990)	(361,189)	(344,935)	(73,127)	(1,578,404)	(180,250)	-	(26,240,354)	(28,929,649)	(26,009,600)	(2,920,049)	11%	
Transfers															
Contributions to Reserves	-	-	50,000	105,000	506,550	-	605,116	259,299	50,000	1,879,684	3,455,649	2,812,230	643,419	23%	
Draws from Reserves	(13,800)	(50,000)	-	(25,965)	(662,567)	-	(63,203)	-	-	-	(815,535)	(558,779)	(256,756)	46%	
Tax Levy Investment to Capital	-	-	-	-	-	-	-	453,000	-	-	453,000	453,000	453,000	-	0%
Total Transfers	(13,800)	(50,000)	50,000	79,035	(156,017)	-	541,913	712,299	50,000	1,879,684	3,093,114	2,706,451	386,663	14%	
Net Budget	818,609	1,327,655	947,082	3,706,133	5,460,784	193,359	5,074,876	6,997,087	1,850,022	(26,375,608)	(0)	-	-	-	-

Mayor and Council Key Priorities and Objectives

 <p>CULTURE of municipal excellence</p>	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">• Establish and approve the strategic plan to guide the Town with respect to its program and service priorities
 <p>QUALITY programs & services</p>	<p>Quality Programs and Services</p> <ul style="list-style-type: none">• Provide effective governance to the Town through the adoption of policies and by-laws• Continue to promote East Gwillimbury as a character community
 <p>RESPONSIBLE growth & environmental protection</p>	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">• Represent resident issues at Council
 <p>BUILD complete communities</p>	<p>Build Complete Communities</p> <ul style="list-style-type: none">• Appoint interested residents to serve on various Committees and Boards to assist and advise Council on certain issues

Budget Summary

The Mayor and Council's 2020 operating budget includes expenditures of \$0.8 million, or approximately 3% of the Town's total operating expenditures. The budget for this office has increased by approximately \$31,000. Approximately \$51,000 is related to provide additional funding to Community Groups. There is an increase in salary and benefits of approximately \$27,000 relating to COLA and benefit cost increases. Increases have been partially offset by an administrative adjustment for mileage allowances of approximately \$33,000.

There are two tables included for Mayor and Council. The first table highlights the total budget for the department. The second table provides a detailed list included in the Community Initiatives budget.



Town of
East Gwillimbury

2020 OPERATING BUDGET MAYOR AND COUNCIL	Mayor & Council Admin	Mayor Hackson	Councillor Carruthers	Councillor Crone	Councillor Foster	Councillor Morton	Councillor Persechini	Councillor Roy-Diclemente	Community Initiatives	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures													
Salaries & Benefits	567,644									567,644	540,461	27,183	5%
Community Grants / Initiatives	-								198,155	198,155	146,905	51,250	35%
Contracted Services	10,000									10,000	10,000	-	0%
Councillor Discretionary Expenses	-	4,500	4,500	4,500	4,500	4,500	4,500	4,500		31,500	31,500	-	0%
Equipment & Vehicle	500									500	500	-	0%
Materials & Supplies	13,010									13,010	13,010	-	0%
Mileage	5,000									5,000	37,760	(32,760)	-87%
Public Engagement/Corporate Events	8,000									8,000	8,000	-	0%
Training, Professional Development & Memberships	4,000									4,000	4,000	-	0%
Total Expenditures	608,154	4,500	4,500	4,500	4,500	4,500	4,500	4,500	198,155	837,809	792,136	45,673	6%
Revenues													
Miscellaneous									(5,400)	(5,400)	(5,400)	-	0%
Total Revenues	-	-	-	-	-	-	-	-	(5,400)	(5,400)	(5,400)	-	0%
Transfers													
Draws from Reserves									(13,800)	(13,800)		(13,800)	0%
Total Transfers	-	-	-	-	-	-	-	-	(13,800)	(13,800)	-	(13,800)	0%
Net Budget	608,154	4,500	4,500	4,500	4,500	4,500	4,500	4,500	178,955	818,609	786,736	31,873	4%



Town of
East Gwillimbury

**2020 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	Community Initiatives - Ongoing	Community Initiatives - One Time	Total 2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures						
Advisory Committees						
Car Show Committee	3,000		3,000	2,750	250	9%
EDAC	2,500		2,500	2,500	-	0%
EG Accessibility Advisory Committee	2,000		2,000	2,000	-	0%
Environmental Advisory Committee	2,500		2,500	2,000	500	25%
Farmers Market	7,600		7,600	7,600	-	0%
Heritage Committee	2,000		2,000	2,000	-	0%
Mount Albert CRCC	-		-	1,000	(1,000)	-100%
North Union Community Group	1,000		1,000	1,000	-	0%
River Drive Park Community Group	1,500		1,500	1,500	-	0%
Santa Claus Parade	8,000		8,000	7,000	1,000	14%
Active Transportation & Trails Advisory Committee	1,000		1,000	2,000	(1,000)	-50%
Art & Culture Advisory Committee	1,000	5,000	6,000	-	6,000	0%
Broadband Working Committee	2,500		2,500	-	2,500	0%
Holland Landing Community Group	2,600		2,600	-	2,600	0%
Queensville Sharon Community Group	4,000		4,000	-	4,000	0%
Routes Connecting Communities	5,000		5,000	-	5,000	0%
Diversity and Inclusion Advisory Committee	2,000		2,000	-	2,000	0%
Smart Commute	8,000		8,000	-	8,000	0%
Community Grants						
Bursary Dr Denison Secondary School	-		-	300	(300)	-100%
Bursary for the Arts	-		-	1,500	(1,500)	-100%
Bursary Huron Heights Secondary School	-		-	300	(300)	-100%
Bursary Sacred Heart Secondary School	-		-	300	(300)	-100%
Chamber of Commerce Tourism	8,500		8,500	8,500	-	0%
East Gwillimbury Gardeners	1,000		1,000	1,000	-	0%
Neighbourhood Network	1,200	8,800	10,000	1,200	8,800	733%
Sharon Temple Museum	40,000		40,000	40,000	-	0%
Sutton Agricultural	750		750	750	-	0%
York Region Seniors Games	600		600	600	-	0%



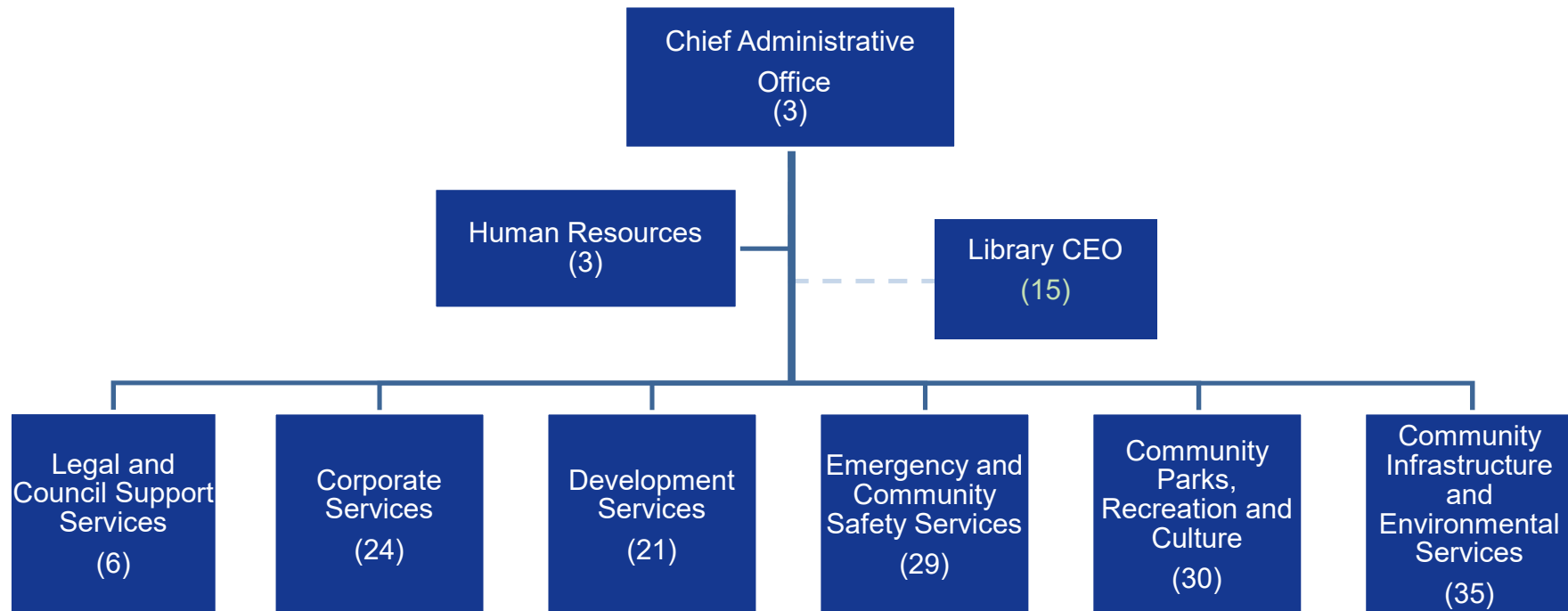
Town of
East Gwillimbury

**2020 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	Community Initiatives - Ongoing	Community Initiatives - One Time	Total 2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures						
Other						
Canada Day	17,000		17,000	17,000	-	0%
Chamber of Commerce Breakfast	1,225		1,225	1,225	-	0%
Committee Contingency	2,250		2,250	2,250	-	0%
Community Events	7,300		7,300	7,300	-	0%
Easter Hikes	1,500		1,500	1,500	-	0%
Family Day	2,500		2,500	2,500	-	0%
Halloween Hikes	2,700		2,700	2,700	-	0%
Music at Civic Square	8,500		8,500	8,500	-	0%
New Year's Eve Family Event	10,000		10,000	10,000	-	0%
Pancake Breakfast	1,300		1,300	1,300	-	0%
Remembrance Day Ceremony	2,000		2,000	2,000	-	0%
Volunteer Recognition Ceremony	4,830		4,830	4,830	-	0%
Tapestry of Taste	12,000		12,000	-	12,000	0%
Nature Day	3,000		3,000	-	3,000	0%
Total Expenditures	184,355	13,800	198,155	146,905	51,250	35%
Revenues						
Other Revenues	(3,300)		(3,300)	(3,300)	-	0%
Miscellaneous (Farmers Market)	(2,100)		(2,100)	(2,100)	-	0%
Total Revenues	(5,400)	-	(5,400)	(5,400)	-	0%
Transfers						
Draws from Reserves		(13,800)	(13,800)	-	(13,800)	0%
Total Transfers	-	(13,800)	(13,800)	-	(13,800)	0%
Net Budget	178,955	-	178,955	141,505	37,450	26%

Office of the Chief Administrative Officer

The Office of the Chief Administrative Officer (CAO) provides strategic administrative leadership to the corporation ensuring Town programs and services are delivered in a cost-effective and timely manner. The CAO works closely with Council and the employee team to implement key initiatives in accordance with the Council approved Strategic Plan. The CAO represents the municipality's interest with other levels of government and stakeholders. The Office of the CAO has 3 full time positions, along with 3 full time positions in Human Resources. The CAO provides leadership and support to the six departments in the organization comprised of 152* full time positions (including the Executive Assistant to the Mayor and Council); +/- 200 part time and a roster of up to 81 paid on call firefighters. The CAO also acts as the liaison with the Library Board through the Library Chief Executive Officer.



* Excluding Library

CAO's Office

- | |
|---|
| • Attended +/-200 intergovernmental and stakeholder meetings |
| • Conducted quarterly reviews with all General Managers |
| • Held 45 Senior Management Team meetings and 4 Extended Management Team meetings |
| • 4 Town Hall meetings held for all staff; +/-28 staff / employee team building events |
| • 22 CWC/Council meetings and 7 Special Council Workshops |
| Member of 6 Professional Organizations, including: OMAA – Ontario Municipal Administrators Association (Board of Directors / member); AMO – Association of Municipalities Ontario; CAMA – Canadian Association of Municipal Administrators, ESSC – Emergency Services Steering Committee; ICMA – International City/County Management Association, and PLE – Land Economist Association |

Human Resources

- | |
|--|
| • Over 1500 hours invested in corporate training |
| • Held 3 Joint Health and Safety Committee Meetings and 2 health and safety meetings for Emergency & Community Safety Services |
| • Average sick day per employee is 3.7 days (industry average is 8-10 days) |
| • 769 resumes received |
| • Posted for 46 positions |
| • Held 167 interviews |
| • Hired 9 full-time employees |
| • 13 internal promotions |
| • 54 internal ergonomic assessments completed |

Office of the Chief Administrative Officer

Key Priorities and Objectives 2020



Strategic Leadership – Organizational Excellence

- Provide strategic advice to Council and leadership to Town staff to create a collaborative and innovative workplace
- Provide support and guidance to the leadership team with a focus on team building initiatives and staff development
- Continue regular stakeholder and community group consultation (i.e. EG advisory committees, school boards, conservation authority, library board, other municipalities and development groups)
- Continue to build East Gwillimbury's organizational culture by fostering a healthy, safe and inclusive work environment
- Continued leadership transition and team building with a focus on ECSS and Phase Two of Development Services (Building Branch)
- Review Town practices regarding citizen engagement and Council procedural by-law
- Lead corporate wide Risk Assessment and Business Continuity Plan



Financial Stewardship & Delivery of Quality Programs and Services

- Ensure Council approved programs and initiatives are aligned and delivered in a timely cost effective manner
- Implement Council endorsed modernization initiatives focused on customer service and efficient operations
- Undertake a strategic transformation organization review and incorporate market/salary review to ensure cost-effective, innovative service delivery
- Adoption of the 2020 Business Plan and Budget ensuring that the base programs and budget are aligned with inflation
- Continue intergovernmental initiatives and best practices of N6 initiatives (Continued Chair of N6 CAOs)



Responsible Growth & Environmental Protection

- Focus on economic development /job creation and servicing of the Highway 404 secondary plan employment lands
- Assist and expedite residential and non-residential business opportunities and refresh the Business First program
- Continue working with York Region and the Province of Ontario regarding the UYSS and other key employment servicing infrastructure
- Management and coordination of approved development growth within the Town
- Review impacts of Bill 108 and prepare strategies for moving forward




Oversee Key Corporate Programs and Projects

- Oversee delivery of approved capital projects including:
 - Construction of the new Operations Centre
 - Redevelopment of Mount Albert and Queensville Town parks
 - Architectural review of potential redevelopment of Sports Complex lands
 - Design of the Queensville Healthy Active Living Plaza
 - Centre Street Revitalization design and construction
- Council endorsement of long-term strategic Master Plans (TMP, ATTMP, W/WWMP)
- Undertake Heritage Registry Review
- Continue development of corporate asset management program (multi-year)

Budget Summary

The Office of the Chief Administrative Officer operating budget includes expenditures of \$1.3 million or 5% of the Town's total operating expenditures. The salaries and benefits budget for the CAO's Office has increased by approximately \$60,000 due to COLA, step increases and increased benefits costs. There is also an allowance to cover an extension to the secondment for the Health and Safety Coordinator. The consulting budget has increased by \$60,000, mainly due to the planned undertaking of a job market compensation review in 2020. There is a corresponding draw from reserve to offset the cost of the review. The budget for training, professional development and memberships increased by approximately \$23,000 in response to feedback from the employee engagement survey for additional training and development, and to address occupational health and safety requirements. The software licenses and maintenance budget increased by approximately \$22,000 due to the acquisition of new software for recruitment and training purposes. The contingency budget has been decreased by \$34,000.

The net budget increase in the CAO's Office is approximately \$99,000 or 8%. It is important to note that for the past four (4) fiscal years that the CAO area has not utilized an approved FTE position which has resulted in annual savings of approximately \$120,000.

 Town of East Gwillimbury 2020 OPERATING BUDGET OFFICE OF THE CAO		Chief Administrative Office	Human Resources	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits	567,184	475,685	1,042,869	982,051	60,818	6%	
Advertising		10,000	10,000	7,500	2,500	33%	
Audit Services	16,500		16,500	16,500	-	0%	
Communications	5,000	1,500	6,500	6,000	500	8%	
Consultant	-	105,000	105,000	45,000	60,000	133%	
Contingency	55,000		55,000	89,000	(34,000)	-38%	
Contracted Services	-	8,000	8,000	8,000	-	0%	
Courier & Mail Processing	-	250	250	250	-	0%	
Materials & Supplies	22,500	6,500	29,000	24,450	4,550	19%	
Mileage	4,000	1,000	5,000	4,500	500	11%	
Public Engagement / Corporate Events	4,000	7,500	11,500	9,400	2,100	22%	
Software Licenses & Maintenance		29,500	29,500	-	29,500	0%	
Training, Professional Development & Memberships	5,936	52,600	58,536	35,699	22,837	64%	
Total Expenditures	680,120	697,535	1,377,655	1,228,350	149,305	12%	
Transfers							
Draws from Reserves	-	(50,000)	(50,000)		(50,000)	0%	
Total Transfers	-	(50,000)	(50,000)	-	(50,000)		
Net Budget *	680,120	647,535	1,327,655	1,228,350	99,305	8%	

*Note: The CAO's Office actual salary and benefit expenditure for the years 2016 - 2019, has been approximately \$120,000 less than budget, due to salary savings for a vacant position.

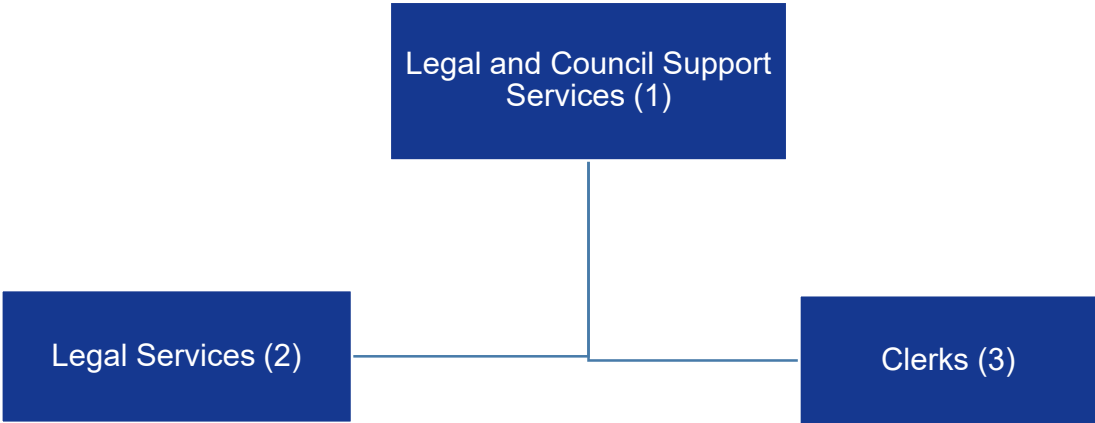
Legal and Council Support Services

Legal and Council Support Services is composed of two business units, Legal Services and the Clerks branch.

The Legal Services branch acts as a legal advisor to Council and the Town. The branch provides interpretation of legislation, agreement preparation, review and negotiation, property and real estate services, insurance and risk management, and representation and management of litigation and administrative law matters in defense of the Town's interests.

The Clerks branch provides Council and legislative support and is responsible for overseeing records management for the Town.

Legal and Council Support Services is supported by 6 full time positions.



Legal Services





- | |
|--|
| • 200 new legal files opened in 2019 |
| • 5 Plan of Subdivision files opened in 2019 |
| • 28 claims made against the Town |
| • 25 Services Agreements created & reviewed |
| • 7 active LPAT (Local Planning Appeals Tribunal) appeals and hearings |

Clerks

- | |
|--|
| • 70 Agendas/Minutes prepared |
| • 70 Freedom of Information Requests and two IPC (Information and Privacy Commissioner) investigations/adjudications |
| • 90 marriage licenses issued with 20 Civil Ceremonies |
| • 17 Committee of Adjustment applications |

Legal and Council Support Services

Key Priorities and Objectives

	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">● Cyber Security Training, Policy, and Response Breach Team● Implementation of new Procedural By-law● Implementation of Facility User Insurance Program● Active Dissemination and Routine Disclosure Policy implementation● Enterprise Content Management System on-boarding and Information Management Framework
	<p>Quality Programs and Services</p> <ul style="list-style-type: none">● Implementation of system for administrative monetary penalties for by-law enforcement● Implementation of improved Agreement Tracker● Provide strategic legal advice for direct Town departments including: personnel matters, contracts, tax matters, emerging issues and program operations
	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">● Environmental Protection Zoning by-law appeal filed by the Lake Simcoe Region Conservation Authority
	<p>Build Complete Communities</p> <ul style="list-style-type: none">● 2022 Municipal Election Study (methods, cost, technology)

Budget Summary

The Legal and Council Support Services operating budget includes expenditures of \$1 million or 5% of the Town's total operating expenditures. The salary and benefits budget increase of approximately \$39,000 relates to COLA, step increases and benefit cost increases. The remaining budget changes are to align the budget with actual expenditures. A reduction to user fee revenue of approximately \$17,000 is to reflect the revenue from civil ceremonies and legal fees anticipated for 2020.

On non-election years, a contribution to reserves of \$50,000 is added to help mitigate the budget pressure in the year of the election.

The net budget is increasing by approximately \$38,000 or 4%.



Town of
East Gwillimbury

**2020 OPERATING BUDGET
LEGAL & COUNCIL SUPPORT SERVICES**

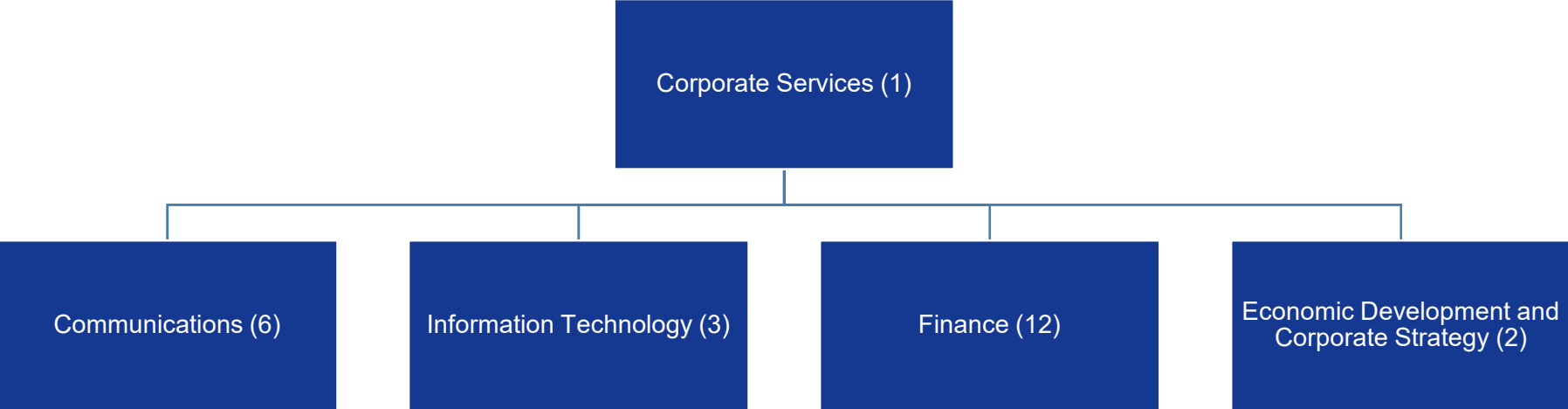
	Legal Services	Election	Clerks	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits	541,531		379,381	920,912	881,535	39,377	4%
Communications	1,300		800	2,100	2,100	-	0%
Contracted Services	-		13,500	13,500	11,000	2,500	23%
Courier & Mail Processing	200		-	200	200	-	0%
Equipment & Vehicle	2,100		1,000	3,100	3,100	-	0%
Legal Services	50,000			50,000	65,000	(15,000)	-23%
Materials & Supplies	24,100		6,900	31,000	31,400	(400)	-1%
Mileage	500		1,000	1,500	2,000	(500)	-25%
Public Engagement / Corporate Events	-		5,000	5,000	5,000	-	0%
Training, Professional Development & Memberships	9,500		6,260	15,760	20,760	(5,000)	-24%
Total Expenditures	629,231	-	413,841	1,043,072	1,022,095	20,977	2%
Revenues							
Licences			(11,500)	(11,500)	(11,500)	-	0%
Sales			(3,000)	(3,000)	(3,000)	-	0%
User Fees	(95,000)		(36,490)	(131,490)	(148,640)	17,150	-12%
Total Revenues	(95,000)	-	(50,990)	(145,990)	(163,140)	17,150	-11%
Transfers							
Contributions to Reserves		50,000		50,000	50,000	-	0%
Total Transfers	-	50,000	-	50,000	50,000	-	0%
Net Budget	534,231	50,000	362,851	947,082	908,955	38,127	4%

Corporate Services

The Corporate Services Department provides operational support to the corporation and the community through four business units:

- Communications: public information, community engagement, and customer service
- Information Technology: data and records management, hardware and software, GIS
- Finance: financial planning, controls and reporting, accounting, internal and external auditing
- Economic Development & Corporate Strategy: supports the advancement of economic growth, investment and Corporate Strategic Initiatives

The department is supported by 24 full time positions and 1 contract position.



Communications

- | |
|---------------------------------|
| • 439,062 website sessions |
| • 35,060 intranet sessions |
| • 2,647 Facebook followers |
| • 2,613 Twitter followers |
| • 1,524 eNewsletter subscribers |

Customer Service

- | |
|---|
| • 30,000 calls annually |
| • 11,000 customer interactions at the counter |
| • 12,000 emails received annually |

Information Technology

- | |
|--|
| • 568 devices managed |
| • 10,000 blocked website requests per hour |
| • 564,000 inbound emails delivered, 1.08 million blocked, and 497 advanced threats (ATP) attempts annually |
| • 1,313 ESRI map views (planning base and development status) |

Finance





- | |
|---|
| • Estimated over 1500 new tax/water accounts |
| • Estimated over \$4.7 million in development charges collected |
| • Estimated over \$1.0 million in community capital contributions collected |
| • Estimated 4,800 accounts payable payments processed |
| • 205 employees (on average) paid every two weeks |

Economic Development & Corporate Strategy

- | |
|--|
| • Completed recruitment for new Economic Development manager |
| • Completed preliminary review of Business First program and developed a framework for a renewed program |

Corporate Services

Key Priorities and Objectives 2020

 <p>CULTURE of municipal excellence</p>	Culture of Municipal Excellence <ul style="list-style-type: none">● Enhanced delivery of financial information including the preparation of the Annual Financial report● Modernization of financial systems to enable online access for residents to accounts and payment options● Continue priority focus on information systems development to optimize organizational efficiency and effectiveness● Complete phone upgrades with enhanced resident focused features● Redesign Town website with enhanced features to continue to ensure effective communications with residents
 <p>QUALITY programs & services</p>	Quality Programs and Services <ul style="list-style-type: none">● Development and approval of the 2020 Business Plan and Budget and 2020 Water and Wastewater Budget● Continue expansion of Citywide Customer inquiry tracking software
 <p>RESPONSIBLE growth & environmental protection</p>	Responsible Growth & Environmental Protection <ul style="list-style-type: none">● Review and update the Town's fee By-law● Implement revised Business First Program to prioritize job creation and non-residential investment in EG● Support the review and strategy development regarding employment lands servicing
 <p>BUILD complete communities</p>	Build Complete Communities <ul style="list-style-type: none">● Prepare a Community Benefit Contribution Strategy and By-law and update the Town Development Charge By-law● Continue to work with York Region (YorkNet) to expand fibre connectivity of Town facilities● Facilitate the development readiness initiative with a preliminary focus on Holland Landing● Facilitate an integrated approach to design and planning standards for business and community development

Budget Summary

Corporate Services operating budget includes expenditures of \$3.9 million or 15% of the Town's total operating expenditures.

The salaries and benefits budget has increased by approximately \$199,000 due to COLA, step increases, benefits cost increases, and a new contract position in Communications that has been offset by savings in expenditures and additional revenues throughout the Town. The increase in software and licensing budget of approximately \$16,000 is due the acquisition of new and upgraded budget and financial system software. Increases of approximately \$13,000 in training, professional development and memberships are to allow for appropriate levels of training in response to the employee engagement survey recommendations. There is a \$4,000 decrease to the utilities budget to align with ongoing costs associated with YorkNet (formerly York Telecom Network) fibre connections to Town facilities. The remaining budget adjustments were made to align the budget with actual expenditures being incurred or revenue being generated.

The net budget for this department is increasing by approximately \$210,000 or 6%.



Town of
East Gwillimbury

	Strategy & Admin	Finance	Communications	Economic Development	Information Technology	2020 Budget	2019 Budget	Variance \$	Variance %
2020 OPERATING BUDGET CORPORATE SERVICES									
Expenditures									
Salaries & Benefits	255,449	1,670,218	718,244	260,334	336,780	3,241,023	3,041,544	199,479	7%
Advertising	-	-	70,000	5,900	-	75,900	75,900	-	0%
Audit Services	-	40,500	-	-	-	40,500	40,500	-	0%
Bank Fees, Payroll and Other Charges	-	89,000	-	-	-	89,000	89,000	-	0%
Communications	1,500	2,000	1,000	1,600	2,500	8,600	7,600	1,000	13%
Consultant	6,000	9,500	5,000	-	10,000	30,500	30,500	-	0%
Contracted Services	-	1,730	-	-	-	1,730	1,730	-	0%
Courier & Mail Processing	-	50,000	-	-	-	50,000	45,500	4,500	10%
Equipment & Vehicle	2,600	28,860	-	-	23,330	54,790	54,790	-	0%
Equipment Repair	-	900	-	-	7,000	7,900	7,900	-	0%
Materials & Supplies	4,800	43,250	18,500	16,000	200	82,750	83,250	(500)	-1%
Mileage	500	700	1,200	2,000	1,500	5,900	5,400	500	9%
Other Agencies/Municipalities	-	-	-	15,500	-	15,500	15,500	-	0%
Software Licenses & Maintenance	-	-	-	4,000	189,750	193,750	178,000	15,750	9%
Training, Professional Development & Memberships	12,500	19,700	1,320	4,268	1,056	38,844	25,482	13,362	52%
Utilities	-	-	-	-	51,600	51,600	55,600	(4,000)	-7%
Total Expenditures	283,349	1,956,358	815,264	309,602	623,716	3,988,287	3,758,196	230,091	6%
Revenues									
Development Charges		(233,689)				(233,689)	(233,689)	-	0%
Miscellaneous		(7,500)				(7,500)	(7,500)	-	0%
Recoveries & Contributions from Developers		-		(50,000)		(50,000)	(50,000)	-	0%
Sales		(30,000)				(30,000)	(30,000)	-	0%
User Fees		(40,000)				(40,000)	(20,000)	(20,000)	100%
Total Revenues	-	(311,189)	-	(50,000)	-	(361,189)	(341,189)	(20,000)	6%
Transfers									
Contributions to Reserves					105,000	105,000	105,000	-	0%
Draws from Reserves		(25,965)				(25,965)	(25,965)	-	0%
Total Transfers	-	(25,965)	-	-	105,000	79,035	79,035	-	0%
Net Budget	283,349	1,619,204	815,264	259,602	728,716	3,706,133	3,496,042	210,091	6%

Emergency and Community Safety Services

The Emergency and Community Safety Services Department enhances the fire and life safety of the Town's residents, businesses and visitors by: delivering public education programs; performing prevention inspections and enforcement; ensuring emergency management through an essential Emergency Management Program; and providing effective suppression, rescue, and medical response which includes personnel and equipment. The By-Law Enforcement branch works with the community to educate and enforce municipal by-laws, various government acts, and legislation to protect the public safety, integrity and welfare of all residents.

The composite department is supported by 29 full time positions and a roster of ± 81 paid-on-call firefighters.



Community Education and Prevention

- Increase Smoke Alarm program outreach in 2019 to 709 homes visited (10% increase over 2018)
- Continue increased focus on inspections by 10%
- Continue focus on Public Education outreach programs and enhance current programming

Training

- 10% year over year increase in certification and training for incumbents
- Increase training and certification hours to 5,100 +/- in 2019 (10% increase over 2018)

Emergency Management

- Exceed Emergency Management Training requirement with 10% increase in EG staff Training

Operations


- Continue to engage front line staff in proactive training, prevention and education activities
- Maintain 10% variance of paid on call firefighter per incident average turn out, typically 9-12 firefighters

By-law Enforcement

- Increase year over year investigation and enforcement cases through use of proactive enforcement resulting in:
 - Increase in total revenue by 10%
 - parking tickets issued to approximately 10% increase in tickets

Emergency and Community Safety Services

Key Priorities and Objectives

 <p>CULTURE of municipal excellence</p>	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">● Enhancing training, certification and skills development of all Emergency Services personnel● Continued development of a cohesive and effective leadership team through team building initiatives and training opportunities● Ongoing intergovernmental partnership development and continued review of best and alternative practices
 <p>QUALITY programs & services</p>	<p>Quality Programs and Services</p> <ul style="list-style-type: none">● Continued use of annual key performance indicators for inspections, planning and public education regarding quantity, new programs and quality control, as aligned with recommendations from Inquest● Focus on updating the Fire Department Establishing & Regulating By-law, as well as other ECSS related Bylaws● Northern 4 (N4) partnership to continue joint review of animal control services
 <p>RESPONSIBLE growth & environmental protection</p>	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">● Ongoing review, replacement, and fleet operations of emergency and support vehicles in conjunction with Northern 6 (N6)● Continue to enhance full time firefighter complement at Queensville Fire Station 28● Continue to utilize partnerships for best practice training opportunities
 <p>BUILD complete communities</p>	<p>Build Complete Communities</p> <ul style="list-style-type: none">● Continue the focus on community education initiatives partnerships● Ongoing focus of Emergency Management initiatives including preparation of the Emergency Operations Centre at the new Operations Centre and Active Shooter training for all staff● Implementation of the approved Fire Master Plan

Budget Summary

The Emergency and Community Safety Services operating budget includes expenditures of \$6 million or 23% of the Town's total operating expenditures. The salary and benefits budget for Emergency Services has increased by approximately \$473,000. This includes the continued implementation of the collective agreement, step increases, and benefits. The budget also includes an increase of approximately \$143,000 for a new fire inspector, as well as a transfer of budget from Community Infrastructure & Environmental Services for a municipal inspector. The training budget has increased by approximately \$14,000, and the uniform budget increased by \$43,000 to ensure appropriate levels of training and equipment for firefighters. The other agencies/municipalities budget increased by approximately \$47,000 due increasing costs for radio and dispatch services. The property and building maintenance budget increased by approximately \$20,000 for anticipated repairs and maintenance. The materials and supplies budget increase of approximately \$12,000 is due mainly to the increased participation in community education programs.

The increase in draw from reserve is to offset the salary increase for the the new fire inspector in 2020.

The net budget is increasing by approximately \$485,000 or 10%.



**2020 OPERATING BUDGET
EMERGENCY & COMMUNITY SAFETY SERVICES**

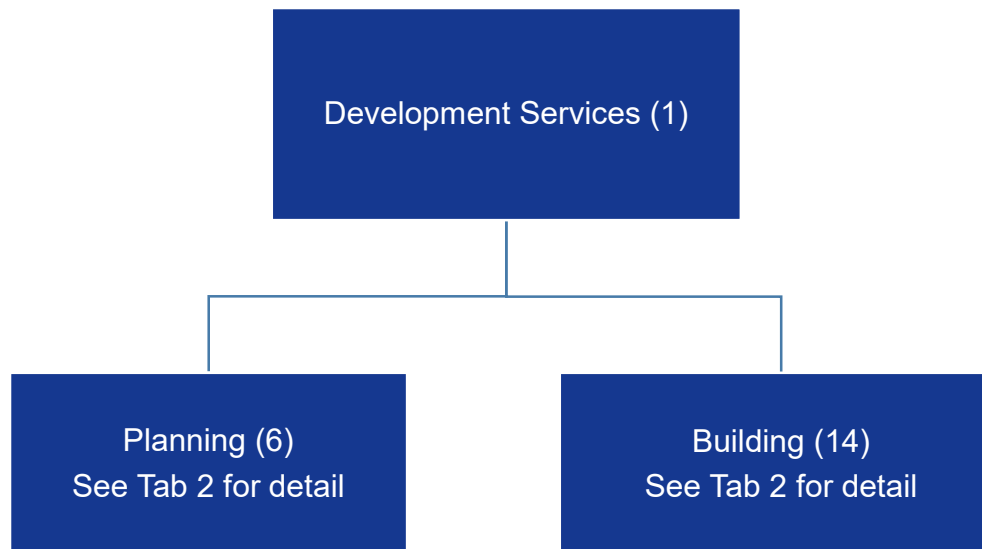
	Strategy & Admin	Emergency Management	Community Education & Prevention	Training	Operations	Fire Fleet	By-Law Enforcement	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures											
Salaries & Benefits	550,543		588,477	161,109	3,276,950		436,391	5,013,470	4,539,994	473,476	10%
Communications	9,815				-		-	9,815	9,815	-	0%
Contracted Services	-				-		235,165	235,165	235,165	-	0%
Equipment & Vehicle	-				27,800		1,000	28,800	28,800	-	0%
Equipment Repair	-				-	42,235	-	42,235	42,235	-	0%
Materials & Supplies	12,265	4,070	16,000	6,070	5,250	27,530	2,675	73,860	61,480	12,380	20%
Mileage	5,425						-	5,425	5,425	-	0%
Other Agencies/Municipalities	-	17,860		3,070	221,630			242,560	195,400	47,160	24%
Property & Building Maintenance	-				84,816			84,816	65,000	19,816	30%
Training, Professional Development & Memberships	90,000							90,000	76,350	13,650	18%
Uniforms & Safety Clothing	35,000				35,000		3,070	73,070	29,850	43,220	145%
Utilities	-				62,520			62,520	62,520	-	0%
Total Expenditures	703,048	21,930	604,477	170,249	3,713,966	69,765	678,301	5,961,736	5,352,034	609,702	11%
Revenues											
Development Revenue	(46,235)							(46,235)	(46,235)	-	0%
Fines and Penalties							(46,000)	(46,000)	(46,000)	-	0%
Licences							(4,500)	(4,500)	(9,500)	5,000	-53%
Motor Vehicle Accidents	(100,000)							(100,000)	(100,000)	-	0%
Services to Other Municipalities					(137,700)			(137,700)	(137,700)	-	0%
User Fees							(10,500)	(10,500)	(10,500)	-	0%
Total Revenues	(146,235)	-	-	-	(137,700)	-	(61,000)	(344,935)	(349,935)	5,000	-1%
Transfers											
Contributions to Reserves						506,550		506,550	493,600	12,950	3%
Draws from Reserves			(290,249)		(372,318)			(662,567)	(520,111)	(142,456)	27%
Total Transfers	-	-	(290,249)	-	(372,318)	506,550	-	(156,017)	(26,511)	(129,506)	488%
Net Budget	556,813	21,930	314,228	170,249	3,203,948	576,315	617,301	5,460,784	4,975,588	485,196	10%

Development Services

The Development Services department is supported by 21 full-time positions. The majority of the department is funded through development fees (Tab 2) with a small component funded through property taxes. The department provides strategic land use planning advice concerning the long term growth related vision for the Town.

The Planning Division is responsible for reviewing and processing all planning applications are based on the Planning Act, provincial, regional and municipal policy directives. Planning is also responsible for updates and maintenance of the Town's Official Plan and special land use studies. Staff provide interpretation and review of relevant provincial and regional planning policy. In addition, public comment and feedback is solicited on all planning matters related to development applications and changes to planning policies.

The Building Division deals with building administration and approvals through plans review and site inspections. They ensure compliance with the Ontario Building Code and Standards and the Town's Zoning By-law for construction, demolition, renovation of buildings through the administration and enforcement.



Budget Summary

The Development Services operating budget includes expenditures of approximately \$260,000 or 1% of the Town's total operating expenditures. The only increase in this budget for 2020 is in salaries and benefits and results from step increases and benefits.

The net budget has increased by approximately \$12,000 or 7%.

The Development Services department also includes Planning and Building. Departmental key priorities and objectives have been included in the Development and Fee Supported section. The budget tables in this section exclude these two branches as they are not tax supported. The budget tables are included separately in this report as this section focuses on the tax supported component of the budget only.



Town of
East Gwillimbury

**2020 OPERATING BUDGET
DEVELOPMENT SERVICES**

	Strategy & Admin	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures					
Salaries & Benefits	248,858	248,858	236,377	12,481	5%
Communications	1,300	1,300	1,300	-	0%
Consultant	4,000	4,000	4,000	-	0%
Courier & Mail Processing	200	200	200	-	0%
Equipment & Vehicle	2,500	2,500	2,500	-	0%
Materials & Supplies	4,200	4,200	4,200	-	0%
Mileage	700	700	700	-	0%
Training, Professional Development & Memberships	4,728	4,728	4,728	-	0%
Total Expenditures	266,486	266,486	254,005	12,481	5%
Revenues					
Development Charges	(73,127)	(73,127)	(73,127)	-	0%
Total Revenues	(73,127)	(73,127)	(73,127)	-	0%
Net Budget	193,359	193,359	180,878	12,481	7%

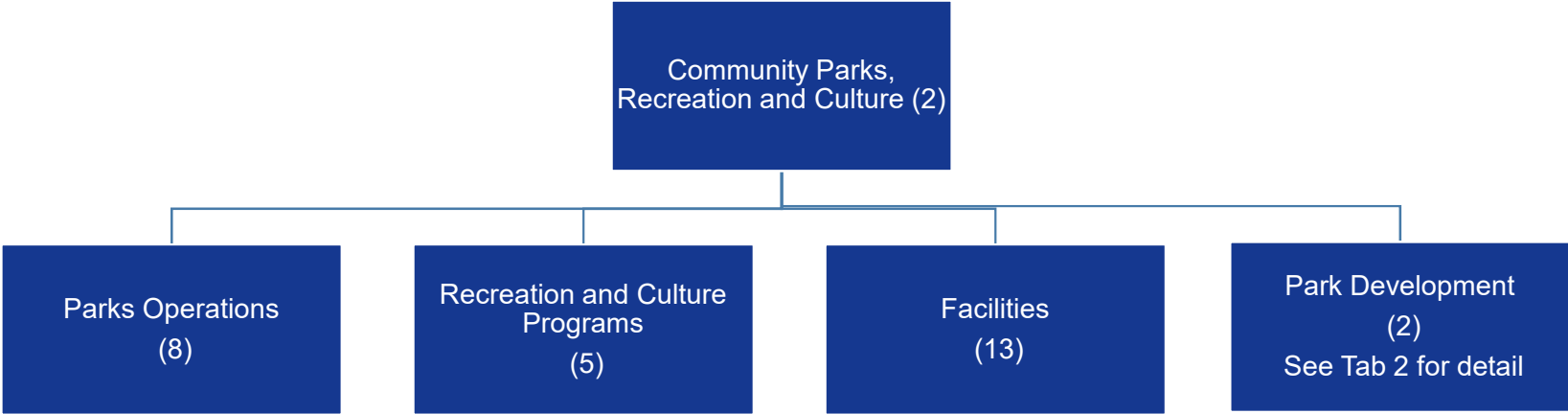
Community Parks, Recreation and Culture

The Community Parks, Recreation and Culture Department ensures residents have a variety of high quality parks, recreation and cultural opportunities and experiences creating constructive, healthy and active lifestyle for residents.

The department is responsible for the following core business functions:

- Facility design, construction maintenance and operations;
- Park, trail and open space design, construction, maintenance and operations;
- Streetscape and public space urban design and construction;
- Recreation programming, special events, volunteerism, partnerships and community engagement and facility permit administration.

The department is supported by 30 full time positions and approximately 95 part-time, seasonal and student positions.



Park Operations

- | |
|---------------------------------------|
| • 278 acres of parkland maintained |
| • 8,000 +/- trees maintained |
| • >30 kilometres of trails maintained |

Recreation & Culture Programs





- | |
|---|
| • 531 registered programs and drop in programs offered |
| • 6,202 program hours |
| • 31 Town special events, park and trail opening and corporate events |
| • 38,500 permit hours in Town indoor and outdoor facilities |
| • Approximately 19,300 residents attended Town events |

Facilities

- | |
|--|
| • Approximately 250,000 square feet of facility space maintained |
| • Management of 14 capital projects over \$20M in capital project management including the Operations Centre and Health & Active Living Plaza Design |

Community Parks, Recreation and Culture

Key Objectives and Priorities

	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">• Continue the implementation of the FAIR EG Recreation Subsidy Program• Continue to build the Engaged EG Volunteer Program
	<p>Quality Programs and Services</p> <ul style="list-style-type: none">• Continue to implement fair market pricing strategy• Continue to develop diverse recreation programs focusing on cost recovery and affordability• Efficient and responsible operation of all new parks and trails• Continue to develop Tapestry of Taste festival in partnership with the Sharon Temple
	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">• Health & Active Living Plaza - Complete detailed design and partnership development• Complete key ATTMP connections at Colony Trail and Oriole Drive• Complete key park re-development projects at Mount Albert Community Centre Park and Queensville Park
	<p>Build Complete Communities</p> <ul style="list-style-type: none">• Health & Active Living Plan implementation• Operations Centre facility construction within approved budget and assigned schedule

Budget Summary

The Community Parks, Recreation and Culture (CPRC) operating budget includes expenditures of \$6 million or 23% of the Town's total operating expenditures. The salary and benefits budget for CPRC has increased by approximately \$490,000. This is due to the increased costs associated with COLA, step increases, benefits, and an increase in part time salaries and benefits to account for additional staffing hours needed to provide services. This increase also includes the cost of a new Recreation Customer Service Representative to assist with the increased program participation, and a Farmers Market Programmer to assist with facilitating that program. The increase in the budget for utilities of approximately \$30,000 is due to general utility cost increases as well the additional facility at 19003 Leslie St. The increase in the materials and supplies budget of \$27,000 is required to cover the costs of maintaining the additional parkland opened in 2019. The contracted services budget increased by approximately \$22,000, mainly due to increased cost to maintain the ice pads at the Sports Complex. The increase in rent of approximately \$51,000 is mainly due to the facility at 19003 Leslie St. but has been offset by a draw from reserves. Corporate reallocation costs have increased by approximately \$70,000 to reflect the decrease in the amount of work being charged to development and fee supported activities.

The increased expenditures are partially offset by an increase in user fee revenue of approximately \$65,000.

The net budget is increasing by approximately \$639,000 or 14%.



Town of
East Gwillimbury

**2020 OPERATING BUDGET
COMMUNITY PARKS,
RECREATION & CULTURE**

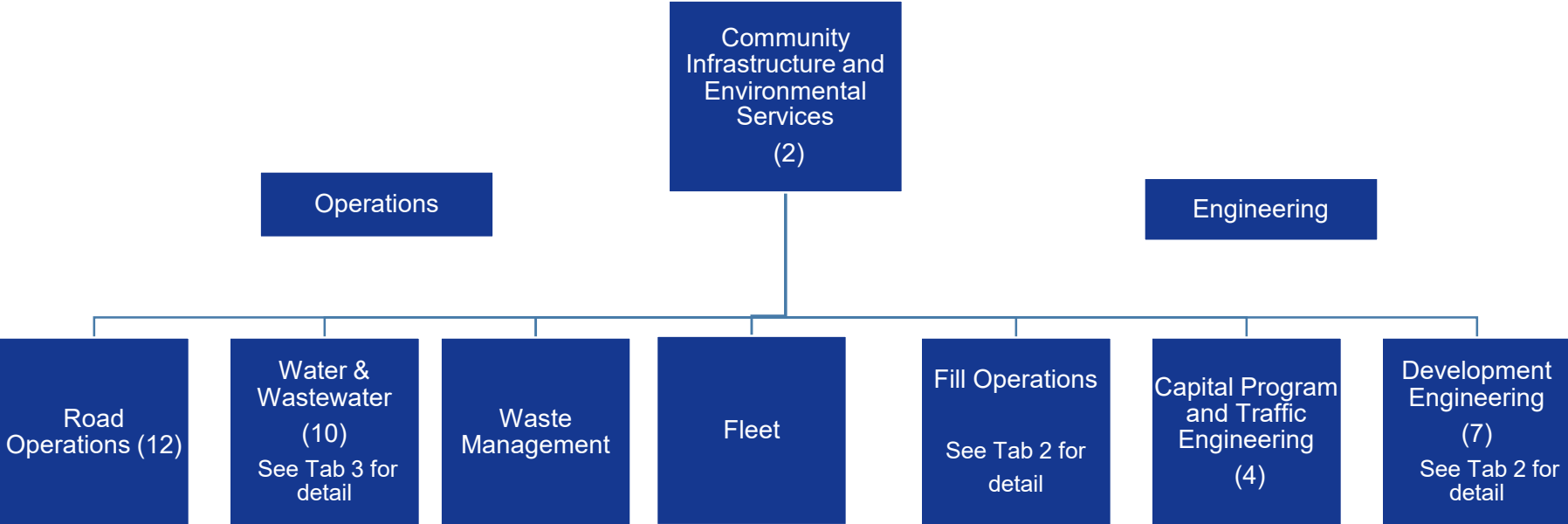
	Strategy & Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures									
Salaries & Benefits	351,764	1,230,322	968,728	1,638,906		4,189,720	3,698,744	490,976	13%
Advertising	800		1,000			1,800	1,800	-	0%
Communications	4,660	5,500		4,270		14,430	9,930	4,500	45%
Contracted Services		58,800	51,500	60,323		170,623	148,623	22,000	15%
Courier & Mail Processing	550					550	550	-	0%
Equipment & Vehicle		24,500	4,000	33,240		61,740	57,740	4,000	7%
Equipment Repair		2,000		78,527	32,700	113,227	113,227	-	0%
Insurance		2,100				2,100	2,100	-	0%
Materials & Supplies	6,900	152,450	43,700	52,520	10,500	266,070	239,320	26,750	11%
Mileage	3,000	500	2,000	2,600		8,100	4,500	3,600	80%
Program Instructor			127,700			127,700	108,200	19,500	18%
Property & Building Maintenance		77,000		134,100		211,100	193,920	17,180	9%
Public Works		9,000				9,000	9,000	-	0%
Rent			15,200	78,300		93,500	42,200	51,300	122%
Software Licenses & Maintenance	5,800					5,800	5,800	-	0%
Training, Professional Development & Memberships	16,223	8,500	6,000	6,776		37,499	27,580	9,919	36%
Uniforms & Safety Clothing	500	8,500	2,350	6,700		18,050	18,050	-	0%
Utilities		176,730		585,348		762,078	732,728	29,350	4%
Corporate Reallocation		96,780		(78,500)		18,280	(51,971)	70,251	-135%
Total Expenditures	390,197	1,852,682	1,222,178	2,603,110	43,200	6,111,367	5,362,041	749,326	14%
Revenues									
Development Charges	(114,328)					(114,328)	(114,328)	-	0%
Grants		(615)				(615)	(615)	-	0%
Library				(89,581)		(89,581)	(88,642)	(939)	1%
Sales				(17,888)		(17,888)	(17,888)	-	0%
User Fees		(65,708)	(521,000)	(769,284)		(1,355,992)	(1,291,392)	(64,600)	5%
Total Revenues	(114,328)	(66,323)	(521,000)	(876,753)	-	(1,578,404)	(1,512,865)	(65,539)	4%
Transfers									
Contributions to Reserves		174,878		430,238		605,116	599,116	6,000	1%
Draws from Reserves	(12,703)			(50,500)		(63,203)	(12,703)	(50,500)	398%
Total Transfers	(12,703)	174,878	-	379,738	-	541,913	586,413	(44,500)	-8%
Net Budget	263,166	1,961,237	701,178	2,106,095	43,200	5,074,876	4,435,589	639,287	14%

Community Infrastructure and Environmental Services

The Community Infrastructure and Environmental Services department is responsible for:

- Operating and maintaining infrastructure: roads; fleet; sidewalks; streetlights; water/wastewater; storm water management; traffic engineering
- Planning for future infrastructure to accommodate growth including master plans and servicing
- Administering development approvals and agreements
- Administering applications covered by the Fill & Site Alteration by-law and monitoring activity
- Administering the waste management contract

The department is supported by 35 full time positions, 9 crossing guards and approximately 10 part-time / seasonal positions.



Roads Operations

- 9,583 general operations work orders (crew activities)
- +/- 67 winter events for the 2018-2019 winter season

Waste Management

- 8,900 tonnes collected (all streams combined)
- Waste generation rate 83.16 kg/person

Capital Programs and Traffic Engineering

- 7.4 lane kilometres Road Rehabilitation
- 1.2 kilometres of concrete rehabilitation/installation (curb and sidewalk)
- 457 lane kilometres of paved road (including unassumed)
- 106 kilometres of sidewalks (including unassumed)

Community Infrastructure and Environmental Services

Key Priorities and Objectives

 <p>CULTURE of municipal excellence</p>	Culture of Municipal Excellence <ul style="list-style-type: none">• Coordination with other municipalities for best practices• Development fee review update in partnership with Corporate Services• Team and staff development• Consolidate the Traffic and Parking By-law• Review and update the Town's traffic policies
 <p>QUALITY programs & services</p>	Quality Programs and Services <ul style="list-style-type: none">• Continue with implementation of automated work order management system in partnership with Corporate Services• Continue to work collaboratively with York Region in the planning and development of the of the Water Reclamation Centre• Continue to refine and deliver a robust and efficient winter maintenance program• Continue to effectively maintain road, water & wastewater and fleet assets• Administer the Waste Management Program<ul style="list-style-type: none">• Rollout of the collection tag program• Enhance environmental programs such as textile recycling, battery recycling and reuse days• Proactively monitor fill activities
 <p>RESPONSIBLE growth & environmental protection</p>	Responsible Growth & Environmental Protection <ul style="list-style-type: none">• Proactively implement an updated service delivery plan to respond to growth including:<ul style="list-style-type: none">• Maintain service levels during growth (multi-year)• Implement the fleet replacement strategy (multi-year)• LED streetlight conversion strategy (multi-year)• Develop a 10 year Capital Program<ul style="list-style-type: none">• Water Wastewater• Roads/bridges• Sidewalks/Walkways• Storm Water System• Lights• Develop Servicing Strategies (multi-year)<ul style="list-style-type: none">• Highway 404 employment lands• Leslie Street servicing
 <p>BUILD complete communities</p>	Build Complete Communities <ul style="list-style-type: none">• Update Master Plans (Transportation, Water and Wastewater, Multi Year Stormwater)• Develop and implement a robust asset management program (multi-year)• Continue with the development of a new Operations Centre - design and construction in partnership with CPRC

Budget Summary

The Community Infrastructure and Environmental Services (CIES) operating budget includes expenditures of approximately \$6.4 million or 25% of the Town's total operating budget expenditures. The salary and benefits budget for CIES has increased by approximately \$185,000 resulting from COLA, step increases and benefit cost increases.

The increase to the Public Works component of the budget of \$290,000 is partially due to a \$140,000 reallocation of budget from the materials and supplies budget. There is also an increase in budget of \$150,000 to cover the increase in cost for the winter operations program. The supplies and materials budget includes an increase of approximately \$10,000 related to additional costs from increases to the fleet program. There is a reallocation of \$50,000 to the materials and supplies budget, from the Waste Collection budget in relation to the new Bag Tag program beginning in January 2020.

There is an increased need to contribute to the vehicle and equipment reserve of \$39,000 to adequately provide for the eventual replacement of existing vehicles and equipment.

Overall, the net budget is increasing by about \$457,000 or 7%.

The CIES department also includes the Water and Wastewater branch, Development Engineering branch, and the Fill Operations branch. The budget tables in this section exclude the budget for these branches as they are not tax supported and are included separately in this report (see Tabs 2 and 3).



Town of East Gwillimbury

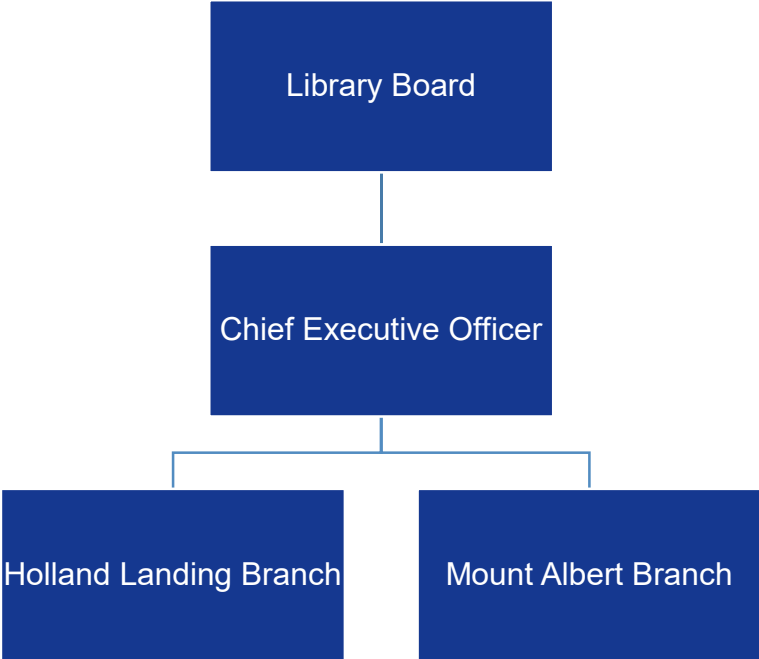
**2020 OPERATING BUDGET
COMMUNITY INFRASTRUCTURE &
ENVIRONMENTAL SERVICES**

	Strategy & Admin	Operations	Capital Programs & Traffic Engineering	Fleet	Waste Management	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures									
Salaries & Benefits	346,773	1,649,875	867,252			2,863,899	2,678,090	185,809	7%
Advertising					1,320	1,320	1,320	-	0%
Communications	6,440	4,700	1,500			12,640	12,640	-	0%
Consultant		16,500				16,500	16,500	-	0%
Contracted Services	-	232,415			17,765	250,180	250,180	-	0%
Courier & Mail Processing	800					800	800	-	0%
Equipment & Vehicle	4,000	20,350				24,350	24,350	-	0%
Equipment Repair				101,000		101,000	101,000	-	0%
Materials & Supplies	21,950	180,860	250	211,500	67,820	482,380	561,880	(79,500)	-14%
Mileage	4,800	560	3,000			8,360	6,360	2,000	31%
Public Works		1,135,890	5,400			1,141,290	851,290	290,000	34%
Software Licenses & Maintenance	12,700					12,700	12,700	-	0%
Training, Professional Development & Memberships	8,590	8,560	9,616			26,766	14,376	12,390	86%
Uniforms & Safety Clothing		10,000	2,000			12,000	11,000	1,000	9%
Utilities		472,260				472,260	472,260	-	0%
Waste Collection					1,230,593	1,230,593	1,280,593	(50,000)	-4%
Corporate Reallocation			(192,000)			(192,000)	(243,225)	51,225	-21%
Total Expenditures	406,053	3,731,970	697,018	312,500	1,317,498	6,465,038	6,052,114	412,924	7%
Revenues									
Development Revenue		(8,200)				(8,200)	(8,200)	-	0%
Grants					(75,000)	(75,000)	(77,000)	2,000	-3%
Miscellaneous						-	(2,500)	2,500	-100%
Recoveries & Contributions from Developers		(6,000)				(6,000)	(6,000)	-	0%
Sales		(1,000)			(5,050)	(6,050)	(6,050)	-	0%
Services to Other Municipalities		(35,000)				(35,000)	(35,000)	-	0%
User Fees	(50,000)					(50,000)	(50,000)	-	0%
Total Revenues	(50,000)	(50,200)	-	-	(80,050)	(180,250)	(184,750)	4,500	-2%
Transfers									
Contributions to Reserves				259,299		259,299	219,884	39,415	18%
Tax Levy Investment to Capital			453,000			453,000	453,000	-	0%
Total Transfers	-	-	453,000	259,299	-	712,299	672,884	39,415	6%
Net Budget	356,053	3,681,770	1,150,018	571,799	1,237,448	6,997,087	6,540,248	456,839	7%

Library Services

Library Services are governed by a separate Board in accordance with the Public Libraries Act. The Town of East Gwillimbury provides annual funding to the Library and has a member of Council on the Library Board. East Gwillimbury Public Library's vision is to nurture literacy in all its forms and is a place to create, play, learn and grow. In pursuit of this mandate, the library provides many free or low-cost programs and services to the residents of East Gwillimbury. These include print and digital literacy based programs for children and adults, free loans of books (print and electronic), technology and other materials, and free Internet access (including Wi-Fi). The Library is an identified Municipal Cultural Resource that plays a key role in engaging youth and newcomers and preserving the Town's culture.

The Library is supported by 15 full time positions.



Strategic Priority: Engage members of the community

<ul style="list-style-type: none">• Promotion of digital literacy skill development via STEM programming in library, school and social housing and enhancing digital content on the virtual branch
<ul style="list-style-type: none">• Library users are increasingly engaging with library via the virtual branch with a 20% increase in digital visits and a 20% increase in ebook checkouts.
<p>13% increase in participation in the TD Summer Reading Club and over 10,000 books read by participants. The</p> <ul style="list-style-type: none">• TD Summer Reading Club is a literacy program designed to keep children reading throughout the summer to reduce the risk of the "summer slide."
<p>Engaging in community outreach events including partnering with the Town of East Gwillimbury's Easter Hike, Tapestry of Taste, Community Open House, and Canada Day celebrations. The Library also attended Tree-Planting with the Region of York, Farmers' Market, Sports Day, and GO Train rider appreciation and interacted with approximately 5,000 people to-date.</p>
<ul style="list-style-type: none">• Expanded social media engagement with increases in followers across all platforms: Facebook: 17%; Twitter: 7%; Instagram: 50%; Library eNewsletter: 9%





Strategic Priority: Sustain & Innovate library programs and services

- | |
|--|
| • Offering additional loanable technology items to the community such as Go Pros and WebCams |
| • Offering accessible and diverse programming to serve the community such as English Conversation Circles and Sing & Sign preschool programs |
| • Launching Multilingual collection in 5 languages: Chinese (Mandarin & Cantonese), Spanish, Farsi, Russian and French |
| • Library programming participation has increased by 17% overall. Preschool programming (+22%), school outreach (+35%) and community outreach (+61%) are the largest areas of increased participation. |
| • Continuation of the Holland Landing Food Pantry, with over 200 people served |

Strategic Priority: Deliver excellent customer service

- | |
|--|
| • Refreshing the Mount Albert branch to address the accessibility and functionality of the library space |
| • Addressed customer wait-times for library materials and decreased holds per title by 11% |
| • Expanded Homebound Library service to customers unable to visit the library due to physical limitations |
| • Providing self-service options to the community in the form of e-library card registration, self check-out |
| • In-person visits have increased by 9% since 2018 |

Library Services Key Priorities and Objectives

	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">● Refresh the library Master Plan to address the changing needs of an increasingly diverse community● Create a customer service model that is responsive to the needs of the user with increased self service options
	<p>Quality Programs and Services</p> <ul style="list-style-type: none">● Offer innovative programs and deliver service excellence to the residents of East Gwillimbury● Continue to provide high quality collections and expand digital offerings to meet community demands
	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">● Ensure timely repair and maintenance of existing facilities to address the service expectations of the community and necessity of accessible library spaces● Collaborate with the Town in the development of the Health & Active Living Plaza● Build customer-driven collections to ensure library users have access to resources that they need to become lifelong learners
	<p>Build Complete Communities</p> <ul style="list-style-type: none">● Invest in technology and services to build critical digital literacy skills● Continue to collaborate with the Town of East Gwillimbury to build convenient and complementary services

Budget Summary

The funding for the Library Board in the operating budget totals \$1.76 million or 7% of the Town's total operating expenditures. The budget has increased by approximately \$169,000 or 10% over the 2019 budget. The increased cost is primarily due to a new staff request and salary and benefit adjustments totaling approximately \$126,000. An adjustment was made to the treatment of library materials, which resulted in \$94,760 being transferred to the capital budget from the operating budget. In total, the amount budgeted for library materials in the operating and capital programs is approximately \$195,000, \$5,000 greater than in 2019. Increased courier costs of approximately \$3,000 for the Interlibrary Loan program are due to the provincial budget cut to the Southern Ontario Library Service. The Information Technology budget increased by approximately \$2,000 to operate additional hotspots, the most popular and in-demand library item.



Town of
East Gwillimbury

2020 OPERATING BUDGET LIBRARY SERVICES	Library Resources	Library Services / Support	Board Governance / Admin	2020 Budget	2019 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits		1,426,296		1,426,296	1,300,005	126,291	10%
Library Materials	94,870			94,870	159,738	(64,868)	-41%
Audit Fees			4,260	4,260	4,260	-	0%
Communications			8,800	8,800	8,800	-	0%
Consulting		2,500		2,500	1,800	700	39%
Contingency		16,681		16,681	15,439	1,242	8%
Courier & Mail Processing			6,800	6,800	4,088	2,712	66%
Equipment			12,800	12,800	12,000	800	7%
Facility Costs		89,699		89,699	88,642	1,057	1%
Information Technology		36,650		36,650	34,170	2,480	7%
Mileage & Travel		5,550		5,550	5,500	50	1%
Payroll & Other Contracted Services		6,065	3,498	9,563	9,360	203	2%
Professional Development & Memberships		18,285		18,285	17,598	687	4%
Supplies			5,175	5,175	4,074	1,101	27%
Public Engagement and Supporting Services		23,750		23,750	22,300	1,450	7%
Total Expenditures	94,870	1,625,476	41,333	1,761,679	1,687,774	73,905	4%
Revenues							
Grants			(33,047)	(33,047)	(33,047)	-	0%
User Fees			(23,370)	(23,370)	(23,370)	-	0%
Total Revenues			-	(56,417)	(56,417)	-	0%
Transfers							
Contributions to Reserves			50,000	50,000	50,000	-	0%
Tax Levy Transfer from Capital (Library Materials)	94,760			94,760		94,760	0%
Total Transfers	94,760	-	50,000	144,760	50,000	94,760	190%
Net Budget	189,630	1,625,476	34,916	1,850,022	1,681,357	168,665	10%

Town of East Gwillimbury

New Staff Request Summary - 2020 Budget

DEPARTMENT	POSITION STATUS	PROJECT DESCRIPTION	Salaries	Benefits	Other Operating Costs	Total Operating Costs	Funding Offset	Capital Costs	ESTIMATED IMPACT		
									Tax Levy	%	
PENDING FOR CONSIDERATION											
BC-001	CPRC	Conversion	Facility Operator	60,486	19,476	-	79,962	79,962	-	0	0.00%
BC-002	CPRC	Conversion	Recreation Customer Service Representative	49,449	15,923	1,000	66,372	40,000		26,372	0.11%
BC-003	CPRC	Contract	Farmers Market Programmer	19,530	6,288	1,200	27,018	7,700	1,200	19,318	0.08%
BC-004	ECSS	FTE	Fire Inspector	102,488	39,968		142,456			142,456	0.59%
BC-005	CS	Contract	Communications Assistant-(Graphic Design & Marketing)	49,448	-		49,448	49,448		0	0.00%
BC-006	CS	Conversion	Finance - Purchasing Manager	111,439	31,203		142,642	142,642		0	0.00%
BC-007	Library	FTE	Digital Literacy Specialist	53,479	14,974	550	69,003			69,003	0.29%
			PENDING TOTAL	446,319	127,833	2,750	576,901	319,752	1,200	257,150	1.06%

Town of East Gwillimbury

2020 New Initiative Summary

DEPARTMENT		Project Description	Budget	
			Amount	% Tax Levy
1) Other				
NI-001	Nature Day	Program costs	\$3,000	0.01%
NI-002	Tapestry of Taste (TOT)	Program costs	\$12,000	0.05%
		Other Initiatives Total	\$15,000	0.07%
2) Advisory Committees & Community Grants				
NI-003	Art & Culture Advisory Committee	1) New request - operating funds	\$1,000	0.005%
		2) One time funding - Special pilot project	\$6,000	0.027%
NI-004	Broadband Working Committee	New request - Broadband initiative	\$2,500	0.011%
NI-005	Car Show Committee	"In Kind" services provided by the Town (2019 Approved Budget \$2,750)	\$250	0.001%
NI-006	Environmental Advisory Committee	Additional amount (2019 Approved Budget \$2,000)	\$500	0.002%
NI-007	Holland Landing Community Group	New request - events costs	\$2,600	0.012%
NI-008	Mount Albert Friendship Club for Seniors	New request - carpet bowling equipment	\$3,500	0.016%
NI-009	Queensville-Sharon Community Group (QSCG)	New request - events costs	\$6,000	0.027%
NI-010	Routes Connecting Communities Inc.	New request - operating funds	\$5,000	0.023%
NI-011	Santa Claus Parade	Additional amount (2019 Approved Budget \$7,000)	\$1,000	0.005%
NI-012	The Diversity and Inclusion Advisory Committee	New request - community outreach activities	\$2,000	0.009%
NI-013	Smart Commute Central York	New request - programs related TDM to sustainable travel in EG	\$8,000	0.036%
NI-014	Neighbourhood Network	Additional amount (2019 Approved Budget \$1,200)	\$8,800	0.040%
		Advisory Committee and Community Grants Total	\$47,150	0.21%
		New Initiatives Total	\$62,150	0.28%