



2018-2022

Council Term in Review

July 21, 2022



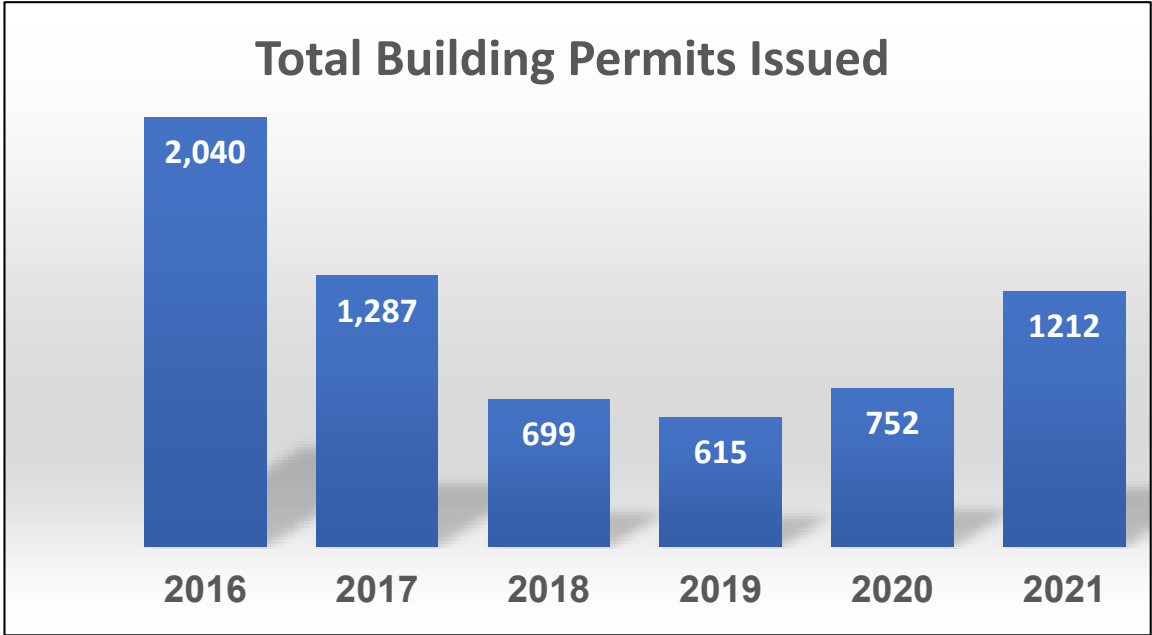
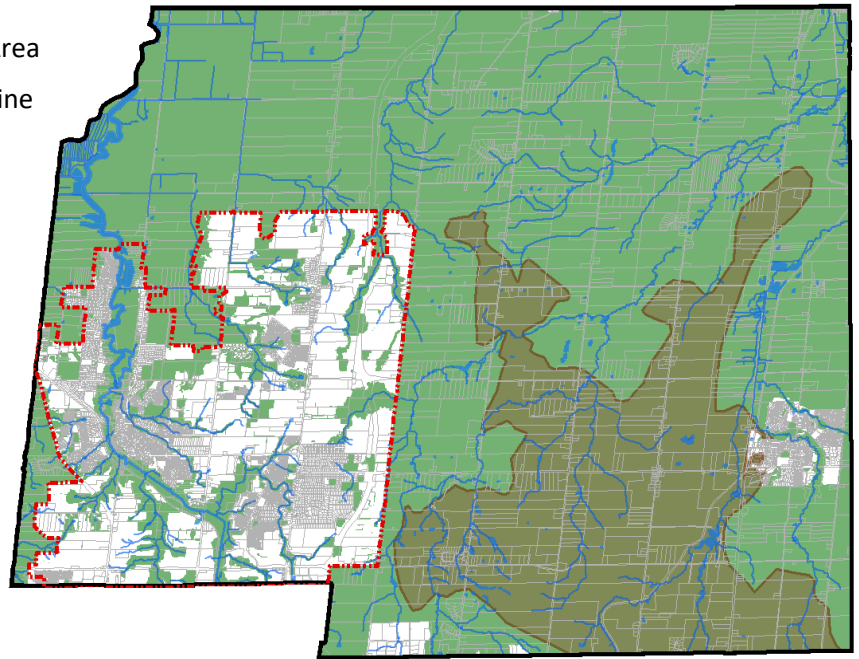
- Context
  - Unprecedented Growth
  - COVID-19
- About Team EG
- Report on 2019-2022 Strategic Priorities
- Our financial position
- Next steps



This term of Council was dominated by unplanned priorities resulting from the COVID-19 Pandemic and unprecedented growth. Yet the priorities of the 2019-2022 Strategic Plan were achieved.



- Central Growth Area
- Oak Ridges Moraine
- Greenbelt and Natural Heritage System



## The world changed on March 13, 2020

- COVID-19 Control Group established
- 41 memos to Council
- 13 vaccination clinics
- 77 Council meetings held virtually
- 3000 library curbside visits
- 272 virtual technology help sessions with library staff
- Successfully managed financial impacts with no net impact to Town's overall budget





## Response Framework

YEAR	COVID CONTROL GROUP MEETINGS	REGIONAL EMERGENCY OPERATIONS CENTRE / COMMUNITY EMERGENCY MANAGEMENT COORDINATOR	RECOVERY TEAM MEETINGS	INTERNAL EMAILS TO COUNCIL AND STAFF	COVID UPDATE MEMOS	VIRTUAL TOWN HALLS
2020	157	45	15	45	15	8
2021	59	52	20	31	20	9
2022	4	12	*2+	7	6	3

- Recovery Team Meetings were integrated with ongoing weekly SMT meeting agendas
- *Data updated as of July 6*

## But with change – comes opportunity...

- Support for local business
  - Business Recovery
  - \$250,000 - Emergency Response Benefit
- Modernization
  - Accelerating service improvement initiatives
- Transitioned programs online
  - 60+ recreation programs transitioned to online
  - Offered new library programs and services (book bundles, curbside pickup, and virtual programming)
  - Vaccine booking assistance and free printing of vaccine passports
  - Online engineering applications
- Build Back Better initiative





## Objective: Be better than we were before and during COVID-19

- Leverage new technologies, new ways of working, emerging best practices
- Reaffirm municipal priorities and align our efforts
- Realize cost savings and new efficiencies
- Opportunity to explore new options for flexible and remote work

### Outcomes:

- Cost savings
- Enhanced efficiencies
- More responsive, accessible, inclusive service delivery
- Engaged, skilled employees empowered to deliver service excellence

What are the opportunities to enhance service delivery through enhanced flexibility or innovation?

## From feedback to next steps...

### What we heard - What matters most

#### Flexibility

- Scheduling
- Location of work
- New tools / technology that support flexibility (i.e. tablets to be able to complete reports from a vehicle)
- Touch down stations available across all facilities

#### Social Connections & Collaboration

- Formal and informal opportunities to connect with team members
- Opportunities to get to know other staff
- Onboarding & mentorship of new staff members

#### Re-thinking 'Customer Service'

- Responsiveness
- Maintenance of in-person options
- Opportunity to expand hours & delivery mechanisms
- Build capacity to respond to FAQ's and triage inquiries for appointment-based service

#### Communication & Clearly Defined Expectations

- Response times / service levels
- Meeting protocols
- Navigating a hybrid work environment
- Change management and acknowledging the challenges faced by staff

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## Senior Management Team 2018



**Thomas R. Webster**  
Chief Administrative Officer



**Monika Machacek**  
Chief Executive Office,  
East Gwillimbury Public Library



**Aaron Karmazyn**  
GM, Community Parks,  
Recreation and Culture



**Mark Valcic**  
GM, Corporate Services



**Michelle Collette**  
Director of Human Resources



**Mike Molinari**  
GM, Community Infrastructure  
and Environmental Services



**Marco Ramunno**  
GM, Development Services



**Laura Hanna**  
Manager of Customer Service  
and Communications



**Dean Horner**  
GM, Legal and Council Support  
Services/ Town Solicitor



**Phil Dawson**  
GM, Emergency and Community  
Safety Services/ Fire Chief

## Senior Management Team 2022



**Thomas R. Webster**  
Chief Administrative Officer



**Angela Ramsey**  
Chief Executive Officer,  
EG Public Library



**Aaron Karmazyn**  
GM, Community Parks,  
Recreation & Culture



**Mark Valcic**  
Deputy Chief Administrative  
Officer



**Michelle Collette**  
Director of Human Resources



**Mike Molinari**  
GM, Community Infrastructure  
and Environmental Services



**Rob McKenzie**  
Fire Chief



**Warren Marshall**  
GM, Finance/ Treasurer



**Janis Ingram**  
GM, Legal Services/  
Town Solicitor



**Lawrence Kuk**  
GM, Development Services



**Meeta Gandhi**  
Director of Communications,  
Customer Service and Equity,  
Diversity and Inclusion



**Andras Szonyi**  
Director of Building Standards  
Branch/ Chief Building Official



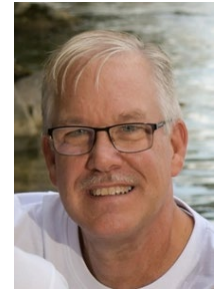
**Margot Bégin**  
Director of Economic  
Development



**Tara Lajevardi**  
Municipal Clerk/ Director  
of Legislative Services



# 2022 Extended Management Team



## Staff Development

- CAO Internship Program
- Internal staff promotions
  - 73 staff development opportunities since 2018
- Forward 2025 – Leadership and staff team development
  - Development Services
  - Finance
  - Water and Wastewater
  - IT
  - Customer Service
- Current reviews of Human Resources and CPRC
- My EG – Staff Survey Review for Q4
- External Leadership



# By the numbers...

## Learning Management System

From 2019 launch to today



**305** users

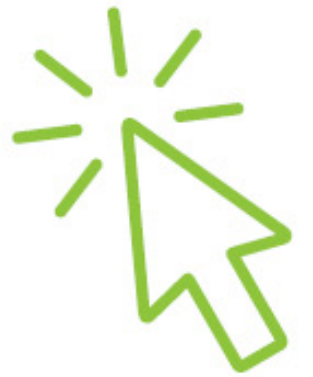


**4** months and **3** hours of training time

**60** courses



**96.5%** engagement







2019-2022  
Strategic Plan Priorities

The 2019-2022 Strategic Plan provides the foundation and direction for the current term of Council





Invest in core infrastructure  
to connect and serve our  
growing community.



Oriole Trail Bridge and Boardwalk





**Completed within budget and schedule (revised schedule due to COVID-19)  
No cost to the tax base for design and construction**



# Health and Active Living Plaza



Health and  
Active Living  
Plaza

**Anticipated completion 2024\***

**\*Subject to Council Approval**





Children of Peace Park







# 8 New kilometres of trails



**Silk Twist Trail**



**Oriole Trail**



# Streetscape and Urban Design and Signature Planter Program





- Engaged the community on various initiatives including: the Official Plan Review, revitalization projects, master plans, Health and Active Living Plaza, and park designs
- Launched the Mount Albert and Holland Landing Revitalization Projects
- Implemented the Broadband Strategy
  - Secured \$17M investment by Bell
  - \$405K advance payment to YorkNet
- Launched Business Advantage
- 2021 Business Retention and Expansion Survey yielded a 96% business satisfaction rate

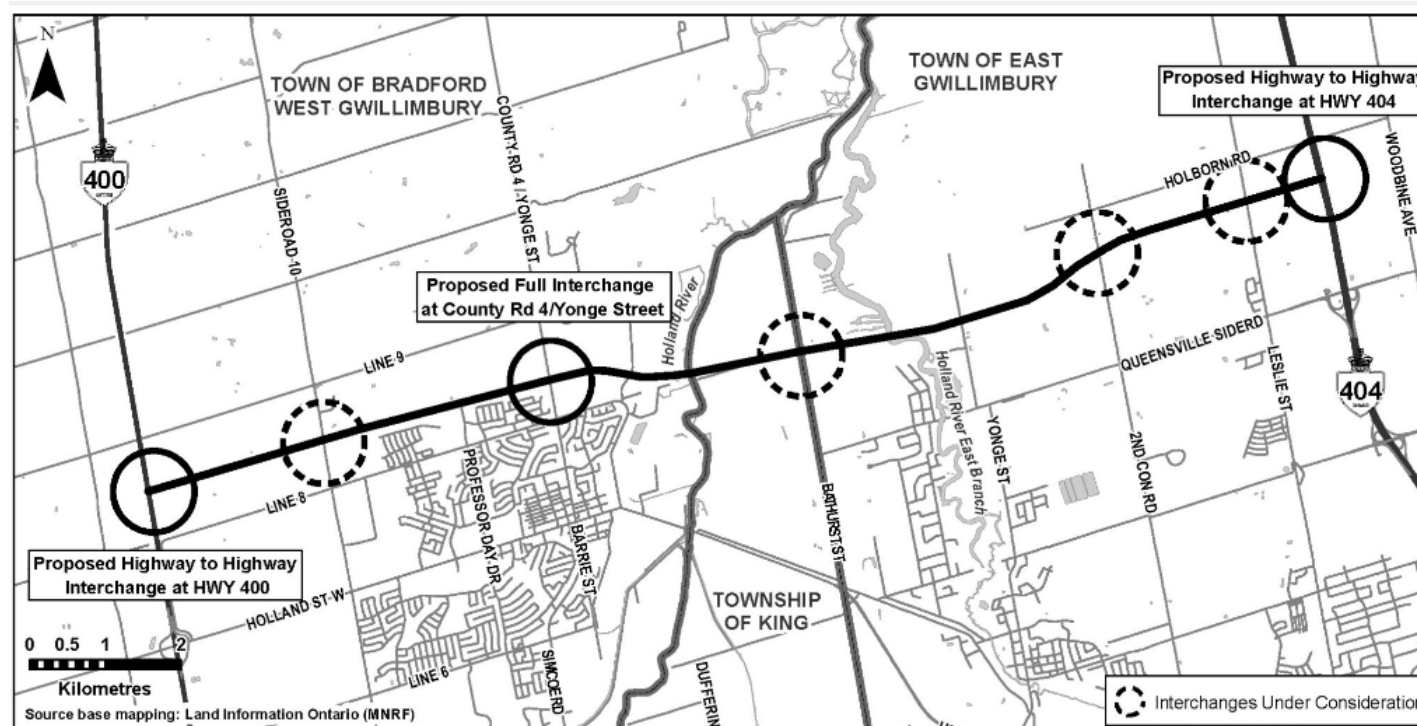






- Developed and implemented a multi-year Asset Management Program and delivered the 2022 Asset Management Plan
- Installed the Community Flagpole and Pride Crosswalk at the Civic Centre
- Implemented the King Street traffic management pilot
- Successfully developed natural gas expansion program in partnership with Enbridge
- Worked with stakeholders to build new affordable and diverse housing including Revera Retirement Residence and Passage House

- Re-negotiated the Leslie Valley servicing agreement with the Town of Newmarket to permit the expansion of sanitary servicing to support the Town's employment lands north of Green Lane
- Worked with the Province and York Region on key projects including the 400/404 Bradford Bypass and Go Rail rapid transit expansion program





- Procured a 111-foot aerial fire truck and replaced a pumper fire truck for Emergency and Community Safety Services (ECSS)
- As part of Ontario's Municipal Modernization Program, ECSS updated its Fire Master Plan and is undergoing a joint fire services assessment with Georgina Fire
- Completed renovations at the Mount Albert library branch
- Consolidated the traffic and parking bylaw
- Coordinated and automated the servicing to support the Vince's redevelopment
- Completed updates to ECSS facilities and equipment







# By the numbers...

## Building Complete Communities 2018 to 2022



**42,871** building inspections performed

**39** subdivision and site plan agreements executed



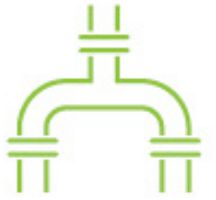
**237** planning applications received

**2,347** new home permit applications



**15km** of new watermains

**171km** of total linear watermains



**3,469** building permits issued  
**73%** increase

+/- **\$892 million** in construction value



**403** planning recommendation reports and memos

**24 lane km** of new roads



**597** total kms of roads and sidewalks



RESPONSIBLE  
growth &  
environmental  
protection

Ensure responsible and balanced growth management by incorporating progressive standards and a commitment to preserve our environment and heritage as we grow.





The largest employment development in Town history - generating 1,000 new local jobs for EG

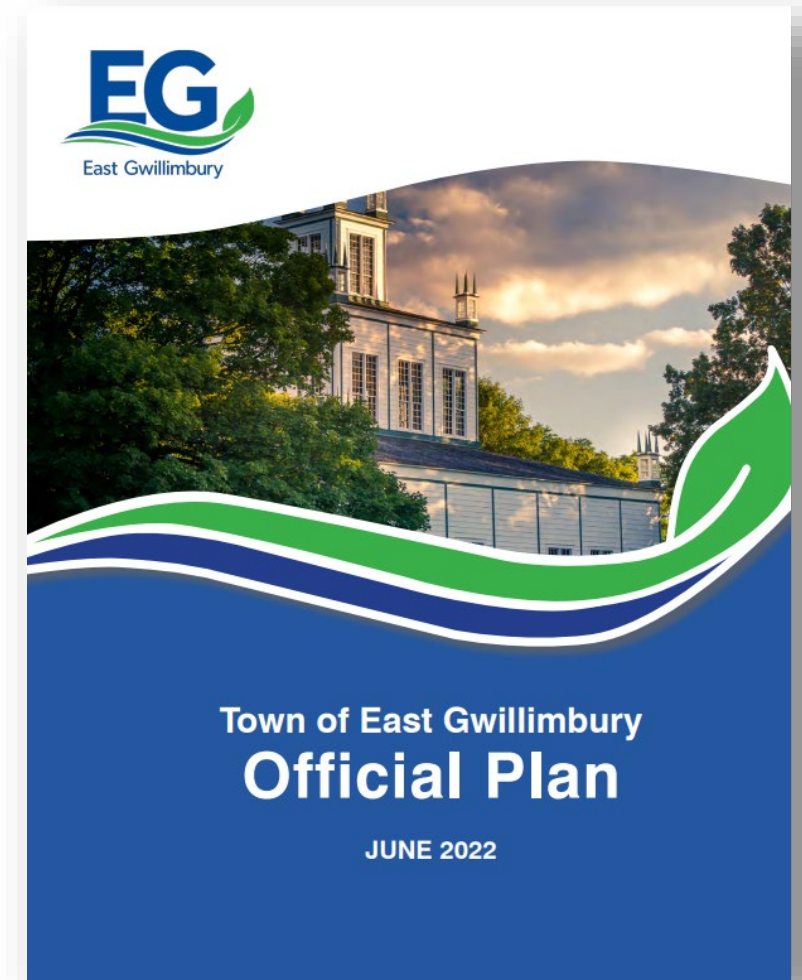




- Completed the EG Official Plan Review
  - **Even at full build-out, EG will be 83% green**
- Working towards completion of several Master Plans: Economic development, Transportation, Water and Wastewater, Stormwater, Development Charges, Fire, Library, Active Transportation
- Passed the Cannabis Production Facilities Land Use By-law
- Resolution of the Lake Simcoe Region Conservation Authority (LSRCA) Appeal

*Also Completed:*

- The award-winning Highway 404 Employment Corridor Secondary Plan
- Heritage Register Review
- Town-wide Urban Design Manual
- Parking Lot and Drive Through-Urban Design Guidelines
- Comprehensive Zoning By-law Review



## Did you know...



### Environmental Design

The Operations Centre design features many elements which reduce energy consumption, waste, pollution and water use.

EV charge stations, bicycle storage and carpool parking.



White roof technology reducing the heat island effect. Use of natural and sustainable materials for exterior cladding including zinc metal siding and wood and natural stone.

Low impact development, environmentally friendly storm water management systems. Including rain-water harvesting of the entire site from the 5,388 square meters flat roof space.



Greenhouse and tree farm for growing local species and reducing costs for trees and arboriculture products in our parks.

High efficiency HVAC and high volume air distribution fans in service bays.



- Improving energy efficiency and reducing greenhouse gas emissions
  - Green Fleet Strategy – hybrid and electric vehicles, charging stations
  - Upgrades in energy-efficient lighting and facilities
  - Replacing tools and equipment with electric options
- Climate change adaptation actions
  - Flood prevention, expand preventative maintenance
- Water protection
  - Salt Management Plan (award winner project), Inflow and Infiltration Reduction Strategy, water use reduction actions
- Sustainable Development Incentive Program (tight pipes) became regional standard



## Environmental Initiatives

- Waste reduction and diversion
  - Partnership and collaboration with York Region and non-profits: battery, textile, and electronic recycling
- Hired Environmental Initiatives Program Manager
  - To compile all environmental-related projects, programs and initiatives
  - To assist with the Town's Environmental Strategy and Climate Change Adaptation Plan
  - To seek collaboration, networking, outreach, community engagement, and environmental education
- Approved the Climate Change Reserve, to mitigate climate change impacts to Town infrastructure, operations and community





- Received a 100% score on Ministry of Environment Conservation and Parks inspections since 2017 on the Drinking Water Quality Management Standard system
- Maintained and updated 10-year Capital Plans for assets and infrastructure including: water and wastewater, roads, bridges, sidewalks, streetlights, stormwater system, and fleet
- Delivered an enhanced, annual mosquito control plan
- Working towards interim servicing solutions due to Upper York Sewage Solution (UYSS) including Sharon In-Line storage; de-centralized sewage treatment facility



- Completed an update and amendment to the Development Charge By-law - ensuring growth pays for growth
- Developing multi-year servicing strategies for:
  - Highway 404 employment lands
  - Green Lane Business Park
- Maintained an annual Paid on-call recruitment process through COVID-19 challenges

**Is there a fire in you?  
Answer the call.**



**East Gwillimbury paid on-call  
firefighter recruitment**

Join the team of professionals who serve, protect, and educate your community. EG is accepting applications for paid on-call firefighter positions.

To learn more, visit  
[www.eastgwillimbury.ca/FireRecruitment](http://www.eastgwillimbury.ca/FireRecruitment)

# By the numbers...

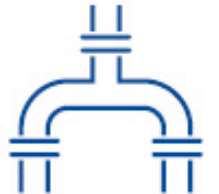
## Responsible Growth and Environmental Protection

2018 to 2022



More than **30** Official Plan Review direct engagement sessions

**14,984** regulatory water samples



**14%** increase in EG population\*



**27** paid on-call firefighters have joined Emergency and Community Safety Services



**29,360** tonnes of residential waste collected

Approximately **4,000** new water meters installed and **5,000** existing water meters replaced



\*The percentage increase is different from the 2021 Census because of the different date range.





Provide affordable programs and services which celebrate our quality of place, culture, heritage, and natural environment while promoting a healthy, inclusive, and safe community.

















- Delivered camps and recreation programs for people of all ages
- Converted office space to create the Loft
- Supported operation of the Farmers Market
- Launched Tapestry of Taste
- Improved public notice signs (layout, readability) for Planning applications and providing semi-annual development applications to Council
- Initiated the Heritage Conservation District Study for the Sharon Community
- Continue to work with the Region on Business Continuity Planning as part of the Emergency Management Program





 <p><b>Burn Permits</b></p> <p><a href="#">Apply</a></p>	 <p><b>Pet Licenses</b></p> <p><a href="#">Apply</a></p>	 <p><b>Property Taxes</b></p> <p><a href="#">Manage online</a></p>
 <p><b>Utility Bills</b></p> <p><a href="#">Manage online</a></p>	 <p><b>Program Registration</b></p> <p><a href="#">Register now</a></p>	 <p><b>Marriage License</b></p> <p><a href="#">Apply</a></p>

- Established a new online Zoning and Planning Applications Mapping Tool
- Met Ontario Building Code & Clean Water Act compliance requirements for the Septic Maintenance Program
- Building By-law updated to provide more information, greater service level and transition to electronic permit processing
- Automated the building permit review process
- Established online self-service access to tax and water account history and transactions
- Launched e-billing and online payment ability for water and tax bills



- Re-launched environmental programs like textile recycling, battery recycling and reuse days
- Continue to work collaboratively with York Region in the planning and development of the Water Reclamation Centre or alternative
- Completed the pedestrian crossover in Holland Landing (Yonge Street) in partnership with York Region
- Installed a new mini-Road Weather Information System on King Street (Mount Albert)
- Implemented Liquid Anti-Icing Program





- Enhanced digital Smoke and Carbon Monoxide Program
- Made enhancements to fire investigation program with equipment, and partnership with York Regional Police
- Promoted fire and life safety at Town and community events, including Dare to Care, Farmers Market, Fire Prevention Week Open House, and Emergency Preparedness Week



- Completed technology upgrades to ECSS including; Tablet Command, dashboarding and data analytics
- Provided corporate-wide Emergency Management training and Run Hide Defend training
- Renewed superior tanker shuttle accreditation
- Launched various training and development courses for ECSS staff, including Working Mind First Responder







# By the numbers...

## Quality Programs and Services

2018 to 2022



**5,099\*** summer camp registrations

**113,483** rental permit hours



**14** new parks



**8** new kms of trails



\* Camps did not run in 2020 due to COVID-19

**18,535\*** Farmers Markets



**469,000** physical library items circulated

**32,000** library program attendees



**10,100** school students visited the library

\* Attendance could not be tracked for 2018 and 2019



# By the numbers...

## Quality Programs and Services 2018 to 2022



**6,000 +** active customer self-service portal accounts

**121,319** calls received at Customer Service



Only **6%** of calls were abandoned

**82,894** emails received at Customer Service



**7,836** service requests

**34,902** payments collected at Customer Service



**3,510** homes visited as part of the smoke and CO alarm program

**1,579** fire inspections completed



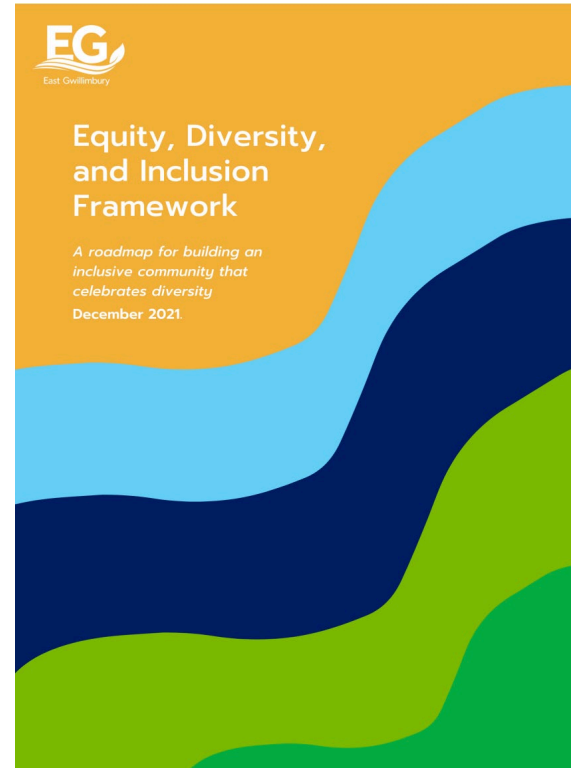




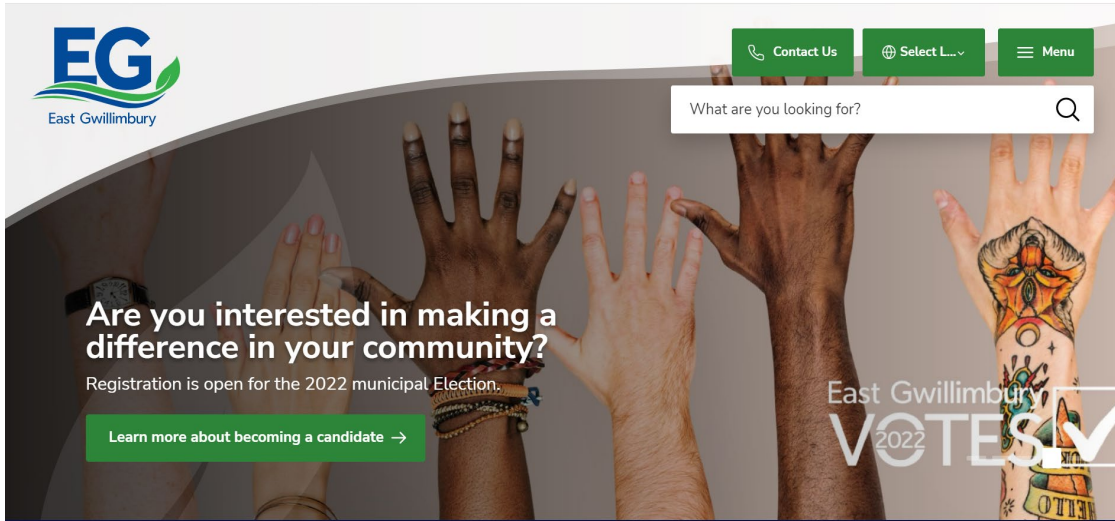
Foster a culture of service excellence, engagement, and transparency.



- Ensured effective delivery of programs and services within the Council approved 2022 Business Plan and Budget and the 2022 Water and Wastewater Budget
- Positioned the organization for continued growth and success by implementing recommendations from the 2021 Service Delivery Review
- Created the new EG Logo with input from the community
- Established the Equity, Diversity, and Inclusion Framework







- Launched new EG, AdvantageEG and library websites
- Implemented a corporate-wide document management system
- Implemented electronic procurement bidding system
- Continuous improvement of financial processes including implementation of new budgeting system
- Launched a multilingual library collection for adults and children in five languages (Russian, Farsi, Cantonese, Mandarin, Spanish, and French)
- Permanently removed fines at East Gwillimbury Public Library, creating an inclusive and positive library experience

- Established the Municipal Peak Performance Program to help staff drive innovation and service improvement across the organization
- Launched the "40 is the new 50" Safer Streets Initiative
- Undertook East Townline Bridge - Emergency Road Closure Implemented in consultation with York and Durham Regions
- Built and maintained community education partnerships with ECSS and local organizations
- Firehouse Sub Grant funding supported, Guide Lights, bleed control bags (for the Integrated Response Team) and public education displays at the EG Sports Complex





- 20+ awards for Town achievements during the 2018-2022 Term of Council including:
  - Top Employee Recommended Workplace
  - Parks & Recreation Ontario Award of Excellence Parks Design and Construction - Nokiidaa Trail
  - Government Finance Officers Association (GFOA) awards for year end financial reporting in 2018, 2019 and 2020
  - 2021 EDCO Awards of Excellence – Planning & Strategic Development awarded to the ‘Highway 404 Employment Corridor Secondary Plan
  - IPAC Award For Innovative Management Award - Municipal Peak Performance Program
  - Healthy Water Award from the LSRCA in recognition of the Town’s winter maintenance program and salt reduction initiatives





# By the numbers...

## Website and Social Media data

### Since eastgwillimbury.ca launch



**1,250** Twitter followers gained from 2018 to 2022

**3,999** Facebook followers gained from 2018 to 2022



**427,844** website sessions

**244,441** website visitors



**927,666** website page views





## Our Financial Position





# By the numbers...

## Our Financial Position 2018 to 2022



**\$45 million** in capital expenditures

**\$73 million** of infrastructure provided by developers



Maintained **zero debt** status



Tax assessment growth averaged over **12%** a year



**17 million** in grant funding received



Collected over **\$62 million** in development charges and community capital contributions to fund growth-related infrastructure

Water rate increase averaged **1.3%** per year



Tax levy increase on base programs and services averaged **0.7%** per year



- Staff will continue to deliver on goals of the 2019-2022 Strategic Plan
- Council orientation for the next term of Council will feature in-depth discussions about the next strategic plan

