

Administration Report ADMIN2025-03

To: Committee of the Whole Council
Date: September 10, 2025
Subject: Draft 2026 Business Plan
Origin: Stephanie Kronfli, Strategic Advisor, Office of the Chief Administrative Officer

Recommendations

1. That the Administration Presentation and Report ADMIN2025-03, dated September 10, 2025, entitled “Draft 2026 Business Plan” be received; and
2. That the Draft 2026 Business Plan activities be approved in principle and used as an input towards the development of the proposed 2026 Budget.

Purpose

The purpose of this report is to seek Council’s approval of the Town’s Draft 2026 Business Plan in principle, pending final approval of 2026 Business Plan and Budget.

Background

Strategic Planning Framework

The Town of East Gwillimbury’s planning and decision-making framework is guided by the vision and priorities of Council, as defined through the **2022-2026 Strategic Plan**. The Strategic Plan was informed by the community through extensive consultation and engagement with residents, and provides overall direction to the Town to guide the decisions and actions undertaken during Council’s four-year term.

The Strategic Plan provides the foundation for the development of the annual **Business Plan**, which describes how the Town will deliver programs, services, projects, and initiatives, and outlines the key activities that the Town will undertake over the course of the year to work towards achieving the priorities of Council.

The activities defined through the Business Plan inform the development of an annual **Budget** aimed at resourcing and supporting the advancement of those activities.

The Business Plan and Budget are integral to the successful delivery of the Town's Strategic Plan and are operationalized and executed through actionable **Departmental and Individual Work Plans**. This cascading effect throughout every level of the organization ensures that all Town efforts align with Council's strategic direction.

Each annual Business Plan incrementally contributes towards achieving the multi-year priorities reflected in the Strategic Plan, and the development of these plans enables the Town to deliver on Council's mandate while responding to evolving community needs.

2026 Business Plan Process

The development of the Draft 2026 Business Plan ("the Business Plan") began in June 2025 and commenced a multi-stage process that included all Departments and members of the Town's Extended Management Team, as well as members of Council.

Step 1: Identification

Using a digital tool, Departments defined their priorities and areas of focus for 2026, ensuring alignment with Council's strategic direction.

Step 2: Validation

Extended Management Team meetings facilitated inter-Departmental engagement on planned activities to identify linkages and interdependencies, generate awareness and understanding, and strengthen collaboration.

Step 3: Refinement

Departmental working sessions were used to discuss and confirm activity details, address gaps, and ensure consistency and clarity. Advance meetings were held with all members of Council in August to solicit preliminary input and feedback.

Step 4: Development

The 2026 Business Plan was formed, comprising the Town's planned activities, which will be used to develop a Budget aimed at resourcing and supporting advancement of endorsed activities.

The business planning process is the result of ongoing internal development, feedback, evaluation, and improvement to ensure that best practices, lessons learned, and opportunities for refinement and enhancement are integrated into the process.

Analysis

The Business Plan profiles activities planned in 2026 (inclusive of multi-year activities) and how they advance the priorities reflected in the Town's 2022-2026 Strategic Plan. A

detailed list and description of all proposed Business Plan activities can be found in Appendix 1.

Business Plan Context and Themes

The Business Plan reflects the unique context of the year ahead, which is both the final year of the current Term of Council and the 2022-2026 Strategic Plan. As such, the Business Plan emphasizes the completion of strategic priorities and key deliverables identified by Council at the outset of the term. Specific actions and activities articulated in the Business Plan are aligned to ensure that outstanding projects and initiatives are advanced to delivery, demonstrating accountability for commitments made earlier in the term and providing measurable results to the community.

Concurrently, the Business Plan also serves as a transition framework. In addition to finalizing the current term's initiatives, the plan includes preparatory work to support preparation for the next Term of Council. This involves measures to ensure organizational continuity, knowledge transfer, and the development of a foundation for the next strategic planning cycle.

Finally, the Business Plan reflects the requirements of an election process, including necessary activities and resources to successfully administer the 2026 municipal election in accordance with legislative requirements. Election-related deliverables are integrated into Departmental Work Plans to ensure that the Town is prepared to conduct an election process that is transparent, accessible, and efficient, while also supporting Council, staff, and the community throughout the election period.

Business Plan Structure

The Business Plan describes the **Core Programs and Services** that the Town delivers on a daily basis to meet the needs of residents, which are generally funded by operational dollars.

The Business Plan also describes **Projects and Strategic Initiatives**, which are specific, time-bound activities generally funded by capital dollars that the Town will focus on to ensure it grows and modernizes its future program and service delivery to support or improve municipal offerings and operations and advance the Strategic Plan.

Financial Implications

The implementation of the Business Plan relies on resource planning, funding allocations, and financial decisions made through the 2026 Budget process.

Need For Public Consultation

The Town released its annual Business Plan and Budget Survey in July to gather community feedback on priorities, service levels, and areas of focus for 2026. A summary of the survey results will be shared with Council and members of the public during the Budget process.

The survey represents one of several opportunities for public input. The Town has undertaken extensive consultation through the development of the Strategic Plan, which serves as the foundation for the Business Plan. In addition, both the Town and its Departments conduct ongoing engagement activities through master planning processes and project-specific initiatives. These consultations provide valuable insights that are incorporated into business planning and budgeting, ensuring that the Town's work is responsive to community needs and expectations.

Alignment to Strategic Plan

Quality Programs and Services

Responsible Growth

Environmental Stewardship

Build Complete Communities

Culture of Municipal Excellence

The Business Plan outlines activities that align with the five Strategic Plan priorities. The Business Plan itself advances a Culture of Municipal Excellence by ensuring strong fiscal responsibility and value for tax dollars, and supports the key deliverable of enabling sound financial management through comprehensive business plans and budgets.

Conclusion

The Draft 2026 Business Plan supports and advances the strategic direction and key priorities set through the Town of East Gwillimbury's 2022-2026 Strategic Plan. It is recommended that the Draft 2026 Business Plan activities be approved in principle and used to inform the development of the 2026 Budget.

Appendices

Appendix 1 – Draft 2026 Business Plan Presentation

Approval

Report Author:

Stephanie Kronfli
Strategic Advisor
Office of the Chief Administrative Officer

This report was approved by:

Mark Valcic
Chief Administrative Officer



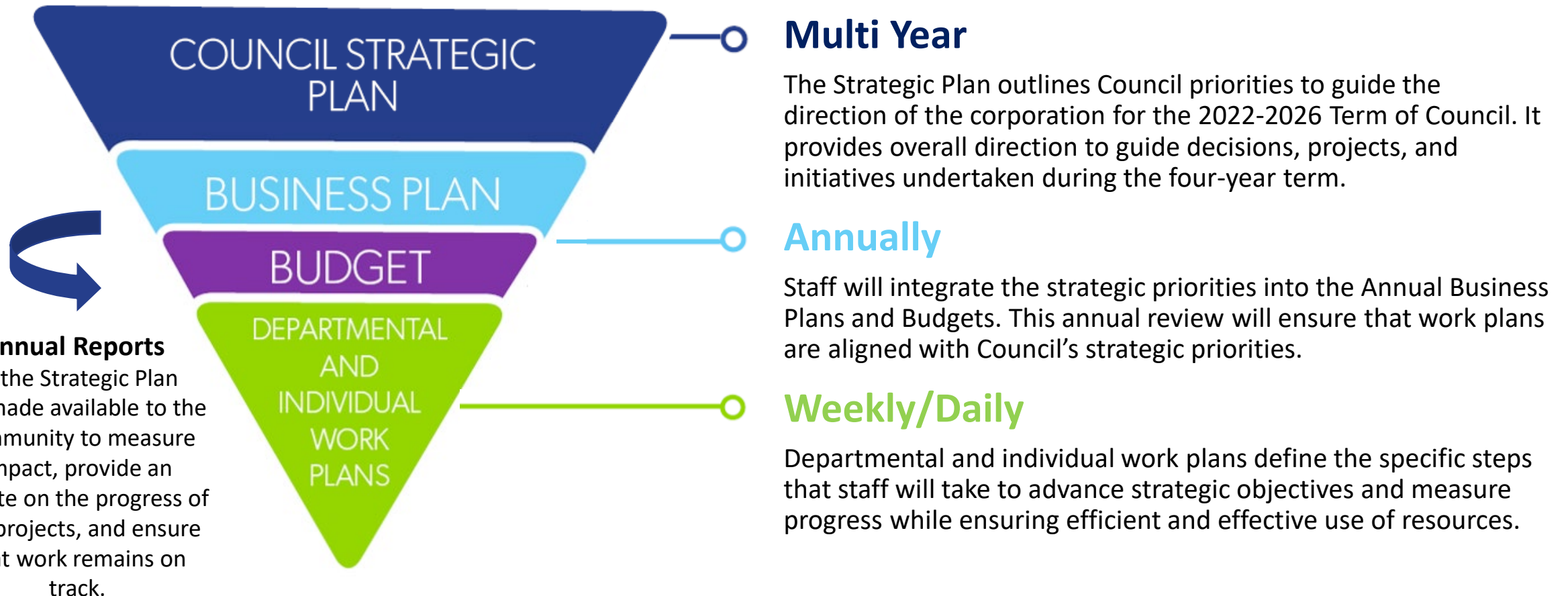
Draft 2026 Business Plan

Committee of the Whole Council
September 10, 2025

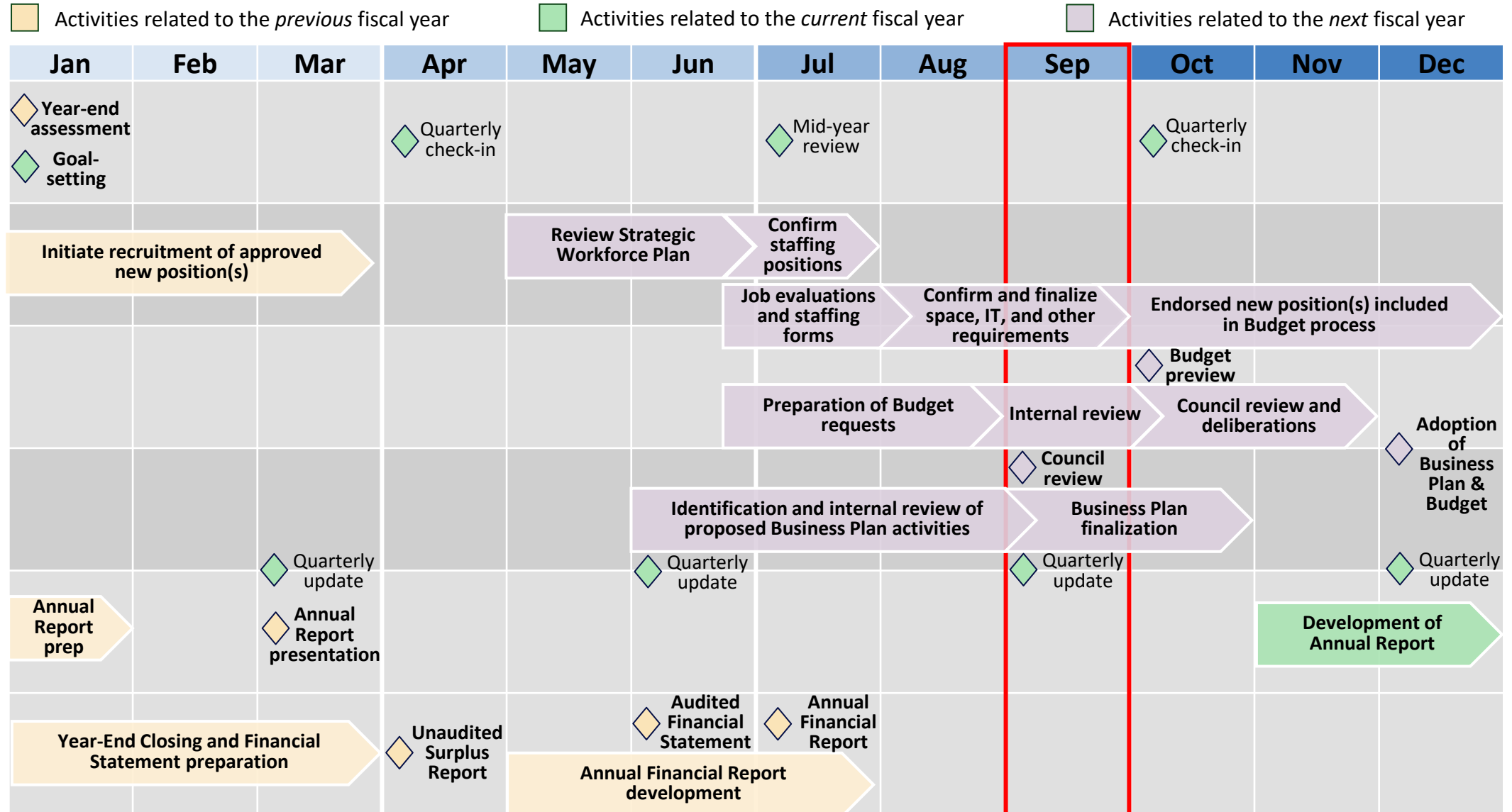


EG's Strategic Planning Framework

The Town of East Gwillimbury's (EG's) planning framework demonstrates how the Strategic Plan, Business Plan, Budget, and Departmental and Individual work plans align to achieve Council's commitments to the EG community.



EG's Planning and Reporting Cycle



As of Q3 2025, the Town has successfully delivered on 20 out of 29 key deliverables identified in the four-year Strategic Plan.



Achieved To-Date

- ✓ Complete a **review of Emergency Services** to ensure that it meets the needs of our growing community
- ✓ Initiate a multi-year **LED streetlight conversion** strategy
- ✓ Support efforts to ensure full community access to **competitive, affordable, and reliable Broadband**



Achieved with Ongoing Opportunities

- ✓ Advance **modernization of programs and services** to support increased efficiency, cost savings, and enhanced online access to services
- ✓ Support placemaking and community connection through a wide variety of **events and recreation programs** that support the diverse needs and interests of our community
- ✓ Embed the **Equity, Diversity, and Inclusion Framework** into all Town programs and services

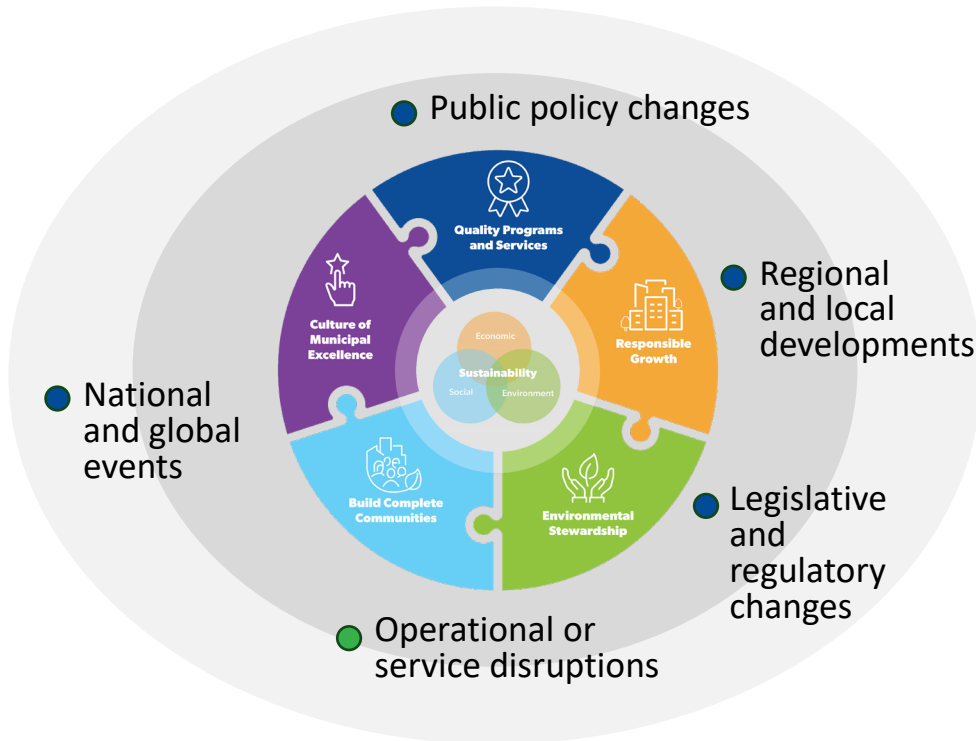


Priorities for the Year Ahead (Q4 2025 - Q3 2026)

- Complete the **Health and Active Living Plaza** as a focal point for recreation, placemaking, and connection
- Update EG's **Thinking Green! Development Standards** to prioritize the use of sustainable technologies and practices
- Develop and implement a **Customer Service Excellence Strategy** featuring a "no wrong door" approach

2022-2026 Strategic Plan Changing Municipal Landscape

Since EG's Strategic Plan adoption, several new and significant developments have altered the municipal landscape.



Bill 23 – *More Homes Built Faster Act* (November 2022)

- Introduced changes to development charges, parkland dedications, planning approval authorities and responsibilities, and others

Building Faster Fund and Housing Targets (August 2023)

- Council made a Housing Pledge in accordance with the 10-year housing target established by the province of 4,300 new homes

Bill 185 – *Cutting Red Tape to Build More Homes Act* (June 2024)

- Rolled back several Bill 23 provisions and introduced new “use it or lose it” tools

New Provincial Planning Statement (October 2024)

- Introduced changes to growth targets and forecasting, planning approvals, etc.

Trade disruptions and tariffs (February 2025)

- Resulted in changes to EG's procurement approach and support to businesses

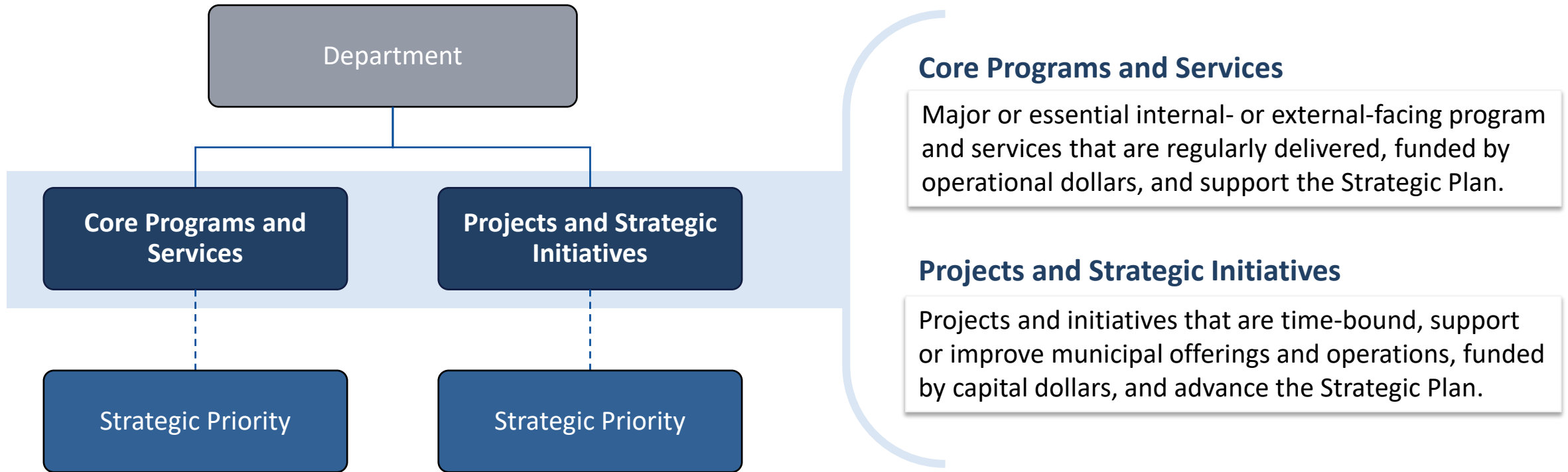
Bill 17 – *Protect Ontario by Building Faster and Smarter Act* (June 2025)

- Introduced changes to the development approvals process, development charges framework, and others

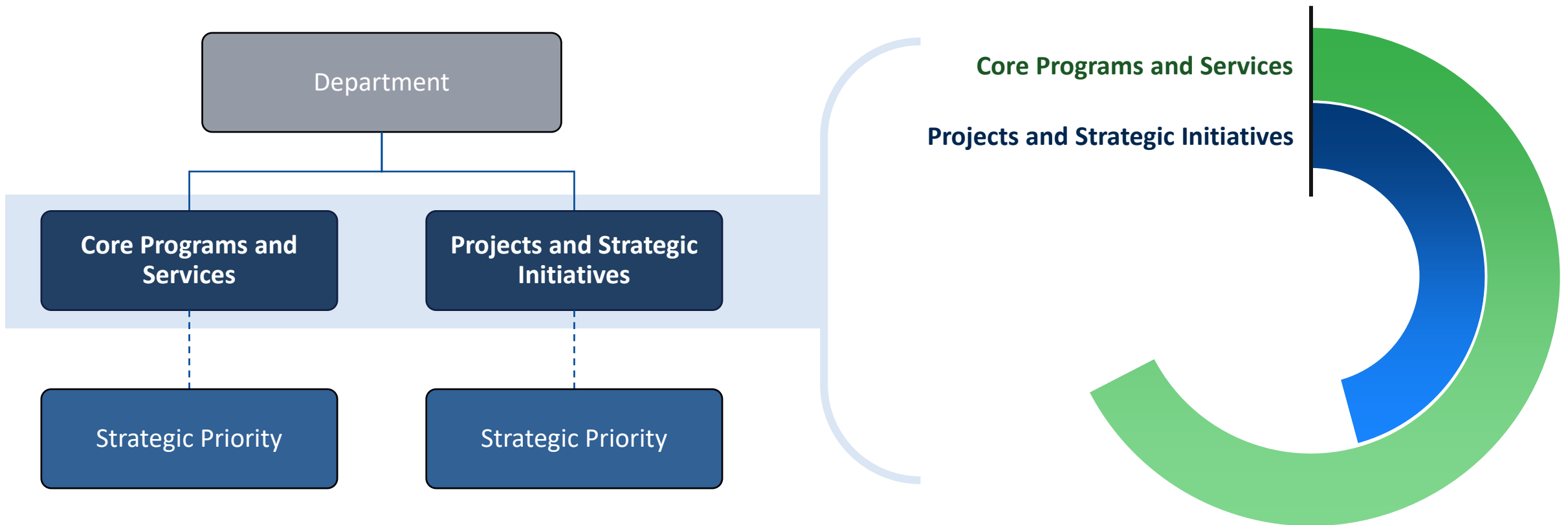
The primary focus for the 2026 Business Plan will be planning for and delivering an election, in addition to completing major initiatives, while delivering ongoing programs and services.



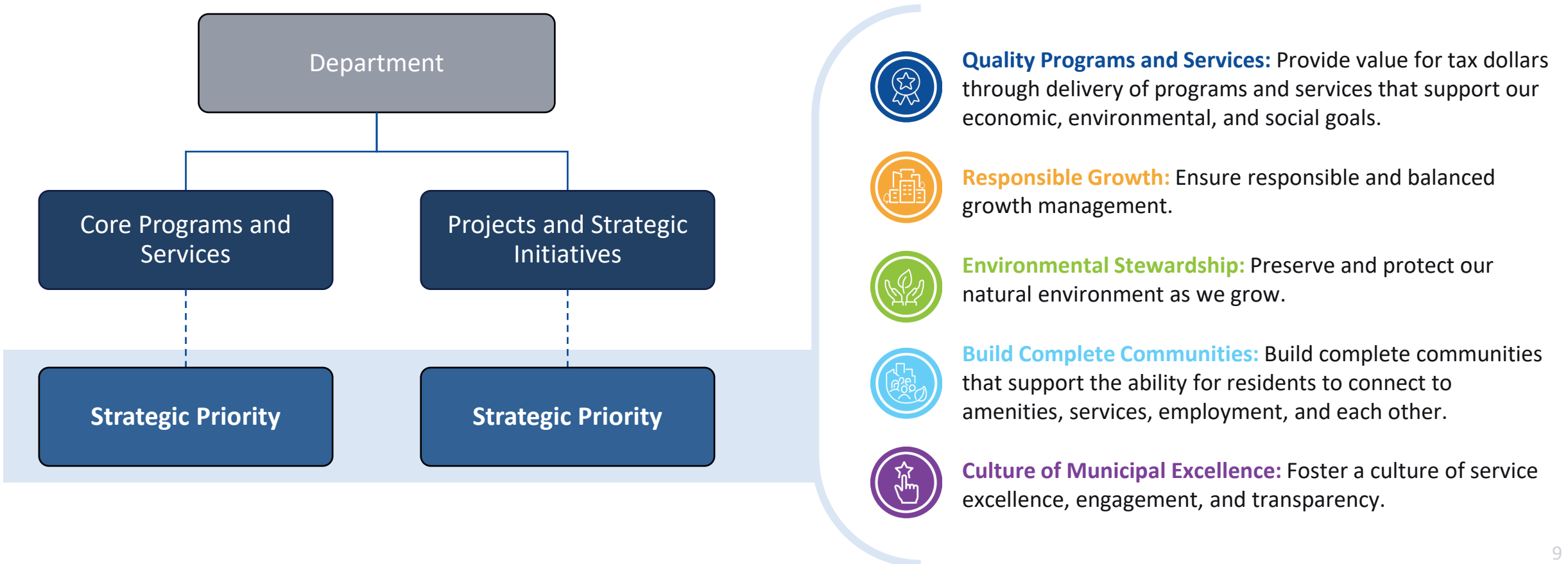
The Business Plan profiles activities taking place within the 2026 fiscal year (inclusive of multi-year activities) and how each advances the priorities reflected in EG's 2022-2026 Strategic Plan.



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Draft 2026 Business Plan Highlights

Quality Programs and Services



Strategic Priority: **Quality Programs and Services**

Provide value for tax dollars through delivery of programs and services that support our economic, environmental, and social goals.

Core Programs and Services

- ❖ Safer Streets Program
- ❖ Waste Collection and Management
- ❖ Recreation and Culture Programs
- ❖ Community Engagement and Events
- ❖ Emergency Response Operations
- ❖ Digital Service Optimization
- ❖ Artificial Intelligence Governance and Adoption
- ❖ Asset Management Program



Replace the Town Website (end-of-life)



Replace the Financial and Tax/Utility Billing Systems



Develop and Update a Fire Master Plan



Deliver a 2026 Asset Management Progress Update



Strategic Priority: **Responsible Growth**

Ensure responsible and balanced growth management.

Core Programs and Services

- ❖ Ontario Building Code Administration and Enforcement
- ❖ By-law Enforcement
- ❖ Business Retention and Expansion
- ❖ Investment Attraction and Lead Generation
- ❖ Talent Attraction and Workforce Support Programming
- ❖ AdvantageEG Program



Finalize Complete Communities Secondary Plan



Implement Heritage Strategy



Finalize Zoning By-law Conformity Update



Support York Region Sewage Works Project



Strategic Priority: **Environmental Stewardship**

Preserve and protect our natural environment as we grow.

Core Programs and Services

- ❖ Trees and Natural Habitat Preservation and Protection
- ❖ Environmental Initiatives Program
- ❖ Stormwater Network Management
- ❖ Wastewater Network Management
- ❖ Septic System Maintenance and Inspection Program
- ❖ E-Billing Services



Blue Box Transition and New Long-Term Waste Collection Contract (provincially-led)



Implement Environmental Strategy Actions



Complete *Thinking Green!* Development Standards Update



Strategic Priority: **Build Complete Communities**

Build complete communities that support the ability for residents to connect to amenities, services, employment, and each other.

Core Programs and Services

- ❖ Parks and Trails Operations
- ❖ Broadband Expansion Program
- ❖ Planning Application Review and Processing



Complete Health and Active Living Plaza Park



Construction for Downtown Mount Albert Revitalization



Construction for Holland Landing Yonge Street Revitalization

Draft 2026 Business Plan Highlights

Culture of Municipal Excellence



Strategic Priority: **Culture of Municipal Excellence**

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

Core Programs and Services

- ❖ Customer Service and Engagement
- ❖ Strategic Communications
- ❖ Clerk's Services
- ❖ Issues Management and Legislation Monitoring
- ❖ Financial Reporting, Development of Annual Financial Report, and External Audit
- ❖ Capital Program Management
- ❖ Indigeneity, Inclusion, Diversity, Equity, and Accessibility



Lead Planning and Administration of 2026 Municipal and School Board Elections



Develop and Implement Service Experience Strategy Action Plan



Establish Organizational Program and Service Performance Management Standards



Update Mobile Licensing By-law



Develop Fire and Emergency Service Financial Strategy and Multi-Year Recruitment and Retention Plan

September
2025

October
2025

November
2025

December
2025

Refine Draft 2026 Business Plan

Review, refine, and finalize EG's 2026 Business Plan, incorporating Council's feedback and input.

Proceed with 2026 Budget Discussions

Endorsed Business Plan activities will inform resource allocations through the 2026 Budget process.

Recommendation

1. That Administration Presentation and Report ADMIN2025-03, dated September 10, 2025, entitled "Draft 2026 Business Plan" be received; and
2. That the Draft 2026 Business Plan activities be approved in principle and used as an input towards the development of the proposed 2026 Budget.



Questions and Comments



Draft 2026 Business Plan Activities



Key Activities	Description
Promote a Service-Focused Culture	Promote a culture of creativity, innovation, and continuous improvement, focusing on people, processes, and technology to drive efficiency and effectiveness in the organization, and support improved service delivery and customer experience.
Promote an Organizational Culture of Environmental Stewardship	Identify and promote opportunities to implement tools, methods, and practices across the Town to support environmental sustainability and advance efforts to improve climate change adaptation, mitigation, and resiliency.
Provide Support to Mayor and Council	Provide professional advice to the Mayor and Council and ensure the proper interpretation and implementation of Council decisions and direction.
Team Development and Succession Planning	Provide and promote development opportunities for the Senior Management and Extended Management Teams to support engagement, growth, and business continuity.
Advance IIDEA Initiatives and Truth and Reconciliation Efforts	Ensure all Departments consider the Town's IIDEA (Indigeneity, Inclusion, Diversity, Equity, and Accessibility) Action Plan and incorporate the identified initiatives as they develop and implement Departmental workplans.
Advocacy and Engagement	Build and strengthen relationships with all levels of government to establish partnerships and identify and advance potential grant and funding opportunities.
Showcase EG	Expand opportunities for networking, collaboration, and professional development, and explore opportunities to profile and market the Town of East Gwillimbury.
Issues Management and Legislation Monitoring	Oversee the corporate issues tracking process, including monitoring and analyzing new legislation and regulations, and provide strategic advice and support to Departments to address key issues and mitigate risks.
Business Plan Development	Develop the Town's annual business plan in collaboration with all Departments, ensuring close alignment with the Strategic Plan and Budget process, while laying the foundation to work towards a multi-year Business Plan and a Performance Measurement Framework.
Strategic Plan Annual Report Development	Prepare and publish an annual report summarizing the Town's activities and accomplishments from the previous year, and its overall progress towards meeting the priorities and deliverables in the Strategic Plan, while laying the foundation to work towards an integrated Community Report.

Key Activities	Description
Establish Organizational Program and Service Performance Management Standards	Implement a pilot project to expand organizational support for corporate performance measurement and reporting through 360-degree reviews of programs and services, feedback from internal and external partners and residents, and implementation of change and improvement initiatives.
Lead Onboarding and Orientation Program for New Council and Support 2026 Municipal Election	Support the planning and implementation of the municipal election process and lead the design and delivery of a program to provide essential knowledge and resources to newly elected Council members, ensuring a smooth transition into office and informed decision-making.
Review and Update Business Continuity Plans	Assess and update business risks to operations by identifying single-person dependencies, evaluating critical technology systems to identify vulnerabilities and potential points of failure, and developing mitigation strategies and planned redundancies to enhance organizational resilience and preparedness.
Support Strategic Projects that Advance Community Development and Resident Services	Support and leverage opportunities to promote the Town, its innovative service delivery models, initiatives, and accomplishments, and respond to the growth needs of the community in a practical manner (e.g., community initiatives, major infrastructure projects, etc.).
Prepare Term-In-Review and Initiate Planning for New Strategic Plan	Conduct a Term-In-Review of the current Strategic Plan and undertake preparatory work for the municipality's next Strategic Plan.



Development Services

Core Programs and Services

Key Activities	Description
 Business Retention and Expansion	Execute and market a business consultation and visitation program that supports local employers, celebrates business openings and successes, and provides mentorship and training opportunities to entrepreneurs and business owners.
Investment Attraction and Lead Generation	Create and market an East Gwillimbury investment package, inclusive of data, the local value proposition, and available and upcoming sites and spaces, to generate commercial/industrial business leads.
Talent Attraction and Workforce Support Programming	Match the skills current and future local employers need with the skills of those moving to East Gwillimbury through job fair partnerships with employers, programming and marketing, the development of talent personas, and the launch of a talent portal on AdvantageEG.ca.
AdvantageEG Program	Project manage key commercial/industrial development projects, prioritizing those that create the most jobs and economic impact in East Gwillimbury, collaborating with development-related branches to expedite approvals.
YSpace Entrepreneurship Programming	Partner with York University and the Town of Georgina to provide entrepreneur-focused startup programming to Northern York Region.
Ontario Building Code Administration and Enforcement	Respond to growth-related building activity and ensure new building stock is safe and environmentally efficient, in compliance with the Ontario Building Code.
 Septic System Maintenance Inspection Program	Ensure properties with septic systems that are included within the coverage boundary of the <i>Clean Water Act</i> and the <i>Lake Simcoe Protection Act</i> are notified and undergo inspection every five years to ensure that the surrounding environment and drinking water sources are not polluted.
 Broadband Expansion Program	Work with Internet Service Providers to facilitate expansion, partner with YorkNet on their regional expansion, and work to enhance commercial services.
Planning Application Review and Processing	Regulate land-use development in accordance with statutory requirements, perform site visits to learn the adjacencies and geographies of each Planning application, and help shape land use policies and guidelines for the Town.
Strategic Partnership with Region and N6 Community	Hold regular, collaborative working sessions with partners to address key policies impacting development.
Planning Inquiries Management	Provide professional planning advice and interpretation in response to planning inquiries through email, phone, and in-person.
 Planning Outreach	Educate and engage with residents regarding key developments and planning initiatives (e.g., attendance at East Gwillimbury Farmer's Market and Open Houses).
Statutory and Advisory Committee Administration	Host Committee of Adjustment and Heritage Advisory Committee meetings to process certain planning applications and provide advice on heritage matters, respectively.

Development Services Projects and Strategic Initiatives

	Key Activities	Description
	Adopt Development Application Software	Pilot the use of a digital solution to support Committee of Adjustment applications.
	Finalize Zoning By-law Conformity Update	Complete updates to the Town's Zoning By-law to reflect contemporary development standards, ensure alignment with the proposed Official Plan and new provincial legislation, and guide the future growth and development of the Town.
	Finalize Complete Communities Secondary Plan	Establish a detailed planning framework and urban land uses for the new Community Areas identified on Schedule 3 of the Town's adopted Official Plan.
	Co-Lead Allocation Working Group	Compile and update the Town's servicing capacity data, information, and distribution, incorporating new allocation assigned by York Region.
	Implement Heritage Strategy	Using a broadly consultative process, implement a comprehensive Heritage Strategy that clearly defines the Town's role in Heritage Preservation, objectives for the community's engagement with Heritage Preservation, the resource commitment available to support those objectives, and success measures to support reporting on the progress and impact of any Heritage Preservation efforts.
	Complete <i>Thinking Green!</i> Development Standards Update	Co-lead the examination and implementation of processes and updates to the Town's <i>Thinking Green!</i> Development Standards, including review and analysis of the impacts of Bill 17.
	Deliver Downtown Business Development and Support Programming	Deliver business-related programming (training, 1 on 1 support, mentorship, networking, etc.) for entrepreneurs and business owners Town-wide, with a special emphasis in the Mount Albert and Holland Landing revitalization areas during construction.
	Update Mobile Licensing By-law	Create a new by-law to regulate businesses that operate in a mobile or temporary manner (e.g., refreshment vehicles, transportation services, etc.) to protect the health, safety, and well-being of consumers.
	Support 2026 Municipal Election	Support preparations for the 2026 municipal election, including ensuring the voter list is complete and updated based on newly occupied homes and recent residential growth.

Engineering and Public Works

Core Programs and Services

Key Activities	Description
Road Network Management	Proactively inspect, maintain, and rehabilitate the Town's roads, sidewalks, boulevards, bridges, and culverts, and provide seasonal maintenance to ensure safe vehicle and pedestrian use, while meeting regulatory compliance.
Safer Streets Program	Identify and implement initiatives to improve road and traffic safety throughout the community, including through an automated speed enforcement program.
Drinking Water Systems Management	Proactively inspect, maintain, and rehabilitate the Town's water infrastructure for the ongoing delivery of drinking water to meet regulatory and operational needs.
Waste Collection and Management	Proactively oversee collection of garbage, green bin, yard waste, and the transition of the blue box program.
Fleet Services Management	Proactively supply and maintain the corporate fleet to provide safe and reliable vehicles and equipment to meet the Town's fleet strategies and operational needs.
Fill and Site Alteration Program	Review and approve fill and site alteration applications, actively monitor and investigate works to ensure compliance with the Town's by-laws, and proactively monitor for illegal fill operations.
Development Engineering Review and Inspection	Review and approve development works and proactively inspect infrastructure related to subdivisions, site plans, and infill construction projects to ensure compliance with provincial regulations and Town standards.
Stormwater Network Management	Proactively inspect, maintain, and rehabilitate the Town's stormwater ponds and infrastructure and provide oversight and monitoring for the maintenance of the municipal drain network to support the ongoing delivery of stormwater services to meet regulatory and operational needs.
Wastewater Network Management	Proactively inspect, maintain, and repair the Town's sanitary infrastructure for the ongoing delivery of wastewater services to meet regulatory and operational needs.

Key Activities	Description
Undertake Next Phase of Water Quality Improvement Study	In partnership with York Region, undertake a comprehensive water quality study, including water chemistry and modelling, review of current operational activities and best management practices, and analysis to provide recommendations that will optimize and reduce flushing in the Holland Landing, Queensville, and Sharon water system.
Expand Installation of Automated Water Meter Infrastructure	Following the completion of the initial installation of remote data loggers by the end of 2025, conduct a coverage assessment and install further data loggers as required to provide reliable network coverage.
Install Remote Monitoring at Sanitary Pumping Stations	Award a multi-year procurement contract for the supply and installation of remote monitoring equipment at Town sanitary pumping stations to enhance real-time system management and operational efficiency.
Support Implementation of Groundwater Treatment Strategy	Support York Region with their water treatment plant upgrade designs to remove excess iron and manganese from 2 of 4 wells supplying the Sharon and Queensville communities, and the wells in the Mount Albert community when they are operational in approximately 2030.
Support York Region Sewage Works Project	Support York Region with their multi-phase implementation of the Sewage Works Project to provide additional sanitary allocation to accommodate future growth across four local municipalities, including East Gwillimbury.
Develop and Implement Stormwater and Sanitary ECA Programs	Develop and implement a multi-year program framework to meet new provincial Stormwater and Sanitary Environmental Compliance Approval (ECA) regulatory requirements.
Finalize Design and Initiate Construction of Mount Albert Storm Outfalls and Retaining Wall	Finalize the detailed design and prepare a construction tender for the replacement of storm outfalls and a retaining wall to support trail improvements in Vivian Creek Park.
Implement LED Streetlight Conversion Strategy	Replace steel streetlight poles in accordance with detailed assessments undertaken and conduct a Town-wide design of the LED network for future implementation.
Blue Box Transition and New Long-Term Waste Collection Contract	Develop a new long-term waste collection contract with neighbouring municipalities (commencing in 2028) and support the transition of the Town's blue box program to a provincially-led recycling program (commencing December 31, 2025).
Construction for Downtown Mount Albert Revitalization	Proceed with construction for the Mount Albert Downtown Revitalization project on Main Street, Bank Street, and Centre Street including full road reconstruction, storm sewer improvements, placement of sidewalks, and public realm improvements to enhance the economic, physical, and social well-being of the local community.
Construction for Holland Landing Yonge Street Revitalization	Proceed with construction for the Holland Landing Yonge Street Revitalization project from Mount Albert Road to Doane Road, including creation of a multi-use path, road resurfacing, sidewalk connections, new watermain and storm sewer, and public realm improvements.

Parks, Recreation and Culture

Core Programs and Services

Key Activities	Description
Community Engagement and Events	Plan, organize, and deliver expanded and enhanced Town events to facilitate connection and engagement within the community, in alignment with the anticipated completion of the Special Events Strategy.
Recreation and Culture Programs	Deliver and enhance the Town's recreation programs, events, camps, and drop-in programming, including the expansion of programming into the Health and Active Living Plaza, and deliver innovative placemaking strategies to facilitate community connection.
Memberships and Permitting Services	Provide comprehensive membership services and exceptional customer service for permitting of indoor halls, ice rentals, parks, fields, diamonds, courts, and other amenities, to provide spaces for people to gather at an affordable cost.
Town Facility Safety, Accessibility, and Performance	Ensure the safety, accessibility, and sustainability of municipal spaces, including establishing and maintaining fire safety plans and standard operating procedures, in accordance with regulatory requirements.
Engaged EG Volunteer Program	Deliver a volunteer program to residents of all ages to support involvement, engagement, and connection within the community, and encourage equitable and inclusive volunteerism.
FAIR EG Program	Deliver subsidy programming to provide an opportunity for Fair, Accessible, and Inclusive Recreation (FAIR), supporting all residents in accessing recreation programs without the financial barrier.
Trees and Natural Habitat Preservation and Protection	Inspect, protect, and maintain trees, forestry, wildlife, and natural heritage across the community, and support related public education and tree planting initiatives.
Parks and Trails Operations	Manage development related to parks and trails, including parks planning, operational maintenance, new developments and re-developments, and new and expanded park and trail amenities.

Parks, Recreation and Culture Projects and Strategic Initiatives

	Key Activities	Description
	Implement Public Art Displays	In partnership with the arts community and community groups (e.g., Georgina Island First Nations), enhance the Town's public spaces, including the Health and Active Living Plaza and other facility entry features, through accessible, inclusive, and engaging public art that reflects the community's identity, celebrates local creativity, and fosters a vibrant sense of place.
	Foster and Implement Environmental Technology Enhancements in Facilities and Parks	Incorporate industry-leading environmental technology within Town parks and structural, mechanical, and electrical building systems.
	Refine and Implement Tree Protection By-law	Implement a Tree Protection Program, including permitting, orders to comply, tree compensation, and fees and penalties.
	Acquire New Land to Support Parks and Corporate Uses	Identify and pursue options for land acquisition to support the future growth of the Town to provide passive and active recreational opportunities.
	Lead Streetscape and Public Realm Vision for Downtown Revitalization Projects	Lead the placemaking, streetscape, and public realm urban design and re-development projects in Mount Albert and Holland Landing village cores.
	Complete Health and Active Living Plaza Park	Complete the Health and Active Living Plaza Town Wide Park within Council approved budget and timelines.
	Complete High Priority Park and Trails Capital Construction	Complete high-profile trail and park projects, including Soldiers Bay.
	Civic Centre Site Re-Development Public Consultation	Present the Civic Centre site re-development plans to the public and community groups, and lead a potential Request for Proposal process for Mixed Use Development within the precinct.
	Implement Recommendations from 2024 Space Needs Analysis	Based on the results of the 2024 formal space needs analysis, implement short-term administration accommodations and initiate medium- to long-term opportunities to create efficient work environments and support high-quality service delivery.
	Implement Sponsorship and Donation Policy	Create a clear and transparent program that allows businesses and community partners to support local facilities, programs, and events through sponsorships or naming rights opportunities, and helps to generate non-tax revenue while strengthening community partnerships and enhancing resident experiences.
	Support 2026 Municipal Election	Provide logistical and operational support for the 2026 municipal election, including programming assistance and coordination of facility rentals to ensure accessible and efficient voting locations.

Fire and Emergency Service

Core Programs and Services

Key Activities	Description
Fire Prevention, Plans Review, and Inspections	Complete inspections, building plan reviews, and enforcement of fire safety standards to meet legislated compliance, and deliver the Smoke and Carbon Monoxide Alarm Program, including engaging with residents to ensure adequate level of protection in their homes and reinforcing key safety messaging for testing and maintaining alarms.
Public Education Program	Deliver comprehensive public fire and life safety education programs to reduce the risk of fire and protect the lives and property of residents in the community.
Community Emergency Management	Administer the Emergency Management Program to mitigate the impacts of community emergencies (such as severe weather events, utility interruptions, and public health emergencies), maintain the emergency operations centre, support staff training and exercises, and deliver specialized preparedness programs.
Firefighter Training, Certification, and Professional Standards	Develop, implement, and deliver staff training and education to ensure that National Fire Protection Association Standards and Ontario Firefighter Certification requirements are met and maintained.
Emergency Response Operations	Deliver an all-hazards fire and emergency response program to mitigate emergencies including fires, hazardous materials incidents, medical emergencies, technical rescues, motor vehicle collisions and extrications, and support staff in the Fire Prevention, Public Education, and Professional Standards divisions.
Fire and Emergency Service Administration	Manage all branches, and oversee and direct day-to-day operations including current and long-range strategic planning, budgets, recruitment, records management, employee wellness, and policy and procedure development.



Fire and Emergency Service Projects and Strategic Initiatives



Key Activities	Description
Explore Expanded Partnership Opportunities with Neighbouring Fire Services	Explore operational opportunities to collaborate with surrounding Fire Service Departments, including expanding the fleet management partnership with Georgina Fire and Rescue Services and overseeing automatic-aid agreements between municipalities.
Enhance and Expand Fire Safety Assessment Program	Assess commercial and multi-unit residential properties to verify the installation and maintenance of fire and life safety systems, including means of egress, fire protection equipment, and fire protection systems, ensuring familiarity in case of a future emergency.
Onboard Fire and Emergency Service Management Software Program	Implement and manage a comprehensive, fully integrated electronic emergency notification, learning management, records management, and asset and inventory system to improve operational efficiency, record keeping, and data-driven decision-making.
Develop and Update Fire Master Plan	Develop a multi-year Fire Master Plan to guide operational improvements and enhance how the service is provided throughout the EG community.
Fleet and Equipment Replacement and Standardization	Procure, maintain, and standardize fire apparatus to ensure compliance with National Fire Protection Association Standards and reduce costs, training, and maintenance activities.
Introduce “After the Fire” Program	Develop a policy and program to deliver targeted fire safety outreach and public education to nearby residents following a fire event to strengthen community fire prevention.
Reduce Environmental Impact of Fire and Emergency Services	Implement operational and fleet management practices to reduce the environmental impact of fires and hazardous material incidents and ensure that support vehicles are correctly sized to reduce fuel consumption.
Enhance Firefighter Training and Certification Program	Enter into learning contracts with the Office of the Fire Marshal to deliver in-house training that meets legislative requirements and industry best practices.
Update Fire and Emergency Services Policies and Procedures	Review and update fire and emergency policies and procedures to ensure compliance with current legislation, industry standards, and best practices.
Renovate Station 2-4	Complete renovations at Station 2-4 to enhance operations, ensure accessibility, accommodate growth, and create a healthy workplace that supports a diverse and inclusive workforce.
Develop and Implement Multi-Year Recruitment and Retention Plan	Design and execute a comprehensive, multi-year plan to address projected staffing needs, promote career development opportunities, improve employee engagement, attract qualified candidates, and retain skills personnel within the Fire and Emergency Service.
Lead Collective Bargaining Process	Lead negotiations to develop and execute a new collective agreement.

Corporate Services

Core Programs and Services



Key Activities	Description
Digital Service Optimization	Automate and transform the delivery of municipal services to meet the changing needs and expectations of residents and businesses.
Cyber Security	Run security and penetration tests and implement recommended changes to ensure core network security infrastructure is secure.
Information Systems and Software Maintenance	Continuous improvement of Town information systems and data use through software upgrades, data transformation, process development and automation, training, and compliance with regulation and industry best practices.
Hardware and Network Infrastructure Maintenance	Inspect and replace aging and outdated servers, network infrastructure, computer hardware, and audio-visual equipment and ensure that the Town has reliable, secure, and efficient technology systems.
Artificial Intelligence Governance and Adoption	Apply policies and practices to safely and securely implement artificial intelligence to support efficiency in Town activities.
By-law Enforcement	Uphold the integrity and safety of the community by effectively administering and enforcing municipal By-laws, including the use of the Administrative Penalty System (APS) as an enforcement tool that replaces the current court system with a fast, more flexible and customer-focused adjudication process for by-law offences.
Environmental Initiatives	Coordinate, develop, and implement Town-wide programs and initiatives that support and protect the Town's natural environment and promote corporate and community environmental action.
Customer Service and Engagement	Provide residents, visitors, and businesses with information and assistance for Town programs and services, in-person and online, and build service excellence across all interactions, while looking for ways to continuously improve the service experience.
Strategic Communications	Provide strategic communications support to all Town departments to ensure effective internal and external communications and engagement, ensuring strategies reflect current preferences and trends in the community.
Media Management and Relations	Monitor and create content for the Town's communication channels to facilitate community awareness and engagement, facilitate up-to-date and accurate information, and ensure adherence to AODA standards and Town Community Guidelines and policies.
Animal Services Partnership	Work with the Town of Aurora to provide Animal Services.
Indigeneity, Inclusion, Diversity, Equity, and Accessibility	Advance the Indigeneity, Inclusion, Diversity, Equity, and Accessibility (IIDEA) Action Plan initiatives.
Training and Development	Foster a learning and coaching environment for all staff through education and training opportunities.
Employee and Labour Relations	Provide advice and guidance on employee and labour relations issues to foster a culture of belonging and ensure that the corporation is legislatively compliant.
Compensation and Benefits Administration	Manage employee compensation, benefits, and pension, including administration of job evaluation and salary administration programs, policy formulation and recommendations, position maintenance programs, and benchmarking activities.
Talent Management	Attract, hire, develop, and retain the best candidates, in alignment with the EG - You Belong Employee Experience Strategy.
Health and Safety	Foster an environment of physical and emotional safety for all Town staff that prioritizes training, aligns with industry best practices, and adheres to all applicable Town policies and provincial legislation.
AODA Compliance	Provide training and tools to support compliance with <i>Accessibility for Ontarians With Disabilities Act</i> (AODA) requirements and employment standards across the organization.

Corporate Services Projects and Strategic Initiatives

	Key Activities	Description
	Replace Town Website	Assess options to transition the Town website to a new and improved platform, and perform content review, journey mapping to support quality service experience, technical implementation, and change management initiatives.
	Technical Implementation of New Financial System	Oversee technical requirements and IT project management to support the implementation of a new financial system.
	Implement Enhanced Cyber Security Measures	Strengthen and enhance device security by deploying mobile device management and enforcing strict identity verification to protect data and ensure only authorized users and devices have access to the Town's software applications.
	Perform Software Audit and Optimization	Review current processes to evaluate the functionality of the Town's software solutions and implement improvements.
	Implement Environmental Strategy Actions	Advance the Climate Action Program by developing the Climate Adaptation Plan, Corporate and Community Energy Plan, and updating the <i>Thinking Green!</i> Development Standards, and create a community gardens policy, environmental education program, and strengthen the Town's relationship with Georgina Island First Nation.
	Review and Assess Parking Needs	Review and analyze parking issues and needs as the basis for the development of options and recommendations to address parking constraints.
	Develop and Implement Service Experience Strategy Action Plan	Create an Action Plan tied to the Town's Service Experience Strategy to set out customer service standards and ensure feedback mechanisms are in place to continually build upon the EG service experience.
	Advance Employee Experience Strategy Initiatives	Implement a Succession Planning Framework, a Rewards and Recognition Program, and upgrade digital workforce systems to advance Employee Experience Strategy deliverables.
	Support Fire Collective Bargaining Process	Provide advice and guidance on collective bargaining negotiations between the Town and the East Gwillimbury Professional Firefighters Association.
	Support 2026 Municipal Election	Provide technology, communications, and people resources for the 2026 municipal election.



Key Activities	Description
Asset Management Program	Advance the Town's asset management maturity by implementing standardized practices to improve data quality, streamline processes, and support consistent planning across departments.
Property Tax and Water Billing Administration	Management and billing of all property tax and water billing accounts, and responding to customer inquiries.
Development Charges and Municipal Fees Administration	Oversee the implementation of fees and charges, including the development charge by-law and background study, to ensure that services and growth-related infrastructure are delivered in a fiscally sustainable manner.
E-Billing Services	Promote paperless and online billing options to support environmental sustainability, enhance customer convenience, and improve operational efficiency.
Budget Development and Approval	Lead the annual budget development process, including coordinating, analyzing, and summarizing department submissions and reporting to Council, to align with Council priorities.
Financial Reporting, Development of Annual Financial Report, and External Audit	Quarterly monitoring, analysis, and reporting of financial activity compared to budget, preparation of the annual financial report, and coordination of the external audit to provide information on the Town's financial position in a transparent, resident-friendly manner.
Payroll Administration	Administer payroll for all employees and perform monthly and annual reconciliation and reporting, in accordance with relevant legislation.
Accounts Payable, Billings, and Collections	Administer payment for Town expenses and billing, and collection of cost recoveries associated with service delivery.
Banking, Cash Flow, and Investment Management	Administer the Town's bank and online payment accounts, and manage cash flow and investments to safeguard funds and realize a competitive rate of return.
Capital Program Management	Oversee the development of the Town's capital budgets and develop and maintain capital policies and procedures.
Long-Term Financial and Capital Funding Analysis and Strategy	Undertake review and adjustment of capital plans and forecasting, perform comprehensive financial analyses, and provide advice and guidance to ensure the Town remains in a strong financial position in the long-term..
Purchasing and Procurement Coordination	Develop and implement policies, procedures, and bid/tendering processes to uphold the principles of fair and transparent municipal procurement and achieve the best value for the Town.



Key Activities	Description
Replace Financial and Tax/Utility Billing Systems	Replace old financial and billing systems with new systems that are more user friendly and useful for tax and utility billing customers, and make processing and analyzing financial information more efficient for staff.
Deliver 2026 Asset Management Progress Update	Prepare and present the 2026 Asset Management Progress Update to Council, which will assess the implementation of the Asset Management Plan, present an improvement plan, identify barriers to implementation, and propose strategies to address them.
Review Financial Impacts of Bill 17 and Develop Mitigation Strategies	Analyze financial and administrative impacts of the <i>Protect Ontario by Building Faster and Smarter Act</i> (Bill 17) legislation and develop strategies to ensure that servicing growth continues in fiscally responsible manner.
Update Financial Policies	Review administrative policies, including Accounts Receivable Collections Policy and Vendor Management Policy, and identify and implement enhancements that create efficiencies and improve operations.
Review Finance Administrative Processes	Identify and implement changes and improvements to existing processes which have been impacted by factors such as changing legislation (e.g., development charge collections), service demands (e.g., grant application administration), and process reviews (e.g., procurement).
Centralize Municipal Funding and Grant Applications	Centralize the function of identifying, applying for, and reporting on external funding opportunities for the Town of East Gwillimbury.
Develop Fire and Emergency Service Financial Strategy	Develop a multi-year funding strategy for the recruitment and retention of Fire and Emergency Service staff, in coordination with the objectives and priorities of the Master Fire Plan and Recruitment and Retention Plan.
Support 2026 Municipal Election	Provide timely and accurate financial administration for the municipal election, including budgeting, tracking expenditures, processing payments, and ensuring compliance with applicable legislation and municipal policies.

Legal and Legislative Services

Core Programs and Services

Key Activities	Description
Legal Counsel to Council and Senior Management	Provide strategic legal advice to Council, the Chief Administrative Officer, and Town staff on a broad number of legal issues respecting the Corporation.
Insurance and Risk Management	Provide risk management advice and support, including management of the Town's insurance portfolio and oversight of all insured claims involving the Town.
Contract Review and Negotiation	Draft, negotiate, review, and manage Town contracts, by-laws, policies, and other agreements.
Manage Real Estate Matters and Transactions	Provide legal advice regarding property matters and undertake real estate transactional work to support the property portfolio.
Town Representation and Advocacy	Represent the Town's interests at Committee and Council meetings, meetings with third parties, and in various forums including courts, administrative tribunals, and other bodies, and advocate the Town's interests to senior and other levels of government on legislation and policy impacting the Town's business.
Clerk's Services	Organize and manage Council and Committee of the Whole Council meetings by preparing meeting agendas and minutes in a timely, accurate, and accessible format, ensuring decisions made are followed up on, and producing meeting livestreams.
Access and Privacy Services	Manage freedom of information requests, corporate records, privacy, and access to information in accordance with provincial legislation, and provide education and awareness on access and privacy.
Elections Services	Oversee the management of municipal and school board elections and by-elections in accordance with provincial legislation.
Regulatory and Civic Services	Provide statutory services, including issuing lottery licences, marriage licences, coordinating special occasion permits for liquor, conducting civil marriage ceremonies, and overseeing livestock and pound keeping management.



Legal and Legislative Services Projects and Strategic Initiatives



Key Activities	Description
Lead Planning and Administration of 2026 Municipal and School Board Elections	Provide leadership and oversight for the planning and administration of the 2026 Municipal and School Board Elections in accordance with the <i>Municipal Elections Act, 1996</i> , ensuring a fair, accessible, and transparent process.