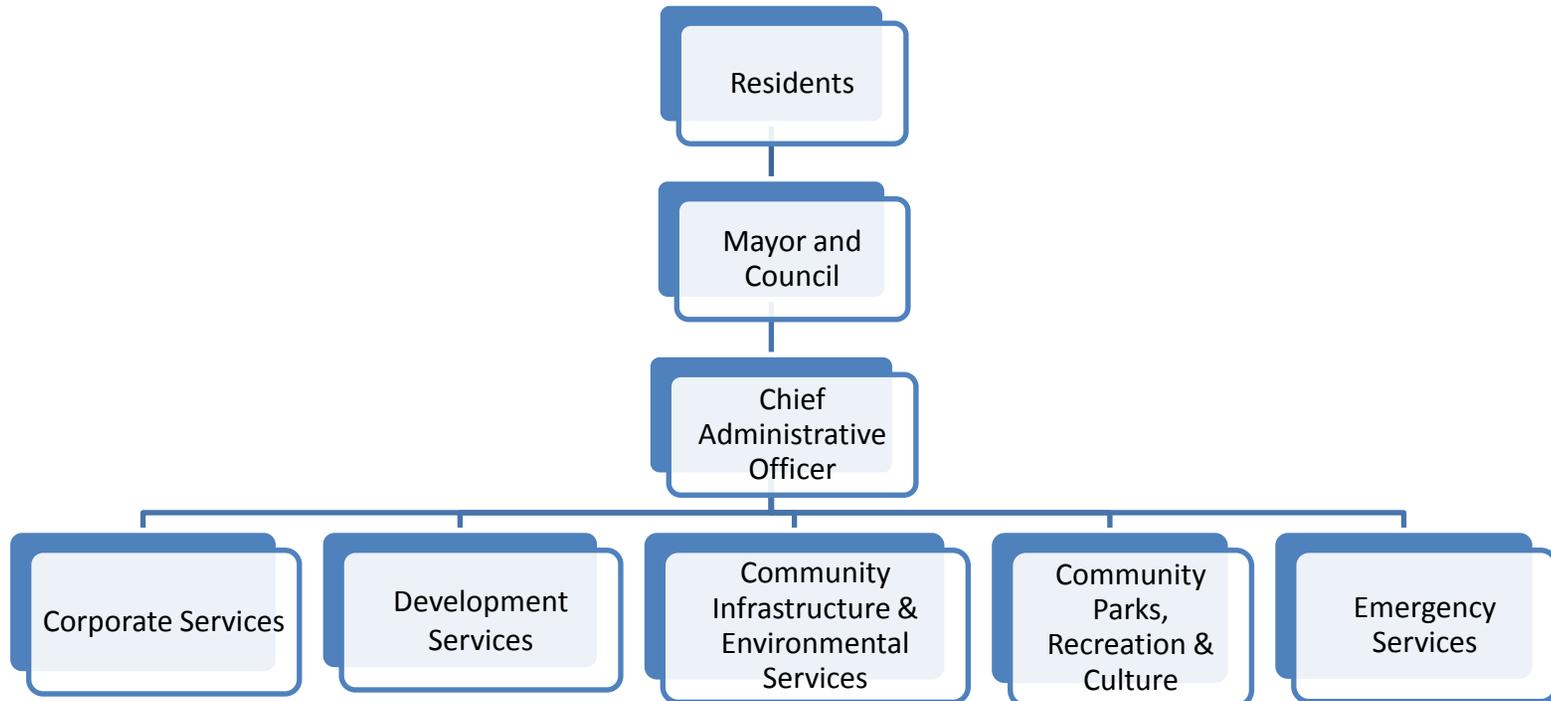


2014 Operating Budget

The Town's 2014 operating budget was prepared with a focus on:

- the Town's strategic plan and its five pillars (programs and services, growth management, natural environment, infrastructure, municipal government)
- maintaining the same quality programs and services that the residents received in 2013;
- enhanced focus on community safety;
- continuing to prepare for the anticipated significant growth;
- aligning budgets and redeploying resources across the organization

In addition to the Mayor and members of Council, the Town's operations are supported by 103 full time positions and numerous seasonal contract positions, and paid on-call firefighters.



EG '15...THE FUTURE OF EG

In June of 2013, the Town announced the first phase of the findings and recommendations arising from the Town Wide Operational Review. The key objective of the Town wide Operational Review was to prepare the Town for the future. The Town will continue to face increasing change associated with more residents, businesses, customer demands, legislation, technology and infrastructure as we plan for and manage growth. Implementing recommendations from the Operational Review will support EG staff in continuing to deliver excellent programs and services. The first change was to reassign Human Resources to the Office of the CAO to provide direct support to the Operational Review, along with the Manager of Strategic Initiatives.

EG '15...The future for EG ... is being implemented in phases to meet the challenges ahead. The first phase resulted in having the leadership team in place to ensure delivery of priority projects. Significant changes were made to the organization, realigning CPI into two separate departments – Community Infrastructure and Engineering Services and Community Parks, Recreation and Culture. Clerks and By-laws functions were moved to Corporate Services and the Solicitor, reporting directly to the CAO provides support to all departments.

Additional changes were announced on September 30, 2013 as a result of the Administrative and Customer Service Review. The Town launched a new Customer Service Model focused on a centralized team resulting in the reassignment of two administrative staff to Customer Services. The new administrative support model provides a single point of contact for each department and works towards common services and processes. The purpose of these changes is to streamline and improve customer service delivery, focus on front line services and re-profile existing resources in priority areas.

The net result of the changes required to position ourselves for the future EG '15 has an effect on staffing composition and department structure from a budget perspective. This will have an impact on comparative budget figures due to the in-year adjustments.

													
	Mayor & Council	Chief Administrative Officer	Corporate Services	Emergency Services	Development Services	Community Parks, Recreation & Culture	Community Infrastructure & Environmental Services	Library	Corporate Wide	2014 Budget	2013 Budget	Variance \$	Variance %
2014 OPERATING BUDGET													
Expenditures													
Salaries & Benefits	380,906	964,584	2,342,707	1,930,758	1,374,125	2,761,138	1,840,240			11,594,458	10,783,280	811,178	8%
Salary Gapping									(62,000)	(62,000)	(62,000)	-	0%
Advertising		7,000	66,300		2,250	4,300	1,200			81,050	69,350	11,700	17%
Animal & Mosquito Control			267,500							267,500	233,500	34,000	15%
Appraisal Services					70,000					70,000	70,000	-	0%
Audit Services		16,500	40,500							57,000	57,000	-	0%
Bank Fees and Other Charges			63,500							63,500	51,500	12,000	23%
Communications		7,000	10,020	3,600	8,300	9,930	35,800			74,650	73,290	1,360	2%
Community Grants / Initiatives	66,230									66,230	66,230	-	0%
Construction							9,000	480,220		489,220	485,220	4,000	1%
Consultants		25,000	25,500		71,400		20,000			141,900	136,900	5,000	4%
Contingency		89,000							80,000	169,000	169,000	-	0%
Corporate Initiatives		61,000								61,000	61,000	-	0%
Courier & Mail Processing		450	21,500		700	750	800			24,200	24,200	-	0%
Equipment & Vehicle	500	2,100	44,315	40,800	3,500	39,740	23,500			154,455	185,565	(31,110)	-17%
Equipment Repair			9,900	34,600		108,827	40,000			193,327	199,417	(6,090)	-3%
Financing			3,230							3,230	3,000	230	8%
Insurance Premiums & Claim Payment		451,500				1,750				453,250	378,600	74,650	20%
Legal Services		50,000	3,500		500					54,000	53,800	200	0%
Library								1,202,509		1,202,509	1,148,861	53,648	5%
Materials & Supplies	13,010	46,450	160,700	43,550	22,623	194,320	428,950			909,603	861,697	47,906	6%
Mileage	25,000	5,000	6,200	3,000	18,500	4,500	16,070			78,270	75,270	3,000	4%
Miscellaneous		10,500	22,230	34,000	67,245	27,500	45,223			137,953	96,463	41,490	43%
Other Agencies / Municipalities										116,745	114,745	2,000	2%
Professional Development & Memberships	4,000	47,600	41,200	31,420	39,790	14,930	17,650			196,590	195,340	1,250	1%
Program Instructor						54,500				54,500	50,000	4,500	9%
Property & Building Maintenance			26,500	26,600		215,320	1,800			270,220	281,850	(11,630)	-4%
Public Engagement / Corporate Events	38,000	9,400	3,000							50,400	49,400	1,000	2%
Rent							51,068			51,068	37,568	13,500	36%
Software Maintenance & Licenses			81,500		18,500	6,800				106,800	93,550	13,250	14%
Uniform & Safety Clothing			2,025	35,000		13,650	5,750			56,425	19,225	37,200	193%
Utilities			28,500	50,820		466,113	259,560			804,993	824,153	(19,160)	-2%
Waste Collection							588,037			588,037	613,326	(25,289)	-4%
Corporate Reallocation	(43,570)	(359,160)	(582,960)		679,480	(419,119)	(314,781)			(1,040,110)	(962,745)	(77,365)	8%
Operating Efficiencies										-	(43,000)	43,000	-100%
Total Expenditures	484,076	1,433,924	2,687,367	2,301,393	2,337,168	3,582,740	3,492,796	1,202,509	18,000	17,539,973	16,494,555	1,045,418	6%

 Town of East Gwillimbury									2014 Budget	2013 Budget	Variance \$	Variance %	
	Mayor & Council	Chief Administrative Officer	Corporate Services	Emergency Services	Development Services	Community Parks, Recreation & Culture	Community Infrastructure & Environmental Services	Library	Corporate Wide				
2014 OPERATING BUDGET													
Revenues													
Taxation									(13,609,234)	(13,609,234)	(13,085,802)	(523,432)	4%
Development Charges & Cash in Lieu			(91,173)		(139,406)	(126,451)				(357,030)	(139,406)	(217,624)	156%
Development Revenues			(14,459)	(38,735)	(2,518,504)		(1,033,200)			(3,604,898)	(1,355,419)	(2,249,479)	166%
Fines and Penalties			(59,940)	(5,170)						(65,110)	(65,110)	-	0%
Grants					(4,373)	(615)	(2,000)		(196,700)	(203,688)	(219,315)	15,627	-7%
Investment Income			(175,000)							(175,000)	(132,000)	(43,000)	33%
Library							(59,847)			(59,847)	(51,076)	(8,771)	17%
Licenses			(25,430)							(25,430)	(25,430)	-	0%
Miscellaneous	(1,500)		(15,500)					(3,000)		(20,000)	(21,500)	1,500	-7%
Motor Vehicle Accidents				(35,000)						(35,000)	(35,000)	-	0%
Penalties on Taxes			(456,000)							(456,000)	(456,000)	-	0%
Recoveries & Contributions from Developers					(220,000)		(26,000)			(246,000)	(246,000)	-	0%
Sales (incl. Tax Sales)			(47,800)		(7,800)	(16,613)	(6,050)			(78,263)	(79,463)	1,200	-2%
Services to other Municipalities				(137,700)			(2,773)	(35,000)		(175,473)	(180,400)	4,927	-3%
User Fees		(69,150)	(3,100)			(1,007,134)				(1,079,384)	(1,014,493)	(64,891)	6%
Waste Diversion Ontario							(88,400)			(88,400)	(84,400)	(4,000)	5%
Total Revenues	(1,500)	(69,150)	(888,402)	(216,605)	(2,890,083)	(1,213,433)	(1,193,650)	-	(13,805,934)	(20,278,757)	(17,190,814)	(3,087,943)	18%
Transfers													
Contributions to Reserves		19,630	271,604	423,000	683,515	554,690	740,421	25,000	90,000	2,807,860	1,473,089	1,334,771	91%
Draws from Reserves			(125,000)		(45,557)	(200,360)				(370,917)	(1,246,330)	875,413	-70%
Financing			(3,230)							(3,230)	(3,000)	(230)	8%
Tax Levy Investment to Capital							478,200			478,200	472,500	5,700	1%
Total Transfers	-	19,630	143,374	423,000	637,958	354,330	1,218,621	25,000	90,000	2,911,913	696,259	2,215,654	318%
Net Budget	482,576	1,384,404	1,942,339	2,507,788	85,043	2,723,637	3,517,767	1,227,509	(13,697,934)	173,129	-	173,129	

PROPOSED TAX RATE INCREASE

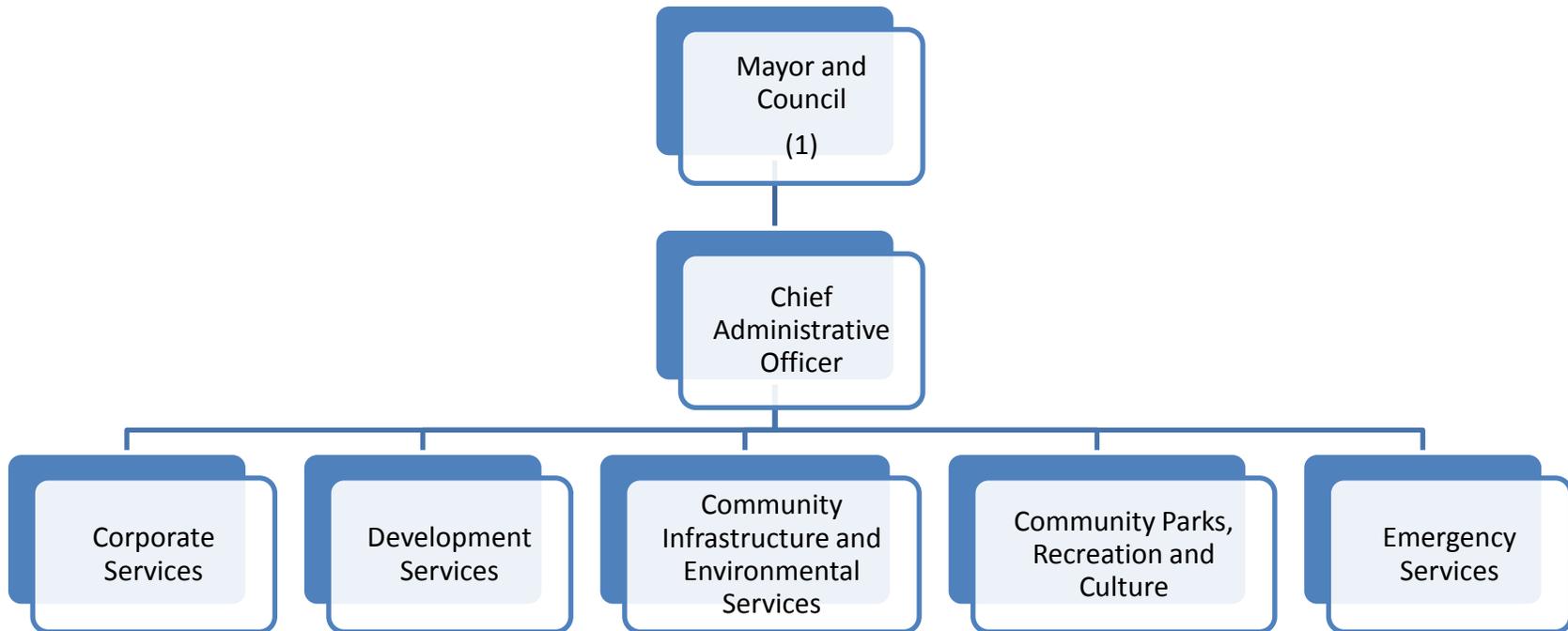
Programs & Services	0.88%
Emergency Services	0.39%
	1.27%
Provision for Additional Firefighters *	1.61%
	2.88%

* Note this item is additional to the numbers included in the table above

Mayor and Council

The Municipal Council is comprised of the Mayor and four Councillors elected at large, with the Mayor also representing the Town at the regional level of government.

The Mayor and Council Office are supported by 1 full time position.



KEY PRIORITIES

- Represent resident interests at Council
- Provide effective governance to the Town through the adoption of policies and by-laws
- Ensure the provision of a variety of programs and services to meet the needs of residents
- Continue to promote East Gwillimbury as a character community
- Appoints interested residents to serve on various Committees and Boards to assist and advise Council on certain issues

BUDGET SUMMARY

The Mayor and Council's 2014 operating budget includes expenditures of \$0.48 million or 3% of the Town's total operating expenditures. The salary and benefits budget for this office has increased by approximately \$4,800. This is the only budgeted increase for Mayor and Council.

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

**2014 OPERATING BUDGET
MAYOR AND COUNCIL**

	Mayor & Council Admin	Mayor Hackson	Councillor Morton	Councillor Johnston	Councillor Eaton	Councillor Roy-DiClemente	Community Initiatives	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures											
Salaries & Benefits	380,906							380,906	376,144	4,762	1%
Community Grants / Initiatives							66,230	66,230	66,230	-	0%
Equipment & Vehicle	500							500	500	-	0%
Materials & Supplies	13,010							13,010	13,010	-	0%
Mileage	25,000							25,000	25,000	-	0%
Professional Development & Memberships	4,000							4,000	4,000	-	0%
Public Engagement / Corporate Events	8,000	6,000	6,000	6,000	6,000	6,000		38,000	38,000	-	0%
Corporate Reallocation	(43,570)							(43,570)	(43,570)	-	0%
Total Expenditures	387,846	6,000	6,000	6,000	6,000	6,000	66,230	484,076	479,314	4,762	1%
Revenues											
Miscellaneous (Farmers Market)							(1,500)	(1,500)	(1,500)	-	0%
Total Revenues	-	-	-	-	-	-	(1,500)	(1,500)	(1,500)	-	0%
Net Budget	387,846	6,000	6,000	6,000	6,000	6,000	64,730	482,576	477,814	4,762	1%



Town of
East Gwillimbury

**2014 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures				
Advisory Committees				
Business Development Committee	2,500	2,500	-	0%
Civic Square Event Advisory	2,000	2,000	-	0%
Community Action Committee	2,000	2,000	-	0%
EG Accessibility Advisory Committee	2,000	2,000	-	0%
Environmental Advisory Committee	2,000	2,000	-	0%
Farmers Market	4,500	4,500	-	0%
Heritage Committee	2,000	2,000	-	0%
Physician Recruitment / Retention	2,000	2,000	-	0%
Santa Clause Parade	5,500	5,500	-	0%
Trails Committee	2,000	2,000	-	0%
Community Grants				
Bursary for the Arts	1,500	1,500	-	0%
Dr Denison Secondary School	300	300	-	0%
Huron Heights Secondary School	300	300	-	0%
Mount Albert Horticultural	1,000	1,000	-	0%
Sacred Heart Secondary School	300	300	-	0%
Sharon Temple Museum	25,000	25,000	-	0%
Sutton Agricultural	750	750	-	0%
York Region Seniors Games	500	500	-	0%



Town of
East Gwillimbury

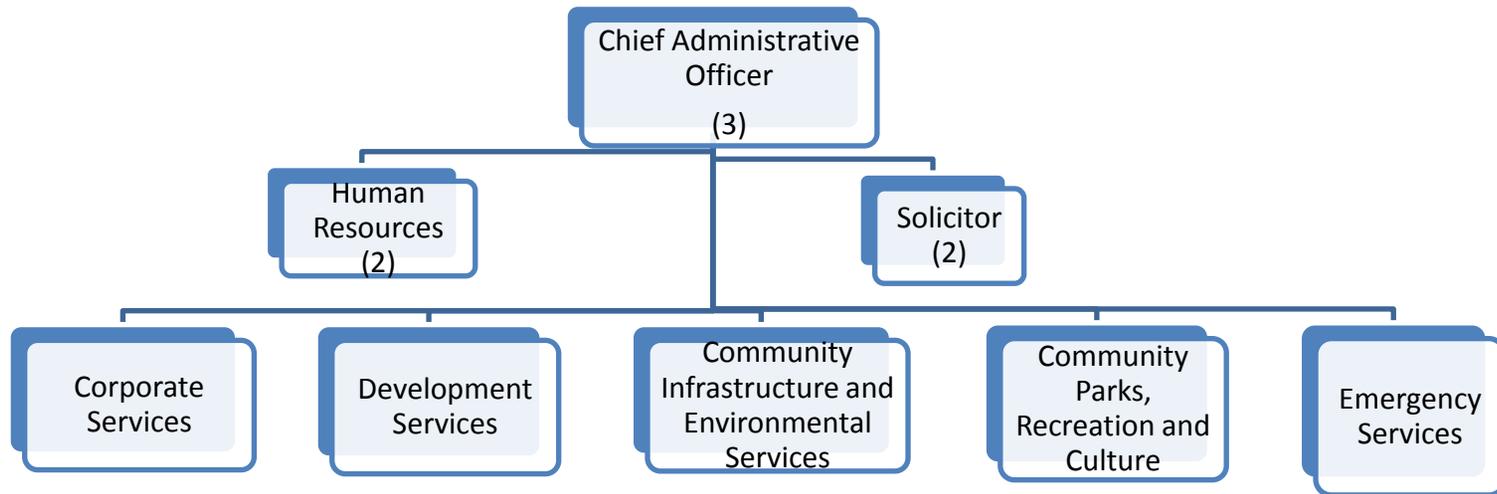
**2014 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures				
Other				
Chamber of Commerce Breakfast	1,225	1,225	-	0%
Committee Contingency	2,700	2,700	-	0%
Pancake Breakfast	1,300	1,300	-	0%
Remembrance Day Ceremony	1,025	1,025	-	0%
Volunteer Recognition Ceremony	3,830	3,830	-	0%
Total Expenditures	66,230	66,230	-	0%
Revenues				
Miscellaneous (Farmers Market)	(1,500)	(1,500)	-	0%
Total Revenues	(1,500)	(1,500)	-	0%
Net Budget	64,730	64,730	-	0%

Office of the Chief Administrative Officer

The Office of the 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 to ensure key initiatives are implemented 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 2 full time positions in both Human Resources and the Solicitors Office for a total of 7 full time position. The CAO also provides leadership and support to the five departments in the organization, and acts as the liaison with the Library Board through their CEO.



KEY PRIORITIES

- Ensure that corporate initiatives approved by Council are aligned with the Town's 2011-2014 Strategic Plan and are delivered in a timely, cost effective manner
- Complete a full evaluation and report on the 2011-2014 Strategic Plan ensuring Council and community input
- Provide strategic advice to Council, Staff and relevant community groups
- Continue to develop the management team, leadership competencies, staff skills and capacity
- Continue regular stakeholder group consultation (ie. EG advisory committees, school boards, library board, other municipalities and development groups)
- Adoption of 2014 Business Plan and Budget aligned with inflation
- Operational Review – continue to implement recommendations of the Town wide operational review including the customer service, front line focus and Council governance improvements
- Operation centre land acquisition/design/site preparation – multi-year project
- Community Safety – Queensville Fire Hall, Emergency preparedness, Fire master plan update and enhanced Fire Services for the Town
- Financial priorities – adoption of the DC by-law update, 10 year financial plan, non-tax fee review implementation
- Economic Development Strategy implementation – continued Post Secondary Attraction Program, and employment corridor focus
- Community engagement/public transparency enhancement – through website, social media, community events, e-news
- Human Resources initiatives – Implementation of people plan, training, organizational development and recruitment initiatives, expanding employee self-service with payroll and HRIS enhancements
- Advance Heritage program
- Growth Management – consolidated OP adoption, YDSS/UYSS/Hwy 404/2nd Concession/Doane Road liaison, construction related activity (Sharon, Queensville, and Holland Landing), phase 1 ATTMP implementation; Solicitor's office to play a key role in the coordination of development agreements.
- Conduct the 2014 Municipal Election and planned orientation program for the new term of Council
- Pursue strategic partnerships with the YMCA and others

BUDGET SUMMARY

The Office of the Chief Administrative Officer 2014 operating budget includes expenditures of \$1.4 million or 8% of the Town's total operating expenditures. The salary and benefits budget for the CAO's office has increased by approximately \$62,000. This is due to the increased costs associated with statutory benefits and steps, along with changes resulting from the Operational Review. The Town's annual insurance premiums have increased by approximately \$75,000 therefore the budget has been adjusted accordingly. Finally, the reduction in draw from reserves of almost \$12,000 is the result of the Legal reserve being depleted in 2013. The replenishment of this reserve and sustainability will be addressed as part of the development fee review which is proposed to be implemented in early 2014.

The net budget increase in the CAO's office is 12% or \$149,000.



**2014 OPERATING BUDGET
OFFICE OF THE CAO**

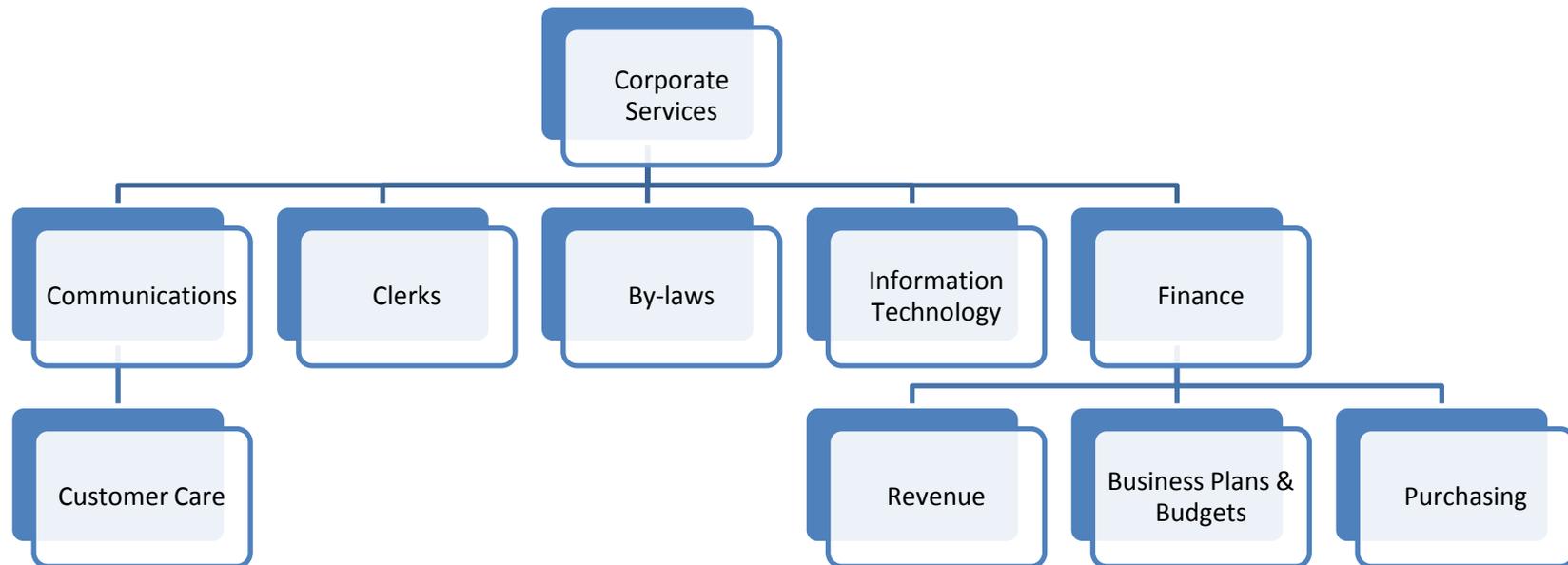
	Chief Administrative Officer	Human Resources	Solicitor	Insurance	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures								
Salaries & Benefits	450,251	219,603	294,730		964,584	902,807	61,777	7%
Advertising		7,000			7,000	7,000	-	0%
Audit Services	16,500				16,500	16,500	-	0%
Communications	5,000	1,000	1,000		7,000	7,000	-	0%
Consultants		25,000			25,000	25,000	-	0%
Contingency	89,000				89,000	89,000	-	0%
Corporate Initiatives	61,000				61,000	61,000	-	0%
Courier & Mail Processing		250	200		450	450	-	0%
Equipment & Vehicle			2,100		2,100	2,100	-	0%
Insurance Premiums & Claim Payment				451,500	451,500	376,850	74,650	20%
Legal Services			50,000		50,000	50,000	-	0%
Materials & Supplies	22,500	1,950	22,000		46,450	46,450	-	0%
Mileage	4,000	500	500		5,000	5,000	-	0%
Miscellaneous		8,000	2,500		10,500	10,500	-	0%
Professional Development & Memberships	9,400	31,000	7,200		47,600	46,900	700	1%
Public Engagement / Corporate Events	4,000	5,400			9,400	9,400	-	0%
Corporate Reallocation	(213,850)		(76,000)	(69,310)	(359,160)	(359,160)	-	0%
Total Expenditures	447,801	299,703	304,230	382,190	1,433,924	1,296,797	137,127	11%
Revenues								
User Fees			(69,150)		(69,150)	(69,150)	-	0%
Total Revenues	-	-	(69,150)	-	(69,150)	(69,150)	-	0%
Transfers								
Contributions to Reserves				19,630	19,630	19,630	-	0%
Draws from Reserves					-	(11,889)	11,889	-100%
Total Transfers	-	-	-	19,630	19,630	7,741	11,889	154%
Net Budget	447,801	299,703	235,080	401,820	1,384,404	1,235,388	149,016	12%

Corporate Services

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

- Information technology: data & records management, hardware and software, GIS
- Clerks: Council secretariat
- By-laws: enforcement and education
- Finance: financial planning, controls and reporting
- Communications: promote engagement, understanding and support

The department is supported by 22.5 full time positions.



KEY PRIORITIES

- Enhance customer service
 - Develop enterprise system for managing public inquiries & complaints
- Conduct effective municipal election
- Manage growth-related activities
 - Develop new DC by-law and credit policy
 - Update development fee structure
- Enhance communications
 - Implement social media program (Facebook & Twitter)
 - Conduct a full evaluation of communication channels
- Improve support to Council and Committees
 - Review committee mandates and accountability
 - Review and evaluate agenda preparation & distribution process
- Enhance financial services to staff and community
 - Increase usage of PAP
 - Establish long-range financial plan
- Ensure IT infrastructure meets the needs of the corporation
 - Initiate IT strategy
- Establish procurement and expense policies and procedures
 - Update procurement by-law

BUDGET SUMMARY

Corporate Services 2014 operating budget includes expenditures of \$2.7 million or 15% of the Town's total operating expenditures.

The municipal election budget of \$125,000 represents approximately 35% of the increase in the Corporate Services budget. Salaries and benefits (\$71,000) and materials and supplies (\$42,000) are the largest anticipated costs. On non-election years, the Town

contributes to an election reserve to ensure that the budget impact in the election year is mitigated. As such, the table below also reflects an increase in draws from reserves of \$125,000.

The salary and benefits budget for Corporate and Financial Services has increased by approximately \$197,000 (excluding election costs). This is due to the increased costs associated with statutory benefits and steps, along with changes resulting from the Operational Review.

In addition, Mosquito and Animal control has an increased cost of \$34,000. The majority of this increase (\$30,000) is a provision for increased costs associated with animal control services.

Bank fees and other charges are budgeted to increase by \$12,000 as a result of the Town converting to a new Payroll/HRIS system.

The Town is currently reviewing partnership opportunities with the Region of York to install high-speed fibre that will provide network connectivity to all Town facilities. There is an associated maintenance cost with this initiative therefore a provision of \$15,000 has been included in the 2014 budget under software maintenance and licenses to help mitigate the pressure in 2015.

Investment income is anticipated to increase by \$43,000 or 33% as a result of the Town's investment strategy. Investment income is allocated to the reserve balances therefore, there is an associated increase in contribution to reserves. An additional increase of \$23,000 in contribution reserves is proposed to ensure there are sufficient funds in the information technology reserve to maintain the current inventory.

The net budget is increasing by approximately \$109,000 or 6%.



2014 OPERATING BUDGET CORPORATE SERVICES	Strategy & Admin	Business Plans & Budget	Revenue Services	Communications	Customer Care	Clerks	Election	By-laws	Mosquito & Animal	Information Technology	Purchasing	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures															
Salaries & Benefits	212,571	552,966	174,099	317,501	336,509	283,823	71,000	212,822			181,416	2,342,707	2,074,137	268,570	13%
Advertising				56,300			10,000					66,300	56,300	10,000	18%
Animal & Mosquito Control									267,500			267,500	233,500	34,000	15%
Audit Services		40,500										40,500	40,500	-	0%
Bank Fees and Other Charges		43,000	20,500									63,500	51,500	12,000	23%
Communications	1,500	1,000		1,000	1,000	1,020		2,000		2,500		10,020	10,020	-	0%
Consultants	6,000		9,500							10,000		25,500	20,500	5,000	24%
Courier & Mail Processing			20,000		1,000	500						21,500	21,500	-	0%
Equipment & Vehicle						600	2,000	1,325		4,530	35,860	44,315	46,515	(2,200)	-5%
Equipment Repair		400	500			500				8,500		9,900	9,900	-	0%
Financing		3,230										3,230	3,000	230	8%
Legal Services						2,000		1,500				3,500	3,500	-	0%
Materials & Supplies	4,800	1,000	8,750	40,500	1,500	5,350	42,000	5,100		8,900	42,800	160,700	111,850	48,850	44%
Mileage	500	300	400	1,000	200	500		2,300		1,000		6,200	6,200	-	0%
Miscellaneous				17,500		1,000		2,000			1,730	22,230	18,030	4,200	23%
Professional Development & Memberships	3,550	6,600	5,000	3,500	3,000	11,650		3,700		4,200		41,200	39,800	1,400	4%
Property & Building Maintenance								26,500				26,500	26,500	-	0%
Public Engagement / Corporate Events						3,000						3,000	2,000	1,000	50%
Software Maintenance & Licenses	21,500									60,000		81,500	66,500	15,000	23%
Uniform & Safety Clothing								2,025				2,025	1,425	600	42%
Utilities										28,500		28,500	28,500	-	0%
Corporate Reallocation	(39,910)	(62,474)	(137,086)		(69,580)	(170,360)				(103,550)		(582,960)	(512,550)	(70,410)	14%
Total Expenditures	210,511	586,522	101,663	437,301	273,629	139,583	125,000	259,272	267,500	205,996	80,390	2,687,367	2,359,127	328,240	14%

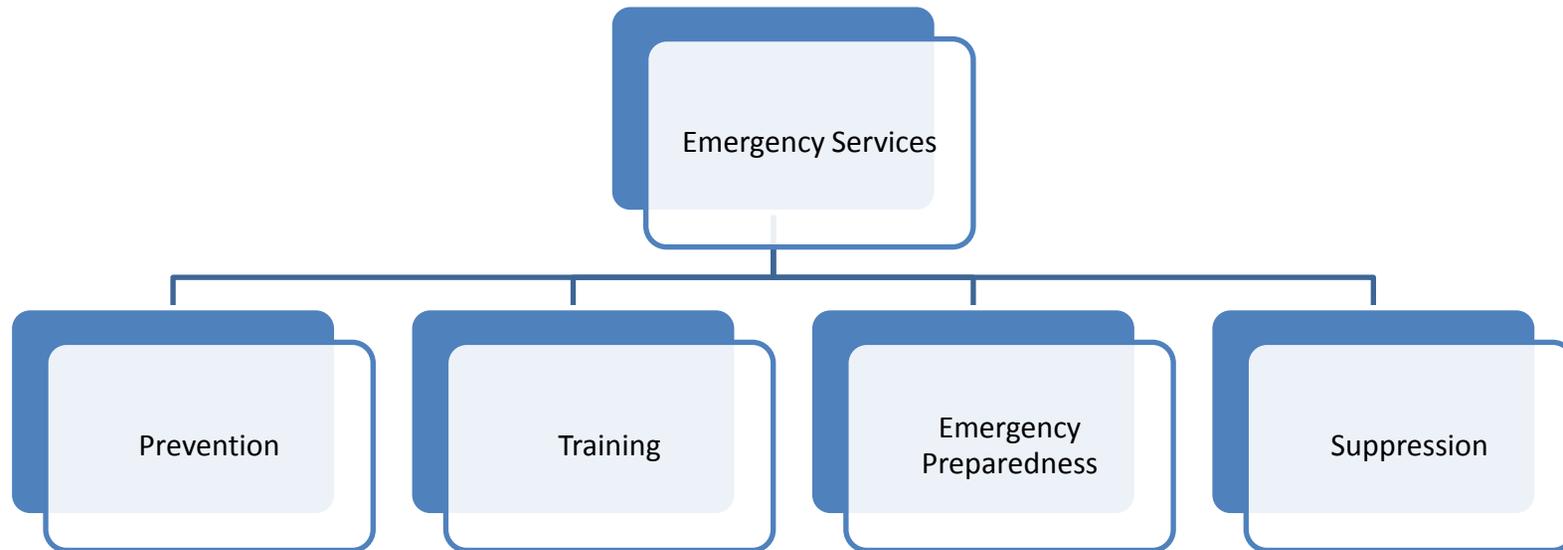


	Strategy & Admin	Business Plans & Budget	Revenue Services	Communications	Customer Care	Clerks	Election	By-Laws	Mosquito & Animal	Information Technology	Purchasing	2014 Budget	2013 Budget	Variance \$	Variance %
2014 OPERATING BUDGET															
CORPORATE SERVICES															
Revenues															
Development Charges & Cash in Lieu			(91,173)									(91,173)	-	(91,173)	0%
Development Revenues						(7,959)		(6,500)				(14,459)	(9,374)	(5,085)	54%
Fines and Penalties								(59,940)				(59,940)	(59,940)	-	0%
Investment Income			(175,000)									(175,000)	(132,000)	(43,000)	33%
Licenses						(7,930)		(10,000)	(7,500)			(25,430)	(25,430)	-	0%
Miscellaneous	(3,500)			(7,500)		(3,100)		(1,400)				(15,500)	(17,000)	1,500	-9%
Penalties on Taxes				(456,000)								(456,000)	(456,000)	-	0%
Sales (incl. Tax Sales)			(7,800)	(40,000)								(47,800)	(45,800)	(2,000)	4%
User Fees						(3,100)						(3,100)	(3,100)	-	0%
Total Revenues	(3,500)	(273,973)	(503,500)	-	-	(22,089)	-	(77,840)	(7,500)	-	-	(888,402)	(748,644)	(139,758)	19%
Transfers															
Contributions to Reserves			175,000					3,604		93,000		271,604	225,604	46,000	20%
Draws from Reserves							(125,000)					(125,000)	-	(125,000)	0%
Financing			(3,230)									(3,230)	(3,000)	(230)	8%
Total Transfers	-	171,770	-	-	-	-	(125,000)	3,604	-	93,000	-	143,374	222,604	(79,230)	-36%
Net Budget	207,011	484,319	(401,837)	437,301	273,629	117,494	-	185,036	260,000	298,996	80,390	1,942,339	1,833,087	109,252	6%

Emergency Services

The Emergency Services Department protects the lives and property of the inhabitants of the Town from the adverse effects of fires, medical emergencies or exposure to dangerous conditions created by man and nature; provides an effective prevention and public education program; ensures emergency preparedness through an essential Emergency Management Program and provides effective suppression response which includes personnel and equipment.

The department is supported by 11 full time positions and numerous part-time, paid-on-call firefighters.



KEY PRIORITIES

- Provide complement of 12 full-time firefighters (6 additional) at Queensville station to ensure 24/7 coverage
- Redesign and renovate Queensville station
- Leverage technology to enhance service delivery
- Review and refine the 10 year Master Fire Plan for years 2017 – 2024
- Pursue partnership with York Region EMS

BUDGET SUMMARY

The Emergency Services 2014 operating budget includes expenditures of \$2.3 million or 13% of the Town's total operating expenditures. The salary and benefits budget for Emergency Services has increased by approximately \$130,730. As with other departments, this is due to increased statutory benefit budget, steps, and the market compensation review. A budget increase of \$34,000 is anticipated for the annual maintenance fees associated with the communication system for the paid-on call firefighters. In addition, a \$35,000 increase for uniforms, which has been partially offset by the decreased cost in equipment repair and increased revenue.

The increase in contribution to reserves (\$53,000) results from new radios for Emergency Services. Although the Region of York funded the acquisition of the radios, the Town will be responsible for their replacement.

The net budget is increasing by approximately \$240,720 or 11%.



Town of
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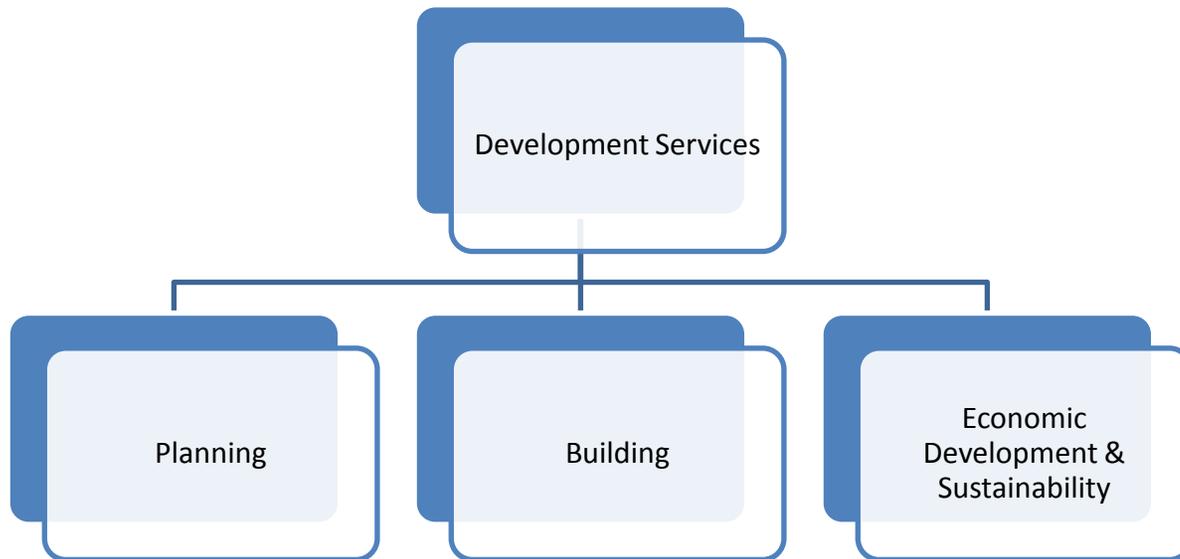
**2014 OPERATING BUDGET
EMERGENCY SERVICES**

	Emergency Services Admin	Preparedness Emergency	Fire Prevention	Fire Training	Suppression	Fire Fleet	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures										
Salaries & Benefits	416,476		119,932	119,932	1,274,418		1,930,758	1,800,028	130,730	7%
Communications					3,600		3,600	3,600	-	0%
Equipment & Vehicle					27,200	13,600	40,800	62,410	(21,610)	-35%
Equipment Repair						34,600	34,600	34,600	-	0%
Materials & Supplies	3,500	6,800	2,200	1,000	6,050	24,000	43,550	41,650	1,900	5%
Mileage				3,000			3,000	3,000	-	0%
Miscellaneous					34,000		34,000	-	34,000	0%
Other Agencies / Municipalities					67,245		67,245	67,245	-	0%
Professional Development & Memberships	3,500		2,100	4,620	21,200		31,420	31,420	-	0%
Property & Building Maintenance					26,600		26,600	26,600	-	0%
Uniform & Safety Clothing	5,000				30,000		35,000	-	35,000	0%
Utilities		3,500			47,320		50,820	50,820	-	0%
Total Expenditures	428,476	10,300	124,232	128,552	1,537,633	72,200	2,301,393	2,121,373	180,020	8%
Revenues										
Development Revenues	(38,735)						(38,735)	(38,735)	-	0%
Fines and Penalties	(5,170)						(5,170)	(5,170)	-	0%
Motor Vehicle Accidents	(35,000)						(35,000)	(35,000)	-	0%
Services to other Municipalities	(137,700)						(137,700)	(145,400)	7,700	-5%
Total Revenues	(216,605)	-	-	-	-	-	(216,605)	(224,305)	7,700	-3%
Transfers										
Contributions to Reserves						423,000	423,000	370,000	53,000	14%
Total Transfers	-	-	-	-	-	423,000	423,000	370,000	53,000	14%
Net Budget	211,871	10,300	124,232	128,552	1,537,633	495,200	2,507,788	2,267,068	240,720	11%

Development Services

The Development Services department provides strategic land use planning, building and economic development advice concerning the long term growth related vision for the Town; administers and manages seamless and timely service delivery and approvals processes and facilitates sound development and redevelopment within the Town and contributes to the quality of life for its residents.

The department is supported by 12 full time positions.



KEY PRIORITIES

- Finalize Official Plan OMB approvals process
- Complete secondary plans for Green Lane Corridor and Highway 404 Employment Corridor
- Work with Region and Province to secure protection of additional employment lands
- Conclude subdivision registration and building construction activities related to first phases of growth
- Prepare for implementation of amended Growth Plan forecasts and 2015 Greenbelt Plan Review
- Continue economic development activities to promote the Town as a destination for employment uses
- Continue pursuing the post secondary initiative
- Undertake work associated with wellhead protection requirements, i.e. next phases of sewage re-inspection programs
- Continue with zoning by-law review

BUDGET SUMMARY

Development Services 2014 operating budget includes expenditures of \$2.4 million or 13% of the Town's total operating expenditures. The salary and benefits budget for Development Services has decreased by approximately \$50,000. Although the department experienced increased costs associated with salary steps and statutory benefits, these costs are more than offset by changes resulting from the Operational Review.

There is a significant increase in revenues anticipated in both the Planning and Building Department as the Town anticipates growth to occur in 2014. A review of the Planning department fees was undertaken in 2013. The increased revenue also considers the new fee structure that is proposed to be in place for 2014.

The net budget is decreasing by approximately \$70,000 or (45%).



Town of
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**2014 OPERATING BUDGET
DEVELOPMENT SERVICES**

	Strategy & Admin	Planning	Development	Economic	Building	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures									
Salaries & Benefits	211,116	334,654	224,267		604,088	1,374,125	1,424,269	(50,144)	-4%
Advertising		750	1,500			2,250	2,250	-	0%
Appraisal Services		70,000				70,000	70,000	-	0%
Communications	1,300	1,600	1,600		3,800	8,300	8,300	-	0%
Consultants	4,000	67,400				71,400	71,400	-	0%
Courier & Mail Processing	200	200	200		100	700	700	-	0%
Equipment & Vehicle	2,500		1,000			3,500	4,500	(1,000)	-22%
Legal Services					500	500	300	200	67%
Materials & Supplies	4,200	2,800	10,573		5,050	22,623	19,650	2,973	15%
Mileage	700	1,000	2,000		14,800	18,500	18,500	-	0%
Other Agencies / Municipalities		10,000	17,500			27,500	27,500	-	0%
Professional Development & Memberships	7,400	10,000	9,500		12,890	39,790	36,890	2,900	8%
Software Maintenance & Licenses		6,000			12,500	18,500	20,450	(1,950)	-10%
Corporate Reallocation	(138,092)	428,496	(50,000)		439,076	679,480	678,650	830	0%
Total Expenditures	93,324	932,900	218,140		1,092,804	2,337,168	2,383,359	(46,191)	-2%



Town of
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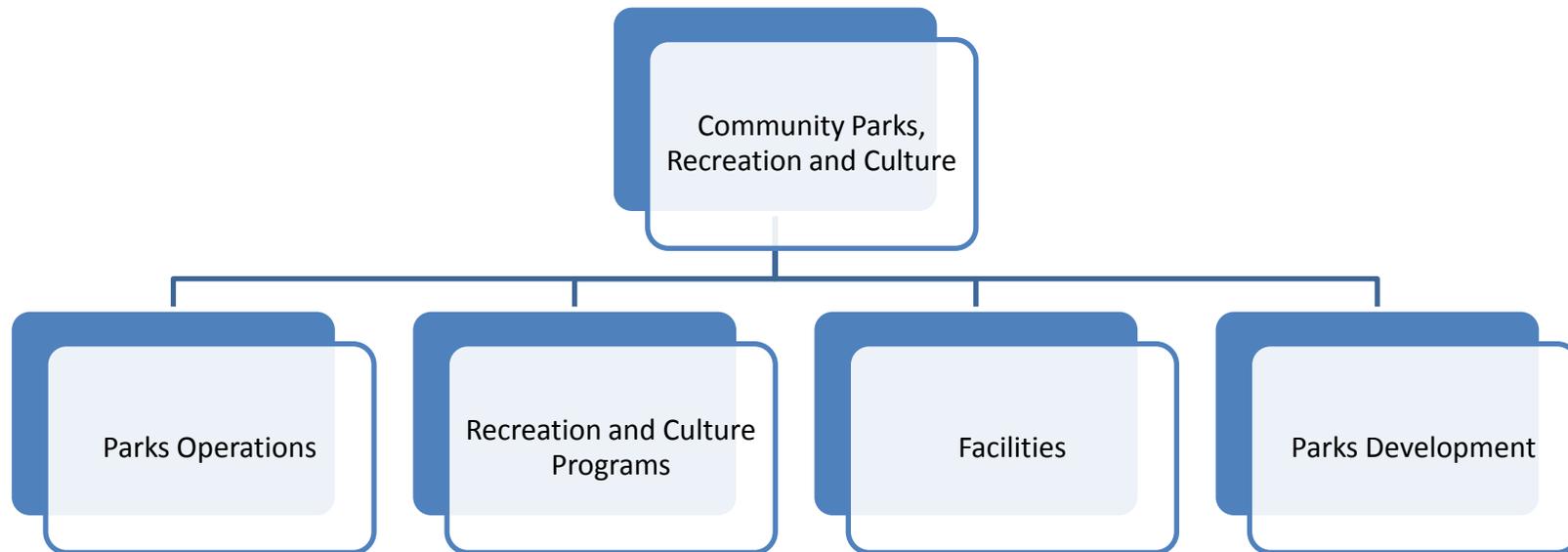
**2014 OPERATING BUDGET
DEVELOPMENT SERVICES**

	Strategy & Admin	Planning	Development	Economic	Building	2014 Budget	2013 Budget	Variance \$	Variance %
Revenues									
Development Charges & Cash in Lieu	(69,048)	(70,358)				(139,406)	(139,406)	-	0%
Development Revenues		(746,985)			(1,771,519)	(2,518,504)	(877,160)	(1,641,344)	187%
Grants				(4,373)		(4,373)	-	(4,373)	0%
Recoveries & Contributions from Developers		(70,000)	(150,000)			(220,000)	(220,000)	-	0%
Sales (incl. Tax Sales)	(3,000)				(4,800)	(7,800)	(7,800)	-	0%
Total Revenues	(72,048)	(887,343)	(154,373)	(154,373)	(1,776,319)	(2,890,083)	(1,244,366)	(1,645,717)	132%
Transfers									
Contributions to Reserves					683,515	683,515	-	683,515	0%
Draws from Reserves		(45,557)				(45,557)	(983,666)	938,109	-95%
Total Transfers	-	(45,557)	-	-	683,515	637,958	(983,666)	1,621,624	-165%
Net Budget	21,276	-	63,767	63,767	-	85,043	155,327	(70,284)	-45%

Community Parks, Recreation and Culture

The Community Parks, Recreation and Culture Department ensures residents have a variety of high quality Recreation and Cultural opportunities and experiences to choose from and promote community pride in Town facilities and recreation services, all of which will encourage an active and healthy lifestyle for residents.

The department is supported by 23.5 full time positions and numerous part time positions.



KEY PRIORITIES

- Create benchmark service levels and standards with attendant costs to inform future decision making
- Establish performance measurement systems to ensure standards are met
- Implement “dashboard reporting” for senior management and Council
- Institute clear and consistent communication systems and a team-based service delivery model
- Deploy and orient new resources enabled through restructuring to build a strong management team using a Shamrock Model approach
- Enhance our tracking system specific to CPRC to ensure park development progresses in an efficient and effective manner
- Investigate and expand technology and processes that support staff
- Deploy and orient new resources enabled through restructuring to build a strong management team

BUDGET SUMMARY

The Community Park, Recreation and Culture (CPRC) 2014 operating budget includes expenditures of \$3.6 million or 20% of the Town’s total operating expenditures. The salary and benefits budget for CPRC has increased by approximately \$444,000. This is due to the increased costs associated with statutory benefits and steps, the market compensation review, and changes resulting from the Operational Review.

The increased cost associated with salary and benefits is partially offset by increased user fee revenues of approximately \$65,000 in the area of programs and camps.

The net budget is decreasing by approximately \$9,000.



Town of
East Gwillimbury

**2014 OPERATING BUDGET
COMMUNITY PARKS,
RECREATION & CULTURE**

	Parks & Leisure Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	Park Development	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures										
Salaries & Benefits	724,426	630,171	137,561	1,149,440		119,540	2,761,138	2,317,499	443,639	19%
Advertising	800	500	3,000				4,300	2,800	1,500	54%
Communications	4,660	3,000		2,270			9,930	9,270	660	7%
Construction		9,000					9,000	5,000	4,000	80%
Courier & Mail Processing	550	200					750	750	-	0%
Equipment & Vehicle	490	3,300	4,000	31,950			39,740	46,040	(6,300)	-14%
Equipment Repair		1,000		75,127	32,700		108,827	114,917	(6,090)	-5%
Insurance Premiums & Claim Payment		1,750					1,750	1,750	-	0%
Materials & Supplies	4,400	86,800	12,400	42,220	48,500		194,320	191,437	2,883	2%
Mileage	3,000	500		1,000			4,500	4,500	-	0%
Miscellaneous		2,600		42,623			45,223	41,933	3,290	8%
Professional Development & Memberships	7,900	2,500		4,530			14,930	14,430	500	3%
Program Instructor			54,500				54,500	50,000	4,500	9%
Property & Building Maintenance		96,500		118,820			215,320	226,950	(11,630)	-5%
Rent			14,200	36,868			51,068	37,568	13,500	36%
Software Maintenance & Licenses	6,800						6,800	6,600	200	3%
Uniform & Safety Clothing	500	4,300	1,150	7,700			13,650	13,050	600	5%
Utilities		73,730		392,383			466,113	485,273	(19,160)	-4%
Corporate Reallocation	(135,510)			(364,429)		80,820	(419,119)	(191,727)	(227,392)	119%
Total Expenditures	618,016	915,851	226,811	1,540,502	81,200	200,360	3,582,740	3,378,040	204,700	6%



Town of
East Gwillimbury

**2014 OPERATING BUDGET
COMMUNITY PARKS,
RECREATION & CULTURE**

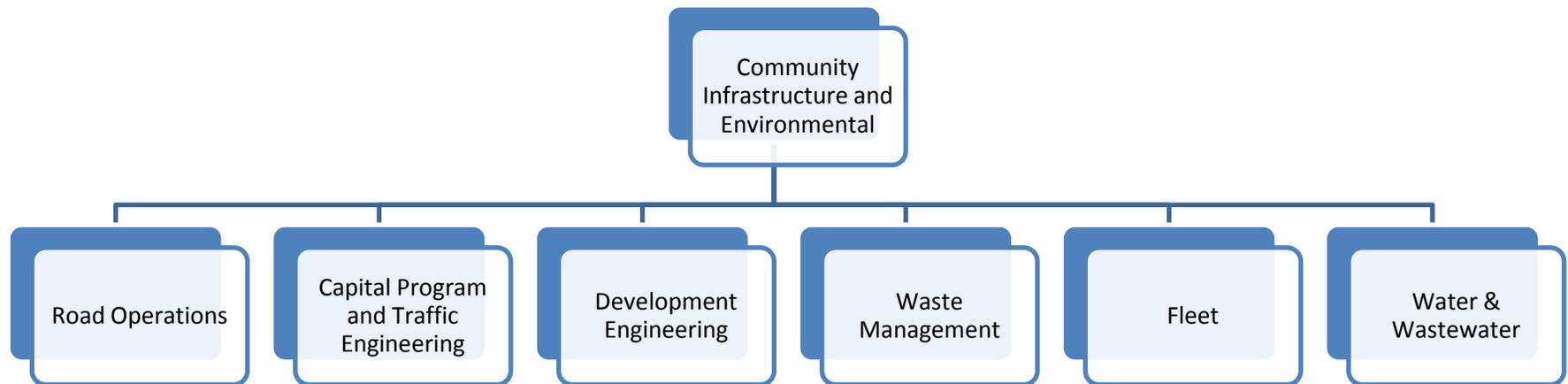
	Parks & Leisure Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	Park Development	2014 Budget	2013 Budget	Variance \$	Variance %
Revenues										
Grants		(615)					(615)	(615)	-	0%
Dev Charges & Cash in Lieu of Parkland	(126,451)						(126,451)	-	(126,451)	0%
Library				(59,847)			(59,847)	(51,076)	(8,771)	17%
Service to other Municipalities				(2,773)			(2,773)	-	(2,773)	0%
Sales (incl. Tax Sales)				(16,613)			(16,613)	(16,613)	-	0%
User Fees		(35,708)	(281,500)	(689,926)			(1,007,134)	(942,243)	(64,891)	7%
Total Revenues	(126,451)	(36,323)	(281,500)	(769,159)	-	-	(1,213,433)	(1,010,547)	(202,886)	20%
Transfers										
Contributions to Reserves				410,190	144,500		554,690	554,690	-	0%
Draws from Reserves						(200,360)	(200,360)	(189,208)	(11,152)	6%
Tax Levy Investment to Capital							-		-	0%
Total Transfers	-	-	-	410,190	144,500	(200,360)	354,330	365,482	(11,152)	-3%
Net Budget	491,565	879,528	(54,689)	1,181,533	225,700	-	2,723,637	2,732,975	(9,338)	0%

Community Infrastructure and Environmental Services

The Community Infrastructure and Environmental Services is responsible for:

- Programs & services / infrastructure
 - Plan, provide and maintain infrastructure: roads, fleet, sidewalks, streetlights, water/wastewater, storm water management, traffic engineering
- Growth management
 - Plan for future infrastructure to accommodate planned growth
 - Administer development approvals and agreements
- Natural environment
 - Adhere to provincial requirements that protect, restore or enhance natural resources
 - Administer applications under the Fill & Site Alteration by-law
- Municipal government
 - Provide fiscally responsible management and policy development

The department is supported by 26 full time positions and many seasonal contract and part time positions.



KEY PRIORITIES

- Administer growth-related pressures:
 - Construction (Region and Town)
 - Monitor outsourcing (“shamrock” model)
 - Negotiate development agreements
 - Review levels of service
 - Environmental assessments
- Review new technologies to streamline work orders, documentation and reporting (jointly with Customer Care)
- Upgrade antiquated sanitary pumping stations
- Continue with new Operations Centre initiative
- Find efficiencies for fleet maintenance and service process
- Follow long term needs study for roads and bridges combined with a future corporate-wide 5 and 10 year capital plan
- Commence N6 Waste Collection Contractor 2014-2017
- Review and assess resource needs (development financed):
 - Construction inspection
 - Plans review
 - Continue outsourcing (“Shamrock” model)
- Review and assess resource needs within Roads Operations

BUDGET SUMMARY

Community Infrastructure and Environmental Services (CIES) 2014 operating budget includes expenditures of \$3.5 million or 20% of the Town’s total operating expenditures. The salary and benefits budget for CIES has decreased by slightly more than \$48,000. Although the department experienced increased costs associated with salary steps and statutory benefits, and the market compensation review, these costs are more than offset by changes resulting from the Operational Review.

Waste Collection costs have decreased by approximately \$25,000. The Town is experiencing decreased costs in 2013 that are anticipated to continue in 2014.

Development revenue is increasing by more than \$600,000 as the Town anticipates growth to occur in 2014.

The net budget, after transfers to/from reserves and capital, is increasing about \$61,000 or 2%.

The CIES department also includes water and wastewater. The budget tables in this section exclude the budget for water and wastewater. The budget for this division is included separately in this report as the focus in this section is on the tax supported component of the budget. The water and wastewater budget is supported by separate fees.

 2014 OPERATING BUDGET COMMUNITY INFRASTRUCTURE & ENVIRONMENTAL SERVICES											
	Engineering & Environmental Admin	Roads Operations	Capital Programs & Engineering	Development Programs & Traffic	Development Engineering	Fleet	Waste Management	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures											
Salaries & Benefits	412,431	801,372	327,603	298,834			1,840,240	1,888,396	(48,156)	-3%	
Advertising						1,200	1,200	1,000	200	20%	
Communications	29,000	3,800	1,000	2,000			35,800	35,100	700	2%	
Construction		475,820	4,400				480,220	480,220	-	0%	
Consultants			10,000	10,000			20,000	20,000	-	0%	
Courier & Mail Processing	800						800	800	-	0%	
Equipment & Vehicle	4,000	19,500					23,500	23,500	-	0%	
Equipment Repair					40,000		40,000	40,000	-	0%	
Materials & Supplies	16,950	254,000	250	750	142,000	15,000	428,950	437,650	(8,700)	-2%	
Mileage	2,800	520	2,750	10,000			16,070	13,070	3,000	23%	
Miscellaneous				10,000		16,000	26,000	26,000	-	0%	
Other Agencies / Municipalities		22,000					22,000	20,000	2,000	10%	
Professional Development & Memberships	11,400	2,000	2,250	2,000			17,650	21,900	(4,250)	-19%	
Property & Building Maintenance		1,800					1,800	1,800	-	0%	
Uniform & Safety Clothing		4,000	1,000	750			5,750	4,750	1,000	21%	
Utilities		259,560					259,560	259,560	-	0%	
Waste Collection						588,037	588,037	613,326	(25,289)	-4%	
Corporate Reallocation	(414,801)		(128,890)	228,910			(314,781)	(534,388)	219,607	-41%	
Total Expenditures	62,580	1,844,372	220,363	563,244	182,000	620,237	3,492,796	3,352,684	140,112	4%	



Town of
East Gwillimbury

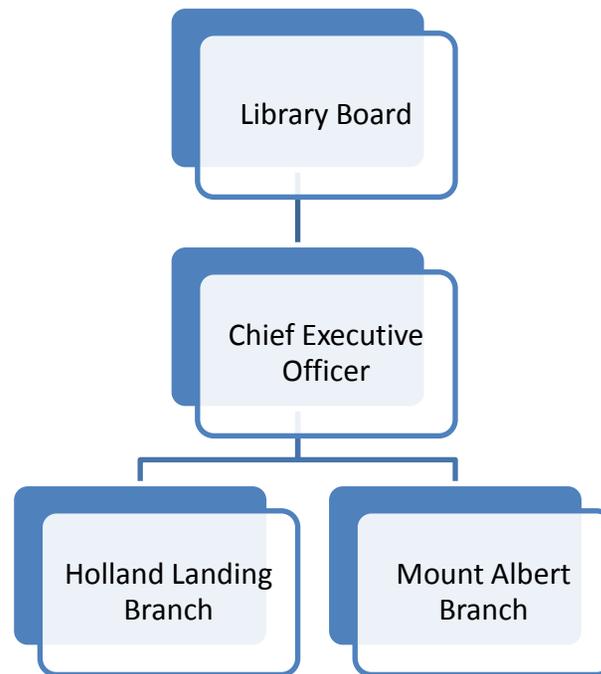
**2014 OPERATING BUDGET
COMMUNITY INFRASTRUCTURE &
ENVIRONMENTAL SERVICES**

	Engineering & Environmental Admin	Roads Operations	Capital Programs & Engineering	Development Engineering	Development Engineering	Waste Management	Fleet	2014 Budget	2013 Budget	Variance \$	Variance %
Revenues											
Development Revenues		(8,200)	(25,000)	(1,000,000)				(1,033,200)	(430,150)	(603,050)	140%
Grants	(2,000)							(2,000)	(2,000)	-	0%
Miscellaneous	(2,500)				(500)			(3,000)	(3,000)	-	0%
Recoveries & Contributions from Developers		(6,000)		(20,000)				(26,000)	(26,000)	-	0%
Sales (incl. Tax Sales)		(1,000)				(5,050)		(6,050)	(9,250)	3,200	-35%
Services to other Municipalities		(35,000)						(35,000)	(35,000)	-	0%
Waste Diversion Ontario						(88,400)		(88,400)	(84,400)	(4,000)	5%
Total Revenues	(4,500)	(50,200)	(25,000)	(1,020,500)	-	(93,450)	(1,193,650)	(589,800)	(603,850)	(603,850)	102%
Transfers											
Contributions to Reserves				457,256	283,165			740,421	283,165	457,256	161%
Draws from Reserves								-	(61,567)	61,567	-100%
Tax Levy Investment to Capital			478,200					478,200	472,500	5,700	1%
Total Transfers	-	-	478,200	457,256	283,165	-	1,218,621	694,098	524,523	524,523	76%
Net Budget	58,080	1,794,172	673,563	-	465,165	526,787	3,517,767	3,456,982	60,785	60,785	2%

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 build community by fostering learning and discovery. In pursuit of this mandate, the library provides many free or low-cost programs and services to the residents of East Gwillimbury. These include literacy based programs for children and adults, free loans of books (print and electronic) 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 7 full time positions, 12 part time positions, and several seasonal and contract positions.



KEY PRIORITIES

- Continue to provide programs and services to the residents of East Gwillimbury
- Continue to provide high quality collections and expand electronic offerings to meet the changing needs of residents
- Expand outreach services and community engagement activities
- Adopt updated Library Master Plan and implement recommendations
- Review and align the payroll system with the Town for increased operational efficiencies
- Conduct staff training/skills review and expand professional development activities
- Review and Update Capital Asset replacement strategy

BUDGET SUMMARY

Request for funding from the Library Board in the 2014 operating budget totals \$1.2 million or 7% of the Town's total operating expenditures. The budgeted request has increased by approximately \$59,000 or 5% over the 2013 budget. The increase is primarily driven by increased cost in salaries and benefits.

 Town of East Gwillimbury		Library Resources	Library Services / Support	Board Governance / Admin	2014 Budget	2013 Budget	Variance \$	Variance %
Expenditures								
Salaries & Benefits		972,078			972,078	931,766	40,312	4%
Library Materials	112,000				112,000	112,000	-	0%
Audit Fees			4,000		4,000	5,000	(1,000)	-20%
Canada Council Grant Expense		1,000			1,000	855	145	17%
Communications			7,500		7,500	7,500	-	0%
Consulting		1,000			1,000	1,000	-	0%
Courier & Mail Processing			3,850		3,850	3,600	250	7%
Equipment			10,000		10,000	10,000	-	0%
Facility Costs		59,848			59,848	55,212	4,636	8%
Information Technology		32,500			32,500	32,000	500	2%
Meeting Expenses			2,250		2,250	2,000	250	13%
Mileage & Travel		3,200			3,200	3,200	-	0%
Miscellaneous		5,100	2,700		7,800	4,100	3,700	90%
Professional Development & Memberships		10,600			10,600	5,600	5,000	89%
Supplies			3,800		3,800	3,800	-	0%
Supporting Services		27,500			27,500	27,500	-	0%
Total Expenditures	112,000	1,112,826	34,100		1,258,926	1,205,133	53,793	4%

 Town of East Gwillimbury		Library Resources	Library Services / Support	Board Governance / Admin	2014 Budget	2013 Budget	Variance \$	Variance %
Revenues								
	Grants		(31,417)		(31,417)	(31,272)	(145)	0%
	User Fees		(25,000)		(25,000)	(25,000)	-	0%
	Total Revenues		(56,417)	-	(56,417)	(56,272)	(145)	0%
Transfers								
	Contributions to Reserves			25,000	25,000	20,000	5,000	25%
	Total Transfers		-	25,000	25,000	20,000	5,000	25%
	Net Budget	112,000	1,056,409	59,100	1,227,509	1,168,861	58,648	5%