



2021

BUSINESS PLAN & BUDGET



www.eastgwillimbury.ca/budget

Introduction

The 2021 business plan and budget contains four main components.

Components 1 through 3 represent the budget to support Town operations. These budgets are for the recurring expenditures or revenues that the Town can anticipate each year. These include items such as salaries and benefits, materials and supplies, and fees and charges. Component 4 contains the budget details for the one-time or project specific expenditures.

The Appendix (Tab 5) contains a glossary of terms.

Component 1 – Tax Supported Budget (Tab 1)

The Tax Supported budget represents the component of the Town operations that is primarily funded through property taxes. Although some of the services are offset by fees and charges, there is an element of taxation revenue required to support each of these departments.

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

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

Component 3 – Water and Wastewater Budget (Tab 3)

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

Component 4 – Capital Program Budget (Tab 4)

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

Appendix (Tab 5)

The Appendix (Tab 5) contains a glossary outlining operating expenditure and revenue categories used for budgeting purposes.

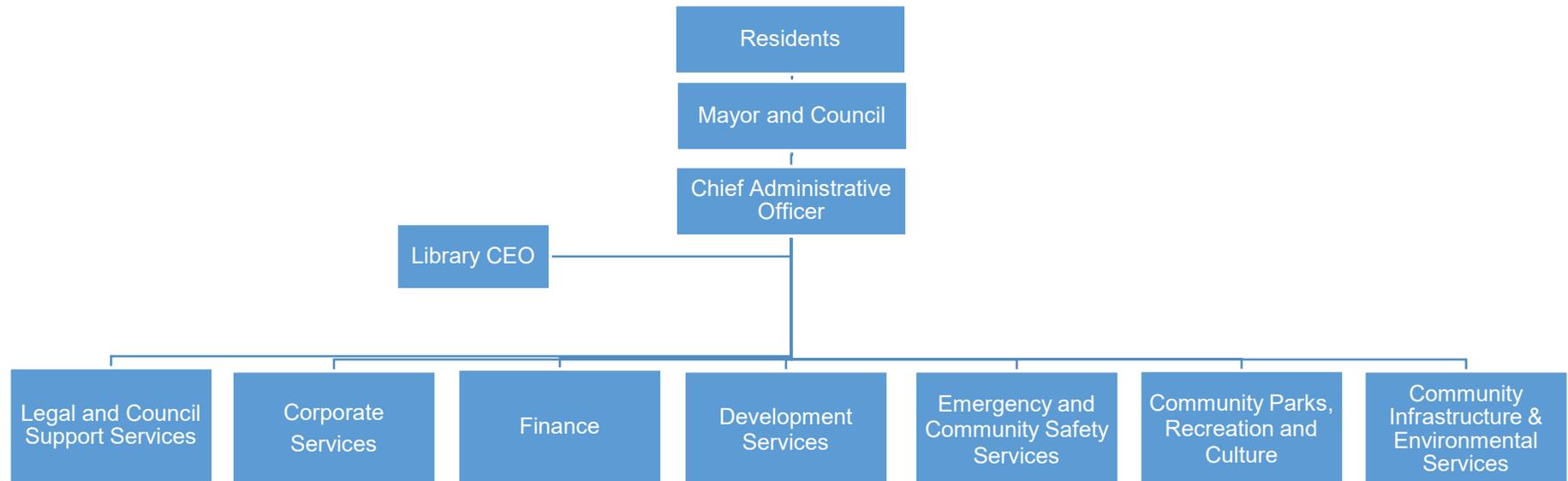
2021 Tax Supported Budget

The 2021 tax supported budget was prepared with a focus on the Town's four strategic priorities:



- Responsible Growth and Environmental Protection
- Quality Programs and Services
- Build Complete Communities
- Culture of Municipal Excellence

In addition to the Mayor and members of Council, the Town's operations are supported by an approved complement of 157 full time positions (including the Executive Assistant to the Mayor and Council). In keeping with the Shamrock resourcing model, the budget provides for approximately 200 part time and seasonal staff (47 full time equivalent), including a roster of ± 81 paid on-call firefighters, and third party contractors.



BUDGET SUMMARY

The budget process for 2021 prioritizes minimizing the impact on residents and businesses of East Gwillimbury, while maintaining base program and service levels. In order to increase efficiency and effectiveness of this service level, there is a continued focus on the transformation and modernization of process and technology. The budget continues to focus on community safety with a Council approved multi-year plan. It also includes a provision to fund the eventual operations of a new Health and Active Living Plaza, which includes an aquatics facility. This budget ensures that the increased cost of growth is paid for by assessment growth revenue. As well, the budget provides for statutory or contractual increases.

The 2021 budget followed a similar process to prior years with staff reviewing historical actual expenditures and revenues along with anticipated pressures to ensure the reasonability of budgeted amounts.

Some of the major pressures identified in the 2021 tax supported budget include:

- **Salaries and Benefits**
As a service organization, staff resources are central to delivering community programs and services. As such, salaries and benefits are the largest expenditure in the Town's operating budget. The 2021 pressure of approximately \$151,000 includes step increases and benefit cost adjustments.
- **Community Grants/Initiatives**
The Community Grants/Initiatives budget has decreased by approximately \$14,000 to remove the one time funding provided to Community Groups for new programs in 2020.
- **Consultant**
This budget was decreased by \$50,000 to remove the one time funding related to the completion of the compensation market review in 2020. A minor increase in Development Services is related to a transfer of temporary salary costs to appropriately categorize these as consulting costs.
- **Contracted Services**
The budget for contracted services has increased by approximately \$101,000 as a result of an increase in mosquito control as well as increasing costs for the animal control program. This animal control increase has been offset by a corresponding increase in revenue for dog licences.

- **Equipment Repair**

The budget for equipment repair is increasing by approximately \$13,000. This is related to an increase in repair costs in Emergency Services, as well as increased facilities due to the opening of the Operations Centre.
- **Library**

The funding requirements of the library increased by approximately \$50,000. This is primarily due to an increase in salaries and benefits, as well as an expected reduction in revenue due to the limitations and recovery efforts from the COVID-19 pandemic.
- **Materials and Supplies**

The materials and supplies budget is increasing by approximately \$27,000. This is related to increasing costs due to expanded by-law enforcement, Emergency Services community education programs and increased facility space at the Operations Centre.
- **Other Agencies/Municipalities**

The increase of approximately \$27,000 is related to rising costs from York Region radio costs and increased costs from Richmond Hill Dispatch services, both related to Emergency Services.
- **Property and Building Maintenance**

This budget increased by approximately \$38,000 mainly related to the opening of the Operations Centre.
- **Public Works**

This budget increased by approximately \$141,000 due to expanded road maintenance contracted services required to service growth as well as meet service demands from provincially regulated Minimum Maintenance Standards.
- **Software Maintenance and Licensing**

The software maintenance and licensing budget is increasing by approximately \$58,000. This is largely due to modernized software, expanded usage and increased subscription costs.
- **Training, Professional Development and Memberships**

The increase for 2021 is approximately \$11,000. The main driver of this increase is due to the modernization and transformation of process and technology and their related training requirements.
- **Utilities**

This budget increased by approximately \$102,000, to support the Operations Centre.
- **YorkNet Communications**

This budget increased by approximately \$22,000, to support the connection and maintenance fees of fibre lines to the Operations Centre.

- **Waste Collection**
This budget increased by approximately \$39,000 due to expanded collection services required to service growth.
- **Transitional Cost Reductions**
Staff target these additional in-year savings through the delay or deferral of expenditures, implementing process efficiencies, and/or increased revenue opportunities throughout the year. A budget for transitional costs reductions was initially introduced in 2015 to temporarily mitigate the tax pressure during the initial stages of growth. The transitional cost reduction target included in the 2021 budget is \$190,000.
- **COVID Cost Savings Allowance**
A provision has been included in the budget to reflect impacts to programs resulting from the COVID-19 operating restrictions. Expectations of reduced revenue due to limited program offerings have been partially offset by a cost savings allowance. Staff will continue to monitor the effects of the pandemic on the budget and will make adjustments as necessary to mitigate further budget impacts.

The decrease in user fee revenue stems mainly from the Community Parks, Recreation and Culture department to account for the limited program offerings resulting from the COVID-19 restrictions.

The Town is planning for a new community space in the near future. These facilities will result in increased operating costs as noted for 2021 with the opening of the Operations Centre. To mitigate the impact of these costs in the year the facility opens, the 2021 budget includes a provision for the cost of operations. An annual total contribution of \$805,000 has been established from growth related tax assessment for the operating costs associated with the Health and Active Living Plaza and a new Library. An additional dedicated tax increase of approximately \$64,000 has been proposed as a provision for the eventual operations of a new Health and Active Living Plaza, which includes an aquatics facility. A draw from this reserve has been established for 2021 to offset the new operating costs of the Operations Centre.

The increased contribution to reserves budget includes an additional \$127,000 in accordance with the Council approved multi-year community safety plan and new facility operations noted above and \$50,000 to build a provision for conducting the municipal election every four years. The contribution to the technology reserve has been reduced by \$25,000 to account for the move to cloud based software with less dependency on physical servers.

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



**Tax Supported Summary
2021 Budget**

	Mayor & Council	Chief Administrative Officer	Legal & Council Support Services	Corporate Services	Finance	Emergency & Community Safety Services	Development Services	Community Parks, Recreation & Culture	Community Infrastru & Environmental Services	Library	Corporate Wide	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures															
Salaries and Benefits	552,048	939,230	1,386,389	1,862,705	1,737,013	4,423,626	239,286	4,294,615	2,901,619		(66,000)	18,270,531	18,119,210	151,321	1%
Advertising		10,000		75,900				1,800					87,700	87,700	
Audit Services		16,500			40,500								57,000	57,000	
Bank Fees, Payroll and Other Charges					89,000								89,000	89,000	
Communications		7,000	6,155	6,600	2,000	8,545	1,300	14,430	12,640			58,670	55,385	3,285	6%
Community Grants/Initiatives	184,805											184,805	198,155	(13,350)	(7%)
Consultants		55,000		21,000	9,500		5,580		16,500			107,580	156,000	(48,420)	(31%)
Contingency		55,000									50,000	105,000	103,860	1,140	1%
Contracted Services	10,000	8,000	337,156					174,823	258,680		1,730	790,389	689,198	101,191	15%
Councillor Discretionary Expenses	31,500											31,500	31,500		
Courier and Mail Processing		250	200		30,000		200	550	2,120		20,000	53,320	53,320		
Equipment and Vehicle	500		4,600	25,930		27,800	2,500	65,740	24,350		28,860	180,280	175,780	4,500	3%
Equipment Repair				7,000	900	50,000		118,227	101,000			277,127	264,362	12,765	5%
Insurance								2,100			625,000	627,100	627,100		
Legal Services			50,000									50,000	50,000		
Library										1,850,613		1,850,613	1,800,022	50,591	3%
Materials and Supplies	13,010	29,000	40,475	39,500	8,750	75,920	4,200	281,070	482,380		34,500	1,008,805	982,270	26,535	3%
Mileage		5,000	3,000	5,200	700	3,070	5,700	8,100	8,360			39,130	44,985	(5,855)	(13%)
Other Agencies/Municipalities				15,500								285,409	258,060	27,349	11%
Program Instructors								127,700				127,700	127,700		
Property and Building Maintenance						84,816		249,500				334,316	295,916	38,400	13%
Public Engagement/Corporate Events	8,000	11,500										19,500	19,500		
Public Works								9,000	1,282,590			1,291,590	1,150,290	141,300	12%
Rent								95,128				95,128	93,500	1,628	2%
Software Licences and Maintenance		29,500		244,000		7,275		5,800	12,700			299,275	241,750	57,525	24%
Training, Professional Development and Memberships	4,000	59,036	20,500	16,644	19,700	87,400	5,988	37,499	26,766		9,500	287,033	276,133	10,900	4%
Uniforms and Safety Clothing			3,570			70,000		18,050	12,000			103,620	103,120	500	
Utilities				30,000		62,520		864,428	472,260			1,429,208	1,326,858	102,350	8%
YorkNet Communications				43,200								43,200	21,600	21,600	100%
Waste Collection									1,269,593			1,269,593	1,230,593	39,000	3%
Corporate Reallocation								19,922	(27,039)		(2,529,613)	(2,736,730)	(2,703,333)	(33,397)	1%
Transitional Cost Reductions											(190,000)	(190,000)	(190,000)		
COVID Cost Savings Allowance								(100,000)				(100,000)	(100,000)		
Total Expenditures	803,863	1,225,016	1,852,045	2,393,179	1,938,063	5,170,881	264,754	6,288,482	6,656,519	1,850,613	(2,016,023)	26,427,392	25,836,534	590,858	2%



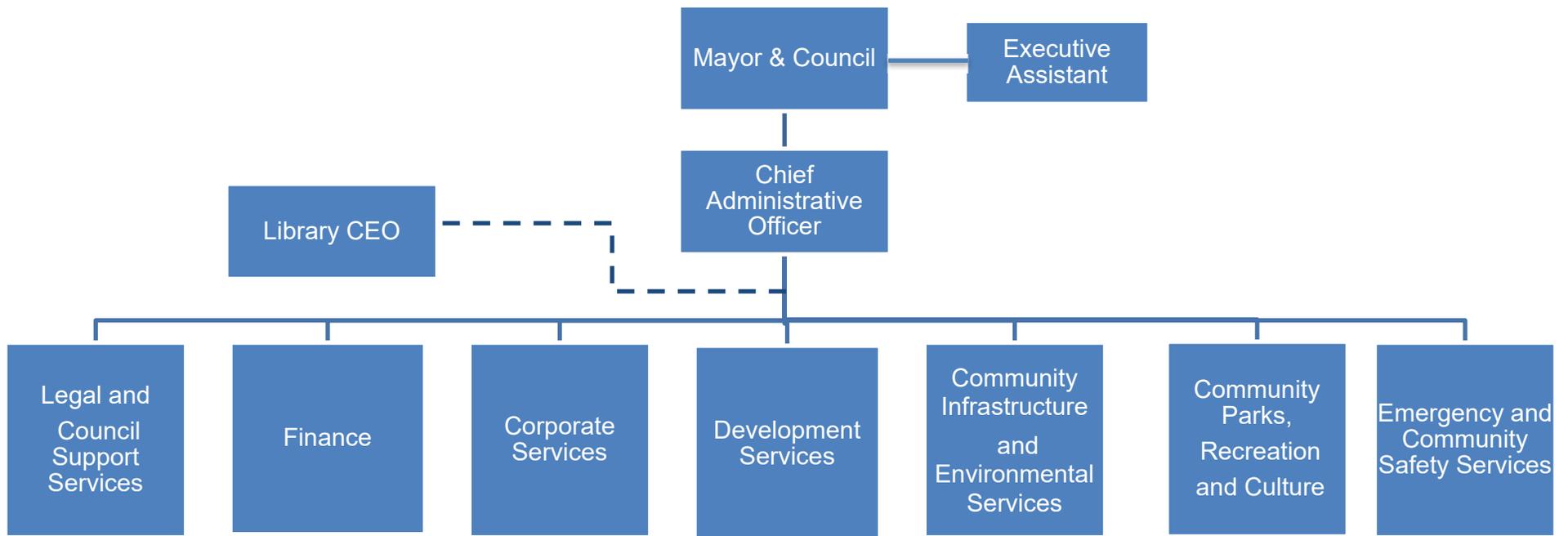
**Tax Supported Summary
2021 Budget**

	Mayor & Council	Chief Administrative Officer	Legal & Council Support Services	Corporate Services	Finance	Emergency & Community Safety Services	Development Services	Community Parks, Recreation & Culture	Community Infrastructure & Environmental Services	Library	Corporate Wide	2021 Budget	2020 Budget	Variance \$	Variance %
Revenues															
Taxation											(26,336,331)	(26,336,331)	(25,341,754)	(994,577)	4%
Supplementary Taxation on New Homes											(100,000)	(100,000)	(100,000)		
Development Charges					(233,689)		(73,127)	(114,328)				(421,144)	(421,144)		
Development Revenue						(46,235)	(30,740)		(8,200)			(85,175)	(85,175)		
Fines and Penalties			(52,500)									(52,500)	(46,000)	(6,500)	14%
Grants								(615)	(75,000)		(123,600)	(199,215)	(199,215)		
Investment Income											(175,000)	(175,000)	(175,000)		
Library								(90,265)				(90,265)	(89,581)	(684)	1%
Licenses			(70,500)									(70,500)	(16,000)	(54,500)	341%
Miscellaneous	(5,100)				(7,500)							(12,600)	(12,600)		
Motor Vehicle Accidents						(100,000)						(100,000)	(100,000)		
Penalties on Taxes											(500,000)	(500,000)	(500,000)		
Recoveries and Contributions from Developers				(50,000)					(6,000)			(56,000)	(56,000)		
Sales			(3,000)		(30,000)			(17,590)	(6,050)			(56,640)	(57,003)	363	(1%)
Services to Other Municipalities						(137,700)			(35,000)			(172,700)	(172,700)		
User Fees	(300)		(108,750)		(40,000)			(1,116,515)	(50,000)			(1,315,565)	(1,557,477)	241,912	(16%)
Total Revenues	(5,400)	0	(234,750)	(50,000)	(311,189)	(283,935)	(103,867)	(1,339,313)	(180,250)	0	(27,234,931)	(29,743,635)	(28,929,649)	(813,986)	3%
Transfers															
Contributions to Reserves			50,000	80,000		502,946		607,116	715,903	50,000	2,187,013	4,192,978	3,908,650	284,328	7%
Draw from Reserves	(5,000)				(25,965)	(662,567)		(183,203)				(876,735)	(815,535)	(61,200)	8%
Total Transfers	(5,000)	0	50,000	80,000	(25,965)	(159,621)	0	423,913	715,903	50,000	2,187,013	3,316,243	3,093,115	223,128	7%
NET BUDGET	793,463	1,225,016	1,667,295	2,423,179	1,600,909	4,727,325	160,887	5,373,082	7,192,172	1,900,613	(27,063,941)	0	0	0	0%

Mayor and Council

Municipal Council is a three ward system with two Councillors per ward, and the Mayor. The Mayor also represents the Town at the regional level of government.

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



Mayor and Council Key Priorities and Objectives

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

Budget Summary

The Mayor and Council's 2021 operating budget includes expenditures of \$0.8 million, or approximately 3% of the Town's total operating expenditures. Reductions in the Community Grants/Initiatives area as well as a reduction to Councillor mileage results in budget decreases for 2021. One time items from 2020 have been removed that were related to community initiatives with offsetting draws from reserve.

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.



**Mayor and Council
2021 Operating Budget**

	Mayor & Council Admin	Mayor Hackson	Councillor Carruthers	Councillor Crone	Councillor Foster	Councillor Morton	Councillor Persechini	Councillor Roy-Diclemente	Community Initiatives	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures													
Salaries and Benefits	552,048									552,048	551,303	745	
Community Grants/Initiatives									184,805	184,805	198,155	(13,350)	(7%)
Contracted Services	10,000									10,000	10,000		
Councillor Discretionary Expenses		4,500	4,500	4,500	4,500	4,500	4,500	4,500		31,500	31,500		
Equipment and Vehicle	500									500	500		
Materials and Supplies	13,010									13,010	13,010		
Mileage											5,000	(5,000)	(100%)
Public Engagement/Corporate Events	8,000									8,000	8,000		
Training, Professional Development and Memberships	4,000									4,000	4,000		
Total Expenditures	587,558	4,500	4,500	4,500	4,500	4,500	4,500	4,500	184,805	803,863	821,468	(17,605)	(2%)
Revenues													
Miscellaneous									(5,100)	(5,100)	(5,100)		
User Fees									(300)	(300)	(300)		
Total Revenues									(5,400)	(5,400)	(5,400)		
Transfers													
Draw from Reserves									(5,000)	(5,000)	(13,800)	8,800	(64%)
Total Transfers									(5,000)	(5,000)	(13,800)	8,800	(64%)
NET BUDGET	587,558	4,500	4,500	4,500	4,500	4,500	4,500	4,500	174,405	793,463	802,268	(8,805)	(1%)



Mayor and Council Community Initiatives 2021 Operating Budget

	Community Initiatives - Ongoing	Community Initiatives - One Time	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures						
Committees						
Committees Groups Appointed by Council						
Heritage Committee	2,000		2,000	2,000		
Ec Dev Advisory Committee	2,000		2,000	2,500	(500)	(20%)
EG Accessibility Advisory Committee	2,000		2,000	2,000		
Art & Culture Advisory Committee	1,000	5,000	6,000	6,000		
Environmental Advisory Committee	2,500		2,500	2,500		
Trails Committee	1,000		1,000	1,000		
Diversity & Inclusion Advisory Committee	2,000		2,000	2,000		
Total Committees Groups Appointed by Council	12,500	5,000	17,500	18,000	(500)	(3%)
Working Groups						
Santa Claus Parade	8,000		8,000	8,000		
Farmers' Market	7,600		7,600	7,600		
Road Watch Committee (CAC)	1,000		1,000		1,000	
Broadband Working Committee	2,000		2,000	2,500	(500)	(20%)
Total Working Groups	18,600		18,600	18,100	500	3%
Community Groups						
River Drive Park Community Group	1,500		1,500	1,500		
North Union Community Group	1,000		1,000	1,000		
Holland Landing Community Group	2,000		2,000	2,600	(600)	(23%)
Queensville Sharon Community Group	2,000		2,000	4,000	(2,000)	(50%)
Total Community Groups	6,500		6,500	9,100	(2,600)	(29%)
Subtotal Committees	37,600	5,000	42,600	45,200	(2,600)	(6%)



Mayor and Council Community Initiatives 2021 Operating Budget

	Community Initiatives - Ongoing	Community Initiatives - One Time	2021 Budget	2020 Budget	Variance \$	Variance %
Community Grants						
Car Show Group	2,000		2,000	3,000	(1,000)	(33%)
Neighbourhood Network				10,000	(10,000)	(100%)
Routes Connecting Communities	2,500		2,500	5,000	(2,500)	(50%)
Smart Commute	8,000		8,000	8,000		
Sharon Temple Museum	40,000		40,000	40,000		
Sharon Temple-Canada Day	3,000		3,000	3,000		
East Gwillimbury Agricultural	750		750	750		
East Gwillimbury Gardeners	1,000		1,000	1,000		
York Region Seniors Games	600		600	600		
Chamber of Commerce Tourism	8,500		8,500	8,500		
Total Community Grants	66,350		66,350	79,850	(13,500)	(17%)
Other						
Canada Day - Town Event	14,000		14,000	14,000		
Music at Civic Square	8,500		8,500	8,500		
Community Events	7,300		7,300	7,300		
Committee Contingency	5,000		5,000	2,250	2,750	122%
Remembrance Day Ceremony	2,000		2,000	2,000		
Chamber of Commerce Breakfast	1,225		1,225	1,225		
Volunteer Recognition Ceremony	4,830		4,830	4,830		
Pancake Breakfast	1,300		1,300	1,300		
Tapestry of Taste	12,000		12,000	12,000		
New Year's Eve Family Event	10,000		10,000	10,000		
Family Day	2,500		2,500	2,500		
Easter Hikes	1,500		1,500	1,500		
Halloween Hikes	2,700		2,700	2,700		
Nature Day	3,000		3,000	3,000		
Total Other	75,855		75,855	73,105	2,750	4%
Total Expenditures	179,805	5,000	184,805	198,155	(13,350)	(7%)

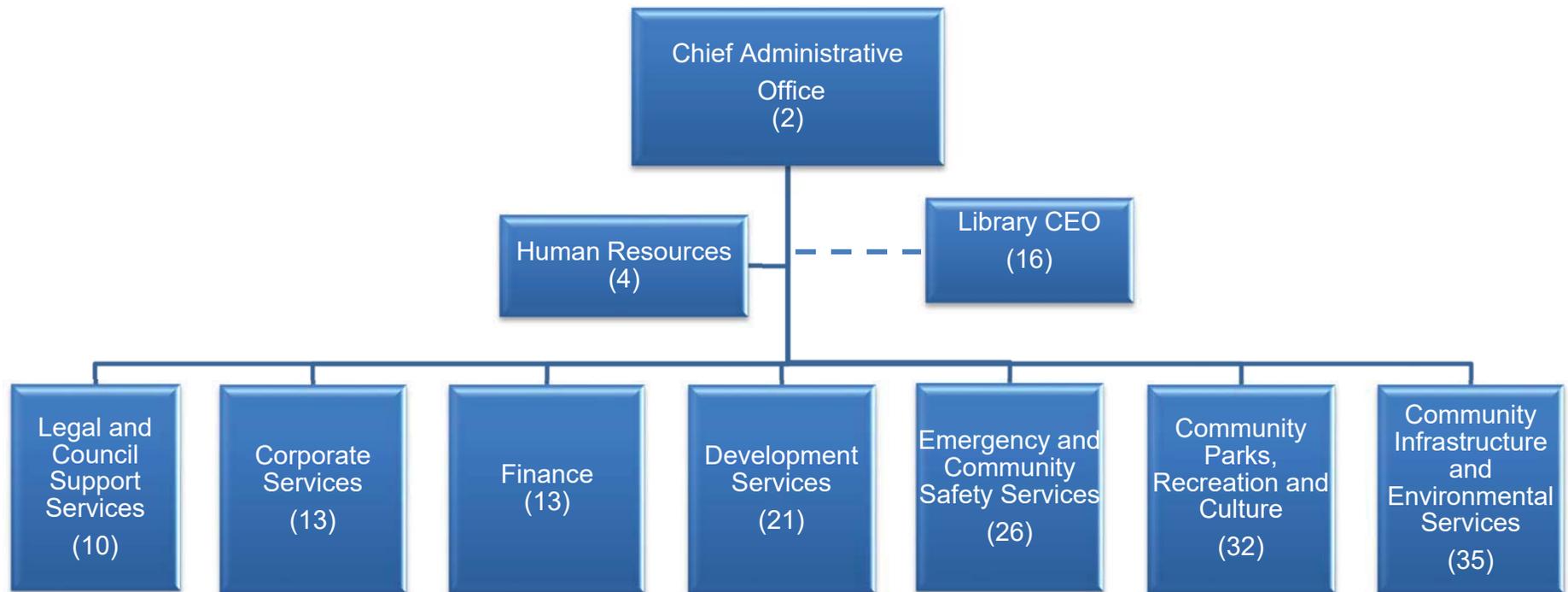


Mayor and Council Community Initiatives 2021 Operating Budget

	Community Initiatives - Ongoing	Community Initiatives - One Time	2021 Budget	2020 Budget	Variance \$	Variance %
Revenues						
Music at Civic Square	(300)		(300)	(300)		
Community Events	(1,000)		(1,000)	(1,000)		
Farmers' Market	(2,100)		(2,100)	(2,100)		
New Year's Eve Family Event	(2,000)		(2,000)	(2,000)		
Total Revenues	(5,400)		(5,400)	(5,400)		
Total Revenues	(5,400)		(5,400)	(5,400)		
Transfers						
Neighbourhood Network				(8,800)	8,800	(100%)
Art & Culture Advisory Committee		(5,000)	(5,000)	(5,000)		
Total Transfers		(5,000)	(5,000)	(13,800)	8,800	(64%)
Total Transfers		(5,000)	(5,000)	(13,800)	8,800	(64%)
NET BUDGET	174,405		174,405	178,955	(4,550)	(3%)

Office of the Chief Administrative Officer

The Office of the Chief Administrative Officer (CAO) provides strategic administrative leadership to the corporation ensuring Town programs and services are delivered in a cost-effective and timely manner. The CAO works closely with Council and the employee team to implement key initiatives in accordance with the Council approved Strategic Plan. The CAO represents the municipality's interest with other levels of government and stakeholders. The Office of the CAO has 2 full time positions, along with 4 full time positions in Human Resources. The CAO provides leadership and support to the seven departments in the organization comprised of 157* full time positions (including the Executive Assistant to the Mayor and Council); +/- 200 part time and a roster of up to 81 paid on call firefighters. The CAO also acts as the liaison with the Library Board through the Library Chief Executive Officer.



*Excluding Library

Office of the Chief Administrative Officer

Key Priorities and Objectives 2021

Management of the 2021 COVID-19 Emergency Response and Recovery including:

- Provide programs and services in accordance with Provincial and Regional guidelines
- Update the Town's Recovery Framework and build back better plan including phased-in reintegration plans and recovery
- Prioritize employee mental health and wellness, with ongoing support for staff working both in-person and remote
- Ensure departments work with York Regional partners to review and action municipal best practices related to COVID-19 response
- Support local business response and recovery
- Continue to develop and offer creative and innovative program and event options including virtual programming and partnerships with the EG Public Library and Sharon Temple
- Continue to monitor fiscal and plan for ways to mitigate impacts as a result of the extension of the COVID-19 response
- Continue to prioritize timely and effective communications with Council, the public, and employees

Culture of Municipal Excellence

- Provide support and guidance to the leadership team with a focus on corporate training and development opportunities including the Forward 2025 and CAO internship initiatives
- Provide strategic advice to Council, and leadership to Town staff to create a collaborative and innovative workplace
- Expand the employee training program to respond to the Service Delivery Review's (SDR) change readiness review to ensure the organization is poised for successful modernization and transformation
- Continue regular stakeholder and community group consultation (i.e. EG advisory committees, school boards, conservation authority, library board, other municipalities, and development groups)
- Support further expansion of corporate-wide customer service culture by focusing on increased public engagement and timely, transparent communications
- Continue to build East Gwillimbury's organizational culture by fostering a healthy, safe and inclusive work environment that celebrates diversity through employee education, cultural events, and a corporate policy review
- Implementation of 2020 Market Review including development of new salary grid and administration of changes
- Review Town practices regarding citizen engagement and Town meeting protocols to update the Council procedural by-law
- Support development of the Town emergency response protocols through business continuity planning
- Initiate the implementation of the new Town logo and enhanced brand standards
- Launch of new resident-friendly, self-serve focused websites to enhance overall communication with residents and businesses

Quality Programs and Services

- Ensure Council approved programs and initiatives are strategically aligned and delivered in a timely, cost-effective manner
- Utilize the 2020 Service Delivery Review to prioritize further modernization efforts to improve resident experience
- Launch the new eCommerce payment system, including the ability to virtually obtain dog licences, check tax/water accounts, and make payments online
- Complete system implementation and onboarding of pilot department for Enterprise Content Management System
- Develop and approve the 2021 Business Plan and Budget and 2021 Water and Wastewater Budget with zero net tax-levy, and no increase to water/wastewater rates
- Work with N6s partners to further enhance intergovernmental partnerships with a focus on N6 joint initiatives and best practices, including ongoing peer to peer program

Office of the Chief Administrative Officer

Key Priorities and Objectives 2021



Responsible Growth & Environmental Protection

- Oversee the development of the new Town Official Plan to support sustainable and balanced growth that respects resident and business quality of life
- Update all Town Master Plans until the 2051 timeframe in collaboration with York Region's Municipal Comprehensive Review, key stakeholders and the development community:
 - Transportation Master Plan
 - Active Trails and Transportation Master Plan
 - Water and Wastewater Master Plan
- Work with York Regional Police to conduct joint inspections and investigations of illegal cannabis production sites and utilize the Town's Interim Control By-law to review and update the municipal standards related to these facilities
- Develop an updated Economic Development Strategy that supports the expansion of servicing and planning for the first phase of the EG business park
- Expand the Business Advantage Program to enhance business experience across all departments
- Continue to support the Town's environmental stewardship through work-from-home, paperless initiatives
- Enhance environmental programs such as textile, recycling, battery recycling and reuse days
- Support York Region and the Province of Ontario to advance the development of the UYSS (or alternative solution), Highway 400 - 404 Connecting Link, and other key employment servicing infrastructure
- Develop multi-year servicing strategies for Highway 404 employment lands
- Strategic property acquisition for future municipal requirements
- Management and coordination of approved development growth within the Town



Build Complete Communities

- Oversee delivery of approved capital projects including:
 - Completion and occupancy of the new Operations Centre
 - Commence public consultation and design of the Sports Complex site and facility expansion project
 - Capital funding strategy and detailed design of the Healthy Active Living Plaza
 - Explore private public partnership opportunities for a multi-sport dome facility
 - Centre Street revitalization initial public consultation and RFP development
 - Commence public consultation for upgrades to Yonge Street in Holland Landing
 - Key ATTMP connections at the Oriole Drive Bridge Boardwalk and Trail
- Continue development of corporate asset management program (multi-year)
- Prepare a Development Charge Background Study and update the Development Charge By-laws
- Identify and present options to Council for the 2022 Municipal Election Study (methods, cost, technology)

Human Resources

Key Priorities and Objectives 2021



Culture of Municipal Excellence

- Implementation of the 2020 Market Review including development of new salary grid and administration of changes
- Continue implementation of Forward 2025 corporate realignment
- Support the roll out of the CAO Internship Program to provide career development opportunities for employees
- Roll out of the performance management and organizational development program through the CAO Internship Program
- Expand employee engagement and corporate coaching/mentoring strategies by utilizing the Performance Indicator (PI) model
- Action recommendations of the EG Includes Me2 Employee Team
- Ensure corporate process continuity by completing a corporate policy review
- Apply for Canada's Top 100 Employer and EAP Employer of Choice Award
- Continue ongoing communications with client teams by conducting quarterly service meetings with management teams
- Ensure two-way communication with employees by launching a feedback survey with staff
- Recommend new employee service awards and recognition programs
- Prioritize employee mental health and wellness, with ongoing support for staff working both in-person and remote



Quality Programs and Services

- Establish a corporate committee to review and update the Town's Accessibility plan in accordance with legislation
- Continue to build out the Town's Learning Management System to support ongoing training requirements
- Provide leadership training for the extended management team through programs such as: Harvard Manage Mentor, the N6 corporate training program, report writing, and mental health training
- Update HR programs and practices to meet evolving legislative requirements
- Implement new Recruitment & Performance Management ADP modules



Responsible Growth & Environmental Protection

- Continue to expand the corporate Health and Safety wellness training
- Implement the WSIB Excellence Program
- Complete corporate risk assessments for all Town departments
- Continue to roll out the ergonomic program and initiatives for in the office and at home



Build Complete Communities

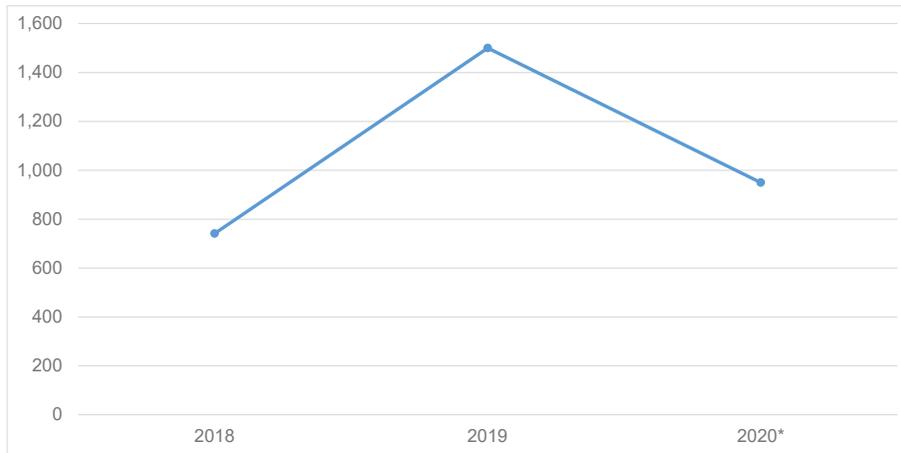
- Continue to build East Gwillimbury's organizational culture by fostering a healthy, safe and inclusive work environment that celebrates diversity through employee education, cultural events, and a corporate policy review

Human Resources

* All 2020 Numbers have been estimated to year end for comparison purposes

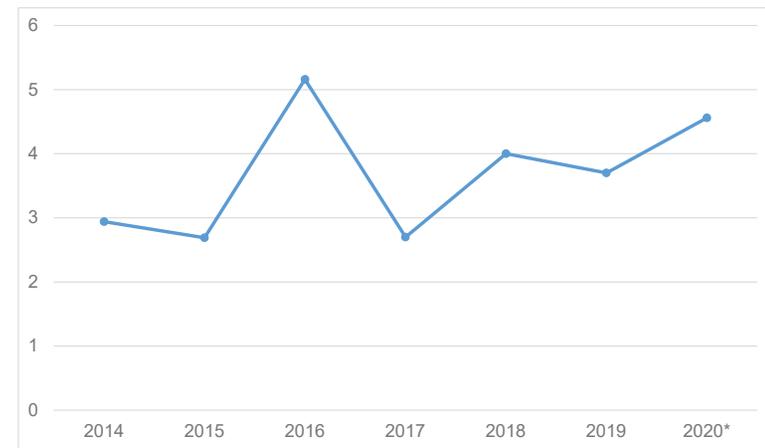
Corporate Training Hours

Includes workplace specific and legislative required training (Diversity & Inclusion, Mental Health, First Aid, WHMIS, etc.)



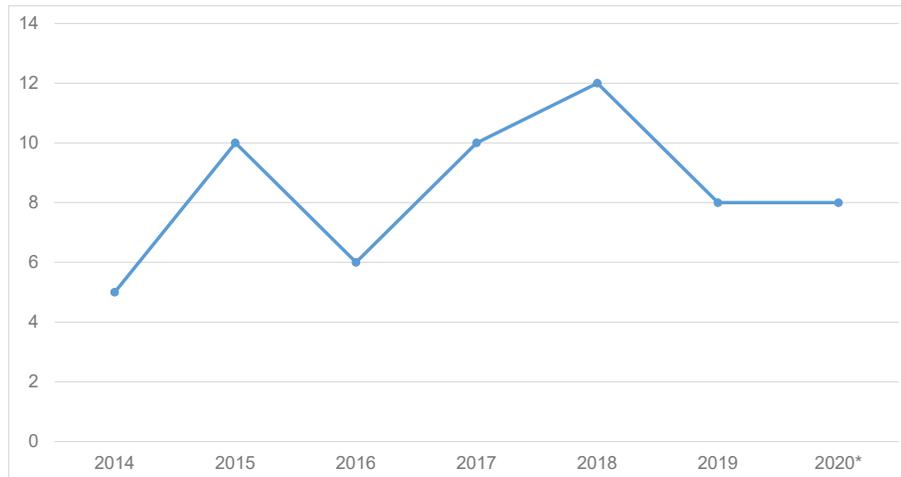
Average number of Sick Days per Employee

Total sick days divided by total full time employees



Employee Turnover

Total number of employees who have left the organization per year



Budget Summary

The Office of the Chief Administrative Officer operating budget includes expenditures of \$1.2 million or 5% of the Town's total operating expenditures. The salaries and benefits budget for the CAO's Office has decreased slightly due to adjustments related to benefit costs. The reduction to the consulting budget and corresponding draw from reserve of \$50,000 has been removed from the base. This was a one time expenditure from 2020 relating to the market compensation review. An increase in communications and training of approximately \$1,000 has been included for costs associated with the Health and Safety coordinator.

There is a 4% net decrease in expenditures and no significant net budget change in the CAO's Office.



Office of the CAO 2021 Operating Budget

	Chief Administrative Office	Human Resources	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures						
Salaries and Benefits	426,411	512,819	939,230	939,994	(764)	
Advertising		10,000	10,000	10,000		
Audit Services	16,500		16,500	16,500		
Communications	5,000	2,000	7,000	6,500	500	8%
Consultants		55,000	55,000	105,000	(50,000)	(48%)
Contingency	55,000		55,000	55,000		
Contracted Services		8,000	8,000	8,000		
Courier and Mail Processing		250	250	250		
Materials and Supplies	22,500	6,500	29,000	29,000		
Mileage	4,000	1,000	5,000	5,000		
Public Engagement/Corporate Events	4,000	7,500	11,500	11,500		
Software Licences and Maintenance		29,500	29,500	29,500		
Training, Professional Development and Memberships	5,936	53,100	59,036	58,536	500	1%
Total Expenditures	539,347	685,669	1,225,016	1,274,780	(49,764)	(4%)
Total Revenues						
Transfers						
Draw from Reserves				(50,000)	50,000	(100%)
Total Transfers				(50,000)	50,000	(100%)
NET BUDGET	539,347	685,669	1,225,016	1,224,780	236	

Legal and Council Support Services

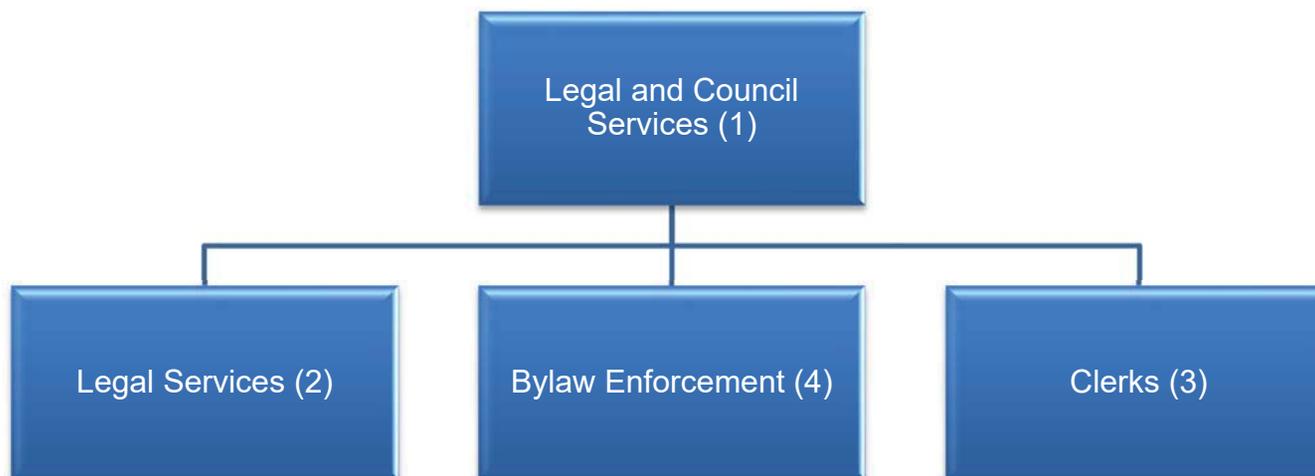
Legal and Council Support Services is composed of three business units: Legal Services, Bylaw Enforcement and the Clerks and Council Support branch.

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

The By-Law Enforcement branch works with the community to educate and enforce municipal by-laws, various government acts, and legislation to protect the public safety, integrity and welfare of all residents.

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

Legal and Council Support Services is supported by 10 full time positions.



Legal and Council Support Services

Key Priorities and Objectives 2021

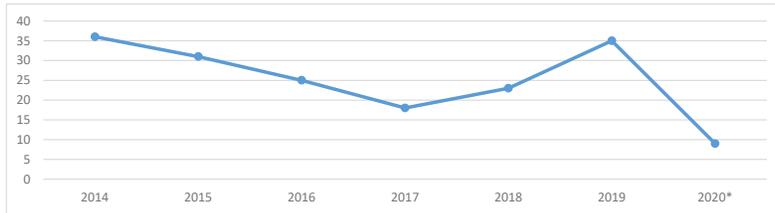
	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">• Continue to provide support and develop of all staff through a variety of training and development opportunities• Complete system implementation and onboarding of pilot department for Enterprise Content Management System• Further review electronic and/or introduce hybrid council meetings• Work with Council and staff to implement a new Procedural By-law to enhance meeting management• Implement Facility User Insurance Program to manage risk associated with facility rentals
	<p>Quality Programs and Services</p> <ul style="list-style-type: none">• Provide strategic legal advice for Town departments including: personnel matters, contracts, tax matters, emerging issues and program operations• Implement an Administrative Monetary Penalty System (AMPS) to enhance customer service with increased options for payment and easy screening process to dispute tickets.• Continue to modernize and update regulatory by-laws
	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">• Work with YRP to conduct joint inspection and investigation of illegal cannabis production sites and prosecute producers growing of cannabis in violation of Town's Zoning By-law• Work with Planning to determine appropriate regulation of cannabis production and propose implementing By-laws for Council consideration• Strategic property acquisition for future municipal requirements
	<p>Build Complete Communities</p> <ul style="list-style-type: none">• Identify and present options to Council for the 2022 Municipal Election Study (methods, cost, technology)

Legal Services

* All 2020 Numbers have been estimated to year end for comparison purposes

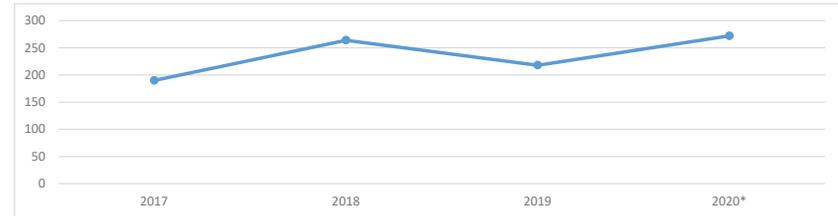
Insurance Claims Against the Town

Includes active and potential claims



New Legal Matters

New investigations and files initiated by the Legal team

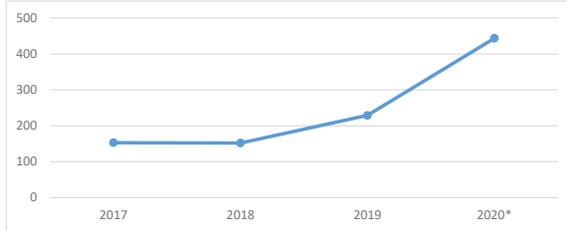


Clerks and Council Support

* All 2020 Numbers have been estimated to year end for comparison purposes

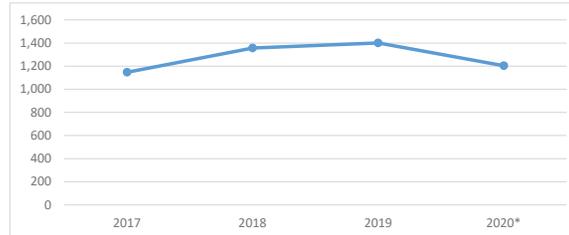
Council & Committee Support

Include Council meeting support, Advisory Committees & Groups, E-Meeting testing & protocols, BSAT, COVID-19 Control Group, ECM, SDR, Cyber, etc.



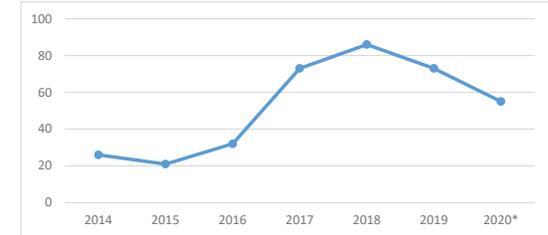
Internal & External Support

Include marriage licenses, civil ceremonies, livestock claims, licensing, Commissioning, deputations, presentations, correspondences, general inquiries, etc.



Freedom of Information Requests

Number of requests received and responded to.

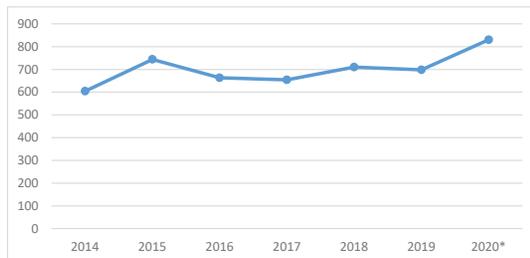


Bylaw Enforcement

* All 2020 Numbers have been estimated to year end for comparison purposes

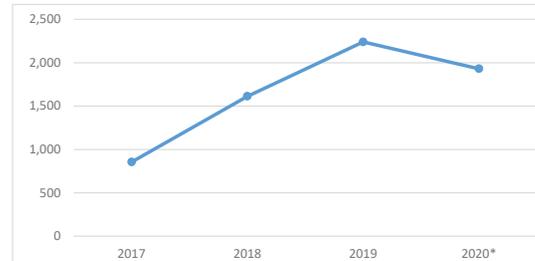
Complaints Received

An enforcement file is generated both reactively when a complaint is received and during proactive enforcement



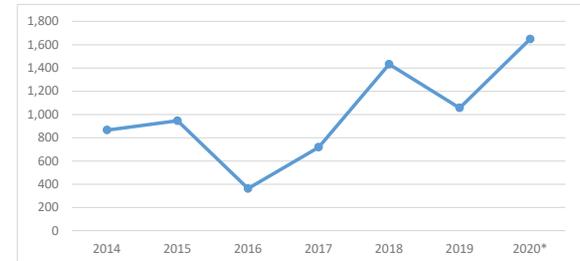
Inspections Completed

Several inspections are often required before compliance is achieved



Parking Tickets Issued

Several inspections are often required before compliance is achieved



Budget Summary

The Legal and Council Support Services operating budget includes expenditures of \$1.8 million or 7% of the Town's total operating expenditures.

The salary and benefits budget increase of approximately \$26,000 relates to step increase and benefit cost adjustments. The increase of approximately \$88,000 in contracted services is mainly related to the Animal Control contract. This has been partially offset by the increased license revenue of \$55,000. The increase of approximately \$7,000 in materials and supplies relate to the increased cost of supplies and printing to administer the bylaw enforcement program. The increase of approximately \$3,000 in training and professional development is related to complying with training requirements for bylaw staff.

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

The net budget is increased by approximately \$68,000 or 4%.



Legal & Council Support Services 2021 Operating Budget

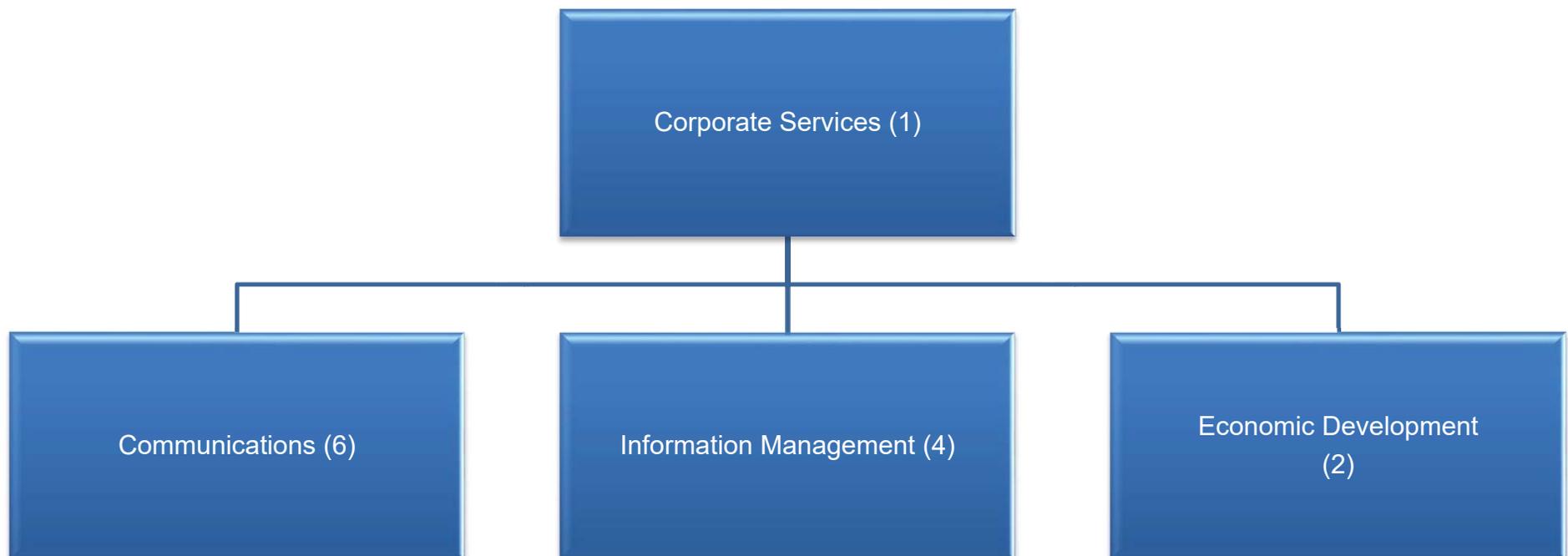
	Legal Services	Election	Clerks	Bylaw Enforcement	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures								
Salaries and Benefits	548,252		380,066	458,071	1,386,389	1,359,961	26,428	2%
Communications	1,300		1,600	3,255	6,155	4,555	1,600	35%
Contracted Services			9,500	327,656	337,156	248,665	88,491	36%
Courier and Mail Processing	200				200	200		
Equipment and Vehicle	2,100		1,000	1,500	4,600	4,100	500	12%
Legal Services	49,000			1,000	50,000	50,000		
Materials and Supplies	24,100		6,900	9,475	40,475	33,675	6,800	20%
Mileage	500		1,000	1,500	3,000	3,855	(855)	(22%)
Training, Professional Development and Memberships	9,500		5,000	6,000	20,500	17,100	3,400	20%
Uniforms and Safety Clothing				3,570	3,570	3,070	500	16%
Total Expenditures	634,952		405,066	812,027	1,852,045	1,725,181	126,864	7%
Revenues								
Fines and Penalties				(52,500)	(52,500)	(46,000)	(6,500)	14%
Licenses			(6,000)	(64,500)	(70,500)	(16,000)	(54,500)	341%
Sales			(3,000)		(3,000)	(3,000)		
User Fees	(95,000)		(3,250)	(10,500)	(108,750)	(111,250)	2,500	(2%)
Total Revenues	(95,000)		(12,250)	(127,500)	(234,750)	(176,250)	(58,500)	33%
Transfers								
Contributions to Reserves		50,000			50,000	50,000		
Total Transfers		50,000			50,000	50,000		
NET BUDGET	539,952	50,000	392,816	684,527	1,667,295	1,598,931	68,364	4%

Corporate Services

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

- Strategy and Administration: transformation and modernization initiatives
- Communications: public information, community engagement, and customer service
- Information Management: data and records management, hardware and software, GIS
- Economic Development: advancement of economic growth, investment and strategic initiatives

The department is supported by 13 full time positions and one contract position.



Corporate Services

Key Priorities and Objectives 2021

 <p>CULTURE of municipal excellence</p>	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">• Utilize the cultural statements to facilitate optimal staff performance and service outcomes with a focus on customer experience; creativity and innovation; partnerships and collaboration; lifelong learning• Initiate the implementation of the new Town logo and enhanced brand standards• Lead the implementation of the Municipal Peak Performance Program (Modernization and transformation)• Lead and coordinate various interdepartmental teams including:<ul style="list-style-type: none">COVID-19 Control GroupCOVID-19 Recovery Team Working GroupBusiness Solutions Advisory TeamOfficial/Master Plan Working Group
 <p>QUALITY programs & services</p>	<p>Quality Programs and Services</p> <ul style="list-style-type: none">• Initiate review and define requirements to enhance the resident experience utilizing an updated cloud-based Customer Relationship Management (CRM) tool• Complete the development and launch of two new user-friendly websites to enhance overall communications with residents and businesses• Complete the preliminary migration of documents to the Electronic Content Management system• Support the expansion of the Regional fibre network (YorkNet) and facility technology requirements for the new Town Operations Centre
 <p>RESPONSIBLE growth & environmental protection</p>	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">• Support the completion of a comprehensive broadband gap analysis including broadband infrastructure mapping and the identification of strategic investment opportunities.• Develop an updated Economic Development Strategy that supports the expansion of servicing and planning for the first phase of the EG business park• Expand the Business Advantage Program to enhance business experience across all departments
 <p>BUILD complete communities</p>	<p>Build Complete Communities</p> <ul style="list-style-type: none">• Initiate the Downtown Revitalization Project• Support the completion of a comprehensive broadband gap analysis including broadband infrastructure mapping and the identification of strategic investment opportunities• Participate in Town-wide planning studies to provide input and business impact analysis

Modernization & Transformation

People, Process and Technology Focused Enhancements

Resident Impact	
Direct	Indirect

Enhancement	Qualitative Analysis					Quantitative Analysis		
	Service Improvement	Access to Data	Decision Making	Data Accuracy	Business Continuity	Est. Time Savings* (hours/year)	Est. Cost Avoidance (\$)	Est. Efficiency Gain %
 Utilize LMS to onboard new staff	✓	✓	✓	✓	-	400	-	-
 Initial Project Management Training	✓	✓	✓	✓	✓	-	-	15%
 Utilize in house resources and virtual technology to deliver Ergonomics Assessments	✓	✓	✓	✓	-	-	50,000	-
 Paperless Council Agenda Production	✓	✓			✓	60	5,000	
 Water Billing Reminder Notice Process Streamlining	✓	✓	✓	✓	-	90	-	-
 Permit Registry Report Automation	✓	✓	✓	✓	✓	1800	-	-
 Permit Inspection Report Automation	✓	✓	✓	✓	✓	350	-	-

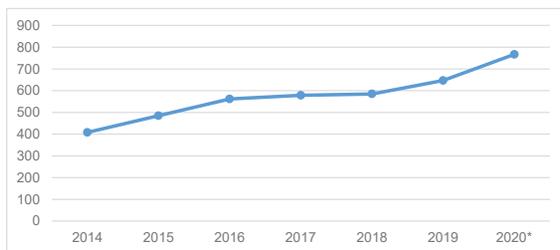
*Equivalent to approx. 1.5 FTE

Information Technology

* All 2020 Numbers have been estimated to year end for comparison purposes

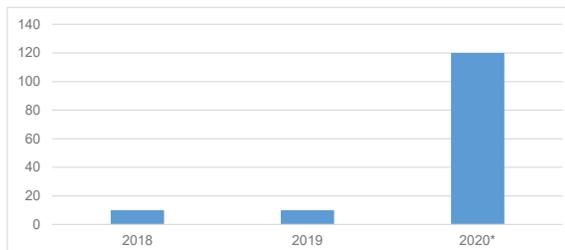
Hardware Devices Managed

Total number of devices supported e.g. Laptops, desktops, mobile devices



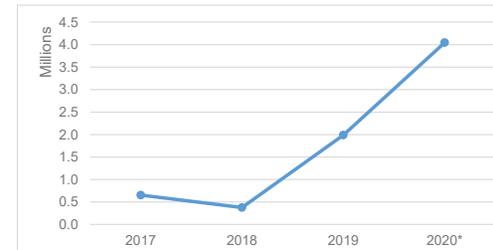
Number of Remote User Licenses

Number of supported remote users



Volume of Blocked Emails

Includes phishing attacks, malware or viruses blocked by improved software and proactive intervention.

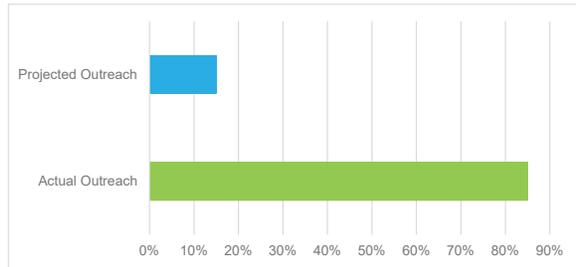


Economic Development

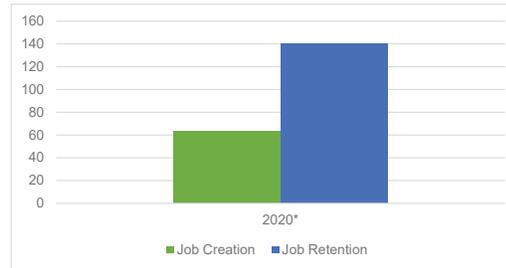
* All 2020 Numbers have been estimated to year end for comparison purposes

Business Outreach and Visits (2020)

Direct contact and visits with businesses to assess/respond to identified challenges and opportunities for business growth



Employment Related (2020)



Job Creation: Total number of new jobs created in EG as a result of new development, business relocation, or business expansion projects

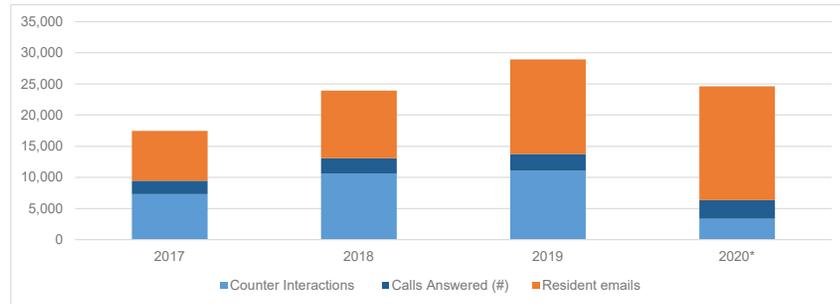
Job Retention: Total number of jobs that were protected from loss due to interventions provided by municipal staff, in the case of potential business closures or downsizing

Customer Service & Communications

* All 2020 Numbers have been estimated to year end for comparison purposes

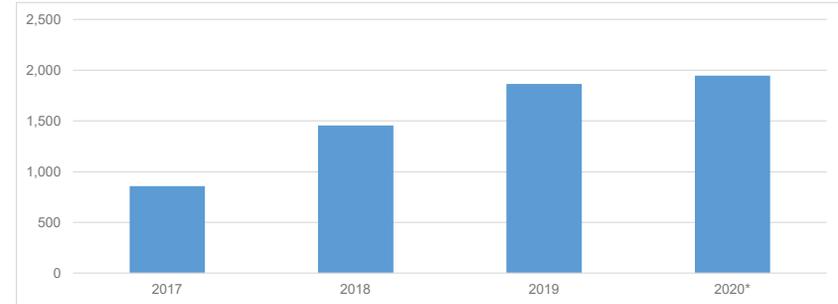
Customer Interactions

Various methods of customer interaction with the Town's customer service team



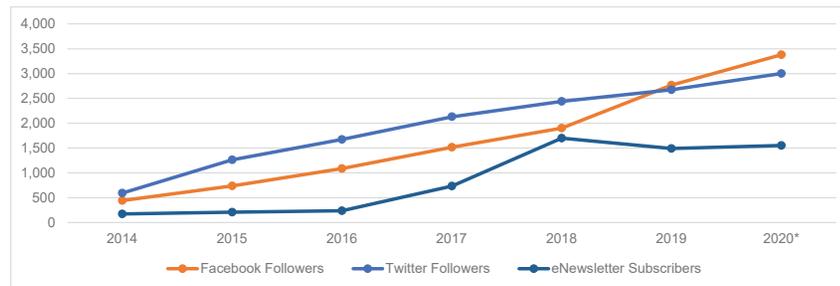
Service Requests Managed

Resident requests that require follow up by other service areas of the Town. EG. Roads, Water, etc.



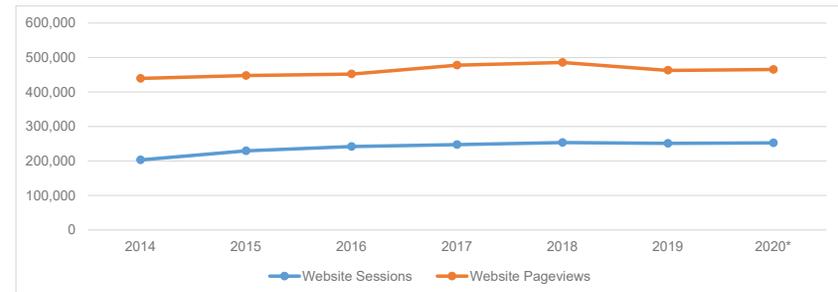
Digital Communications

Total number of residents engaged with the Town's various digital communications



Website Engagement

Total number of times the website is visited (sessions) and the total number of different pages viewed (Page views)



Budget Summary

Corporate Services operating budget includes expenditures of \$2.4 million, or 9% of the Town's total operating expenditures.

The salaries and benefits budget has increased by approximately \$20,000 due to step increases and benefit adjustments. The increase in software and licensing budget of approximately \$50,000 is due to increases in subscription based software and additional users. This increase has been partially offset by a reduction in the contribution to reserve of \$25,000, as many software programs are now cloud-based and do not require the eventual replacement of server hardware. An additional increase to YorkNet Communications of approximately \$21,000 has been included to account for the connection and annual fee for the Operations Centre. An increase to training and development has been included for approximately \$7,000 relating to increased training costs for new and modernized systems, but has been offset by a transfer of Corporate membership costs to the Corporate Wide department in the amount of \$9,500.

The net budget for this department is increasing by approximately \$64,000 or 3%.



Corporate Services 2021 Operating Budget

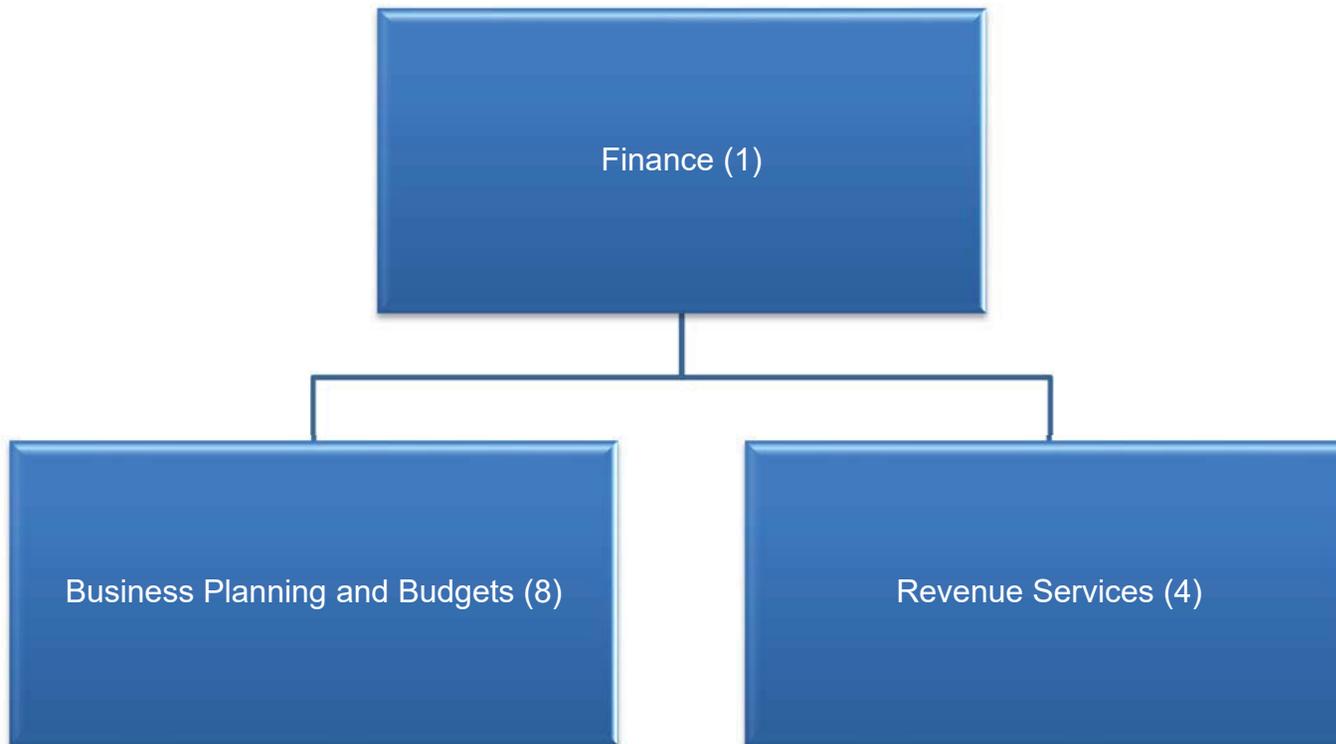
	Strategy & Admin	Communications	Economic Development	Information Technology	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures								
Salaries and Benefits	272,357	703,639	276,469	610,240	1,862,705	1,843,001	19,704	1%
Advertising		70,000	5,900		75,900	75,900		
Communications	1,500	1,000	1,600	2,500	6,600	6,600		
Consultants	6,000	5,000		10,000	21,000	21,000		
Equipment and Vehicle	2,600			23,330	25,930	25,930		
Equipment Repair				7,000	7,000	7,000		
Materials and Supplies	4,800	18,500	16,000	200	39,500	39,500		
Mileage	500	1,200	2,000	1,500	5,200	5,200		
Other Agencies/Municipalities			15,500		15,500	15,500		
Software Licences and Maintenance			4,000	240,000	244,000	193,750	50,250	26%
Training, Professional Development and Memberships	3,000	1,320	4,268	8,056	16,644	19,144	(2,500)	(13%)
Utilities				30,000	30,000	30,000		
YorkNet Communications				43,200	43,200	21,600	21,600	100%
Total Expenditures	290,757	800,659	325,737	976,026	2,393,179	2,304,125	89,054	4%
Revenues								
Recoveries and Contributions from Developers			(50,000)		(50,000)	(50,000)		
Total Revenues			(50,000)		(50,000)	(50,000)		
Transfers								
Contributions to Reserves				80,000	80,000	105,000	(25,000)	(24%)
Total Transfers				80,000	80,000	105,000	(25,000)	(24%)
NET BUDGET	290,757	800,659	275,737	1,056,026	2,423,179	2,359,125	64,054	3%

Finance

The Finance Department provides financial support to the corporation and the community through two business units:

- Business Planning and Budgets: financial planning, controls and reporting, accounting, procurement
- Revenue Services: property tax and water billing

The department is supported by 13 full time positions and one contract position.



Finance

Key Priorities and Objectives 2021

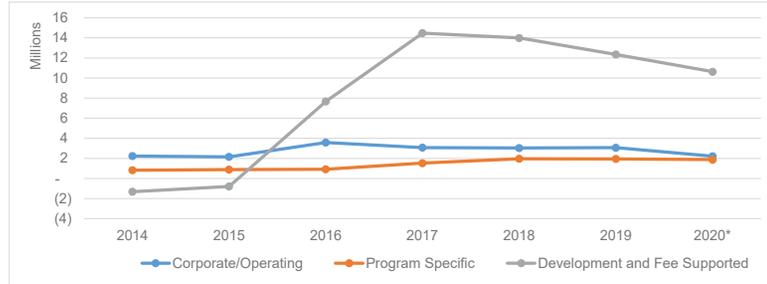
	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">• Continue to provide support and develop staff through a variety of training and development opportunities• Transition water system to monthly billing cycle to provide more timely and relevant billing information for residents and businesses• Enhance delivery of resident-friendly financial information through the Annual Financial report• Launch resident self-serve options including online payment processing and access to tax/water information• Expand the use of Bids and Tenders software to improve contract management and provide efficiencies throughout the procurement cycle• Enhance property tax billing information in 2021 to increase transparency and understanding for residents
	<p>Quality Programs and Services</p> <ul style="list-style-type: none">• Develop and approve the 2021 Business Plan and Budget and 2021 Water and Wastewater Budget with zero net tax-levy, and no increase to water/wastewater rates• Enhance property tax billing information in 2021 to increase transparency and understanding for residents
	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">• Implement ebilling improvements to promote environmentally-friendly practices and achieve cost savings related to distribution• Enhance water billing and consumption data reporting to increase accessibility of information for use in current and future growth studies
	<p>Build Complete Communities</p> <ul style="list-style-type: none">• Commence the update to the Development Charge Background Study and Development Charge By-laws• Participate in Town-wide planning studies to determine the cost and funding sources for growth in the Town (Fiscal Impact Analysis)• Seek out opportunities and coordinate applications for third party funding for future operating and capital improvements

Finance

* All 2020 Numbers have been estimated to year end for comparison purposes

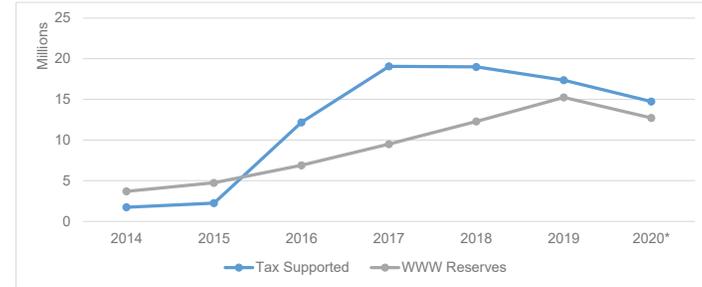
Operating Reserves

Funds set aside for future program related services such as Building, Planning, Fill & Site Alteration, Working Capital and stabilization funding.



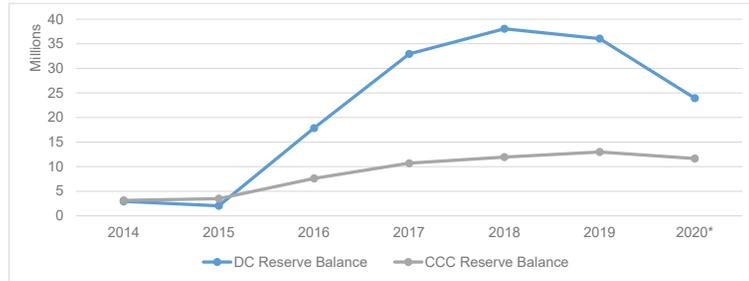
Asset Replacement Reserves

Funds set aside for replacement/renewal of all tangible capital assets



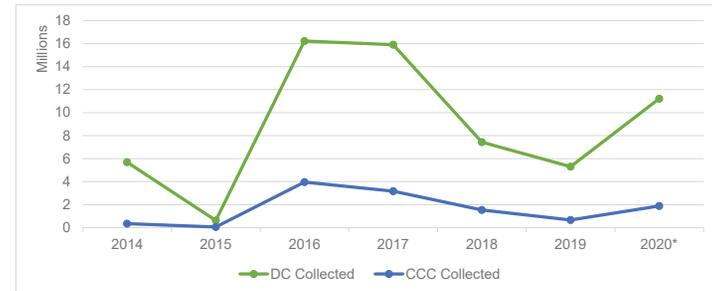
Development Charge Reserves

Funds set aside for future growth specific needs and funding initiatives that benefit new development. EG. Development Charges, Community Capital Contribution, Development Fees



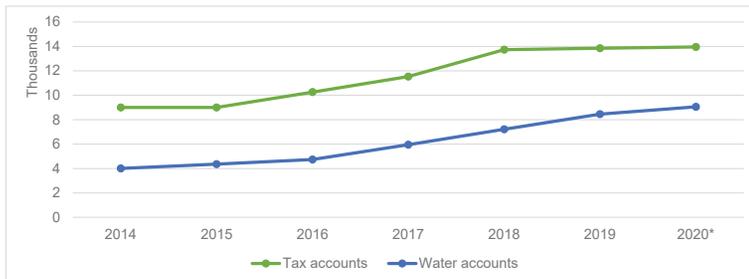
Development Charge and Community Contributions Collected

Total contributions collected and deposited to the reserve account each year.



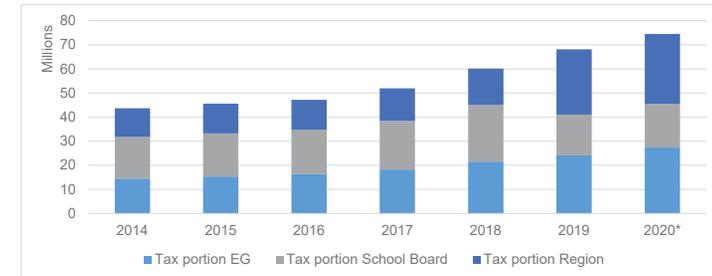
Total Number of Tax and Water Accounts

Total number of active tax accounts on the roll, and active water/wastewater accounts. Water accounts include tenant accounts.



Breakdown of Annual Taxes Collected

Total billed taxes per year broken down into the three components of Town, Region and School board. 2020 includes estimated amount of supplemental taxes billed.



Budget Summary

The Finance department operating budget includes expenditures of \$1.9 million, or 7% of the Town's total operating expenditures.

The salaries and benefits budget has increased by approximately \$52,000 due to step increases and benefit adjustments. A modest increase has been included in temporary staffing to allow for the additional effort required to transition to monthly water billing in 2021. There are no further changes within this budget as any expected increases have been offset by efficiency measures put in place.

The net budget for this department is increasing by approximately \$52,000 or 3%.



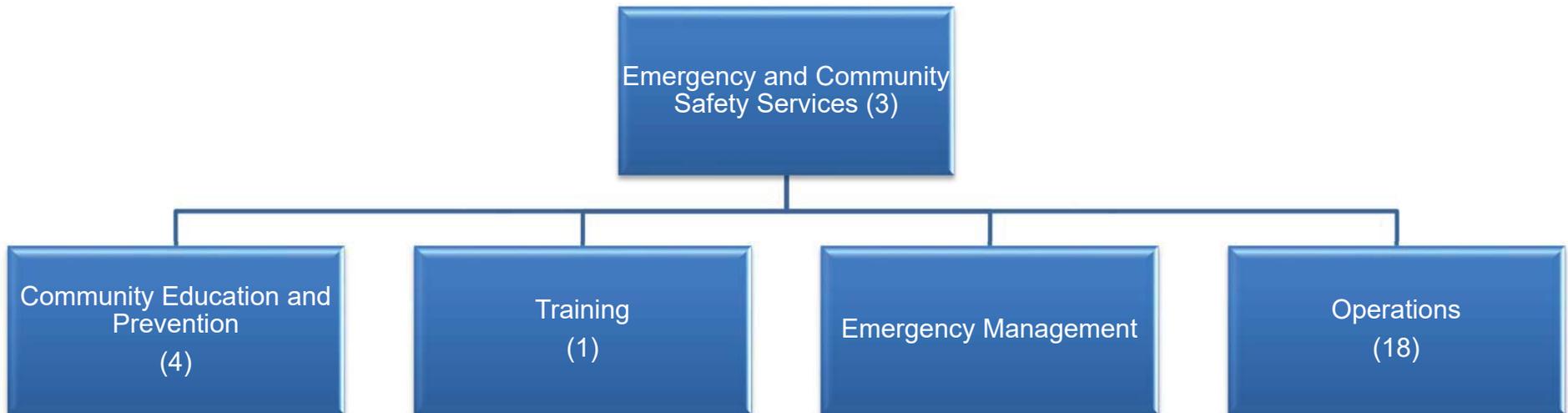
Finance 2021 Operating Budget

	Business Planning & Budgets	Revenue Services	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures						
Salaries and Benefits	1,346,904	390,109	1,737,013	1,685,077	51,936	3%
Audit Services	40,500		40,500	40,500		
Bank Fees, Payroll and Other Charges	89,000		89,000	89,000		
Communications	2,000		2,000	2,000		
Consultants		9,500	9,500	9,500		
Courier and Mail Processing		30,000	30,000	30,000		
Equipment Repair	400	500	900	900		
Materials and Supplies	1,000	7,750	8,750	8,750		
Mileage	300	400	700	700		
Training, Professional Development and Memberships	10,500	9,200	19,700	19,700		
Total Expenditures	1,490,604	447,459	1,938,063	1,886,127	51,936	3%
Revenues						
Development Charges	(233,689)		(233,689)	(233,689)		
Miscellaneous		(7,500)	(7,500)	(7,500)		
Sales		(30,000)	(30,000)	(30,000)		
User Fees		(40,000)	(40,000)	(40,000)		
Total Revenues	(233,689)	(77,500)	(311,189)	(311,189)		
Transfers						
Draw from Reserves	(25,965)		(25,965)	(25,965)		
Total Transfers	(25,965)		(25,965)	(25,965)		
NET BUDGET	1,230,950	369,959	1,600,909	1,548,973	51,936	3%

Emergency and Community Safety Services

The Emergency and Community Safety Services Department enhances the fire and life safety of the Town's residents, businesses and visitors by: delivering public education programs; performing prevention inspections and enforcement; ensuring emergency management through an essential Emergency Management Program; and providing effective suppression, rescue, and medical response which includes personnel and equipment.

The composite department is supported by 26 full time positions and a roster of ± 81 paid-on-call firefighters.



Emergency and Community Safety Services

Key Priorities and Objectives 2021

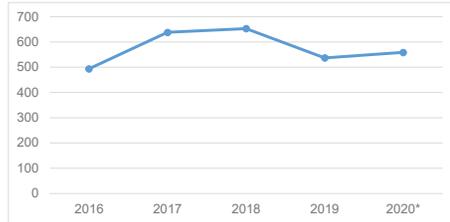
	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none"> • Continue to provide support and develop of all staff through a variety of training and development opportunities • Focus on Officer Development in the areas of administration and leadership. • Review Assistant Deputy Chief role/mandate to strategically prepare and align with best practices and three lines of defense • Support the PTSD Prevention Plan with mental health training for all ECSS members • Develop analytics dashboard and increase scope of data collection • Continue partnership with FESTI to develop specific training programs for leadership and response capabilities • Work with YRP to conduct joint inspection and investigation of illegal cannabis production sites and prosecute producers growing of cannabis in violation of Town's Zoning By-law
	<p>Quality Programs and Services</p> <ul style="list-style-type: none"> • Implement the new Smoke/CO Program for frontline employee use. Investigate further application of GIS technology. • Investigate modernization tools and technology to further advance Prevention and Public Education programs • Identify simulation technology to support advanced training and the further development of the incident command model • Conduct review of the Establishing and Regulating By-law to ensure it reflects the current and growing needs of the community • Achieve legislative compliance in Emergency Management with the Province and York Region • Implement Business Continuity Planning and crisis communications for the Emergency Plan • Conduct corporate Emergency Management training for task specific requirements.
	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none"> • Begin analysis of vision for fourth Fire Station and investigate opportunities to secure land and commence developing the scope of requirements for the project. • Conduct a Paid on Call Firefighter recruitment with a focus on Mount Albert area • Continue to champion the Fire Master Plan and commitments in the multi year funding plans. Secure one FTE Firefighter • Develop Flood Contingency Plan for Emergency Plan, with support from York Region and LSRCA
	<p>Build Complete Communities</p> <ul style="list-style-type: none"> • Manage fleet and equipment replacement cycle • Capital Asset Management, i.e. bunker gear, specialty tools and equipment • Re-establish N6 Fire Service collaboration initiatives • Continue to build and foster relationships with community, internal and external partners

Community Education and Prevention

* All 2020 Numbers have been estimated to year end for comparison purposes.

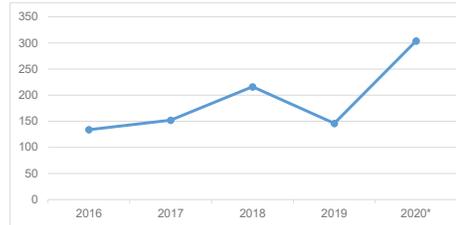
Inspections - Fire

Fire inspections completed this year, including accessory apartments, firebreak lots, request and complaint inspections etc.



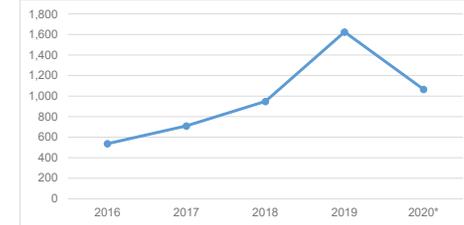
Plans Review

Plan submissions reviewed by Fire Prevention



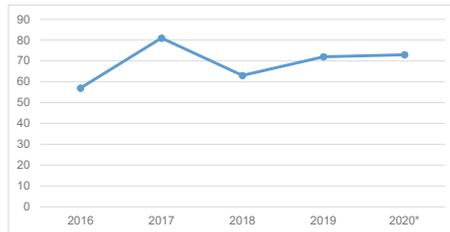
Homes Visits in the Smoke Alarm/CO Program

Number of homes attended during the Smoke Alarm/Co Program



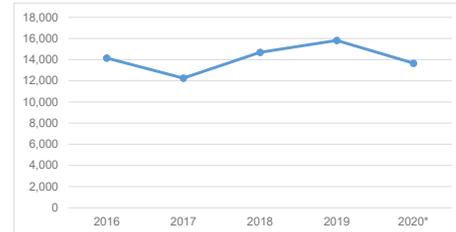
Public Education Activities (Events/Demonstrations)

Number of Public Education Events hosted by staff; including social media campaigns, in person events, demonstrations by staff



Public Education Engagement (Population)

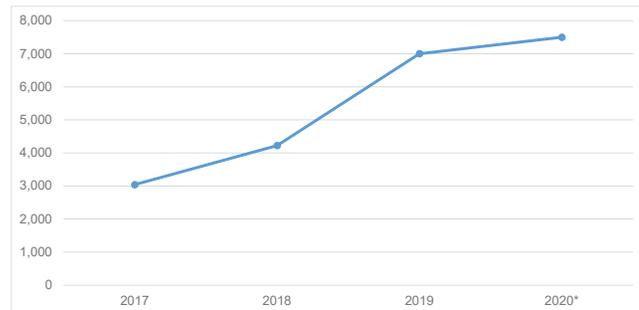
Number of people reached by ECSS engagement activities; including in person events, social media campaigns



Training

Training Hours

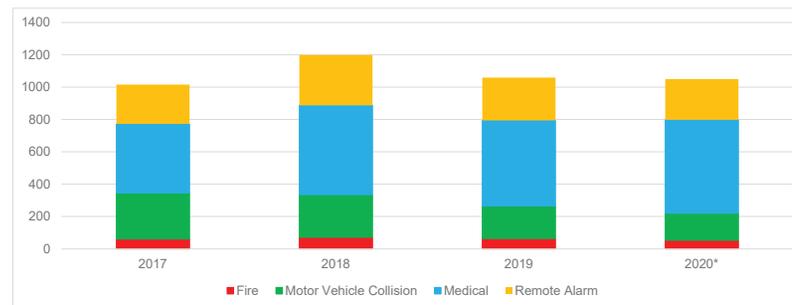
Cumulative training hours completed by ECSS staff



Operations

Emergency Incidents

Number of emergency responses and the incident type distribution within the main categories of remote alarms, medical incidents, motor vehicle collisions and fires



Budget Summary

The Emergency and Community Safety Services operating budget includes expenditures of \$5 million or 20% of the Town's total operating expenditures.

The salary and benefits budget for Emergency Services has increased by approximately \$8,000. This includes the continued implementation of the collective agreement, step increases, and has been offset by adjustments in the calculations for budgeting benefits. The other agencies/municipalities budget increased by approximately \$27,000 due increasing costs for radio and dispatch services. The equipment repair budget increased by approximately \$8,000 to align the budget with actual expenditures. The materials and supplies budget increase of approximately \$5,000 is due mainly to the anticipated increased participation in community education programs, as well as adapting current programs to comply with COVID-19 restrictions. The increase of approximately \$7,000 in software licenses and maintenance is related to increased subscription costs for modernized software.

The net budget is increasing by approximately \$57,000 or 1%.



Emergency & Community Safety Services 2021 Operating Budget

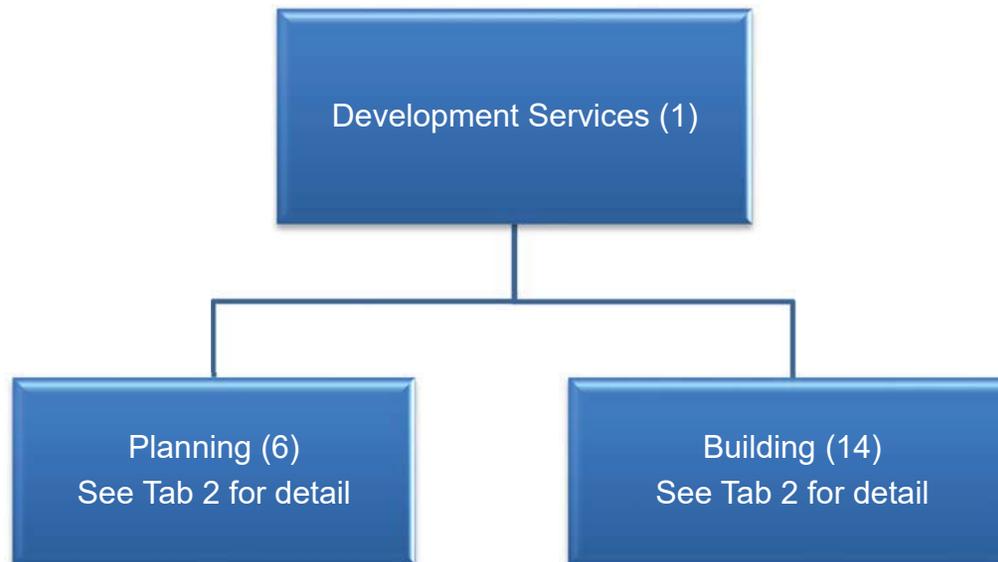
	Strategy & Admin	Emergency Management	Community Education and Prevention	Training	Operations	Fire Fleet	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures										
Salaries and Benefits	462,274		561,055	153,047	3,247,250		4,423,626	4,415,291	8,335	
Communications	8,545						8,545	7,360	1,185	16%
Equipment and Vehicle					27,800		27,800	27,800		
Equipment Repair						50,000	50,000	42,235	7,765	18%
Materials and Supplies	13,000	4,070	20,000	6,070	5,250	27,530	75,920	71,185	4,735	7%
Mileage	3,070						3,070	3,070		
Other Agencies/Municipalities		20,000		3,070	246,839		269,909	242,560	27,349	11%
Property and Building Maintenance					84,816		84,816	84,816		
Software Licences and Maintenance					7,275		7,275		7,275	
Training, Professional Development and Memberships	87,400						87,400	87,400		
Uniforms and Safety Clothing	35,000				35,000		70,000	70,000		
Utilities					62,520		62,520	62,520		
Total Expenditures	609,289	24,070	581,055	162,187	3,716,750	77,530	5,170,881	5,114,237	56,644	1%
Revenues										
Development Revenue	(46,235)						(46,235)	(46,235)		
Motor Vehicle Accidents	(100,000)						(100,000)	(100,000)		
Services to Other Municipalities					(137,700)		(137,700)	(137,700)		
Total Revenues	(146,235)				(137,700)		(283,935)	(283,935)		
Transfers										
Contributions to Reserves						502,946	502,946	502,946		
Draw from Reserves			(290,249)		(372,318)		(662,567)	(662,567)		
Total Transfers			(290,249)		(372,318)	502,946	(159,621)	(159,621)		
NET BUDGET	463,054	24,070	290,806	162,187	3,206,732	580,476	4,727,325	4,670,681	56,644	1%

Development Services

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

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

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



Budget Summary

The Development Services operating budget includes expenditures of approximately \$0.2 million or 1% of the Town's total operating expenditures.

The only change in this budget for 2021 is in salaries and benefits and results in an overall reduction due to adjustments to benefits costs, and a transfer from temporary staffing to consultants.

The net budget has decreased by approximately \$8,000 or 5%.

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



Development Services 2021 Operating Budget

	Strategy & Admin	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures					
Salaries and Benefits	239,286	239,286	248,858	(9,572)	(4%)
Communications	1,300	1,300	1,300		
Consultants	5,580	5,580	4,000	1,580	40%
Courier and Mail Processing	200	200	200		
Equipment and Vehicle	2,500	2,500	2,500		
Materials and Supplies	4,200	4,200	4,200		
Mileage	5,700	5,700	5,700		
Training, Professional Development and Memberships	5,988	5,988	5,988		
Total Expenditures	264,754	264,754	272,746	(7,992)	(3%)
Revenues					
Development Charges	(73,127)	(73,127)	(73,127)		
Development Revenue	(30,740)	(30,740)	(30,740)		
Total Revenues	(103,867)	(103,867)	(103,867)		
Total Transfers					
NET BUDGET	160,887	160,887	168,879	(7,992)	(5%)

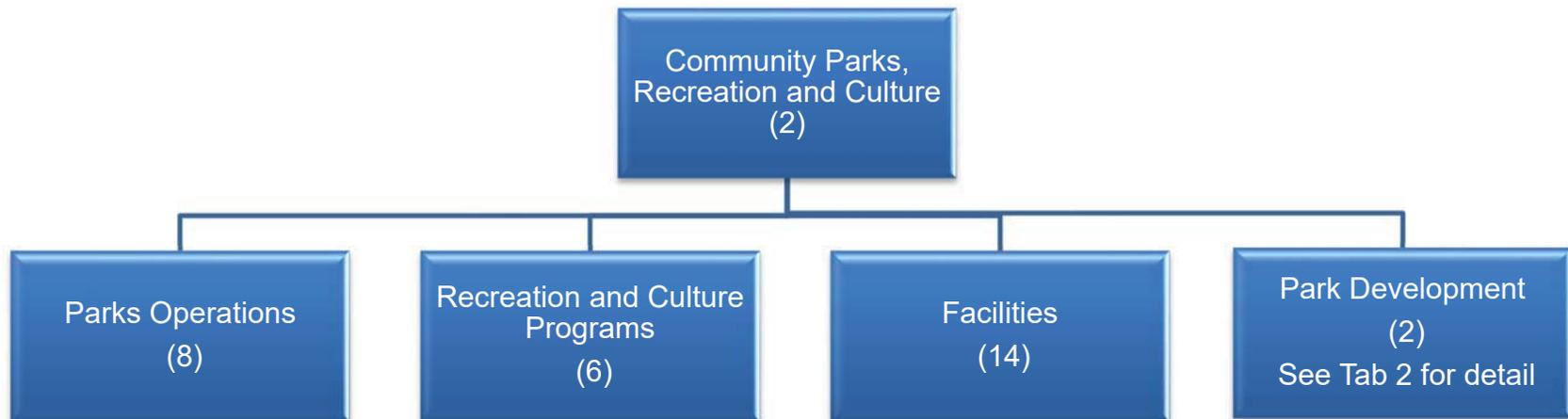
Community Parks, Recreation and Culture

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

The department is responsible for the following core business functions:

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

The department is supported by 32 full time positions and approximately 95 part-time, seasonal and student positions.



Community Parks, Recreation and Culture

Key Objectives and Priorities 2021

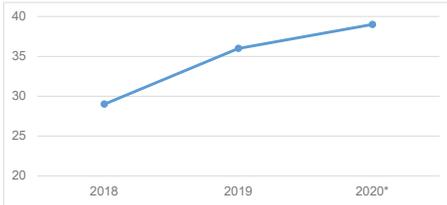
 <p>CULTURE of municipal excellence</p>	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">● Continue to provide support and develop of all staff through a variety of training and development opportunities● Continue to develop and offer creative and innovative program and event options including virtual programming and partnerships with the EG Public Library and Sharon Temple● Continue to implement environmentally friendly conservation and demand management technology within facilities and parks infrastructure● Continue to utilize the digital project window to provide real-time project updates of major Town projects● Redevelop content for the Town website to improve the user experience, with a focus on self-serve ability● Utilize the CAO Internship program to explore innovative opportunities to advance residents' experience and health and active living
 <p>QUALITY programs & services</p>	<p>Quality Programs and Services</p> <ul style="list-style-type: none">● Continue to responsibly manage the operating budget and offer fair market pricing for programs and permits● Continue to develop and refine asset management systems including inventory tracking; repair and replacement monitoring; and control
 <p>RESPONSIBLE growth & environmental protection</p>	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">● Continued public outreach and updates and completion of the detailed design of the new Health & Active Living Plaza● Active Transportation and Trails Master Plan (ATTMP) update including mapping, priorities and standards with a focus on pedestrian signage and safety.● Conduct comprehensive community consultation to develop the design of the Emily Park reconstruction and Simcoe Trail Extension● Construction of the key ATTMP connection at the Oriole Drive Bridge Boardwalk and Trail● Commence with the public consultation and design of the Sports Complex site and facility expansion project● Explore private public partnership opportunities for a multi-sport dome facility
 <p>BUILD complete communities</p>	<p>Build Complete Communities</p> <ul style="list-style-type: none">● Operations Centre facility construction within approved budget and assigned schedule and responsible facility operations● Complete Operations Centre facility construction within approved budget and assigned schedule● Commence with efficient and responsible facility operations at the Operations Centre● Streetscape and urban design improvements including the signature planter program, including the Holland Landing and Mount Albert revitalization projects, and the Sharon Leslie Street improvements

Park Operations

* All 2020 Numbers have been estimated to year end for comparison purposes

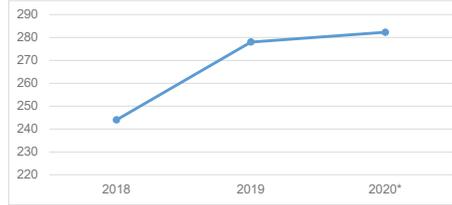
Number of Parks

Park Locations include various amenities including playgrounds, sports fields and courts, shade structures, site furniture.



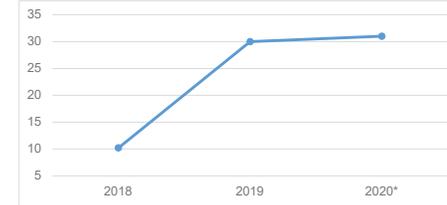
Parkland Acreage

Includes neighbourhood and community parks, woodlots and open spaces



Total KM's of Trails

Includes Active transportation and passive recreational trails.

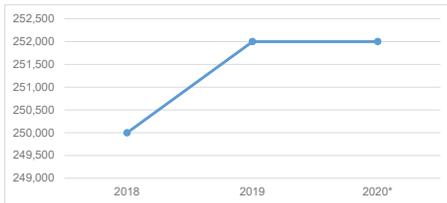


Facilities

* All 2020 Numbers have been estimated to year end for comparison purposes

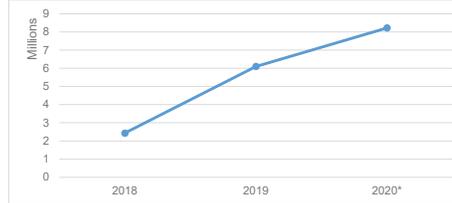
Total Square Footage of Managed/Owned Facilities

Administration space, operations space, recreation and community centres, firehalls



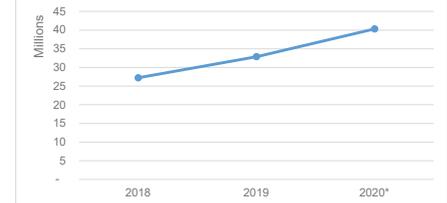
Capital Project Implementation Annual Expenditures (\$ Value)

Includes full facility design and construction, structural, mechanical, electrical or site works.



Insured Facilities Assets

Includes the value of recreation and corporate facility assets (Civic Centre, Fire Stations and Operations Centre)

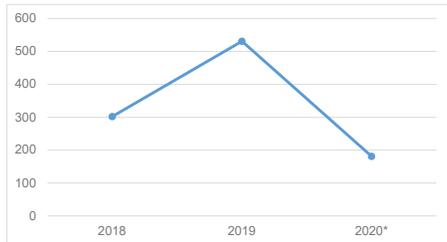


*Municipal Operations Centre will add 57,200 sq ft plus 21,340 sq ft in support facilities.

Recreation and Culture

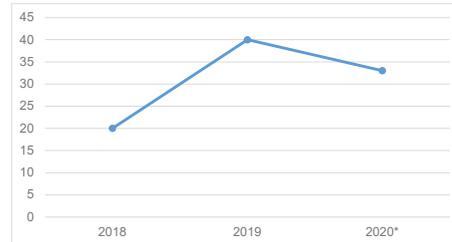
Registered Programs Offered

Fitness and recreational programs for Child/Youth programs, Adult programs, 55+ Programs



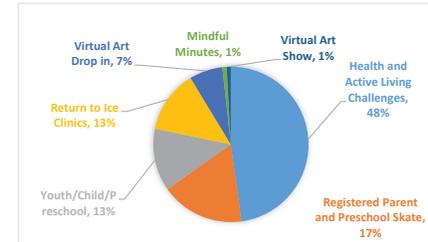
Special Events Held

Cultural and seasonal events and celebrations, park openings, summer concert series, farmers market



Virtual Programs and Event Offerings - 2020

Breakdown of 115 alternate registered programs during COVID



*In person facility permits, programs and special events have been effected due to COVID 19 restrictions. CPRC will be reporting alternate program metrics with the annual year end report.

Budget Summary

The Community Parks, Recreation and Culture (CPRC) operating budget includes expenditures of \$6.3 million or 24% of the Town's total operating expenditures.

The salary and benefits budget for CPRC has increased by approximately \$27,000. This is due to step increases, an increase in part time salaries and benefits and adjustments to the budgeted benefit costs. The increase for utilities of approximately \$102,000, as well as the increase of approximately \$38,000 in property and building maintenance is mainly due to the opening of the Operations Centre. The majority of these increases are offset by funding set aside through the Town's multi year funding plans. This is reflected in the draw from reserves. Other increases in materials and supplies, equipment and vehicle, contracted services and equipment repair categories are reflective of facility cost increases with the expanded square footage to maintain.

A provision has been included in the budget to reflect impacts to programs resulting from the COVID-19 operating restrictions. Expectations of reduced revenue due to limited program offerings have been partially offset by a cost savings allowance. Staff will continue to monitor the effects of the pandemic on the budget and will make adjustments as necessary to mitigate further budget impacts.

The net budget is increasing by approximately \$220,000 or 4%.



Community Parks, Recreation & Culture 2021 Operating Budget

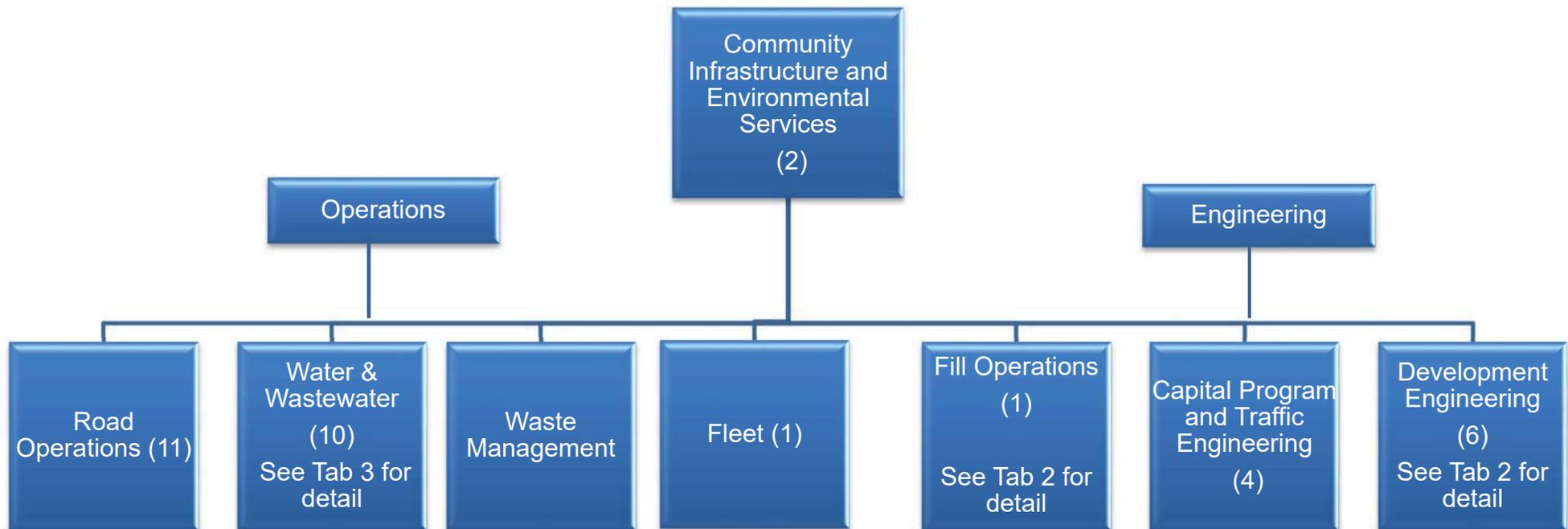
	Strategy & Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures									
Salaries and Benefits	337,798	1,200,999	966,103	1,789,715		4,294,615	4,267,826	26,789	1%
Advertising	800		1,000			1,800	1,800		
Communications	4,660	5,500		4,270		14,430	14,430		
Contracted Services		58,800	51,500	60,323	4,200	174,823	170,623	4,200	2%
Courier and Mail Processing	550					550	550		
Equipment and Vehicle		24,500	4,000	37,240		65,740	61,740	4,000	6%
Equipment Repair		2,000		83,527	32,700	118,227	113,227	5,000	4%
Insurance		2,100				2,100	2,100		
Materials and Supplies	6,900	110,450	43,700	71,520	48,500	281,070	266,070	15,000	6%
Mileage	3,000	500	2,000	2,600		8,100	8,100		
Program Instructors			127,700			127,700	127,700		
Property and Building Maintenance		81,000		168,500		249,500	211,100	38,400	18%
Public Works		9,000				9,000	9,000		
Rent			15,200	79,928		95,128	93,500	1,628	2%
Software Licences and Maintenance	5,800					5,800	5,800		
Training, Professional Development and Memberships	16,223	8,500	6,000	6,776		37,499	37,499		
Uniforms and Safety Clothing	500	8,500	2,350	6,700		18,050	18,050		
Utilities		176,730		687,698		864,428	762,078	102,350	13%
Corporate Reallocation		100,922		(81,000)		19,922	18,280	1,642	9%
COVID Cost Savings Allowance			(50,000)	(50,000)		(100,000)		(100,000)	
Total Expenditures	376,231	1,789,501	1,169,553	2,867,797	85,400	6,288,482	6,189,473	99,009	2%
Revenues									
Development Charges	(114,328)					(114,328)	(114,328)		
Grants		(615)				(615)	(615)		
Library				(90,265)		(90,265)	(89,581)	(684)	1%
Sales				(17,590)		(17,590)	(17,953)	363	(2%)
User Fees		(65,708)	(406,600)	(644,207)		(1,116,515)	(1,355,927)	239,412	(18%)
Total Revenues	(114,328)	(66,323)	(406,600)	(752,062)		(1,339,313)	(1,578,404)	239,091	(15%)
Transfers									
Contributions to Reserves				432,238	174,878	607,116	605,116	2,000	
Draw from Reserves	(12,703)			(170,500)		(183,203)	(63,203)	(120,000)	190%
Total Transfers	(12,703)			261,738	174,878	423,913	541,913	(118,000)	(22%)
NET BUDGET	249,200	1,723,178	762,953	2,377,473	260,278	5,373,082	5,152,982	220,100	4%

Community Infrastructure and Environmental Services

The Community Infrastructure and Environmental Services department is responsible for:

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

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



Community Infrastructure and Environmental Services

Key Priorities and Objectives 2021

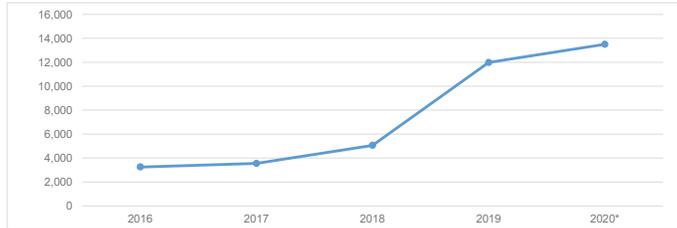
	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none"> • Continue to provide support and develop of all staff through a variety of training and development opportunities • Coordination with other municipalities for best practices (N6 Waste, Asset Management, etc.) • Continue to effectively maintain road, water and wastewater and fleet assets • Ongoing review and update of the Engineering Standards
	<p>Quality Programs and Services</p> <ul style="list-style-type: none"> • Administer the Waste Management Program: <ul style="list-style-type: none"> Enhance environmental programs such as textile, recycling, battery recycling and reuse days Monitor changes to Blue Box Legislation and develop and implement the transition strategy with the N6 • Proactively monitor fill activities and update/maintain the Fill By-Law based on changing regulations • Continue with implementation/refining of an automated work order management system • Continue to work collaboratively with York Region in the planning and development of the Water Reclamation Centre or alternative • Continue to refine and deliver a robust and efficient winter maintenance program • Continue to review and approve development plans and inspection of new infrastructure • Maintain the Town's Drinking Water Licenses • Manage the Town's traffic and parking requirements/by-law • Review and update the CIES component of the Fees and Charges By-Law
	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none"> • Proactively implement an updated service delivery plan to respond to growth including: <ul style="list-style-type: none"> Maintenance of service levels during growth Implement the multi-year fleet replacement strategy Approve and implement the multi-year LED streetlight conversion strategy Manage development, approvals, and new growth • Maintain and update a 10-year Capital Plan for: <ul style="list-style-type: none"> Water and wastewater Roads/bridges Sidewalks/walkways Stormwater system Street lights • Develop multi-year servicing strategies for: <ul style="list-style-type: none"> Highway 404 employment lands Leslie Street Servicing
	<p>Build Complete Communities</p> <ul style="list-style-type: none"> • Update Transportation and Water Wastewater Masterplans • Develop and implement a multi-year robust asset management program • Completion and occupancy of the new Operations Centre • Develop a comprehensive workplan including public consultation for upgrades to Yonge Street in Holland Landing • Advance the Centre Street Revitalization Project including public consultation and developing a design RFP

Community Infrastructure and Environmental Services

* All 2020 Numbers have been estimated to year end for comparison purposes

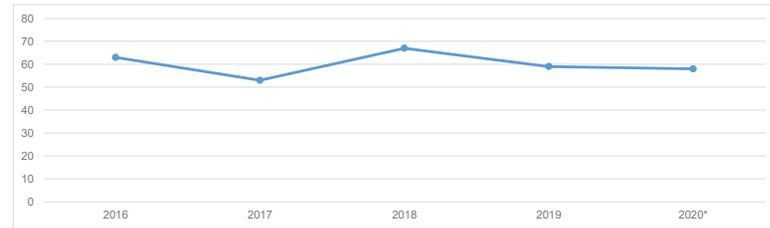
Total Work Orders Tracked

Includes regular and emergency service requests by public and Council for operations work program



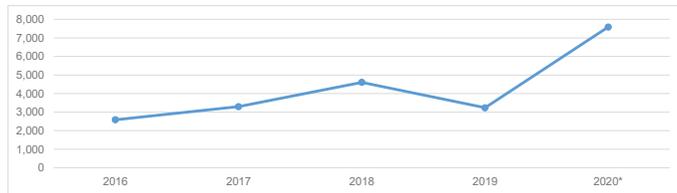
Total Winter Events

Any ice/snow weather related event requiring deployment of services



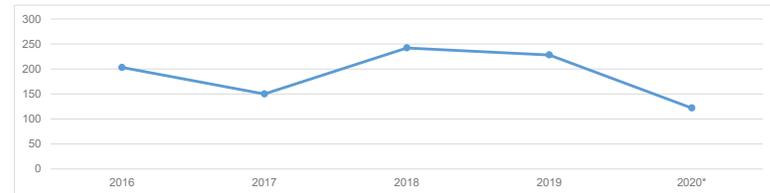
Total Locate Requests

Locate requests for any property within the Town boundary for underground utilities/services



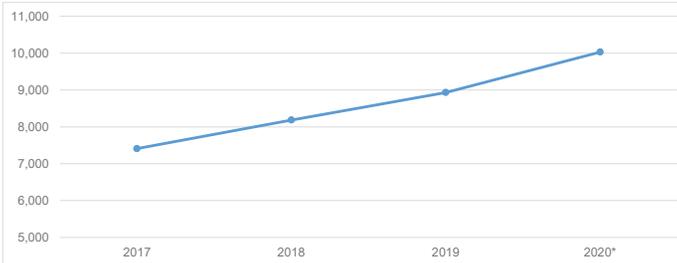
Road Occupancy Permits Issued

Permits issued for public or private work being performed on a Town right of way



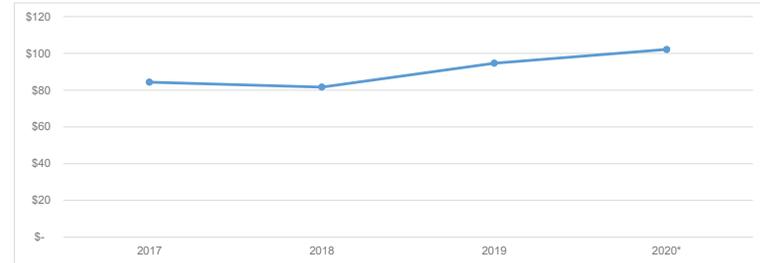
Waste Management - Residential (Tonnage)

Total residential waste including green bin, recycling, yard waste and regular garbage



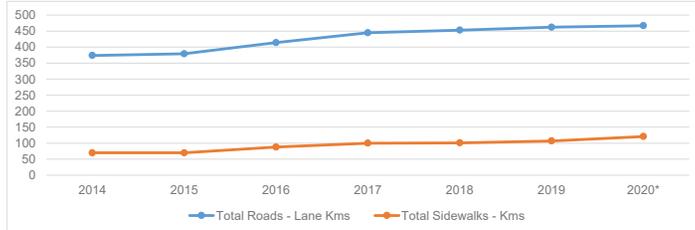
Waste Collection Cost per Household

Average annual cost of waste collection per household



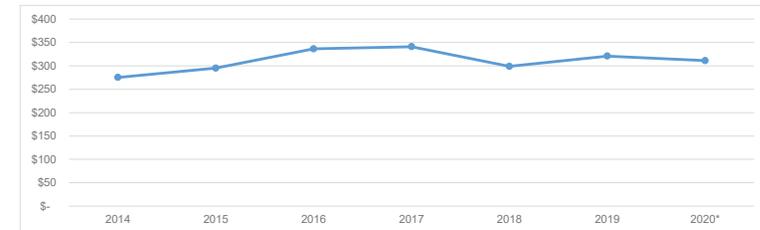
Total Roads and Sidewalk KM's

Total kilometers the town is responsible for maintaining



Road Maintenance Cost per Household

Average annual cost of road and sidewalk maintenance per household



Budget Summary

The Community Infrastructure and Environmental Services (CIES) operating budget includes expenditures of approximately \$6.6 million or 25% of the Town's total operating budget expenditures.

The salary and benefits budget for CIES has increased by approximately \$38,000 resulting from step increases and benefit cost adjustments. The increase in contracted services of approximately \$8,000 is related to the mosquito control program. The increase to the Public Works and Waste Collection components of the budget of approximately \$180,000 is due to the increased growth and servicing requirements in the Town. An increase of approximately \$35,000 in the corporate reallocation is related to additional transfer of operating costs to both capital and fee supported programs.

Overall, the net budget is increasing by approximately \$190,000 or 3%.

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



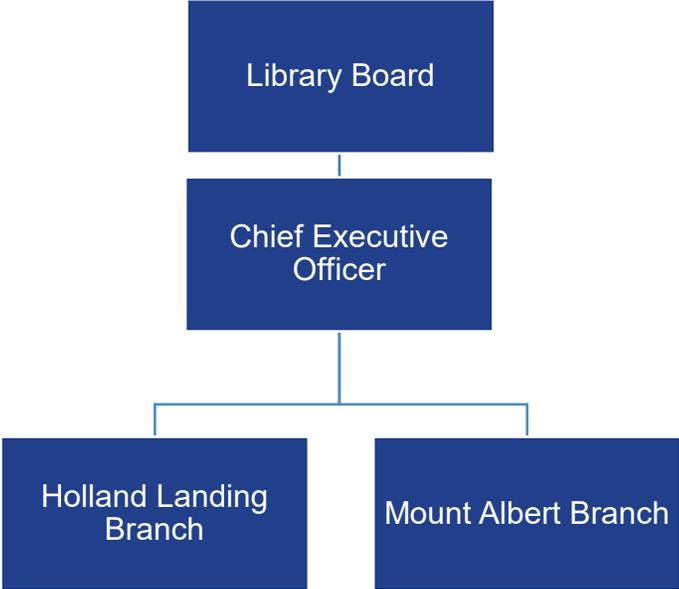
Community Infrastructure & Environmental Services 2021 Operating Budget

	Strategy & Admin	Operations	Capital Programs & Traffic Engineering	Fleet	Waste Management	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures									
Salaries and Benefits	343,307	1,683,732	874,580			2,901,619	2,863,899	37,720	1%
Communications	2,500	8,640	1,500			12,640	12,640		
Consultants		16,500				16,500	16,500		
Contracted Services		212,880	28,035		17,765	258,680	250,180	8,500	3%
Courier and Mail Processing	800				1,320	2,120	2,120		
Equipment and Vehicle	4,000	20,350				24,350	24,350		
Equipment Repair				101,000		101,000	101,000		
Materials and Supplies	19,750	183,060	250	211,500	67,820	482,380	482,380		
Mileage	800	4,560	3,000			8,360	8,360		
Public Works		1,277,190	5,400			1,282,590	1,141,290	141,300	12%
Software Licences and Maintenance	12,700					12,700	12,700		
Training, Professional Development and Memberships	5,279	11,871	9,616			26,766	26,766		
Uniforms and Safety Clothing		10,000	2,000			12,000	12,000		
Utilities		472,260				472,260	472,260		
Waste Collection					1,269,593	1,269,593	1,230,593	39,000	3%
Corporate Reallocation			(227,039)			(227,039)	(192,000)	(35,039)	18%
Total Expenditures	389,136	3,901,043	697,342	312,500	1,356,498	6,656,519	6,465,038	191,481	3%
Revenues									
Development Revenue		(8,200)				(8,200)	(8,200)		
Grants					(75,000)	(75,000)	(75,000)		
Recoveries and Contributions from Developers		(6,000)				(6,000)	(6,000)		
Sales		(1,000)			(5,050)	(6,050)	(6,050)		
Services to Other Municipalities		(35,000)				(35,000)	(35,000)		
User Fees		(50,000)				(50,000)	(50,000)		
Total Revenues		(100,200)			(80,050)	(180,250)	(180,250)		
Transfers									
Contributions to Reserves			453,000	262,903		715,903	715,903		
Total Transfers			453,000	262,903		715,903	715,903		
NET BUDGET	389,136	3,800,843	1,150,342	575,403	1,276,448	7,192,172	7,000,691	191,481	3%

Library Services

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

The Library is supported by 16 full time positions.

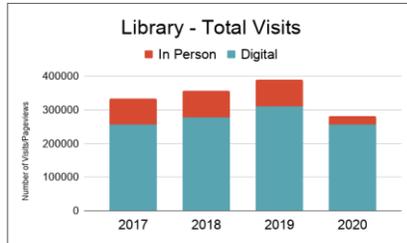


Library Services Key Priorities and Objectives 2021

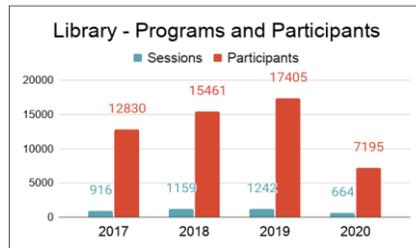
	<p>Culture of Municipal Excellence</p> <ul style="list-style-type: none">● Refresh the library Master Plan to address the changing needs of an increasingly diverse community (carried forward to 2021)● Create a customer service model that is responsive to the needs of the user with increased self service options
	<p>Quality Programs and Services</p> <ul style="list-style-type: none">● Offer innovative programs and deliver service excellence to the residents of East Gwillimbury in a variety of formats● Continue to provide high quality collections and expand digital offerings to meet community demands
	<p>Responsible Growth & Environmental Protection</p> <ul style="list-style-type: none">● Ensure timely repair and maintenance of existing facilities to address the service expectations of the community and necessity of accessible library spaces● Collaborate with the Town in the development of the Health & Active Living Plaza● Build customer-driven collections to ensure library users have access to resources that they need to become lifelong learners
	<p>Build Complete Communities</p> <ul style="list-style-type: none">● Invest in technology and services to build critical digital literacy skills● Continue to collaborate with the Town of East Gwillimbury to build convenient and complementary services

Library Services

Total Library Visits: Library door counts and website pageviews for each calendar year. 2020 values are prorated from available January - October data. Pageviews include Library's main site and electronic catalogue.



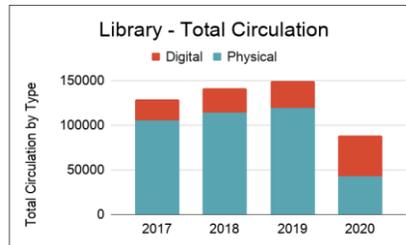
Library – Programs and Participants: Total number of Library programs and events during each calendar year and total number of participants in these programs. 2020 values are prorated from available January - October data and includes virtual participation in online content through video views.



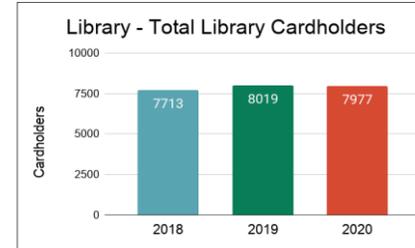
Library Open Hours: Total combined open hours for Holland Landing and Mount Albert Branches per calendar year. Open hours include Curbside Service operating hours from June to September, 2020.



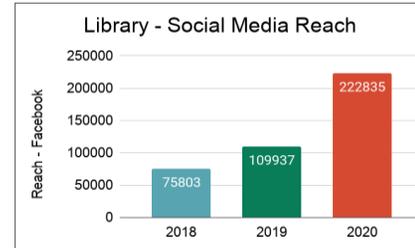
Library – Total Circulation: Total number of borrowed physical and digital items during each calendar year. 2020 values are prorated from available January - October data.



Total Library Cardholders: Snapshot of the total number of active and non-expired Library cardholders as of October 1st of the listed year. Cards expire every two years.



Library – Social Media Reach: Total reach of Library Facebook posts during each calendar year. 2020 values are prorated from available January - October data.



Budget Summary

The funding for the Library Board in the operating budget totals \$1.8 million or 6% of the Town's total operating expenditures.

The net budget has increased by approximately \$50,481 or 3% over the 2020 budget. The increased cost is primarily due to salaries and benefits for step increases, a Cost of Living Adjustment (COLA) and applying the market adjustments found in the 2019 Market Review. Increases have been partially offset by cost savings in other areas.



**East Gwillimbury Public Library
2021 Operating Budget**

	Library Resources	Library Services / Support	Board Governance / Admin	2021 Budget	2020 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits		1,482,495		1,482,495	1,426,296	56,199	4%
Library Materials	94,870			94,870	94,870	0	0%
Audit Fees			3,260	3,260	4,260	-1,000	-23%
Communications			8,800	8,800	8,800	0	0%
Consulting		2,500		2,500	2,500	0	0%
Courier & Mail Processing			6,800	6,800	6,800	0	0%
Equipment			12,800	12,800	12,800	0	0%
Facility Costs		90,915		90,915	89,699	1,216	1%
Software Maintenance & Licenses		36,650		36,650	36,650	0	0%
Mileage & Travel		3,050		3,050	5,550	-2,500	-45%
*Payroll & Other Contracted Services		6,065	3,048	9,113	9,563	-450	-5%
Professional Development & Memberships		15,785		15,785	18,285	-2,500	-14%
Supplies			4,175	4,175	5,175	-1,000	-19%
Public Engagement & Supporting Services		21,500		21,500	23,750	-2,250	-9%
**Contingency for COLA (pending council approval)		7,798		7,798	16,681	-8,883	-53%
Total Expenditures	\$94,870	\$1,666,758	\$38,883	\$1,800,511	\$1,761,679	\$38,832	2%
Revenues							
Grants			-31,847	-31,847	-33,047	1,200	-4%
User Fees			-12,921	-12,921	-23,370	10,449	-45%
Total Revenues			-44,768	-44,768	-56,417	11,649	-21%
Transfers							
Contributions to Reserve			50,000	50,000	50,000	0	0%
Tax Levy Transfer From Capital (Library materials)	94,760			94,760	94,760	0	0%
Total Transfers	94,760	0	50,000	144,760	144,760	\$0	0%
Net Budget	\$189,630	\$1,666,758	\$44,115	\$1,900,503	\$1,850,022	\$50,481	3%

**Contingency 0.5%