



2022

Business Plan and Budget

Introduction

The 2022 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)

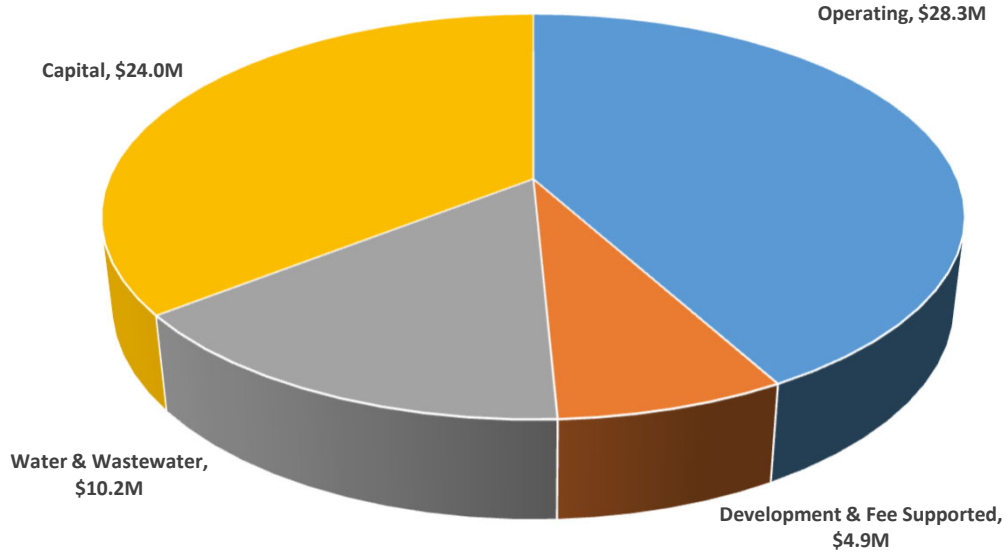
The capital budget primarily represents projects or initiatives that are one-time or time specific in nature. The capital budget may include projects such as the construction of a new fire station or retaining a consultant to prepare a study. The capital budget also includes the Town's annual repair 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)

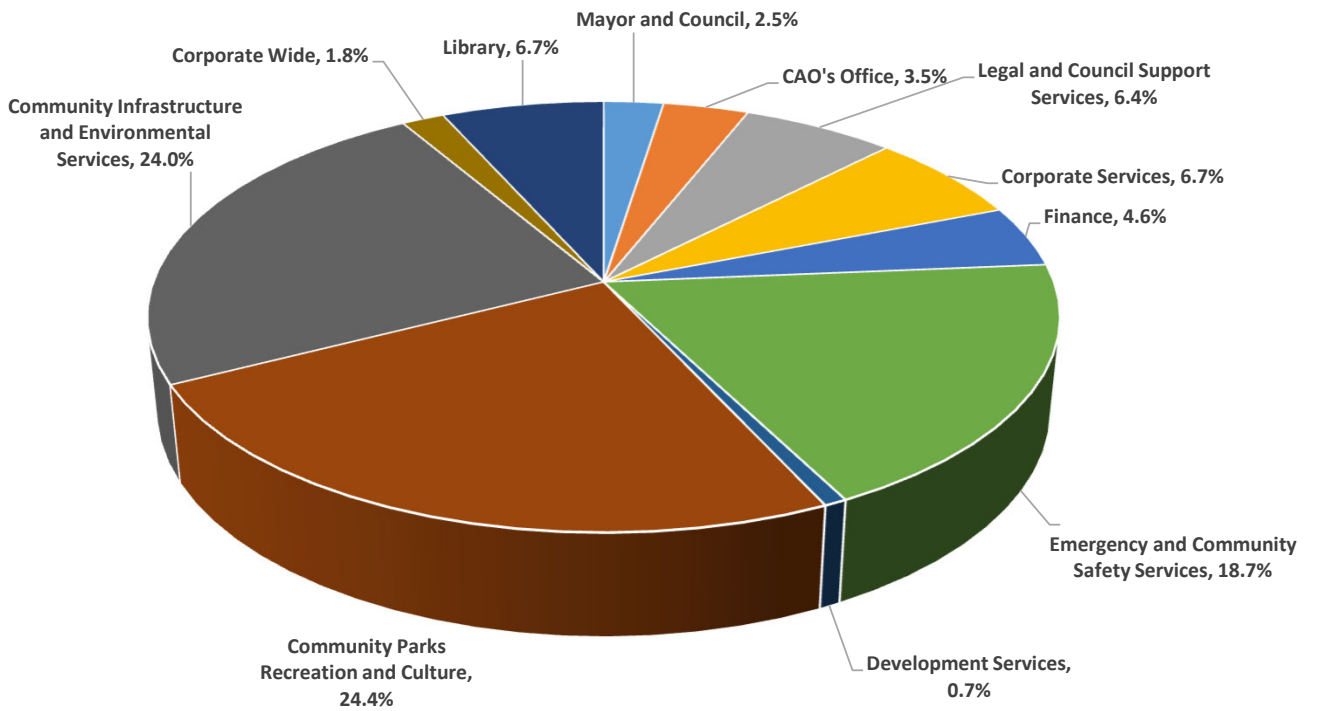
The Appendix (Tab 5) contains a glossary outlining operating expenditure and revenue categories used for budgeting purposes.

2022 Total Budgeted Expenditures

\$67.4 M



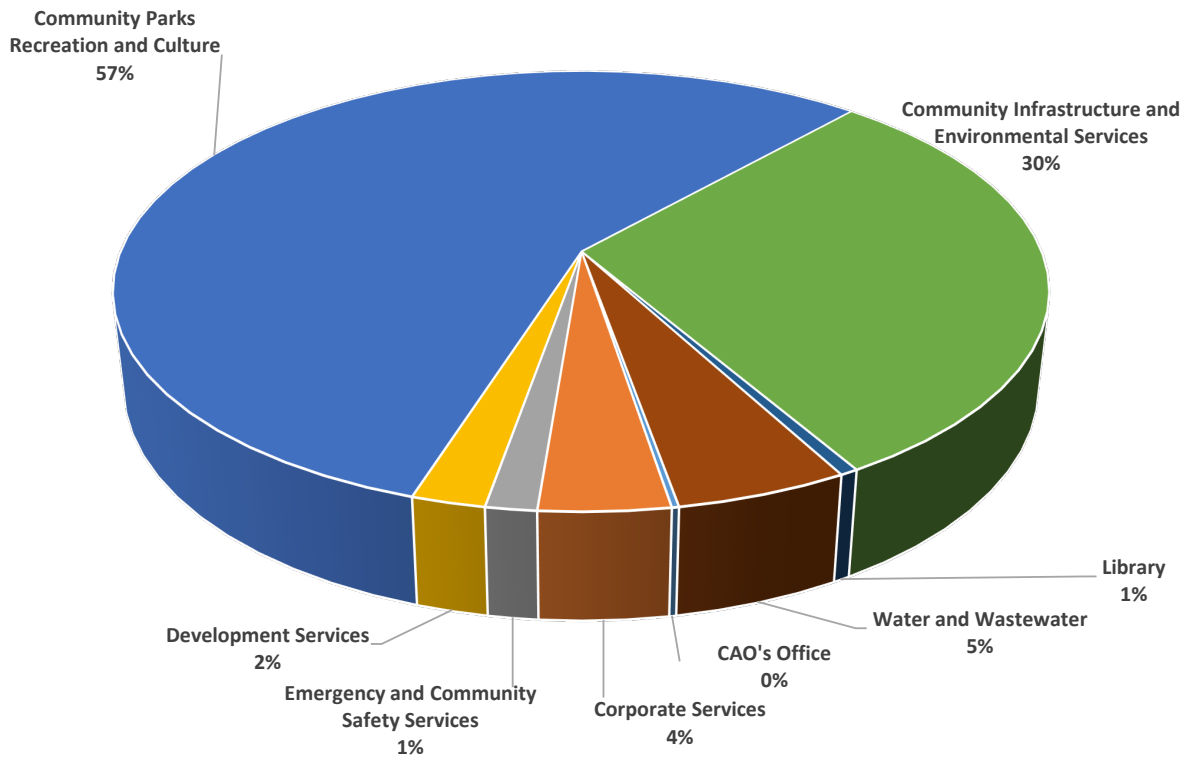
2022 Tax Supported Operating Expenses by Department



* Net of Corporate Allocations

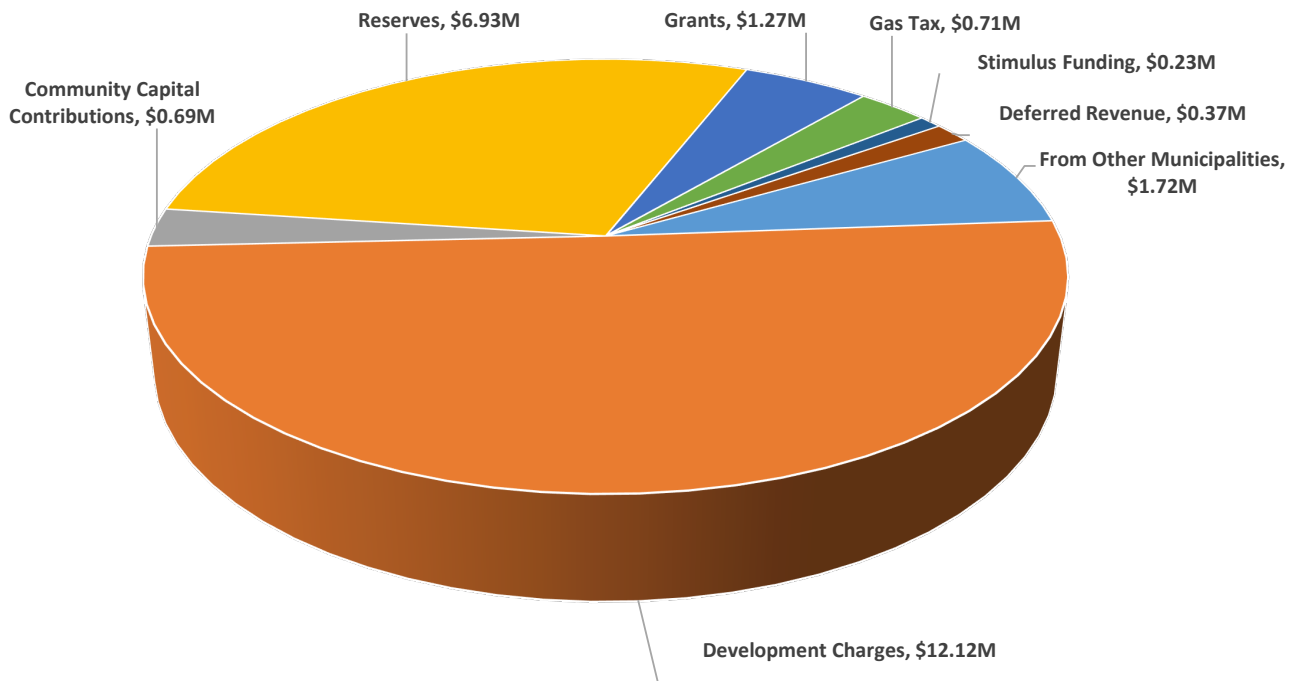
2022 Capital Program by Department

\$24 M



2022 Capital Program by Funding Source

\$24 M



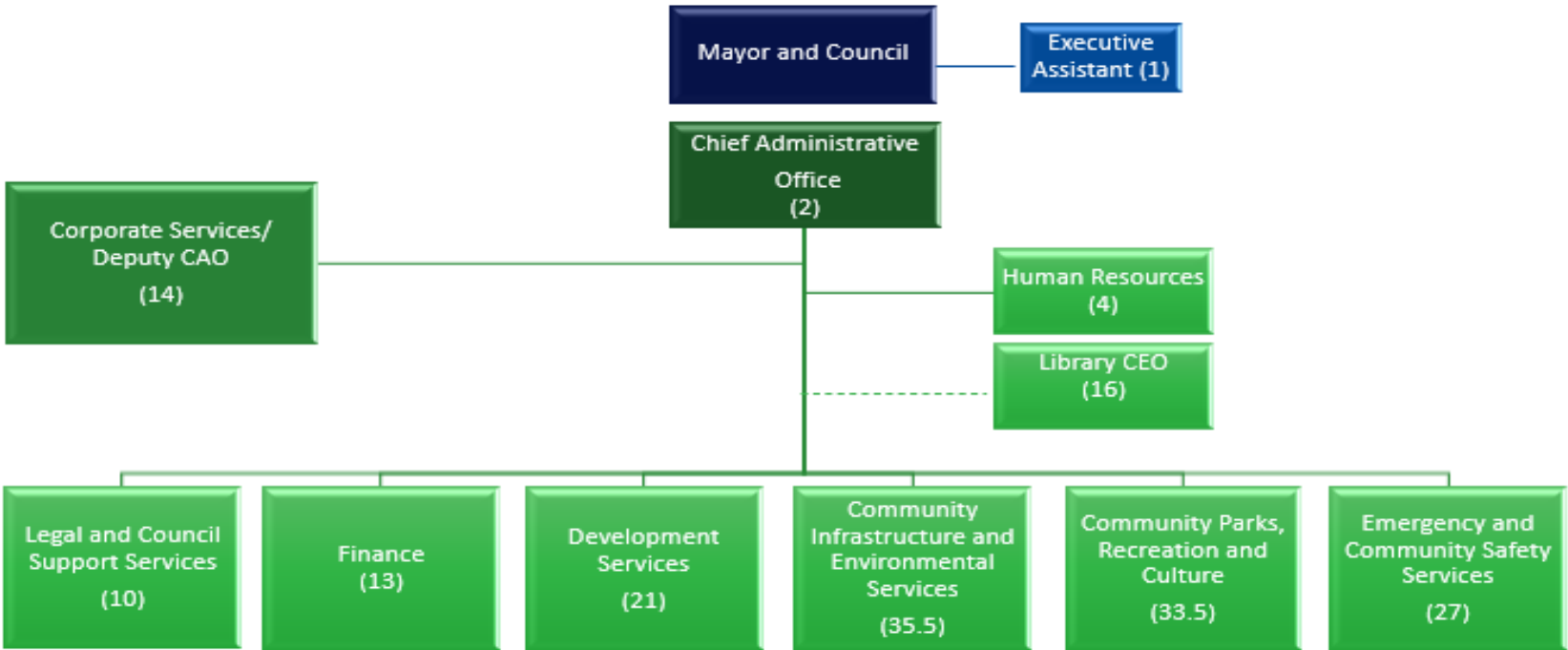
2022 Tax Supported Budget

The 2022 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 161 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 2022 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 provides for statutory or contractual increases where applicable.

The 2022 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 2022 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 2022 pressure of approximately \$800,000 includes step increases and benefit cost adjustments and an approved Cost of Living Allowance of 1.85%.
- **Contracted Services**
The budget for contracted services has increased by approximately \$308,000 mainly due to the cost of the 2022 Election (\$300,000). This amount has been funded by a draw from the election reserve with the funds that are set aside annually.
- **Equipment and Vehicle**
The budget for vehicle rentals is increasing by \$20,000. This is related to increasing costs with temporary vehicle rentals to run the Parks Operation program.
- **Equipment Repair**
The budget for equipment repair is increasing by \$50,000. This is related to an increase in repair costs in Emergency Services to align the budgeted costs with actuals. Repair costs also include annual mandatory testing and certification for fire apparatus and equipment.

- Library
The funding requirements of the library increased by approximately \$65,000. This is primarily due to an increase in salaries and benefits.
- Property and Building Maintenance
This budget increased by approximately \$50,000 mainly related to increased costs of preventative maintenance for air systems, security and outside maintenance at the Operations Centre.
- Public Works
This budget increased by approximately \$78,000 due to expanded road maintenance contracted services required to service growth as well as meeting service demands from provincially regulated Minimum Maintenance Standards.
- Rent
This budget increased by approximately \$18,000 to support an expanded Aquatics program as well as contractual increases on leased facilities.
- Utilities
This budget increased by approximately \$30,000 to support the full year occupancy of the Operations Centre.
- Waste Collection
This budget increased by approximately \$63,000 due to contractual increases and expanded collection services required to service growth.
- Indirect Corporate Costs
Corporate costs were adjusted for 2022 to ensure that the appropriate support costs were allocated to the fee supported areas and capital projects.
- 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 2022 budget is \$190,000.
- COVID One Time Costs
A provision has been included in the budget to reflect impacts to programs resulting from the COVID-19 operating restrictions. Additional part time staff are expected to be required to comply with public health requirements to provide active screening at facilities as well as enhanced cleaning protocols. These costs have been funded with a draw from reserve from previously received provincial and federal funding.

The increase in user fee revenue stems mainly from the Community Parks, Recreation and Culture department to account for an expanded aquatics program.

The Town's new Operations Centre is now in-service and planning is well underway for the construction of new community space. These facilities will result in increased operating costs as noted for 2022 with the full year occupancy of the Operations Centre. To mitigate the impact of these costs in the year the facility opens, the 2022 budget includes a provision for the annual cost of operations. A total of \$869,000 per year has been dedicated for the annual operating costs associated with the Operations Centre and the Health and Active Living Plaza, including a new Library. The draw from this provision has been increased for 2022 by \$80,000 for a total of \$200,000 to offset the new operating costs of the Operations Centre. This leaves an existing annual provision of \$669,000 for the eventual operation of the Health and Active Living Plaza.

The draw from reserve has also increased in 2022 in the amount of \$192,300 to offset one time COVID costs. Unspent federal and provincial grant funding was deposited to a reserve account at the end of the 2020 fiscal year. A provision for election costs is contributed to reserve each year to mitigate the costs in the year of the election. For 2022, the election costs have been funded from the Election reserve in the amount of \$300,000.

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
2022 Approved 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	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures															
Salaries and Benefits	564,637	977,293	1,470,678	1,976,441	1,810,723	4,542,709	245,706	4,528,102	3,017,577		(66,000)	19,067,866	18,270,531	797,335	4%
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					90,728							90,728	89,000	1,728	2%
Communications		7,000	6,155	6,600	4,000	8,545	1,300	14,430	12,640			60,670	58,670	2,000	3%
Community Grants/Initiatives	190,805											190,805	184,805	6,000	3%
Consultants		55,000		21,000	9,500		5,580		16,500			107,580	107,580		
Contingency		55,000										55,000	105,000	(50,000)	(48%)
Contracted Services	10,000	8,000	639,769					179,823	258,680		1,730	1,098,002	790,389	307,613	39%
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	85,740	24,350		28,860	200,280	180,280	20,000	11%
Equipment Repair				7,000	900	100,000		118,227	101,000			327,127	277,127	50,000	18%
Insurance								2,100			625,000	627,100	627,100		
Legal Services			50,000									50,000	50,000		
Library										1,915,426		1,915,426	1,850,613	64,813	4%
Materials and Supplies	13,010	29,000	40,475	39,500	8,750	78,390	5,500	276,070	482,380		34,500	1,007,575	1,008,805	(1,230)	(2%)
Mileage		5,000	3,000	4,468	700	3,070	5,700	8,100	8,360			38,398	39,130	(732)	(2%)
Other Agencies/Municipalities				15,500		269,909						285,409	285,409		
Program Instructors								127,700				127,700	127,700		
Property and Building Maintenance						84,816		300,000				384,816	334,316	50,500	15%
Public Engagement/Corporate Events	8,000	11,500										19,500	19,500		
Public Works								9,000	1,360,890			1,369,890	1,291,590	78,300	6%
Rent								113,426				113,426	95,128	18,298	19%
Software Licences and Maintenance		29,500		244,000		7,275		5,800	12,700			299,275	299,275		
Training, Professional Development and Memberships	4,000	59,036	20,500	17,376	19,700	87,400	5,988	37,499	26,766		9,500	287,765	287,033	732	
Uniforms and Safety Clothing			3,570			70,000		18,050	12,000			103,620	103,620		
Utilities				30,000		62,520		894,428	472,260			1,459,208	1,429,208	30,000	2%
YorkNet Communications				46,800								46,800	43,200	3,600	8%
Waste Collection									1,333,018			1,333,018	1,269,593	63,425	5%
Indirect Corporate Costs								30,098	(215,115)		(2,378,692)	(2,563,709)	(2,736,730)	173,021	(6%)
Transitional Cost Reductions											(190,000)	(190,000)	(190,000)		
COVID One Time Costs								192,300				192,300	(100,000)	292,300	(292%)
Total Expenditures	822,452	1,263,079	2,238,947	2,510,515	2,015,501	5,342,434	272,474	6,943,243	6,926,126	1,915,426	(1,915,102)	28,335,095	26,427,392	1,907,703	7%

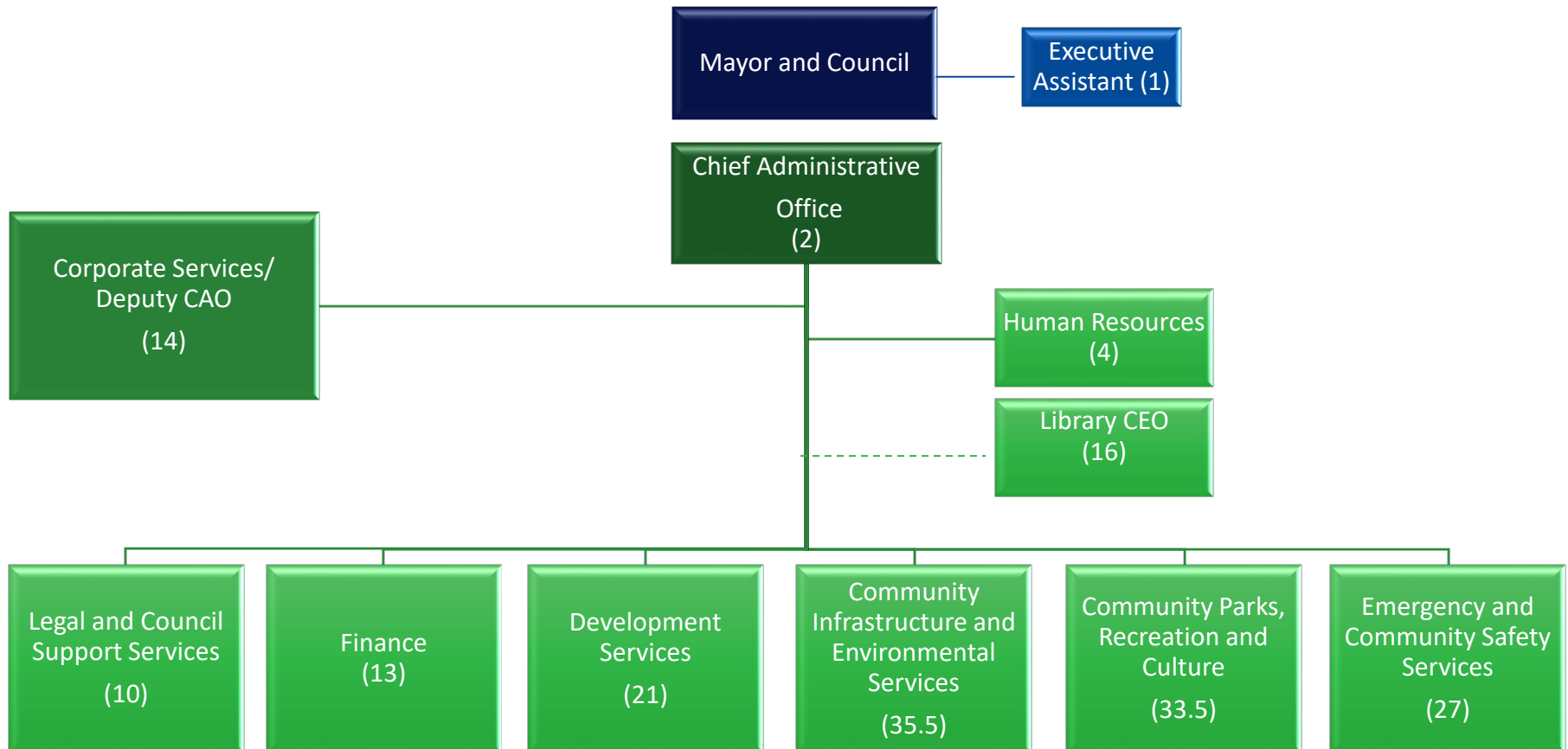


Tax Supported Summary
2022 Approved Budget

	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	2022 Budget	2021 Budget	Variance \$	Variance %
Revenues															
Taxation											(27,232,095)	(27,232,095)	(26,336,331)	(895,764)	3%
Supplementary Taxation on New Homes											(408,985)	(408,985)	(100,000)	(308,985)	309%
Development Charges					(233,689)		(73,127)	(114,328)				(421,144)	(421,144)		
Development Revenue						(46,235)	(34,000)		(8,200)			(88,435)	(85,175)	(3,260)	4%
Fines and Penalties			(70,500)									(70,500)	(52,500)	(18,000)	34%
Grants								(615)	(75,000)		(145,600)	(221,215)	(199,215)	(22,000)	11%
Investment Income											(500,000)	(500,000)	(175,000)	(325,000)	186%
Library								(91,406)				(91,406)	(90,265)	(1,141)	1%
Licenses			(59,000)									(59,000)	(70,500)	11,500	(16%)
Miscellaneous	(5,100)											(5,100)	(12,600)	7,500	(60%)
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)	(56,640)		
Services to Other Municipalities						(137,700)			(35,000)			(172,700)	(172,700)		
User Fees	(300)		(110,250)		(55,000)			(1,171,515)	(50,000)			(1,387,065)	(1,315,565)	(71,500)	5%
Total Revenues	(5,400)	0	(242,750)	(50,000)	(318,689)	(283,935)	(107,127)	(1,395,454)	(180,250)	0	(28,786,680)	(31,370,285)	(29,743,635)	(1,626,650)	5%
Transfers															
Contributions to Reserves				80,000		502,946		607,116	715,903	50,000	2,529,260	4,485,225	4,192,978	292,247	7%
Draw from Reserves	(6,000)		(300,000)		(25,965)	(662,567)		(455,503)				(1,450,035)	(876,735)	(573,300)	65%
Total Transfers	(6,000)	0	(300,000)	80,000	(25,965)	(159,621)	0	151,613	715,903	50,000	2,529,260	3,035,190	3,316,243	(281,053)	(8%)
NET BUDGET	811,052	1,263,079	1,696,197	2,540,515	1,670,847	4,898,878	165,347	5,699,402	7,461,779	1,965,426	(28,172,522)	0	0	0	0%

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.



Budget Summary

The Mayor and Council's 2022 operating budget include expenditures of \$0.8 million, or approximately 3% of the Town's total operating expenditures. An increase of approximately \$12,000 in salaries and benefits is related to an increase in benefit costs.

Expenses have increased by \$5,000 relating to expected increased costs with the town Canada Day Event, and an additional \$1,000 in one time funding for the Art Show which has been offset by a draw 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 2022 Tax Supported Budget	Mayor & Council Admin	Mayor Hackson	Councillor Carruthers	Councillor Crone	Councillor Foster	Councillor Morton	Councillor Persechini	Councillor Roy-Diclemente	Community Initiatives	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures													
Salaries and Benefits	564,637									564,637	552,048	12,589	2%
Community Grants/Initiatives									190,805	190,805	184,805	6,000	3%
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		
Public Engagement/Corporate Events	8,000									8,000	8,000		
Training, Professional Development and Memberships	4,000									4,000	4,000		
Total Expenditures	600,147	4,500	4,500	4,500	4,500	4,500	4,500	4,500	190,805	822,452	803,863	18,589	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									(6,000)	(6,000)	(5,000)	(1,000)	20%
Total Transfers									(6,000)	(6,000)	(5,000)	(1,000)	20%
NET BUDGET	600,147	4,500	4,500	4,500	4,500	4,500	4,500	4,500	179,405	811,052	793,463	17,589	2%



Mayor and Council Community Initiatives 2022 Operating Budget

	Community Initiatives - Ongoing	Community Initiatives - One Time	2022 Budget	2021 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	2,000		
EG Accessibility Advisory Committee	2,000		2,000	2,000		
Art & Culture Advisory Committee	1,000	6,000	7,000	6,000	1,000	17%
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	6,000	18,500	17,500	1,000	6%
Working Groups						
Santa Claus Parade	8,000		8,000	8,000		
Farmers' Market	7,600		7,600	7,600		
Road Watch Committee (CAC)	2,000		2,000	1,000	1,000	100%
Broadband Working Committee	2,500		2,500	2,000	500	25%
Total Working Groups	20,100		20,100	18,600	1,500	8%
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	2,000		
Queensville Sharon Community Group	2,000		2,000	2,000		
Total Community Groups	6,500		6,500	6,500		
Subtotal Committees	39,100	6,000	45,100	42,600	2,500	6%



Mayor and Council Community Initiatives 2022 Operating Budget

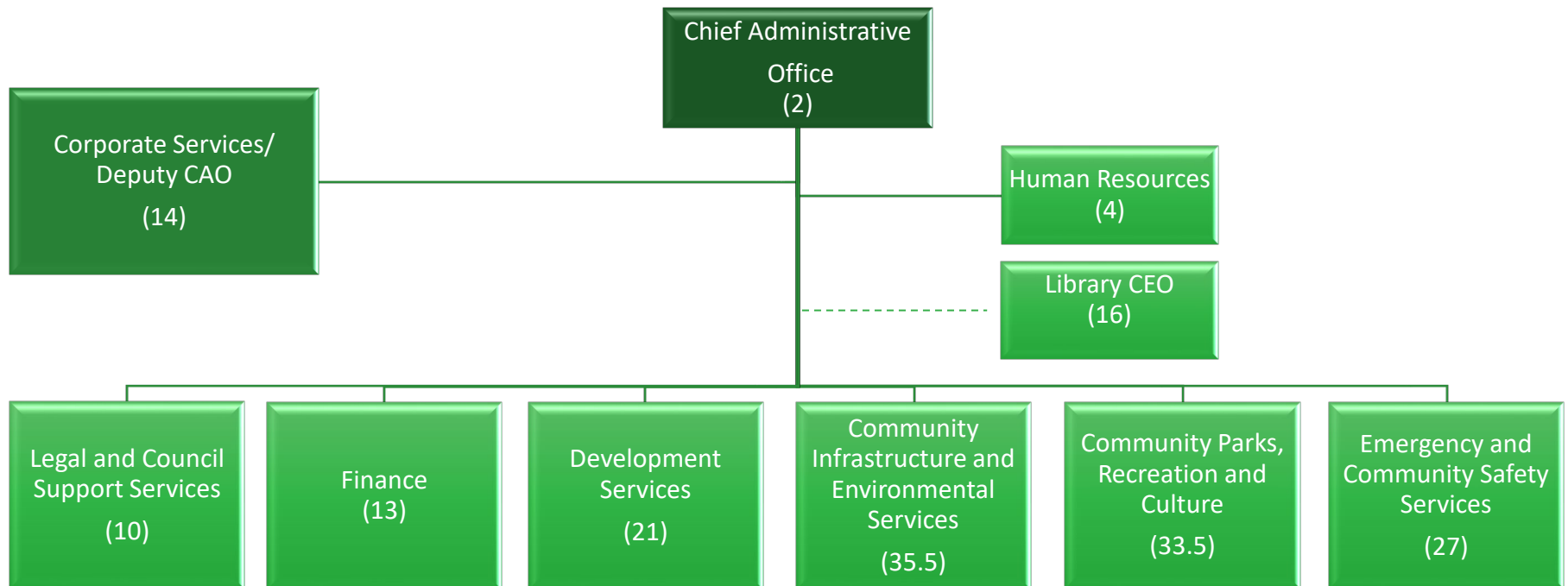
	Community Initiatives - Ongoing	Community Initiatives - One Time	2022 Budget	2021 Budget	Variance \$	Variance %
Community Grants						
Car Show Group	2,000		2,000	2,000		
Neighbourhood Network						
Routes Connecting Communities	5,000		5,000	2,500	2,500	100%
Smart Commute				8,000	(8,000)	(100%)
Sharon 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	60,850		60,850	66,350	(5,500)	(8%)
Other						
Canada Day - Town Event	19,000		19,000	14,000	5,000	36%
Music at Civic Square	8,500		8,500	8,500		
Community Events	7,300		7,300	7,300		
Committee Contingency	9,000		9,000	5,000	4,000	80%
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		



Mayor and Council Community Initiatives 2022 Operating Budget

	Community Initiatives - Ongoing	Community Initiatives - One Time	2022 Budget	2021 Budget	Variance \$	Variance %
Halloween Hikes	2,700		2,700	2,700		
Nature Day	3,000		3,000	3,000		
Total Other	84,855		84,855	75,855	9,000	12%
Total Expenditures	184,805	6,000	190,805	184,805	6,000	3%
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						
Art & Culture Advisory Committee		(6,000)	(6,000)	(5,000)	(1,000)	20%
Total Transfers		(6,000)	(6,000)	(5,000)	(1,000)	20%
Total Transfers		(6,000)	(6,000)	(5,000)	(1,000)	20%
NET BUDGET	179,405		179,405	174,405	5,000	3%

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 161* 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.





Council Approved Corporate Objectives 2022

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

- Continue to manage the COVID-19 emergency response in accordance with provincial regulations and public health guidelines
- Implement the Build Back Better Plan to improve service delivery and drive efficiency with a priority on employee engagement, mental health and wellness
- Reintroduce community programs and events as restrictions are lifted and new protocols are put in place
- Support local business with COVID-19 recovery through Advantage EG initiatives
- Continue to identify and pursue provincial and federal funding opportunities

Culture of Municipal Excellence

- Ensure effective delivery of programs and services, including capital projects, within the Council approved 2022 Business Plan and Budget and the 2022 Water and Wastewater Budget
- Continue the corporate-wide modernization program with a priority on enhancing resident online service options for payment processing, online applications, municipal election voting, as well as user training and application support
- Invest in our people by building and fostering staff development and retention, launching an employee engagement survey and through training, internship, and recognition programs
- Continue to develop an Equity, Diversity and Inclusion Strategy and Implementation Plan
- Position the organization for continued growth and success by implementing recommendations from the 2021 Service Delivery Review

Quality Programs and Services

- Continue to work collaboratively with York Region in the planning and development of the Water Reclamation Centre or alternative
- Initiate the Heritage Conservation District Study for the Sharon Community
- Finalize the design, tender and commence construction of the Health and Active Living Plaza (HALP)
- Continue to work with the Region on Business Continuity Planning as part of the Emergency Management Program
- Initiate Flood Contingency Planning with the Region and N6 as part of the Emergency Management Program
- Lead the 2022 municipal election process, inauguration, and council orientation, promote voter turn-out and educate residents about voting options

Responsible Growth & Environmental Protection

- Complete the Town's Official Plan Review, update Master Plans, and align plans with the Region's MCR process to guide the future growth and development of the Town while maintaining 83% greenspace and natural heritage features
- Maintain and update a 10-year Capital Plan for: water and wastewater; roads, bridges, sidewalks, walkways, street lights; stormwater system, and fleet
- Develop financial strategies to support the construction of the Health and Active Living Plaza, Sports Complex expansion and other key projects to replace or renew municipal infrastructure
- Initiate targeted investment attraction focusing on EG's primary target sectors
- Regulate cannabis production through updates to the Town's policies and procedures
- Create and recruit a dedicated position to prioritize the Town environmental and climate change programs



Build Complete Communities

- Continue work with N6 Municipalities to identify opportunities for collaboration
- Fire and Emergency Services review in collaboration with Georgina exploring efficiencies and effectiveness (grant dependent)
- Continue with the corporate asset management plan
- Engage the community on a number of initiatives including: the Official Plan review, revitalization projects, master plans, Health and Active Living Plaza, and park designs
- Develop a comprehensive workplan including public consultation for upgrades to Yonge Street in Holland Landing
- Proceed with the Centre Street Revitalization Project including public consultation and developing an implementation plan
- Focus on delivery of major employment proposal for the Town's Highway 404 employment corridor



2022 Human Resources (HR)

Culture of Municipal Excellence

- Continue implementation of the 2020 Market Review including development of new salary grid and administration of changes
- Continue implementation of Forward 2025 corporate realignment
- Continued support of the CAO Internship Program to provide career development opportunities for employees
- Roll out of the onboarding and performance management and organizational development program through the CAO Internship Program
- Continue to expand employee engagement and corporate coaching/mentoring strategies by utilizing the Predictive Index (PI) model
- Action recommendations of the EG Includes Me2 Employee Team
- Ensure corporate process continuity by completing a corporate policy review
- Investigate corporate awards opportunities
- Continue ongoing communications with client teams by conducting quarterly service meetings with management teams
- Launch Employee Engagement survey
- Continue to prioritize employee mental health and wellness, with ongoing support for staff working both in-person and remote
- Collaborate with Corporate Communications on Diversity, Equity and Inclusion programs

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 the N6 collaboration
- Update HR programs and practices to meet evolving legislative requirements
- Implement new Recruitment & Performance Management ADP modules

Responsible Growth & Environmental Protection

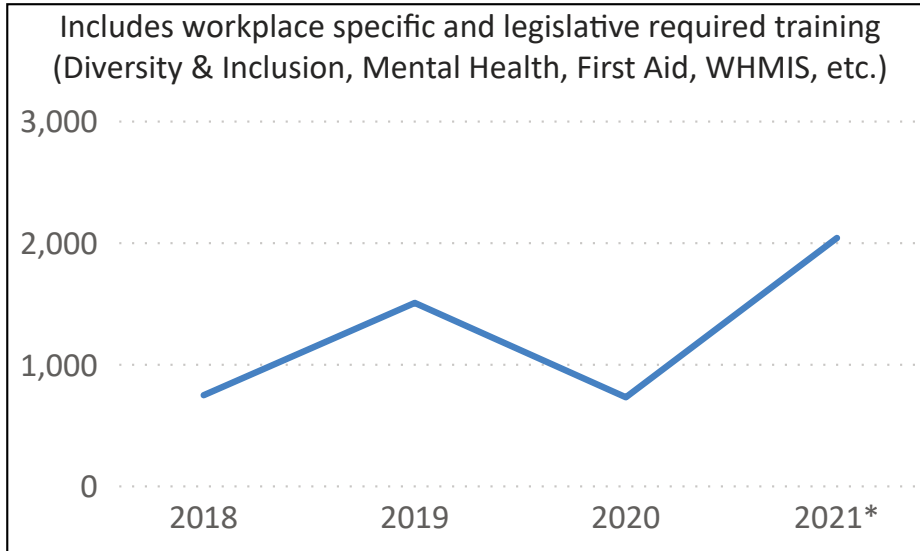
- Continue to expand the corporate Health and Safety wellness training
- Implement the WSIB Excellence Program
- Complete corporate risk assessments for all Town departments
- Continue to roll out the ergonomic program and initiatives for in the office and at home

Build Complete Communities

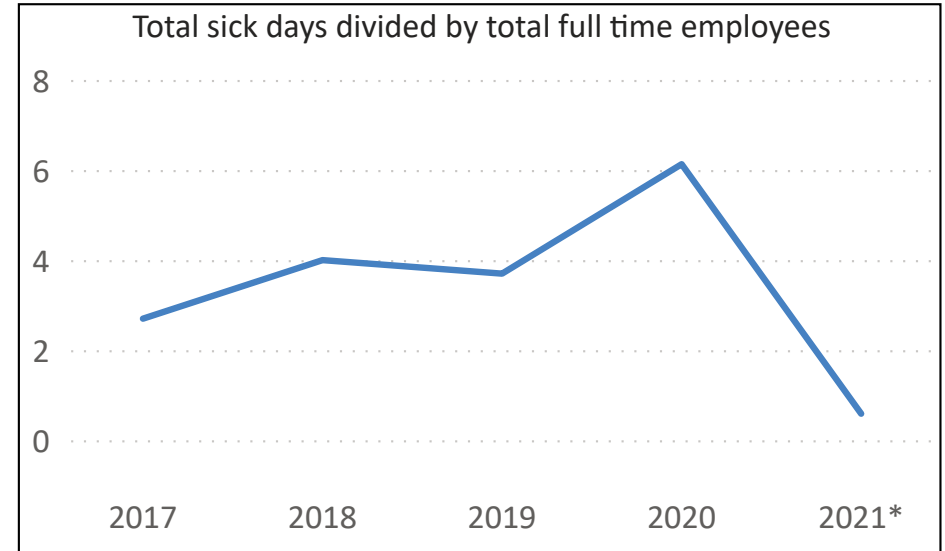
- Continue to build East Gwillimbury's organizational culture by fostering a healthy, safe and inclusive work environment that celebrates diversity through employee education, cultural events, and a corporate policy review

** All 2021 numbers have been estimated to year end for comparison purposes*

Corporate Training Hours



Average Number of Sick Days Per Employee

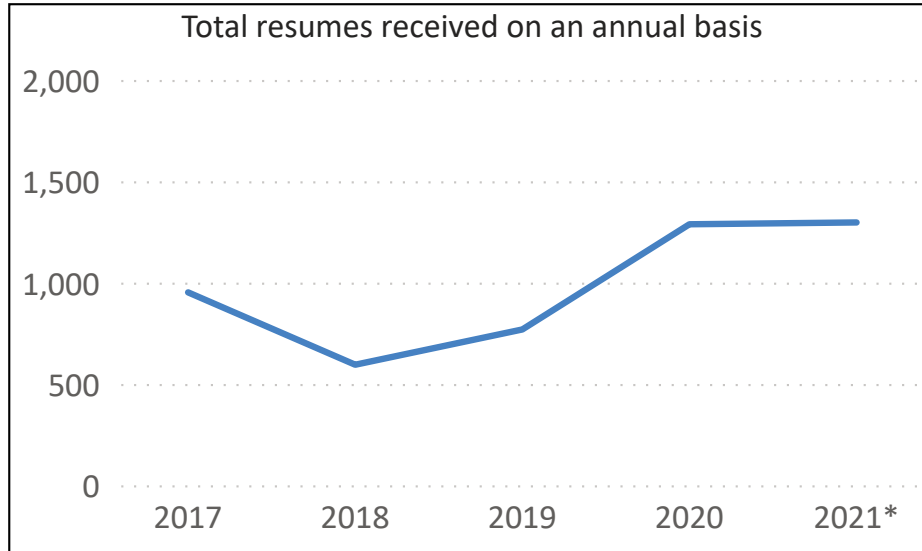


Employee Turnover

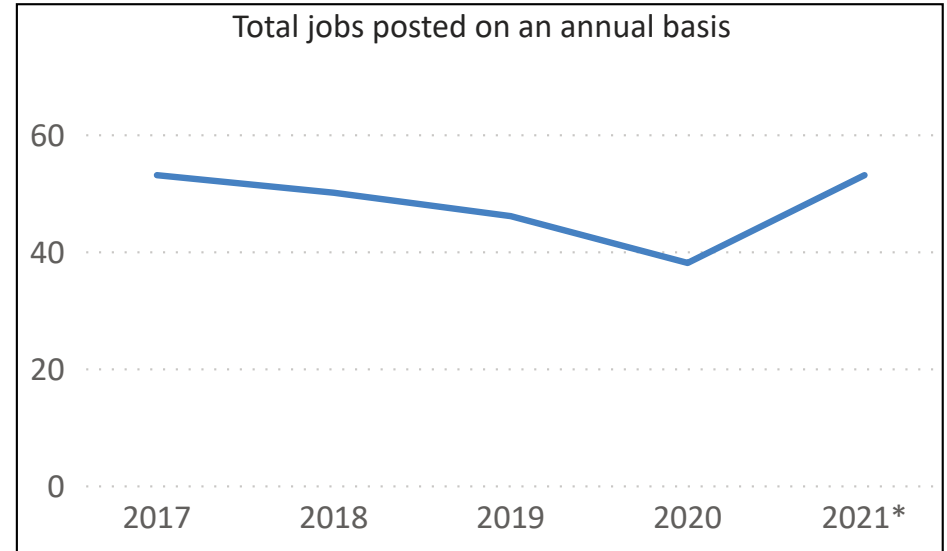


** All 2021 numbers have been estimated to year end for comparison purposes*

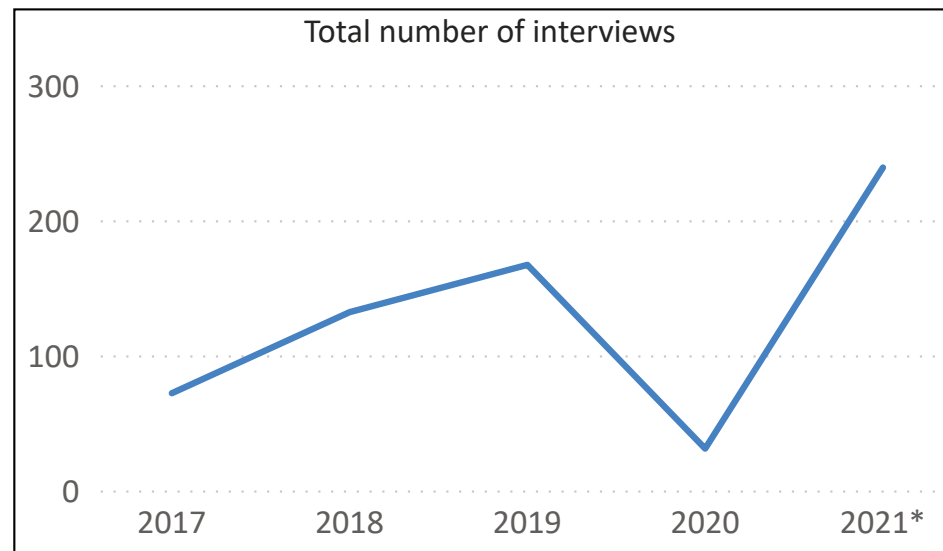
Resumes Received



Postings



Interviews



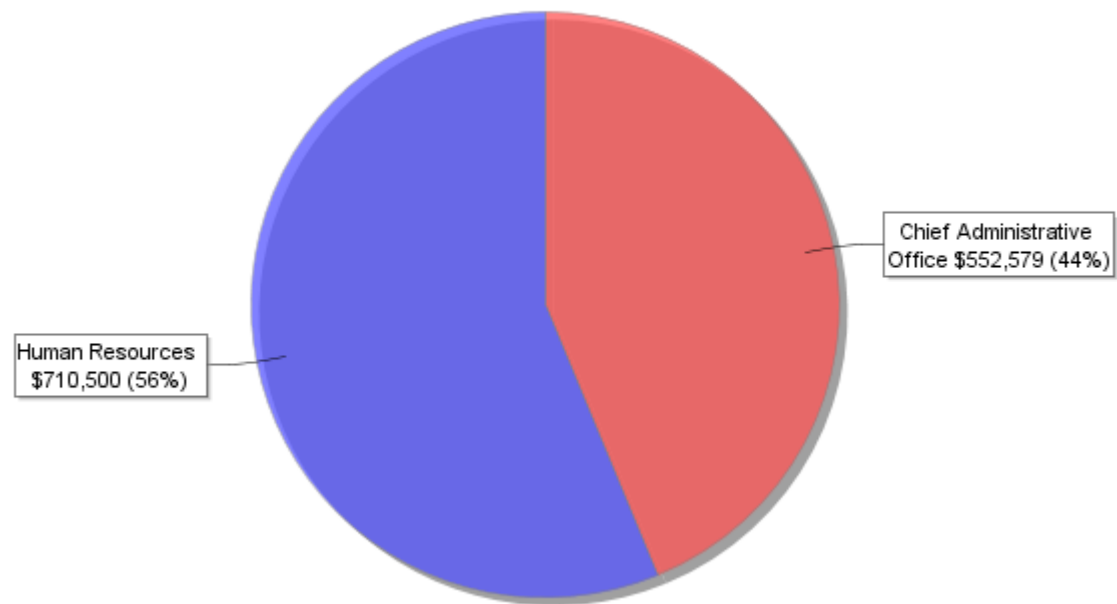
Budget Summary

The Office of the Chief Administrative Officer 2022 operating budget include expenditures of \$1.2 million, or approximately 4% of the Town's total operating expenditures. An increase of approximately \$38,000 in salaries and benefits is related to an increase in salary steps and benefit costs.

There is a 3% overall net increase in the budget.

Office of the Chief Administrative Officer 2022 Tax Supported Budget	Chief Administrative Office	Human Resources	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures						
Salaries and Benefits	439,643	537,650	977,293	939,230	38,063	4%
Advertising		10,000	10,000	10,000		
Audit Services	16,500		16,500	16,500		
Communications	5,000	2,000	7,000	7,000		
Consultants		55,000	55,000	55,000		
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	59,036		
Total Expenditures	552,579	710,500	1,263,079	1,225,016	38,063	3%
Total Revenues						
Total Transfers						
NET BUDGET	552,579	710,500	1,263,079	1,225,016	38,063	3%

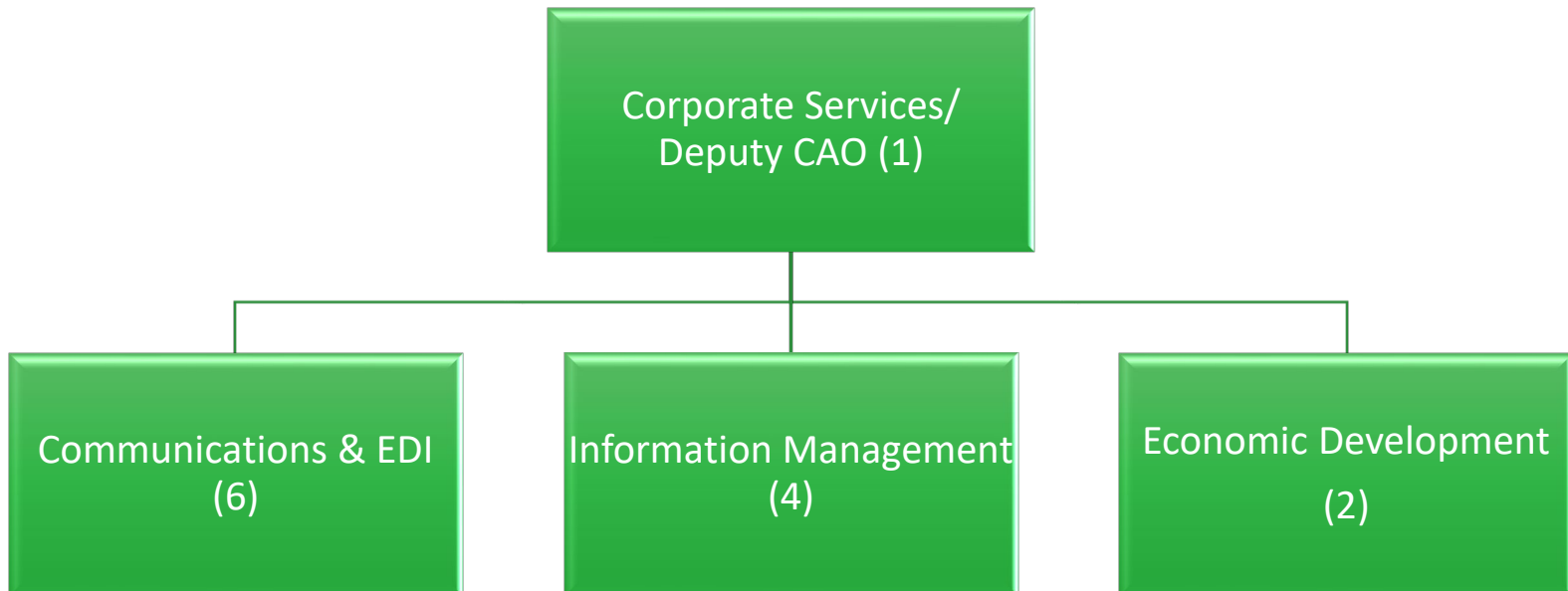
Expenditures by Branch



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

- Strategy and Administration: corporate leadership, transformation and modernization initiatives
- Communications & EDI: public information, media relations, community engagement, customer service and Equity Diversity and Inclusion
- Information Management: data and analytics, application development, system security, 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.





2022 Corporate Services (CS)

Culture of Municipal Excellence

- Drive innovation, improve services and reduce costs through the Modernization Program with a focus on increasing online payment capability, online voting, tracking winter maintenance operations and building a new Customer Relationship Management system
- Continue to support business retention and expansion in alignment with the business advantage program
- Complete the Customer Service Redesign
- Develop and implement an Equity, Diversity and Inclusion Strategy
- Conduct an IT Systems Security audit and enhance security system support
- Implement Build Back Better recommendations focusing on optimal service delivery

Quality Programs and Services

- Initiate targeted investment attraction - focused on EG's primary target sectors
- Continue website implementation with expanded online payment capacity, integration with the CRM and AODA requirements fulfilled
- Build operational staff capacity through enhanced training and application support
- Increase staff access to business solutions and data to support efficient and effective operations
- Support the 2022 Election Process

Responsible Growth & Environmental Protection

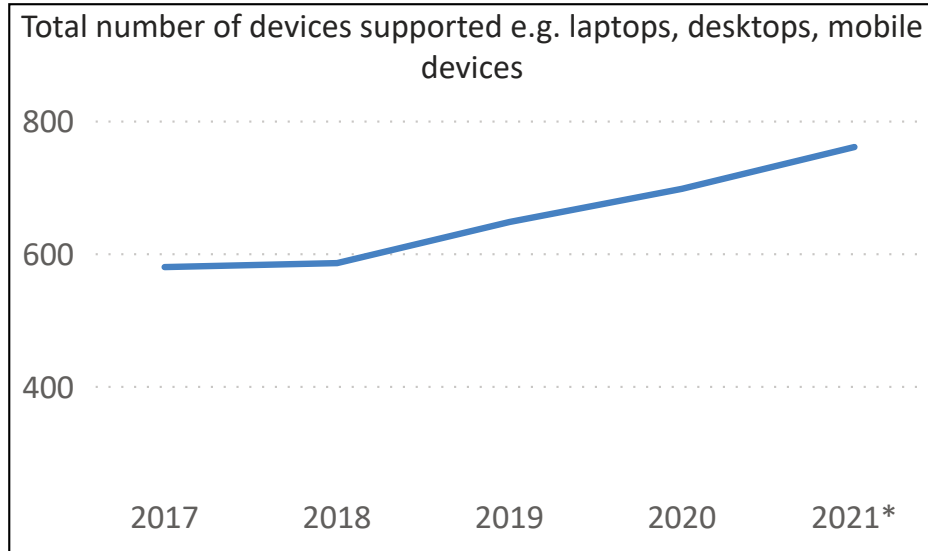
- Develop and implement enhanced communications about economic development
- Support business areas in key activities: COVID Communications, Park openings, Secondary Plan Initiatives, Public Engagement
- Support entrepreneurship development
- Prioritize investment readiness (including broadband) and infrastructure investment

Build Complete Communities

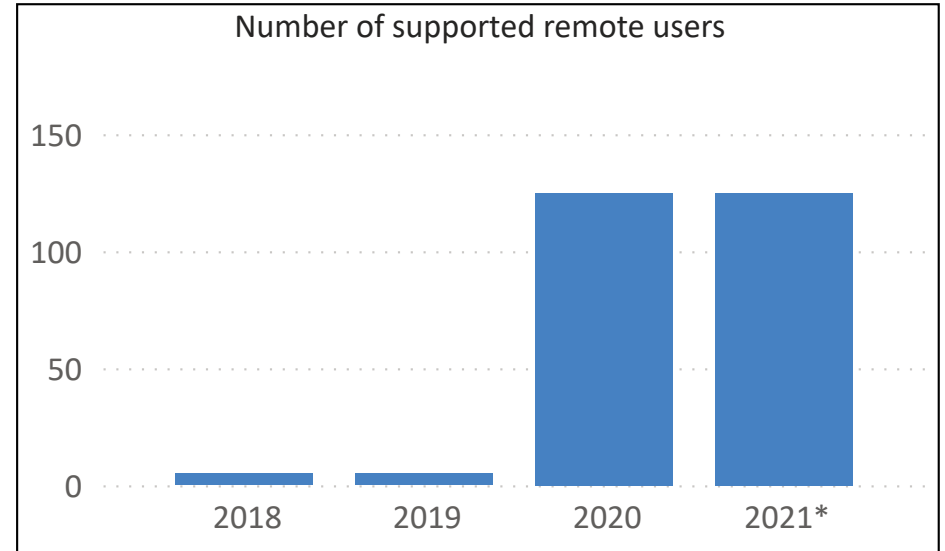
- Continue to lead and coordinate various interdepartmental teams including the COVID Recovery Team and the Official/Masterplan Working Group
- Support Town-wide public outreach and engagement efforts for a number of initiatives including Yonge Street/Holland Landing Revitalization Project

** All 2021 numbers have been estimated to year end for comparison purposes*

Hardware Devices Managed



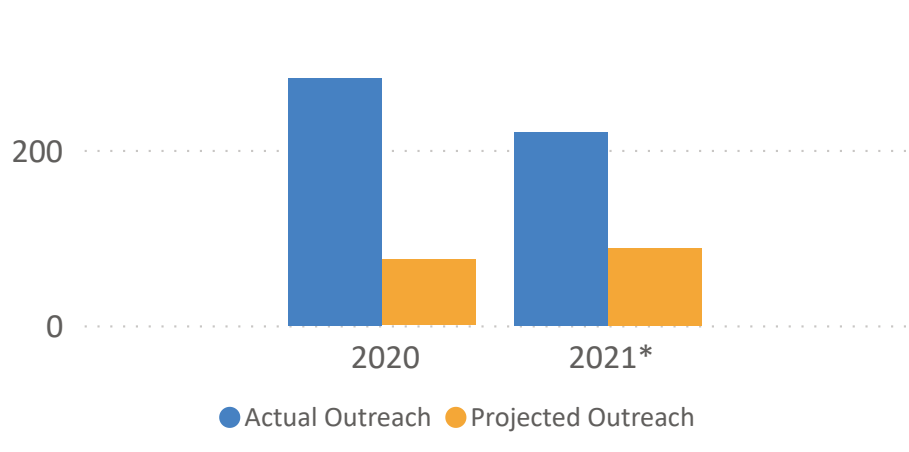
Remote User Licenses



** All 2021 numbers have been estimated to year end for comparison purposes*

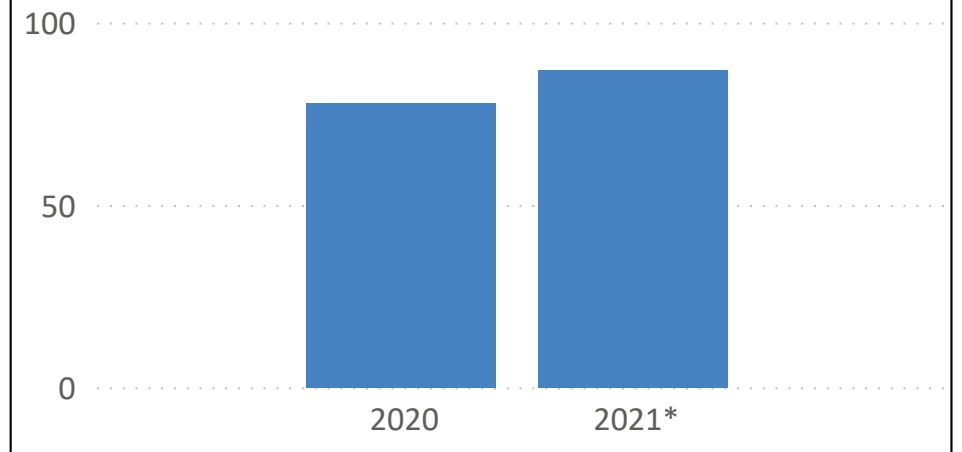
Business Outreach and Visitation (percentage)

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



Job Creation

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



Broadband Expansion

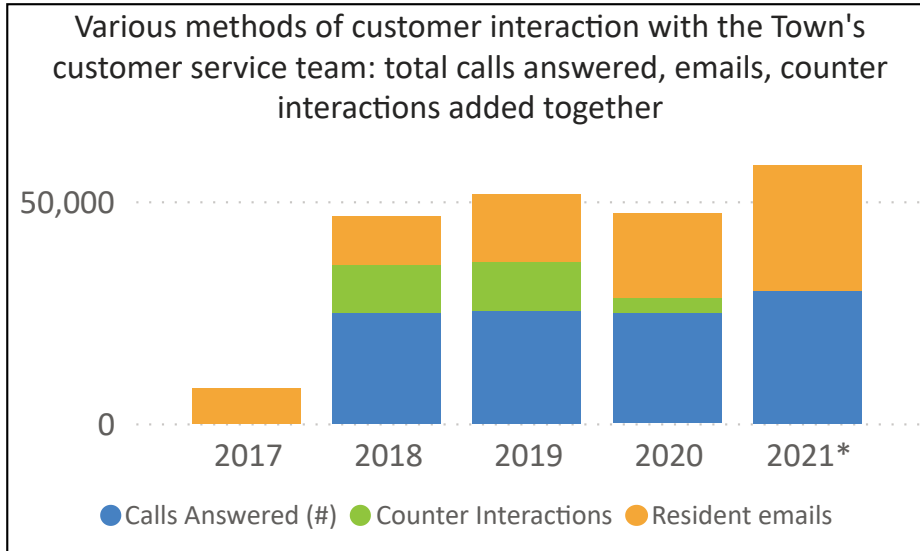
The number of households newly connected to fibre



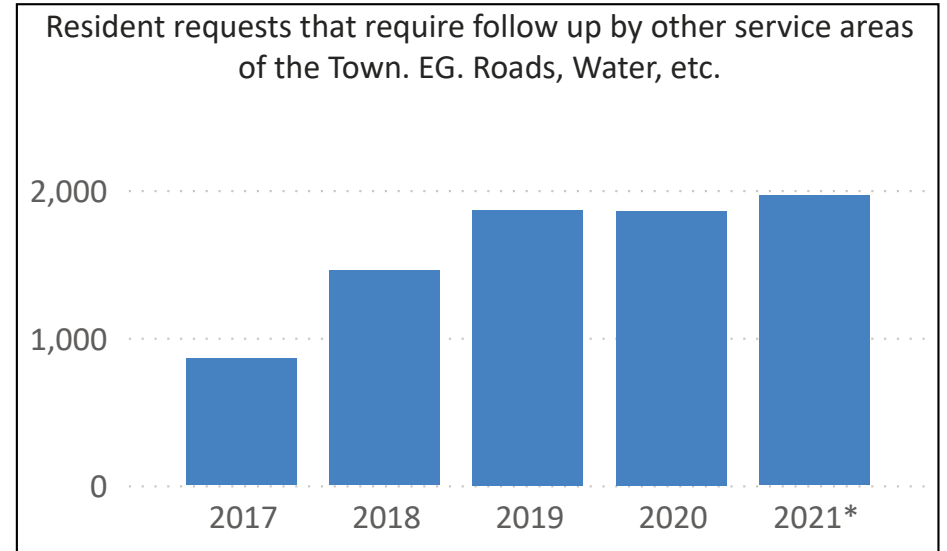
2,640

* All 2021 numbers have been estimated to year end for comparison purposes

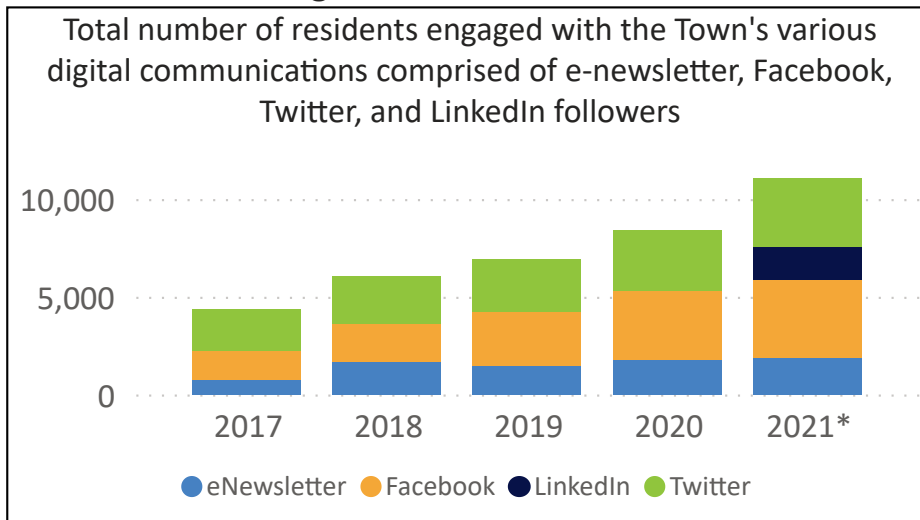
Customer Interactions



Service Requests Managed

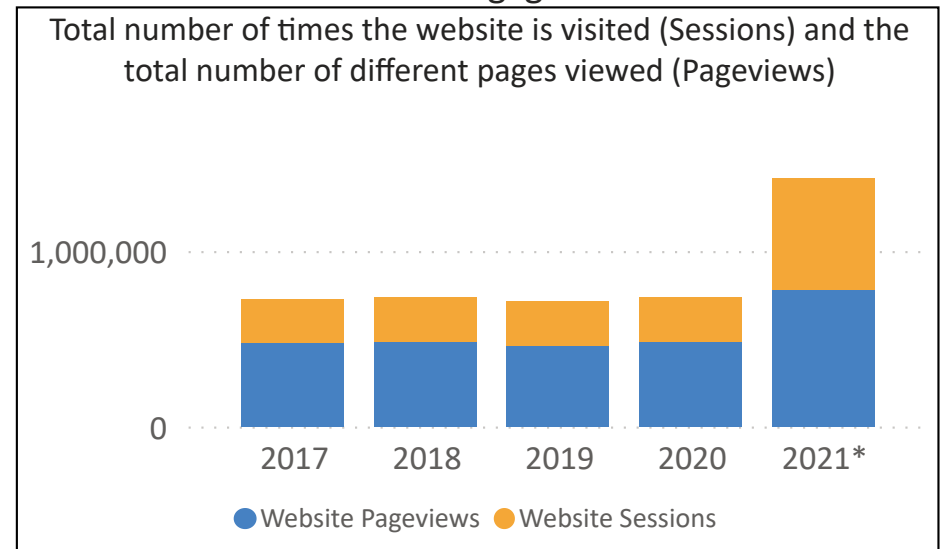


Digital Communications



LinkedIn tracking began in 2021

Website Engagement



Budget Summary

The Corporate Services operating budget includes expenditures of approximately \$2.5 million or 9% of the Towns total operating expenditures.

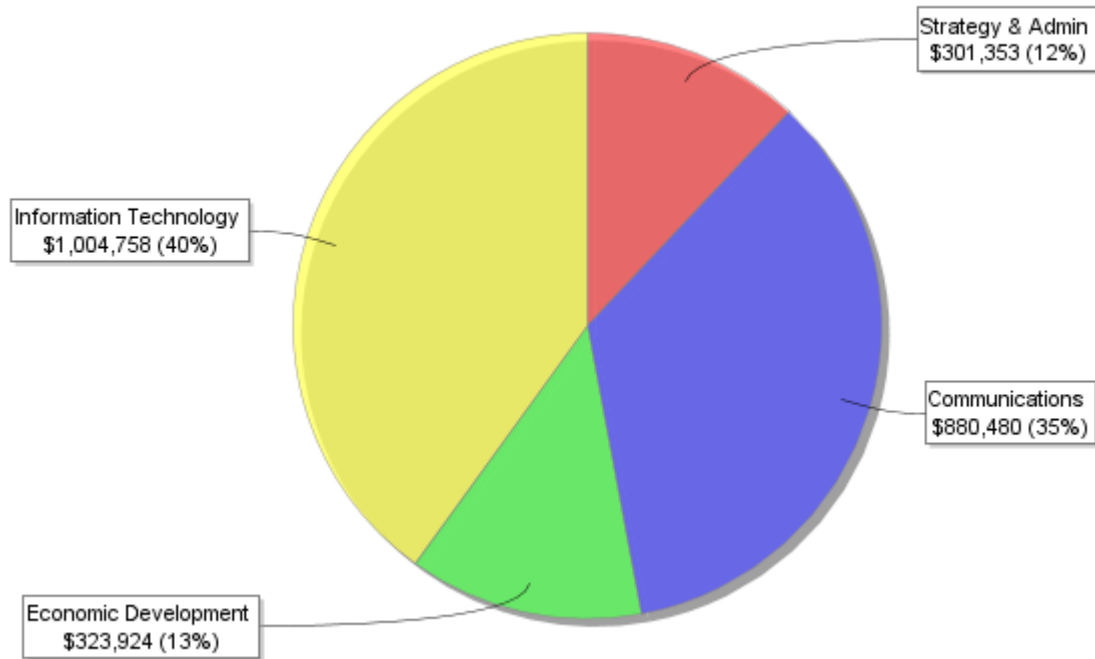
Salary and benefits have increased by approximately \$114,000 due to step increases and additional benefit coverage.

A increase in YorkNet Communications of \$4,000 is related to an increase in service costs.

The net budget for this department is increasing by approximately \$117,000 or 5%.

Corporate Services 2022 Tax Supported Budget	Strategy & Admin	Communications	Economic Development	Information Technology	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures								
Salaries and Benefits	282,953	783,460	274,656	635,372	1,976,441	1,862,705	113,736	6%
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	1,268	1,500	4,468	5,200	(732)	(14%)
Other Agencies/Municipalities			15,500		15,500	15,500		
Software Licences and Maintenance			4,000	240,000	244,000	244,000		
Training, Professional Development and Memberships	3,000	1,320	5,000	8,056	17,376	16,644	732	4%
Utilities				30,000	30,000	30,000		
YorkNet Communications				46,800	46,800	43,200	3,600	8%
Total Expenditures	301,353	880,480	323,924	1,004,758	2,510,515	2,393,179	117,336	5%
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	80,000		
Total Transfers				80,000	80,000	80,000		
NET BUDGET	301,353	880,480	273,924	1,084,758	2,540,515	2,423,179	117,336	5%

Expenditure by Branch



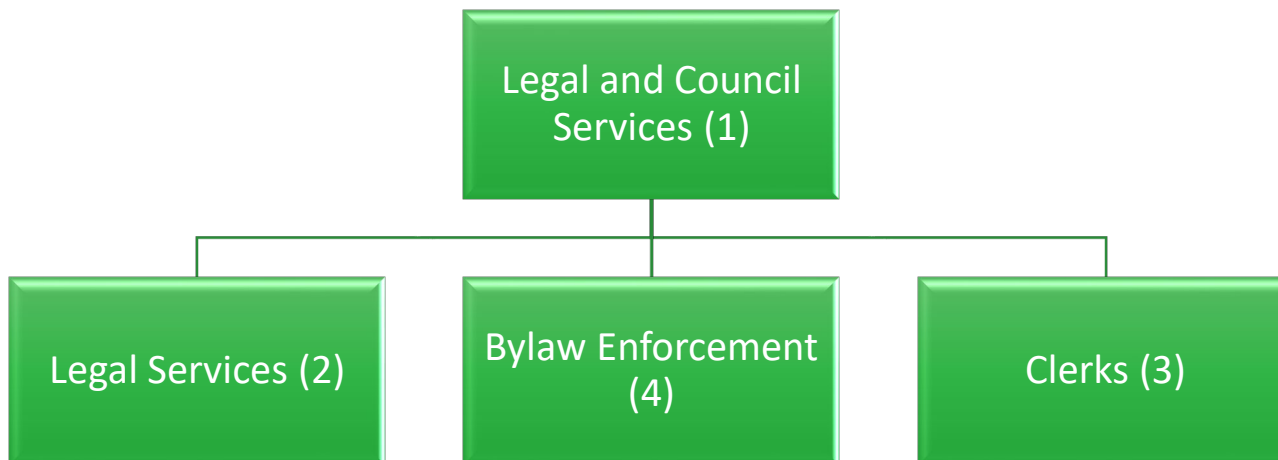
Legal and Council Support Services is composed of three business units: Legal Services, Bylaw Enforcement and the Clerks and Council Support branch.

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.





2022 Legal & Council Support Services (LCSS)

Culture of Municipal Excellence

- Continue to provide support and develop all staff through a variety of training and development opportunities
- Provide lead support for the corporate-wide Enterprise Content Management/Records Management implementation
- Review and implement hybrid council meetings (combination of in-person and remote)

Quality Programs and Services

- Provide strategic legal advice for Town departments including: personnel matters, contracts, tax matters, emerging issues and program
- 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

Responsible Growth & Environmental Protection

- 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

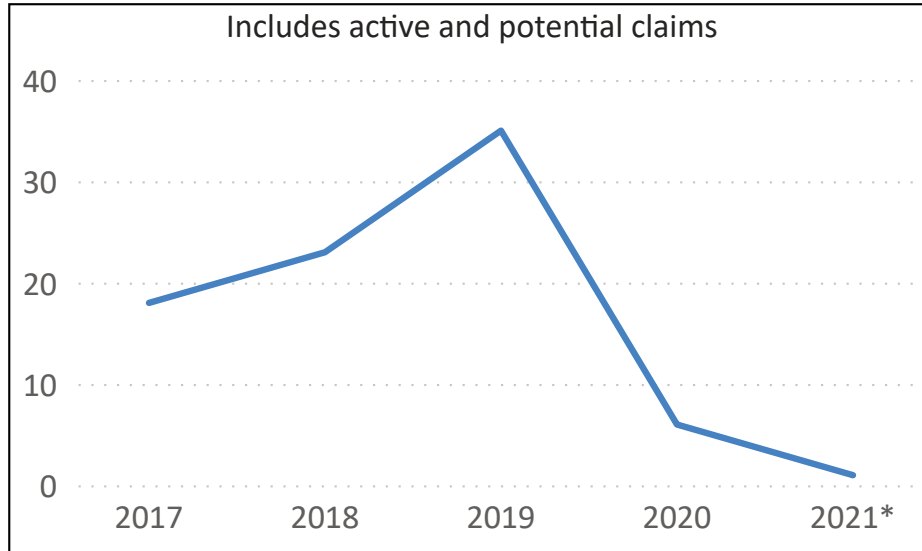
Build Complete Communities

- Deliver the 2022 hybrid Municipal Elections (combination of paper and internet voting)
- Council Inaugural planning for the new term of Council
- Council orientation planning including the implementation of a new Procedural By-law to enhance meeting management for the new term of Council

** All 2021 numbers have been estimated to year end for comparison purposes*

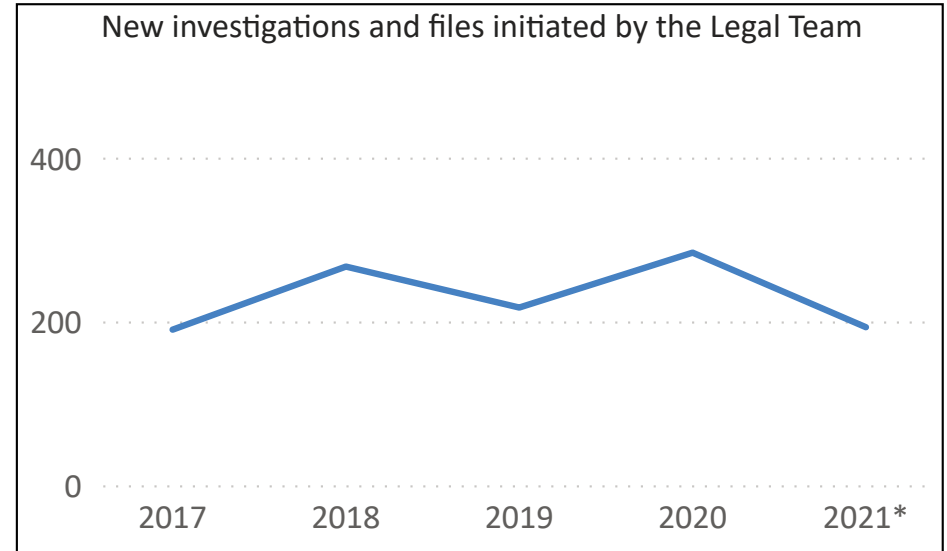
Insurance Claims Against the Town

Includes active and potential claims



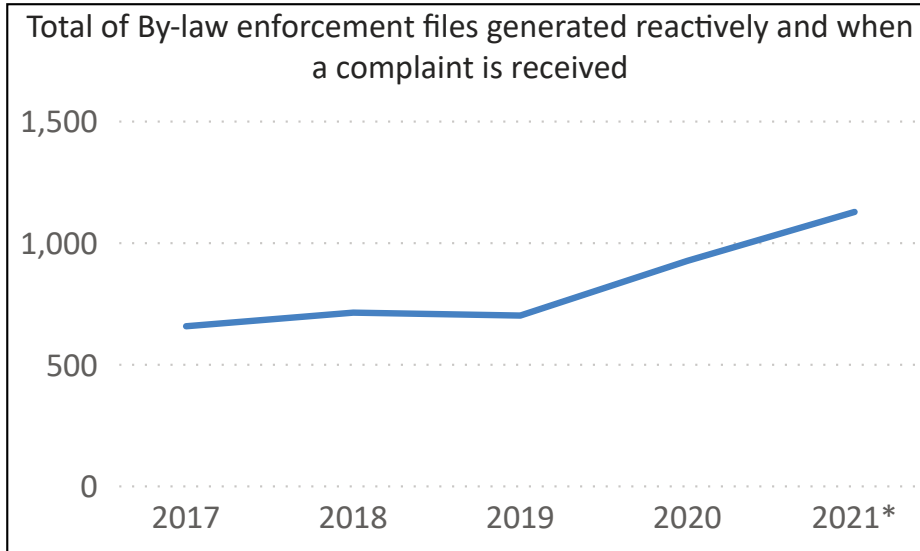
New Legal Matters

New investigations and files initiated by the Legal Team

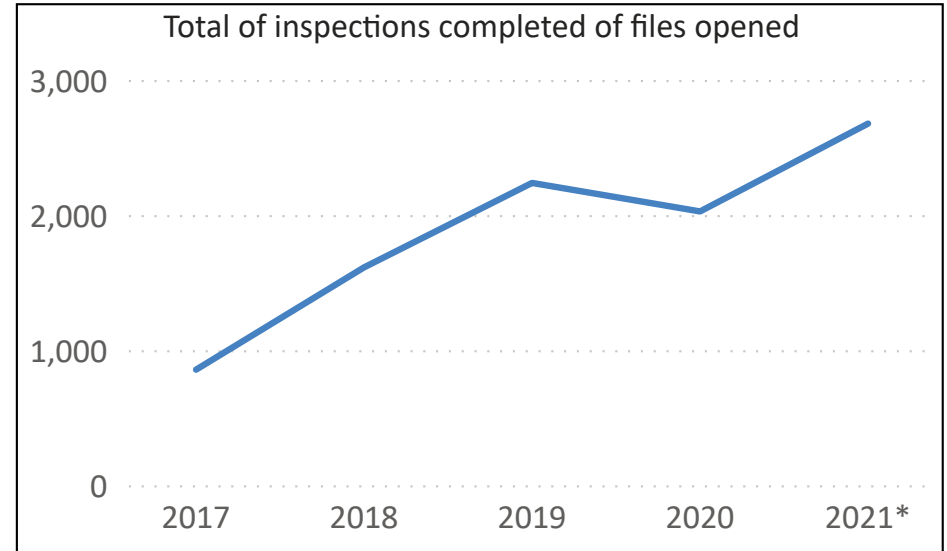


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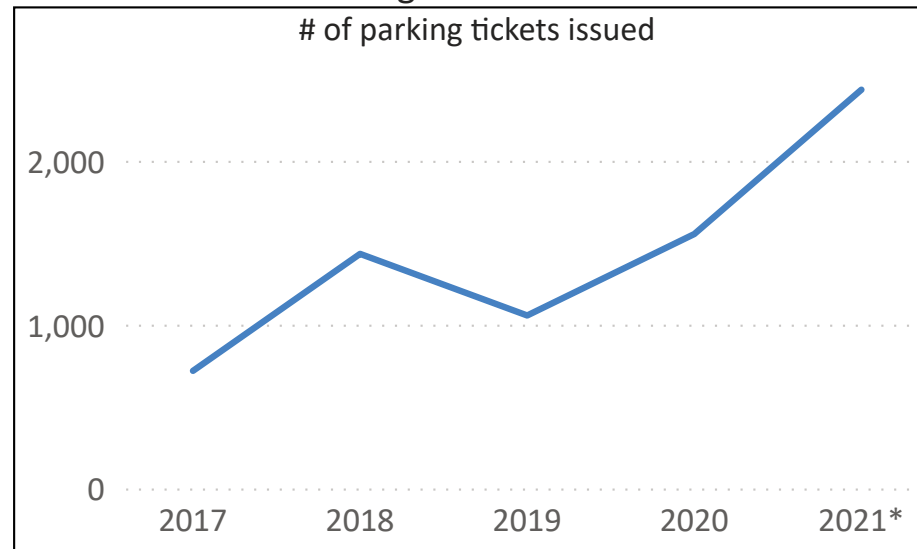
Complaints Received



Inspections Completed

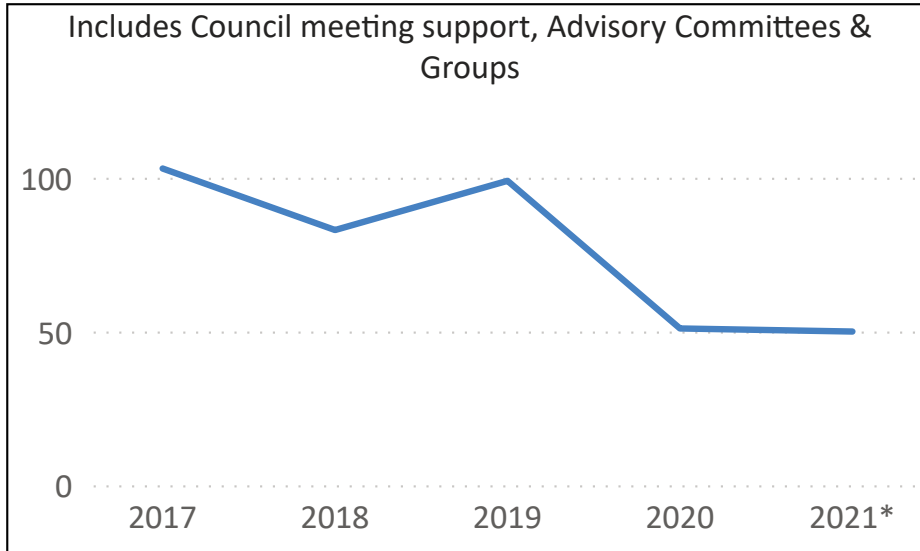


Parking Tickets Issued

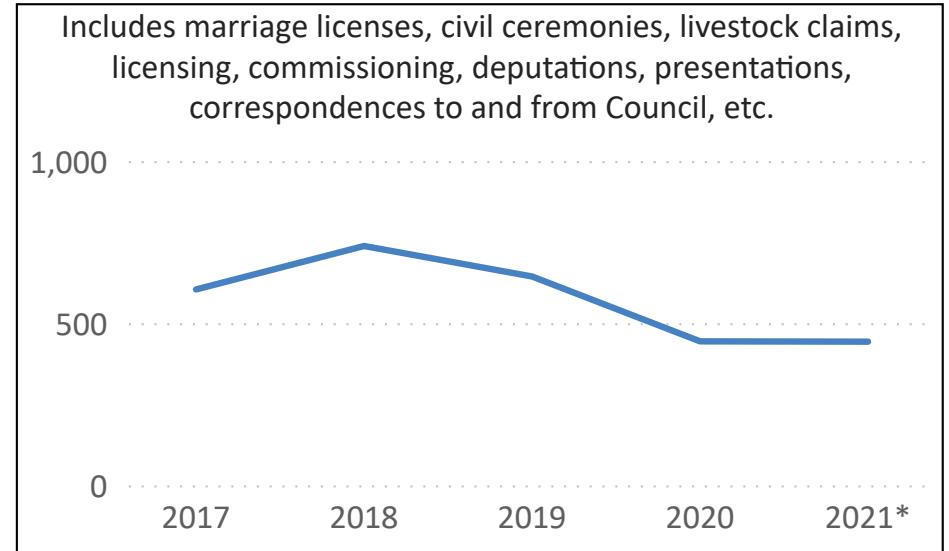


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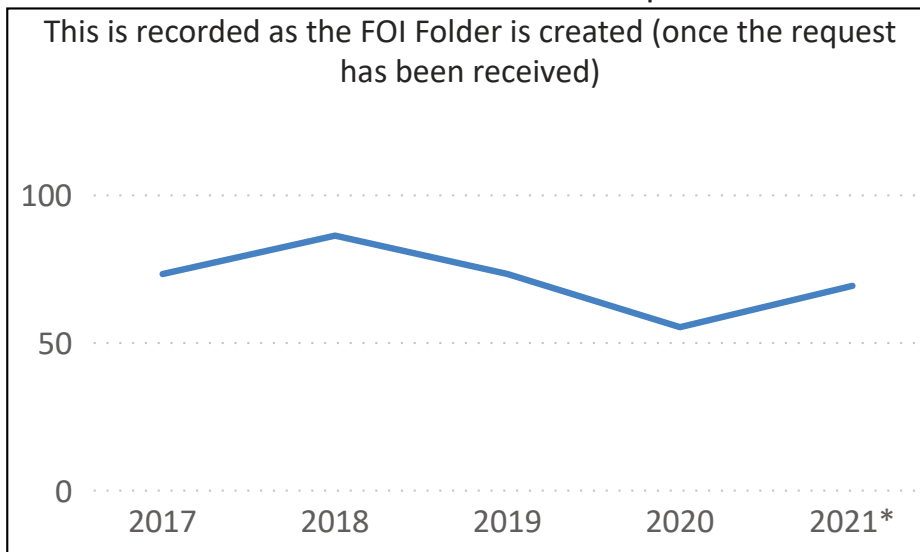
Council & Committee Support



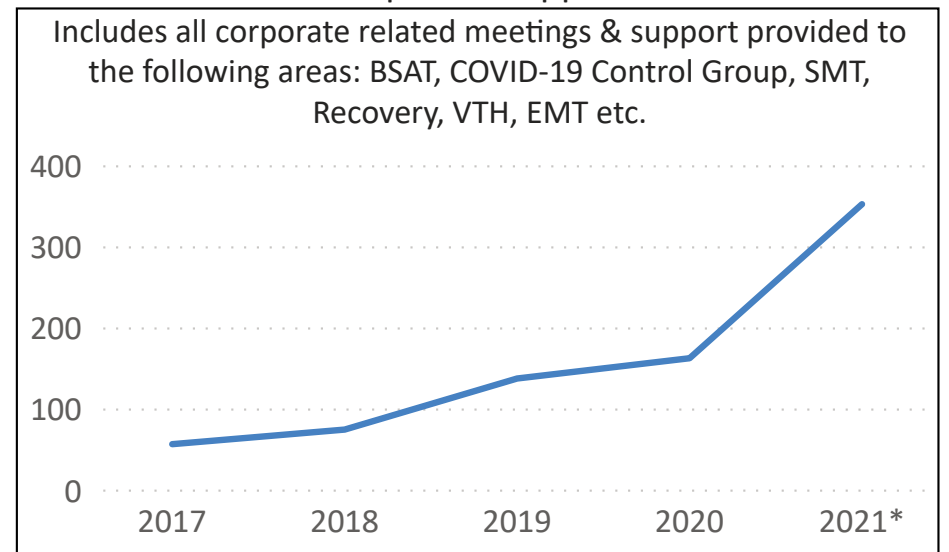
Internal & External Support



Freedom of Information Requests



Corporate Support



Budget Summary

The Legal and Council Support Services operating budget includes expenditures of approximately \$2.2 million or 8% of the Town's total operating expenditures.

The salary and benefits budget increase of approximately \$84,000 relates to band and step increases as well as benefit cost increases.

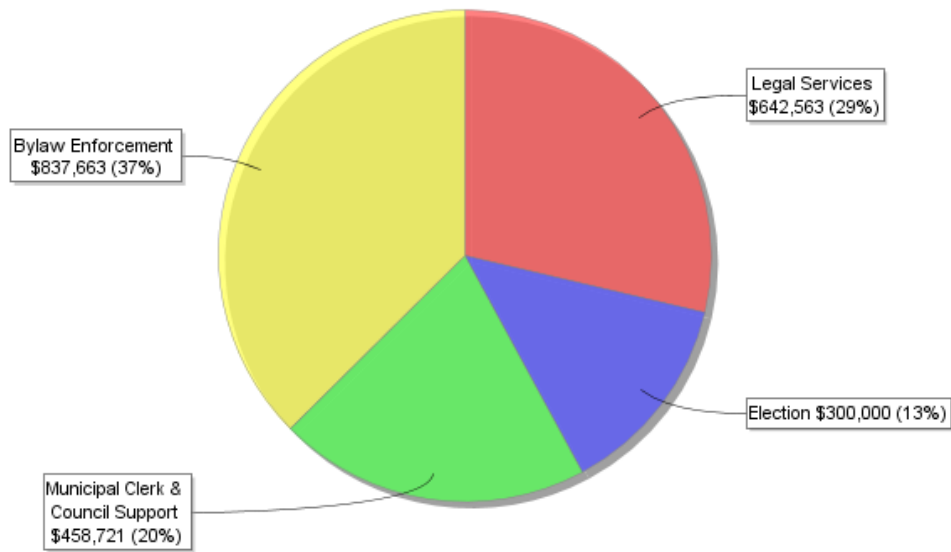
Contracted services has increased by \$300,000 to account for the upcoming election, and has been offset by a draw from the election reserve with the funds that are put aside annually.

Cost increases have been offset by an expected increase in parking ticket revenue of \$18,000 and an increase in user fees relating to pool permits. License revenue has been decreased by \$12,000 to align with the expected actuals.

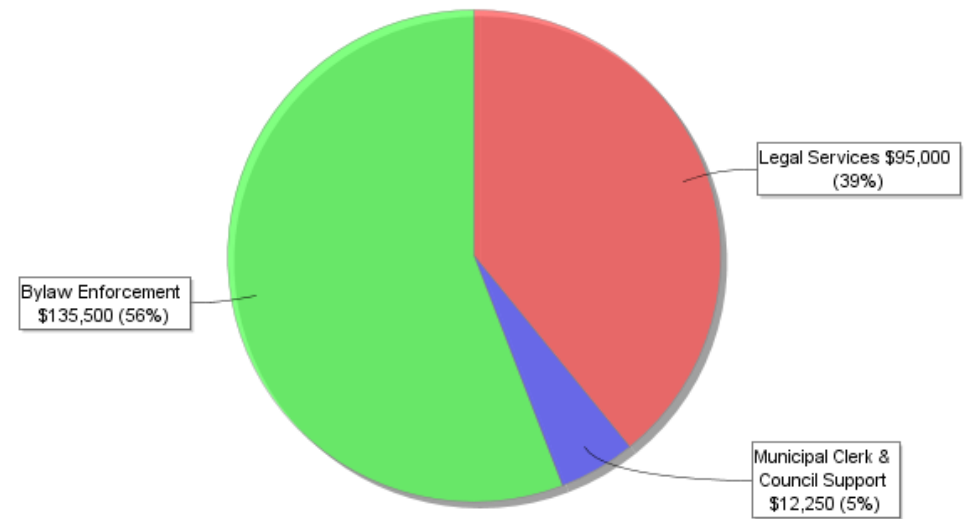
The net budget is increased by approximately \$29,600 or approximately 2%.

Legal and Council Support Services 2022 Tax Supported Budget	Legal Services	Election	Municipal Clerk & Council Support	Bylaw Enforcement	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures								
Salaries and Benefits	555,863		433,721	481,094	1,470,678	1,386,389	84,289	6%
Communications	1,300		1,600	3,255	6,155	6,155		
Contracted Services		300,000	9,500	330,269	639,769	337,156	302,613	90%
Courier and Mail Processing	200				200	200		
Equipment and Vehicle	2,100		1,000	1,500	4,600	4,600		
Legal Services	49,000			1,000	50,000	50,000		
Materials and Supplies	24,100		6,900	9,475	40,475	40,475		
Mileage	500		1,000	1,500	3,000	3,000		
Training, Professional Development and Memberships	9,500		5,000	6,000	20,500	20,500		
Uniforms and Safety Clothing				3,570	3,570	3,570		
Total Expenditures	642,563	300,000	458,721	837,663	2,238,947	1,852,045	386,902	21%
Revenues								
Fines and Penalties				(70,500)	(70,500)	(52,500)	(18,000)	34%
Licenses			(6,000)	(53,000)	(59,000)	(70,500)	11,500	(16%)
Sales			(3,000)		(3,000)	(3,000)		
User Fees	(95,000)		(3,250)	(12,000)	(110,250)	(108,750)	(1,500)	1%
Total Revenues	(95,000)		(12,250)	(135,500)	(242,750)	(234,750)	(8,000)	3%
Transfers								
Contributions to Reserves						50,000	(50,000)	(100%)
Draw from Reserves		(300,000)			(300,000)		(300,000)	
Total Transfers		(300,000)			(300,000)	50,000	(350,000)	(700%)
NET BUDGET	547,563		446,471	702,163	1,696,197	1,667,295	28,902	2%

Expenditures by Branch



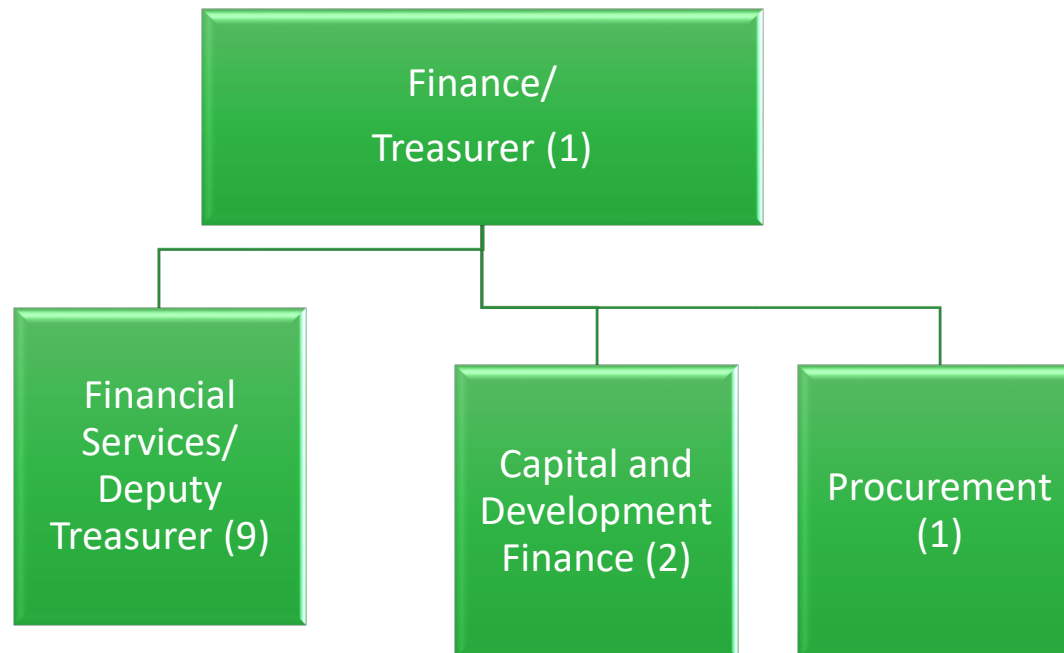
Revenue by Branch



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

- Financial Services: financial planning, controls and reporting, accounting, property tax and water billing
- Capital and Development Finance: capital budgeting, development charge administration, long range financial planning
- Procurement: administration of the procurement bylaw, coordination of Town purchases and competitive bids

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





2022 Finance (FIN)

Culture of Municipal Excellence

- Continue to support and develop staff through a variety of cross training and technology development opportunities
- Support the ongoing enhancements to online payment opportunities for improving overall customer experience on the EG website
- Continue to enhance delivery of resident-friendly financial information through the Annual Financial report
- Increase reporting capabilities within existing software to provide efficient access to information required for decision making (e.g., development charge payment tracking)
- Incorporate the provision for financial services for the East Gwillimbury Public Library into the Town's current processes

Quality Programs and Services

- Develop and approve the 2022 Business Plan and Budget and 2022 Water and Wastewater Budget with zero net tax-levy, and no increase to water/wastewater rates
- Continue to develop policies and modernize financial processes to increase efficiency and effectiveness of providing service to internal and external stakeholders

Responsible Growth & Environmental Protection

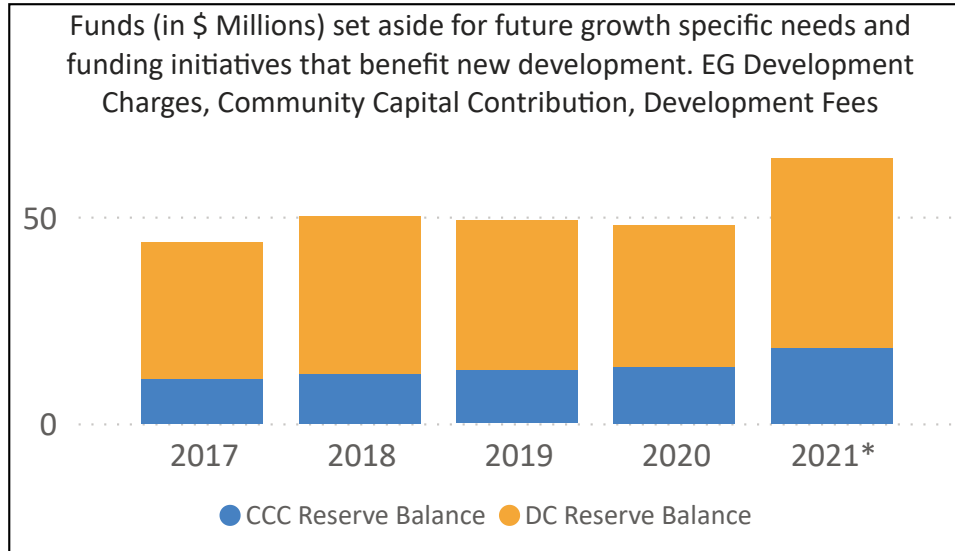
- Promote ebilling opportunities to promote environmentally-friendly practices and achieve cost savings related to distribution
- Enhance utility and tax data reporting to increase accessibility of information for use in current and future growth studies
- Support Asset Management Team by developing financial plans that determine long term funding needs to replace and/or renew municipal infrastructure assets based on full lifecycle costing (multi-year process)
- Develop financial strategies to support the construction of the Health and Active Living Plaza, Sports Complex expansion and other key capital projects

Build Complete Communities

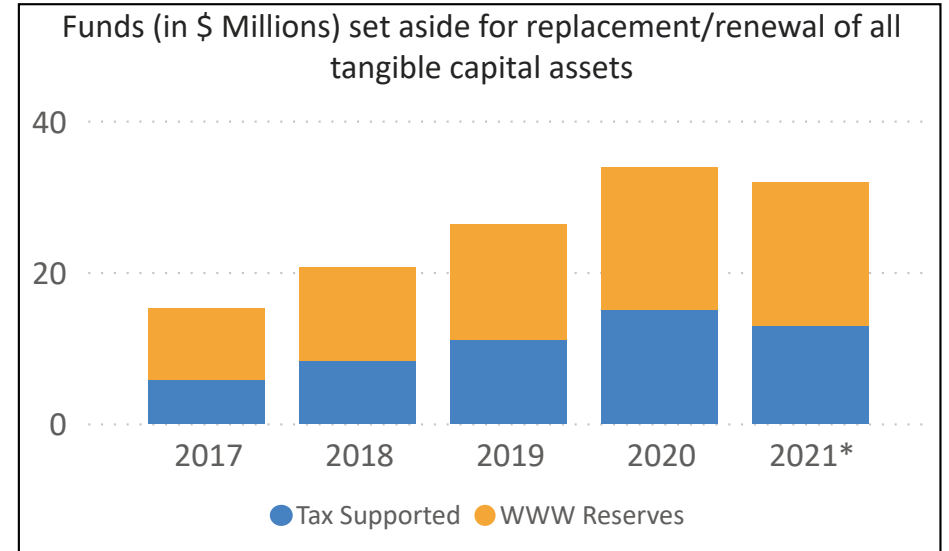
- Update the Development Charge Background Study and Development Charge By-laws
- Seek out opportunities and coordinate applications for third party funding for future operating and capital improvements
- Determine the cost and funding sources for growth based on Town-wide planning studies (e.g., Master Plans)

* All 2021 numbers have been estimated to year end for comparison purposes

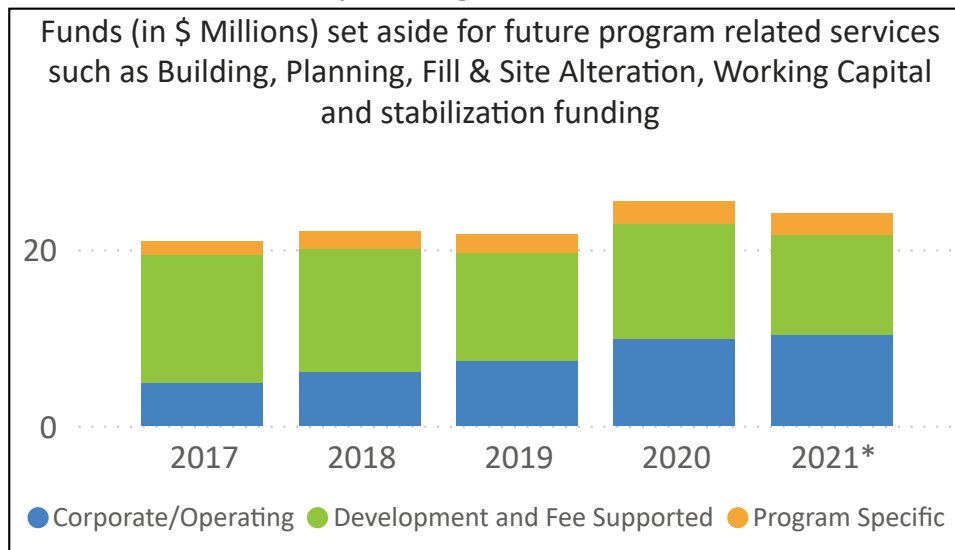
Development Charge Reserves



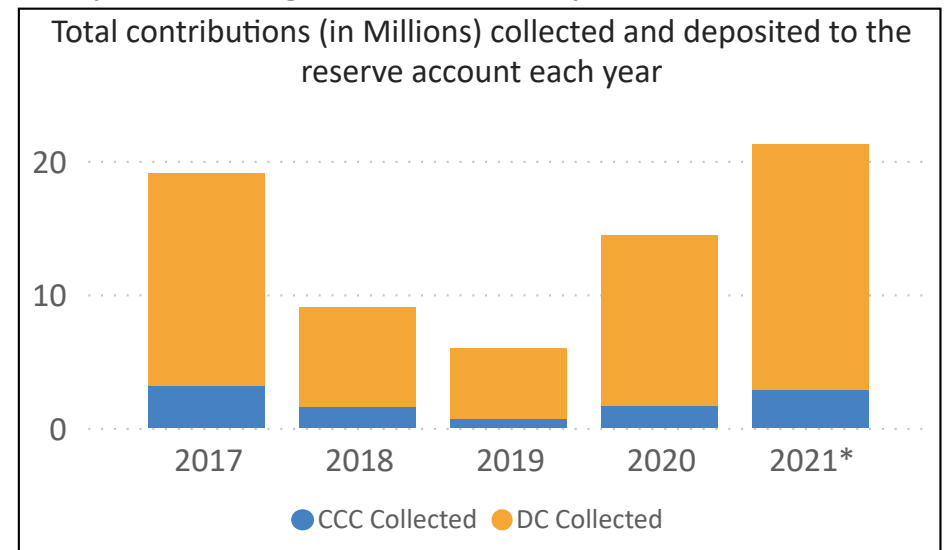
Asset Replacement Reserves



Operating Reserves

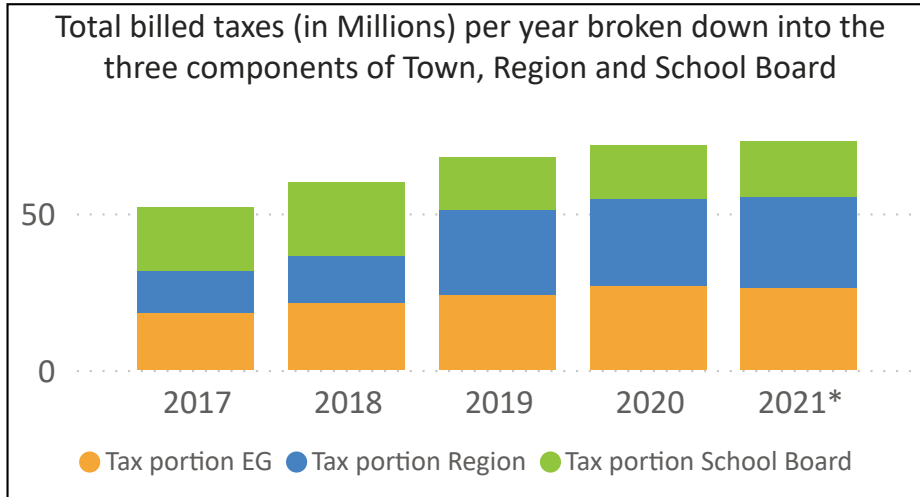


Development Charge and Community Contributions Collected



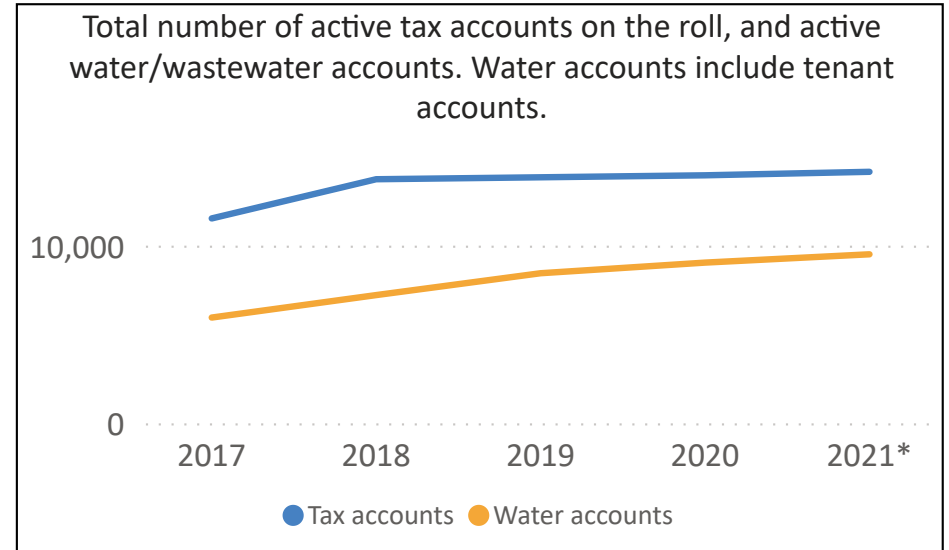
* All 2021 numbers have been estimated to year end for comparison purposes

Breakdown of Annual Taxes Collected

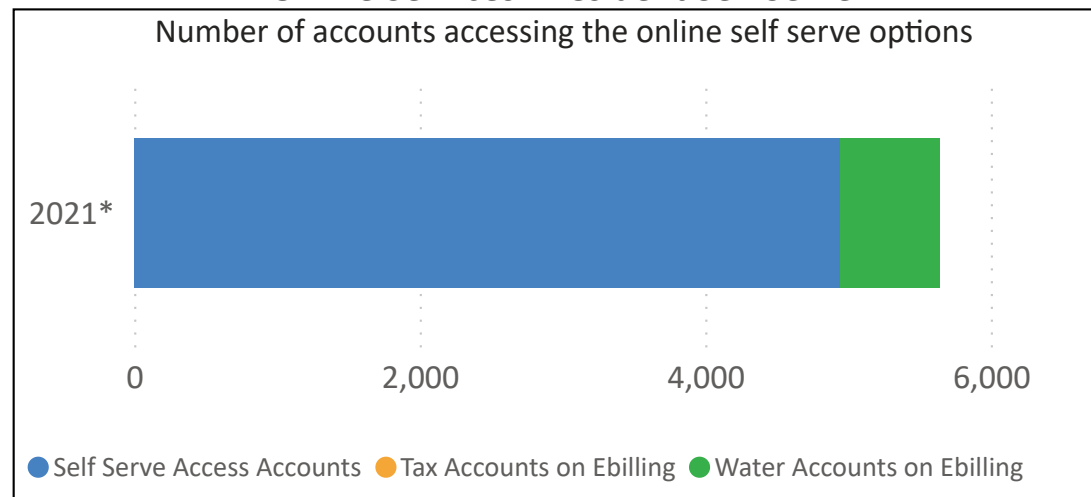


*2021 includes estimated amount of supplemental taxes billed

Total Number of Tax and Water Accounts



Online Services - Resident Self Serve



* Ebilling was not available for the 2021 tax billings. This metric will be reported in 2022

Budget Summary

The Finance department operating budget includes expenditures of approximately \$2.0 million or 7% of the Town's total operating expenditures.

The salaries and benefits budget has increased by approximately \$74,000. This includes \$24,000 in contract staffing transferred from the Library to assume responsibility for the Library financial processing and reporting. The balance of the increase is a result of step increases and benefit adjustments.

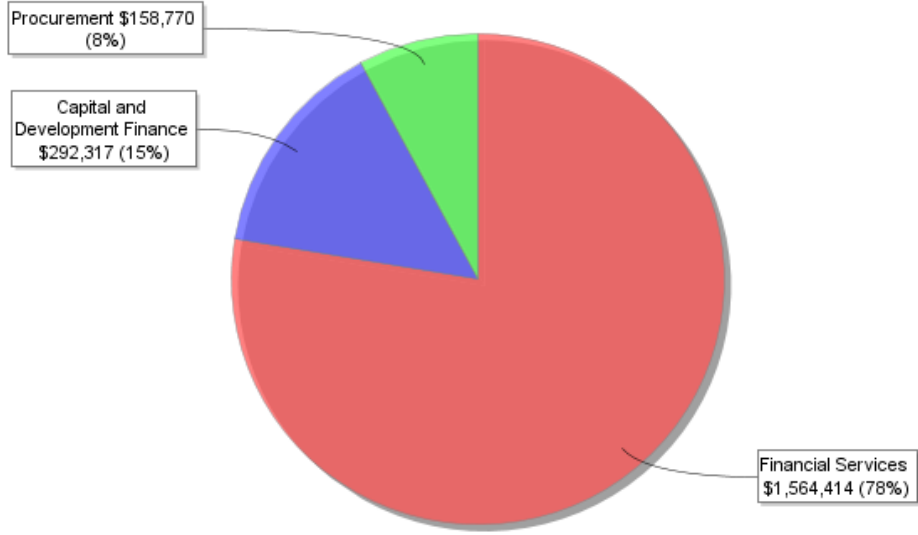
The communications budget has increased by \$2,000 to provide equipment to the management team. The bank fees, payroll and other fees budget has increased by approximately \$2,000 due to increased payroll processing costs.

Cost increases have been partially offset by an increase in user fees to align with the increased volume of administrative fees associated with water and tax account changes.

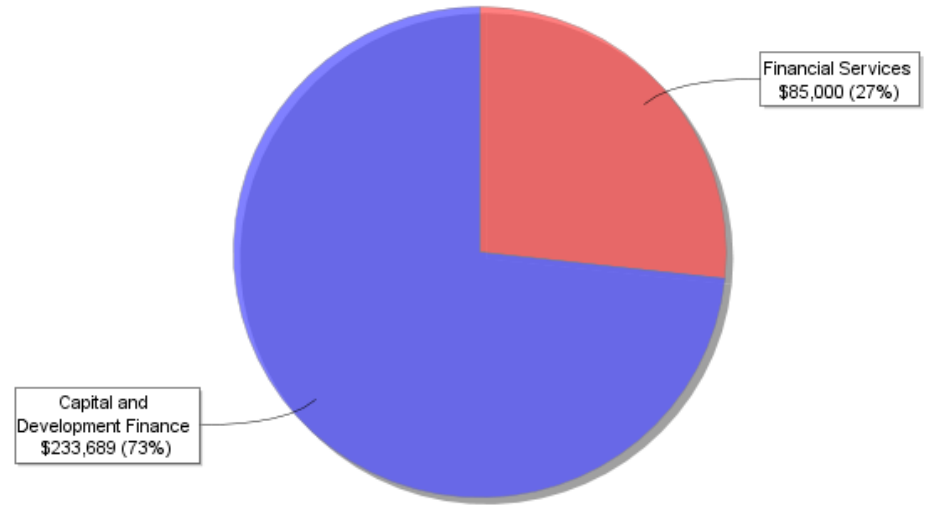
The net budget for this department is increasing by approximately \$70,000 or 4%.

Finance Department 2022 Tax Supported Budget	Financial Services	Capital and Development Finance	Procurement	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures							
Salaries and Benefits	1,371,636	283,217	155,870	1,810,723	1,737,013	73,710	4%
Audit Services	40,500			40,500	40,500		
Bank Fees, Payroll and Other Charges	90,728			90,728	89,000	1,728	2%
Communications	2,000	1,000	1,000	4,000	2,000	2,000	100%
Consultants	7,500	2,000		9,500	9,500		
Courier and Mail Processing	30,000			30,000	30,000		
Equipment Repair	900			900	900		
Materials and Supplies	6,750	1,000	1,000	8,750	8,750		
Mileage	400	200	100	700	700		
Training, Professional Development and Memberships	14,000	4,900	800	19,700	19,700		
Total Expenditures	1,564,414	292,317	158,770	2,015,501	1,938,063	77,438	4%
Revenues							
Development Charges		(233,689)		(233,689)	(233,689)		
Miscellaneous					(7,500)	7,500	(100%)
Sales	(30,000)			(30,000)	(30,000)		
User Fees	(55,000)			(55,000)	(40,000)	(15,000)	38%
Total Revenues	(85,000)	(233,689)		(318,689)	(311,189)	(7,500)	2%
Transfers							
Draw from Reserves		(25,965)		(25,965)	(25,965)		
Total Transfers		(25,965)		(25,965)	(25,965)		
NET BUDGET	1,479,414	32,663	158,770	1,670,847	1,600,909	69,938	4%

Expenditures by Branch



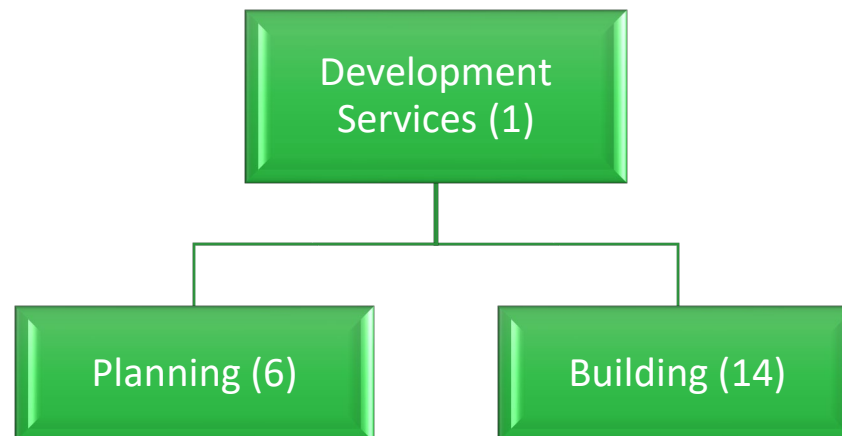
Revenues by Branch



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 Act applications as per 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. Planning staff provide interpretation and review of relevant provincial and regulation land use policies and Zoning by-law regulations. 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.





Culture of Municipal Excellence

- Encourage public participation and help shape development and inform future policy updates, as part of our new Official Plan Review update with interactive virtual “Chat with a Planner” sessions
- Support the expansion of corporate-wide customer service by focusing on increased public engagement and timely, transparent communications
- Move to web-based applications for other Branch services (such as survey requests and compliance letters)
- Continue with modernization efforts to introduce a new online CityView Portal which will be used to accept online building permit applications, book inspections and receive permit fee estimates online

Quality Programs and Services

- Implement updates to the various Planning approvals processes, procedures and by-laws to enhance the customer experience
- Initiate the Heritage Conservation District Study for the Sharon Community
- Maintain and update the resident-friendly online mapping tool to check the current Zoning, Active Applications and Heritage Property Status
- Continue to implement and benefit from technological and modernization advancements, i.e. electronic building permit application submission, electronic drawing review, electronic stamps, standardization of mark-up comments

Responsible Growth and Environmental Protection

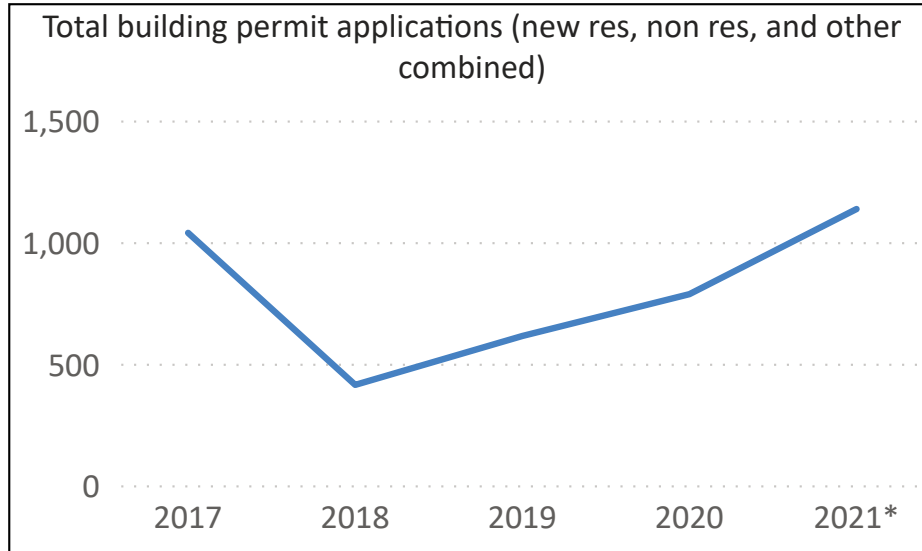
- Complete the Town's Official Plan Review in 2022, which will ensure that the Town remains over 83% greenspace with the appropriate implementation of updates to provincial plans and policies as well as continued protection of the Town's Natural Heritage System and key natural heritage features
- Conduct a study to establish a Heritage Conservation District for the community of Sharon, for the protection and preservation of heritage features
- Finalize the Land Use Study and regulations related to the review of Cannabis Production Facilities
- Monitor and report on the provincial updates to the Lake Simcoe Protection Plan and incorporate any updates into the Town's Official Plan Review
- Ensure new building stock in EG is safe and environmentally efficient, in compliance with the Ontario Building Code
- Ensure compliance with the Province's septic system maintenance program mandate

Build Complete Communities

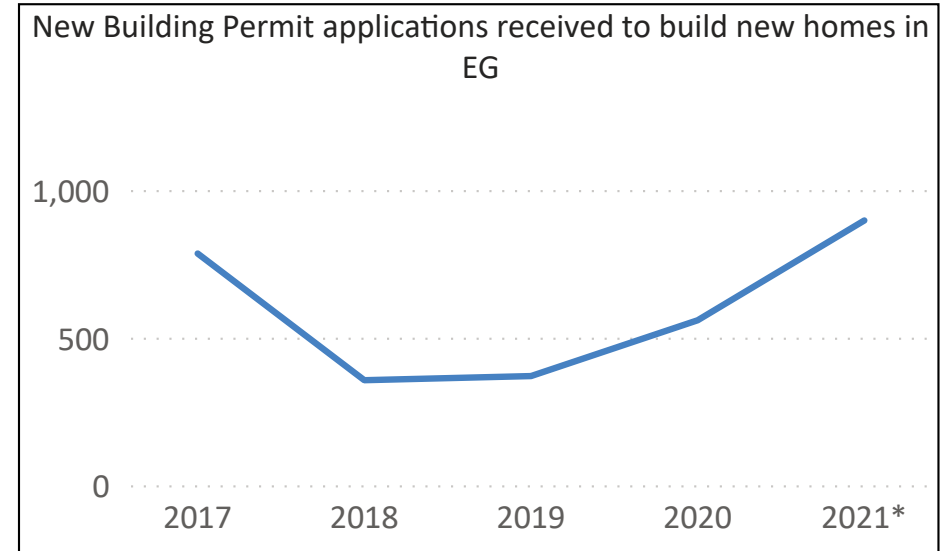
- Complete the Town's Official Plan Review and planning for the future growth of the Town to the year 2051. The Official Plan Review will develop the growth management policies to ensure an appropriate balance of residential and employment growth while promoting the provision of local services and amenities
- Work with the Sharon and Mount Albert stakeholders and York Region to resolve the servicing constraint and obtain additional servicing allocation
- Growth related building activity and administration of the Ontario Building Code. Anticipated increase in Industrial, Commercial, Institutional (ICI) building permits, as employment lands becomes serviced and developed

* All 2021 numbers have been estimated to year end for comparison purposes

Total Applications Received



New Home Permit Applications

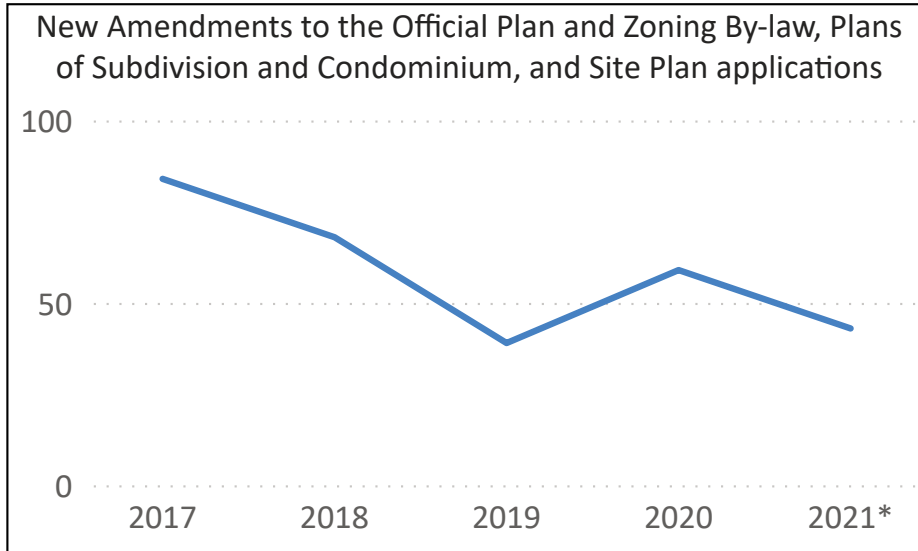


Total Permits Issued

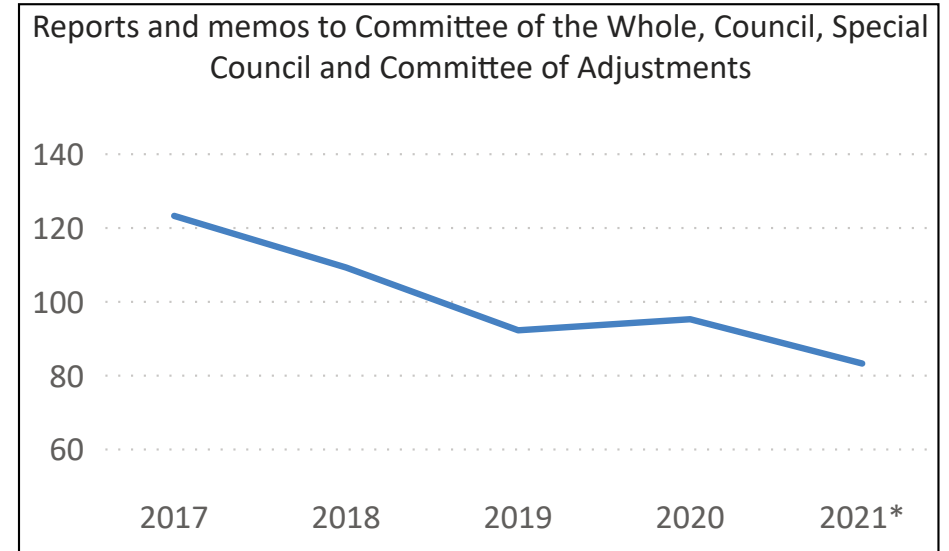


* All 2021 numbers have been estimated to year end for comparison purposes

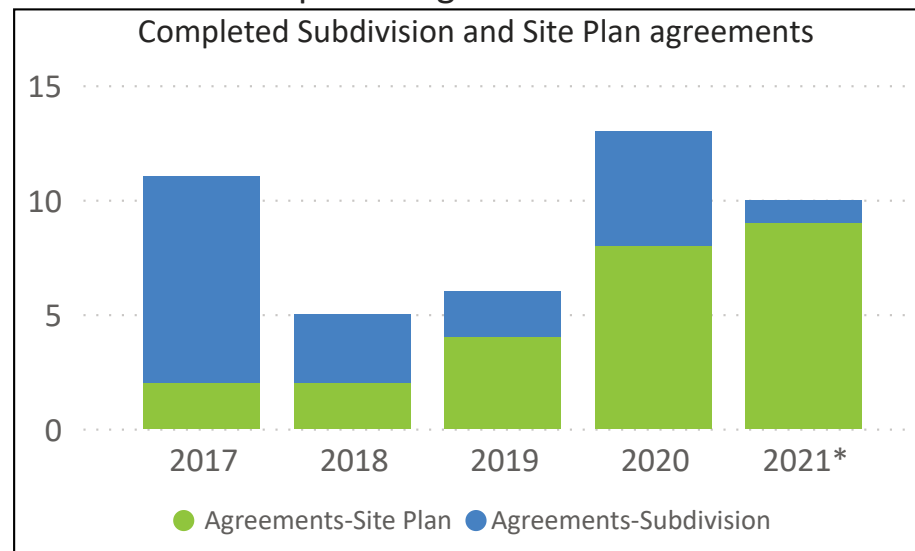
Planning Applications Received



Planning Reports for Council Consideration



Development Agreements Executed



Budget Summary

The Development Services operating budget includes expenditures of approximately \$0.3 million or 1% of the Town's total operating expenditures.

The salaries and benefits budget has increased by approximately \$6,000 due to benefit cost adjustments. An increase in materials and supplies is required for additional signage for the Committee of Adjustment but is offset by additional revenue for related applications.

The net budget has increased by approximately \$4,000, or 3%.

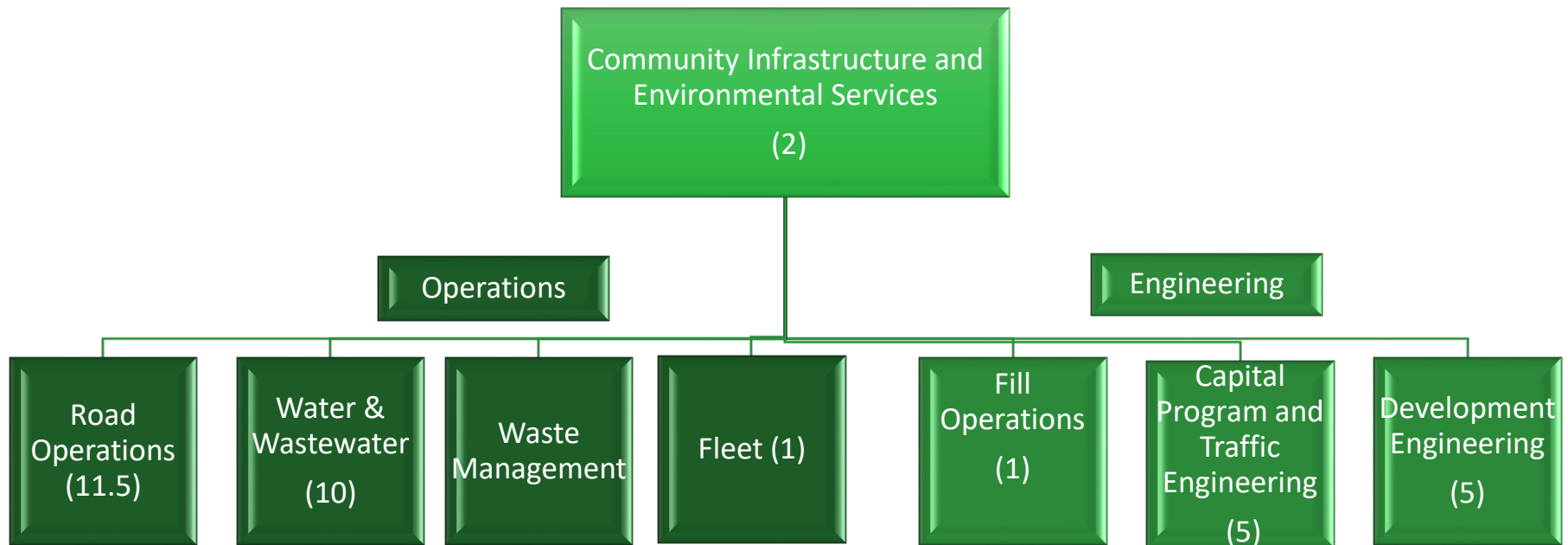
The Development Services department also includes Planning and Building. The budget tables in this section exclude the budget for these branches as they are not tax supported and are included separately in this report. (see Tab 2)

Development Services 2022 Tax Supported Budget	Strategy & Admin	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures					
Salaries and Benefits	245,706	245,706	239,286	6,420	3%
Communications	1,300	1,300	1,300		
Consultants	5,580	5,580	5,580		
Courier and Mail Processing	200	200	200		
Equipment and Vehicle	2,500	2,500	2,500		
Materials and Supplies	5,500	5,500	4,200	1,300	31%
Mileage	5,700	5,700	5,700		
Training, Professional Development and Memberships	5,988	5,988	5,988		
Total Expenditures	272,474	272,474	264,754	7,720	3%
Revenues					
Development Charges	(73,127)	(73,127)	(73,127)		
Development Revenue	(34,000)	(34,000)	(30,740)	(3,260)	11%
Total Revenues	(107,127)	(107,127)	(103,867)	(3,260)	3%
Total Transfers					
NET BUDGET	165,347	165,347	160,887	4,460	3%

The Community Infrastructure and Environmental Services department is responsible for:

- Operating and maintaining infrastructure: roads; sidewalks; streetlights; water/wastewater; storm water management; traffic engineering; fleet
- 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 program including the contract and environmental programs

The department is supported by 35.5 full time positions, 10 crossing guards and approximately 10 part-time / seasonal positions.





2022 Community Infrastructure & Environmental Services (CIES)

Culture of Municipal Excellence

- Support and develop all staff through a variety of training and engagement opportunities
- Coordinate 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

Quality Programs and Services

- Administer the Waste Management Program:
 - Re-launch 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
- Modernization of various systems and work flow enhancements
- 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
- Maintain the Town's Drinking Water Licenses
- Manage the Town's traffic and parking by-laws
- Implement the 40km/h town wide speed limit on local Municipal subdivision roads and check viability of speed reduction in school zones

Development Engineering

- Continue to review and approve development plans and inspection of new infrastructure

Fill Operations

- Proactively monitor fill activities and update/maintain the Fill By-Law based on changing regulations

Responsible Growth & Environmental Protection

- Proactively implement an updated service delivery plan to respond to growth including:
 - Maintenance of service levels during growth
 - Implement the multi-year fleet replacement strategy
 - Approve and implement the multi-year LED streetlight conversion strategy
 - Review and advance servicing strategies to support the Town's employment lands
- Maintain and update a 10-year Capital Plan for: Water and wastewater; Roads, Bridges, Sidewalks, Walkways, Street lights; Stormwater system, and Fleet
- Develop a multi-year Municipal Drain Strategy

Development Engineering

- Proactively implement an updated service delivery plan to respond to growth to manage development, approvals, and new growth
- Develop multi-year servicing strategies for Highway 404 employment lands and Green Lane Business Park



Build Complete Communities

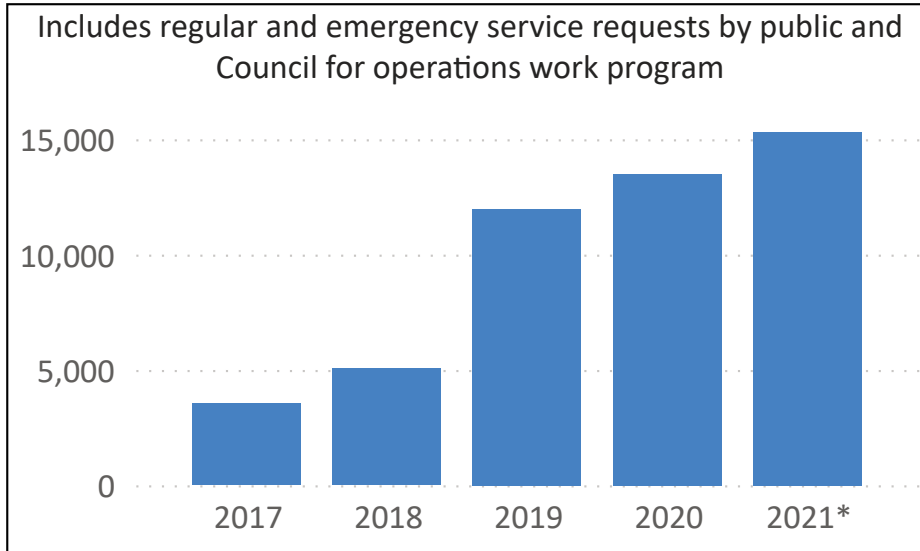
- Update the Transportation and Water Wastewater Masterplans and Inputs for the DC Bylaw
- Develop and implement a multi-year robust asset management program and deliver the 2022 Asset Management Plan
- Develop a comprehensive workplan including public consultation for upgrades to Yonge Street in Holland Landing
- Proceed with the Centre Street Revitalization Project including public consultation and developing an implementation plan

Development Engineering

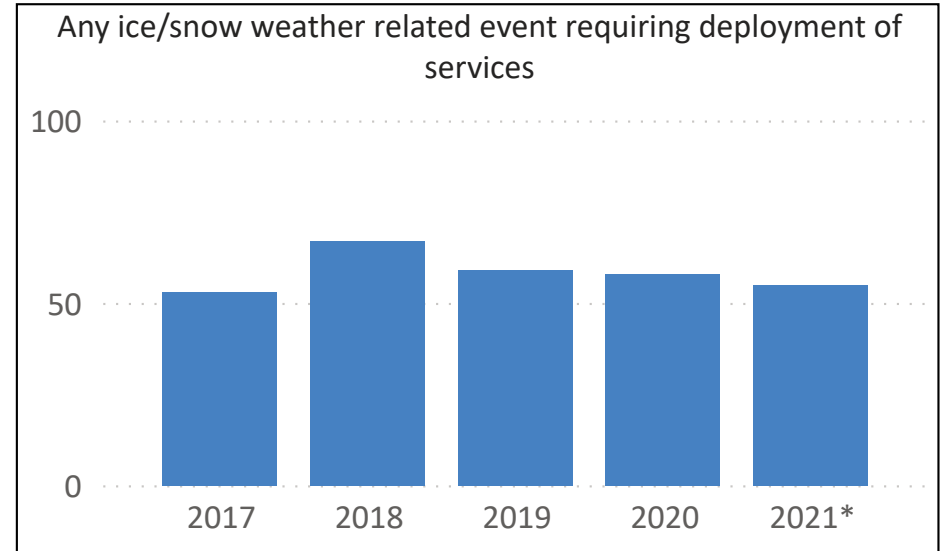
- Update Transportation and Water Wastewater Masterplans

** All 2021 numbers have been estimated to year end for comparison purposes*

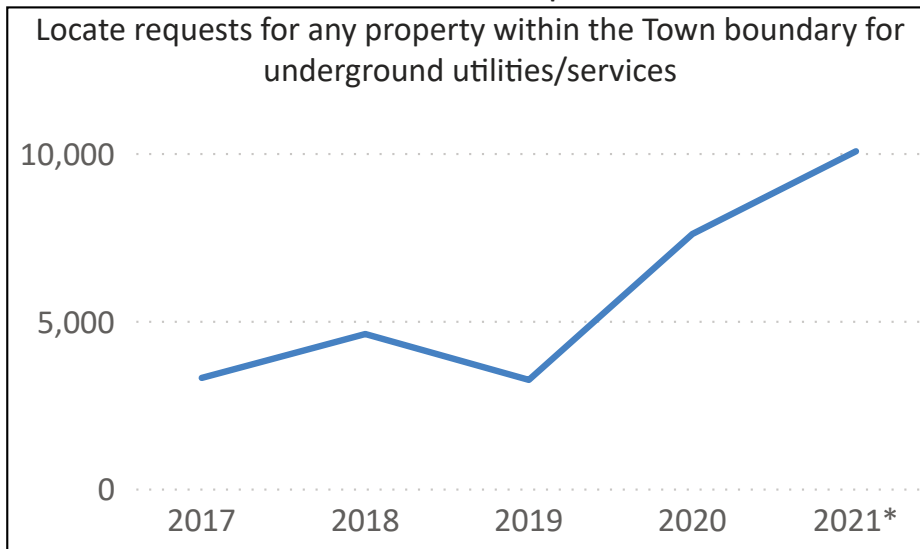
Total Work Orders Tracked



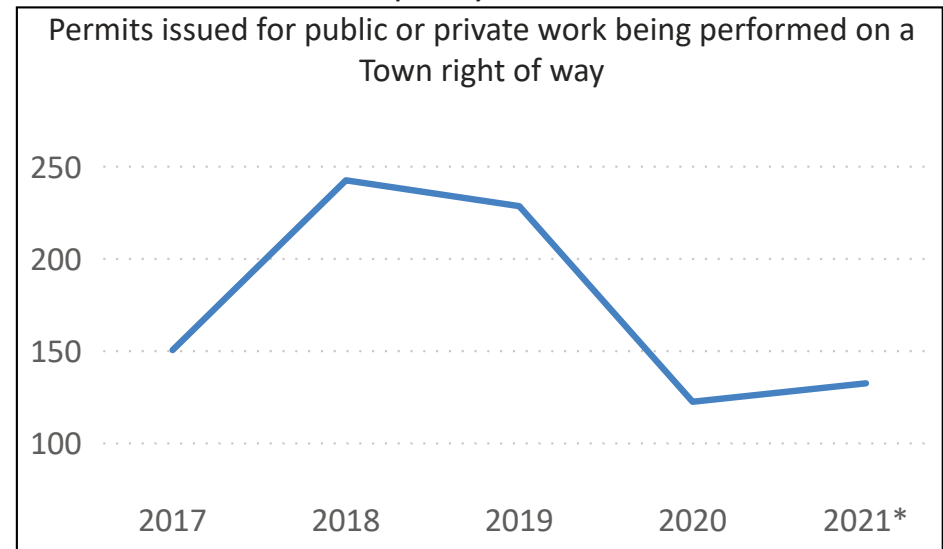
Winter Operations Events



Total Locate Requests

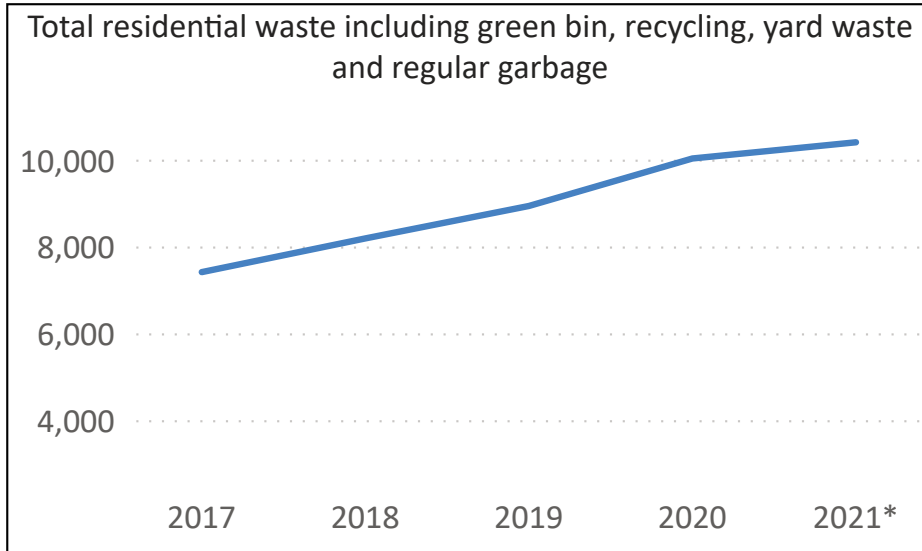


Road Occupancy Permits Issued

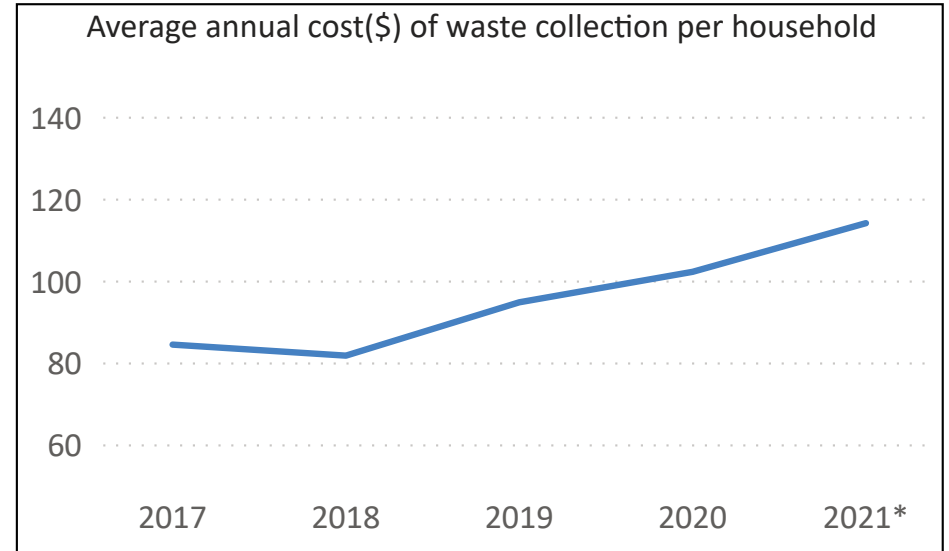


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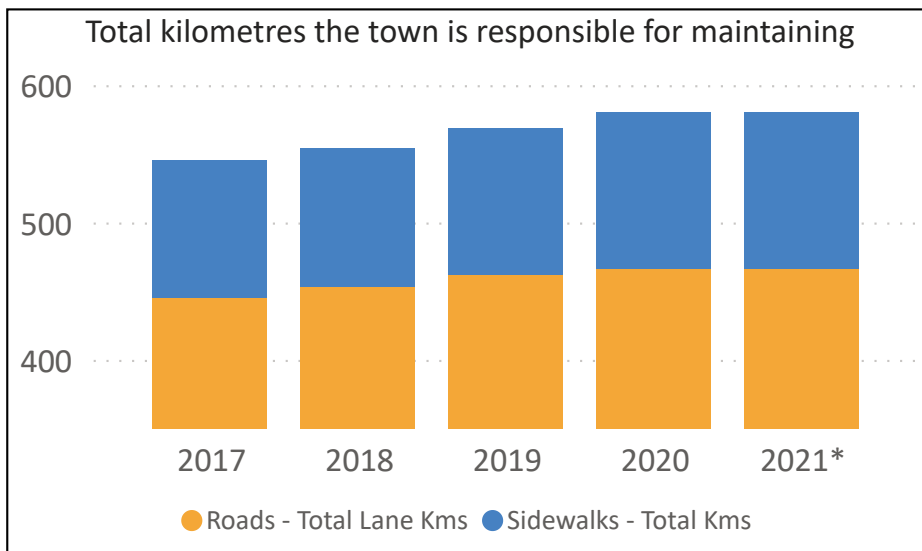
Waste Management - Residential (Tonnes)



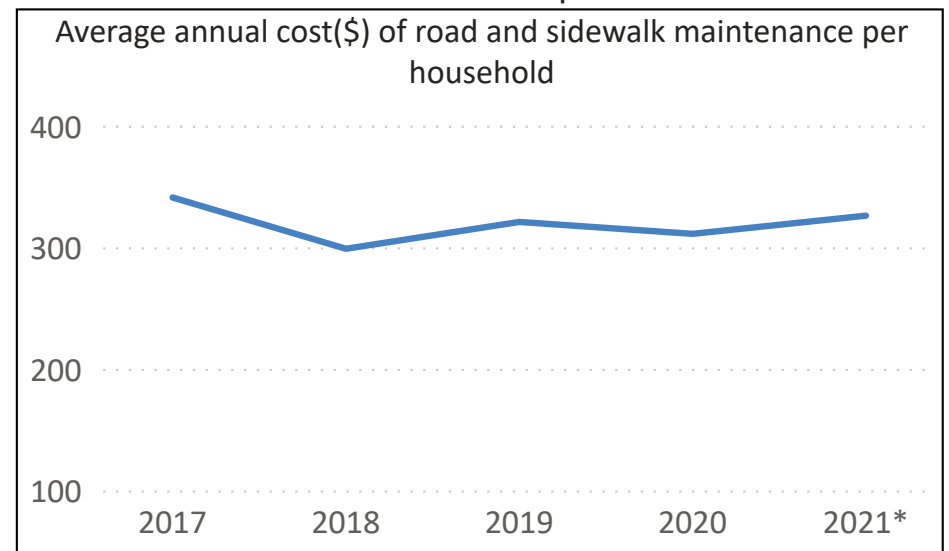
Waste Collection Cost per Household



Total Roads and Sidewalk KMs

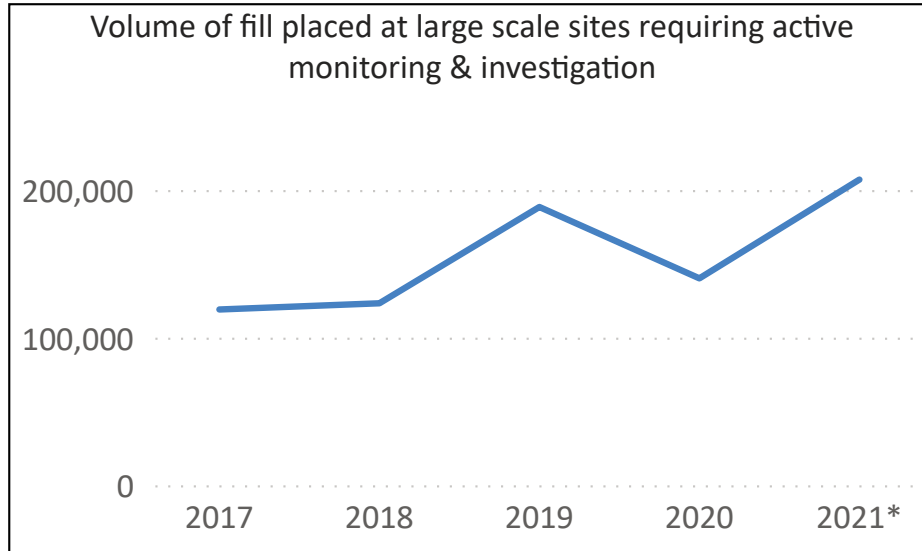


Road Maintenance Cost per Household

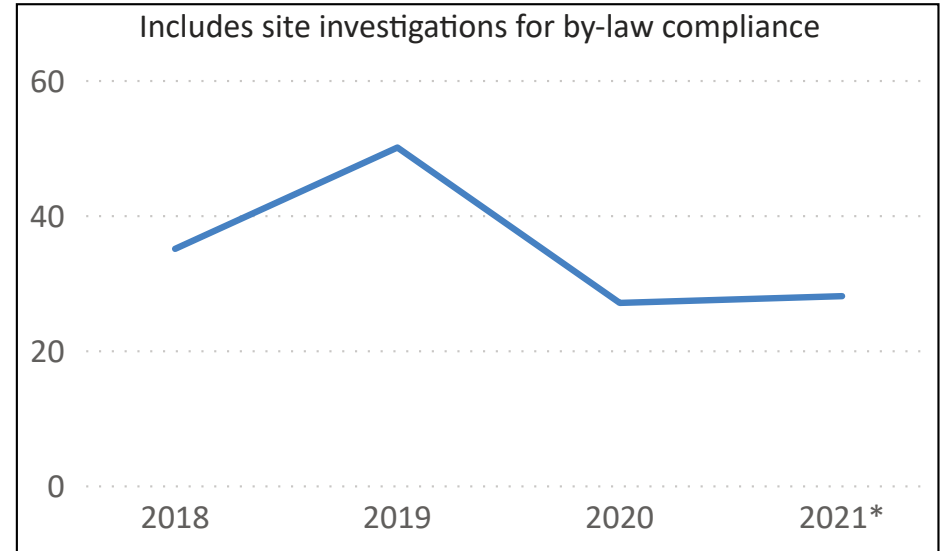


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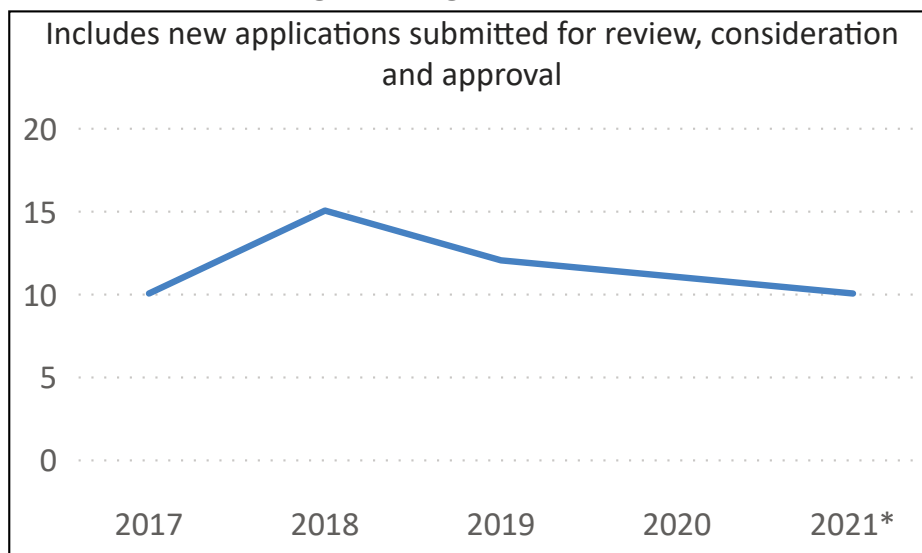
Commercial Fill Volume Placed (m3)



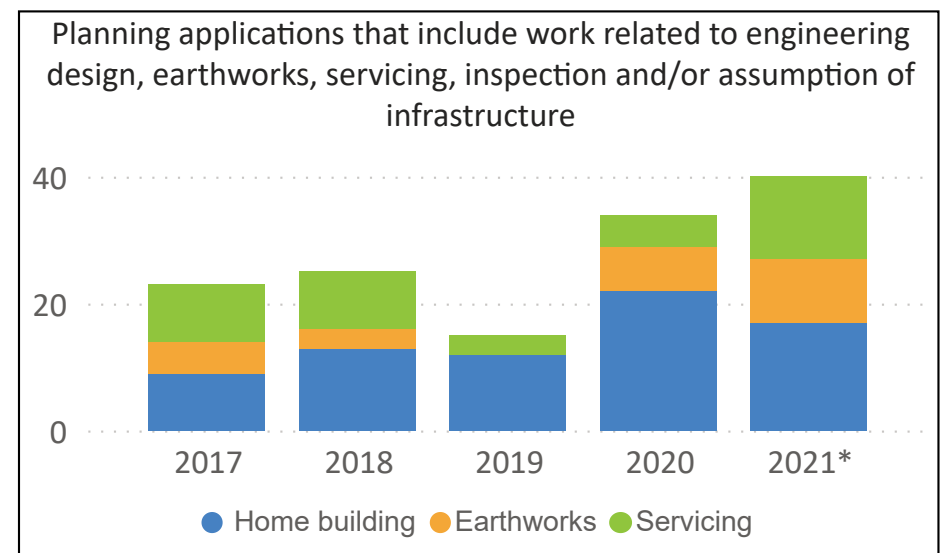
Fill Sites Investigated



Engineering Submissions



Active Sites



Budget Summary

The Community Infrastructure and Environmental Services (CIES) operating budget includes expenditures of approximately \$6.9 million or 24% of the Town's total operating expenditures.

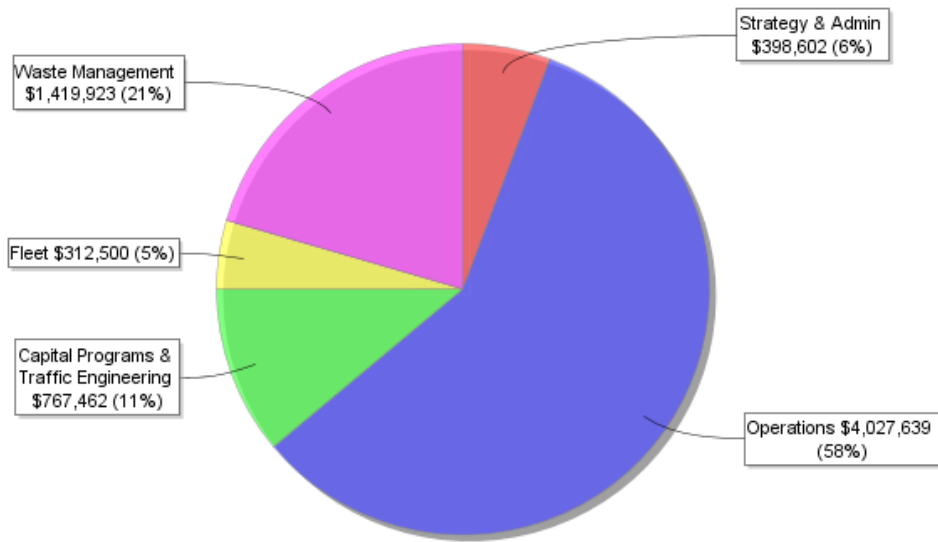
The salary and benefit budget for CIES has increased by approximately \$116,000 resulting from step increases and benefit cost adjustments. The increase to the public works and waste collection components of the budget of approximately \$142,000 is due to the increased growth and servicing requirements in the Town. An increase of approximately \$12,000 in the indirect corporate costs is related to a reduced amount of salaries charged to capital projects.

Overall, the net budget is increasing by approximately \$270,000 or 4%.

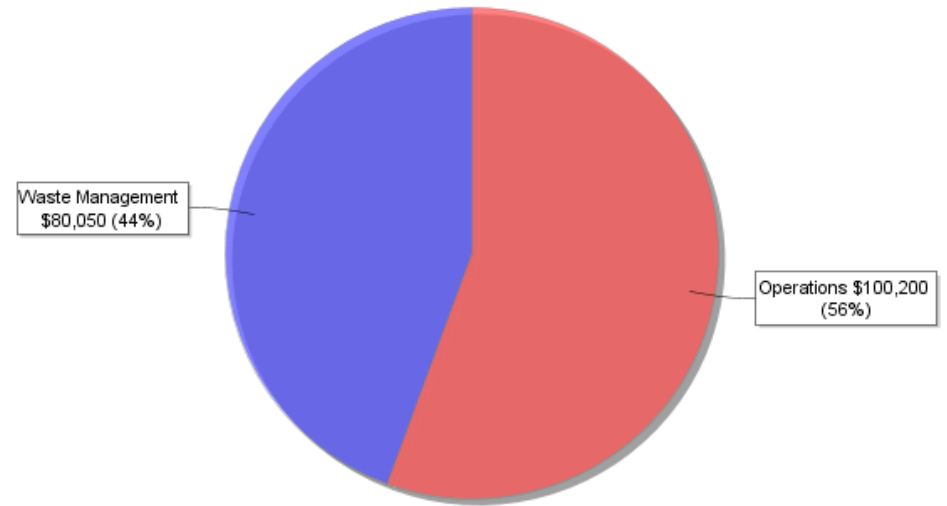
The CIES department also includes the Water and Wastewater branch, Development Engineering branch and the Fill Operations branch. The budget tables in this section exclude the budget for these branches as they are not tax supported and are included separately in this report. (see Tabs 2 & 3)

Community Infrastructure & Environmental Services 2022 Tax Supported Budget	Strategy & Admin	Operations	Capital Programs & Traffic Engineering	Fleet	Waste Management	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures									
Salaries and Benefits	352,773	1,774,701	890,103			3,017,577	2,901,619	115,958	4%
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	258,680		
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		1,355,490	5,400			1,360,890	1,282,590	78,300	6%
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					1,333,018	1,333,018	1,269,593	63,425	5%
Indirect Corporate Costs		(42,673)	(172,442)			(215,115)	(227,039)	11,924	(5%)
Total Expenditures	398,602	4,027,639	767,462	312,500	1,419,923	6,926,126	6,656,519	269,607	4%
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	398,602	3,927,439	1,220,462	575,403	1,339,873	7,461,779	7,192,172	269,607	4%

Expenditures by Branch



Revenues by Branch

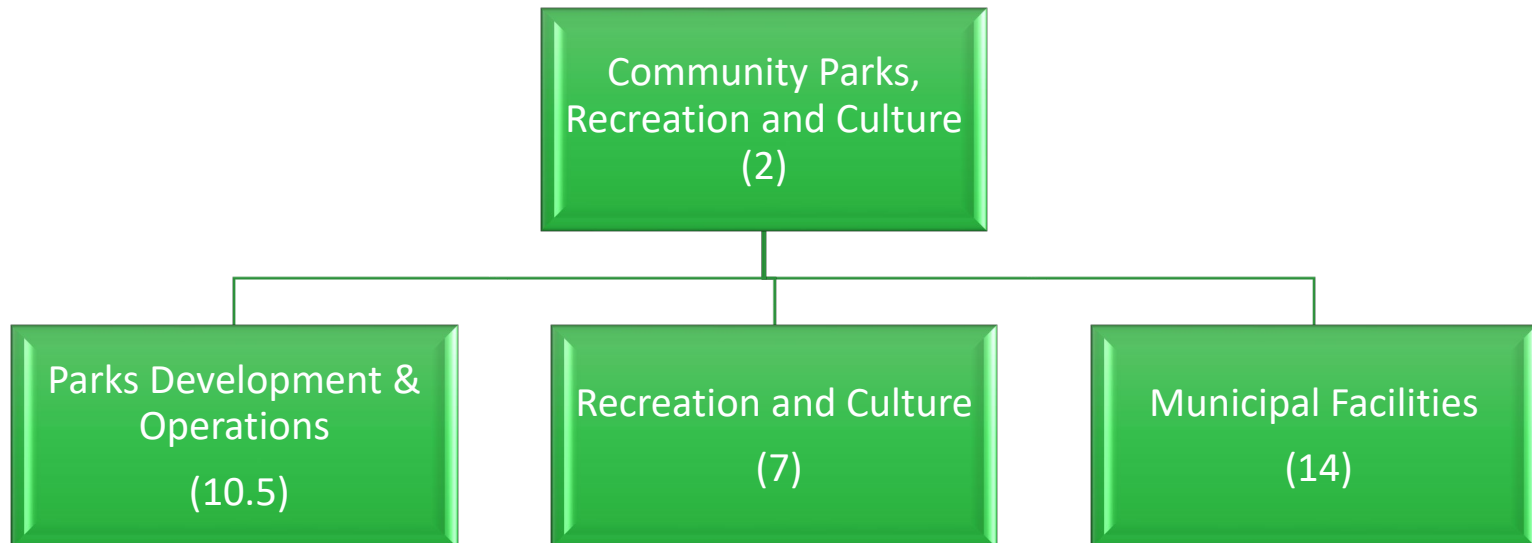


The Community Parks, Recreation and Culture Department ensures residents have a variety of high quality parks, recreation and cultural opportunities and experiences creating constructive, healthy and active lifestyle for residents.

The department is responsible for the following core business functions:

- Facility design, construction maintenance and operations;
- New park development, 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 33.5 full time positions and approximately 95 part-time, seasonal and student positions.





2022 Community Parks, Culture & Recreation (CPRC)

Culture of Municipal Excellence

- Work with Human Resources and departments to determine hybrid work options
- Continue to develop and offer creative, diverse, 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

Quality Programs and Services

- Continue to responsibly manage the impacts of COVID 19 including the loss of revenue and mitigation of operating expenses
- Contribute to the development of a financial plan for the construction and operation of the Health & Active Living Plaza

Responsible Growth & Environmental Protection

- Continue with and complete the Active Transportation and Trails Master Plan (ATTMP) update including mapping, priorities and standards with a focus on pedestrian signage and safety
- Complete initial concepts for the Sports Complex facility and site redevelopment project and conduct public outreach
- Develop terms of reference and possible agreement for a private public partnership opportunities for a multi-sport dome facility

Park Development

- Conduct comprehensive community consultation to develop the design of the Emily Park reconstruction and Simcoe Trail Extension

Build Complete Communities

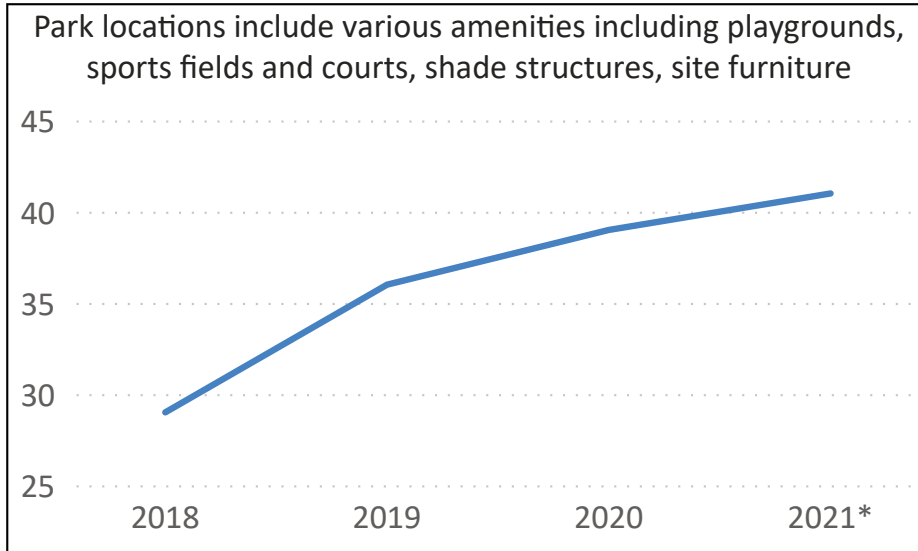
- Complete the detailed design of the new Health & Active Living Plaza, pre-qualification of general contractors, final estimate and budget that contribute to the financial strategy
- Plan park, trail and facility opening events when safe to do so
- Working with the Province, contribute to the concept and detailed design of the EG/Bradford Link
- Contribute to streetscape and urban design improvement projects including the signature planter program, and revitalization projects (Holland Landing/Yonge Street, Mount Albert and Yonge and Green Lane)

Park Development

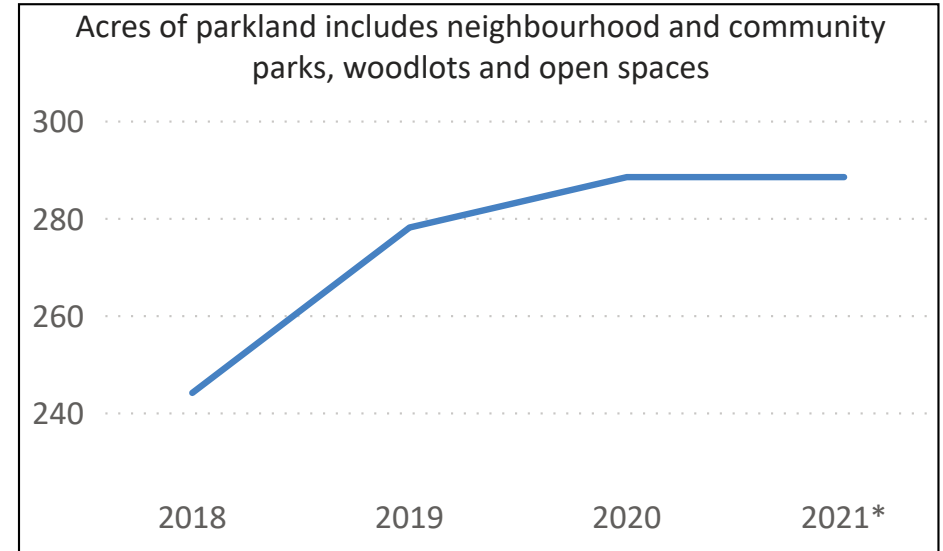
- Complete key park and trail connection developments within each community

* All 2021 numbers have been estimated to year end for comparison purposes

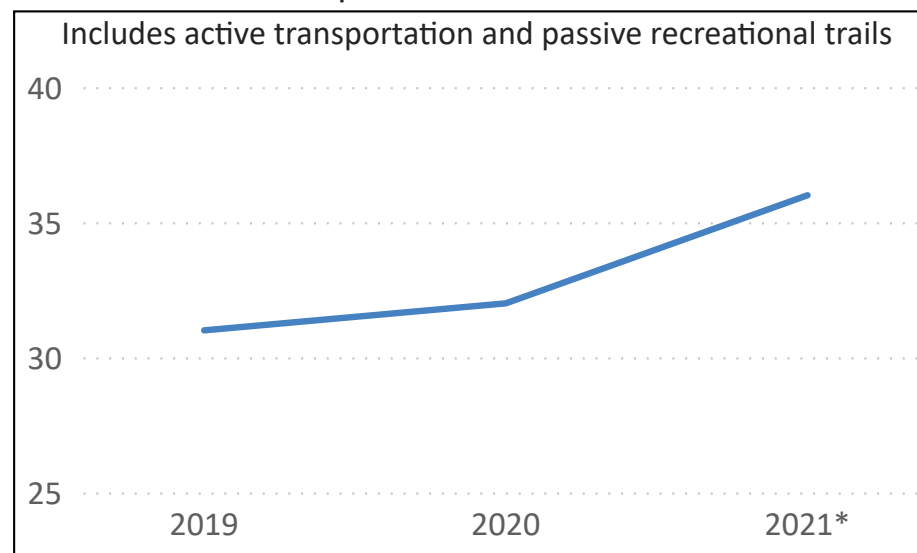
Number of Parks



Parkland Acreage

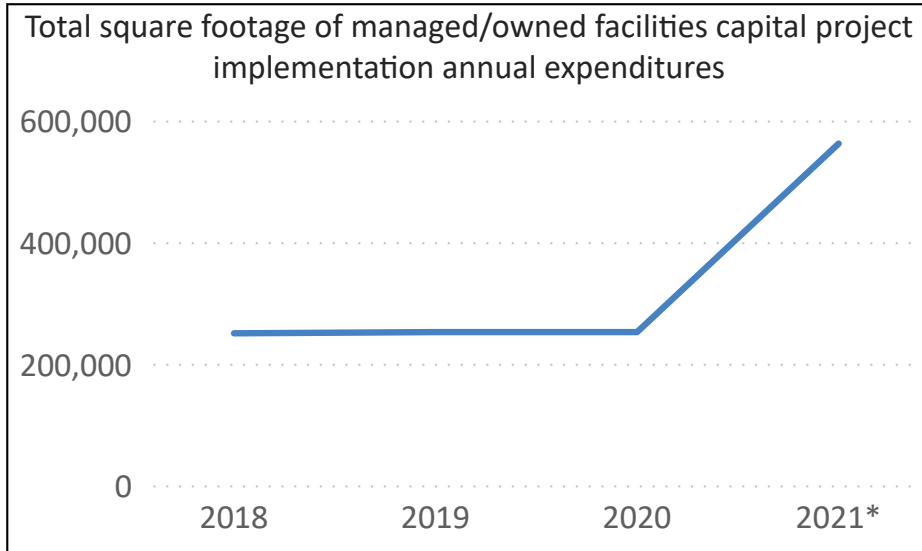


Active Transportation & Trails - Total KMs

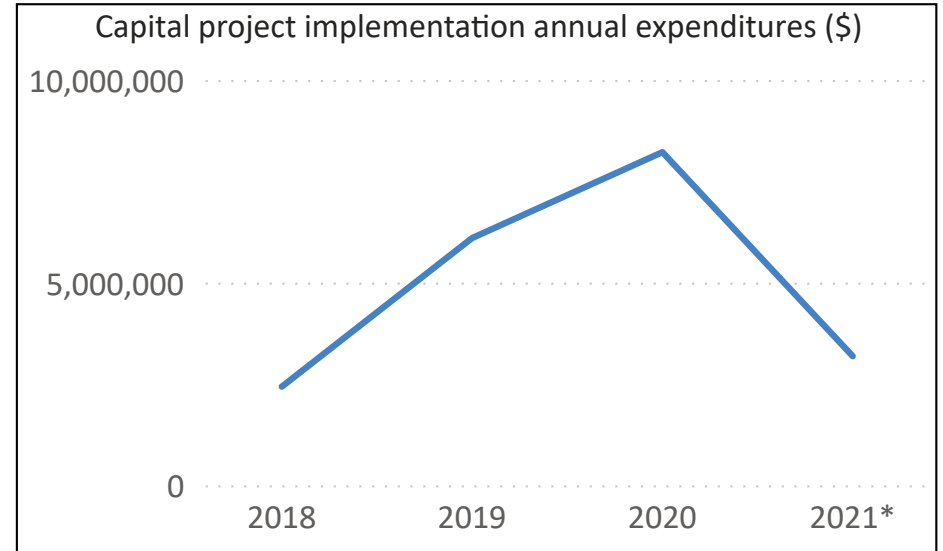


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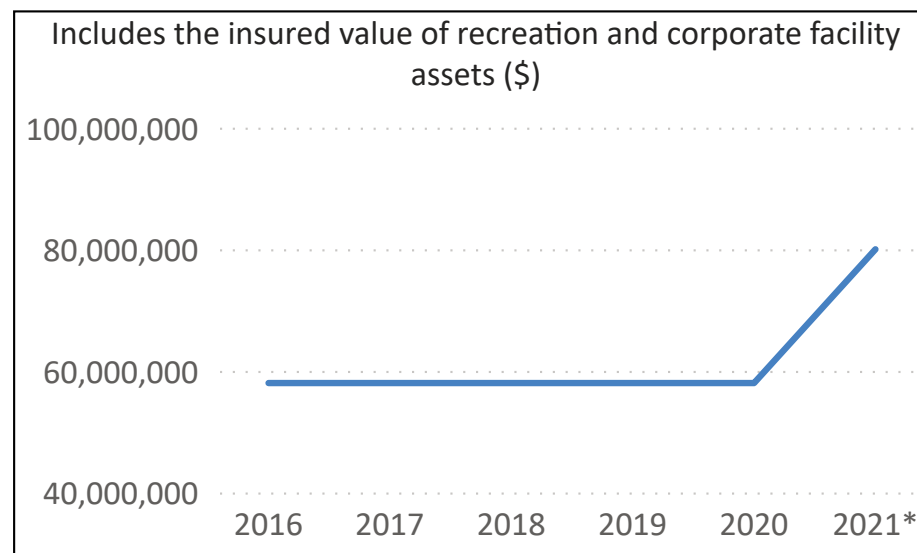
Facilities - Managed/Owned



Capital Projects - Annual Expenditures

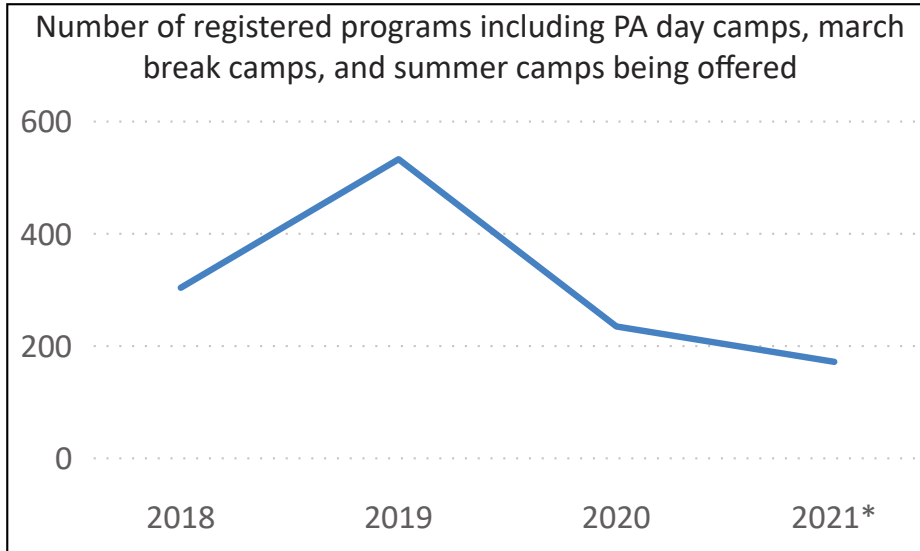


Insured Facilities Assets

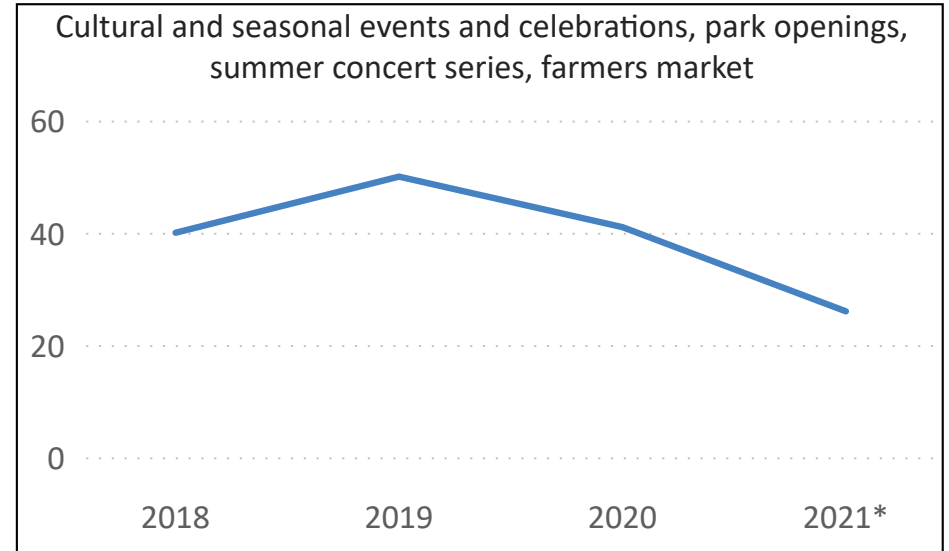


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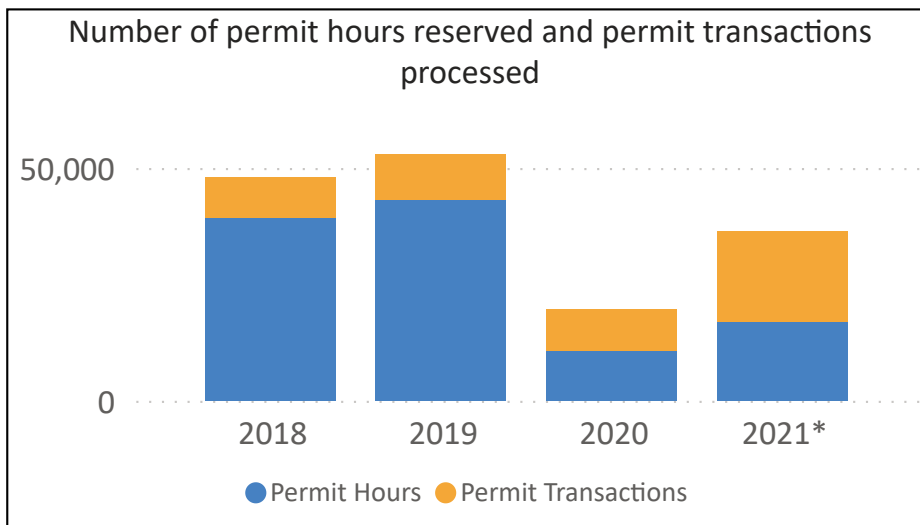
Registered Programs Offered



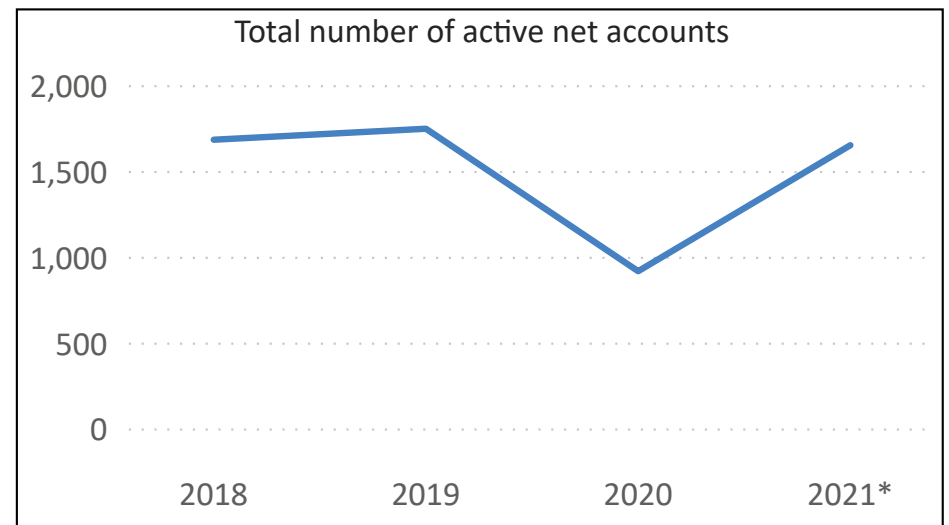
Special Events Held



Permit Hours & Permit Transactions



Active Net Accounts



2020/2021 Reduction in programs and permits due to COVID-19. Offset by a reduction in cost.

Budget Summary

The Community Parks, Recreation and Culture (CPRC) operating budget includes expenditures of approximately \$6.9 million, or 24% of the Town's total operating expenditures.

The salary and benefits budget for CPRC has increased by approximately \$233,000. This includes additional part time staff in recreation programs, as well as step increases and benefit cost adjustments.

The equipment and vehicle budget is increasing by \$20,000. This is due to \$15,000 increased costs of rental trucks to manage the parks operations program, as well as \$5,000 increased small equipment and tools costs for management of the Operations Centre.

The increase of approximately \$50,000 in property and building maintenance is due to additional preventative maintenance requirements for air systems, septic drains, fire safety and security at the Operations Centre. An increase in utility costs of \$30,000 has also been included to allow for a full year of occupying the Operations Centre.

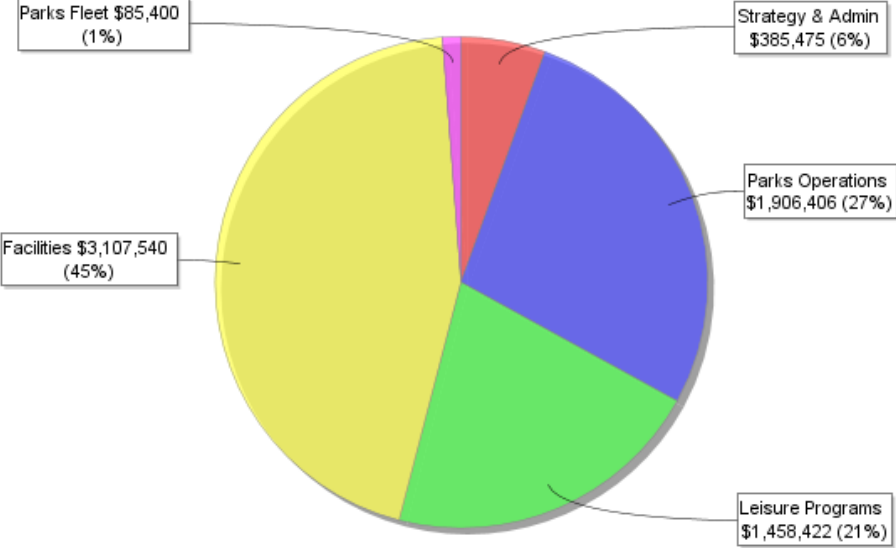
An expanded aquatics program accounts for approximately \$54,000 of the part time staff increase, as well as \$13,000 of the rent increase. These costs have been partially offset by an increase of \$55,000 in revenue.

There is a provision for one time costs associated with COVID included in the budget in the amount of \$192,300. These costs are for compliance with public health requirements for active screeners at facilities and enhanced cleaning procedures. These costs have been funded by a draw from reserve where the remaining provincial and federal funding was deposited.

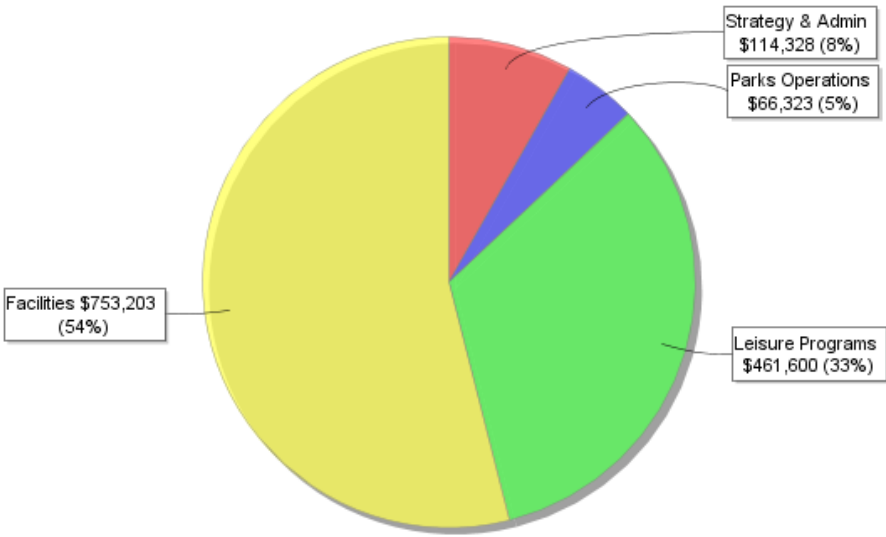
The net budget is increasing by approximately \$326,000 or 6%.

Community Parks, Recreation & Culture 2022 Tax Supported Budget	Strategy & Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures									
Salaries and Benefits	347,042	1,280,728	1,054,472	1,845,860		4,528,102	4,294,615	233,487	5%
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	65,323	4,200	179,823	174,823	5,000	3%
Courier and Mail Processing	550					550	550		
Equipment and Vehicle		39,500	4,000	42,240		85,740	65,740	20,000	30%
Equipment Repair		2,000		83,527	32,700	118,227	118,227		
Insurance		2,100				2,100	2,100		
Materials and Supplies	6,900	110,450	38,700	71,520	48,500	276,070	281,070	(5,000)	(2%)
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		219,000		300,000	249,500	50,500	20%
Public Works		9,000				9,000	9,000		
Rent			28,200	85,226		113,426	95,128	18,298	19%
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		717,698		894,428	864,428	30,000	3%
Indirect Corporate Costs		123,098	(3,000)	(90,000)		30,098	19,922	10,176	51%
COVID One Time Costs			145,500	46,800		192,300	(100,000)	292,300	(292%)
Total Expenditures	385,475	1,906,406	1,458,422	3,107,540	85,400	6,943,243	6,288,482	654,761	10%
Revenues									
Development Charges	(114,328)					(114,328)	(114,328)		
Grants		(615)				(615)	(615)		
Library				(91,406)		(91,406)	(90,265)	(1,141)	1%
Sales				(17,590)		(17,590)	(17,590)		
User Fees		(65,708)	(461,600)	(644,207)		(1,171,515)	(1,116,515)	(55,000)	5%
Total Revenues	(114,328)	(66,323)	(461,600)	(753,203)		(1,395,454)	(1,339,313)	(56,141)	4%
Transfers									
Contributions to Reserves				432,238	174,878	607,116	607,116		
Draw from Reserves	(12,703)		(145,500)	(297,300)		(455,503)	(183,203)	(272,300)	149%
Total Transfers	(12,703)		(145,500)	134,938	174,878	151,613	423,913	(272,300)	(64%)
NET BUDGET	258,444	1,840,083	851,322	2,489,275	260,278	5,699,402	5,373,082	326,320	6%

Expenditures by Branch



Revenues by Branch



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 27 full time positions and a roster of ± 81 paid-on-call firefighters.





2022 Emergency & Community Safety Services (ECSS)

Culture of Municipal Excellence

- Continue to provide support and develop all staff and officer groups through a variety of training and development opportunities
- Service delivery review in collaboration with Town of Georgina
- Transition to fulltime Assistant Deputy Chief to support operations and management team.
- Support the PTSD Prevention Plan with mental health training for all ECSS members
- Develop a data reporting tool for frontline operations, training and prevention teams that provides an overview of current operations
- Continue partnership with Fire and Emergency Services Training Institute to develop specific training programs for leadership and response capabilities
- Continue the partnership 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

Quality Programs and Services

- Continue to champion Smoke/CO Program
- Investigate modernization tools and technology to further advance internal workflows throughout the department
- 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

Responsible Growth & Environmental Protection

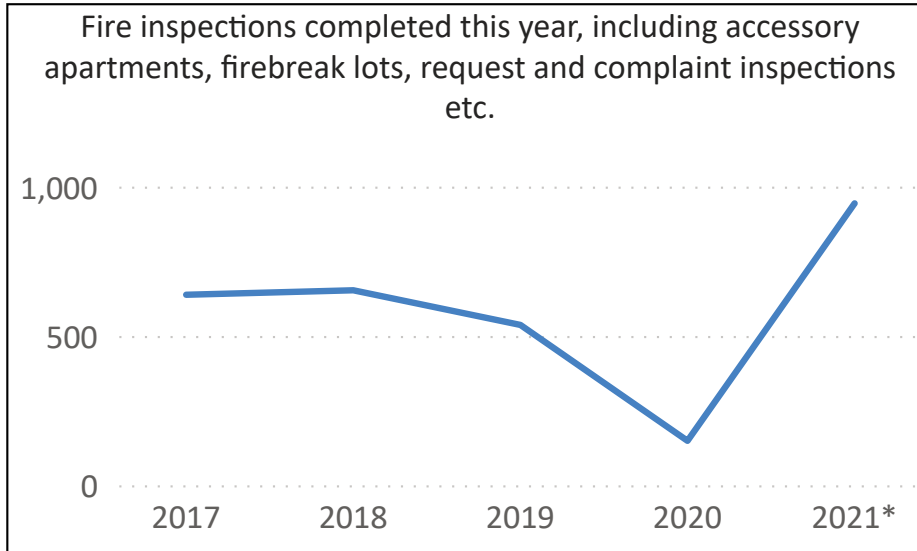
- Continue planning and analysis for fourth Fire Station and investigate opportunities to secure land and commence developing the scope of requirements for the project
- Conduct a Paid on Call Firefighter recruitment
- Review of current Fire Master Plan in collaboration with the service delivery review (Town of Georgina)
- Develop a Flood Contingency Plan for Emergency Plan, with support from York Region and LSRCA

Build Complete Communities

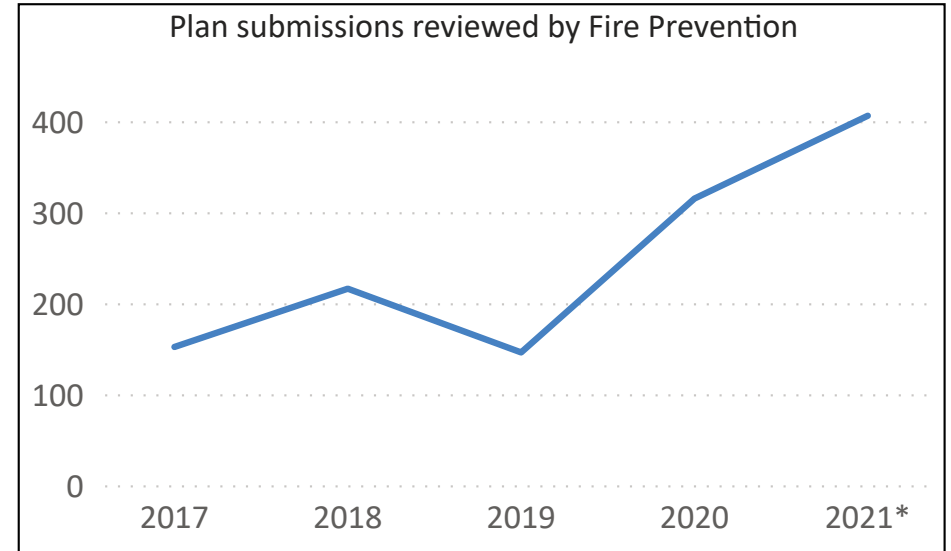
- Manage fleet replacement cycle
- Capital Asset Management , i.e. bunker gear, specialty tools and equipment replacement based on useful lifecycle
- Re-establish N6 Fire Service collaboration initiatives
- Continue to build and foster relationships with community, internal and external partners

** All 2021 numbers have been estimated to year end for comparison purposes*

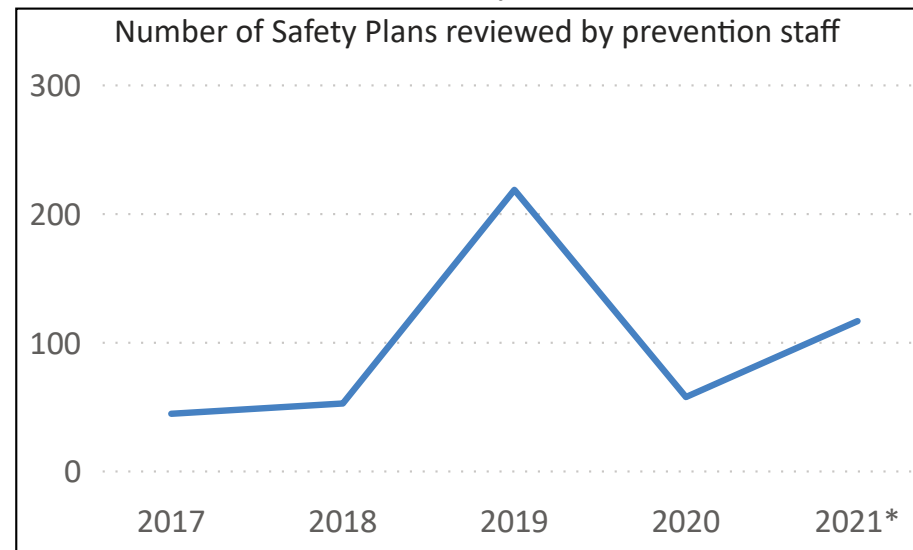
Inspections - Fire



Plans Review



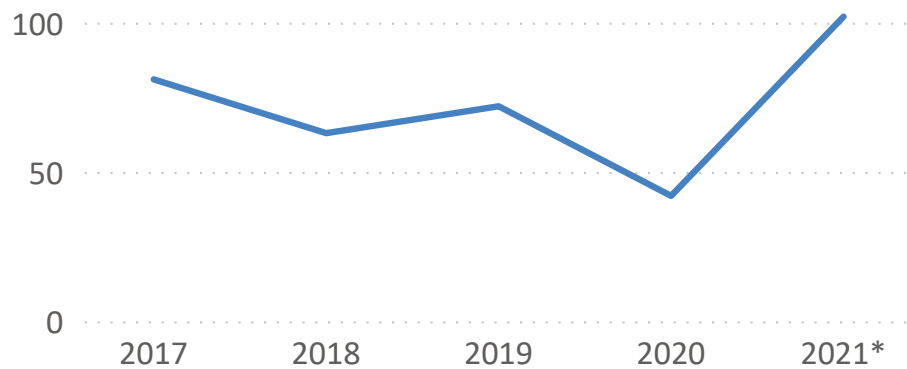
Fire Safety Plans



* All 2021 numbers have been estimated to year end for comparison purposes

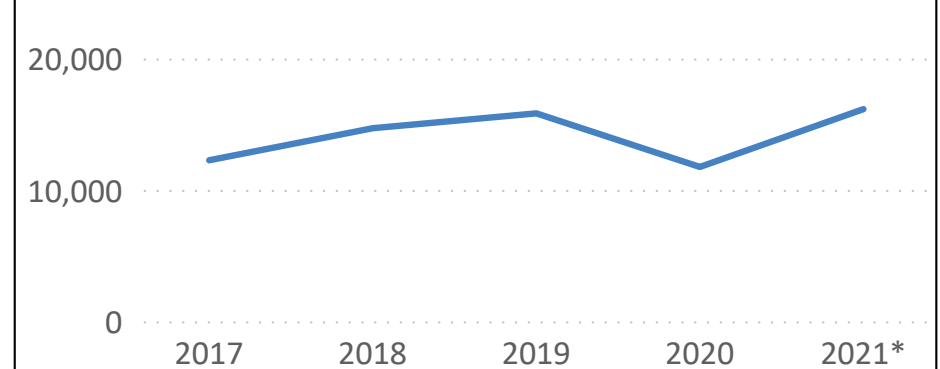
Public Education Activities (Events/Demonstrations)

Number of public education events hosted by staff; including social media campaigns, in person events, demonstrations by staff



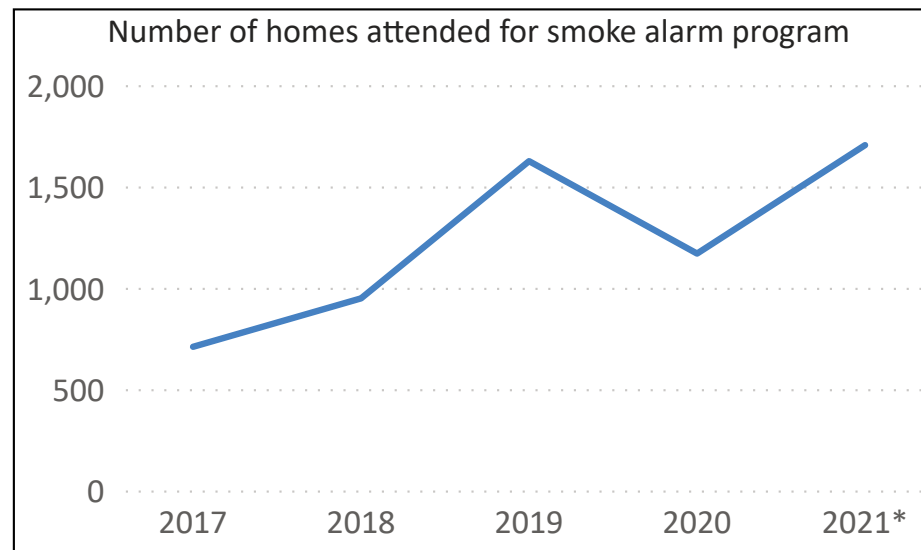
Public Education Engagement (Population)

Number of public education events hosted by staff; including social media campaigns, in person events, demonstrations by staff



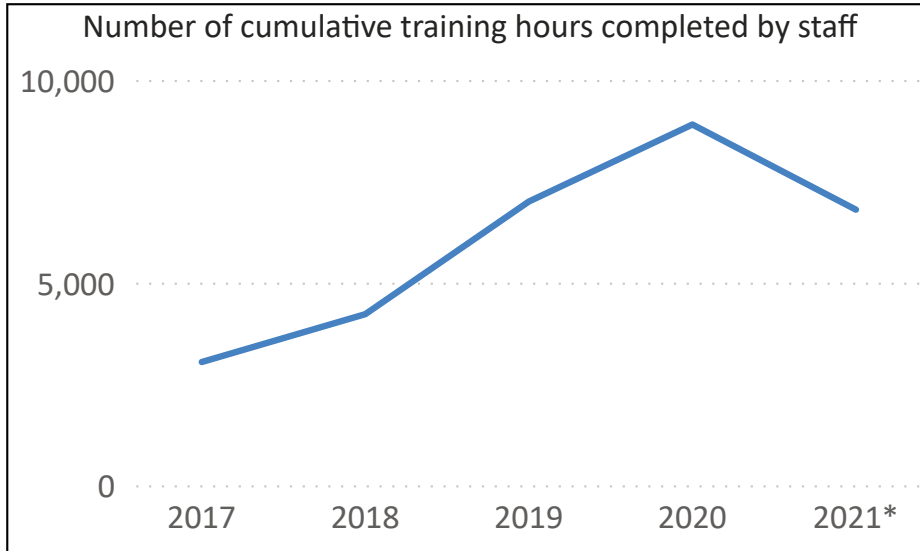
Homes Visits in the Smoke Alarm/CO Program

Number of homes attended for smoke alarm program

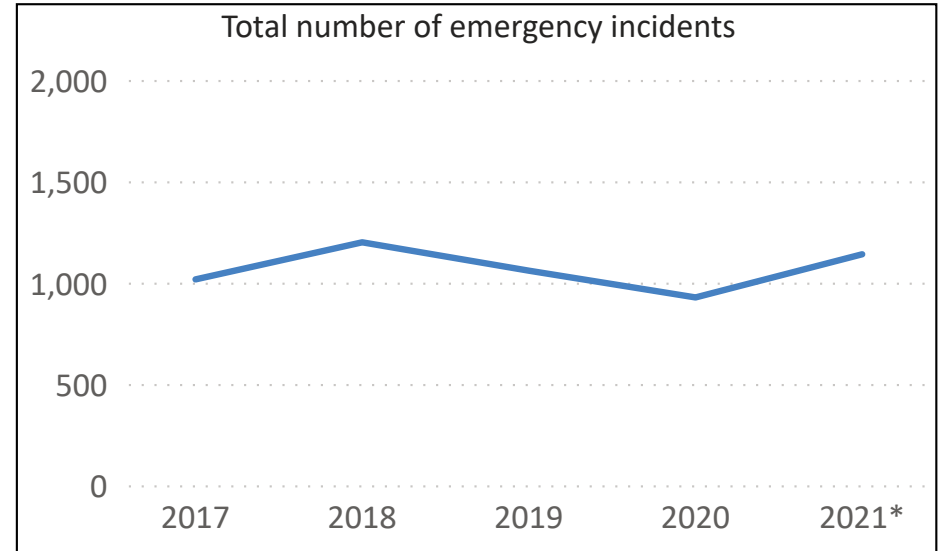


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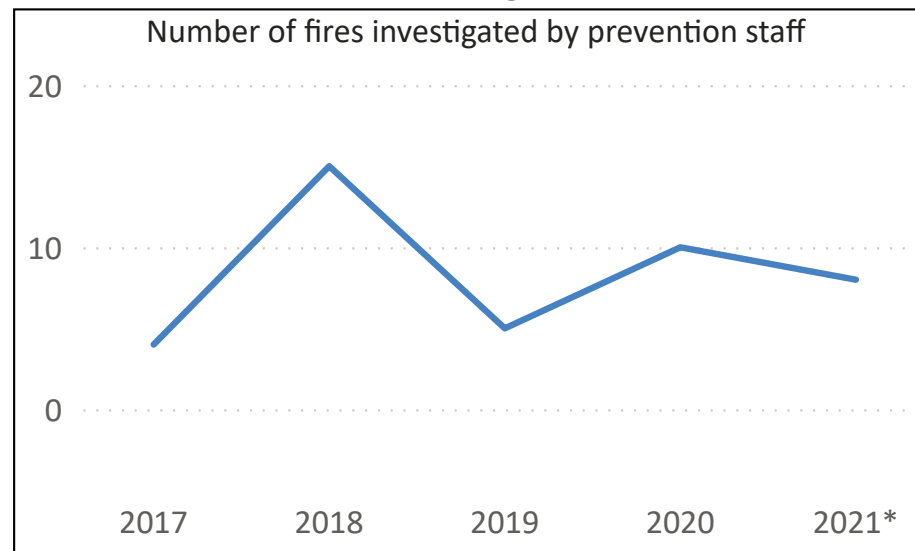
Training Hours



Emergency Incidents



Fire Investigations



Budget Summary

The Emergency and Community Safety Services operating budget includes expenditures of approximately \$5.3 million or 19% of the Town's total operating expenditures.

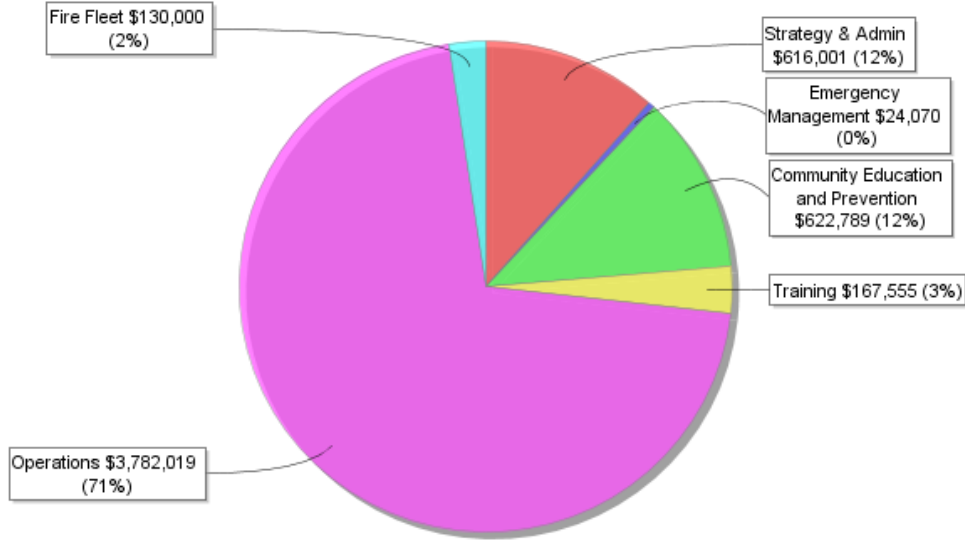
The salary and benefits budget for Emergency Services has increased by approximately \$119,000 or 3%. This includes the continued implementation of the collective agreement, step increases and benefit cost increases. The salary increase also reflects an increase in cost for Paid On Call firefighters to align with actuals, as well as part time students to assist with the annual smoke alarm protection program.

Equipment repair costs are increasing by \$50,000 to align the budget with actual expenditures. These costs include annual mandatory testing and certification for fire apparatus and equipment. Materials and supplies are increasing by approximately \$2,500 to account for fuel for an additional fleet vehicle and increased driver training.

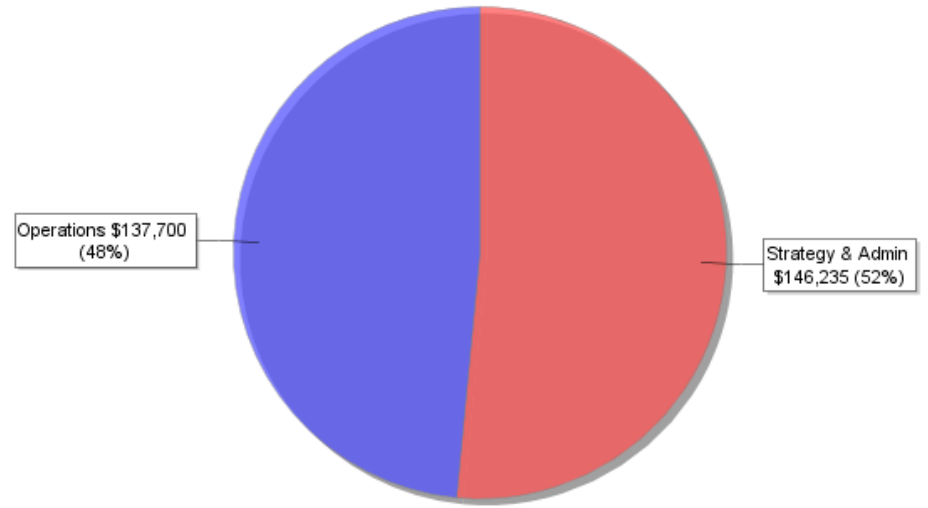
The net budget is increasing by approximately \$171,000 or 4%.

Emergency and Community Safety Services 2022 Tax Supported Budget	Strategy & Admin	Emergency Management	Community Education and Prevention	Training	Operations	Fire Fleet	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures										
Salaries and Benefits	468,986		602,789	158,415	3,312,519		4,542,709	4,423,626	119,083	3%
Communications	8,545						8,545	8,545		
Equipment and Vehicle					27,800		27,800	27,800		
Equipment Repair						100,000	100,000	50,000	50,000	100%
Materials and Supplies	13,000	4,070	20,000	6,070	5,250	30,000	78,390	75,920	2,470	3%
Mileage	3,070						3,070	3,070		
Other Agencies/Municipalities		20,000		3,070	246,839		269,909	269,909		
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	616,001	24,070	622,789	167,555	3,782,019	130,000	5,342,434	5,170,881	171,553	3%
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	469,766	24,070	332,540	167,555	3,272,001	632,946	4,898,878	4,727,325	171,553	4%

Expenditures by Branch

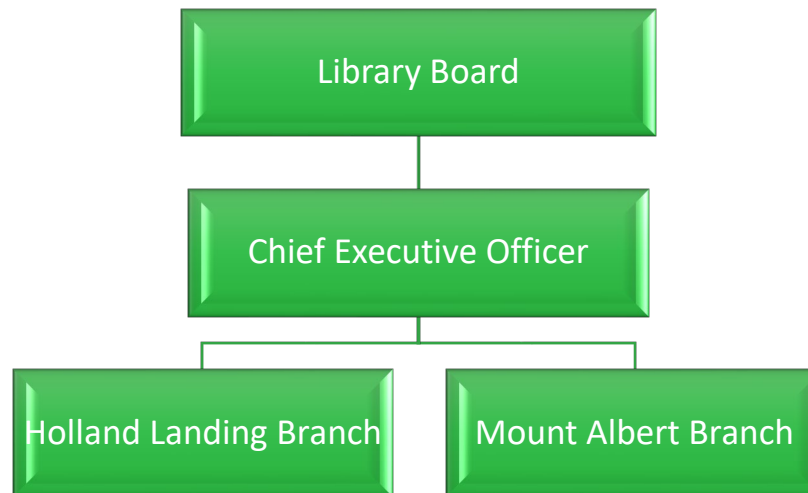


Revenues by Branch



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.





2022 Library

Culture of Municipal Excellence

- Refresh the library Master Plan to address the changing needs of an increasingly diverse community (carried forward to 2022)
- Develop a program to address diversity and inclusion in Library collections and programs

Quality Programs and Services

- 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

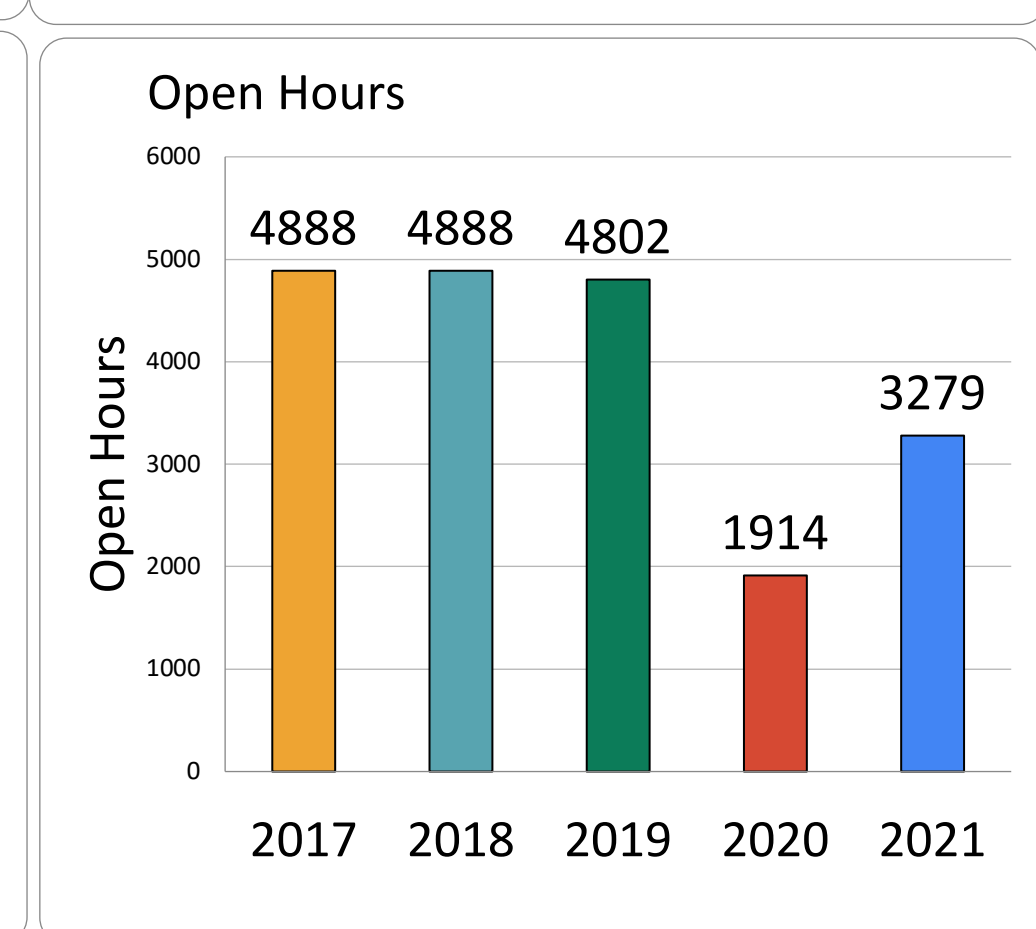
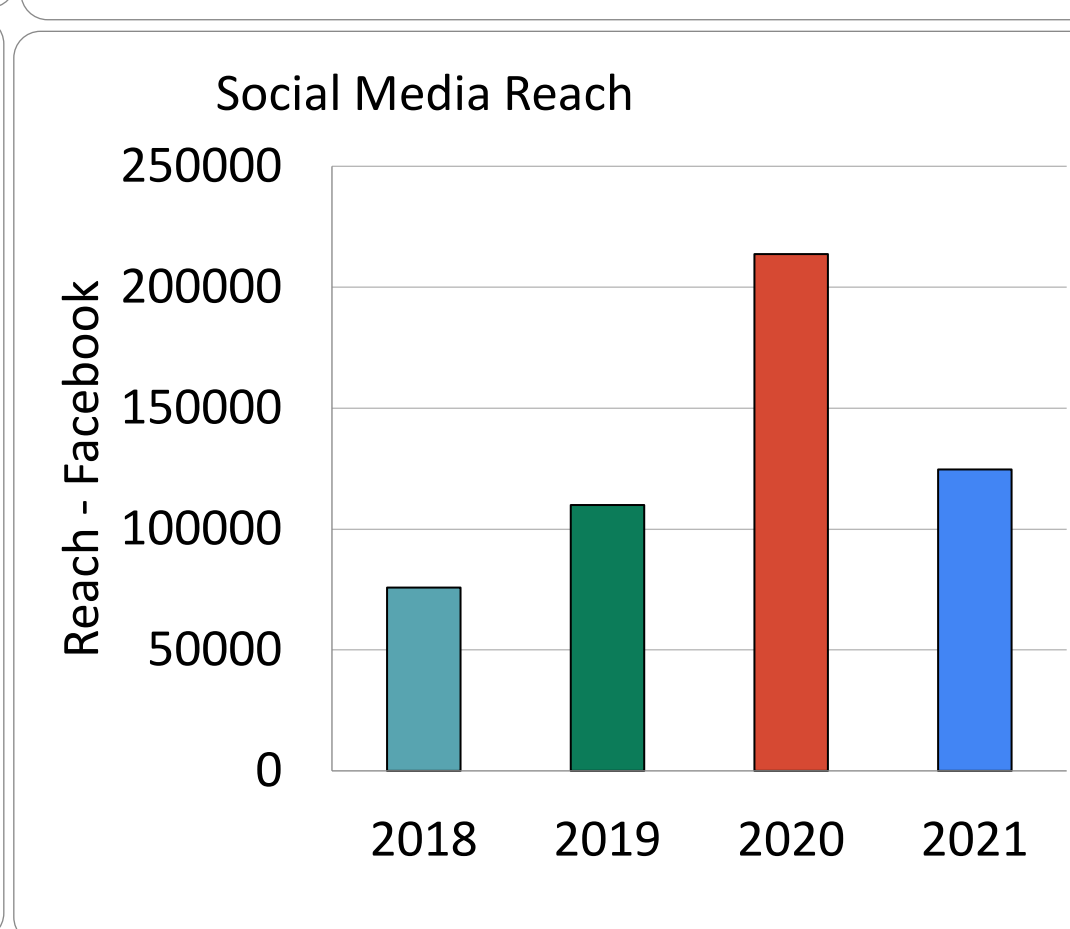
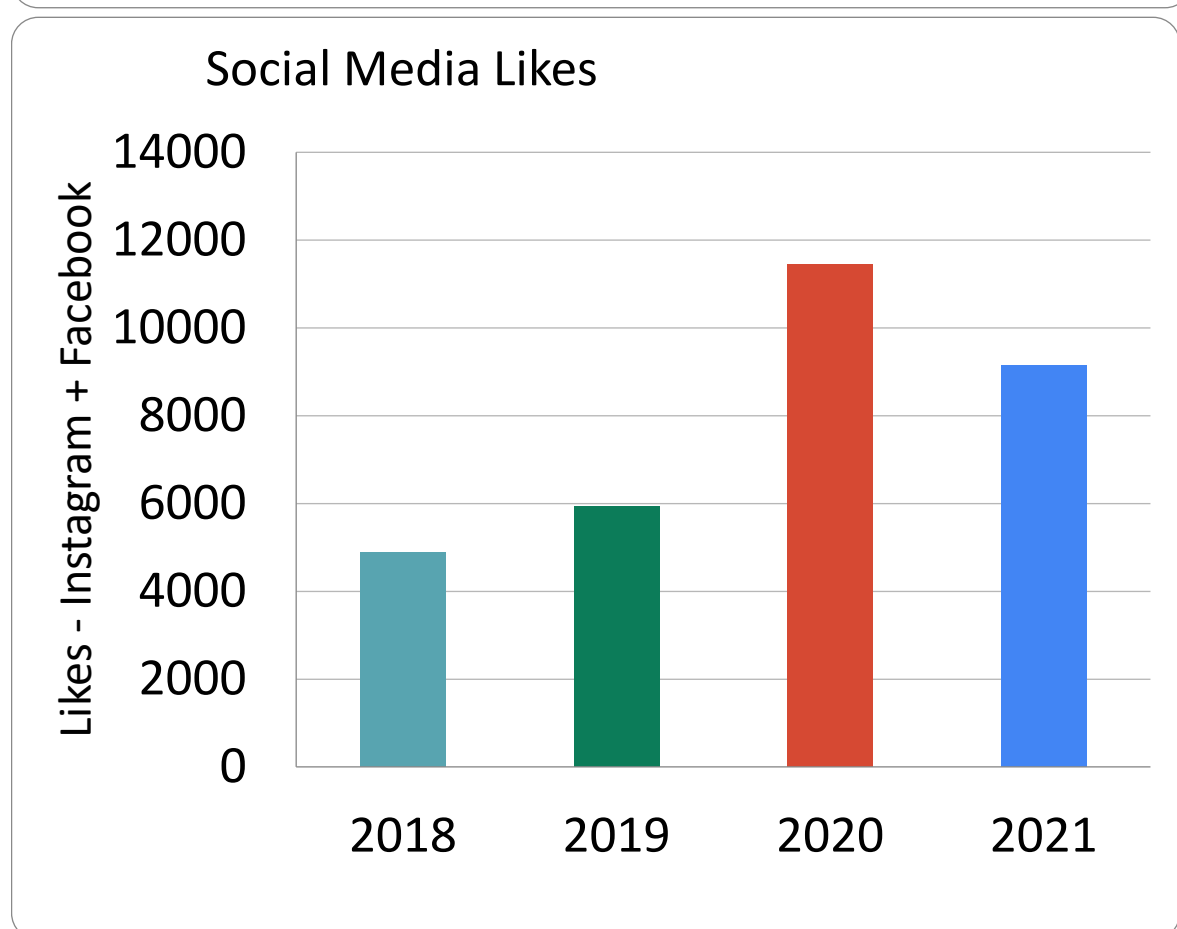
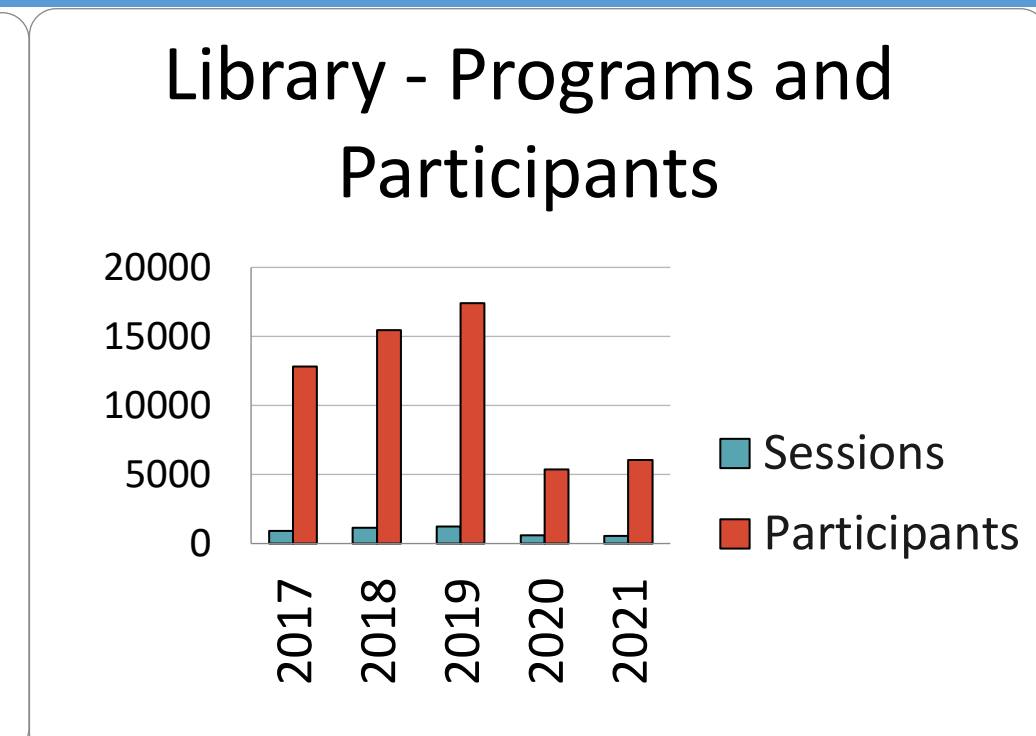
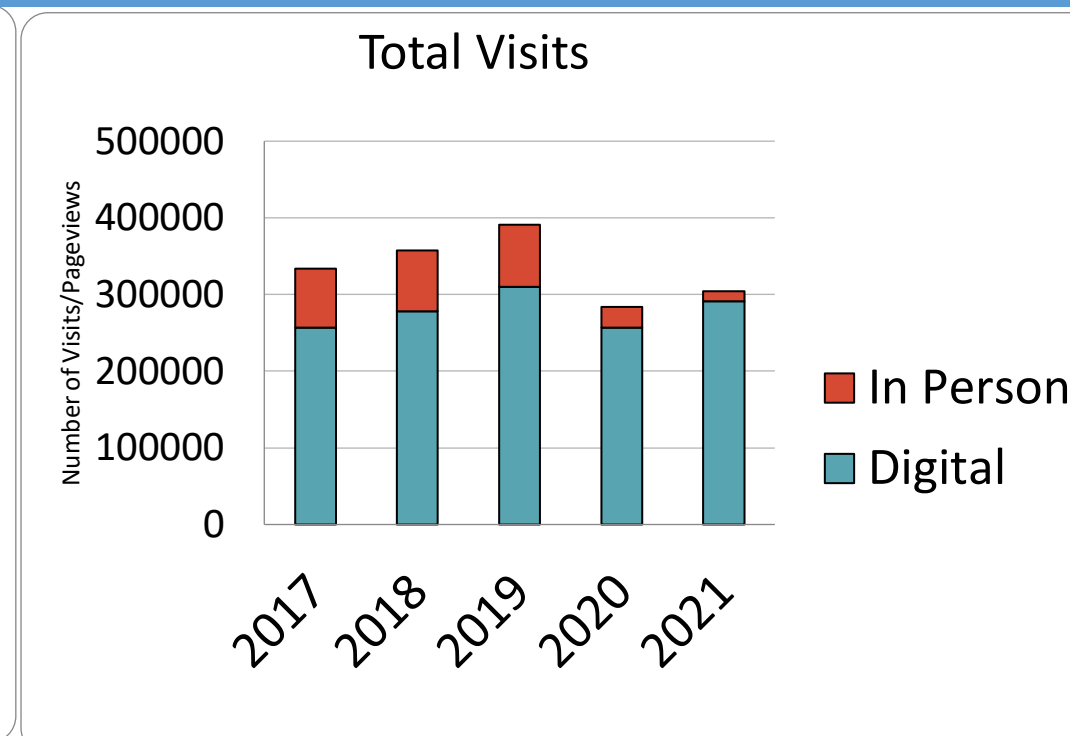
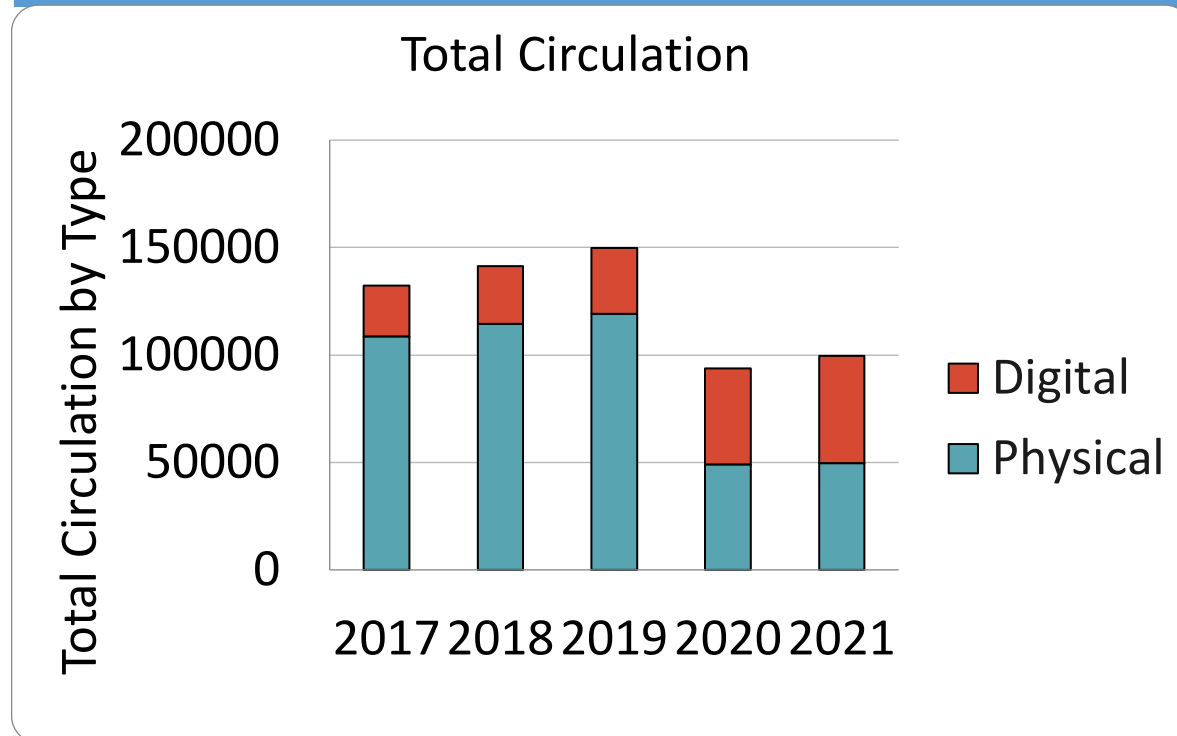
Responsible Growth & Environmental Protection

- 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
- Expand library membership through outreach opportunities as COVID restrictions allow

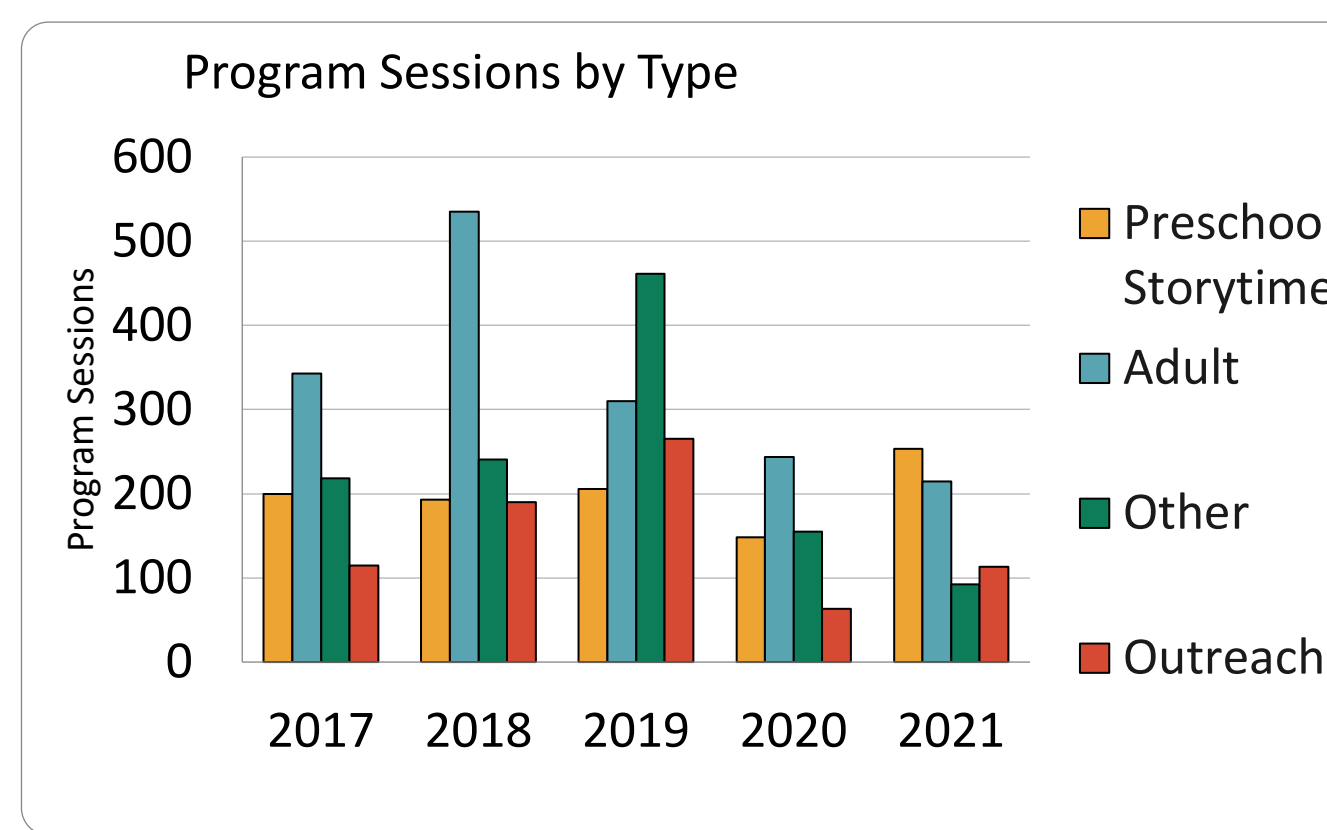
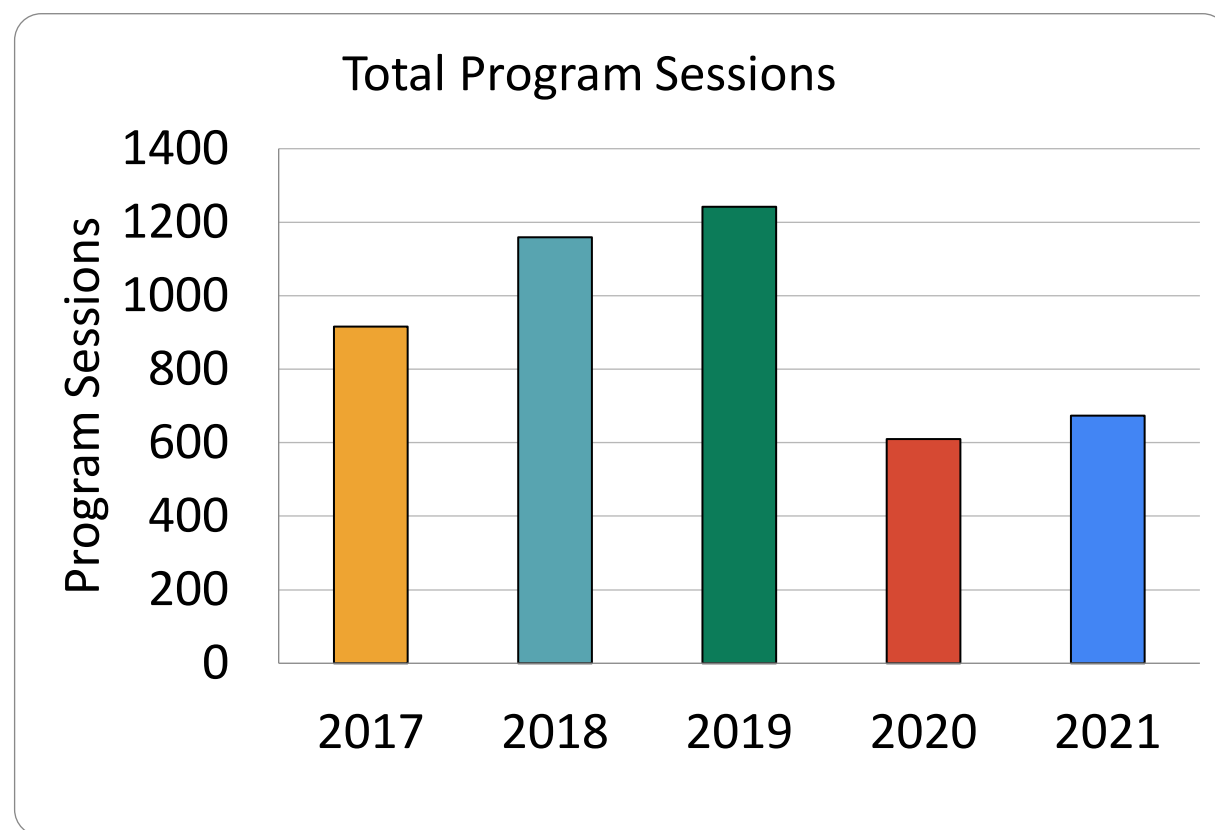
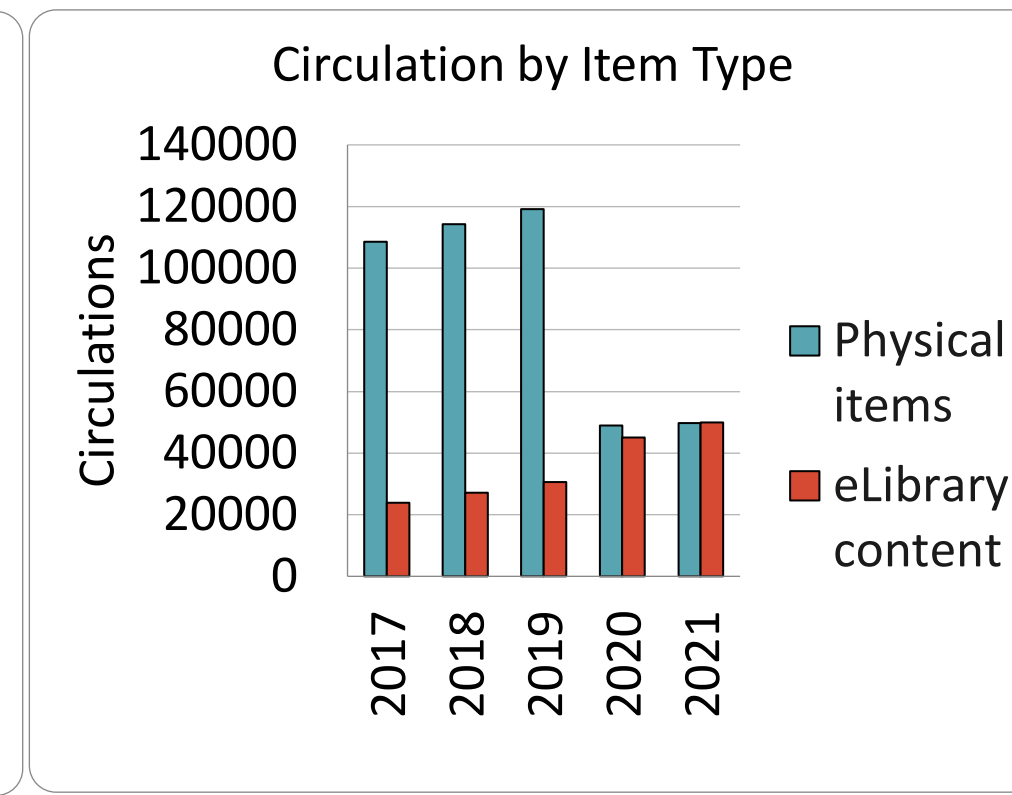
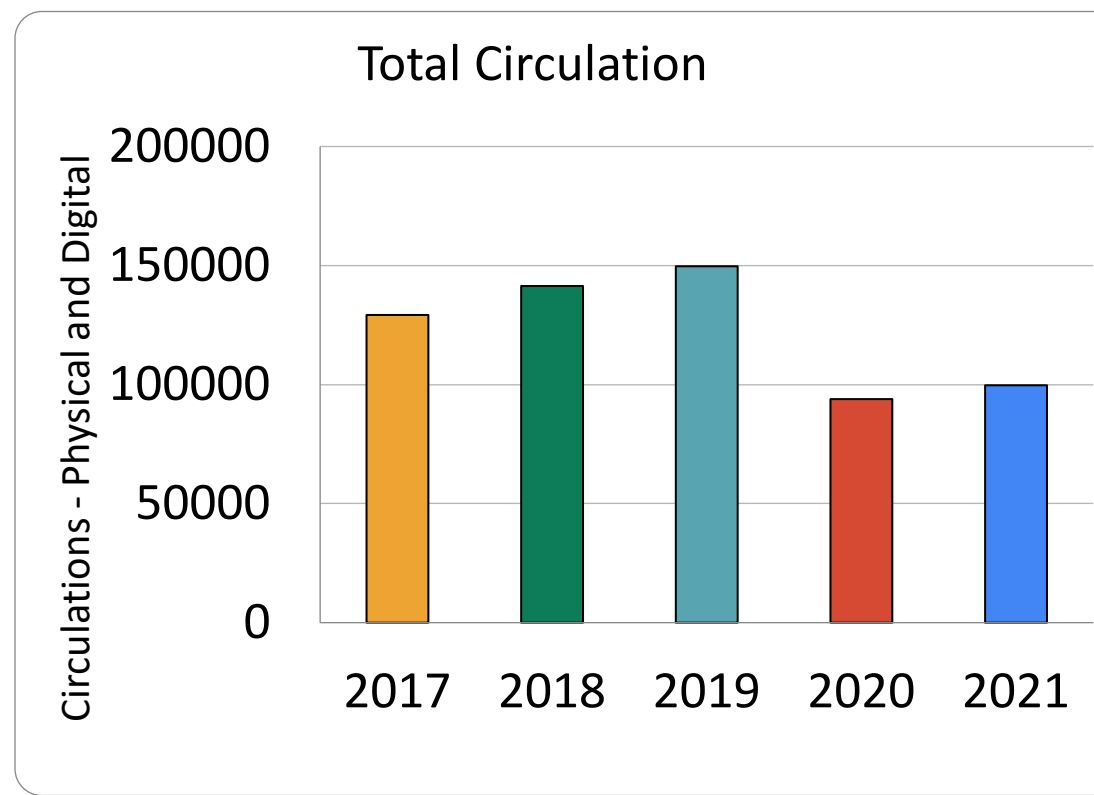
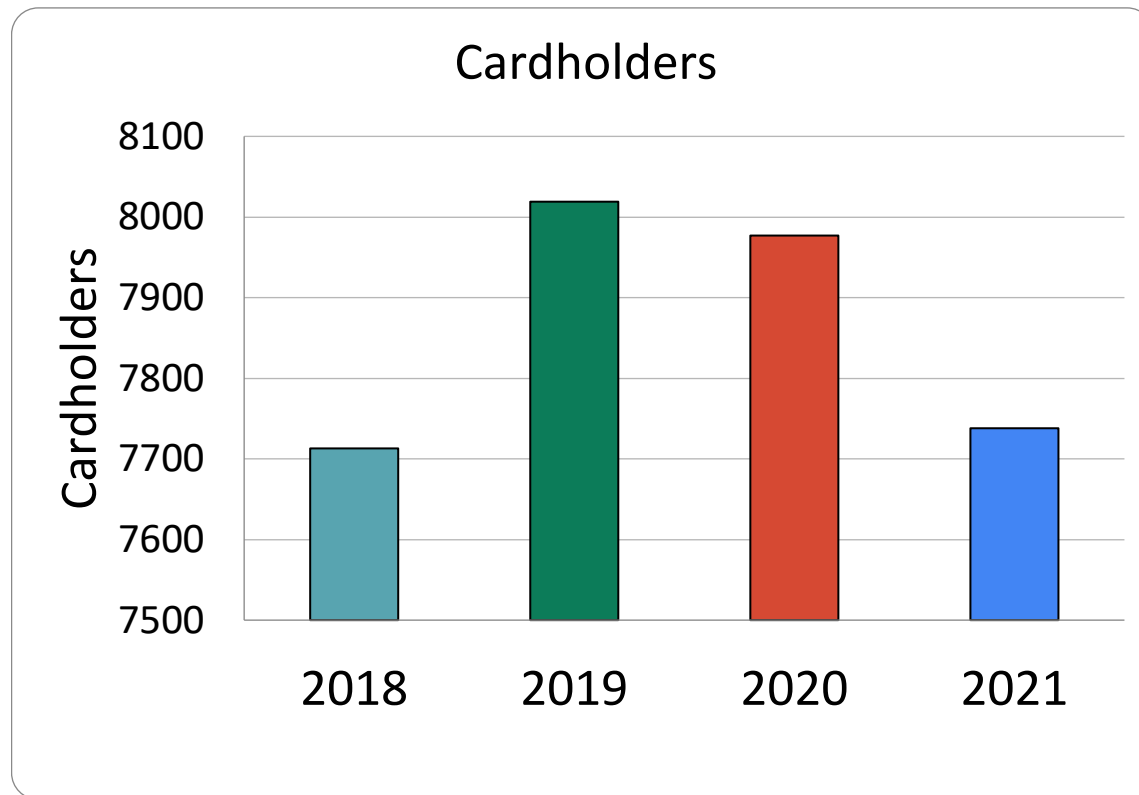
Build Complete Communities

- Promote multilingual, inclusivity and accessibility-related collections and services
- Continue to collaborate with the Town of East Gwillimbury to build convenient and complementary services

Library Services



Library Services



Budget Summary

The funding for the Library Board in the operating budget totals \$1.87 million or 7% of the Town's total operating expenditures. The net budget has increased by approximately \$65,000 or 3% over the 2021 budget. The increased cost is primarily due to salaries and benefits for step increases, a Cost of Living Adjustment (COLA). Increases have been partially offset by cost savings in other areas. The Library has also removed \$24,000 in salary costs to be transferred to the Town to administer library finances and reduce costs with the benefit of enhancing financial services for the library. The Library Board is also recommending the permanent removal of overdue library fines to remove access barriers to library services and create an inclusive library system.

East Gwillimbury Public Library	Library Resources	Library Services / Support	Board Governance / Admin	2022 Budget	2021 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits		1,532,654		1,532,654	1,482,495	50,159	3%
Library Materials	94,870			94,870	94,870	0	0%
Audit Fees			3,260	3,260	3,260	0	0%
Communications			8,800	8,800	8,800	0	0%
Consulting		2,500		2,500	2,500	0	0%
Courier & Mail Processing			7,115	7,115	6,800	315	5%
Equipment			13,800	13,800	12,800	1,000	8%
Facility Costs		91,803		91,803	90,915	888	1%
Software Maintenance & Licenses		38,500		38,500	36,650	1,850	5%
Mileage & Travel		3,050		3,050	3,050	0	0%
*Payroll & Other Contracted Services		6,220	2,900	9,120	9,113	7	0%
Professional Development & Memberships		15,785		15,785	15,785	0	0%
Supplies			4,175	4,175	4,175	0	0%
Public Engagement & Supporting Services		21,500		21,500	21,500	0	0%
COLA (set at 1.85%)		23,734		23,734	7,798	15,936	204%
Total Expenditures	\$94,870	\$1,735,746	\$40,050	\$1,870,666	\$1,800,511	\$70,155	4%
Revenues							
Grants			-37,079	-37,079	-31,847	-5,232	16%
User Fees			-12,921	-12,921	-12,921	0	0%
Total Revenues			-\$50,000	-\$50,000	-\$44,768	-\$5,232	12%
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		50,000	144,760	144,760	\$0	0%
Net Budget	\$189,630	\$1,735,746	\$40,050	\$1,965,426	\$1,900,503	\$64,923	3%