



TOWN OF EAST GWILLIMBURY

2016

BUSINESS PLAN
& BUDGET



OPERATING BUDGET

2016 Operating Budget

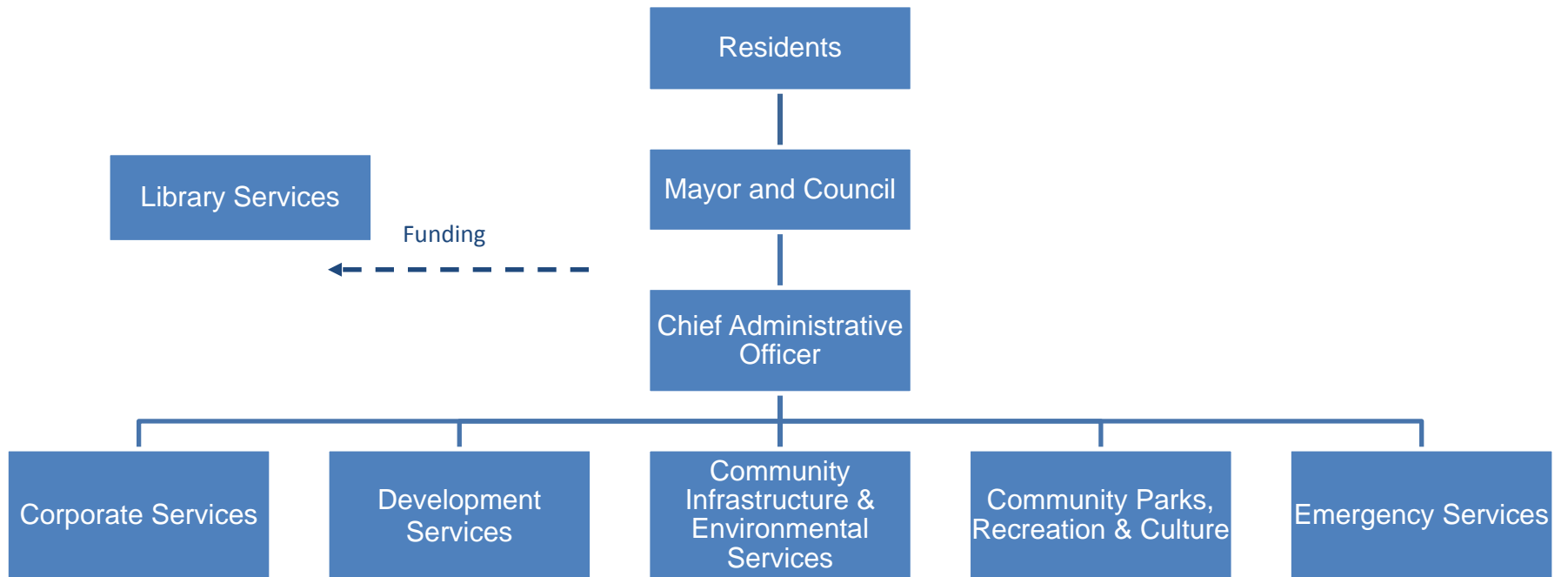
The Town's 2016 operating budget was prepared with a focus on the Town's three strategic pillars:

1. Providing quality, affordable programs and services for a safe, accessible and livable community;
2. Building a complete community that provides healthy places to live, work, play and learn;
3. A high performance municipal organization committed to service and excellence.

The following were objectives in establishing the 2016 Business Plan and Budget in support of the strategic pillars above:

- Maintaining existing core programs and services to residents, with tax levy increases aligned with inflation;
- Continued focus on community safety, through a dedicated multi-year funding plan;
- Priority focus on customer service and systems development;
- Continued transitional cost reductions and funding strategies;
- Provision for COLA and collective agreement obligations;
- Provision for new growth related facility operating costs
- Increased funding for asset management replacement and renewal

In addition to the Mayor and members of Council, the Town's operations are supported by 132 full time positions and numerous seasonal contract positions, and a roster of paid on-call firefighters.



BUDGET SUMMARY

As noted above, the budget process for 2016 prioritized maintaining existing quality programs and services to residents, while continuing to focus on community safety with a multi-year plan to enhance the service level to 24/7 coverage of full time fire service at the Queensville Fire Station. The budget only includes statutory or contractual increases and does not include any new initiatives.

The 2016 budget followed a similar process to prior years with staff reviewing historical actual expenditures or revenues along with anticipated pressures to ensure the reasonability of budgeted amounts.

Some of the major pressures identified in the 2016 budget include:

- **Salaries and Benefits**
As a service organization, salaries and benefits are the largest expenditure that the Town incurs in the operating budget. The 2016 pressure of approximately \$697,000 includes steps, and benefits for all staff, plus the addition of 5.5 new staff. The new staff include: 2 new firefighters; a conversion of a part time Facilities Attendant to full time; a Revenue Analyst; a GIS Coordinator; and 0.5 of a Purchasing Manager position.
- **Animal and Mosquito Control**
The animal control budget is expected to increase \$56,000 over 2015, due to contractual obligations.
- **Bank Fees and Charges**
The budget for bank fees and charges is increasing \$20,000. This increase is required to align the budget with the actual expenditures.
- **Contingency**
The increase in this budget line represents a provision for a cost of living adjustment and collective agreement adjustments.
- **Corporate Initiatives**
The budget in this area is anticipated to decrease by \$29,000 due to amendments to the leadership compensation program.

- **Library**
The funding requirements of the library increase by approximately \$78,000. This is primarily due to an increase in salaries and benefits and library materials, and the addition of 0.5 of a Virtual Services Librarian.
- **Property and Building Maintenance**
The budget for property and building maintenance increase by approximately \$23,000 due to increased pressure in Emergency Services and Community Parks, Recreation and Culture
- **Utilities**
The increase for 2016 is approximately \$72,000 to align the budget with actual costs
- **Waste Collection**
The increased budget for waste collection of approximately \$43,000 aligns the budget with actual costs and provides a provision for new homes anticipated in 2016
- **Provision for New Facilities Operating Costs**
The Town is anticipating the need for a new Operations Centre and new Community Space. Both of these facilities will result in increased operating costs. To mitigate the impact of these costs in the year the facility opens, the 2016 budget includes a provision for the cost of operations. This provision is to be funded by growth related tax revenue.
- **Corporate Reallocation**
Two of the positions approved in the budget (Revenue Analyst, and GIS Coordinator) are partially funded through the Water and Wastewater budget and/or the Development and Fee Supported budget. The increase in Corporate Reallocation is to recognize the funding from these other budgets.
- **Transitional Cost Reductions**
The transitional cost reductions increase by \$75,000 in 2016 to ensure that the base programs and services budget is aligned with inflation. These savings will be achieved through the delay or deferral of expenditures and/or increased revenue opportunities that can be achieved on a temporary or transitional basis.

The increased contribution to reserves budget is comprised of a \$5,000 for Library Services and \$45,600 for equipment in Emergency Services. Additionally, the 2016 budget includes an increased contribution to asset repair and replacement reserves (\$150,000). The increased draw from reserves budget is primarily to support the continued focus on community safety as part of a dedicated multi-year funding strategy.

The operating 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.



2016 OPERATING BUDGET

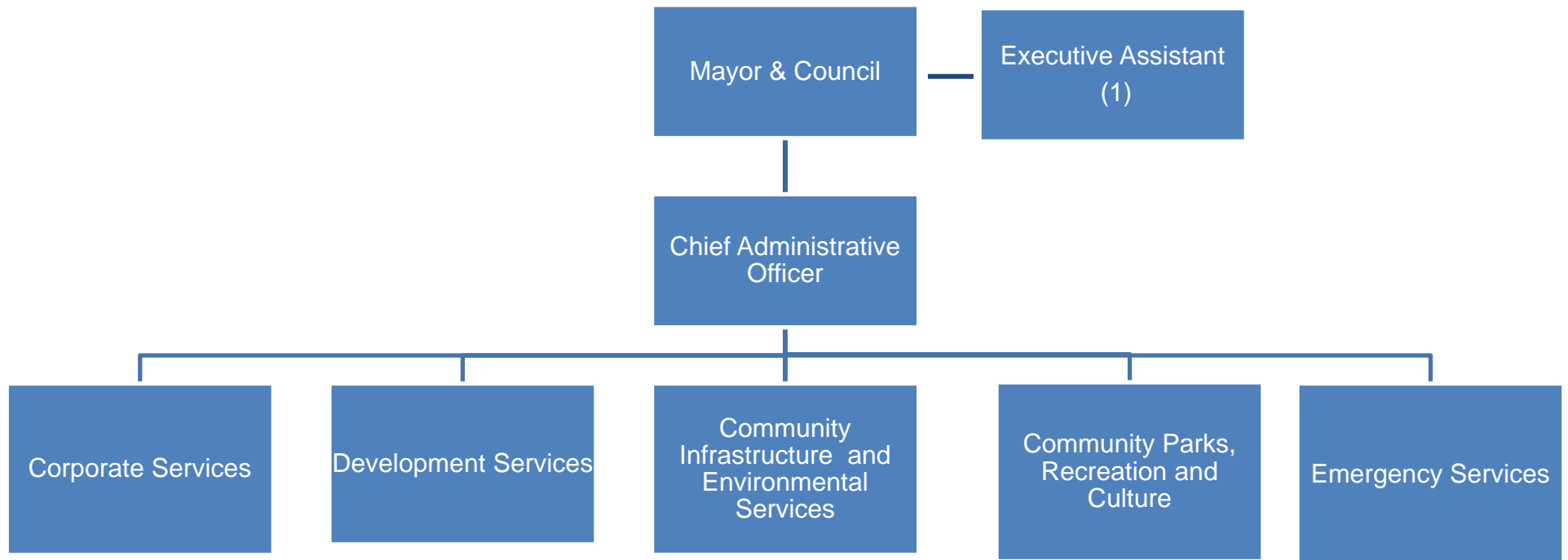
	Mayor & Council	Chief Administrative Officer	Corporate Services	Emergency Services	Development Services	Community Parks, Recreation & Culture	Community Infrastructure & Environmental Services	Library	Corporate Wide	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures													
Salaries & Benefits	391,531	1,120,095	2,462,828	2,784,298	457,408	2,816,398	1,736,558			11,769,116	11,072,453	696,663	6%
Salary Gapping									(56,000)	(56,000)	(56,000)	-	0%
Advertising		7,000	61,000		1,500	3,800	1,200			74,500	74,500	-	0%
Animal & Mosquito Control			187,500				140,000			327,500	271,500	56,000	21%
Audit Services		16,500	40,500							57,000	57,000	-	0%
Bank Fees and Other Charges			69,000							69,000	49,000	20,000	41%
Communications		7,000	10,020	7,200	2,900	9,930	17,000			54,050	46,850	7,200	15%
Community Grants / Initiatives	109,805									109,805	105,705	4,100	4%
Public Works							9,000	605,220		614,220	614,220	-	0%
Consultants		25,000	25,500		4,000		15,000			69,500	69,500	-	0%
Contingency		89,000							365,000	454,000	169,000	285,000	169%
Contracted Services						52,923				52,923	52,923	-	0%
Corporate Initiatives		32,000								32,000	61,000	(29,000)	-48%
Courier & Mail Processing		450	21,500		400	550	800			23,700	23,700	-	0%
Equipment & Vehicle	500	2,100	61,115	27,200	3,500	36,740	22,500			153,655	142,855	10,800	8%
Equipment Repair			9,900	39,500		109,527	50,000			208,927	204,727	4,200	2%
Insurance Premiums & Claim Payment						2,100			627,500	629,600	629,600	-	0%
Legal Services		53,500								53,500	53,500	-	0%
Library								1,343,659		1,343,659	1,265,622	78,037	6%
Materials & Supplies	13,010	51,450	112,700	57,850	10,400	203,820	488,700			937,930	935,630	2,300	0%
Mileage	25,000	5,500	6,200	3,000	2,700	4,500	5,570			52,470	52,220	250	0%
Miscellaneous		10,500	4,730				16,150			31,380	31,230	150	0%
Other Agencies / Municipalities				127,000	22,500		22,000			171,500	163,745	7,755	5%
Professional Development & Memberships	4,000	48,800	41,400	42,220	16,900	16,430	15,650			185,400	185,200	200	0%
Program Instructor						66,200				66,200	66,200	-	0%
Property & Building Maintenance				44,600		225,020	800			270,420	247,520	22,900	9%
Public Engagement / Corporate Events	38,000	9,400	3,000							50,400	50,400	-	0%
Rent						39,200				39,200	51,068	(11,868)	-23%
Software Maintenance & Licenses			100,000		1,500	5,800	-			107,300	127,000	(19,700)	-16%
Uniform & Safety Clothing			3,000	26,200		14,650	6,000			49,850	48,875	975	2%
Utilities			30,600	50,820		535,238	304,560			921,218	849,023	72,195	9%
Waste Collection							661,553			661,553	618,203	43,350	7%
Provision for New Facilities Operating Costs									90,000	90,000	-	90,000	0%
Corporate Reallocation	-								(2,093,600)	(2,093,600)	(1,987,236)	(106,364)	5%
Transitional Cost Reductions				(60,000)					(475,000)	(535,000)	(460,000)	(75,000)	16%
Total Expenditures	581,846	1,478,295	3,250,493	3,149,888	523,708	4,151,826	4,109,261	1,343,659	(1,542,100)	17,046,876	15,886,733	1,160,143	7%

	Mayor & Council	Chief Administrative Officer	Corporate Services	Emergency Services	Development Services	Community Parks, Recreation & Culture	Community Infrastructure & Environmental Services	Library	Corporate Wide	2016 Budget	2015 Budget	Variance \$	Variance %
2016 OPERATING BUDGET													
Revenues													
Taxation									(15,611,296)	(15,611,296)	(14,831,857)	(779,439)	5%
Supplementary Taxation on New Homes									(398,106)	(398,106)	-	(398,106)	0%
Development Charges			(98,472)		(69,048)	(126,626)				(294,146)	(319,157)	25,011	-8%
Development Revenues			(17,000)	(38,735)	-		(8,200)			(63,935)	(62,394)	(1,541)	2%
Fines and Penalties			(34,500)	-						(34,500)	(39,670)	5,170	-13%
Grants					-	(615)	(77,000)		(161,600)	(239,215)	(238,115)	(1,100)	0%
Investment Income									(175,000)	(175,000)	(175,000)	-	0%
Library						(64,340)				(64,340)	(64,340)	-	0%
Licenses			(18,500)							(18,500)	(18,500)	-	0%
Miscellaneous	(2,100)		(7,500)				(2,500)			(12,100)	(12,100)	-	0%
Motor Vehicle Accidents				(35,000)						(35,000)	(35,000)	-	0%
Penalties on Taxes									(500,000)	(500,000)	(500,000)	-	0%
Recoveries & Contributions from Developers					(100,000)		(6,000)			(106,000)	(106,000)	-	0%
Sales			(29,800)		-	(16,613)	(6,050)			(52,463)	(52,463)	-	0%
Services to other Municipalities				(137,700)			(35,000)			(172,700)	(177,473)	4,773	-3%
User Fees		(109,150)	(5,250)			(1,032,134)	(90,000)			(1,236,534)	(1,106,384)	(130,150)	12%
Total Revenues	(2,100)	(109,150)	(211,022)	(211,435)	(169,048)	(1,240,328)	(224,750)	-	(16,846,002)	(19,013,835)	(17,738,453)	(1,275,382)	7%
Transfers													
Contributions to Reserves			138,604	468,600	-	579,231	129,849	35,000	344,630	1,695,914	1,495,314	200,600	13%
Draws from Reserves	(1,600)		(10,941)	(180,794)	-	(14,070)	-			(207,405)	(121,794)	(85,611)	70%
Tax Levy Investment to Capital			250				478,200			478,450	478,200	250	0%
Total Transfers	(1,600)	-	127,913	287,806	-	565,161	608,049	35,000	344,630	1,966,959	1,851,720	115,239	6%
Net Budget	578,146	1,369,145	3,167,384	3,226,259	354,660	3,476,659	4,492,560	1,378,659	(18,043,472)	-	-	-	-

Mayor and Council

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

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



KEY PRIORITIES

- Represent resident interests at Council
- Provide effective governance to the Town through the adoption of policies and by-laws
- Establish and approve the strategic plan to guide the Town with respect to its Programs and Service priorities
- Continue to promote East Gwillimbury as a character community
- Appoints interested residents to serve on various Committees and Boards to assist and advise Council on certain issues

BUDGET SUMMARY

The Mayor and Council's 2016 operating budget includes expenditures of \$0.58 million or approximately 3% of the Town's total operating expenditures. The salary and benefits budget for this office has increased by approximately \$3,200.

There are two tables included for Mayor and Council. The first table highlights the total budget for the department. The second table provides a detailed list included in the Community Initiatives budget.



Town of
East Gwillimbury

2016 OPERATING BUDGET
MAYOR AND COUNCIL

	Mayor & Council Admin	Mayor Hackson	Councillor Young	Councillor DiClemente	Councillor Roy-	Councillor Johnston	Community Initiatives	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures											
Salaries & Benefits	391,531							391,531	388,469	3,062	1%
Community Grants / Initiatives							109,805	109,805	105,705	4,100	4%
Equipment & Vehicle	500							500	500	-	0%
Materials & Supplies	13,010							13,010	13,010	-	0%
Mileage	25,000							25,000	25,000	-	0%
Professional Development & Memberships	4,000							4,000	4,000	-	0%
Public Engagement / Corporate Events	8,000	6,000	6,000	6,000	6,000	6,000		38,000	38,000	-	0%
Total Expenditures	442,041	6,000	6,000	6,000	6,000	6,000	109,805	581,846	574,684	7,162	1%
Revenues											
Miscellaneous (Farmers Market)							(2,100)	(2,100)	(2,100)	-	0%
Total Revenues	-	-	-	-	-	-	(2,100)	(2,100)	(2,100)	-	0%
Transfers											
Contributions to Reserves											
Draws from Reserves							(1,600)	(1,600)		(1,600)	0%
Total Transfers	-	-	-	-	-	-	(1,600)	(1,600)	-	(1,600)	0%
Net Budget	442,041	6,000	6,000	6,000	6,000	6,000	106,105	578,146	572,584	5,562	1%



Town of
East Gwillimbury

**2016 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures				
Advisory Committees				
Car Show Committee	2,750	2,750	-	0%
Community Safety Committee		2,000	(2,000)	-100%
EDAC	2,500	2,500	-	0%
EG Accessibility Advisory Committee	2,000	2,000	-	0%
Environmental Advisory Committee	2,000	2,000	-	0%
Farmers Market	7,600	5,600	2,000	36%
Heritage Committee	2,000	2,000	-	0%
Physician Recruitment / Retention			-	0%
Santa Claus Parade	6,000	5,500	500	9%
ATTMP Committee	2,000	2,000	-	0%
Community Grants				
Bursary Dr Denison Secondary School	300	300	-	0%
Bursary for the Arts	1,500	1,500	-	0%
Bursary Huron Heights Secondary School	300	300	-	0%
Bursary Sacred Heart Secondary School	300	300	-	0%
East Gwillimbury Gardeners	1,000	1,000	-	0%
Neighbourhood Network Tree Planting	1,200	1,200	-	0%
Sharon Temple Canada Day	2,500	2,500	-	0%
Sharon Temple Museum	30,000	25,000	5,000	20%
Sharon Temple Story Telling	2,500	2,500	-	0%
Sharon Temple Events	2,500	-	2,500	0%
Sutton Agricultural	750	750	-	0%
York Region Seniors Games	500	500	-	0%



Town of
East Gwillimbury

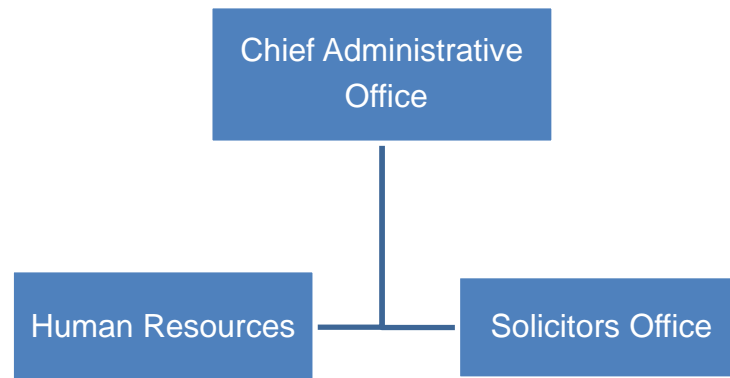
**2016 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures				
Other				
Canada Day	7,000	7,000	-	0%
Chamber of Commerce Breakfast	1,225	1,225	-	0%
Committee Contingency	2,250	2,250	-	0%
Community Events	14,000	17,900	(3,900)	-22%
Music at Civic Square	8,000	8,000	-	0%
Pancake Breakfast	1,300	1,300	-	0%
Remembrance Day Ceremony	2,000	2,000	-	0%
Volunteer Recognition Ceremony	3,830	3,830	-	0%
Total Expenditures	109,805	105,705	4,100	4%
Revenues				
Miscellaneous (Farmers Market)	(2,100)	(2,100)	-	0%
Total Revenues	(2,100)	(2,100)	-	0%
Transfers				
Contributions to Reserves				
Draws from Reserves	(1,600)		(1,600)	0%
Tax Levy Investment to Capital	-		-	0%
Total Transfers	(1,600)	-	(1,600)	0%
Net Budget	106,105	103,605	2,500	2%

Office of the Chief Administrative Officer

The Office of the CAO provides strategic administrative leadership to the corporation ensuring Town programs and services are delivered in a cost-effective and timely manner. The CAO works closely with Council to ensure key initiatives are implemented in accordance with the Council approved Strategic Plan. The CAO represents the municipality's interest with other levels of government and stakeholders.

The Office of the CAO has 3 full time positions, along with 3 full time positions in Human Resources and 2 full time positions in the Solicitors Office for a total of 8 full time positions. The CAO also provides leadership and support to the five departments in the organization, and acts as the liaison with the Library Board through their CEO.



KEY PRIORITIES

- Ensure that corporate initiatives approved by Council are aligned with the Town's 2015-2018 Strategic Plan and delivered in a timely, cost effective manner
- Provide strategic advice to Council, Staff and community groups
- Oversee the management of significant approved growth within the Town including system upgrades to coordinate subdivision development and construction, YDSS/UYSS/Hwy 404/2nd Concession/Doane Road liaison, construction related activity (Sharon, Queensville, and Holland Landing)
- Adoption of 2016 Business Plan and Budget with the base budget aligned with inflation
- Operational Review – continue to implement recommendations of the Town wide operational review including the customer service systems, integration and support structure, front line focus and Council governance improvements
- Continue regular stakeholder group consultation (ie. EG advisory committees, school boards, library board, other municipalities and development groups)
- Reinforce the development of a leadership team focused on excellence with staff skills and capacity
- Continued implementation of corporate key performance indicators for all business units
- Continue the Operations centre land multi-year project-with design/site preparation
- Community Safety –Fire master plan update and enhanced Fire Services for the Town
- Customer service/communications – enhance customer service tracking and follow up and review program for outcomes/resourcing
- Community engagement / public transparency enhancement – through website, social media, community events, e-news
- Human Resource initiatives – implementation of people plan, training, organizational development and recruitment initiatives, expanding employee self service with payroll and HRIS enhancements and continue 2015 employee survey follow up

BUDGET SUMMARY

The Office of the Chief Administrative Officer operating budget includes expenditures of \$1.5 million or 9% of the Town's total operating expenditures. The salary and benefits budget for the CAO's office has increased by approximately \$121,000. This includes: the increased costs associated with steps, and benefits; the transfer of a full time complement from Corporate Services to Human Resources; and a provision for increased contract legal services support which will be fully funded through increased legal fees revenue (\$40,000). The corporate initiatives budget has been reduced by \$29,000 due to the change in the leadership compensation program in 2015.

The net budget increase in the CAO's office is approximately \$52,000 or 4%.



Town of
East Gwillimbury

**2016 OPERATING BUDGET
OFFICE OF THE CAO**

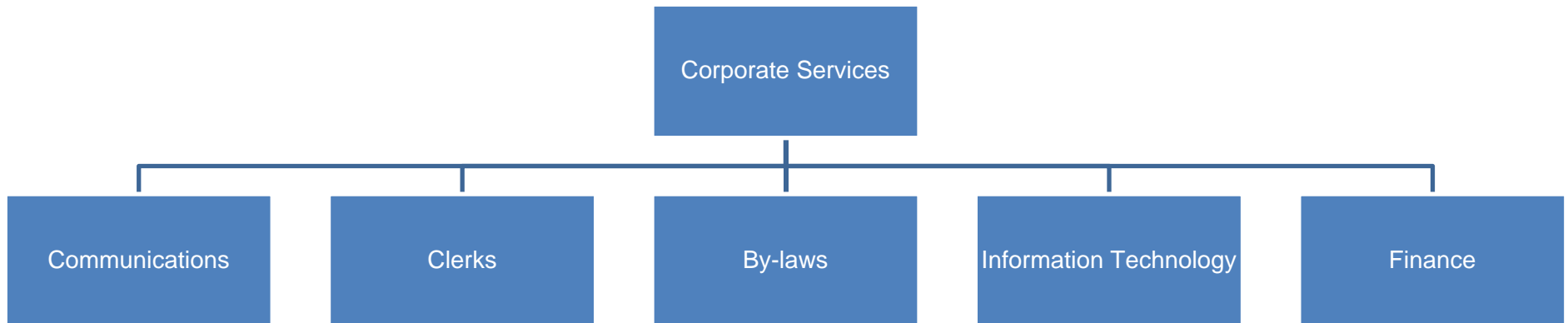
	Chief Administrative Officer	Human Resources	Solicitors Office	2016 Budget	2015 Budget	Variance \$	Variance %
Revenues							
User Fees			(69,150)	(109,150)	(69,150)	(40,000)	58%
Total Revenues	-	-	(69,150)	(109,150)	(69,150)	(40,000)	58%
Transfers							
Contributions to Reserves							
Draws from Reserves						-	0%
Total Transfers	-	-	-	-	-	-	
Net Budget	638,282	384,298	386,565	1,369,145	1,317,104	52,041	4%

Corporate Services

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

- Information technology: data & records management, hardware and software, GIS
- Clerks: Council secretariat
- By-laws: enforcement and education
- Finance: financial planning, controls and reporting, accounting, internal and external auditing
- Communications: public information, community engagement, and customer service

The department is supported by 24 full time positions.



KEY PRIORITIES

- Implement customer relationship management systems and processes
- Review and update Development Charge by-law
- Support the implementation of information system upgrades and integration initiatives (i.e. HRIS, Customer inquiry/Work order management, financial system upgrade, Cityview upgrade etc.)
- Continued review and update of the procurement by-law and procurement templates and procedures
- Review and update the parking by-law
- Prepare phase 2 of the comprehensive asset management plan
- Review water and wastewater billing cycle

BUDGET SUMMARY

Corporate Services operating budget includes expenditures of \$3.3 million or 19% of the Town's total operating expenditures.

The salary and benefits budget has increased by approximately \$126,000. This is the net effect of: the increased costs associated with steps and benefits; the transfer of a complement to Human Resources; the transfer of half of a complement to Leisure Services; and the addition of 2.5 full time positions. The new positions added in the 2016 budget include a Revenue Analyst and half of a Purchasing Manager in Finance, and a GIS Coordinator in Information Technology. The animal and mosquito control budget has a net decrease of \$84,000 due to the increased cost of animal control services (\$56,000), and the transfer of the mosquito control program (\$140,000) to Community Infrastructure and Environmental Services (CIES) department. The increase in bank fees and other charges (\$20,000) is based on actual costs that have occurred both in bank service charges and payroll processing costs. The equipment and vehicle budget increase of \$18,800 is the net impact of transferring a software/computer acquisition budget from CIES to the Information Technology department. The remaining budget adjustments were made to align budgets with actual expenditures being incurred or revenue being generated.

The net budget is increasing by approximately \$86,000 or 3%.



Town of
East Gwillimbury

	Strategy & Admin	Finance	Communications	Clerks	By-Laws	Information Technology	2016 Budget	2015 Budget	Variance \$	Variance %
2016 OPERATING BUDGET CORPORATE SERVICES										
Expenditures										
Salaries & Benefits	217,139	915,440	516,430	283,860	252,835	277,124	2,462,828	2,336,691	126,137	5%
Advertising			61,000				61,000	61,000	-	0%
Animal & Mosquito Control					187,500		187,500	271,500	(84,000)	-31%
Audit Services		40,500					40,500	40,500	-	0%
Bank Fees and Other Charges		69,000					69,000	49,000	20,000	41%
Communications	1,500	1,000	2,000	1,020	2,000	2,500	10,020	10,020	-	0%
Consultants	6,000	9,500				10,000	25,500	25,500	-	0%
Courier & Mail Processing		21,500					21,500	21,500	-	0%
Equipment & Vehicle	2,600	33,860			1,325	23,330	61,115	42,315	18,800	44%
Equipment Repair		900				9,000	9,900	9,900	-	0%
Materials & Supplies	4,800	61,250	38,000	5,850	2,600	200	112,700	112,700	-	0%
Mileage	500	700	1,200	500	2,300	1,000	6,200	6,200	-	0%
Miscellaneous		1,730		1,000	2,000		4,730	4,730	-	0%
Professional Development & Memberships	26,850	2,600	500	8,750	600	2,100	41,400	41,200	200	0%
Public Engagement / Corporate Events				3,000			3,000	3,000	-	0%
Software Maintenance & Licenses	30,000					70,000	100,000	97,200	2,800	3%
Uniform & Safety Clothing					3,000		3,000	2,025	975	48%
Utilities						30,600	30,600	28,500	2,100	7%
Total Expenditures	289,389	1,157,980	619,130	303,980	454,160	425,854	3,250,493	3,163,481	87,012	3%



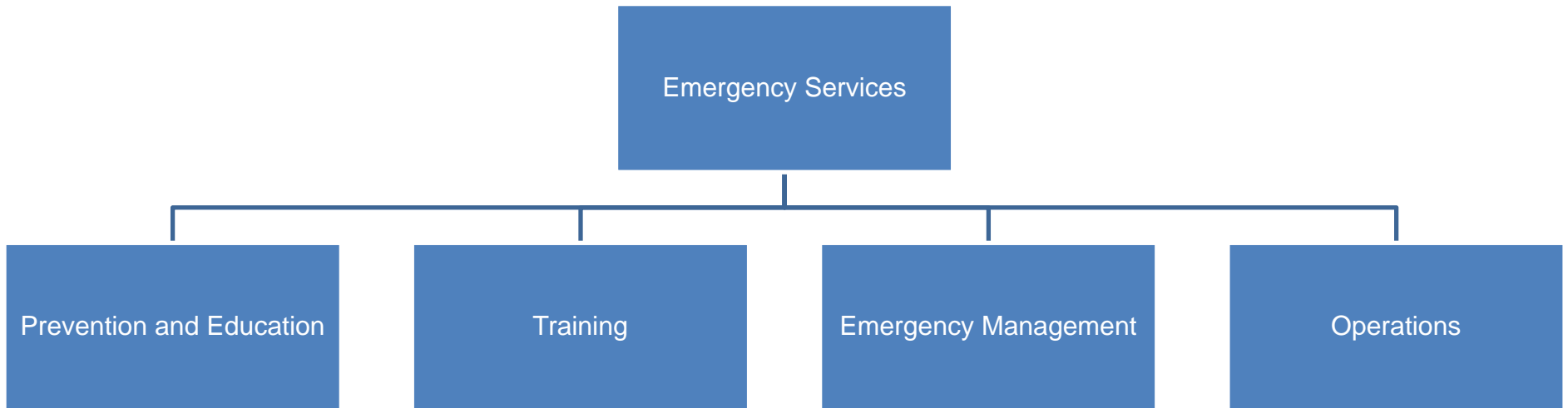
Town of
East Gwillimbury

2016 OPERATING BUDGET CORPORATE SERVICES	Strategy & Admin	Finance	Communications	Clerks	By-laws	Information Technology	2016 Budget	2015 Budget	Variance \$	Variance %
Revenues										
Development Charges		(98,472)					(98,472)	(109,413)	10,941	-10%
Development Revenues				(9,500)	(7,500)		(17,000)	(15,459)	(1,541)	10%
Fines and Penalties					(34,500)		(34,500)	(34,500)	-	0%
Licenses				(9,500)	(9,000)		(18,500)	(18,500)	-	0%
Miscellaneous		(7,500)					(7,500)	(7,500)	-	0%
Sales		(20,000)	(7,800)	(2,000)			(29,800)	(29,800)	-	0%
User Fees				(5,250)			(5,250)	(5,100)	(150)	3%
Total Revenues	-	(125,972)	(7,800)	(26,250)	(51,000)	-	(211,022)	(220,272)	9,250	-4%
Transfers										
Contributions to Reserves				25,000	3,604	110,000	138,604	138,604	-	0%
Draws from Reserves		(10,941)					(10,941)	-	(10,941)	0%
Financing							-			0%
Tax Levy Investment to Capital						250	250		250	0%
Total Transfers	-	(10,941)	-	25,000	3,604	110,250	127,913	138,604	(10,691)	-8%
Net Budget	289,389	1,021,067	611,330	302,730	406,764	536,104	3,167,384	3,081,813	85,571	3%

Emergency Services

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

The composite department is supported by 22 full time positions and a roster of paid-on-call firefighters.



KEY PRIORITIES

- Continue to enhance full time firefighter complement at Queensville Fire Station 28
- Procurement and delivery processes for fire apparatus
- Continued use of annual key performance indicators for inspections, planning and public education regarding quantity, new programs, and quality control
- Ongoing review, replacement , maintenance and sharing of support vehicles cross-department
- Continue the focus community education initiatives
- Continue contract negotiations for a collective bargaining first agreement
- Fire master plan initiative

BUDGET SUMMARY

The Emergency Services operating budget includes expenditures of \$3.1 million or almost 19% of the Town's total operating expenditures. The salary and benefits budget for Emergency Service has increased by approximately \$170,000. This includes the step increases and benefits along with the addition of two new firefighters for 2016. The increased salary and benefit costs are partially offset by the draw from reserves (\$71,000), as included in the multi year funding plan for Emergency Services. The property and building maintenance increase of \$16,200 is based on historic and anticipated actual costs of maintaining the buildings and associated apparatus in good working order. Transitional cost reductions will continue in 2016 (\$60,000), but to a lesser extent than the previous year (\$110,000). There is an increased contribution to reserves proposed of \$45,600. This increase results from a detailed review of the inventory of equipment in Emergency Services.

The net budget is increasing by approximately \$220,000 or 7%.



Town of
East Gwillimbury

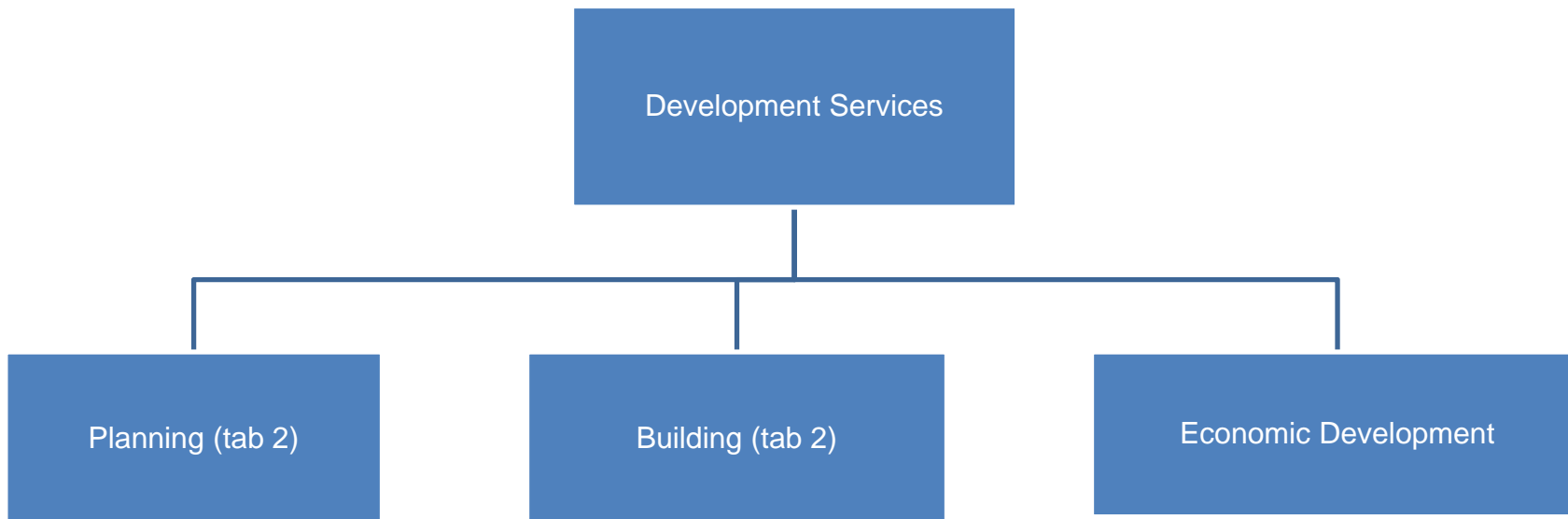
**2016 OPERATING BUDGET
EMERGENCY SERVICES**

	Strategy & Admin	Management Emergency	Fire Prevention & Education	Fire Training	Operations	Fire Fleet	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures										
Salaries & Benefits	425,083		230,567	120,773	2,007,875		2,784,298	2,614,704	169,594	6%
Communications	7,200						7,200	7,200	-	0%
Equipment & Vehicle					27,200		27,200	31,700	(4,500)	-14%
Equipment Repair						39,500	39,500	35,000	4,500	13%
Materials & Supplies	12,000	6,800	7,500	3,000	4,550	24,000	57,850	54,850	3,000	5%
Mileage				3,000			3,000	3,000	-	0%
Other Agencies / Municipalities				3,000	124,000		127,000	124,245	2,755	2%
Professional Development & Memberships	42,220						42,220	42,220	-	0%
Property & Building Maintenance					44,600		44,600	28,400	16,200	57%
Uniform & Safety Clothing	5,000				21,200		26,200	26,200	-	0%
Utilities		3,500			47,320		50,820	50,820	-	0%
Transitional Cost Reductions	(60,000)						(60,000)	(110,000)	50,000	
Total Expenditures	431,503	10,300	238,067	129,773	2,276,745	63,500	3,149,888	2,908,339	241,549	8%
Revenues										
Development Revenues	(38,735)						(38,735)	(38,735)	-	0%
Fines and Penalties							-	(5,170)	5,170	-100%
Motor Vehicle Accidents	(35,000)						(35,000)	(35,000)	-	0%
Services to other Municipalities					(137,700)		(137,700)	(137,700)	-	0%
Total Revenues	(73,735)	-	-	-	(137,700)	-	(211,435)	(216,605)	5,170	-2%
Transfers										
Contributions to Reserves						468,600	468,600	423,000	45,600	11%
Draws from Reserves	(71,000)		(109,794)				(180,794)	(109,794)	(71,000)	0%
Total Transfers	(71,000)	-	(109,794)	-	-	468,600	287,806	313,206	(25,400)	-8%
Net Budget	286,768	10,300	128,273	129,773	2,139,045	532,100	3,226,259	3,004,940	221,319	7%

Development Services

The Development Services department provides strategic land use planning advice concerning the long term growth related vision for the Town; provides advice and implements economic development related initiatives and promotes employment investment/development within the Town; deals with building administration and approvals through plans review and site inspections; provides seamless and timely delivery of review and approvals processes; manages review processes, provides recommendations and co-ordinates implementation of proposals for development and redevelopment within the Town; assists in the implementation of corporate initiatives; and contributes to the quality of life for its residents.

The department is supported by 22 full time positions. The majority of the department is funded through development fees (tab 2) with a small component funded through property taxes.



KEY PRIORITIES

- Marketing and promotion of employment opportunities in combination with serviced lands initiatives
- Implementation of Broadband Intelligent Communities initiative (multi-department)
- Promotion of target sector investment
- Implementation and promotion of the Mount Albert Downtown Revitalization plan through a community improvement plan and working with stakeholders and other departments
- Investigate downtown revitalization initiatives for other existing communities
- Promotion of tourism based initiatives working collaboratively with other internal departments and York Region staff

BUDGET SUMMARY

Development Services operating budget includes expenditures of \$0.5 million or 3% of the Town's total operating expenditures. The salary and benefits budget for Development Services has increased by approximately \$16,000 due to the increased costs associated with steps and benefits. The increased budget of \$5,000 in other agencies / municipalities pertains to the Town's partnership with York Region on economic development initiatives.

The net budget is increasing by approximately \$23,000 or 7%.

The Development Services department also includes Planning and Building. The budget tables in this section exclude the budget for these two branches as they are not tax supported. The budget for these branches are included separately in this report as the focus in this section is on the tax supported component of the budget.



Town of
East Gwillimbury

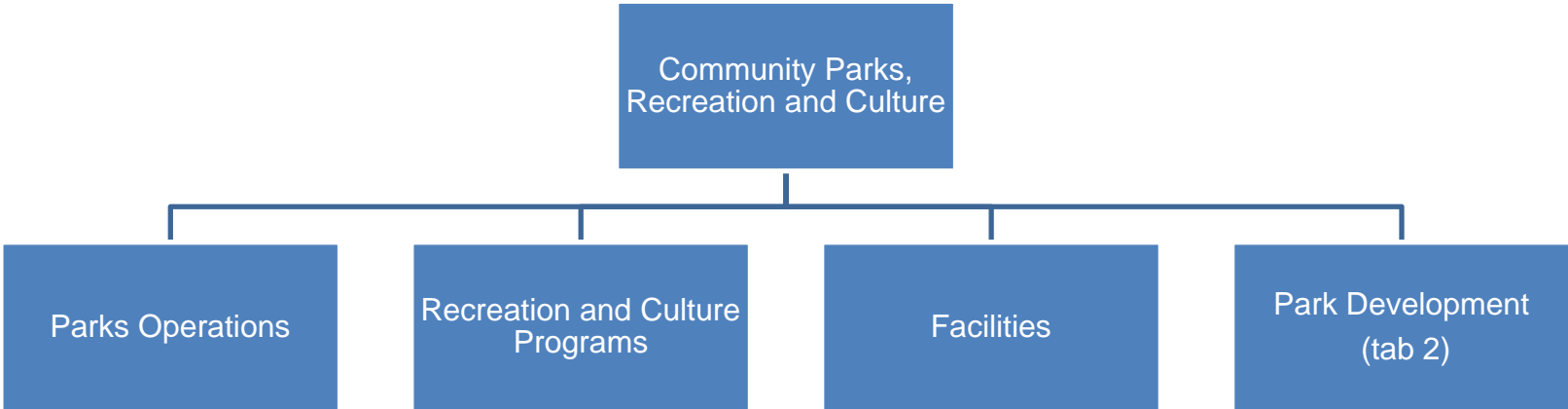
**2016 OPERATING BUDGET
DEVELOPMENT SERVICES**

	Strategy & Admin	Development	Economic	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits	215,684	241,724	457,408	441,143	16,265	4%	
Advertising		1,500	1,500	1,500	-	0%	
Communications	1,300	1,600	2,900	2,900	-	0%	
Consultants	4,000		4,000	4,000	-	0%	
Courier & Mail Processing	200	200	400	400	-	0%	
Equipment & Vehicle	2,500	1,000	3,500	3,500	-	0%	
Materials & Supplies	4,200	6,200	10,400	10,400	-	0%	
Mileage	700	2,000	2,700	2,700	-	0%	
Other Agencies / Municipalities		22,500	22,500	17,500	5,000	29%	
Professional Development & Memberships	7,400	9,500	16,900	16,900	-	0%	
Software Maintenance & Licenses		1,500	1,500	-	1,500	0%	
Total Expenditures	235,984	287,724	523,708	500,943	22,765	5%	
Revenues							
Development Charges	(69,048)		(69,048)	(69,048)	-	0%	
Development Revenues			-	-	-	0%	
Grants			-	-	-	0%	
Recoveries & Contributions from Developers		(100,000)	(100,000)	(100,000)	-	0%	
Sales (incl. Tax Sales)			-	-	-	0%	
Total Revenues	(69,048)	(100,000)	(169,048)	(169,048)	-	0%	
Transfers							
Total Transfers	-	-	-	-	-	0%	
Net Budget	166,936	187,724	354,660	331,895	22,765	7%	

Community Parks, Recreation and Culture

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

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



KEY PRIORITIES

- Collaborate with stakeholders and potential partners in the planning for a Health and Active Living Plaza of Parks and Recreation facilities and amenities in Queensville
- Continue the Operations centre land multi-year project-with design/site preparation and planned construction
- Review and reposition the Community Parks, Recreation and Culture master plan to the new Health and Active Living Plan
- Continue to develop the Facility Asset Management plan
- Develop a community engagement strategy to foster relationships and partnership programs

BUDGET SUMMARY

The Community Parks, Recreation and Culture (CPRC) operating budget includes expenditures of \$4.2 million or 24% of the Town's total operating expenditures. The salary and benefits budget for CPRC has increased by approximately \$156,000. This is due to the increased costs associated with steps and benefits, and the transfer of a half of a complement from Corporate Services. The 2016 budget includes the conversion from a part time to a full time Facilities Attendant. The reduction in the rent budget (\$11,868) and the decrease in revenue of \$4,773 results from changes to the policing centre partnership program. The utilities budget has increased by \$70,000 to reflect actual costs incurred.

The net budget is decreasing by approximately \$233,000 or (7%).



Town of
East Gwillimbury

**2016 OPERATING BUDGET
COMMUNITY PARKS,
RECREATION & CULTURE**

	Strategy & Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures									
Salaries & Benefits	827,782	633,342	141,050	1,214,224		2,816,398	2,660,132	156,266	6%
Advertising	800		3,000			3,800	3,800	-	0%
Communications	4,660	3,000		2,270		9,930	9,930	-	0%
Public Works		9,000				9,000	9,000	-	0%
Contracted Services		2,600	9,000	41,323		52,923	52,923	-	0%
Courier & Mail Processing	550					550	550	-	0%
Equipment & Vehicle		3,500	4,000	29,240		36,740	40,240	(3,500)	-9%
Equipment Repair		1,000		75,827	32,700	109,527	109,827	(300)	0%
Insurance Premiums & Claim Payment		2,100				2,100	2,100	-	0%
Materials & Supplies	4,400	97,200	12,900	40,820	48,500	203,820	205,220	(1,400)	-1%
Mileage	3,000	500		1,000		4,500	4,500	-	0%
Miscellaneous						-	-	-	0%
Professional Development & Memberships	7,900	4,000		4,530		16,430	16,430	-	0%
Program Instructor			66,200			66,200	66,200	-	0%
Property & Building Maintenance		106,500		118,520		225,020	218,320	6,700	3%
Public Engagement / Corporate Events						-	-	-	0%
Rent			14,200	25,000		39,200	51,068	(11,868)	-23%
Software Maintenance & Licenses	5,800					5,800	5,800	-	0%
Uniform & Safety Clothing	500	6,300	1,150	6,700		14,650	14,650	-	0%
Utilities		88,730		446,508		535,238	465,143	70,095	15%
Corporate Reallocation								-	0%
Total Expenditures	855,392	957,772	251,500	2,005,962	81,200	4,151,826	3,935,833	215,993	5%



Town of
East Gwillimbury

**2016 OPERATING BUDGET
COMMUNITY PARKS,
RECREATION & CULTURE**

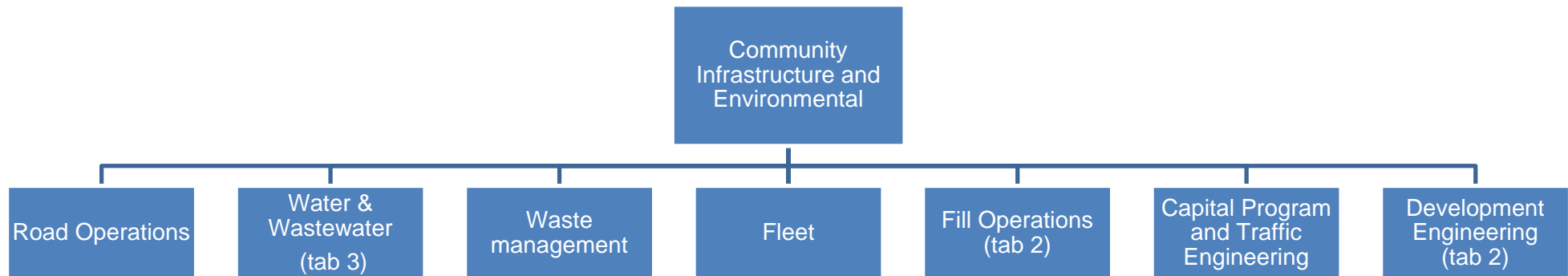
	Strategy & Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	2016 Budget	2015 Budget	Variance \$	Variance %
Revenues									
Development Charges	(126,626)					(126,626)	(140,696)	14,070	-10%
Grants		(615)				(615)	(615)	-	0%
Library				(64,340)		(64,340)	(64,340)	-	0%
Sales (incl. Tax Sales)				(16,613)		(16,613)	(16,613)	-	0%
Service to other Municipalities				-		-	(4,773)	4,773	-100%
User Fees		(35,708)	(320,500)	(675,926)		(1,032,134)	(1,032,134)	-	0%
Total Revenues	(126,626)	(36,323)	(320,500)	(756,879)	-	(1,240,328)	(1,259,171)	18,843	-1%
Transfers									
Contributions to Reserves				430,238	148,993	579,231	579,231	-	0%
Draws from Reserves	(14,070)					(14,070)	(12,000)	(2,070)	17%
Total Transfers	(14,070)	-	-	430,238	148,993	565,161	567,231	(2,070)	0%
Net Budget	714,696	921,449	(69,000)	1,679,321	230,193	3,476,659	3,243,893	232,766	7%

Community Infrastructure and Environmental Services

The Community Infrastructure and Environmental Services is responsible for:

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

The department is supported by 29 full time positions and many seasonal contract and part time positions.



KEY PRIORITIES

- Continue with the development of a new operations centre space needs assessment and design in partnership with CPRC (multi-year)
- Implement an automated work order management system in partnership with Corporate Services (multi-year)
- Proactively implement an updated service delivery plan to respond to growth including:
 - maintain service levels during growth (multi-year)
 - implement the Fleet replacement strategy (multi-year)
- Implement construction projects
- Prepare, tender and enter into a new long term N6 waste collection contract
- Maintain the Town's drinking water licenses
- Development approvals

BUDGET SUMMARY

Community Infrastructure and Environmental Services (CIES) operating budget includes expenditures of \$4.1 million or 24% of the Town's total operating expenditures. The salary and benefits budget for CIES has increased by approximately \$105,000 resulting from steps and benefits, and a provision of \$90,000 for contract support to assist with the one-call program. The contract support position is anticipated to be offset by the revenue generated from the program (\$90,000). The mosquito control budget was transferred from Corporate Services resulting in an increase of \$140,000 to the CIES budget. Similarly, the \$24,000 decrease in software maintenance and licensing is the result of this budget being transferred to the Information Technology budget in Corporate Services. Finally, waste collection costs have been increasing and therefore a budget increase of approximately \$43,000 is proposed.

The net budget, after transfers to/from reserves and capital, is increasing about \$182,000 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. The budget for these branches is included separately in this report as the focus in this section is on the tax supported component of the budget, and these branches are supported by separate fees.



Town of
East Gwillimbury

**2016 OPERATING BUDGET
COMMUNITY INFRASTRUCTURE &
ENVIRONMENTAL SERVICES**

	Strategy & Admin	Roads Operations	Capital Programs & Engineering	Traffic	Fleet	Waste Management	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures										
Salaries & Benefits	390,528	1,003,700	342,330				1,736,558	1,632,010	104,548	6%
Advertising						1,200	1,200	1,200	-	0%
Animal & Mosquito Control	140,000						140,000		140,000	0%
Communications	9,700	6,300	1,000				17,000	9,800	7,200	73%
Public Works		600,820	4,400				605,220	605,220	-	0%
Consultants		15,000					15,000	15,000	-	0%
Courier & Mail Processing	800						800	800	-	0%
Equipment & Vehicle	4,000	18,500					22,500	22,500	-	0%
Equipment Repair					50,000		50,000	50,000	-	0%
Materials & Supplies	14,750	257,500	250		200,000	16,200	488,700	488,000	700	0%
Mileage	800	2,520	2,250				5,570	5,570	-	0%
Miscellaneous (waste inspection)						16,150	16,150	16,000	150	1%
Other Agencies / Municipalities		22,000					22,000	22,000	-	0%
Professional Development & Memberships	8,000	5,400	2,250				15,650	15,650	-	0%
Property & Building Maintenance		800					800	800	-	0%
Software Maintenance & Licensing							-	24,000	(24,000)	-100%
Uniform & Safety Clothing		5,000	1,000				6,000	6,000	-	0%
Utilities		304,560					304,560	304,560	-	0%
Waste Collection						661,553	661,553	618,203	43,350	7%
Total Expenditures	568,578	2,242,100	353,480	250,000	695,103	4,109,261	3,837,313	271,948	7%	



Town of
East Gwillimbury

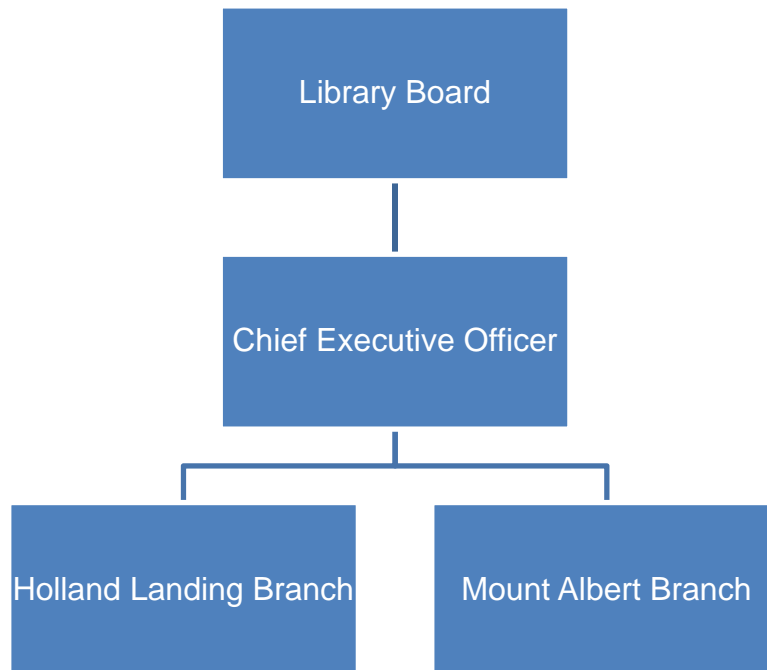
**2016 OPERATING BUDGET
COMMUNITY INFRASTRUCTURE &
ENVIRONMENTAL SERVICES**

	Strategy & Admin	Roads Operations	Capital Programs & Engineering	Traffic	Fleet	Waste Management	2016 Budget	2015 Budget	Variance \$	Variance %
Revenues										
Development Revenues			(8,200)				(8,200)	(8,200)	-	0%
Grants			(2,000)			(75,000)	(77,000)	(77,000)	-	0%
Miscellaneous	(2,500)						(2,500)	(2,500)	-	0%
Recoveries & Contributions from Developers			(6,000)				(6,000)	(6,000)	-	0%
Sales (incl. Tax Sales)			(1,000)			(5,050)	(6,050)	(6,050)	-	0%
Services to other Municipalities			(35,000)				(35,000)	(35,000)	-	0%
User Fees	(90,000)						(90,000)	-	(90,000)	0%
Total Revenues	(92,500)	(52,200)		-	-	(80,050)	(224,750)	(134,750)	(90,000)	67%
Transfers										
Contributions to Reserves					129,849		129,849	129,849	-	0%
Draws from Reserves							-	-	-	0%
Tax Levy Investment to Capital				478,200			478,200	478,200	-	0%
Total Transfers	-	-	478,200	129,849	-	608,049	608,049	608,049	-	0%
Net Budget	476,078	2,189,900	831,680	379,849	615,053	4,492,560	4,310,612	181,948	4%	

Library Services

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

The Library is supported by 14 full time equivalent positions.



KEY PRIORITIES

- Continue to provide innovative programs and services to the residents of East Gwillimbury
- Continue to provide high quality collections and expand digital offerings to meet the changing needs of residents
- Implement key recommendations from the updated Library Master Plan; Virtual Services Librarian and Website Upgrade
- Ensure timely repair and maintenance of existing facilities to address the service expectations of the community
- Improve fundraising capacity to prepare for future new builds and expansion
- Expand ability to provide services that meet the changing needs of an increasingly diverse community

BUDGET SUMMARY

Request for funding from the Library Board in the operating budget totals \$1.3 million or 8% of the Town's total operating expenditures. The budgeted request has increased by approximately \$83,000 or 6% over the 2015 budget. The increase is primarily driven by increased cost in salaries and benefits and library materials, and the addition of a 0.5 Virtual Services Librarian.



Town of
East Gwillimbury

2016 OPERATING BUDGET LIBRARY SERVICES	Library Resources	Library Services / Support	Board Governance / Admin	2016 Budget	2015 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits		1,072,032		1,072,032	1,015,564	56,468	6%
Library Materials	149,860			149,860	115,360	34,500	30%
Audit Fees			4,000	4,000	4,000	-	0%
Communications			7,910	7,910	7,725	185	2%
Consulting		1,400		1,400	1,200	200	17%
Courier & Mail Processing			4,045	4,045	3,950	95	2%
Equipment			11,550	11,550	10,250	1,300	13%
Facility Costs		65,912		65,912	64,340	1,572	2%
Information Technology		33,500		33,500	33,500	-	0%
Mileage & Travel		4,500		4,500	4,200	300	7%
Payroll & Other Contracted Services		5,406	3,328	8,734	8,650	84	1%
Professional Development & Memberships		16,255		16,255	15,400	855	6%
Supplies			3,994	3,994	3,900	94	2%
Public Engagement and Supporting Services		16,384		16,384	34,000	(17,616)	-52%
Total Expenditures	149,860	1,215,389	34,827	1,400,076	1,322,039	78,037	6%
Revenues							
Grants			(31,417)	(31,417)	(31,417)	-	0%
User Fees			(25,000)	(25,000)	(25,000)	-	0%
Total Revenues		-	(56,417)	(56,417)	(56,417)	-	0%
Transfers							
Contributions to Reserves			35,000	35,000	30,000	5,000	17%
Total Transfers	-	-	35,000	35,000	30,000	5,000	17%
Net Budget	149,860	1,215,389	13,410	1,378,659	1,295,622	83,037	6%