

Town of East Gwillimbury



2017

Business Plan & Budget

Operating Budget

2017 Operating Budget

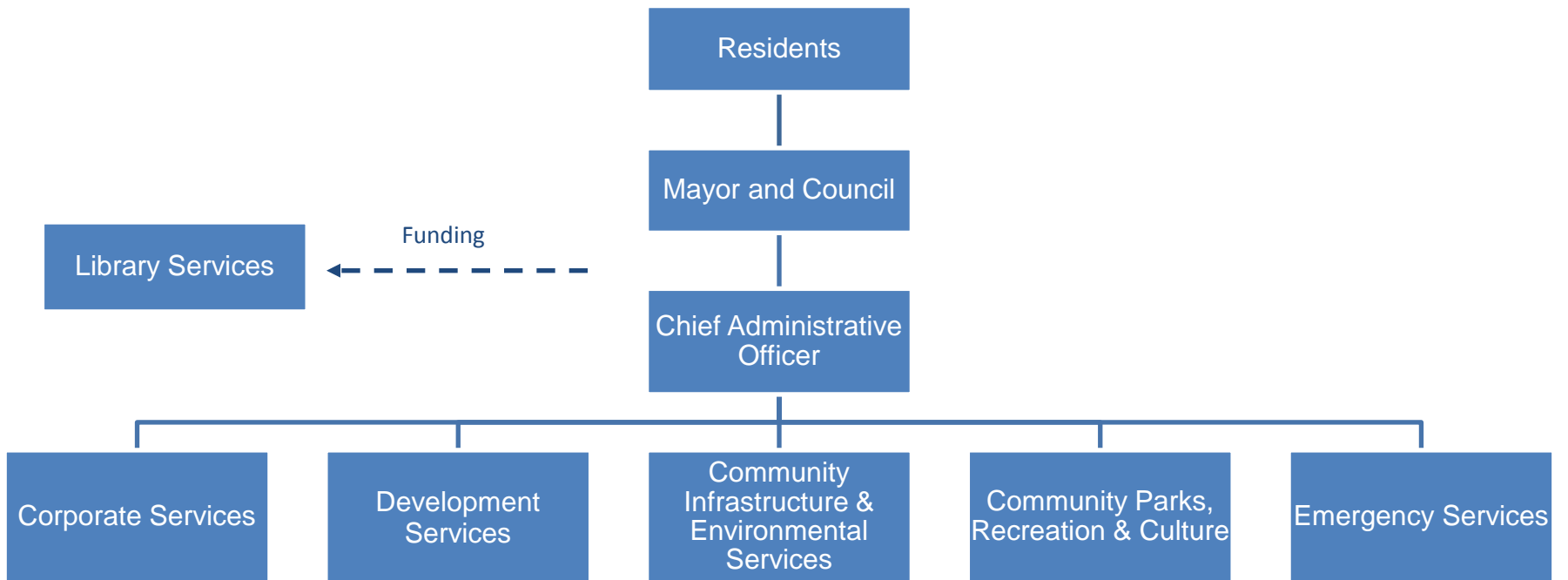
The Town's 2017 operating budget was prepared with a focus on the Town's three strategic pillars:

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; and
3. A high performance municipal organization committed to service and excellence.

The following were objectives in establishing the 2017 Business Plan and Budget in support of the strategic pillars above:

1. Maintain core programs and services to residents with any related tax levy increase limited to the rate of inflation;
2. Continued focus on community safety through the dedicated multiyear funding plan;
3. Priority focus on customer service and systems development;
4. Continued transitional cost reductions and funding strategies;
5. Provision for COLA and collective agreement obligations, with consideration of the 2016 market compensation review;
6. Provision for new growth related facility operating costs;
7. Increased funding for asset management renewal and replacement; and
8. Targeted temporary use of working capital reserve to fund growth related program and service initiatives with the requirement that the reserve be replenished once supplementary taxes are received.

In addition to the Mayor and members of Council, the Town's operations are supported by 143 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 2017 prioritized maintaining existing quality programs and services to residents, while continuing to focus on community safety with a multiyear 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 2017 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 2017 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 2017 pressure of approximately \$1.2 million includes steps, and benefits for all staff, along with the phased implementation of the market review. The salaries and benefits budget also includes the addition of one new firefighters in accordance with the revised multiyear funding plan, and 10 additional new staff or staff conversions.
- **Animal and Mosquito Control**
The animal control portion of the budget is increasing by \$40,000 due to a change in the partnership agreement. Mosquito control is increasing \$10,000 to align budget with actual costs.
- **Bank Fees and Charges**
The budget for bank fees and charges is increasing by \$20,000. This increase is required to align the budget with the actual expenditures.
- **Public Works**
The increase in this budget line is for the increased cost of winter maintenance.
- **Consultants**
The Human Resources consulting budget is increasing by \$20,000 to more accurately align the budget with actual costs.
- **Equipment Repair**
The equipment repair budget is for the on-going maintenance of the Town's fleet of vehicles and equipment. The increase of \$50,000 is to align the budget with actual costs.

- **Library**
The funding requirements of the library increased by approximately \$134,000. This is primarily due to an increase in salaries and benefits, along with the addition of a Customer and Community Service Specialist.
- **Other Agencies/Municipalities**
The increase in this budget area is for the voice radio system in Emergency Services.
- **Professional Development and Memberships**
This budget area has been one of the focus areas of the transitional cost reductions over the last few years. It has now been determined that a reduction in professional development is sustainable, and therefore the budget has been decreased.
- **Utilities**
The increase for 2017 is approximately \$266,000 which is to align the budget with actual costs incurred. It also includes a provision of \$10,000 for the hydro associated with new street lights.
- **Waste Collection**
The increased budget for waste collection of \$230,000 includes a provision for new homes in 2017, and a provision to mitigate any contractual increases that may occur.
- **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 2017 budget includes a provision for the cost of operations. This provision is to be funded by growth related tax revenue.
- **Corporate Reallocation**
The corporate reallocation budget was adjusted in 2017 to ensure that the appropriate support costs were allocated to the fee supported budgets.
- **Transitional Cost Reductions**
The transitional cost reductions budget is proposed to decrease by \$235,000. 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 increase in user fee revenue stems from the Community Parks, Recreation and Culture department and aligns the budget with actual revenue received. The decrease of revenue from Recoveries and Contributions from Developers (\$50,000) is due to the final year of a funding arrangement being fulfilled in 2016.

As part of the 2016 Budget and Business Plan, the concept of temporarily using the working capital reserve to fund growth related program and service initiatives was introduced. This is to address the timing difference between when new homes are occupied, and service expectations begin, and when the Town receives the associated property tax revenue. The 2016 budgeted amount of approximately \$400,000 did materialize through supplementary taxes. Staff are recommending that \$1.1 million be budgeted for 2017 to address the growth related pressures.

The increased contribution to reserves budget is comprised of \$5,000 for Library Services and approximately \$32,000 for vehicles and equipment. Additionally, the 2017 budget includes an increased contribution to asset repair and replacement reserves (\$160,000) as recommended in the budget and business plan objectives. 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.



2017 OPERATING BUDGET

	Chief Administrative Officer Mayor & Council	Corporate Services	Emergency Services	Development Services	Community Services & Culture	Community Parks, Recreation Environmental Services	Community Infrastructure & Library	Corporate Wide	2017 Budget	2016 Budget	Variance \$	Variance %	
Expenditures													
Salaries & Benefits	417,359	1,237,584	2,805,523	3,197,125	466,446	2,859,240	2,029,620		13,012,897	11,769,116	1,243,781	11%	
Salary Gapping								(56,000)	(56,000)	(56,000)	-	0%	
Advertising		7,500	71,000		5,900	800	1,200		86,400	74,500	11,900	16%	
Animal & Mosquito Control			227,600				150,000		377,600	327,500	50,100	15%	
Audit Services		16,500	40,500						57,000	57,000	-	0%	
Bank Fees and Other Charges			89,000						89,000	69,000	20,000	29%	
Communications		7,000	10,020	7,200	2,900	9,930	22,700		59,750	54,050	5,700	11%	
Community Grants / Initiatives	115,405								115,405	109,805	5,600	5%	
Public Works						9,000	631,720		640,720	614,220	26,500	4%	
Consultants		45,000	25,500		4,000		15,000		89,500	69,500	20,000	29%	
Contingency		89,000						275,000	364,000	454,000	(90,000)	-20%	
Contracted Services						52,923			52,923	52,923	-	0%	
Corporate Initiatives		32,000							32,000	32,000	-	0%	
Courier & Mail Processing		450	23,500		200	550	800		25,500	23,700	1,800	8%	
Equipment & Vehicle	500	2,100	61,115	27,200	2,500	36,740	22,500		152,655	153,655	(1,000)	-1%	
Equipment Repair			9,900	39,500		109,527	100,000		258,927	208,927	50,000	24%	
Insurance Premiums & Claim Payment						2,100		607,500	609,600	629,600	(20,000)	-3%	
Legal Services		60,000			-				60,000	53,500	6,500	12%	
Library							1,472,460		1,472,460	1,343,659	128,801	10%	
Materials & Supplies	13,010	51,450	113,450	55,050	20,200	203,820	488,900		945,880	937,930	7,950	1%	
Mileage	5,000	5,500	6,200	3,000	2,700	4,500	5,570		32,470	52,470	(20,000)	-38%	
Miscellaneous		10,500	7,230				16,150		33,880	31,380	2,500	8%	
Other Agencies / Municipalities				183,000	15,500		22,000		220,500	171,500	49,000	29%	
Professional Development & Memberships	4,000	41,922	28,774	23,270	8,996	12,330	10,108		129,400	185,400	(56,000)	-30%	
Program Instructor						66,200			66,200	66,200	-	0%	
Property & Building Maintenance				63,600		225,020	800		289,420	270,420	19,000	7%	
Public Engagement / Corporate Events	38,000	9,400	3,000						50,400	50,400	-	0%	
Rent						39,200			39,200	39,200	-	0%	
Software Maintenance & Licenses			105,000		4,000	5,800	-		114,800	107,300	7,500	7%	
Uniform & Safety Clothing			3,000	26,200		14,650	11,000		54,850	49,850	5,000	10%	
Utilities			30,600	47,320		684,238	424,810		1,186,968	921,218	265,750	29%	
Waste Collection							891,553		891,553	661,553	230,000	35%	
Provision for New Facilities Operating Costs								410,000	410,000	90,000	320,000	356%	
Corporate Reallocation	-				-	-		(2,243,600)	(2,243,600)	(2,093,600)	(150,000)	7%	
Transitional Cost Reductions								(300,000)	(300,000)	(535,000)	235,000	-44%	
Total Expenditures	593,274	1,615,906	3,660,912	3,672,465	533,342	4,336,568	4,844,431	1,472,460	(1,307,100)	19,422,258	17,046,876	2,375,382	14%

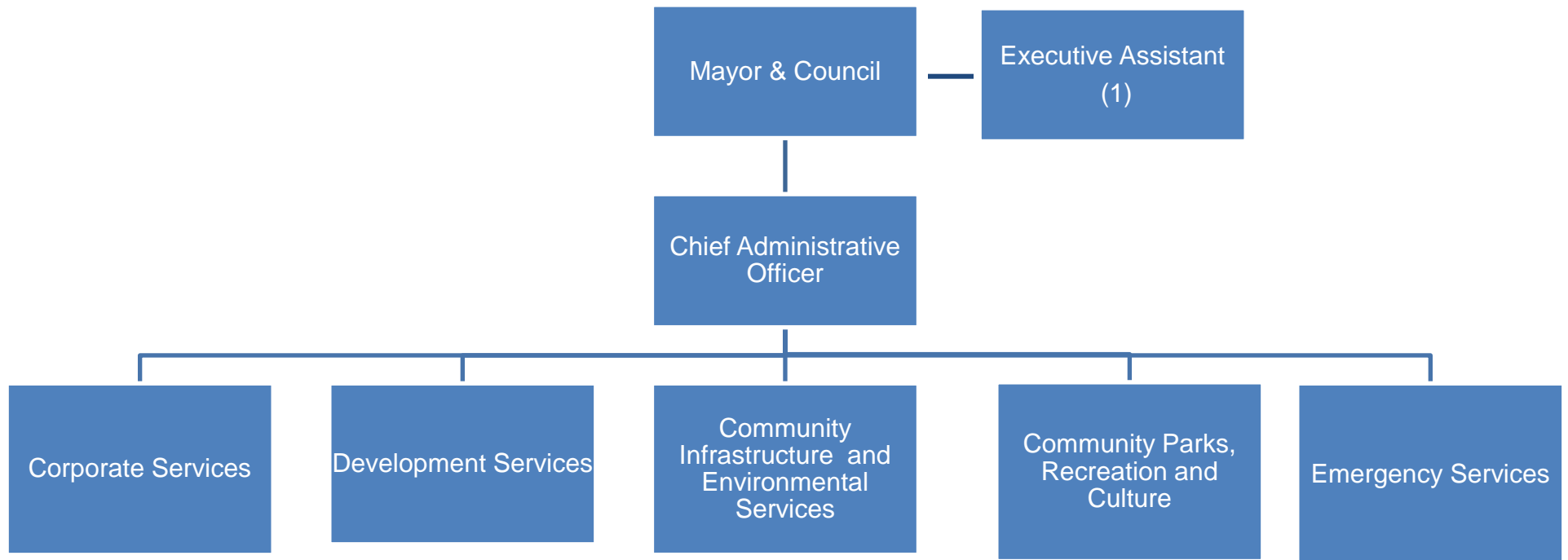


	Mayor & Council	Chief Administrative Officer	Corporate Services	Emergency Services	Development Services	Community Services & Culture	Community Parks, Recreation & Environmental Services	Community Infrastructure & Library	Corporate Wide	2017 Budget	2016 Budget	Variance \$	Variance %
2017 OPERATING BUDGET													
Revenues													
Taxation									(17,002,272)	(17,002,272)	(15,611,296)	(1,390,976)	9%
Supplementary Taxation on New Homes									(1,139,899)	(1,139,899)	(398,106)	(741,793)	186%
Development Charges			(202,108)		(69,048)	(127,689)				(398,845)	(294,146)	(104,699)	36%
Development Revenues			(17,000)	(38,735)			(8,200)			(63,935)	(63,935)	-	0%
Fines and Penalties			(34,500)							(34,500)	(34,500)	-	0%
Grants						(615)	(77,000)		(161,600)	(239,215)	(239,215)	-	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				(50,000)						(50,000)	(35,000)	(15,000)	43%
Penalties on Taxes									(500,000)	(500,000)	(500,000)	-	0%
Recoveries & Contributions from Developers					(50,000)		(6,000)			(56,000)	(106,000)	50,000	-47%
Sales			(39,800)			(16,613)	(6,050)			(62,463)	(52,463)	(10,000)	19%
Services to other Municipalities				(137,700)			(35,000)			(172,700)	(172,700)	-	0%
User Fees		(109,150)	(25,250)			(1,086,134)	(90,000)			(1,310,534)	(1,236,534)	(74,000)	6%
Total Revenues	(2,100)	(109,150)	(344,658)	(226,435)	(119,048)	(1,295,391)	(224,750)	-	(18,978,771)	(21,300,303)	(19,013,835)	(2,286,468)	12%
Transfers													
Contributions to Reserves			140,304	468,600		584,931	156,034	40,000	504,630	1,894,499	1,695,914	198,585	12%
Draws from Reserves			(22,457)	(461,355)		(23,642)				(507,454)	(207,405)	(300,049)	145%
Tax Levy Investment to Capital							491,000			491,000	478,450	12,550	3%
Total Transfers	-	-	117,847	7,245	-	561,289	647,034	40,000	504,630	1,878,045	1,966,959	(88,914)	-5%
Net Budget	591,174	1,506,756	3,434,101	3,453,275	414,294	3,602,466	5,266,715	1,512,460	(19,781,241)	-	-	-	-

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 is 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 2017 operating budget includes expenditures of \$0.59 million or approximately 3% of the Town's total operating expenditures. The salary and benefits budget for this office has increased by approximately \$26,000, this is partially offset by a decrease in the mileage budget of \$20,000.

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

**2017 OPERATING BUDGET
MAYOR AND COUNCIL**

	Mayor & Council Admin	Mayor Hackson	Councillor Young	Councillor DiClemente	Councillor Roy-	Councillor Johnston	Community Persechini	Community Initiatives	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures												
Salaries & Benefits	417,359								417,359	391,531	25,828	7%
Community Grants / Initiatives								115,405	115,405	109,805	5,600	5%
Equipment & Vehicle	500								500	500	-	0%
Materials & Supplies	13,010								13,010	13,010	-	0%
Mileage	5,000								5,000	25,000	(20,000)	-80%
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	6,000		38,000	38,000	-	0%
Total Expenditures	447,869	6,000	6,000	6,000	6,000	6,000	6,000	115,405	593,274	581,846	11,428	2%
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	0%
Total Transfers	-	-	-	-	-	-	-	-	-	(1,600)	1,600	0%
Net Budget	447,869	6,000	6,000	6,000	6,000	6,000	6,000	113,305	591,174	578,146	13,028	2%



Town of
East Gwillimbury

**2017 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures				
Advisory Committees				
Car Show Committee	2,750	2,750	-	0%
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	7,600	-	0%
Heritage Committee	2,000	2,000	-	0%
Santa Claus Parade	7,000	6,000	1,000	17%
ATTMP Committee	2,000	2,000	-	0%
River Drive Park CRCC	1,000	-	1,000	-
North Union CRCC	1,000	-	1,000	-
Mount Albert CRCC	1,000	-	1,000	-
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	30,000	-	0%
Sharon Temple Storytelling	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

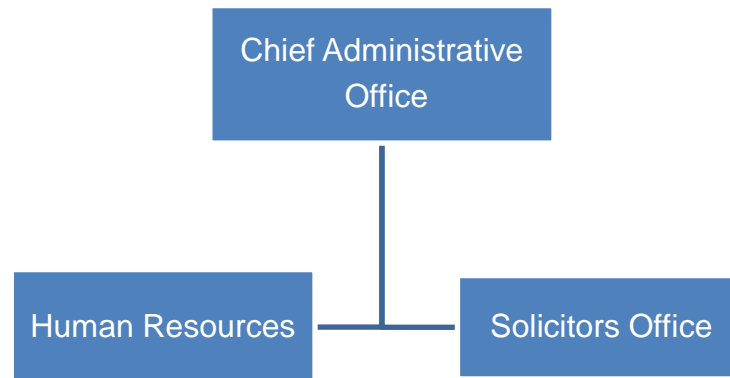
**2017 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures				
Other				
Canada Day	7,000	7,000	-	0%
Chamber of Commerce Breakfast	1,225	1,225	-	0%
Committee Contingency	3,850	2,250	1,600	71%
Community Events	14,000	14,000	-	0%
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	115,405	109,805	5,600	5%
Revenues				
Miscellaneous (Farmers Market)	(2,100)	(2,100)	-	0%
Total Revenues	(2,100)	(2,100)	-	0%
Transfers				
Contributions to Reserves	-	-	-	0%
Draws from Reserves	-	(1,600)	1,600	-100%
Tax Levy Investment to Capital	-	-	-	0%
Total Transfers	-	(1,600)	1,600	0%
Net Budget	113,305	106,105	7,200	7%

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 and the employee team 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 Council approved initiatives are aligned with the Town's 2015-2018 Strategic Plan and are delivered in a timely, cost effective manner
- Provide strategic advice to Council, leadership to Town staff and liaise with community groups and stakeholders
- Management and coordination of significant approved development growth within the Town including subdivision development and construction, YDSS/UYSS/Doane Road liaison and construction related activity
- Adoption of 2017 Business Plan and Budget with the base budget aligned with inflation
- Continue regular stakeholder group consultation (i.e. EG advisory committees, school boards, conservation authority, library board, other municipalities and development groups)
- Reinforce the development and mentorship of the leadership team with a focus on excellence of staff skills and capacity
- Regularly review department core mandates and align for service level
- Reinforce a positive and collaborative team environment throughout the organization
- Continue implementation of program key performance indicators for all business units
- Financial stewardship and delivery of quality programs and services
- Oversee key corporate projects – Health & Active Living Plaza, Operations Centre, Fire Master Plan, Zoning by-law, N6 waste management
- Oversee long term strategic development of plans to shape the future of the Town - Parks and Trail Master Plans, Civic Precinct plans, Leslie St. Streetscaping Plan, Green Lane Employment Lands Secondary Plan
- Organizational excellence - Oversee key updates to required policies, by-laws, fees, charges and penalties to ensure the Town is positioned appropriately
- Lead staff commitment to enhanced community safety with a focus on proactive compliance and enforcement
- Support implementation of software/programs to assist with efficiencies
- Continue Town commitment to community engagement and public transparency through a focus on customer service and resident communications

BUDGET SUMMARY

The Office of the Chief Administrative Officer operating budget includes expenditures of \$1.6 million or 8% of the Town's total operating expenditures. The salary and benefits budget for the CAO's office has increased by approximately \$117,000 due to steps, benefits and the phased implementation of the market review. The consulting budget and legal budget have both been increased to more accurately reflect the requirements of the department.

The net budget increase in the CAO's office is approximately \$138,000 or 9%.



Town of
East Gwillimbury

**2017 OPERATING BUDGET
OFFICE OF THE CAO**

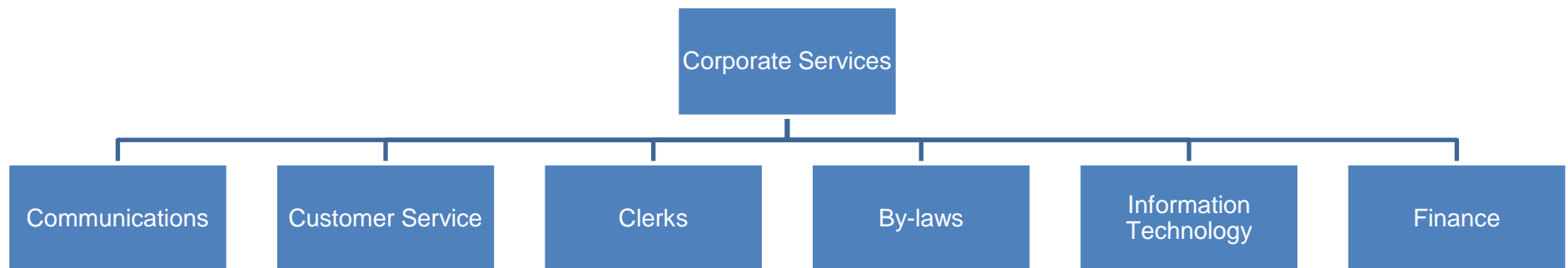
	Chief Administrative Officer	Human Resources	Solicitors Office	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits	490,102	344,107	403,375	1,237,584	1,120,095	117,489	10%
Advertising		7,500		7,500	7,000	500	7%
Audit Services	16,500			16,500	16,500	-	0%
Communications	5,000	1,000	1,000	7,000	7,000	-	0%
Consultants		45,000		45,000	25,000	20,000	80%
Contingency	89,000			89,000	89,000	-	0%
Corporate Initiatives	32,000			32,000	32,000	-	0%
Courier & Mail Processing		250	200	450	450	-	0%
Equipment & Vehicle			2,100	2,100	2,100	-	0%
Legal Services			60,000	60,000	53,500	6,500	12%
Materials & Supplies	22,500	1,950	27,000	51,450	51,450	-	0%
Mileage	4,000	500	1,000	5,500	5,500	-	0%
Miscellaneous		8,000	2,500	10,500	10,500	-	0%
Professional Development & Memberships	5,936	29,763	6,223	41,922	48,800	(6,878)	-14%
Public Engagement / Corporate Events	4,000	5,400		9,400	9,400	-	0%
Total Expenditures	669,038	443,470	503,398	1,615,906	1,478,295	137,611	9%
Revenues							
User Fees			(109,150)	(109,150)	(109,150)	-	0%
Total Revenues	-	-	(109,150)	(109,150)	(109,150)	-	0%
Transfers							
Contributions to Reserves							
Draws from Reserves						-	0%
Total Transfers	-	-	-	-	-	-	
Net Budget	669,038	443,470	394,248	1,506,756	1,369,145	137,611	10%

Corporate Services

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

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

The department is supported by 27 full time positions.



KEY PRIORITIES

- Development of the Customer Service team and service standards
- Implementation of two major information software systems (CityWide Works for customer inquiry/work order management and CityView for development tracking)
- Recruitment of a Purchasing Manager to lead the updating of the Town's procurement bylaw, standardization of procedures and provide centralized support for all Town procurement activities
- Financial analysis and the development of funding strategies to support the planning and implementation of significant growth related town assets and facilities (including the Operations Center as well as the Health and Active Living Plaza)
- Promote and facilitate public engagement and provide timely and relevant communications with existing and new residents regarding growth related activities

BUDGET SUMMARY

Corporate Services operating budget includes expenditures of \$3.7 million or 19% of the Town's total operating expenditures.

The salary and benefits budget has increased by approximately \$343,000. The salary and benefit budget is increasing due to steps and the phased implementation of the market review. Additionally, the 2017 budget includes one new full time position and three conversions to full time: Municipal Law Enforcement Officer (0.5); Procurement Manager (0.5); Legislative Coordinator; and Development Finance Analyst. The Animal Control budget is increasing by approximately \$40,000 due to the change in the partnership arrangement with the animal shelter. 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 \$267,000 or 8%.



Town of
East Gwillimbury

	Strategy & Admin	Finance	Communications	Customer Service	Clerks	By-laws	Information Technology	2017 Budget	2016 Budget	Variance \$	Variance %
2017 OPERATING BUDGET CORPORATE SERVICES											
Expenditures											
Salaries & Benefits	237,377	1,169,529	182,954	307,599	335,054	292,247	280,763	2,805,523	2,462,828	342,695	14%
Advertising			71,000					71,000	61,000	10,000	16%
Animal & Mosquito Control						227,600		227,600	187,500	40,100	21%
Audit Services		40,500						40,500	40,500	-	0%
Bank Fees and Other Charges		89,000						89,000	69,000	20,000	29%
Communications	1,500	1,000	1,000	1,000	1,020	2,000	2,500	10,020	10,020	-	0%
Consultants	6,000	9,500					10,000	25,500	25,500	-	0%
Courier & Mail Processing		23,500						23,500	21,500	2,000	9%
Equipment & Vehicle	2,600	33,860				1,325	23,330	61,115	61,115	-	0%
Equipment Repair		900					9,000	9,900	9,900	-	0%
Materials & Supplies	4,800	61,250	36,500	1,500	6,600	2,600	200	113,450	112,700	750	1%
Mileage	500	700	1,000	200	500	2,300	1,000	6,200	6,200	-	0%
Miscellaneous		1,730			3,000	2,500		7,230	4,730	2,500	53%
Professional Development & Membership	14,258	3,600	500		7,760	1,100	1,556	28,774	41,400	(12,626)	-30%
Public Engagement / Corporate Events					3,000			3,000	3,000	-	0%
Software Maintenance & Licenses							105,000	105,000	100,000	5,000	5%
Uniform & Safety Clothing						3,000		3,000	3,000	-	0%
Utilities							30,600	30,600	30,600	-	0%
Total Expenditures	267,035	1,435,069	292,954	310,299	356,934	534,672	463,949	3,660,912	3,250,493	410,419	13%



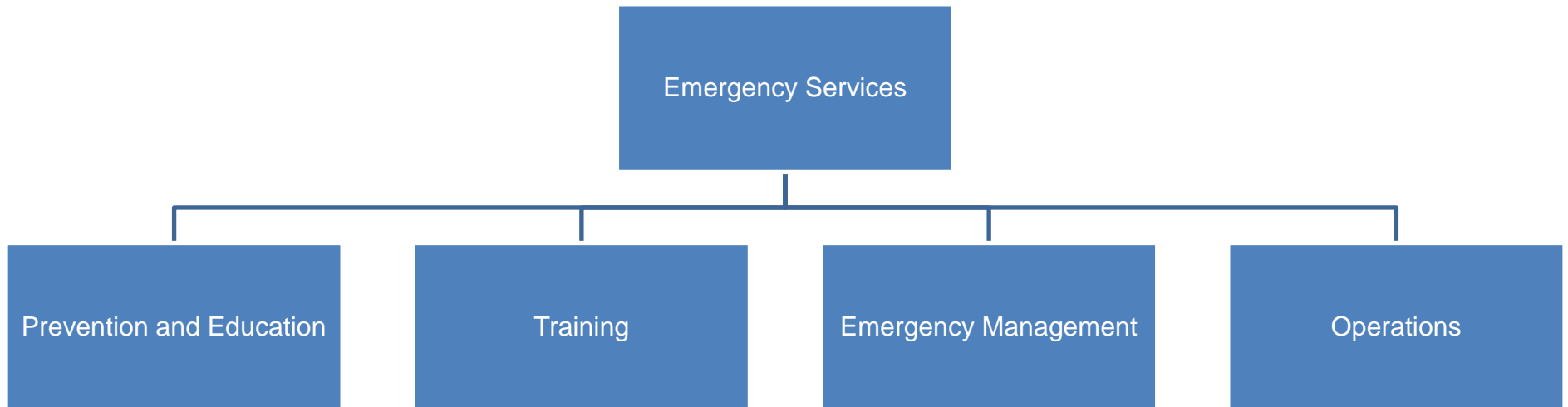
Town of
East Gwillimbury

	Strategy & Admin	Finance	Communications	Customer Service	Clerks	By-laws	Information Technology	2017 Budget	2016 Budget	Variance \$	Variance %
2017 OPERATING BUDGET CORPORATE SERVICES											
Revenues											
Development Charges		(202,108)						(202,108)	(98,472)	(103,636)	105%
Development Revenues					(9,500)	(7,500)		(17,000)	(17,000)	-	0%
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		(30,000)		(7,800)	(2,000)			(39,800)	(29,800)	(10,000)	34%
User Fees		(20,000)			(5,250)			(25,250)	(5,250)	(20,000)	381%
Total Revenues	-	(259,608)	-	(7,800)	(26,250)	(51,000)	-	(344,658)	(211,022)	(133,636)	63%
Transfers											
Contributions to Reserves					25,000	3,604	111,700	140,304	138,604	1,700	1%
Draws from Reserves		(22,457)						(22,457)	(10,941)	(11,516)	105%
Financing								-	-	-	0%
Tax Levy Investment to Capital								-	250	(250)	0%
Total Transfers	-	(22,457)	-	-	25,000	3,604	111,700	117,847	127,913	(10,066)	-8%
Net Budget	267,035	1,153,004	292,954	302,499	355,684	487,276	575,649	3,434,101	3,167,384	266,717	8%

Emergency Services

The Emergency Services Department enhances the fire and life safety of the Town's residents, businesses and visitors by: delivering public education programs; 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 24 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
- Completion of the Fire Master Plan
- Continued use of annual key performance indicators for inspections, planning and public education regarding quantity, new programs, and quality control
- Ongoing review, replacement cycle, maintenance and fleet operations of emergency and support vehicles
- Continue the focus community education initiatives partnerships
- Enhancing training and skills development of all Emergency Services personnel
- Continue contract negotiations for a collective bargaining first agreement

BUDGET SUMMARY

The Emergency Services operating budget includes expenditures of \$3.7 million or 19% of the Town's total operating expenditures. The salary and benefits budget for Emergency Service has increased by approximately \$413,000. This includes the step increases and benefits along with the addition of one new firefighter, and one Fire Inspector for 2017. The increased salary and benefit costs are partially offset by the draw from reserves (\$230,000), as included in the multiyear funding plan for Emergency Services. The property and building maintenance increase of \$19,000 to support the increased flushing of the septic system at the Queensville. The Other Agencies/Municipalities budget is increasing \$56,000 to support the voice radio system.

The net budget is increasing by approximately \$167,000 or 5%.



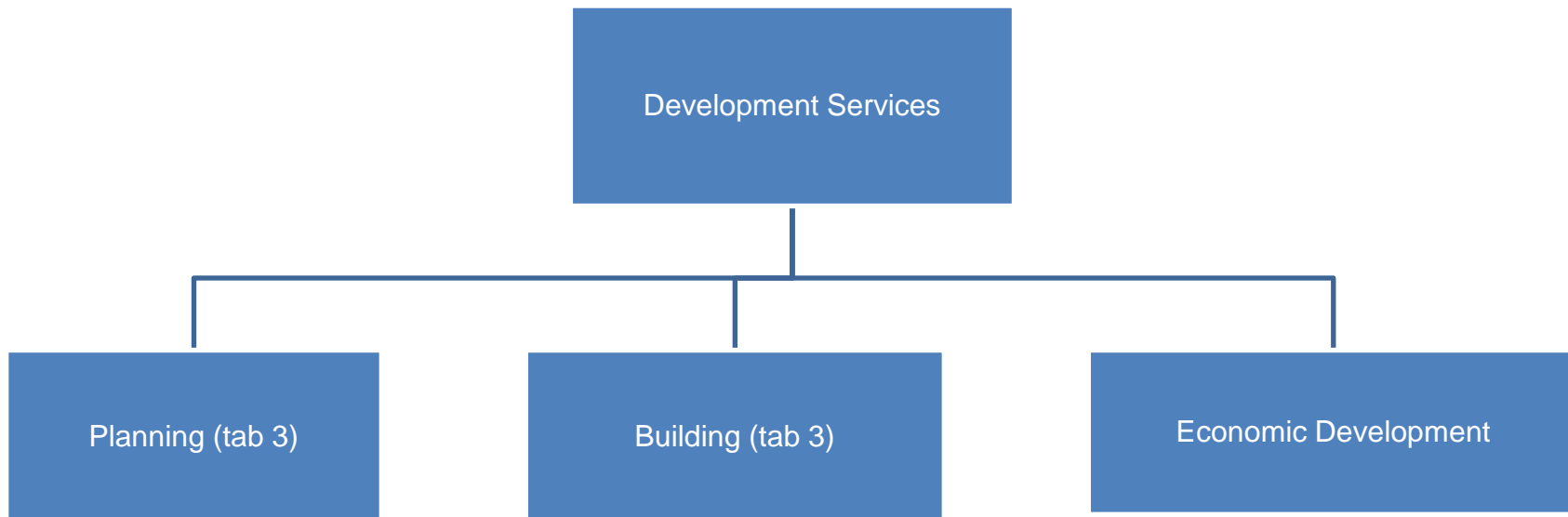
**2017 OPERATING BUDGET
EMERGENCY SERVICES**

	Strategy & Admin	Management Emergency	Fire Prevention & Education	Fire Training	Operations	Fire Fleet	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures										
Salaries & Benefits	453,134		319,681	121,258	2,303,052		3,197,125	2,784,298	412,827	15%
Communications	7,200						7,200	7,200	-	0%
Equipment & Vehicle					27,200		27,200	27,200	-	0%
Equipment Repair						39,500	39,500	39,500	-	0%
Materials & Supplies	12,000	4,000	7,500	3,000	4,550	24,000	55,050	57,850	(2,800)	-5%
Mileage				3,000			3,000	3,000	-	0%
Other Agencies / Municipalities		16,000		3,000	164,000		183,000	127,000	56,000	44%
Professional Development & Memberships	23,270						23,270	42,220	(18,950)	-45%
Property & Building Maintenance					63,600		63,600	44,600	19,000	43%
Uniform & Safety Clothing	5,000				21,200		26,200	26,200	-	0%
Utilities					47,320		47,320	50,820	(3,500)	-7%
Total Expenditures	500,604	20,000	327,181	130,258	2,630,922	63,500	3,672,465	3,209,888	462,577	14%
Revenues										
Development Revenues	(38,735)						(38,735)	(38,735)	-	0%
Fines and Penalties							-	-	-	0%
Motor Vehicle Accidents	(50,000)						(50,000)	(35,000)	(15,000)	43%
Services to other Municipalities					(137,700)		(137,700)	(137,700)	-	0%
Total Revenues	(88,735)	-	-	-	(137,700)	-	(226,435)	(211,435)	(15,000)	7%
Transfers										
Contributions to Reserves						468,600	468,600	468,600	-	0%
Draws from Reserves			(231,493)		(229,862)		(461,355)	(180,794)	(280,561)	0%
Total Transfers	-	-	(231,493)	-	(229,862)	468,600	7,245	287,806	(280,561)	-97%

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 23 full time positions. The majority of the department is funded through development fees (tab 3) with a small component funded through property taxes.



KEY PRIORITIES

- Marketing and promotion of employment opportunities in combination with serviced lands
- Continual improvement of AdvantageEG.ca economic development website
- Providing local business support and training opportunities
- Implementation of Broadband Intelligent Communities initiative (multi-department)
- Promotion of target sector investment (i.e. Cleantech Sector)
- Implementation and promotion of the Mount Albert Downtown Revitalization Plan through a community improvement plan, partnering with stakeholders and other municipal 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 \$0.53 million or 3% of the Town's total operating expenditures. The salary and benefits budget for Development Services has increased by approximately \$9,000 due to the increased costs associated with steps and benefits and the phased implementation of the market review. The Economic Development division budget was realigned to more appropriately reflect the activities of the branch. This resulted in a net increase of \$5,000. The Recoveries and Contributions from Developers budget decreased by \$50,000 as the final year of the funding arrangement was fulfilled in 2016.

The net budget is increasing by approximately \$60,000 or 17%.

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

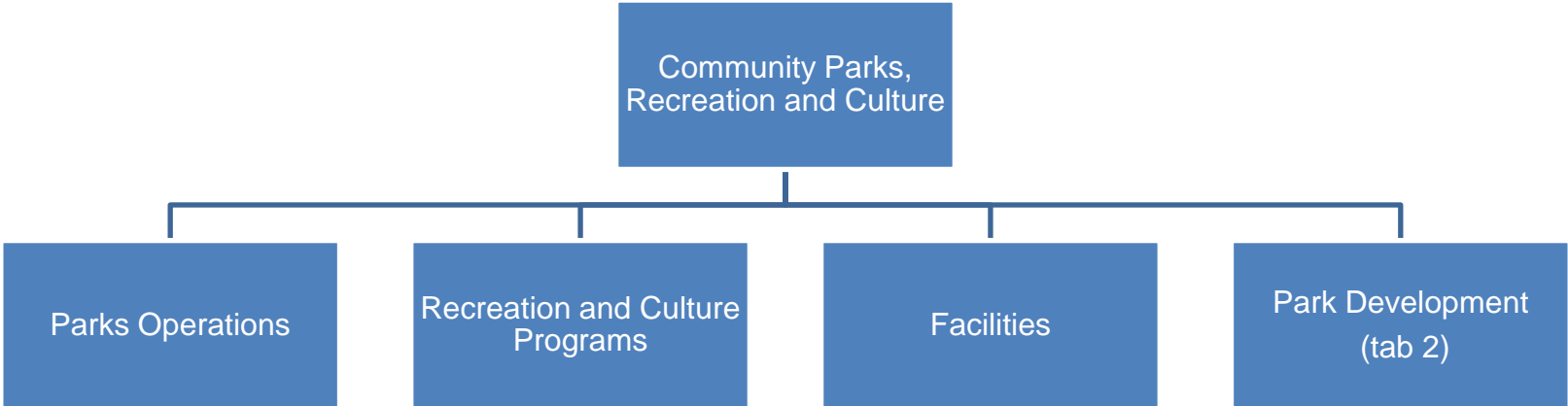
**2017 OPERATING BUDGET
DEVELOPMENT SERVICES**

	Strategy & Admin	Development	Economic	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits	227,005	239,441		466,446	457,408	9,038	2%
Advertising		5,900		5,900	1,500	4,400	293%
Communications	1,300	1,600		2,900	2,900	-	0%
Consultants	4,000			4,000	4,000	-	0%
Courier & Mail Processing	200			200	400	(200)	-50%
Equipment & Vehicle	2,500			2,500	3,500	(1,000)	-29%
Materials & Supplies	4,200	16,000		20,200	10,400	9,800	94%
Mileage	700	2,000		2,700	2,700	-	0%
Other Agencies / Municipalities		15,500		15,500	22,500	(7,000)	-31%
Professional Development & Memberships	4,728	4,268		8,996	16,900	(7,904)	-47%
Software Maintenance & Licenses		4,000		4,000	1,500	2,500	167%
Total Expenditures	244,633	288,709		533,342	523,708	9,634	2%
Revenues							
Development Charges	(69,048)			(69,048)	(69,048)	-	0%
Recoveries & Contributions from Developers		(50,000)		(50,000)	(100,000)	50,000	-50%
Total Revenues	(69,048)	(50,000)		(119,048)	(169,048)	50,000	-30%
Transfers							
Total Transfers	-	-		-	-	-	0%
Net Budget	175,585	238,709		414,294	354,660	59,634	17%

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

- Health and Active Living Plan 2017 (Parks and Recreation master plan) review
- Health and Active Living Plaza partnership development including YMCA
- Operations Centre design completion and commencement of construction
- Continue to develop new partnership, programs, and events including Canada 150 and Ontario 150 events

BUDGET SUMMARY

The Community Parks, Recreation and Culture (CPRC) operating budget includes expenditures of \$4.3 million or 22% of the Town's total operating expenditures. The salary and benefits budget for CPRC has increased by approximately \$43,000. This is due to the increased costs associated with steps and benefits and the phased implementation of the market review. The utilities budget has increased by \$149,000 to reflect actual costs incurred.

The net budget is decreasing by approximately \$126,000 or 4%.



Town of
East Gwillimbury

**2017 OPERATING BUDGET
COMMUNITY PARKS,
RECREATION & CULTURE**

	Strategy & Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures									
Salaries & Benefits	866,650	653,744	141,050	1,197,796		2,859,240	2,816,398	42,842	2%
Advertising	800					800	3,800	(3,000)	-79%
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	36,740	-	0%
Equipment Repair		1,000		75,827	32,700	109,527	109,527	-	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	203,820	-	0%
Mileage	3,000	500		1,000		4,500	4,500	-	0%
Miscellaneous						-	-	-	0%
Professional Development & Memberships	5,723	4,031		2,576		12,330	16,430	(4,100)	-25%
Program Instructor			66,200			66,200	66,200	-	0%
Property & Building Maintenance		106,500		118,520		225,020	225,020	-	0%
Public Engagement / Corporate Events						-	-	-	0%
Rent			14,200	25,000		39,200	39,200	-	0%
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		168,730		515,508		684,238	535,238	149,000	28%
Total Expenditures	892,083	1,058,205	248,500	2,056,580	81,200	4,336,568	4,151,826	184,742	4%



Town of
East Gwillimbury

**2017 OPERATING BUDGET
COMMUNITY PARKS,
RECREATION & CULTURE**

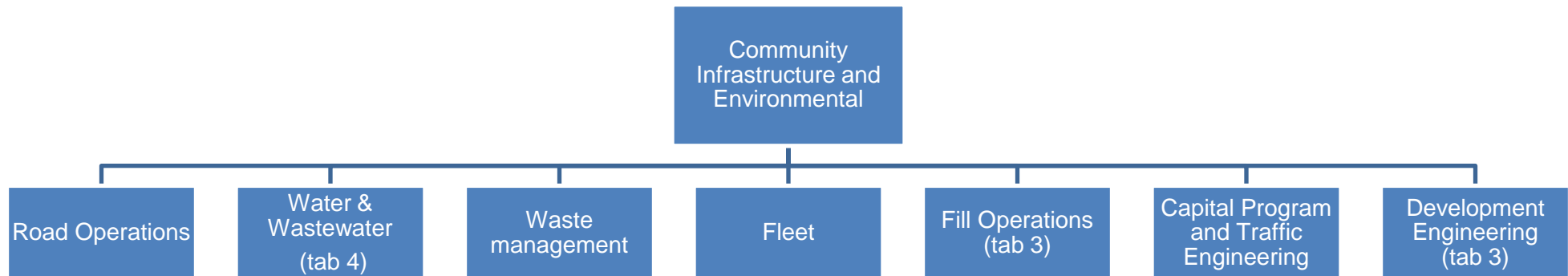
	Strategy & Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	2017 Budget	2016 Budget	Variance \$	Variance %
Revenues									
Development Charges	(127,689)					(127,689)	(126,626)	(1,063)	1%
Grants		(615)				(615)	(615)	-	0%
Library				(64,340)		(64,340)	(64,340)	-	0%
Sales				(16,613)		(16,613)	(16,613)	-	0%
Service to other Municipalities				-		-	-	-	0%
User Fees		(35,708)	(320,500)	(729,926)		(1,086,134)	(1,032,134)	(54,000)	5%
Total Revenues	(127,689)	(36,323)	(320,500)	(810,879)	-	(1,295,391)	(1,240,328)	(55,063)	4%
Transfers									
Contributions to Reserves				430,238	154,693	584,931	579,231	5,700	1%
Draws from Reserves	(23,642)					(23,642)	(14,070)	(9,572)	68%
Total Transfers	(23,642)	-	-	430,238	154,693	561,289	565,161	(3,872)	-1%
Net Budget	740,752	1,021,882	(72,000)	1,675,939	235,893	3,602,466	3,476,659	125,807	4%

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 34 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)
 - LED streetlight conversion strategy (multi-year)
 - update Master Plans (Transportation, Water and Wastewater)
 - internal service delivery review for winter maintenance
- Implement construction projects
- Enter into a new long term N6 waste collection contract including any transitioning
- Maintain the Town's drinking water licenses
- Manage development, approvals and new growth
- Develop and implement a robust asset management program

BUDGET SUMMARY

Community Infrastructure and Environmental Services (CIES) operating budget includes expenditures of \$4.8 million or 25% of the Town's total operating expenditures. The salary and benefits budget for CIES has increased by approximately \$293,000 resulting from steps and benefits, the phased implementation of the market review, and the additional of 3 Roads Operators. The mosquito control budget is increasing by \$10,000 to align budget with actual costs. Public Works increase of \$24,000 pertains to winter maintenance. The equipment and repair budget is increasing by \$50,000. This is to address the increasing cost of vehicle and equipment maintenance. The increase in the utility budget is for the increased cost of street light hydro, along with a provision (\$10,000) to operate growth related street lights. Finally, a provision for increased waste collection costs has been added to the budget to mitigate both growth and contractual increases. Contributions to reserves are increasing to reflect the projected requirements for the long term replacement of vehicles and equipment. The tax levy investment to capital supports the capital program outlined later in this document.

The net budget, after transfers to/from reserves and capital, is increasing about \$774,000 or 17%.

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

**2017 OPERATING BUDGET
COMMUNITY INFRASTRUCTURE &
ENVIRONMENTAL SERVICES**

	Strategy & Admin	Operations	Capital Programs & Traffic Engineering	Fleet	Waste Management	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures									
Salaries & Benefits	295,858	1,336,426	397,336			2,029,620	1,736,558	293,062	17%
Advertising					1,200	1,200	1,200	-	0%
Animal & Mosquito Control		150,000				150,000	140,000	10,000	7%
Communications	14,700	7,000	1,000			22,700	17,000	5,700	34%
Public Works		626,320	5,400			631,720	605,220	26,500	4%
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				100,000		100,000	50,000	50,000	100%
Materials & Supplies	14,750	257,700	250	200,000	16,200	488,900	488,700	200	0%
Mileage	800	2,520	2,250			5,570	5,570	-	0%
Miscellaneous (waste inspection)					16,150	16,150	16,150	-	0%
Other Agencies / Municipalities		22,000				22,000	22,000	-	0%
Professional Development & Memberships	5,279	3,321	1,508			10,108	15,650	(5,542)	-35%
Property & Building Maintenance		800				800	800	-	0%
Software Maintenance & Licensing						-	-	-	0%
Uniform & Safety Clothing		10,000	1,000			11,000	6,000	5,000	83%
Utilities		424,810				424,810	304,560	120,250	39%
Waste Collection					891,553	891,553	661,553	230,000	35%
Total Expenditures	336,187	2,874,397	408,744	300,000	925,103	4,844,431	4,109,261	735,170	18%



Town of
East Gwillimbury

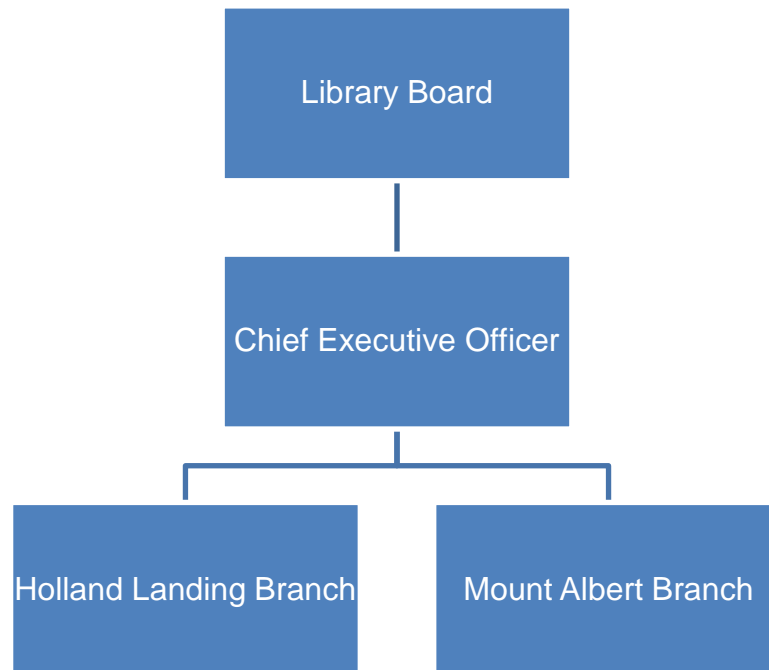
**2017 OPERATING BUDGET
COMMUNITY INFRASTRUCTURE &
ENVIRONMENTAL SERVICES**

	Strategy & Admin	Operations	Capital Programs & Traffic Engineering	Fleet	Waste Management	2017 Budget	2016 Budget	Variance \$	Variance %
Revenues									
Development Revenues		(98,200)				(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		(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)	-	0%
Total Revenues	(2,500)	(142,200)	-	-	(80,050)	(224,750)	(224,750)	-	0%
Transfers									
Contributions to Reserves				156,034		156,034	129,849	26,185	20%
Draws from Reserves						-	-	-	0%
Tax Levy Investment to Capital			491,000			491,000	478,200	12,800	3%
Total Transfers	-	-	491,000	156,034	-	647,034	608,049	38,985	6%
Net Budget	333,687	2,732,197	899,744	456,034	845,053	5,266,715	4,492,560	774,155	17%

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 print and digital 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 15 full time equivalent positions.



KEY PRIORITIES

- Continue to provide innovative programs and deliver service excellence to the residents of East Gwillimbury
- Continue to provide high quality collections and expand digital offerings to rapidly growing community
- Implement key recommendations from the updated Library Master Plan; RFID system and core staffing levels as per 2016 Organizational Review
- Ensure timely repair and maintenance of existing facilities to address the service expectations of the community
- Collaborate with Town to investigate feasibility of Central branch in planned Healthy and Active Living Plaza
- 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 \$1.5 million or 8% of the Town's total operating expenditures. The budgeted request has increased by approximately \$134,000 or 10% over the 2016 budget. The increased cost is primarily due to salary and benefit adjustments of approximately \$122,000 and the addition of a Customer and Community Service Specialist position. Additionally, the Library is requesting a \$5,000 increase in contributions to reserves.



Town of
East Gwillimbury

2017 OPERATING BUDGET LIBRARY SERVICES	Library Resources	Library Services / Support	Board Governance / Admin	2017 Budget	2016 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits		1,193,713		1,193,713	1,072,032	121,681	11%
Library Materials	152,860			152,860	149,860	3,000	2%
Audit Fees			4,260	4,260	4,000	260	7%
Communications			8,070	8,070	7,910	160	2%
Consulting		1,600		1,600	1,400	200	14%
Courier & Mail Processing			4,045	4,045	4,045	-	0%
Equipment			12,000	12,000	11,550	450	4%
Facility Costs		65,912		65,912	65,912	-	0%
Information Technology		33,500		33,500	33,500	-	0%
Mileage & Travel		5,500		5,500	4,500	1,000	22%
Payroll & Other Contracted Services		5,480	3,328	8,808	8,734	74	1%
Professional Development & Memberships		16,585		16,585	16,255	330	2%
Supplies			3,994	3,994	3,994	-	0%
Public Engagement and Supporting Services		18,030		18,030	16,384	1,646	10%
Total Expenditures	152,860	1,340,320	35,697	1,528,877	1,400,076	128,801	9%
Revenues							
Grants			(33,047)	(33,047)	(31,417)	(1,630)	5%
User Fees			(23,370)	(23,370)	(25,000)	1,630	-7%
Total Revenues			- (56,417)	(56,417)	(56,417)	-	0%
Transfers							
Contributions to Reserves			40,000	40,000	35,000	5,000	14%
Total Transfers	-	-	40,000	40,000	35,000	5,000	14%
Net Budget	152,860	1,340,320	19,280	1,512,460	1,378,659	133,801	10%