



Town of
East Gwillimbury

2018 Business Plan and Budget

Introduction

The 2018 business plan and budget contains four main components.

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

Component 1 – Operating Budget (page 4)

The Operating budget represents the component of the Town operations that is primarily tax supported. Although some of the services are offset by fees and charges, there is an element of taxation revenue required to support each of these departments.

Component 2 – Development and Fee Supported Budget (page 67)

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

Component 3 – Water and Wastewater Budget (page 75)

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

Component 4 – Capital Program Budget (page 81)

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

The Town's operating and development and fee supported budget contain hundreds of detailed accounts and budgets. For ease of use to the reader, the budget has been summarized in tab two and three, in a consistent format based on categories of expenditures.

For clarity, the table below lists each of those categories, and provides a description of the activities that would typically be budgeted in those categories.

Expenditure Category	Expenditures in this category would include:
Salaries & Benefits	salaries and benefits of staff
Salary gapping	the anticipated amount of savings that will be generated typically due to employee turnover
Advertising	advertising in the Town page, job postings, statutory public meetings, tenders etc
Animal & Mosquito control	animal control services and animal shelter; mosquito control program
Audit Services	internal and external audit services
Bank Fees and Other Charges	bank fees, credit and debit fees, and payroll processing
Communications	data and usage charges for portable electronic devices
Community Grants / Initiatives	various Town sponsored community events and contributions
Public Works	winter road and sidewalk snow clearing, street light maintenance, catch basin maintenance etc
Consultants	temporary use of professional services (ie Human resources, tax assessment etc)
Contingency	contractual obligations, unforeseen events, other expenditures as determined by Council and/or CAO
Contracted Services	service contracts related to Town facilities and programs, including animal and mosquito control, and waste inspection
Corporate Initiatives	provision for leadership compensation program
Courier & Mail Processing	mail and courier costs including the mailing of tax and water bills
Equipment & Vehicle	acquisition of equipment and furniture, photocopier lease, etc
Equipment Repair	maintenance of corporate fleet, computers etc
Insurance Premiums & Claims	insurance premiums and claims
Legal Services	outside legal counsel
Library	Town support to the library
Materials & Supplies	fuel, sand and salt, cleaning and office supplies
Mileage	reimbursement to staff for use of personal vehicle on Town business
Other Agencies / Municipalities	Richmond Hill dispatch services, York Region economic development, GO and CNR services
Professional Development and Memberships	Council and staff training and development; professional memberships
Program Instructor	instructors retained for leisure programs
Property & Building Maintenance	Building repairs, security, elevator inspection etc

Expenditures Category Cont'd	Expenditures in this category would include:
Public Engagement / Corporate Events	Individual Council member budgets, and other meetings and events
Rent	lease of space at Newmarket Inn and Phoebe Gilman school
Software Maintenance and Licensing	maintenance and licensing cost of town information systems
Uniforms and Safety Clothing	uniforms and safety clothing for staff
Utilities	telephone, heat, hydro, water
Waste Collection	garbage, recycling, yard waste, and green bin collection
Corporate Reallocation	allocation of service costs to non-tax supported budgets
Transitional Cost Reductions	delay or deferral of expenditures and/or increased revenue opportunities that can be achieved on a temporary or transitional basis

Revenue Category	Revenues in this category would include:
Taxation	property taxation
Development Charges	development charge funding to support growth related operating expenditures
Development Revenues	building permits, planning fees, engineering fees, fire permits, pool permits
Fines and Penalties	parking tickets, false alarm fines
Grants	OMPF, Waste Diversion Ontario
Investment Income	investment of Town's reserves
Library	charge back to Library for use of Town facilities
Licenses	miscellaneous licenses: lottery, business, taxi, etc
Miscellaneous	farmers market vendor fees, tender deposits etc
Motor Vehicle Accidents	Emergency Services attendance at motor vehicle accidents
Penalties on Taxes	penalty applied to unpaid property taxes
Recoveries & Contributions	contribution toward economic development, recovery of snow removal costs for unassumed roads
Sales	tax certificates, snack bar rentals, blue boxes, and green bins
Services to Other Municipalities	Emergency Services provided to other municipalities
User Fees	sport field rentals, legal fees, marriage licenses, leisure programs etc

Transfers Category	Transfers in this category would include:
Contributions to Reserves	contribution to asset repair and replacement reserve to fund future expenditures; contribution to development and fee related reserves
Draws from Reserves	use of reserves to fund initiatives in the operating budget
Tax Levy Investment to Capital	use of taxation revenue to support the annual capital program

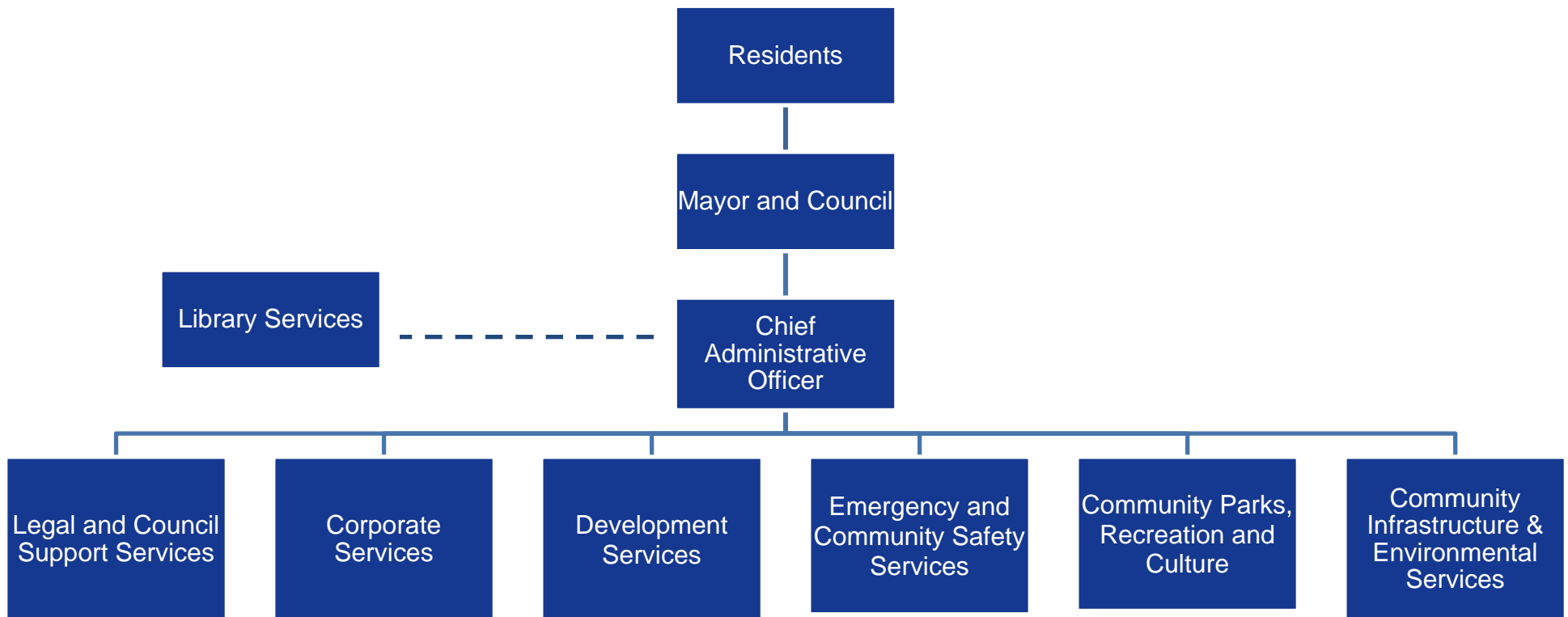
Operating Budget

2018 Operating Budget

The Town's 2018 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.

In addition to the Mayor and members of Council, the Town's operations are supported by an approved complement of 146 full time positions. In keeping with the shamrock resourcing model, the budget provides for approximately 200 part time and seasonal staff (47 full time equivalent), a roster of ± 80 paid on-call firefighters, and third party contractors.



BUDGET SUMMARY

The budget process for 2018 prioritizes maintaining existing quality programs and services for residents, while continuing to focus on community safety with a Council approved multi-year plan to enhance the service level to 24/7 coverage of full time fire service at the Queensville Fire Station. The budget includes statutory or contractual increases, and maintains service levels related to growth. New initiatives are disclosed separately for consideration.

The 2018 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 2018 budget include:

- **Salaries and Benefits**
As a service organization, staff resources are central to delivering community programs and services. As such, salaries and benefits are the largest expenditure in the Town's operating budget. The 2018 pressure of approximately \$1.7 million includes COLA, steps and benefits for all staff, along with the final phase of the market review. The salaries and benefits budget also includes the addition of: one new firefighter in accordance with the revised Council approved multi-year funding plan; one Operations Technologist; and four contract positions. The contract positions include: a Tax and Utility Analyst (2 years); a Building Official (2 years); a Building/Planning Administration Assistant (3 years); and a Plans Examiner (2 years). An increase in the part time budget of approximately \$150,000 has been included to align the budget with actual costs being incurred in Community Parks, Recreation and Culture. A fee review will be undertaken in 2018 to help mitigate the increasing costs of providing recreation programs.
- **Community Grants / Initiatives**
This budget was increased by \$8,000 to align the budget with the actual costs as follows: Sharon Temple (\$2,500); Culture Days (\$500); Volunteer Recognition (\$1,000); and Canada Day (\$4,000).
- **Public Works**
The increased cost of approximately \$30,000 in this budget line is for the escalating cost of winter maintenance contracted services.

- **Contracted Services**

The budget for contracted services has increased by almost \$100,000. This increase is primarily supporting mosquito control (\$10,000); new school crossing guards (\$28,000); the Ontario 1 call program (\$13,500) and the Activenet registration system fees (\$35,000). As noted above, a fee review will be undertaken in 2018 to help mitigate the increasing costs of providing recreation programs.
- **Equipment and Vehicle**

The equipment and vehicle budget is increasing by approximately \$22,000. This is more accurately aligning the budget with actual costs.
- **Library**

The funding requirements of the library increased by approximately \$80,000. This is primarily due to an increase in salaries and benefits.
- **Materials and Supplies**

The materials and supplies budget is increasing by approximately \$47,000. This increase is related to road maintenance, with the largest single component being winter salting/sanding.
- **Miscellaneous**

The \$150,000 budget increase in this area is a provision for the 2018 municipal election costs. Staff will report on the use of these funds upon completion of the election. The election budget is funded equally from the Election reserve and the Working Capital reserve.
- **Professional Development and Memberships**

The increase for 2018 is approximately \$24,000. The main driver of this increase is for firefighter training and better aligns the budget with actual costs. There is an offsetting decrease in the budget for paid-on-call firefighters.
- **Program Instructor**

This budget is increasing by \$33,000 to align the budget with actuals. This budget is used to support third party instructors for recreation programs. As noted above, a fee review will be undertaken in 2018 to help mitigate the increasing costs of providing recreation programs.
- **Property and Building Maintenance**

The increased budget of \$15,000 is to align the tree maintenance budget with actuals and accommodate growth.

- **Software Maintenance and Licensing**
The software maintenance and licensing budget is increasing by approximately \$33,000. This is largely due to growth and a reallocation of software previously acquired through the capital program. A portion of the increased costs are mitigated through a decrease in the annual contribution to the IT reserve.
- **Utilities**
The increase in the utility budget of approximately \$52,000 is primarily to support the growth in the Town's streetlight inventory.
- **Waste Collection**
The increased budget for waste collection of approximately \$390,000 includes a provision for waste collection services to new homes in 2018, and the contractual increase. This increase is in addition to the \$230,000 provided for in the 2017 budget.
- **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 2018 budget includes a provision for the cost of operations. Including the provision in the 2018 budget, a total of: \$270,000 has been established for the operating costs associated with the Operations Centre and Health and Active Living Plaza; and \$330,000 for the operating costs of a new Library.
- **Corporate Reallocation**
The corporate reallocation budget was adjusted in 2018 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 stay the same for 2018. Staff strive to achieve these savings through the delay or deferral of expenditures, implementing process efficiencies, and/or increased revenue opportunities throughout the year. A budget for transitional costs reductions was initially introduced in 2015 to temporarily mitigate the tax pressure during the initial stages of growth. The transitional cost reduction target included in the 2018 budget of \$375,000.

The increase in user fee revenue stems from the Community Parks, Recreation and Culture department and aligns the budget with actual revenue received.

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 2017 budgeted amount of approximately \$1.1 million is anticipated to materialize through supplementary taxes. A provision of approximately \$1.3 million has been included in the 2018 budget.

The increased contribution to reserves budget is comprised of \$5,000 for Library Services with the remainder for vehicles and equipment. The increased draw from reserves budget is primarily to support the 2018 election.

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.



	Mayor & Council	Chief Administrative Officer	Legal and Council Services	Corporate Support Services	Emergency and Safety Services	Development and Community Services	Community Services Recreation & Culture	Community Parks, Environmental Services & Infrastructure	Library	Corporate Wide	2018 Budget	2017 Budget	Variance \$	Variance %
2018 OPERATING BUDGET														
Expenditures														
Salaries & Benefits	425,204	923,844	818,054	2,787,376	4,260,926	228,035	3,226,639	2,283,370	-	-	14,953,448	13,287,897	1,665,551	13%
Salary Gapping	-	-	-	-	-	-	-	-	(56,000)	(56,000)	(56,000)	(56,000)	-	0%
Advertising	-	7,500	-	75,900	-	-	1,800	1,320	-	-	86,520	86,400	120	0%
Audit Services	-	16,500	-	40,500	-	-	-	-	-	-	57,000	57,000	-	0%
Bank Fees and Other Charges	-	-	-	89,000	-	-	-	-	-	-	89,000	89,000	-	0%
Communications	-	6,000	2,020	7,600	9,600	1,300	9,930	24,840	-	-	61,290	59,750	1,540	3%
Community Grants / Initiatives	123,405	-	-	-	-	-	-	-	-	-	123,405	115,405	8,000	7%
Public Works	-	-	-	-	-	-	9,000	661,290	-	-	670,290	640,720	29,570	5%
Consultant	-	45,000	-	30,500	-	4,000	-	16,500	-	-	96,000	89,500	6,500	7%
Contingency	-	89,000	-	-	-	-	-	-	-	-	89,000	89,000	-	0%
Contracted Services	-	8,000	3,000	1,730	230,100	-	89,923	250,180	-	-	582,933	484,703	98,230	20%
Corporate Initiatives	-	32,000	-	-	-	-	-	-	-	-	32,000	32,000	-	0%
Courier & Mail Processing	-	250	200	23,500	-	200	550	800	-	-	25,500	25,500	-	0%
Equipment & Vehicle	500	-	3,100	59,790	27,200	2,500	56,740	24,350	-	-	174,180	152,655	21,525	14%
Equipment Repair	-	-	-	7,900	41,325	-	109,527	100,000	-	-	258,752	258,927	(175)	0%
Insurance Premiums & Claim Payments	-	-	-	-	-	-	2,100	-	-	610,000	612,100	609,600	2,500	0%
Legal Services	-	-	65,000	-	-	-	-	-	-	-	65,000	62,500	2,500	4%
Library	-	-	-	-	-	-	-	-	1,552,577	-	1,552,577	1,472,460	80,117	5%
Materials & Supplies	13,010	24,450	33,600	100,250	60,150	4,200	225,020	532,680	-	-	993,360	945,880	47,480	5%
Mileage	5,000	4,500	2,000	5,400	5,300	700	4,500	5,610	-	-	33,010	32,470	540	2%
Miscellaneous	-	-	150,000	-	-	-	-	-	-	-	150,000	-	150,000	0%
Other Agencies/Municipalities	-	-	-	15,500	183,000	-	-	-	-	-	198,500	198,500	-	0%
Professional Development & Memberships	4,000	35,699	16,983	25,482	39,370	4,728	17,330	10,108	-	-	153,700	129,400	24,300	19%
Program Instructor	-	-	-	-	-	-	99,200	-	-	-	99,200	66,200	33,000	50%
Property & Building Maintenance	-	-	-	-	63,600	-	240,020	-	-	-	303,620	288,620	15,000	5%
Public Engagement / Corporate Events	38,000	9,400	5,000	-	-	-	-	-	-	-	52,400	50,400	2,000	4%
Rent	-	-	-	-	-	-	40,200	-	-	-	40,200	39,200	1,000	3%
Software Licenses & Maintenance	-	-	-	142,400	-	-	5,800	-	-	-	148,200	114,800	33,400	29%
Uniforms & Safety Clothing	-	-	-	-	29,200	-	16,350	11,000	-	-	56,550	54,850	1,700	3%
Utilities	-	-	-	34,000	47,320	-	685,438	472,260	-	-	1,239,018	1,186,968	52,050	4%
Waste Collection	-	-	-	-	-	-	-	1,280,593	-	-	1,280,593	891,553	389,040	44%
Provision for New Facilities	-	-	-	-	-	-	-	-	600,000	600,000	600,000	410,000	190,000	46%
Corporate Reallocation	-	-	-	-	-	-	-	-	(2,659,828)	(2,659,828)	(2,659,828)	(2,243,600)	(416,228)	19%
Transitional Cost Reductions	-	-	-	-	-	-	-	-	(375,000)	(375,000)	(375,000)	(300,000)	(75,000)	25%
Total Expenditures	609,119	1,202,143	1,098,957	3,446,828	4,997,091	245,663	4,840,067	5,674,901	1,552,577	(1,880,828)	21,786,518	19,422,258	2,364,260	12%

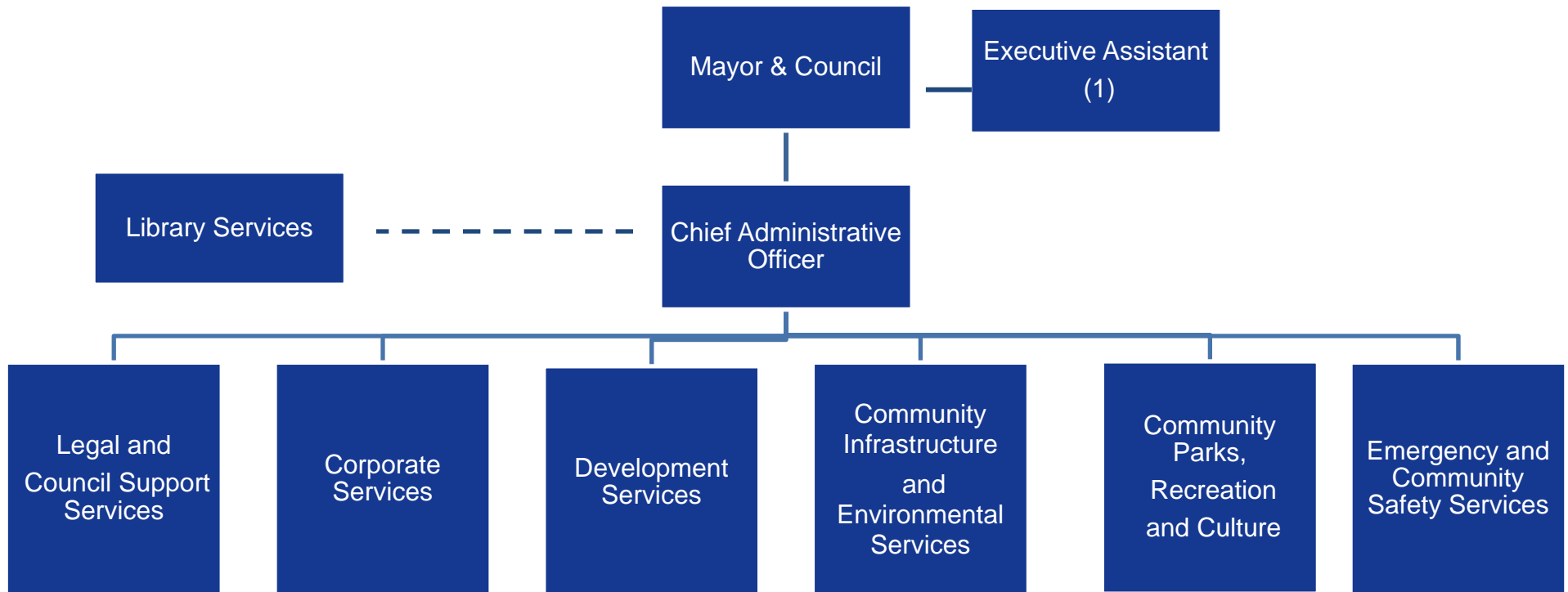


	Mayor & Council	Chief Administrative Officer	Legal and Council Services	Corporate Support	Emergency and Safety Services	Development and Community Services	Community Services Recreation & Culture	Community Parks, Environmental Services & Infrastructure	Library	Corporate Wide	2018 Budget	2017 Budget	Variance \$	Variance %
2018 OPERATING BUDGET														
Revenues														
Taxation	-	-	-	-	-	-	-	-	-	(18,948,069)	(18,948,069)	(17,002,272)	(1,945,797)	11%
Supplementary Taxation on New Homes	-	-	-	-	-	-	-	-	-	(1,270,020)	(1,270,020)	(1,139,899)	(130,121)	11%
Development Charges	-	-	-	(214,005)	-	(69,048)	(114,328)	-	-	-	(397,381)	(407,354)	9,973	-2%
Development Revenue	-	-	-	-	(38,735)	-	-	(8,200)	-	-	(46,935)	(46,935)	-	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	-	-	-	-	-	-	(77,456)	-	-	-	(77,456)	(64,340)	(13,116)	20%
Licences	-	(9,500)	-	(9,000)	-	-	-	-	-	-	(18,500)	(18,500)	-	0%
Miscellaneous	(2,100)	-	(7,500)	-	-	-	-	(2,500)	-	-	(12,100)	(12,100)	-	0%
Motor Vehicle Accidents	-	-	-	(50,000)	-	-	-	-	-	-	(50,000)	(50,000)	-	0%
Penalties on Taxes	-	-	-	-	-	-	-	-	-	(500,000)	(500,000)	(500,000)	-	0%
Recoveries & Contributions from Developers	-	-	(50,000)	-	-	-	-	(6,000)	-	-	(56,000)	(56,000)	-	0%
Sales	-	(2,000)	(30,000)	-	-	-	(16,613)	(6,050)	-	-	(54,663)	(62,463)	7,800	-12%
Services to Other Municipalities	-	-	-	(137,700)	-	-	-	(35,000)	-	-	(172,700)	(172,700)	-	0%
User Fees	-	-	(142,920)	(20,000)	(7,500)	-	(1,185,134)	(50,000)	-	-	(1,405,554)	(1,327,534)	(78,020)	6%
Total Revenues	(2,100)	-	(154,420)	(321,505)	(277,435)	(69,048)	(1,394,146)	(184,750)	-	(21,054,689)	(23,458,093)	(21,308,812)	(2,149,281)	10%
Transfers														
Contributions to Reserves	-	-	100,000	488,600	-	586,131	181,034	45,000	504,630	1,905,395	1,894,499	10,896	1%	
Draws from Reserves	-	(150,000)	(23,778)	(500,339)	-	(12,703)	-	-	-	(686,820)	(498,945)	(187,875)	(187,875)	38%
Tax Levy Investment to Capital	-	-	-	-	-	-	453,000	-	-	453,000	491,000	(38,000)	(38,000)	-8%
Total Transfers	-	(150,000)	76,222	(11,739)	-	573,428	634,034	45,000	504,630	1,671,575	1,886,554	(214,979)	(214,979)	-11%
Net Budget	607,019	1,202,143	794,537	3,201,545	4,707,917	176,615	4,019,349	6,124,185	1,597,577	(22,430,887)	-	-	-	-

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 AND OBJECTIVES

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Represent resident issues 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 Program and Service priorities	✓	✓	✓
Continue to promote East Gwillimbury as a character community	✓	✓	✓
Appoint interested residents to serve on various Committees and Boards to assist and advise Council on certain issues	✓	✓	✓

BUDGET SUMMARY

The Mayor and Council's 2018 operating budget includes expenditures of \$0.61 million or approximately 3% of the Town's total operating expenditures. The salary and benefits budget for this office has increased by approximately \$7,800 primarily due to increased benefit costs. There is also an increase of \$8,000 in the Community Initiatives portion of the budget. The funding to the Sharon Temple has increased by \$2,500. The remaining increases, which total \$5,500, have been provided to more accurately reflect the cost of hosting various events.

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

**2018 OPERATING BUDGET
MAYOR AND COUNCIL**

	Mayor & Council Admin	Mayor Hackson	Councillor Young	Councillor Roy-DiClemente	Councillor Johnston	Councillor Persechini	Community Initiatives	2018 Budget	2017 Budget	Variance \$	Variance %
Expenditures											
Salaries & Benefits	425,204							425,204	417,359	7,845	2%
Community Grants / Initiatives							123,405	123,405	115,405	8,000	7%
Equipment & Vehicle	500							500	500	-	0%
Materials & Supplies	13,010							13,010	13,010	-	0%
Mileage	5,000							5,000	5,000	-	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	455,714	6,000	6,000	6,000	6,000	6,000	123,405	609,119	593,274	15,845	3%
Revenues											
Miscellaneous							(2,100)	(2,100)	(2,100)	-	0%
Total Revenues	-	-	-	-	-	-	(2,100)	(2,100)	(2,100)	-	0%
Net Budget	455,714	6,000	6,000	6,000	6,000	6,000	121,305	607,019	591,174	15,845	3%



Town of
East Gwillimbury

**2018 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	2018 Budget	2017 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	7,000	-	0%
Active Transportation & Trails Advisory Committee	2,000	2,000	-	0%
River Drive Park CRCC	1,000	1,000	-	0%
North Union CRCC	1,000	1,000	-	0%
Mount Albert CRCC	1,000	1,000	-	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)	-100%
Sharon Temple Museum	40,000	30,000	10,000	33%
Sharon Temple Storytelling		2,500	(2,500)	-100%
Sharon Temple Events		2,500	(2,500)	-100%
Sutton Agricultural	750	750	-	0%
York Region Seniors Games	500	500	-	0%



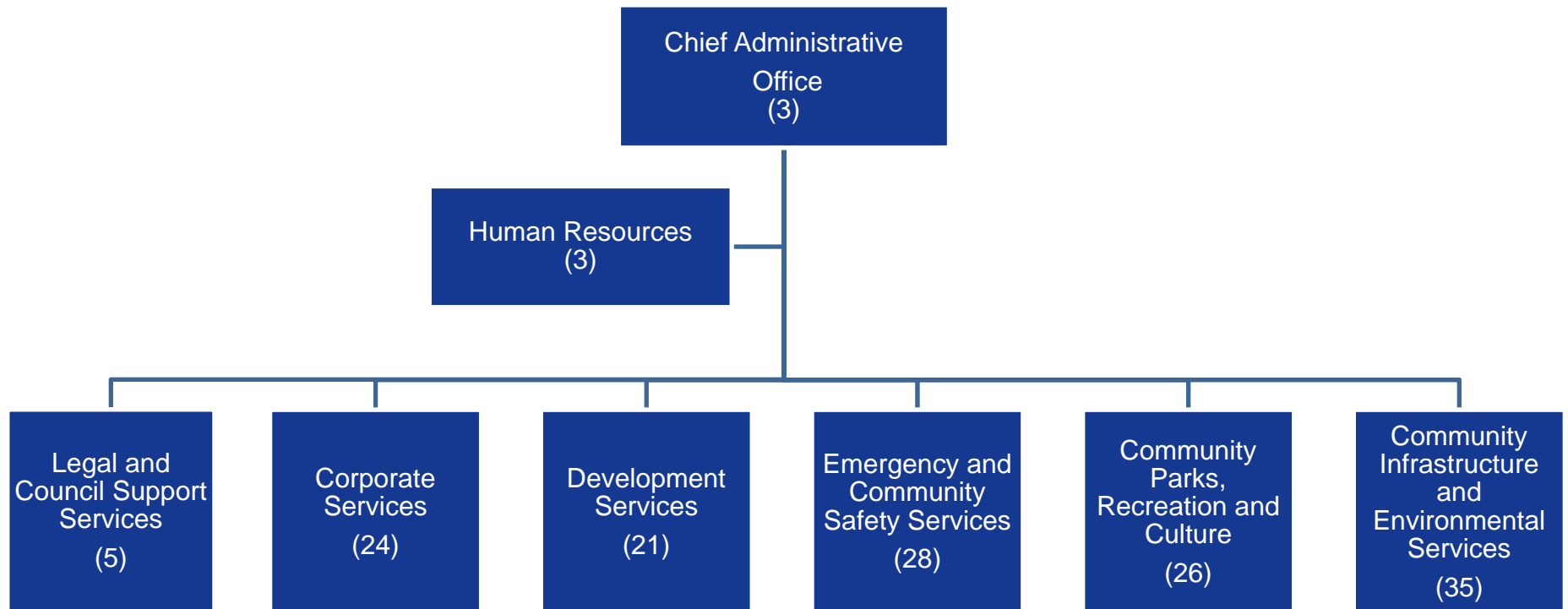
Town of
East Gwillimbury

**2018 OPERATING BUDGET
MAYOR & COUNCIL
COMMUNITY INITIATIVES**

	2018 Budget	2017 Budget	Variance \$	Variance %
Expenditures				
Other				
Canada Day	11,000	7,000	4,000	57%
Chamber of Commerce Breakfast	1,225	1,225	-	0%
Committee Contingency	3,850	3,850	-	0%
Community Events	14,000	14,000	-	0%
Culture Days	500	-	500	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	4,830	3,830	1,000	26%
Total Expenditures	123,405	115,405	8,000	7%
Revenues				
Miscellaneous (Farmers Market)	(2,100)	(2,100)	-	0%
Total Revenues	(2,100)	(2,100)	-	0%
Net Budget	121,305	113,305	8,000	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 for a total of 6 full time positions. The CAO provides leadership and support to the six departments in the organization comprised of 146 full time positions; +/- 200 part time, contract and seasonal staff working the equivalent hours of 47 full time employees; and +/- 81 paid on call firefighters. The CAO also acts as the liaison with the Library Board through their CEO.



KEY PERFORMANCE INDICATORS / METRICS

CAO's Office

- Over 85 intergovernmental and stakeholder meetings attended
- Conduct quarterly reviews with all General Managers
- 47 Senior Management Team meetings held and 7 Extended Management meetings
- Established new Extended Management Team (EMT) network comprised of 31 employees, 10% of our work population
- 4 Town Hall meetings held for all staff
- 23 CWC/Council meetings and 4 Special Council Workshops
- Member of 6 Professional Organizations, including AMO – Association of Municipalities Ontario, CAMA – Canadian Association Municipal Administrators, ESSC – Emergency Services Steering Committee, ICMA – International City/County Management Association, OMAA – Ontario Municipal Administrators Association, and PLE – Land Economist Association

Human Resources

- Over 1900 hours invested in corporate training
- Held four Joint Health and Safety Committee Meetings and two health and safety meetings for Emergency Services
- Average sick day per employee is 3.5 days (industry average is 8-10 days)
- 443 sick days taken corporately (including Short Term disability)
- 976 resumes received
- Posted for 52 positions
- Held 163 interviews
- Hired 29 employees for both full-time and contracts

KEY PRIORITIES AND OBJECTIVES

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
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	✓	✓	✓
Continue intergovernmental initiatives and best practices including implementation of waste contract, investigate options for information technology synergies, joint animal control and animal shelter review, joint procurement with Fire Services, and joint training opportunities	✓		✓
Continue working with York Region and the Province of Ontario regarding the UYSS and other key servicing infrastructure	✓	✓	✓
Oversee delivery of 2018 approved capital projects including design and implementation of \$17 million investment in Operations Centre and Queensville Healthy Active Living Plaza	✓	✓	✓

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Oversight of Community, Parks, Recreation and Culture departmental review and enhanced Health & Active Living program rollout			✓
Management and coordination of significant approved development growth within the Town including subdivision development and construction related activity		✓	
Coordination of growth management strategies including Green Lane Secondary Plan and Employment Land Servicing		✓	
Oversight of Town election, new Council inaugural and Council Orientation			✓
Adoption of the 2018 Business Plan and Budget ensuring that the base programs and budget are aligned with inflation			✓
Comprehensive development and non-development fee review including development charge by-law update	✓	✓	✓
Continue regular stakeholder group consultation (i.e. EG advisory committees, school boards, conservation authority, library board, other municipalities and development groups)			✓
Oversee comprehensive master plan updates including implementation of recently adopted Emergency Services Master Plan	✓	✓	

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Develop the leadership team and focus on creating a cohesive and effective team through team building initiatives and training opportunities.			✓
Support staff by fostering a healthy and safe work environment through training, and education.			✓
Continue to build East Gwillimbury's organizational culture which encourages and embraces inclusiveness and diversity through engagement training and updating of Town policies.			✓

BUDGET SUMMARY

The Office of the Chief Administrative Officer operating budget includes expenditures of \$1.2 million or 5% of the Town's total operating expenditures. The salaries and benefits budget for the CAO's Office has increased by approximately \$72,000 due to steps, benefits and the final phase of the market review. It is useful to note that one of the three full time approved positions in the CAO's budget has remained vacant for the past few years, contributing to the transitional cost reductions budget.

The net budget increase in the CAO's Office is approximately \$72,000 or 6%.



Town of
East Gwillimbury

**2018 OPERATING BUDGET
OFFICE OF THE CAO**

	Chief Administrative Office	Human Resources	2018 Budget	2017 Budget	Variance \$	Variance %
Expenditures						
Salaries & Benefits	535,662	388,182	923,844	851,838	72,006	8%
Advertising		7,500	7,500	7,500	-	0%
Audit Services	16,500		16,500	16,500	-	0%
Communications	5,000	1,000	6,000	6,000	-	0%
Consultant		45,000	45,000	45,000	-	0%
Contingency	89,000		89,000	89,000	-	0%
Contracted Services		8,000	8,000	8,000	-	0%
Corporate Initiatives	32,000		32,000	32,000	-	0%
Courier & Mail Processing		250	250	250	-	0%
Materials & Supplies	22,500	1,950	24,450	24,450	-	0%
Mileage	4,000	500	4,500	4,500	-	0%
Professional Development & Memberships	5,936	29,763	35,699	35,699	-	0%
Public Engagement / Corporate Events	4,000	5,400	9,400	9,400	-	0%
Total Expenditures	714,598	487,545	1,202,143	1,130,137	72,006	6%
Net Budget	714,598	487,545	1,202,143	1,130,137	72,006	6%

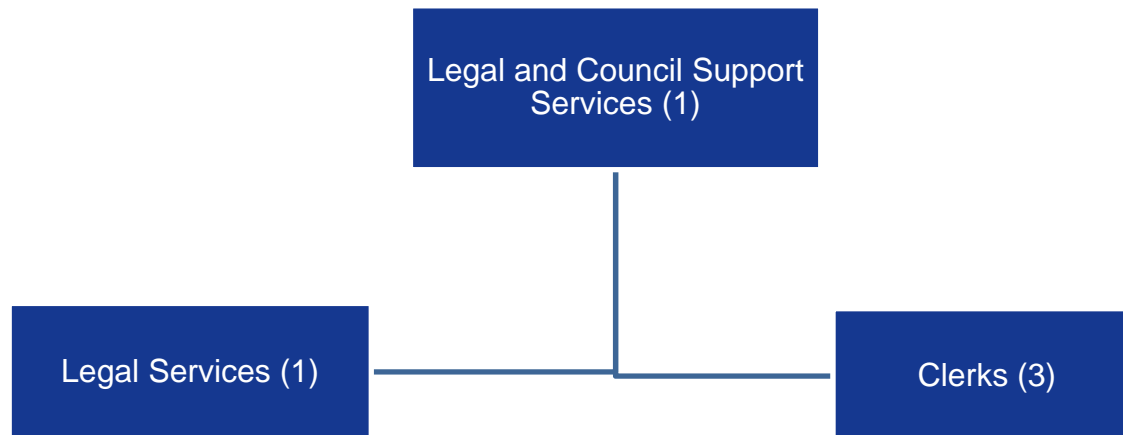
Legal and Council Support Services

Legal and Council Support Services was formed in June of 2017 and is composed of two business units, Legal Services and the Clerks branch.

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

The Clerks branch provides Council and legislative support, records management, and is preparing for the 2018 Municipal election.

Legal and Council Support Services is supported by 5 full time positions.



KEY PERFORMANCE INDICATORS / METRICS

Legal Services

- 6 subdivisions registered to date in 2017, expected 11 more by year end
- 152 ongoing legal matter files opened to date
- 45 Agreements drafted and reviewed
- 16 Claims filed against the Town
- 31 Legal advise matters handled
- 5 OMB appeals

Clerks

- 56 Agendas/Minutes Prepared
- 58 Freedom of Information Requests and one IPC Privacy Complaint
- 85 Marriage licenses issued with 20 Civil Ceremonies
- 58 Committee of Adjustment Applications
- 1 Ombudsman Investigation

KEY PRIORITIES AND OBJECTIVES

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Continue management and representation at OMB Appeals	✓	✓	
Investigate opportunity to implement facility user insurance program for facility renters	✓	✓	✓
Implementation of system for administrative monetary penalties for by-law enforcement	✓		✓
Resolution of Fill Fee dispute		✓	✓
2018 Municipal Election			✓
Creation and implementation of the new 3 ward system of electing councillors			✓
Council Code of Conduct (Bill 68)			✓
Appointment of an Integrity Commissioner (Bill 68)			✓
Preliminary review of record management strategy			✓
Provide strategic legal advice for direct Town departments including: personnel matters, contracts, tax matters, emerging issues and program operations	✓		✓
Continue implementation of centralized contract management system	✓		✓

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Focus on creating a cohesive and effective team through team building initiatives and training opportunities			✓
Continue training, development and evolution of Deputy Clerk roles and responsibilities			✓
Provide assistance and support for Regional Chair election			✓

BUDGET SUMMARY

The Legal and Council Support Services operating budget includes expenditures of \$1.1 million or 5% of the Town's total operating expenditures. Excluding the 2018 specific costs for the election, the expenditure budget is increasing approximately \$73,000. This is primarily in the salary and benefits budget and relates to steps, benefits and the final phase of the market review. The remaining budget increases are to align the budget with actual expenditures. These increases are partially offset by increasing user fee revenue of approximately \$19,000.

The election budget for 2018 is \$150,000. On non-election years, the budget includes a contribution to reserves of \$25,000 to help mitigate the budget pressure in the year of the election. The draw from reserves noted in the table below includes a draw of \$75,000 from the Election reserve, and a draw of \$75,000 from the Working Capital reserve to balance the budget.

The net budget is increasing by approximately \$29,000 or 4%



Town of
East Gwillimbury

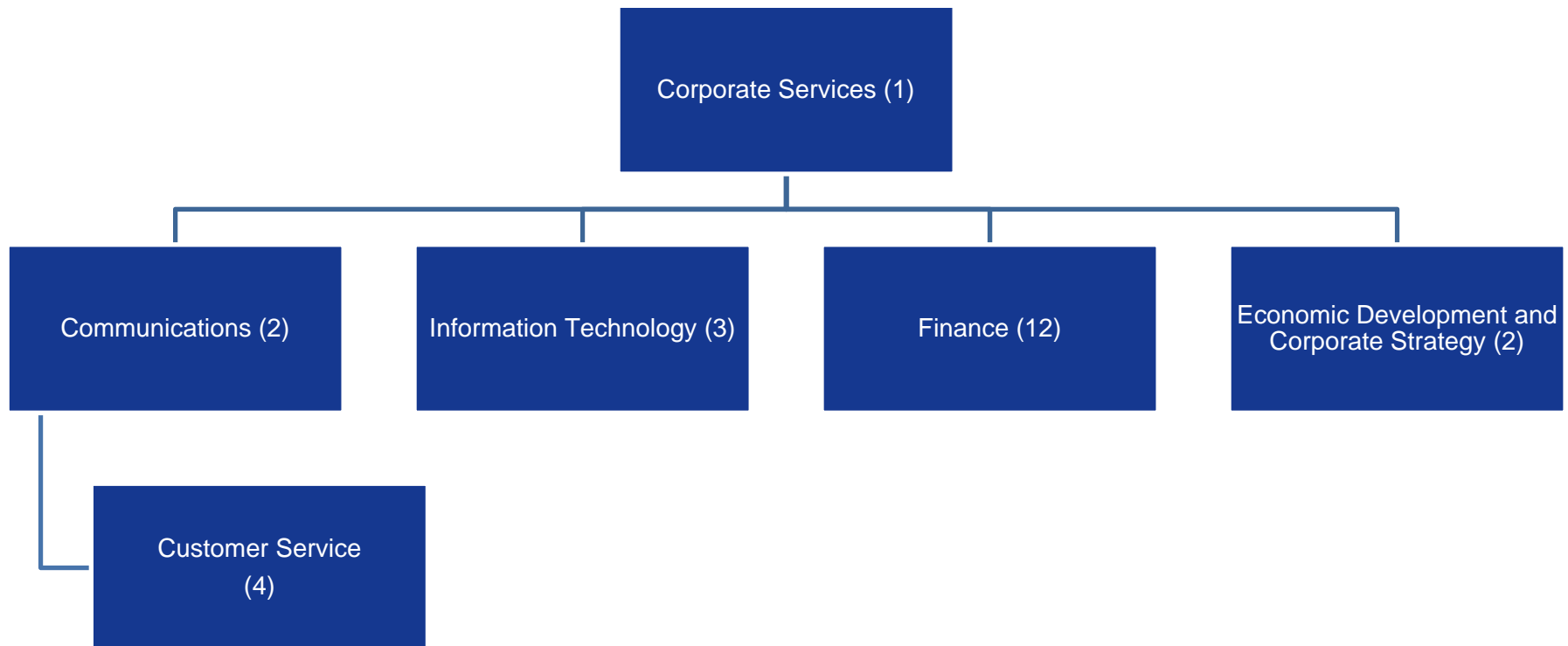
2018 OPERATING BUDGET LEGAL & COUNCIL SUPPORT SERVICES	<i>Legal Services</i>	<i>Election</i>	<i>Clerks</i>	<i>2018 Budget</i>	<i>2017 Budget</i>	<i>Variance \$</i>	<i>Variance %</i>
Expenditures							
Salaries & Benefits	419,229		398,825	818,054	754,034	64,020	8%
Communications	1,000		1,020	2,020	2,020	-	0%
Contracted Services			3,000	3,000	3,000	-	0%
Courier & Mail Processing	200			200	200	-	0%
Equipment & Vehicle	2,100		1,000	3,100	2,100	1,000	48%
Legal Services	65,000			65,000	62,500	2,500	4%
Materials & Supplies	27,000		6,600	33,600	33,600	-	0%
Mileage	1,000		1,000	2,000	1,500	500	33%
Miscellaneous		150,000		150,000	-	150,000	0%
Professional Development & Memberships	6,223		10,760	16,983	13,983	3,000	21%
Public Engagement / Corporate Events			5,000	5,000	3,000	2,000	67%
Total Expenditures	521,752	150,000	427,205	1,098,957	875,937	223,020	25%
Revenues							
Licences			(9,500)	(9,500)	(9,500)	-	0%
Sales			(2,000)	(2,000)	(2,000)	-	0%
User Fees	(109,150)		(33,770)	(142,920)	(123,900)	(19,020)	15%
Total Revenues	(109,150)	-	(45,270)	(154,420)	(135,400)	(19,020)	14%
Transfers							
Contributions to Reserves				-	25,000	(25,000)	-100%
Draws from Reserves		(150,000)		(150,000)	-	(150,000)	0%
Total Transfers	-	(150,000)	-	(150,000)	25,000	(175,000)	
Net Budget	412,602	-	381,935	794,537	765,537	29,000	4%

Corporate Services

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

- Communications: public information, community engagement, and customer service
- Information technology: data & records management, hardware and software, GIS
- Finance: financial planning, controls and reporting, accounting, internal and external auditing
- Economic Development & Corporate Strategy: supports the advancement of economic growth, investment and Corporate Strategic Initiatives

The department is supported by 24 full time positions.



KEY PERFORMANCE INDICATORS / METRICS

Communications

- 186,000 website sessions
- 25,000 intranet sessions
- 1,376 Facebook followers
- 2,058 Twitter followers
- 527 eNewsletter subscribers

Customer Service

- ±2,500 average number of calls received per month
- ±1,000 customer interactions at the counter per month
- ±1,000 emails received per month

Information Technology

- 487 devices managed
- 10,000 blocked website requests per hour
- 200,000 emails accepted, 2.5 million blocked emails and 500,000 phishing and spoofing attempts
- 2683 ESRI map views (planning base and development status)

Finance

- 900 new tax/water accounts
- \$14 million in development charges collected
- \$3 million in community capital contributions collected
- 6 development charge credit agreements negotiated for \$7.4 million in infrastructure
- 3,330 accounts payable cheques issued
- 205 employees (on average) paid every two weeks

Economic Development & Corporate Strategy

- Over 110 economic development related enquiries in 2017
- 7 business seminars/events hosted
- Managed three online marketing tools including Advantage EG website, twitter account and facebook page
- 18,854 Tweet impressions
- 110 Twitter followers
- 4,168 impressions on Facebook
- 2,868 page views of Advantage EG website
- Participation of over 350 EG businesses and residents in internet Speed Test Survey

KEY PRIORITIES AND OBJECTIVES

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Approval of the 2018 water and wastewater budget	✓		✓
Review and update the development and non-development fees	✓		✓
Prepare a development charge background study and update the Town DC By-law	✓		✓
Work with and support the office of the CAO on corporate and strategic initiatives			
Redesign and implement new Town website utilizing modern technology to ensure effective communications with residents and replace unsupported existing technology	✓		✓
Continue expansion of Citywide Customer inquiry tracking software to include: <ul style="list-style-type: none"> • All Town departments • Mapping • Enhanced reporting 	✓	✓	✓
Review and update the Business First Program including processes, tools, removal of road blocks, and incentives to encourage investment in EG	✓	✓	✓
Complete review and update of Town Procurement by-law			✓
Continue to work with York Region on refining the “Digital Plan Submission” initiative to include fire analytics and a development status dashboard			✓

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Finalize review and implementation of resourcing plan for the Economic Development and Corporate Strategy Branch		✓	✓
Continue to network with employment landowners and other stakeholders to explore creative servicing options and timing for employment lands (ie Net Zero)		✓	✓
Continue to work with York Region to pursue YTN connectivity for Town facilities		✓	✓
Work with Operations Centre planning committee to prepare the technology plan for new Operations Centre		✓	✓
Continue to network with potential post-secondary institutions to maintain relationships and positioning for future partnership opportunities in EG	✓	✓	✓
Provide input and support to election co-ordinating team (communications, technology, voter list verification)		✓	✓
Co-ordination and planning of Council orientation session and preparation of information packages			✓

BUDGET SUMMARY

Corporate Services operating budget includes expenditures of \$3.4 million or 15% of the Town's total operating expenditures.

The salaries and benefits budget has increased by approximately \$319,000 due to steps, benefits, and the final phase of the market review. This increase also includes a new Tax and Utility Analyst position. The increase in software and licensing budget of approximately \$33,000 is due to growth and a reallocation of software previously acquired through the capital program. A portion of the increased costs are offset by a reduction in contribution to reserves of \$11,700. The remaining budget adjustments were made to align the budget with actual expenditures being incurred or revenue being generated.

The net budget for this department is increasing by approximately \$344,000 or 12%.



**2018 OPERATING BUDGET
CORPORATE SERVICES**

	Strategy & Admin	Finance	Communications	Development	Economic	Information Technology	2018 Budget	2017 Budget	Variance \$	Variance %
Expenditures										
Salaries & Benefits	249,791	1,433,412	533,872	257,516		312,785	2,787,376	2,468,755	318,621	13%
Advertising			70,000	5,900			75,900	75,900	-	0%
Audit Services		40,500					40,500	40,500	-	0%
Bank Fees and Other Charges		89,000					89,000	89,000	-	0%
Communications	1,500	1,000	1,000	1,600		2,500	7,600	8,600	(1,000)	-12%
Consultant	6,000	9,500	5,000			10,000	30,500	25,500	5,000	20%
Contracted Services		1,730					1,730	1,730	-	0%
Courier & Mail Processing		23,500					23,500	23,500	-	0%
Equipment & Vehicle	2,600	33,860				23,330	59,790	59,790	-	0%
Equipment Repair		900				7,000	7,900	9,900	(2,000)	-20%
Materials & Supplies	4,800	61,250	18,000	16,000	200		100,250	98,250	2,000	2%
Mileage	500	700	1,200	2,000	1,000		5,400	5,400	-	0%
Other Agencies/Municipalities				15,500			15,500	15,500	-	0%
Professional Development & Memberships	10,558	8,600	500	4,268		1,556	25,482	24,182	1,300	5%
Software Licenses & Maintenance				4,000		138,400	142,400	109,000	33,400	31%
Utilities						34,000	34,000	30,600	3,400	11%
Total Expenditures	275,749	1,703,952	629,572	306,784	530,771	530,771	3,446,828	3,086,107	360,721	12%
Revenues										
Development Charges		(214,005)					(214,005)	(202,108)	(11,897)	6%
Miscellaneous		(7,500)					(7,500)	(7,500)	-	0%
Recoveries & Contributions from Developers				(50,000)			(50,000)	(50,000)	-	0%
Sales		(30,000)					(30,000)	(37,800)	7,800	-21%
User Fees		(20,000)					(20,000)	(20,000)	-	0%
Total Revenues	-	(271,505)	-	(50,000)	-	-	(321,505)	(317,408)	(4,097)	1%
Transfers										
Contributions to Reserves						100,000	100,000	111,700	(11,700)	-10%
Draws from Reserves		(23,778)					(23,778)	(22,457)	(1,321)	6%
Total Transfers	-	(23,778)	-	-	100,000	100,000	76,222	89,243	(13,021)	-15%
Net Budget	275,749	1,408,669	629,572	256,784	630,771	630,771	3,201,545	2,857,942	343,603	12%

Emergency and Community Safety Services

The Emergency and Community Safety Services Department enhances the fire and life safety of the Town's residents, businesses and visitors by: delivering public education programs; 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 By-Law Enforcement branch works with the community to educate and enforce municipal by-laws, various government acts, and legislation to protect the public safety, integrity and welfare of all residents.

The composite department is supported by 28 full time positions and a roster of ± 81 paid-on-call firefighters.



KEY PERFORMANCE INDICATORS / METRICS

Community Education and Prevention

- Increase Smoke Alarm program outreach in 2018 to 550 homes visited (10% increase over 2017)
- Continue increased focus on inspections by 10 %
- Continue focus on Public Education outreach programs and introduce 14 new programs in 2018

Training

- 10% year over year increase in certification and training for incumbents
- Increase training hours from 4000+/- (2017) to 4400+/- in 2018

Emergency Management

- Exceed Emergency Management Training requirement with 10% increase in EG staff training

Operations

- Increase engagement time per shift in proactive training, prevention and education activities
- Maintain 10 % variance of paid on call fire fighter per incident average turn out, typically 9-12 firefighters

By-Law Enforcement

- Increase year over year investigation and enforcement cases through use of proactive enforcement resulting in:
 - Increase in revenue to approximately \$25,000
 - Increase in parking tickets issued to approximately 830 tickets

KEY PRIORITIES AND OBJECTIVES

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Continued use of annual key performance indicators for inspections, planning and public education regarding quantity, new programs and quality control, as aligned with recommendations from Inquest	✓		
Continue the focus on community education initiatives partnerships	✓		
Enhancing training, certification and skills development of all Emergency Services personnel	✓		
Continue to utilize partnerships for best practice training opportunities (FESTI)	✓		
Continued development of leadership team with a focus on creating a cohesive and effective team through team building initiatives and training opportunities			✓
Ongoing focus of Emergency Management initiatives including preparation of the Emergency Operations Centre at the new Operations Centre and Active Shooter training for all staff	✓		✓
Ongoing intergovernmental partnership development and continued review of best and alternative practices.			✓
Continue to enhance full time firefighter complement (20) at Queensville Fire Station 28	✓	✓	
Implementation of the Approved Fire Master Plan	✓		
Priorities and Objectives	Strategic Plan Alignment		

	1. Providing quality, affordable programs & 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
Ongoing review, replacement cycle, maintenance and fleet operations of emergency and support vehicles in conjunction with N6	✓		
Pursue joint procurement initiative on large capital items with N6 Shared Services Initiatives	✓		✓
Focus on updating Establishing & Regulation, as well as other ECSS related EG Bylaws	✓		✓
Implement new animal shelter contract and conduct joint review of animal control services	✓		✓

BUDGET SUMMARY

The Emergency and Community Safety Services operating budget includes expenditures of \$5.0 million or 23% of the Town's total operating expenditures. The salary and benefits budget for Emergency Services has increased by approximately \$684,000. This includes the implementation of the collective agreement, steps, and benefits, and one additional Firefighter in accordance with the Council approved multi-year plan. It also includes a decrease in the budget for paid-on-call firefighters, which offsets the increased cost of training noted below. This increase is partially offset by a corporate provision of \$165,000 for the purposes of mitigating the impact of the collective agreement, and the increased draw from reserves of approximately \$39,000. The professional development or training budget is increasing by approximately \$15,000. This is to align the budget with the cost of training the Firefighters. Finally, there is an increase in contributions to the vehicle and equipment reserve of approximately \$16,000 to provide for future fleet replacement.



Town of
East Gwillimbury

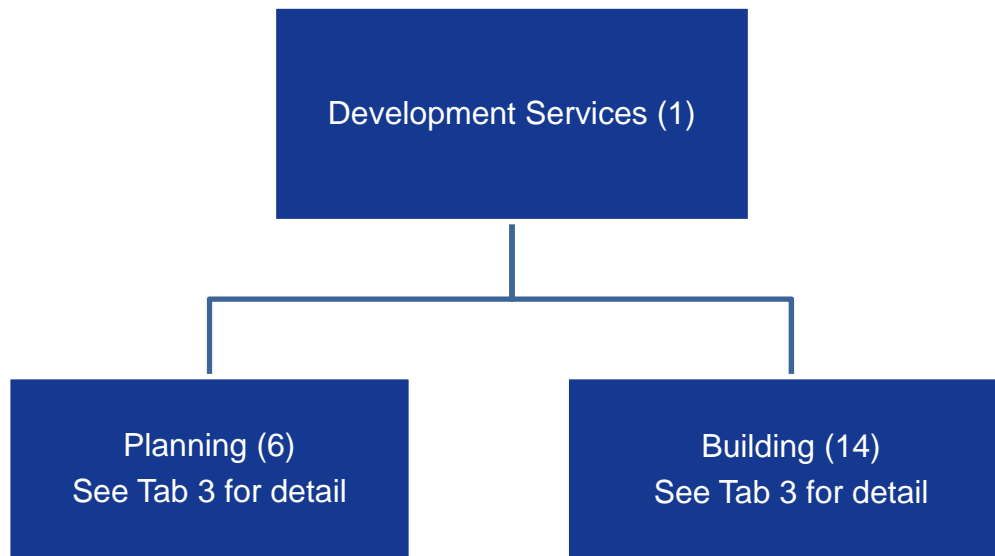
**2018 OPERATING BUDGET
EMERGENCY & COMMUNITY SAFETY SERVICES**

	Strategy & Admin	Emergency Management	Community Education & Prevention	Training	Operations	Fire Fleet	By-Law Enforcement	2018 Budget	2017 Budget	Variance \$	Variance %
Expenditures											
Salaries & Benefits	502,728		376,965	146,952	2,912,402		321,879	4,260,926	3,576,730	684,196	19%
Communications	7,200						2,400	9,600	9,200	400	4%
Contracted Services							230,100	230,100	230,100	-	0%
Equipment & Vehicle					27,200			27,200	28,525	(1,325)	-5%
Equipment Repair						41,325		41,325	39,500	1,825	5%
Materials & Supplies	12,000	4,000	10,000	3,000	4,550	24,000	2,600	60,150	57,650	2,500	4%
Mileage				3,000			2,300	5,300	5,300	-	0%
Other Agencies/Municipalities			16,000	3,000	164,000			183,000	183,000	-	0%
Professional Development & Memberships	39,370							39,370	24,370	15,000	62%
Property & Building Maintenance					63,600			63,600	63,600	-	0%
Uniforms & Safety Clothing	5,000				21,200		3,000	29,200	29,200	-	0%
Utilities					47,320			47,320	47,320	-	0%
Total Expenditures	566,298	20,000	386,965	155,952	3,240,272	65,325	562,279	4,997,091	4,294,495	702,596	16%
Revenues											
Development Revenue	(38,735)							(38,735)	(38,735)	-	0%
Fines and Penalties							(34,500)	(34,500)	(34,500)	-	0%
Licences							(9,000)	(9,000)	(9,000)	-	0%
Motor Vehicle Accidents	(50,000)							(50,000)	(50,000)	-	0%
Services to Other Municipalities					(137,700)			(137,700)	(137,700)	-	0%
User Fees							(7,500)	(7,500)	(7,500)	-	0%
Total Revenues	(88,735)	-	-	-	(137,700)	-	(51,000)	(277,435)	(277,435)	-	0%
Transfers											
Contributions to Reserves						488,600		488,600	472,204	16,396	3%
Draws from Reserves			(270,477)		(229,862)			(500,339)	(461,355)	(38,984)	8%
Total Transfers	-	-	(270,477)	-	(229,862)	488,600	-	(11,739)	10,849	(22,588)	-208%
Net Budget	477,563	20,000	116,488	155,952	2,872,710	553,925	511,279	4,707,917	4,027,909	680,008	17%

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



The key performance indicators / metrics, and priorities and objectives for this department can be found under tab 3.

BUDGET SUMMARY

The Development Services operating budget includes expenditures of \$0.25 million or 1% of the Town's total operating expenditures. The only increase in this budget for 2018 is in salaries and benefits and results from steps and benefit increases.

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

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



Town of
East Gwillimbury

**2018 OPERATING BUDGET
DEVELOPMENT SERVICES**

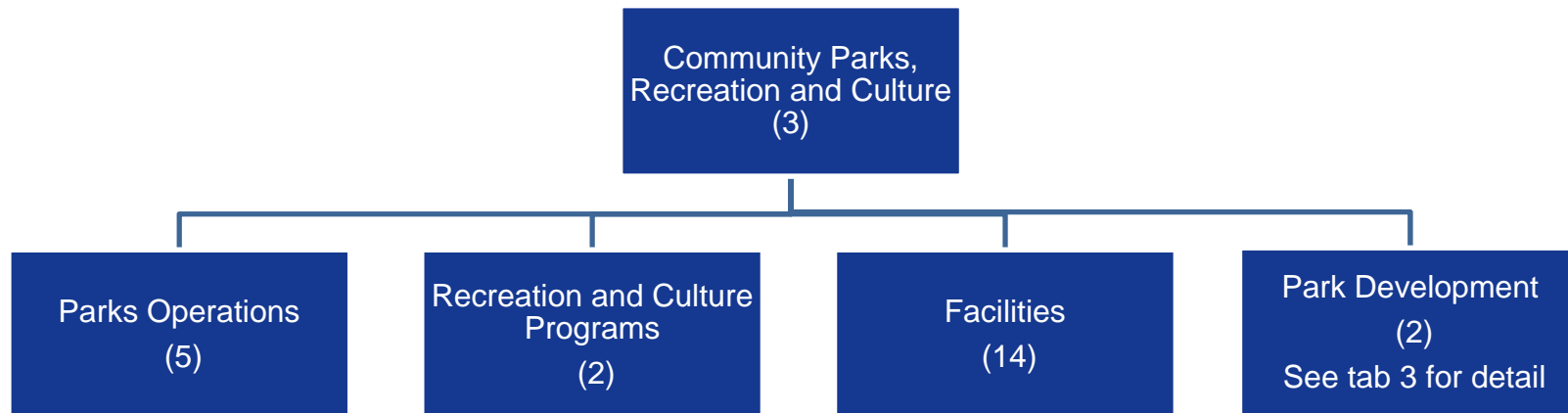
	Strategy & Admin	2018 Budget	2017 Budget	Variance \$	Variance %	
Expenditures						
Salaries & Benefits		228,035	228,035	227,005	1,030	0%
Communications		1,300	1,300	1,300	-	0%
Consultant		4,000	4,000	4,000	-	0%
Courier & Mail Processing		200	200	200	-	0%
Equipment & Vehicle		2,500	2,500	2,500	-	0%
Materials & Supplies		4,200	4,200	4,200	-	0%
Mileage		700	700	700	-	0%
Professional Development & Memberships		4,728	4,728	4,728	-	0%
Total Expenditures		245,663	245,663	244,633	1,030	0%
Revenues						
Development Charges		(69,048)	(69,048)	(69,048)	-	0%
Total Revenues		(69,048)	(69,048)	(69,048)	-	0%
Net Budget		176,615	176,615	175,585	1,030	0%

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 responsible for the following core business functions: facility design, construction maintenance and operations; park, trail and open space design, construction, maintenance and operations; streetscape and public space urban design and construction; recreation programming, special events, and indoor and outdoor facility permit administration.

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



KEY PERFORMANCE INDICATORS / METRICS

Parks Operations

- 188 acres of parkland maintained
- 8000 +/- trees maintained
- 24 kilometres of existing trails maintained

Recreation & Culture Programs

- 302 programs
- 4108 program hours
- 23 Town special events
- approximately 7000 residents attended Town events

Facilities

- approximately 250,000 square feet of facility space maintained
- 7885 permit hours

Park Development

- 23 kilometres of new trails (includes on-street cycle facilities)
- 14 acres of new parks designed and under construction

KEY PRIORITIES AND OBJECTIVES

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Health & Active Living Plan 2017 review (Q2 2018)	✓	✓	
Health & Active Living Plaza - Continued partnership development and detailed designed	✓	✓	
Operations Centre design completion and commencement of construction	✓	✓	
Continue to develop new partnerships, programs, and events	✓	✓	
Construction of New Parks and Trails and Reconstruction of Existing Community Parks	✓	✓	
CPRC departmental review and implementation of recommendations	✓		✓
Focus on creating a cohesive and effective team through team building initiatives and training opportunities			✓
Parks and Recreation comprehensive fee review	✓		✓

BUDGET SUMMARY

The Community Parks, Recreation and Culture (CPRC) operating budget includes expenditures of \$4.8 million or 22% of the Town's total operating expenditures. The salary and benefits budget for CPRC has increased by approximately \$307,000. This is due to the increased costs associated with steps, benefits, and the final phase of the market review. This increase also includes approximately \$150,000 in increased part time salaries and benefits to align the budget with actual expenditures. The increased contracted services budget of \$30,000 pertains to the costs associated with the Activenet programming registration system. The equipment and vehicle budget is increasing by \$20,000. The program instructor budget and property and building maintenance budget are increasing by \$33,000 and \$15,000 respectively. All of the above noted budgets are increasing to more accurately align the budget with the actual costs being incurred.

The increased expenditures are partially offset by an increase in user fee revenue of approximately \$100,000.

It is important to note that staff are planning to undertake a comprehensive program fee review in an effort to mitigate the increasing program and service delivery costs.

The net budget is increasing by approximately \$326,000 or 9%.



Town of
East Gwillimbury

**2018 OPERATING BUDGET
COMMUNITY PARKS,
RECREATION & CULTURE**

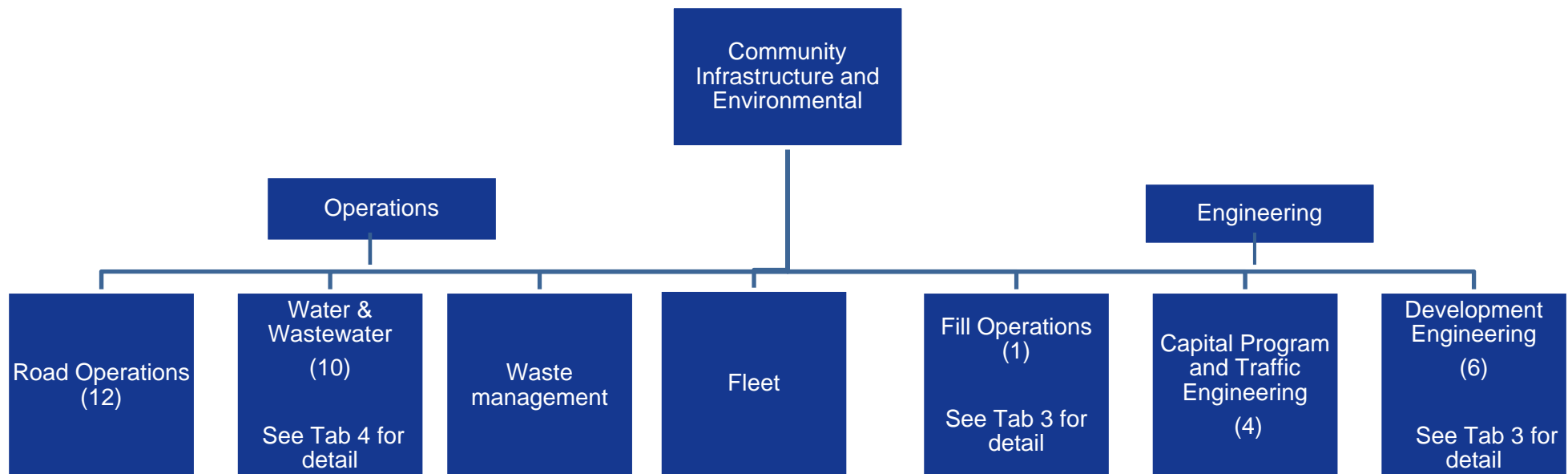
	Strategy & Admin	Parks Operations	Leisure Programs	Facilities	Parks Fleet	2018 Budget	2017 Budget	Variance \$	Variance %
Expenditures									
Salaries & Benefits	301,096	821,127	596,754	1,507,662		3,226,639	2,919,664	306,975	11%
Advertising	800		1,000			1,800	1,800	-	0%
Communications	4,660	3,000		2,270		9,930	9,930	-	0%
Public Works		9,000				9,000	9,000	-	0%
Contracted Services		2,600	46,000	41,323		89,923	59,923	30,000	50%
Courier & Mail Processing	550					550	550	-	0%
Equipment & Vehicle		23,500	4,000	29,240		56,740	36,740	20,000	54%
Equipment Repair		1,000		75,827	32,700	109,527	109,527	-	0%
Insurance Premiums & Claim Payments		2,100				2,100	2,100	-	0%
Materials & Supplies	4,400	95,900	35,400	40,820	48,500	225,020	225,820	(800)	0%
Mileage	3,000	500		1,000		4,500	4,500	-	0%
Professional Development & Memberships	8,723	6,031		2,576		17,330	12,330	5,000	41%
Program Instructor			99,200			99,200	66,200	33,000	50%
Property & Building Maintenance		121,500		118,520		240,020	225,020	15,000	7%
Rent			15,200	25,000		40,200	39,200	1,000	3%
Software Licenses & Maintenance	5,800					5,800	5,800	-	0%
Uniforms & Safety Clothing	500	8,000	1,150	6,700		16,350	14,650	1,700	12%
Utilities		168,730		516,708		685,438	684,238	1,200	0%
Total Expenditures	329,529	1,262,988	798,704	2,367,646	81,200	4,840,067	4,426,992	413,075	9%
Revenues									
Development Charges	(114,328)					(114,328)	(136,198)	21,870	-16%
Grants		(615)				(615)	(615)	-	0%
Library				(77,456)		(77,456)	(64,340)	(13,116)	20%
Sales				(16,613)		(16,613)	(16,613)	-	0%
User Fees		(35,708)	(419,500)	(729,926)		(1,185,134)	(1,086,134)	(99,000)	9%
Total Revenues	(114,328)	(36,323)	(419,500)	(823,995)	-	(1,394,146)	(1,303,900)	(90,246)	7%
Transfers									
Contributions to Reserves				430,238	155,893	586,131	584,931	1,200	0%
Draws from Reserves	(12,703)					(12,703)	(15,133)	2,430	-16%
Total Transfers	(12,703)	-	-	430,238	155,893	573,428	569,798	3,630	1%
Net Budget	202,498	1,226,665	379,204	1,973,889	237,093	4,019,349	3,692,890	326,459	9%

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; and
- Administering the waste management contract

The department is supported by 35 full time positions and many seasonal contract and permanent part time positions.



KEY PERFORMANCE INDICATORS / METRICS

Roads Operations

- 1,584 general operations work orders (crew activities) issued
- ± 65 winter events for the 2016-2017 winter season

Waste Management

- 3,600 tonnes collected as of June 2017
- 70% diversion rate from waste stream as of June 2017

Capital Programs and Traffic Engineering

- 11 lane kilometres resurfaced
- 5 lane kilometres of gravel roads
- 412 lane kilometres of paved road (including 21km unassumed)
- 100 kilometres of sidewalks (including 20km unassumed)

KEY PRIORITIES AND OBJECTIVES

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
Continue with the development of a new operations centre - design and construction in partnership with CPRC	✓	✓	✓
Continue with implementation of automated work order management system in partnership with Corporate Services	✓		✓
Proactively implement an updated service delivery plan to respond to growth including: <ul style="list-style-type: none"> 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)	✓	✓	
Review and Update the Towns Traffic Policies	✓	✓	
Develop and implement a robust asset management program (multi-year)	✓		✓
Deliver the Departments Capital program (Roads, Sidewalks, lights, grant funding projects, etc.)	✓	✓	✓
Maintain a 10 year Capital Program (multi-year) <ul style="list-style-type: none"> Water Wastewater Roads/bridges Sidewalks/Walkways Storm Water System Lights 	✓	✓	✓

Priorities and Objectives	Strategic Plan Alignment		
	4. Providing quality, affordable programs & services for a safe, accessible and livable community	5. Building a complete community that provides healthy places to live, work, play and learn	6. A high performance municipal organization committed to service and excellence
Develop Servicing Strategies (multi-year) <ul style="list-style-type: none"> Highway 404 employment lands Leslie Street Servicing 	✓	✓	✓
Coordination with other municipalities for best practices	✓	✓	✓
Continue to work collaboratively with York Region in the planning and development of the of the Water Reclamation Centre	✓	✓	✓
Development Fee review update in partnership with Corporate Services	✓	✓	✓
Team and staff development	✓	✓	✓

BUDGET SUMMARY

Community Infrastructure and Environmental Services (CIES) operating budget includes expenditures of approximately \$5.7 million or 25% of the Town's total operating budget expenditures. The salary and benefits budget for CIES has increased by approximately \$211,000 resulting from steps, benefits, and the phased implementation of the market review. This also includes the addition of a full time Operations Technologist to the approved complement.

The net increase to the Public Works component of the budget is approximately \$30,000. The supplies and materials budget is also increasing by approximately \$44,000. The increase in these two areas is primarily due to increased cost of winter maintenance. The contracted services budget is also increasing by approximately \$60,000 for mosquito control (\$10,000), Ontario 1 Call (\$13,000), works yard expenditures (\$8,000), and (\$28,000) for new crossing guards. This increase is required to align the budget with actual costs incurred. Utility costs (hydro) are increasing primarily due to growth in the number of street lights illuminated by the Town. Finally, the largest cost driver relates to waste management (\$389,000) which is increasing due to contractual increases and to account for the new homes that are now requiring this service. This is in addition to the provision that was included in the 2017 budget of \$230,000.

Ontario 1 Call revenues have decreased for 2018, to more accurately reflect the revenue being received. There is an increased need to contribute to the vehicle and equipment reserve of \$25,000 and the tax funded portion of the capital program has decreased for 2018 from \$491,000 to \$453,000.

Overall, the net budget is increasing by about \$815,000 or 15%.

The CIES department also includes the Water and Wastewater branch, Development Engineering branch, and the Fill Operations branch. The budget tables in this section exclude the budget for these branches as they are not tax supported and are included separately in this report (see tab 3 and 4).



Town of
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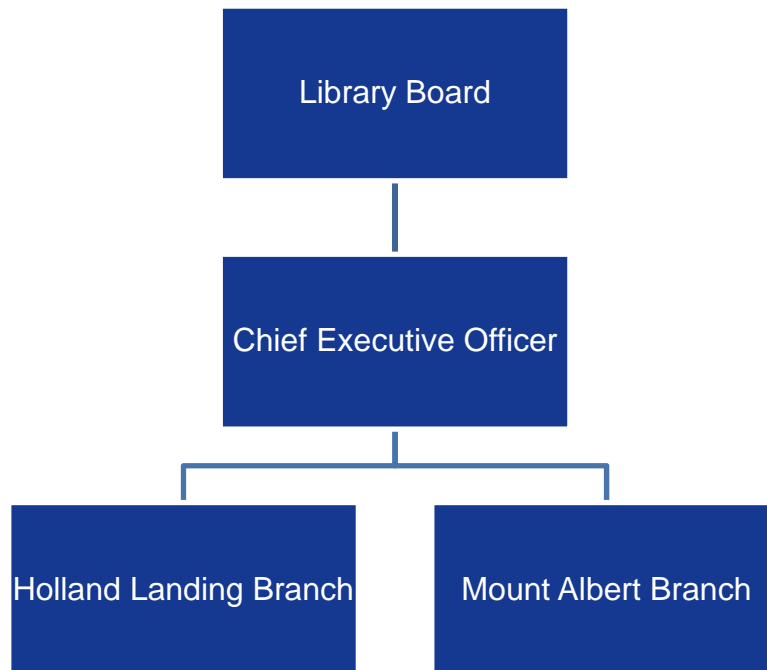
**2018 OPERATING BUDGET
COMMUNITY INFRASTRUCTURE &
ENVIRONMENTAL SERVICES**

	Strategy & Admin	Operations	Capital Programs & Traffic Engineering	Fleet	Waste Management	2018 Budget	2017 Budget	Variance \$	Variance %
Expenditures									
Salaries & Benefits	463,888	1,271,009	548,473			2,283,370	2,072,512	210,858	10%
Advertising					1,320	1,320	1,200	120	10%
Communications	19,140	4,700	1,000			24,840	22,700	2,140	9%
Public Works		655,890	5,400			661,290	631,720	29,570	5%
Consultant		16,500				16,500	15,000	1,500	10%
Contracted Services		204,380	28,035		17,765	250,180	188,950	61,230	32%
Courier & Mail Processing	800					800	800	-	0%
Equipment & Vehicle	4,000	20,350				24,350	22,500	1,850	8%
Equipment Repair				100,000		100,000	100,000	-	0%
Materials & Supplies	21,950	291,660	250	201,000	17,820	532,680	488,900	43,780	9%
Mileage	2,800	560	2,250			5,610	5,570	40	1%
Professional Development & Memberships	7,590	1,010	1,508			10,108	10,108	-	0%
Uniforms & Safety Clothing		10,000	1,000			11,000	11,000	-	0%
Utilities		472,260				472,260	424,810	47,450	11%
Waste Collection					1,280,593	1,280,593	891,553	389,040	44%
Total Expenditures	520,168	2,948,319	587,916	301,000	1,317,498	5,674,901	4,887,323	787,578	16%
Revenues									
Development Revenue		(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		(1,000)			(5,050)	(6,050)	(6,050)	-	0%
Services to Other Municipalities		(35,000)				(35,000)	(35,000)	-	0%
User Fees		(50,000)				(50,000)	(90,000)	40,000	-44%
Total Revenues	(4,500)	(100,200)	-	-	(80,050)	(184,750)	(224,750)	40,000	-18%
Transfers									
Contributions to Reserves				181,034		181,034	156,034	25,000	16%
Tax Levy Investment to Capital			453,000			453,000	491,000	(38,000)	-8%
Total Transfers	-	-	453,000	181,034	-	634,034	647,034	(13,000)	-2%
Net Budget	515,668	2,848,119	1,040,916	482,034	1,237,448	6,124,185	5,309,607	814,578	15%

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 positions.



KEY PERFORMANCE INDICATORS / METRICS

Strategic Priority: Engage members of the community

- Expanded Social media activities reaching 705 Twitter followers, 216 Instagram followers, 537 Facebook likes, and 678 subscribers to the library newsletter.
- Expansion of outreach with tech help classes for New Leaf residents, providing storytime and STEM programs to the Blue Doors Family shelter, displaying works by East Gwillimbury Group of Artists in Holland Landing, and delivering library books to 17 Homebound residents.
- Engaged in 160 community outreach events including Farmer's Market, Sports Day, and Go Train rider appreciation and interacted with over 4,800 people.

Strategic Priority - Sustain & Innovate library programs and services

- Formed new partnership with all York Region libraries so that EG residents can get free library card at any town in the region plus Bradford-West Gwillimbury and Uxbridge.
- Refreshed website to be more attractive, AODA compliant and mobile device friendly.
- Launched new lending programs for chromebooks, sewing machines, and GoPro camera.

Strategic Priority - Deliver excellent customer service

- Provided 800 educational and creative programs with attendance of close to 8,000.
- Reached 6900 active library users almost 30% of population of EG who borrowed close to 135,000 items.

KEY PRIORITIES AND OBJECTIVES

Priorities and Objectives	Strategic Plan Alignment		
	1. Providing quality, affordable programs & 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
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 Health and Active Living Plaza	✓	✓	✓
Develop new Strategic Plan to address the changing needs of an increasingly diverse community	✓	✓	✓

BUDGET SUMMARY

The funding for the Library Board in the operating budget totals \$1.6 million or 7% of the Town's total operating expenditures. The budget has increased by approximately \$84,000 or 6% over the 2017 budget. The increased cost is primarily due to salary and benefit adjustments of approximately \$62,000. The facility costs budget increase of approximately \$11,500 represents the Town's cost of providing the space to the Library. There is a corresponding revenue item in the CPRC budget. As in previous years, the Library is also requesting a \$5,000 increase to contribution to reserves.



Town of
East Gwillimbury

2018 OPERATING BUDGET LIBRARY SERVICES	Library Resources	Library Services / Support	Board Governance / Admin	2018 Budget	2017 Budget	Variance \$	Variance %
Expenditures							
Salaries & Benefits		1,257,316		1,257,316	1,195,314	62,002	5%
Library Materials	152,860			152,860	152,860	-	0%
Audit Fees			4,260	4,260	4,260	-	0%
Communications			8,800	8,800	8,070	730	9%
Consulting		1,800		1,800	1,600	200	13%
Courier & Mail Processing			4,045	4,045	4,045	-	0%
Equipment			12,000	12,000	12,000	-	0%
Facility Costs		77,456		77,456	65,912	11,544	18%
Information Technology		33,500		33,500	33,500	-	0%
Mileage & Travel		5,500		5,500	5,500	-	0%
Payroll & Other Contracted Services		6,065	3,263	9,328	8,808	520	6%
Professional Development & Memberships		16,785		16,785	16,585	200	1%
Supplies			3,994	3,994	3,994	-	0%
Public Engagement and Supporting Services		21,700		21,700	18,030	3,670	20%
Total Expenditures	152,860	1,420,122	36,362	1,609,344	1,530,478	78,866	5%
Revenues							
Grants			(33,047)	(33,047)	(33,047)	-	0%
User Fees			(23,720)	(23,720)	(23,370)	(350)	1%
Total Revenues			- (56,767)	(56,767)	(56,417)	(350)	1%
Transfers							
Contributions to Reserves			45,000	45,000	40,000	5,000	13%
Total Transfers	-	-	45,000	45,000	40,000	5,000	13%
Net Budget	152,860	1,420,122	24,595	1,597,577	1,514,061	83,516	6%