

# 2020 Capital Budget

Presentation to Council

September 24, 2019

A photograph of the Aurora Town Hall building. The building is constructed of red brick and features a curved wall with the words "AURORA TOWN HALL" in large, white, serif capital letters. The building has a red roof and a row of windows. In the foreground, there are several small evergreen shrubs. To the right, a Canadian flag is visible on a pole. The background shows trees with autumn foliage.

AURORA TOWN HALL

# Overview

- Capital Budget Overview
- 2020 Capital Investments
  - Repair and Replacement
  - Growth and New
  - Studies and Other
- Reserves
- Looking Ahead and Next Steps

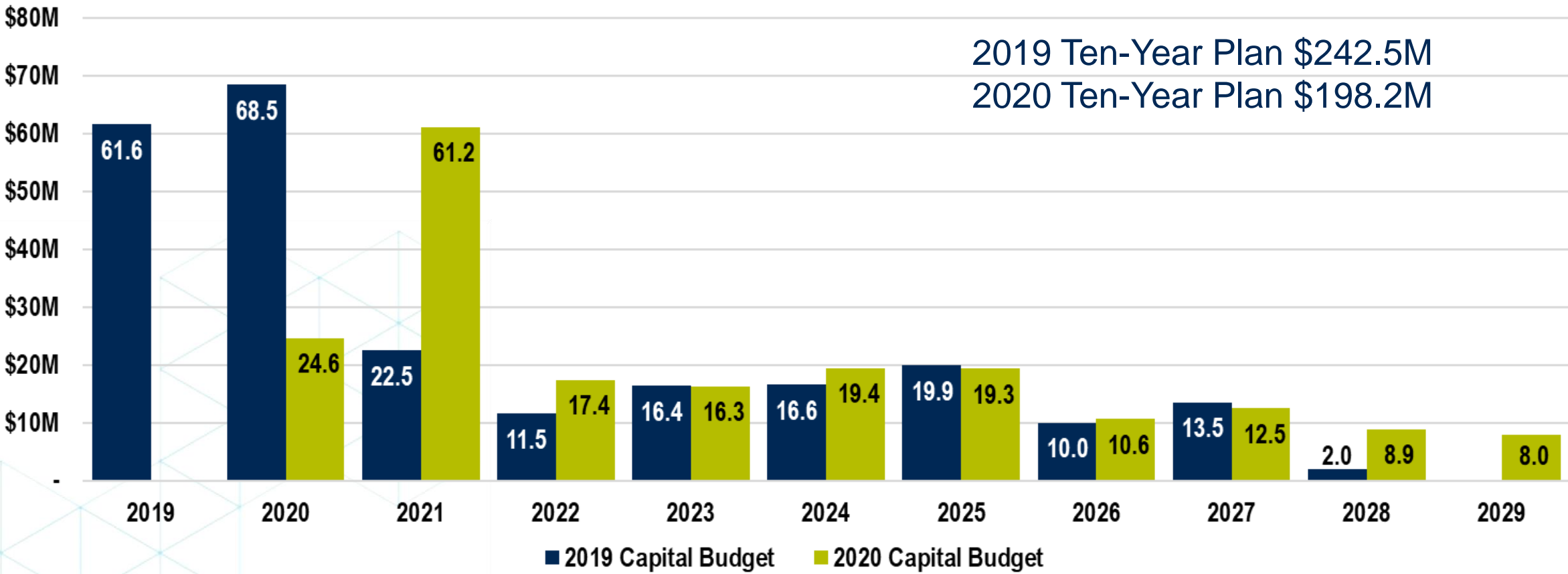




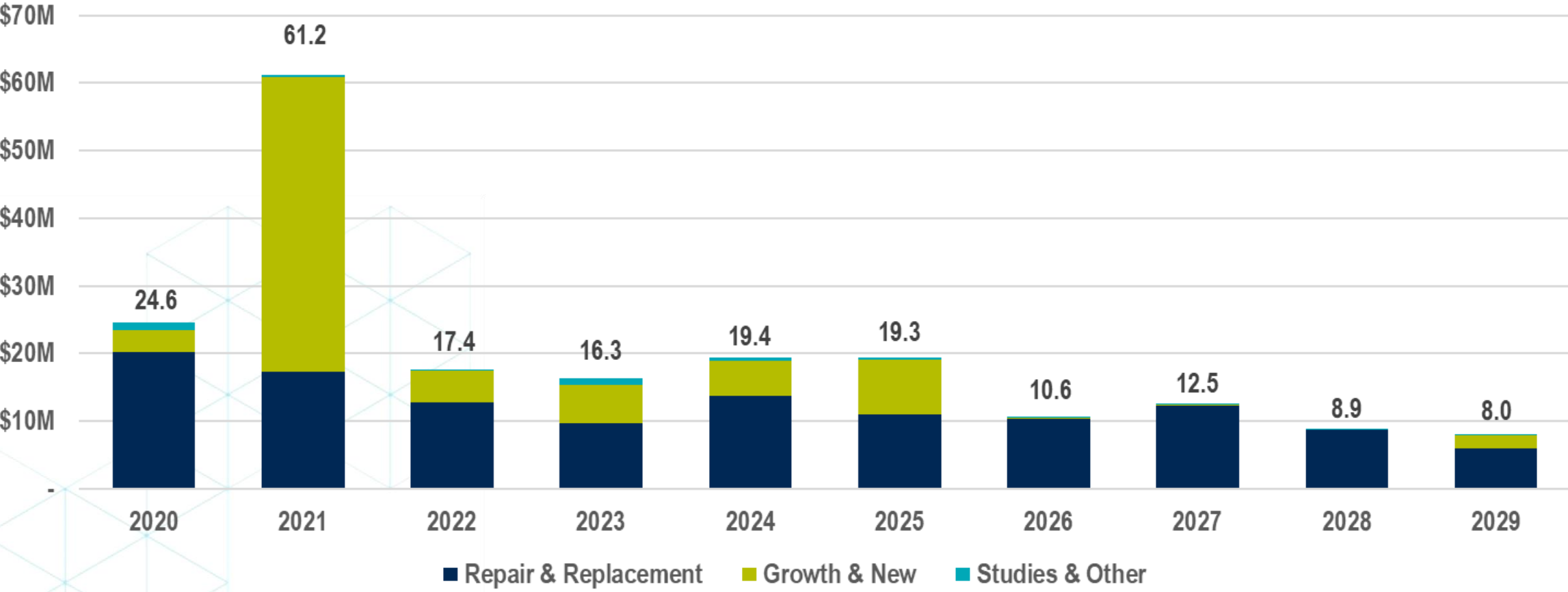
# Budget at a glance

2020 Proposed Capital Budget	\$24.6M
Repair and Replacement	\$20.2M
Growth and New	\$3.3M
Studies and Other	\$1.1M
Ten-Year Capital Investment Plan	\$198.2M
Previously Approved Active Projects	\$106.3M
Fleet Budget	Deferred

# The ten-year plan is \$44.3M less this year

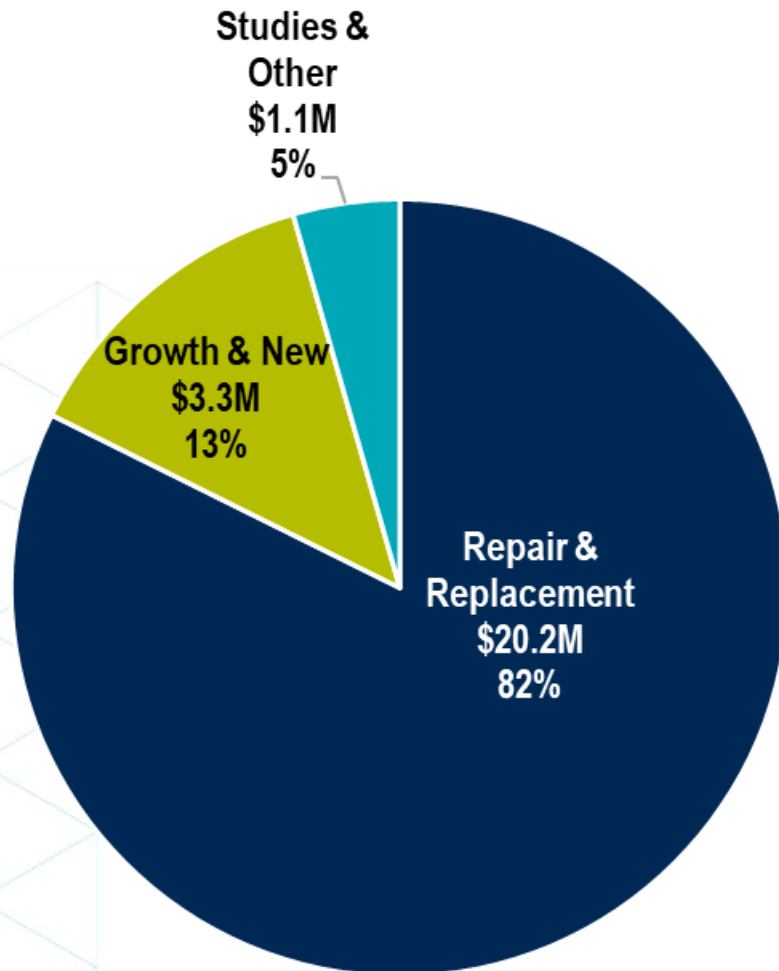


# Ten-year capital plan \$198.2M

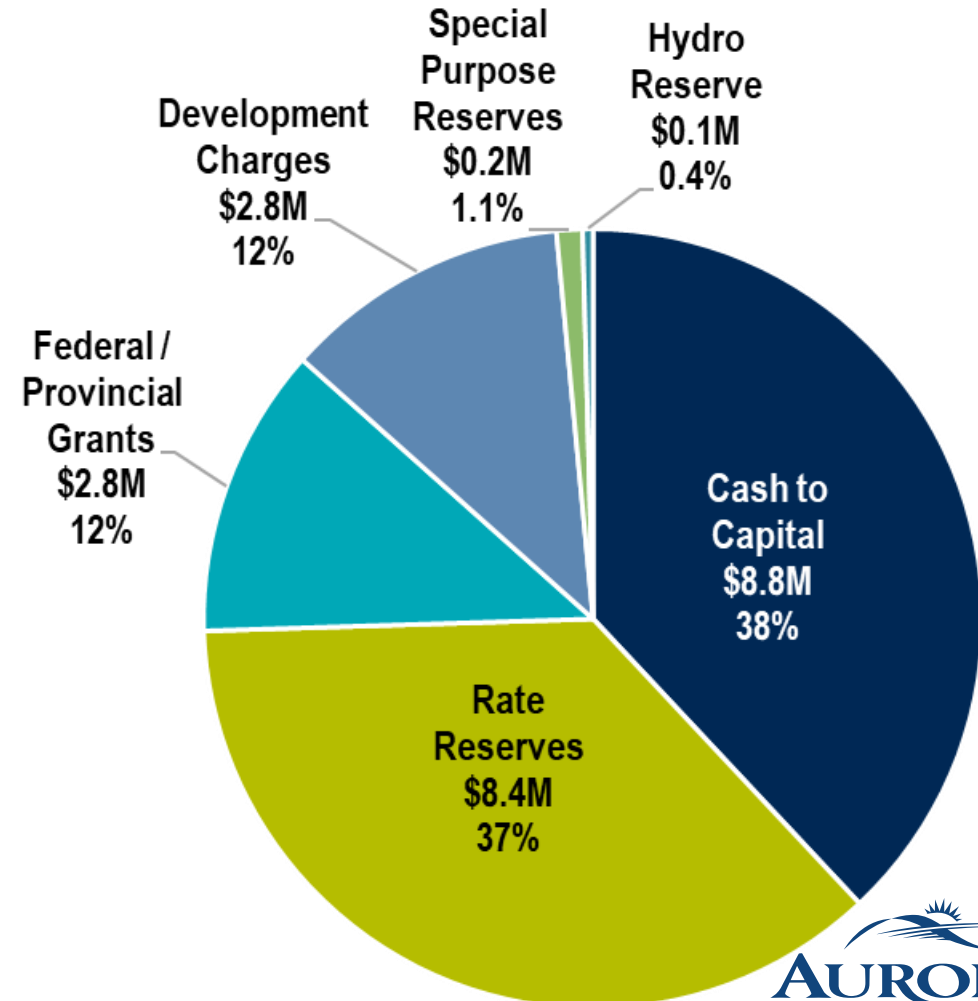


# Most of 2020 capital is for asset management

## 2020 Capital Projects



## 2020 Capital Funding

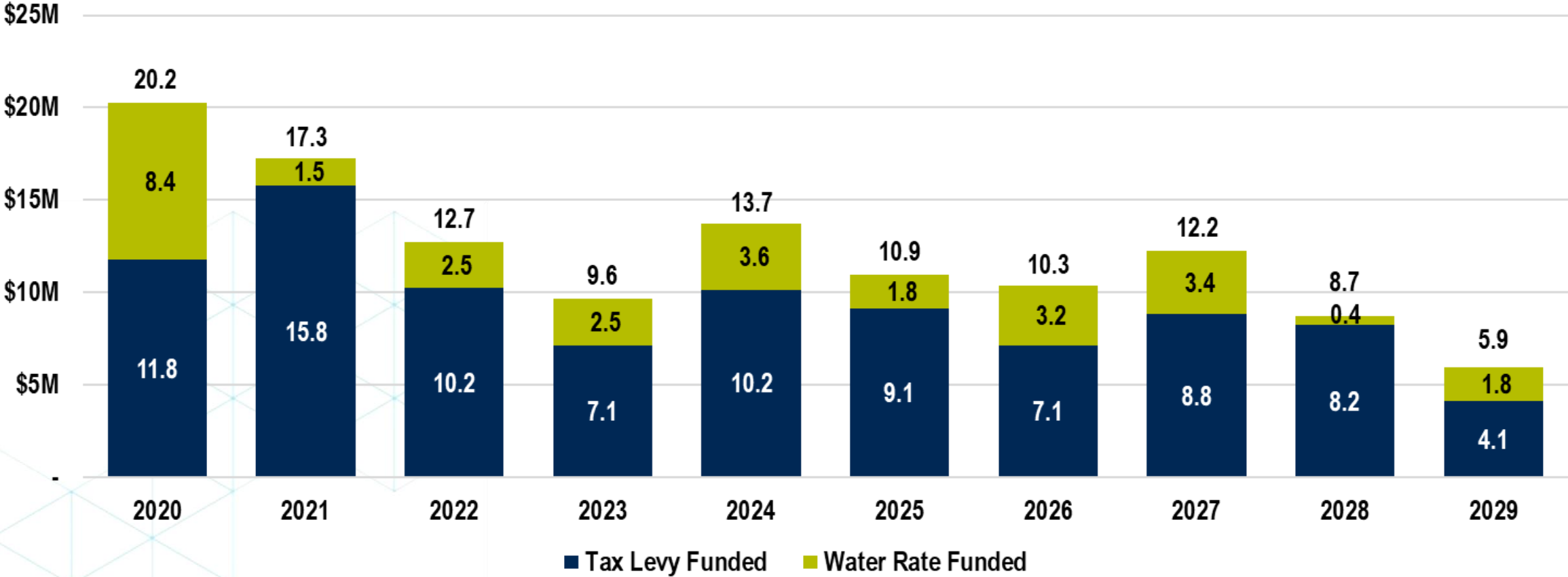




# Repair and Replacement

Asset management

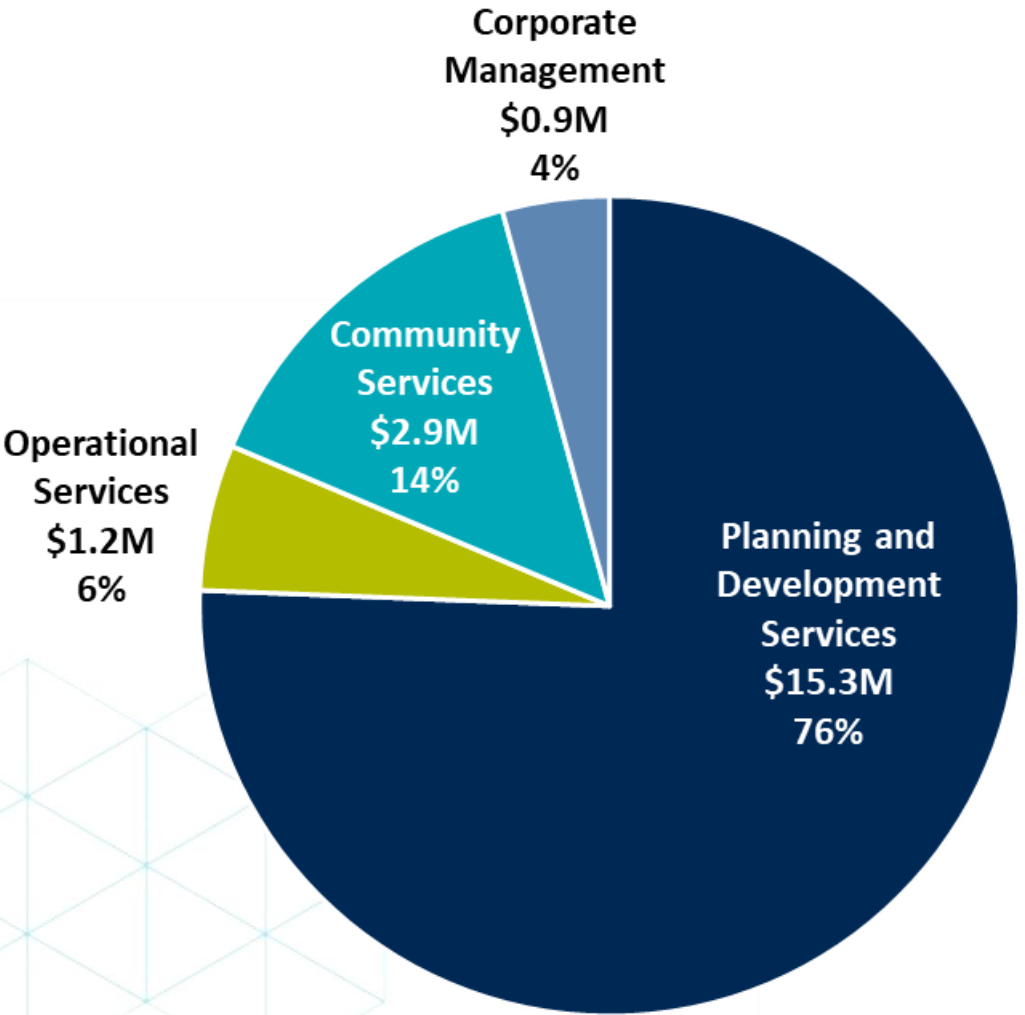
# Ten-year repair and replacement plan \$121.7M



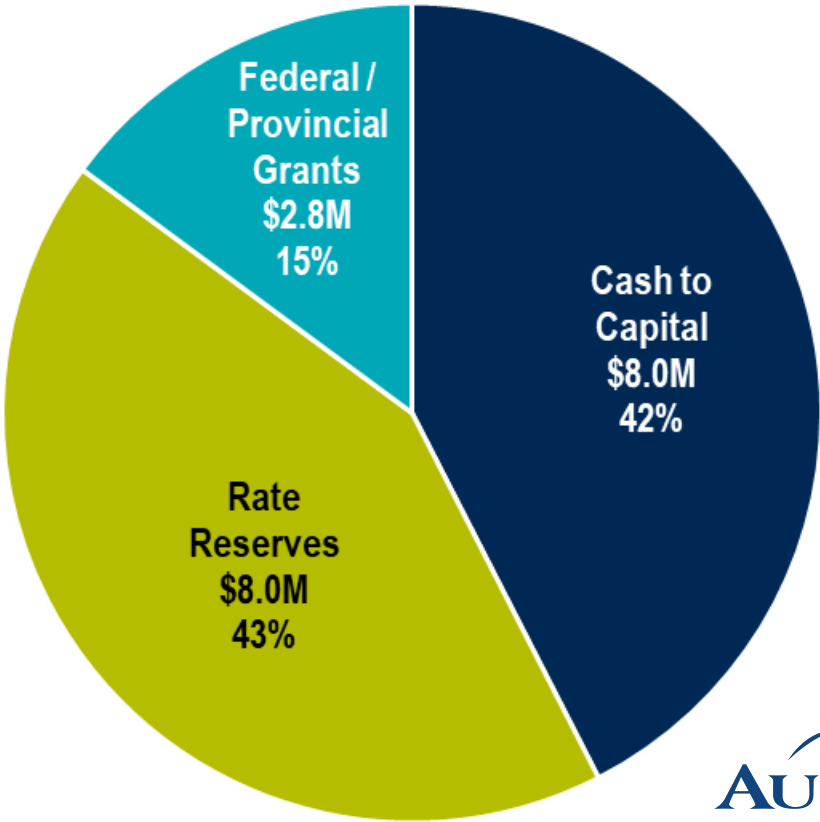


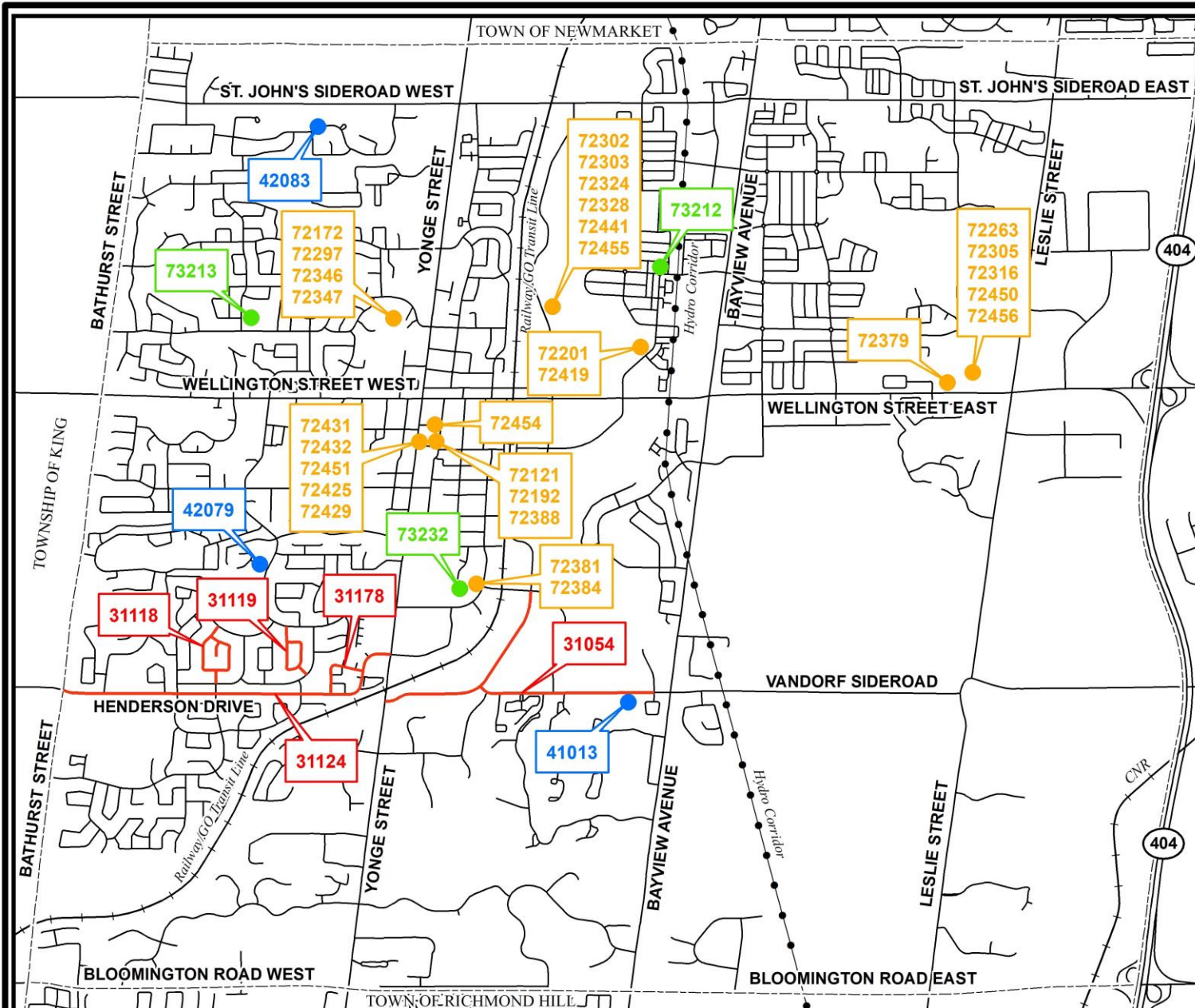
# \$20.2M in projects are proposed for 2020

### 2020 Capital Projects



### 2020 Capital Funding





CAPITAL PROJECTS	
31054 Road Resurfacing of Industrial Pkwy S and Vandorf Sdrd	72455 AFLC SARC Transfer Stations – Accessibility Plan Implementation
31118 Road Reconstruction of Browning Crt, Johnson Rd, Holman Cres, Baldwin Rd	72263 SARC Cooling Evaporator Tower
31119 Road Reconstruction of Adair Dr, Bailey Cres, Davidson Rd	72305 SARC West Roof Arena – Window Sealant
31124 Road Resurfacing of Henderson Drive	72316 SARC Replacement of Plumbing Fixtures
31178 Road Reconstruction of Polar Crescent	72450 SARC Low E Ceiling Arenas
42079 Devlin Place Stream Rehabilitation	72456 SARC Hoyer Lifts – Accessibility Plan Implementation
42083 Willow Farm Lane Stream Rehabilitation	72201 TH Workstation Refurbishment
73212 Taylor Park - Playground Replacement	72419 TH Repair of Concrete/Stone Walkways
73213 Harmon Park - Playground Replacement	72454 Victoria Hall Accessible Ramp – Accessibility Implementation
73232 Jack Wood Park - Trail/Playground Redesign	72121 22 Church Street Brick Repairs
41013 Replace Vandorf Lift Station Pumps	72192 22 Church Street Exterior Doors
72431 Library Rooftop HVAC Units	72388 22 Church Street Repaint Interior Wall Surfaces
72432 Library Fire Alarm Panel	72172 ACC Sporting Floor
72451 Library Exterior LED Retrofit	72297 ACC Zamboni Room Heater
72425 Library Roofing	72346 ACC Reseal Concrete Floors
72429 Library Repairs to Elevator Door System	72347 ACC Replacement of Suspended Ceiling in Lobby
72302 AFLC Replacement of Arena Seating	72379 CYFS 4-4 Replacement of Two Steam Humidifiers
72303 AFLC Blinds for Pool Windows	72381 CYFS 4-3 Replace Windows
72324 AFLC Replace Hollow Metal Doors & Exterior Exit Doors	72384 CYFS 4-3 Replace Suspended Ceiling Panels
72328 AFLC Replace Built Up Roofing Above Arena Dressing Rooms	
72441 AFLC Pool Boiler Replacement	

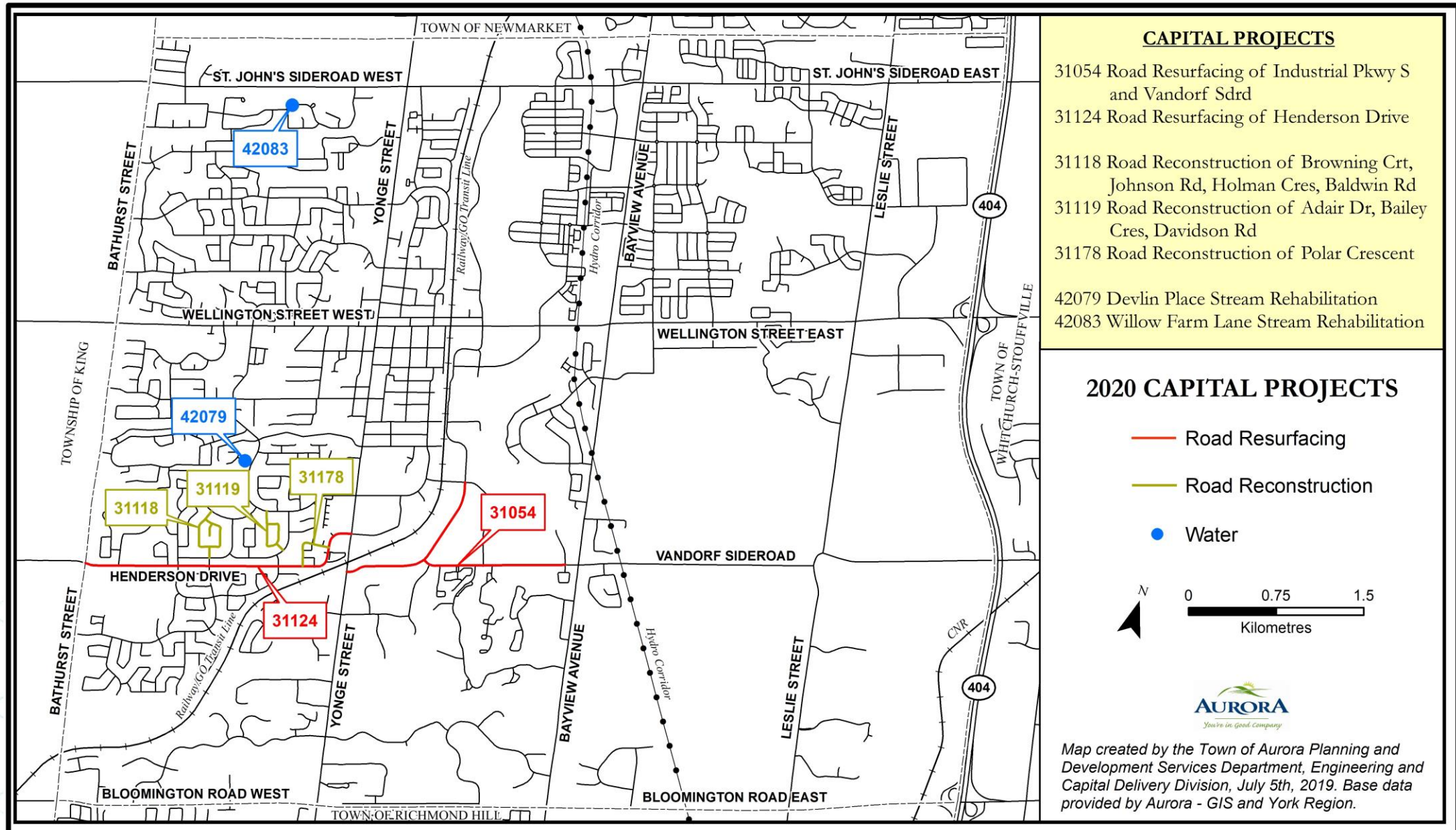
## 2020 Repair and Replacement Capital

— Engineering    ● Water    ● Facilities    ● Parks



Map created by the Town of Aurora Planning and Development Services Department, Engineering and Capital Delivery Division, July 5th, 2019. Base data provided by Aurora - GIS and York Region.

# Planning and Development Services \$15.3M



# Community Services Facilities \$2.9M

\$1,352,600 Aurora Public Library



\$396,900 Aurora Family Leisure Complex (AFLC)



\$340,300 Stronach Aurora Recreation Complex (SARC)



\$283,500 Town Hall



\$157,300 22 Church Street School



\$150,000 Aurora Community Centre (ACC)



\$65,900 Central York Fire Services (CYFS)



\$170,000 Other



# Operational Services \$1.2M



\$666,000 Parks



\$450,000 Roads



\$50,000 Water & Sewer

# Corporate Management \$0.9M




A white and green water meter with a circular top and a central opening. The brand name 'METER' is visible on the top.

**\$511,900 Financial Services — Water Meter Replacement Program**



A row of black server racks in a data center. The racks are filled with various electronic components, including circuit boards and cables. The racks are arranged in a long line, and the cables are organized and bundled.

**\$326,309 Corporate Services — Information Technology**



A screenshot of the Aurora website. The header features the Aurora logo and navigation links for Town Services, Home And Property, Recreation, Arts And Culture, Business And Development, and Your Government. The main content area displays a featured article titled 'Aurora's Library Square' with a sub-headline 'A Place for Art, Music, Culture, Our Future, All Generations' and a 'LEARN MORE' button. Below this, there is a 'FEATURED' section for 'Desjardins Days' dated June 13, 2019, and a sidebar with links to Recreation and Fitness, Agendas and Minutes, Garbage, Recycling & Composting, and Community Involvement.

**\$15,000 Office of the CAO — Town of Aurora Website**

# New projects added to the 10-year plan

Project	Proposed Budget	Page
<b>Planning and Development Services</b>		
<ul style="list-style-type: none"> <li>Performance Monitoring of LID Controls (#42075)</li> </ul>	80,000	6-18
<b>Operational Services</b>		
<ul style="list-style-type: none"> <li>Christmas Decorations (#34001)</li> <li>Roads Operations Infrastructure Inspection, Repair and Maintenance Programs (#34008)</li> <li>Sidewalk/Engineered Walkway Reconstruction (#34616)</li> <li>Replace Vandorf Lift Station Pumps (#41013)</li> </ul>	50,000 200,000 200,000 50,000	6-99 6-103 6-107 6-108

# New projects added to the 10-year plan

Project	Proposed Budget	Page
<b>Community Services</b>		
<ul style="list-style-type: none"> <li>• Energy and Demand Management Plan Implementation (#72452)</li> </ul>	50,000	6-65
<ul style="list-style-type: none"> <li>• Unplanned - Emergency Repairs Contingency (#72453)</li> </ul>	100,000	6-67
<b>Corporate Services</b>		
<ul style="list-style-type: none"> <li>• Business Process Automation and Data Integration (#14075)</li> </ul>	105,000	6-114



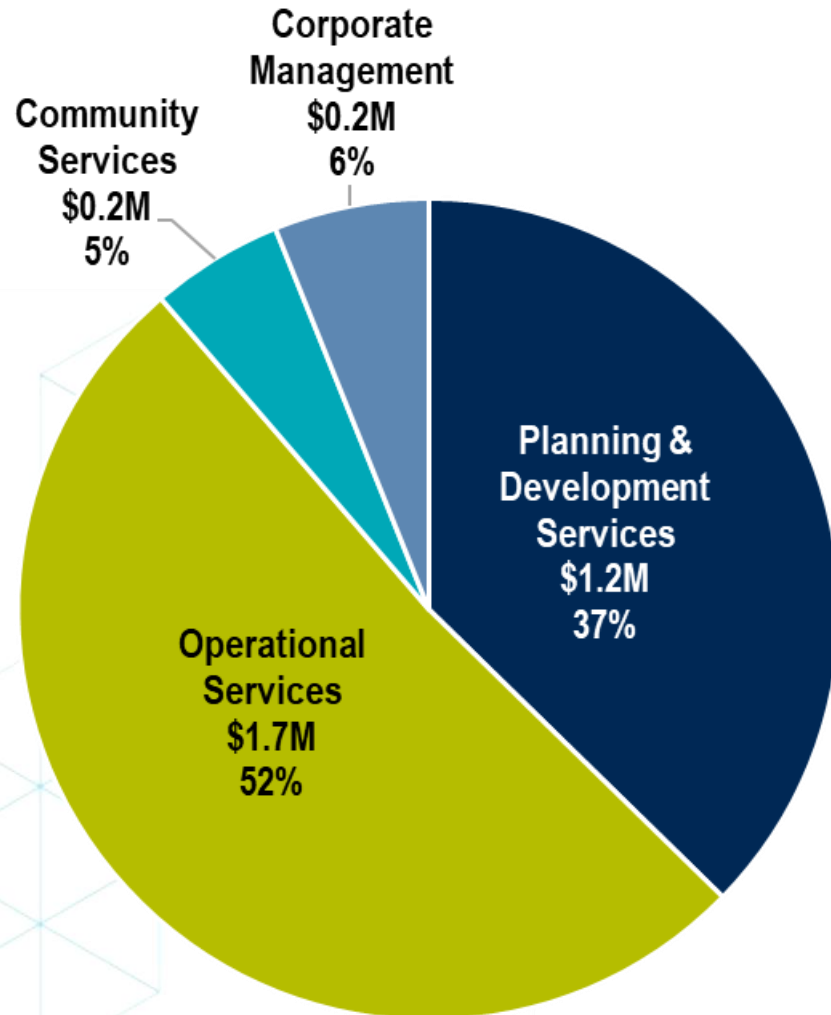


# Growth and New

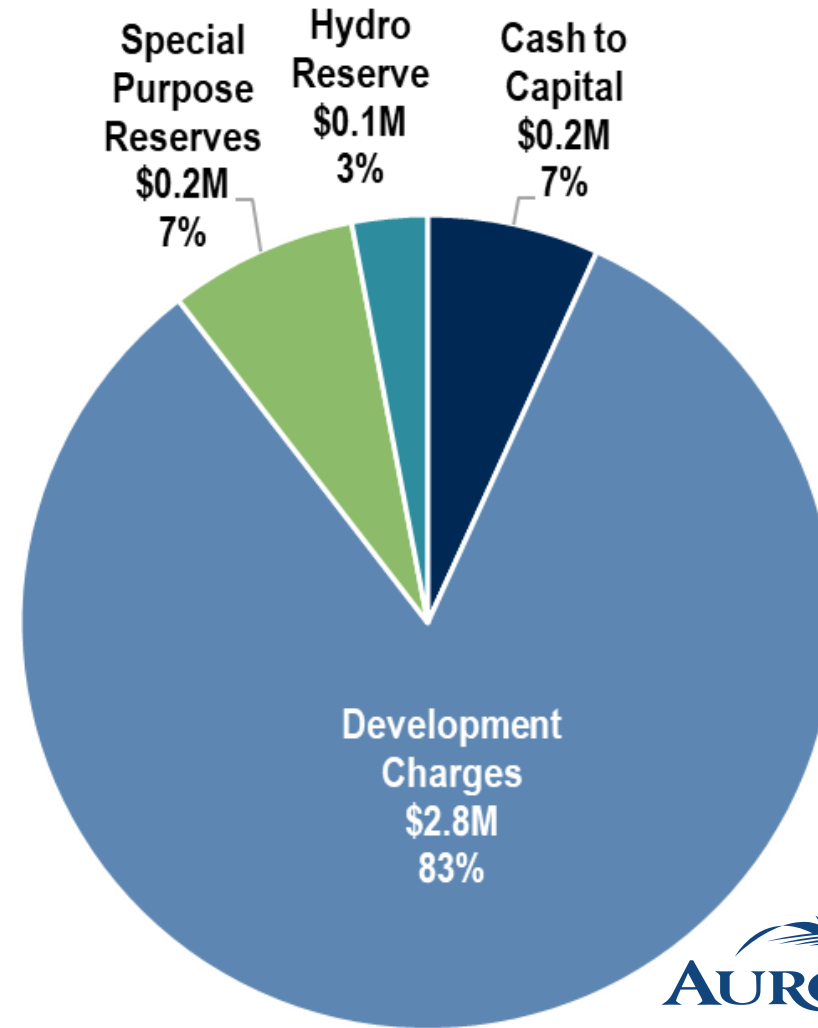
Building for a growing community

# 2020 Growth and New Capital \$3.3M

## 2020 Capital Projects



## 2020 Capital Funding



# 4 projects represent 82% of Growth and New

Project	Proposed Budget
Sidewalk - Leslie St - 600m north of Wellington to North Town Limit (#34637)	1,216,100
Wildlife Park - Phase 3/4 (#73169)	1,000,000
Pave Snow Storage Facility at Lambert Willson Park (#34006)	350,000
Mattamy Phase 4/5 Trail (#73323)	100,000

# New projects added to the 10-year plan

Project	Proposed Budget	Page
<b>Operational Services</b>		
• DeGraaf Cres Trail (#73327)	75,000	8-8
• Snow Plow Safety Enhancements Pilot Project (#34003)	12,000	8-10
• Pave Snow Storage Facility at Lambert Willson Park (#34006)	350,000	8-11
• Winter Road Monitoring System (#34009)	15,000	8-12
<b>Corporate Services</b>		
• Digital Education Program (#14076)	25,000	8-19
<b>Community Services</b>		
• Pet Cemetery Restoration (#73324)	20,000	8-20
• Active Net Scan System (#74015)	20,000	8-24

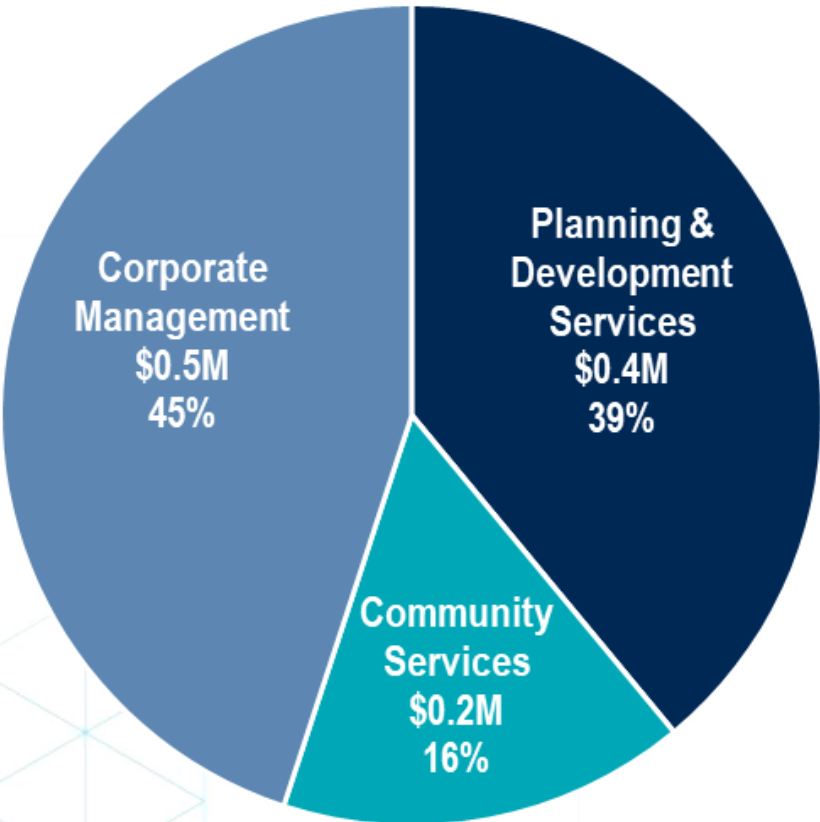


# Studies and Other

Plans and studies to inform future capital and operational needs for the Town of Aurora

# 2020 Studies and Other Capital \$1.1M

2020 Capital Projects



2020 Capital Funding



# 5 projects represent 74% of Studies and Other

Project	Proposed Budget
Information Technology Strategic Plan Implementation (#14073)	230,000
Climate Change Adaptation Plan (#42810)	200,000
Building Condition Assessment and Energy Audit (#73329)	175,000
Municipal Heritage Register Review and Update (#81027)	100,000
Community Benefit Charge Study (#14077)	100,000

# New projects added to the 10-year plan

Project	Proposed Budget	Page
<b>Planning and Development Services</b>		
• Municipal Heritage Register Review and Update (#81027)	100,000	9-3
• Development Review Process and Fee Structure (#81031)	75,000	9-4
• Town Wide Green Development Guidelines (#81032)	50,000	9-5
<b>Community Services</b>		
• Building Condition Assessment and Energy Audit (#73329)	175,000	9-6
<b>Corporate Services</b>		
• Emergency Response Plan Update and Continuation of Operations Plan (#13011)	25,000	9-7
• Job Hazard Assessment (#13027)	30,000	9-10
• Information Technology Strategic Plan Implementation (#14073)	230,000	9-11
<b>Financial Services</b>		
• Community Benefit Charge Study (#14077)	100,000	9-13

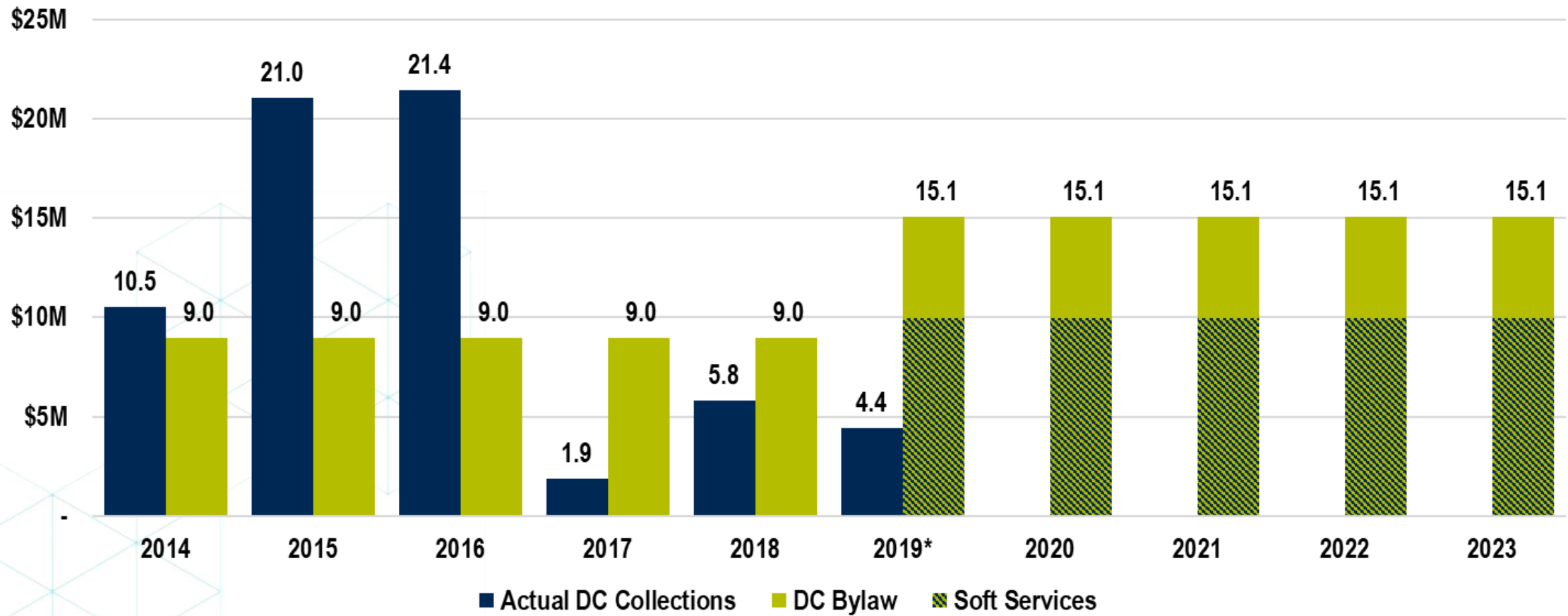




# Reserves

Managing funding for capital projects

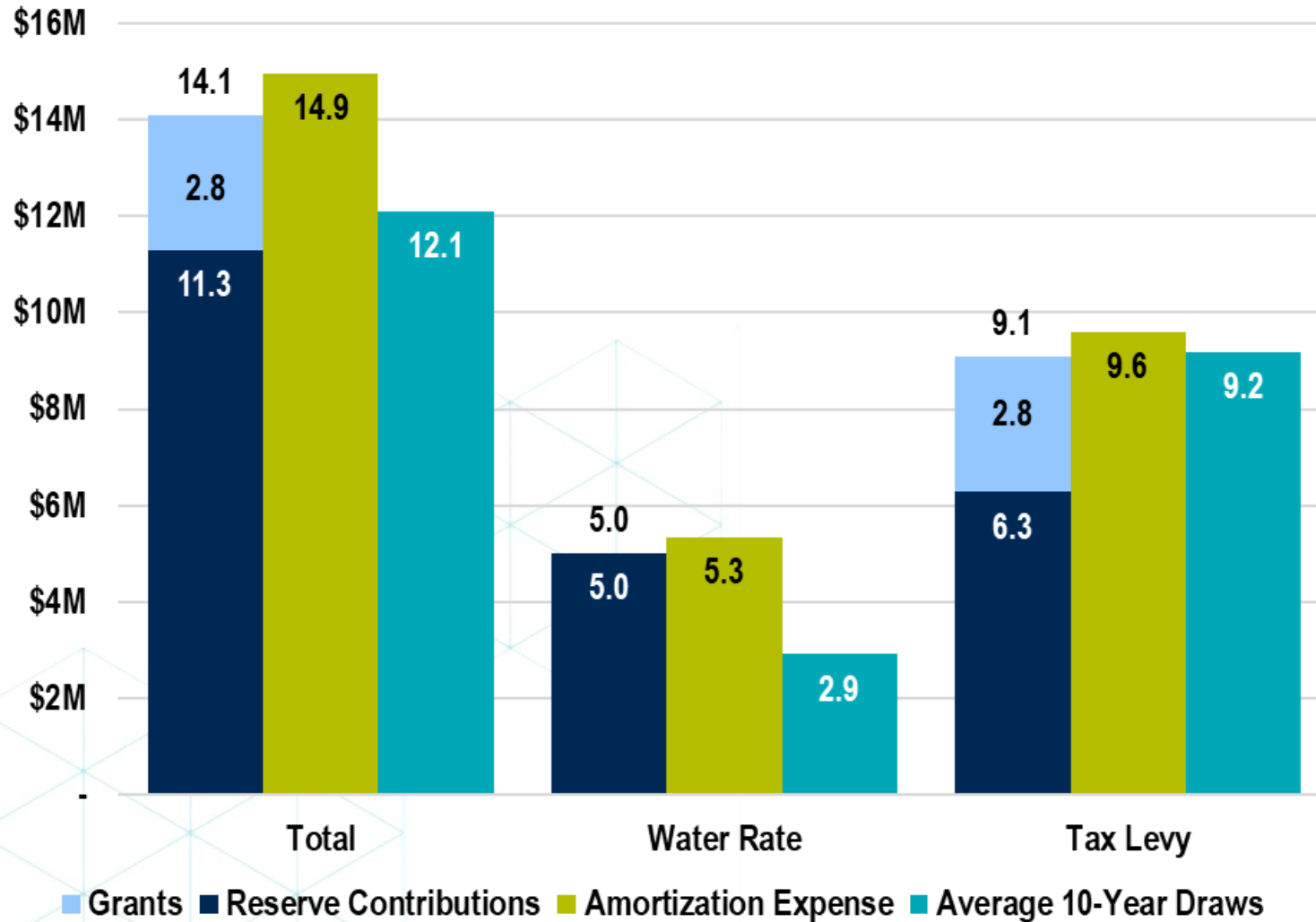
# 66% of Development Charges are for soft services



\*2019 includes actuals up to August 31<sup>st</sup>, 2019

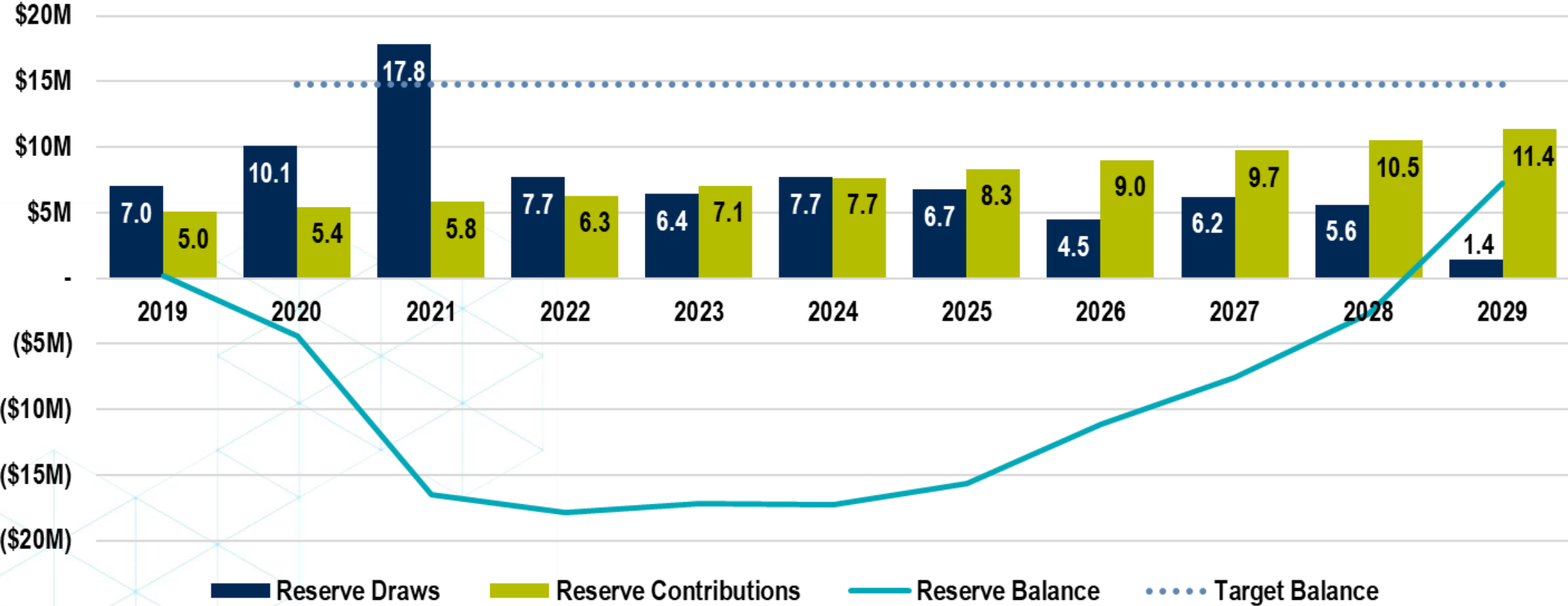


# Amortization vs replacement cost

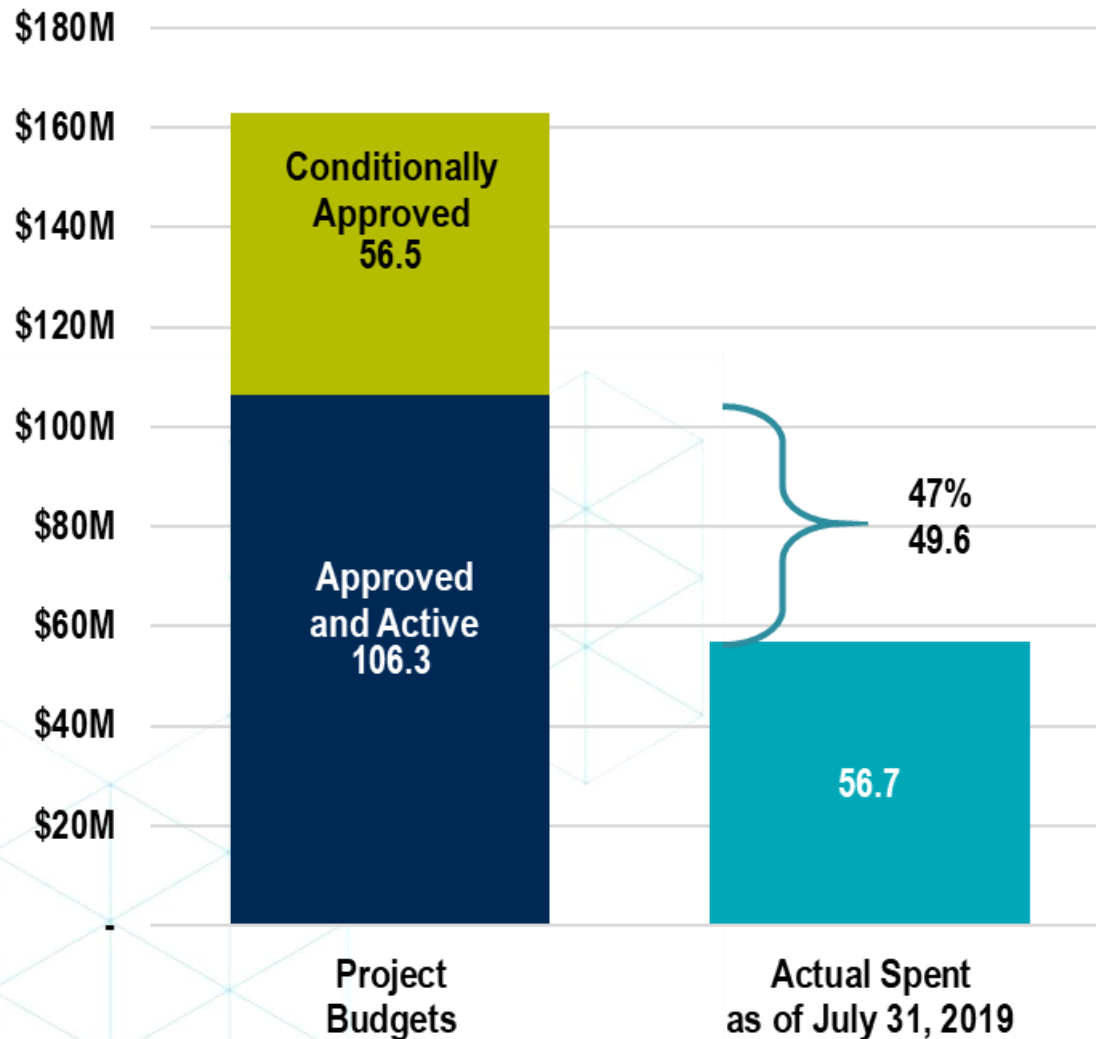


- The cost to replace is more costly than the cost to build
- Contributions to reserves are less than amortization
- Longer-term analysis is needed

# Fiscal Strategy contributions support long-term asset management



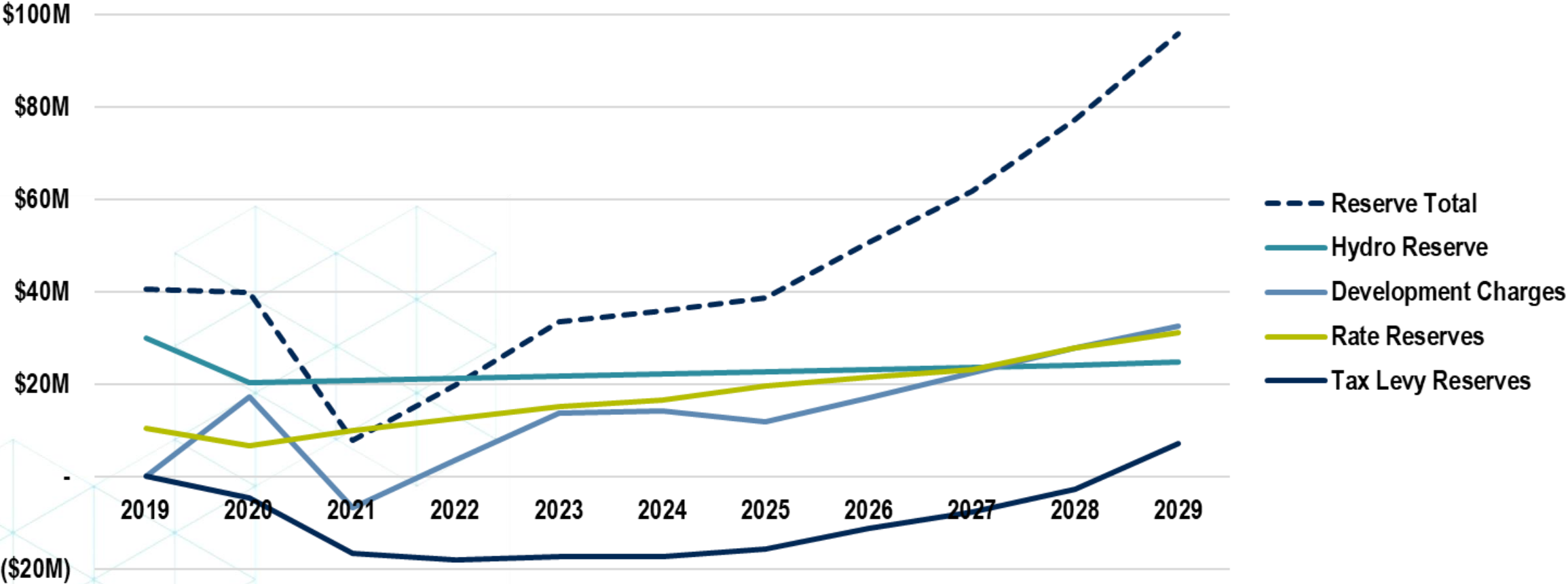
# Approved capital projects are funded upfront



- Project budgets reflect funding commitment not cash flow
- Unspent budget will be spent over the next few years
- Budgets only adjusted when more funding is needed



# Reserve balances overall are improving



# Looking Ahead and Next Steps

Ensuring a financially sustainable town today and in the future

# Continuous improvement of the capital budget

- Bring approved and proposed capital together
- Consider multi-year capital project commitments along with cash flow
- Develop long-term reserve requirements
- Develop more sophisticated Development Charge revenue models
- Refine the fiscal strategy and set financial policy

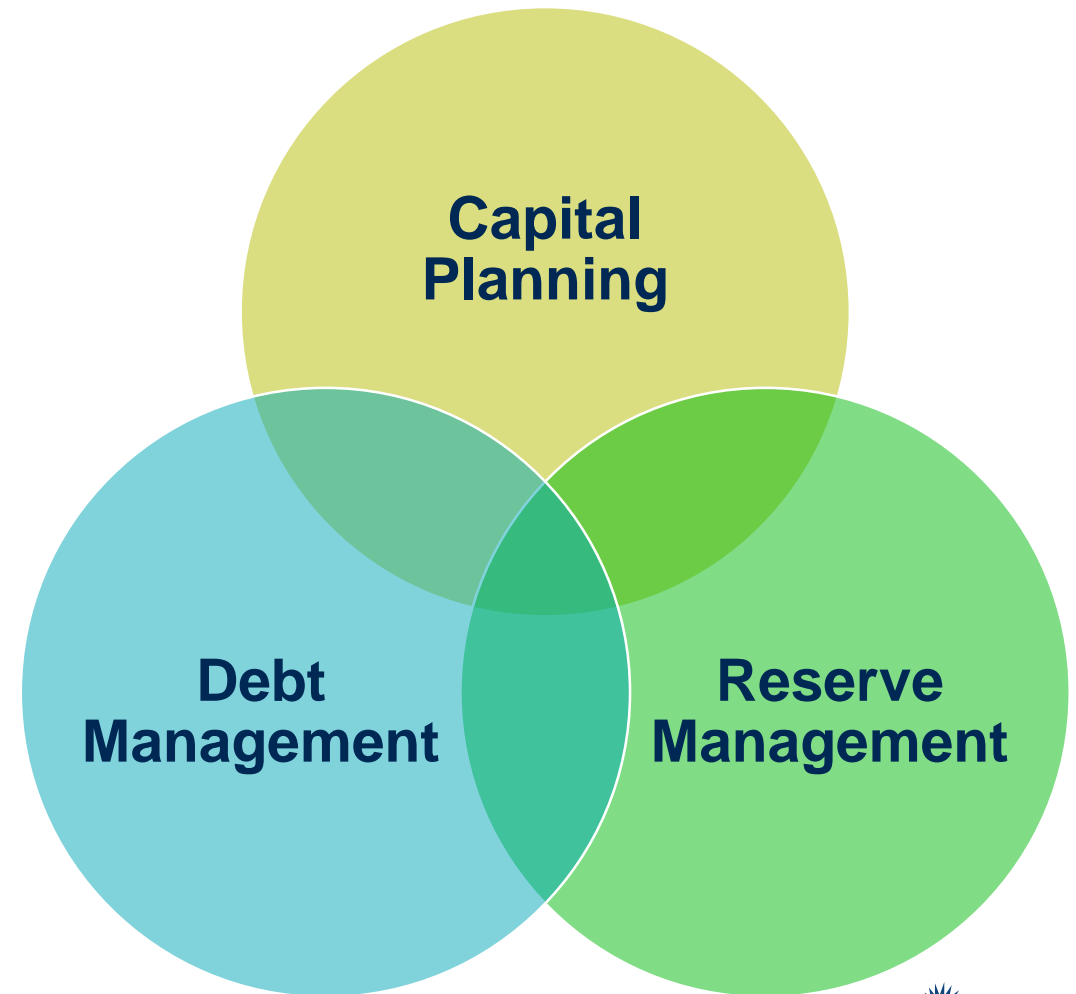




# Achieving long-term financial sustainability

## Further developing the Fiscal Strategy

- Managing capital commitments and cash flows
- Determine future funding needs
- Balancing the cost between today's and future residents



# 2020 capital budget process next steps

Sept 24  
Council

- Presentation of the 2020 Capital Budget

Oct 5  
Budget Committee

- Repair & Replacement
- Growth & New
- Studies & Other

Oct 7  
Budget Committee

- If needed

Oct 22  
Council

- Consider Capital Budget for Approval



# Council's next steps at budget committee

- Review and consider capital projects for approval
- Per Finance Advisory Committee recommendations projects can be approved or not approved
  - No “yellow-lighting” for conditional approvals of projects



