

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Infrastructure & Environmental Services Department

About the Infrastructure & Environmental Services Department

The Department is responsible for the planning, construction, operation and maintenance of all Town owned infrastructure assets related to buildings and facilities, transportation networks, water and sewer supplies, solid waste management, and fleet.

The Department supports internal clients by providing fleet management services for all Town owned equipment. This includes management, procurement, and maintenance of equipment such as vehicles, lawn care equipment and excavation equipment. The Department also manages the construction, operation and maintenance of all buildings and facilities owned and operated by the Town which are primarily in place to meet community cultural, recreational and administrative needs.

The Department delivers services and provides support to clients through three organizational divisions: Linear Assets Operations, Facilities and Fleet Operations, and Engineering and Capital Projects.

Services That We Provide

The Department has three major functions and various associated activities including:

Linear Assets Operations

- Water and Wastewater Operations
 - Water meter installations
 - Water quality monitoring
 - Sanitary Inflow and Infiltration management
 - Stormwater system maintenance
 - Asset maintenance and operation
- Road Network Operations
 - Traffic management
 - Winter control
 - Road asset management
 - Street lighting
 - Traffic lights
 - Sidewalks and curbing
 - Bridges
- Solid Waste
 - Collection Contract Administration
 - Customer complaints resolution
 - Diversion strategies

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Infrastructure & Environmental Services Department

Facilities and Fleet Services

- Facilities design, construction, repairs, and renovations
- Facility operations
- Fixed and mobile asset management, condition assessments maintenance, revitalization and replacement
- Fleet management and procurement
- Energy conservation and management

Engineering and Capital Delivery

- Development review for operational input
- Asset management strategy and implementation
- Capital planning
- Capital delivery
- Development inspections
- Lot Grading
- Energy management and environment

Departmental Initiatives that advance the Strategic Plan

Strategic Plan Linkage	Description of Initiative	Completion Date
Community Goal: Supporting an exceptional quality of life for all	Incorporate recommendations from Facility Asset Condition Assessment study into multi-year maintenance plan	Q2
	Initiate implementation of Town Wide Stream Erosion Management Plan	Q2
Natural Environment Goal: Supporting environmental stewardship and sustainability	Initiate Climate Change Adaptation and GHG reduction strategy	Q2

Other Departmental Initiatives

Initiative Driver	Description of Initiative	Completion Date
Lean Process Review: Capital Delivery Alignment	Efficiency related to reducing capital delivery duties in operations environment to allow for operational focus with front line staff. New capital delivery positions will focus on project management support to optimize increasing capital requirements and reduce demands on operations staff not trained in capital delivery needs.	Q2 2017

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Infrastructure & Environmental Services Department

Lean Process Review: Winter Maintenance Delivery Alternatives	Efficiency related to reduced reliance on contract operations in favour of more in-house delivery. Operational observations to be conducted in 2017 with service delivery changes to be considered for 2018.	Q3 2017
Lean Process Review: Water Billing and Meter Change out Program	Service delivery improvements of water billing and metering related activities include realignment of front line department services and increased reliance on Access Aurora for more coordinated customer engagement. Accelerate meter replacement program for next 3 years to advance central meter reading technology for increased service efficiency.	Q4 2017
Lean Process Review: Facility Operations Service Review	An outcome of this review identified the need to adjust staffing hours to refocus more full time resources during peak usage periods. This has resulted in creating more afternoon and weekend shifts and reducing reliance on part time staff. There was also recommendation to provide evening supervision. This is now being implemented as a pilot program to validate the expected service improvement	Q4 2017
Stormwater Rate Review	After completion of our Stormwater Master Plan, staff initiated a review of the methodology for calculating stormwater rates. This initiative will review rate calculations and propose revised methodologies as needed to ensure a fair and sustainable funding model is in place	Q3 2017

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Infrastructure & Environmental Services Department

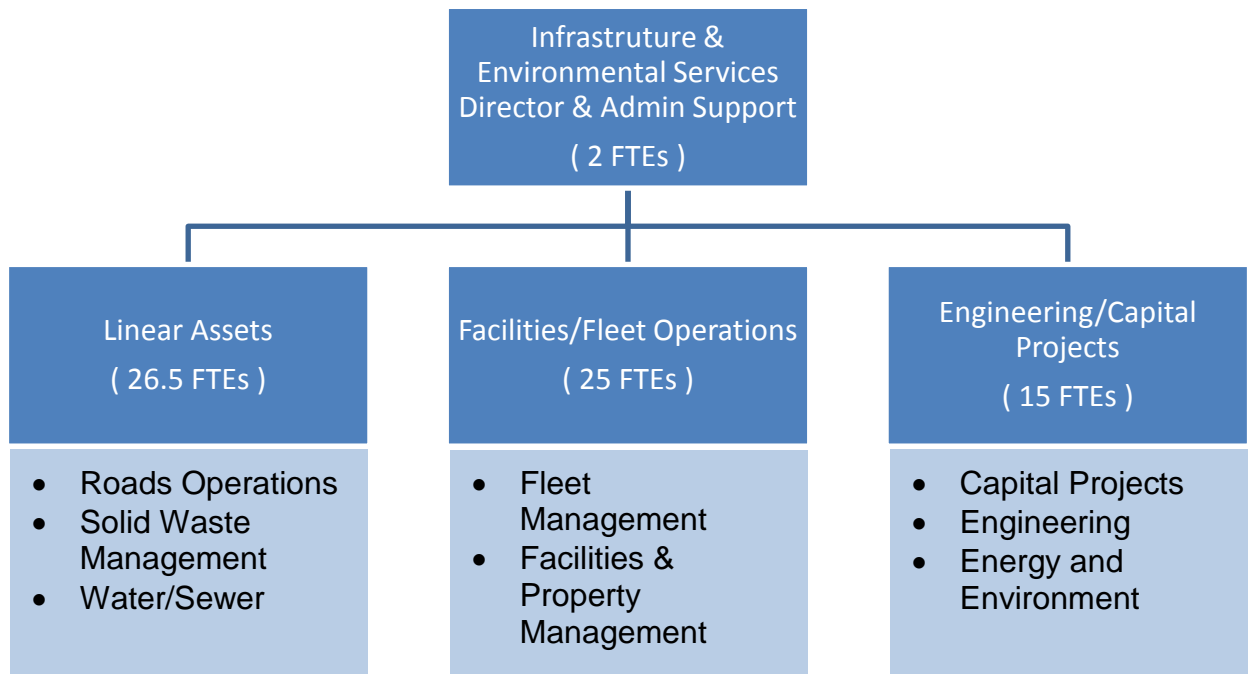
Key Performance Measures

Measure	2013		2014		2015		2016		2017* Target	Comments
	Target	Actual	Target	Actual	Target	Actual	Target	Fcst		
Road operations \$/Household	200	209.40	200	204.60	200.00	201.50	200.00	192.20	200	
Waste Collection \$/Household	90	93.40	90	91.90	90.00	93.50	90.00	98.30	95	2018 contract renewal is expected to be an increase
Facilities Operations \$/Household	270	272.50	270	278.00	270.00	298.00	270.00	276.90	270	Energy and salaries are main drivers in costs

**2017 target adjusted to align with previous year targets for consistency. New information on waste collection has been noted with an adjustment to that target.*

Departmental Organization

The department has three functional divisions through which it delivers its services. Each of these divisions is headed by a manager reporting to the Director.



Total: 68.5 FTEs (Plus 2 new positions)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Infrastructure & Environmental Services Department

2017 Budget Highlights:

Infrastructure & Environmental Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2018 Outlook	2019 Outlook	2020 Outlook
Personnel Costs	5,518.1	5,446.0	5,416.2	5,840.9	5,959.8	6,107.4	6,241.2
Other Expenditures	8,079.8	8,174.6	8,310.5	8,687.4	8,878.8	8,922.6	8,966.7
Total Expenditures	13,598.0	13,620.6	13,726.8	14,528.3	14,838.6	15,030.0	15,207.9
Revenues	(1,833.1)	(1,607.7)	(1,921.4)	(1,799.3)	(1,582.0)	(1,313.2)	(1,185.0)
Net	11,764.8	12,012.9	11,805.4	12,729.0	13,256.6	13,716.8	14,022.9

Change from 2016 Budget 6.0% Unfavorable

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Infrastructure & Environmental Services Department

The overall departmental costs and revenues are as follows:

Infrastructure & Environmental Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	5,518.1	5,446.0	5,416.2	5,840.9	(394.9)	(7.3%)

Other Costs:

	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	%
Contracts						
Snow Removal	645.3	799.0	537.6	799.0	-	-
Waste Management	1,813.3	1,835.0	1,701.2	1,787.0	48.0	2.6%
Road Maintenance	529.8	526.6	491.6	526.8	(0.1)	(0.0%)
Street Lights	382.8	340.0	250.9	235.0	105.0	30.9%
Facility Related	669.3	656.2	843.1	796.7	(140.5)	(21.4%)
Other	55.8	60.0	53.3	60.0	0.0	0.0%
Utilities & Fuel	2,583.5	2,548.9	2,761.6	2,452.7	96.2	3.8%
Operating Materials						
Snow Removal	207.9	260.0	314.0	260.0	-	-
Facility Related	282.8	238.2	247.4	308.3	(70.1)	(29.4%)
Road Maintenance	64.0	79.9	62.6	79.9	-	-
Waste Management	61.5	45.0	71.1	70.0	(25.0)	(55.6%)
Other	18.7	15.0	13.9	17.0	(2.0)	(13.3%)
Office & Computer Supplies	12.7	12.0	12.6	14.0	(2.0)	(16.7%)
Memberships	13.2	13.5	13.8	13.5	-	-
All Other Expenses	739.5	745.3	935.7	1,267.6	(522.2)	(70.1%)
Total Other Costs	8,079.8	8,174.6	8,310.5	8,687.4	(512.8)	(6.3%)
Total Expenditures	13,598.0	13,620.6	13,726.8	14,528.3	(907.7)	(6.7%)

Revenues:

	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	%
Engineering Fees	(250.0)	(350.0)	(350.0)	(441.8)	91.8	26.2%
Transfer from Eng. Fees Reserve	(310.9)	(229.0)	(229.0)	(315.8)	86.8	37.9%
All Other Revenue	(975.7)	(1,028.7)	(1,084.6)	(1,041.7)	12.9	1.3%
Total Revenue	(1,536.6)	(1,607.7)	(1,663.6)	(1,799.3)	191.6	11.9%

Net Core Operating	12,061.4	12,012.9	12,063.2	12,729.0	(716.1)	(6.0%)
---------------------------	-----------------	-----------------	-----------------	-----------------	----------------	---------------

Development & Other Miscellaneous Activities

Total Expenditures	-	-	-	-	-	n/a
Revenues:						
Contributions FROM Eng Reserve	(71.0)	-	(91.2)	-	-	n/a
Excess Engineering Fees	(225.5)	-	(166.7)	-	-	n/a
Total Revenue	(296.5)	-	(257.8)	-	-	n/a
Net Development & Other Miscellaneous Transfers	(296.5)	-	(257.8)	-	-	n/a
Net Overall Operating	11,764.8	12,012.9	11,805.4	12,729.0	(716.1)	(6.0%)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

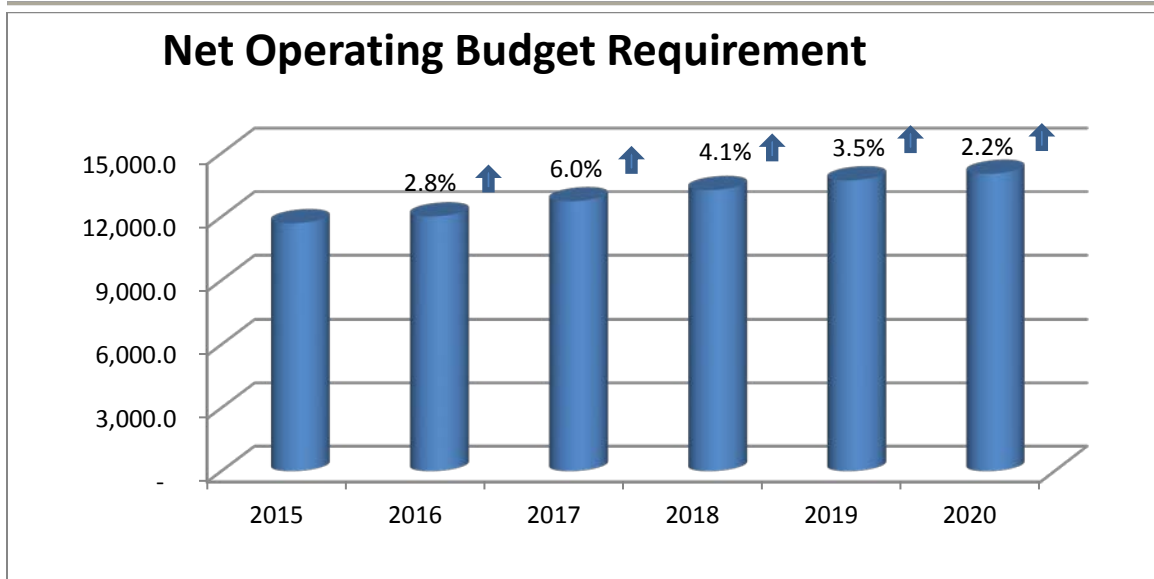
Infrastructure & Environmental Services Department

Budget Breakdown by Town Service

SERVICE	2017					2018			2019			2020			
	PERSONNEL		OTHER OPERATING EXPENSES	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Engineering & Capital Delivery	17.12	1,073.6	67.0	(1,189.0)	(48.3)		17.12	150.3		17.12	443.6		17.12	596.0	
Roads Operations	17.72	1,646.7	2,535.3	(55.6)	4,126.4		18.22	4,531.6		18.72	4,576.8		18.72	4,620.3	
Water / Sewer / Storm Operations	9.23	2,018.9	21,248.8	(23,147.9)	119.9		9.23	126.2		9.23	133.6		9.23	137.6	
Solid Waste Management	1.02	122.5	1,888.6	(306.8)	1,704.3		1.02	1,734.8		1.02	1,736.5		1.02	1,737.9	
Facilities and Property Management	21.37	2,564.9	3,823.5	(193.2)	6,195.2		21.37	6,085.4		21.37	6,186.4		21.37	6,280.0	
Fleet Management	3.05	320.3	358.1	(46.7)	631.7		3.05	628.2		3.05	639.9		3.05	651.2	
	69.50	7,747.0	29,921.3	(24,939.2)	12,729.0		70.00	13,256.6		70.50	13,716.8		70.50	14,022.9	

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Infrastructure & Environmental Services Department



The above graphic illustrates the Infrastructure & Environmental Services (IES) Department’s historical and planned net operating budget requirements. The 2015 and 2016 values reflect the department’s final approved net operating budgets. And, the figure presented for 2017 is IES’ recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs as well as increases in energy costs for facilities requirements. The IES Department’s net operating budget increase for 2017 represents a tax pressure of 1.77%. The IES Department’s proposed net operating budget increases for 2018 to 2020 represent a tax pressure of 1.22%, 1%, and 0.63%, respectively.

IES’ 2017 net operating budget pressures are presented in more detail in the following Key Changes for 2017 Budget section of this report.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Infrastructure & Environmental Services Department

Key Changes for 2017 Budget

Variations	Description	Amount
Right Sizing of Operating Budget	Right sizing of underfunded road & facility operations salary and facility electricity operating budgets	\$595.0
Facility Related Increases	Increase in facility contracts	128.3
Salary related COLA & Step Increases	COLA/Step Increases	65.7
New Capital Project Delivery Position	Additional capital project delivery capacity required to address growing capital project delivery demand	42.1
Contract Savings	Reduction in streetlight maintenance and street sweeping contracts	(115.0)
Total		\$716.1

Continuous improvement activities initiated in 2015 are starting to result in real savings to the 2017 budget. Key areas of savings include electricity reductions in street lighting as well as maintenance cost savings for lighting repairs, savings in fleet maintenance, eliminate contracted street sweeping, reduced cleaning contract services through increased in-house delivery, and increased proactive maintenance focus on mechanical services resulting in reduced reactive maintenance costs.

These savings were offset by overall growth and service level maintenance cost pressure of \$1,276,209 for a net budget increase of \$716,100 or 6.0%.

Outlook

Continued community growth will drive increased resource needs to maintain target service levels along with inflationary and salary pressures. A key initiative since 2015 has been to expand the Lean Practices program with the goal of eliminating waste and finding new efficiencies both within line businesses and across the organization. The department is starting to see positive outcomes of this program as increased cost efficiency and increased resource capacity is being realized. This is beginning to result in capacity to allow for strategic reallocation of resources to high priority service areas. Lean practices are becoming a departmental culture and are starting to accelerate awareness and willingness to look at service delivery with a critical view of value add and efficiency.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Fire Services

Fire Services

Overview: Fire Services is a grouping of the costs of Central York Fire Services (CYFS).

Central York Fire Services

Overview:

Central York Fire Services (CYFS) is a consolidated fire service that strives to provide excellence in fire protection, prevention, public fire education and emergency services to the residents of Aurora and Newmarket.

CYFS operates under the direction of a six-member Joint Council Committee made up of three members from each of the Town Councils of Aurora and Newmarket. The Joint Council Committee provides and administers a borderless, single tier of fire protection and prevention services throughout both Towns in accordance with the Consolidated Fire Services Agreement, the Fire Services Master Plan, and the *Fire Protection and Prevention Act*.

Expenditures:

Under the joint services agreement between Newmarket and Aurora, the operating costs of CYFS are shared on a proportional basis, using three factors combined: share of call volume, share of combined population, share of combined assessment values. The sharing formula is based upon a multi-year weighted averaging of the above factors, alleviating the severity of annual fluctuations in any of the three factors or their average. This formula adjustment from a 40.2% in 2016 to a 40.6% share of the total cost for 2017 fire services results in an additional cost to the Town of Aurora of \$100,000.

For 2015, a new Fire Master Plan was approved by the Joint Council Committee (JCC) resulting in a significant impact on the cost of fire services, due primarily to the addition of a new fire hall and pumper truck, including a new 20 person crew to staff this new apparatus. Over the next six years, operational costs for CYFS are expected to increase by just over \$8 million, with Aurora's share of this amount estimated at \$3.25 million. Although the exact timing of the on-lining of these costs is at the control of the JCC, Aurora Council has agreed to phase this tax pressure in over the next six years at a pace of 1.3% dedicated tax rate increase per year for fire services in order to avoid a significant tax rate pressure that may otherwise arise.

In 2017, the JCC approved a total operating budget of \$24,896,500 representing an increase of \$966,600 or a 4.0% increase over 2016's budget. The town of Aurora's share of this approved budget is \$10,108,000, representing an amount

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

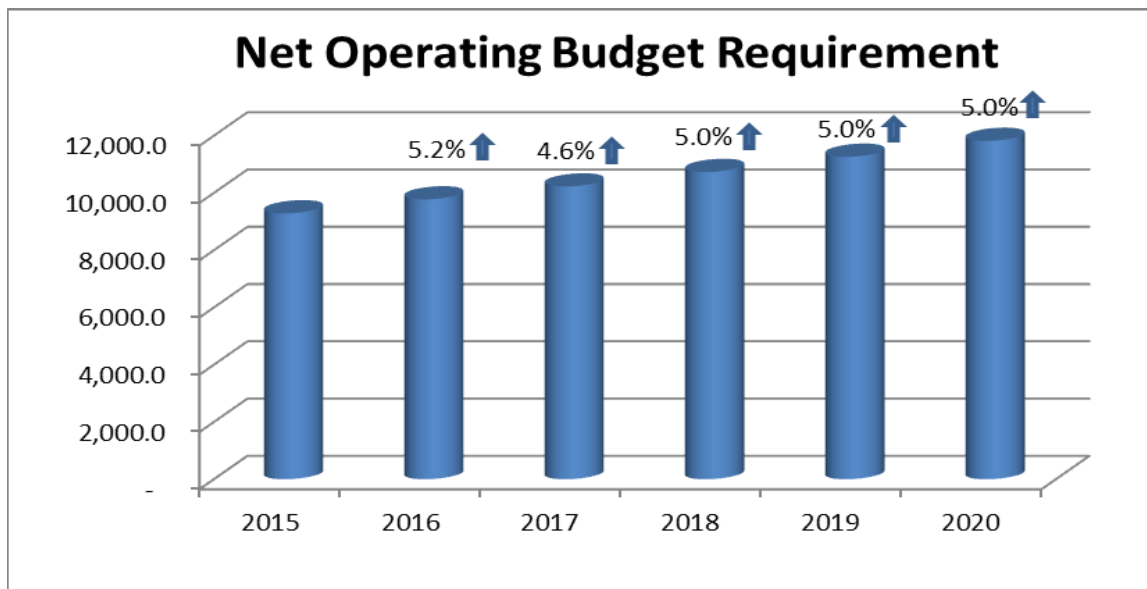
Fire Services

that is \$111,000 lower than the town’s planned phased in tax rate increase amount. As per the strategy noted above, this excess amount will be contributed to the Rate Stabilization Reserve for the future funding of the full \$3.25m impact anticipated over the next five years.

2017 Budget Highlights:

Fire Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2018 Outlook	2019 Outlook	2020 Outlook
Operating \$ to Newmarket	9,257.4	9,630.5	9,619.8	10,108.0	10,613.4	11,144.1	11,701.3
Aurora Snow Clearing Cost	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Contributions to Reserves	-	138.3	149.0	111.0	111.0	111.0	111.0
Total Expenditures	9,263.4	9,774.8	9,774.8	10,225.0	10,730.4	11,261.1	11,818.3
Transfer From DC's (Capital)	-	-	-	-	-	-	-
Net	9,263.4	9,774.8	9,774.8	10,225.0	10,730.4	11,261.1	11,818.3

Change from 2016 Budget 4.6% Unfavorable



TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Parks, Recreation & Cultural Services Department

About the Parks, Recreation & Cultural Services Department

The Parks, Recreation & Cultural Services Department is responsible for the planning, development, general/financial management and administration of Parks, Recreation and Cultural services. We oversee planning, construction and maintenance of parks, as well as development and delivery of community and heritage programs to enhance and improve the quality of life of Aurora residents through participation in recreation programs and use of recreation facilities and active/passive green spaces.

The Parks, Recreation & Cultural Services Department provides essential public services which ensure a high quality of both natural and urban environments and promote a healthy, satisfying lifestyle for all Aurora citizens. Parks and open spaces, recreational facilities, sports, fitness, creative and social programs are all managed with the aim of encouraging the greatest possible public participation in fitness and leisure.

Services That We Provide

The Parks, Recreation & Cultural Services Department delivers a wide range of programs and services primarily focused on the following areas:

- Parks and Recreation Services Administration
- Parks and Open Spaces and Trails
- Recreational Programming and Community Development Initiatives
- Business Support Services
- Cultural Services

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Parks, Recreation & Cultural Services Department

Departmental Initiatives that advance the Strategic Plan

Strategic Plan Linkage	Description of Initiative	Anticipated Completion Date
Community Goal: Supporting an exceptional quality of life for all	Advancement of recommendations from the Parks and Recreation Master Plan and Sports Plan	Q2
	Public Art Policy	Q2
	Implementation of recommendations coming out of the Cultural Master Plan	Q1
	Implementation of the three-year plan for the Aurora Museum & Archives	Q1
Economy Goal: Enabling a diverse, creative and resilient economy	Update and review of the departmental Pricing Policy	Q2
	Review of the Facility Advertising and Sponsorship Policy	Q2
Natural Environment Goal: Supporting environmental stewardship and sustainability	Detailed design and tender preparation for the Wildlife Park	Q1-Q4
	Detailed design and construction Mavrinac Park	Q2
	Ongoing discussions and negotiations regarding land acquisitions for parkland purposes	Q1-Q4

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Parks, Recreation & Cultural Services Department

Key Performance Measures

Measure	2013		2014		2015		2016		2017 Target	Comments
	Target	Actual	Target	Actual	Target	Actual	Target	Fcst*		
Number of Annual Participant Hours for Special Events (hours)	-	371,000	-	417,400	420,000	425,500	425,900	-	442,000	
Number of Annual Participant Hours for Registered Programs (hours)	-	194,061	-	206,934	210,000	244,000	250,000	-	255,000	
Percentage of Fitness Membership Retention (%)	-	60	60	48.56	65	67	67	-	67	2014 actual decrease attributable to AFLC closure.
Revenue per Fitness Member (\$)	-	217.44	217.44	113.91	225.00	157.00	180.00	-	180.00	2014 actual decrease attributable to AFLC closure.

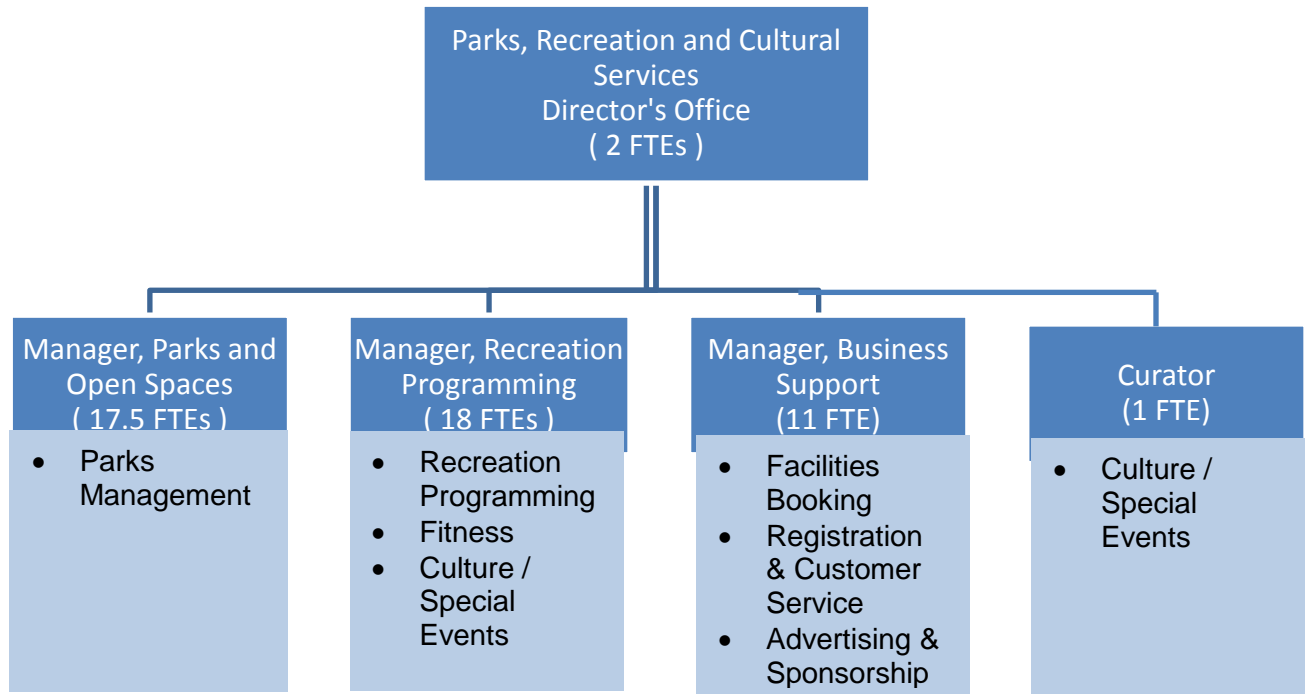
*2016 forecast figures are not available until fiscal year-end, final actual figures will be provided as part of a first quarter report to council.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Parks, Recreation & Cultural Services Department

Departmental Organization

The department has four functional divisions through which it delivers its services. Each of these divisions is headed by a manager reporting to the Director.



Total: 49.5 FTE (Plus 3 new positions)

2017 Budget Highlights:

Total Parks & Recreation Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2018 Outlook	2019 Outlook	2020 Outlook
Personnel Costs	6,174.9	6,570.9	6,409.3	7,021.3	7,340.1	7,547.5	7,731.1
Other Expenditures	2,907.9	2,253.3	1,965.1	2,315.0	2,375.9	2,384.5	2,420.9
Total Expenditures	9,082.9	8,824.2	8,374.4	9,336.3	9,716.0	9,932.0	10,152.0
Revenues	(6,081.0)	(5,410.5)	(5,329.7)	(5,354.8)	(5,316.0)	(5,243.7)	(5,315.6)
Net	3,001.9	3,413.7	3,044.7	3,981.5	4,400.0	4,688.3	4,836.4

Change from 2016 Budget 16.6% Unfavorable

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Parks, Recreation & Cultural Services Department

The overall departmental costs and revenues are as follows:

Total Parks & Recreation Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	6,174.9	6,570.9	6,409.3	7,021.3	(450.4)	(6.9%)
Other Costs:						
Contracts						
Aurora Cultural Services	377.0	393.9	393.9	405.6	(11.7)	(3.0%)
Community Programs	417.1	225.1	423.9	421.3	(196.1)	(87.1%)
Special Events	130.8	139.5	131.0	146.3	(6.8)	(4.8%)
Grass Cutting	27.5	35.0	14.8	20.0	15.0	42.9%
Shrub Bed Maintenance	96.8	100.0	68.0	75.0	25.0	25.0%
Arboricultural Services	24.3	60.0	43.4	60.0	-	-
Other	56.4	102.9	54.7	47.6	55.3	53.7%
Operating Materials & Supplies						
Park Maintenance Materials	213.1	239.8	122.0	232.0	7.8	3.3%
Program Materials	42.2	44.7	41.6	44.7	-	-
Other	32.9	41.8	47.5	43.5	(1.7)	(4.1%)
Park Operation Utilities (incl. water)	212.6	197.6	182.1	68.0	129.6	65.6%
Soccer Bubble Property Taxes	50.6	57.4	57.4	58.5	(1.1)	(2.0%)
Security	30.2	35.0	33.4	35.0	-	-
Purchase of Trees	50.5	50.0	49.9	50.0	-	-
Printing - Advertising	59.4	58.7	58.4	72.0	(13.3)	(3.3%)
Contributions to Reserves	31.5	71.0	71.0	91.8	(20.8)	
All Other Expenses	375.0	400.9	172.0	443.9	(43.0)	(10.7%)
Total Other Costs	2,227.6	2,253.3	1,965.1	2,315.0	(61.7)	(2.7%)
Total Core Expenditures	8,402.5	8,824.2	8,374.4	9,336.3	(512.1)	(5.8%)
Revenues:						
Fitness Program Revenues	(427.2)	(420.0)	(377.6)	(424.8)	4.8	1.1%
Community Program Revenues	(1,159.9)	(1,132.7)	(1,152.8)	(1,188.7)	56.0	4.9%
Aquatics Program Revenues	(887.4)	(907.5)	(768.8)	(871.7)	(35.8)	(3.9%)
Youth Program Revenues	(119.0)	(143.0)	(135.9)	(144.0)	1.0	0.7%
Parks Dev DC Fee Reserve Draw	(154.4)	(156.4)	(156.4)	(136.2)	(20.2)	(12.9%)
Landscape Fee Reserve Draw	(18.4)	(17.9)	(17.9)	(15.9)	(2.0)	(11.1%)
Landscape Fees Collected	(60.0)	(75.0)	(75.0)	(65.0)	(10.0)	(13.3%)
Contributions From Developers	(1.0)	-	-	-	-	n/a
All Other Revenue	(2,589.0)	(2,558.1)	(2,600.0)	(2,508.5)	(49.5)	(1.9%)
Total Core Revenue	(5,416.3)	(5,410.5)	(5,284.4)	(5,354.8)	(55.7)	(1.0%)
Net Core Operating	2,986.2	3,413.7	3,090.0	3,981.5	(567.8)	(16.6%)
Development & Other Miscellaneous Activities						
Contributions to Discretionary Reserves	680.3	-	140.1	-	-	n/a
Total Expenditures	680.3	-	140.1	-	-	n/a
Revenues:						
Landscape Fee Reserve Draw	(2.9)	-	-	-	-	n/a
Excess Landscape Fees Collected	(309.5)	-	(45.4)	-	-	
Contributions From Developers	(352.2)	-	-	-	-	n/a
Total Revenue	(664.6)	-	(45.4)	-	-	n/a
Net Development & Other Miscellaneous Transfers	15.6910	-	94.7	-	-	n/a
Net Overall Operating	3,001.9	3,413.7	3,184.7	3,981.5	(567.8)	(16.6%)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

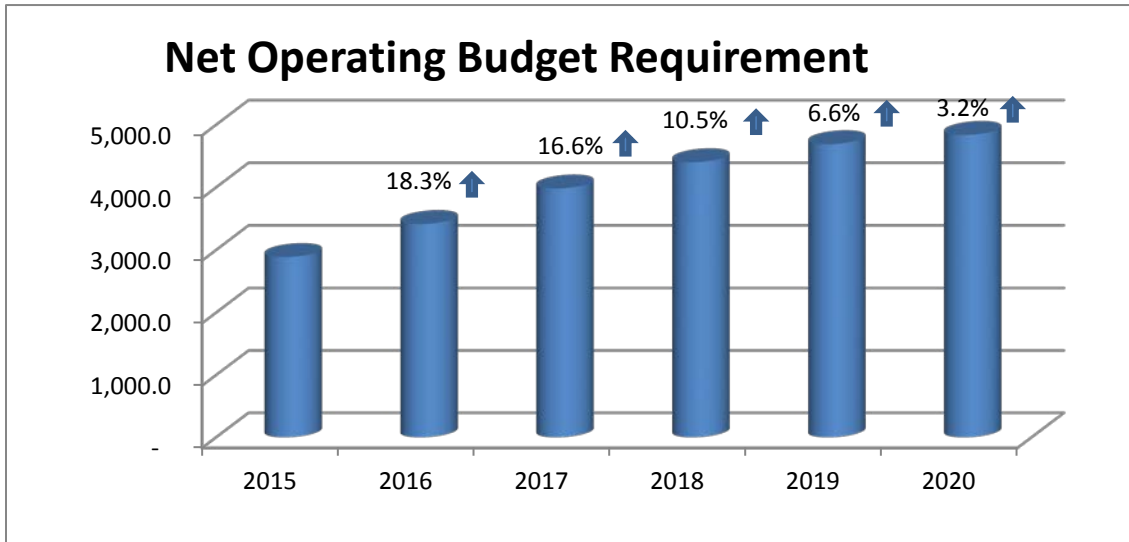
Parks, Recreation & Cultural Services Department

Budget Breakdown by Town Service

SERVICE	2017					2018			2019			2020			
	PERSONNEL		OTHER OPERATING EXPENSES	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Recreation Programming, Registration & Reception	21.79	3,333.5	638.2	(2,204.8)	1,766.9		21.79	1,877.5		21.79	1,966.4		21.79	2,035.4	
Fitness	2.51	534.7	30.9	(424.8)	140.9		2.51	141.9		2.51	142.1		2.51	152.8	
Culture/ Special Events	6.42	519.4	855.1	(167.4)	1,207.1		6.42	1,335.4		6.42	1,330.7		6.42	1,355.1	
Facilities Booking & Advertising	2.55	288.1	29.1	(2,137.4)	(1,820.2)		2.55	(1,800.3)		2.55	(1,813.9)		2.55	(1,820.4)	
Parks Management	19.23	2,345.8	761.2	(420.4)	2,686.6		20.73	2,845.6		21.23	3,063.1		21.23	3,113.5	
	52.50	7,021.4	2,314.6	(5,354.8)	3,981.3		54.00	4,400.0		54.50	4,688.3		54.50	4,836.4	

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Parks, Recreation & Cultural Services Department



The above graphic illustrates the Parks, Recreation & Cultural Services (PRCS) Department’s historical and planned net operating budget requirements. The 2015 and 2016 values reflect the department’s final approved net operating budgets. And, the figure presented for 2017 is PRCS’ recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as, maintaining existing service levels in an environment of a growing client base both externally and internally. The PRCS Department’s net operating budget increase for 2017 represents a tax pressure of 1.4%. The PRCS Department’s proposed net operating budget increases for 2018 to 2020 represent a tax pressure of 0.97%, 0.62%, and 0.31% respectively.

PRCS’ 2017 net operating budget pressures are presented in more detail in the following Key Changes for 2017 Budget section of this report.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Parks, Recreation & Cultural Services Department

Key Changes for 2017 Budget:

Variance	Description	Amount
Right Sizing of Operating Budget	Right sizing of underfunded community program and park operation electricity expenditure & ice rental revenue budgets	\$390.0
NEW Parks Operations Crew Leader		47.8
PT to FT Position Uplift		30.1
Cultural Services Part-time Request		10.0
Additional Part-time Customer Service Representatives		58.1
NEW Full-time Museum Position		58.6
Sports field Maintenance Increase	Increased service level for spring sports field maintenance	15.0
Salary related COLA	Incremental cost of living allowance in relation to existing positions	80.4
Aurora Cultural Centre & Aurora Historical Society Grant Increases	Grant increase in recognition of growth and inflation	13.8
Special Events	Addition of Multi-cultural Event and reduction in Ribfest revenue	49.4
Cultural Services	Celebration 150, additional exhibition and pet cemetery	35.5
Rental Savings	Savings in rentals and water costs	(132.7)
Contract Savings		(88.2)
Total		\$567.8

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Parks, Recreation & Cultural Services Department

Outlook

The Parks, Recreation & Cultural Services Department continues to experience growth pressures, affecting both Operating and Capital budgets.

Population growth will continue to place additional pressure on our ability to maintain existing service levels without the allocation of additional staff, facility space or the re-positioning of existing service levels to meet this demand.

Many of the services we provide today are completed with the assistance of private contractors, partnerships, the employment of part-time staff and volunteers. We continue to also rely on sponsorship and advertising to support a number of initiatives and will endeavor to expand this program in the future.

A shift in demographics to a growing senior's and youth population will require a corresponding shift in the delivery of programs. This, combined with a growing cultural diversity will place service demands that must be considered in future budgets.

The expansion of our Cultural portfolio must also be considered, a multi-year plan, outlining programming opportunities and staffing needs has been presented to Council and will require consideration in future budgets.

A user pay philosophy does not come without limits and careful consideration on an individual's ability to pay must be reflected in future budgets and service delivery models.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Financial Services Department

About the Financial Services Department

The Financial Services Department is responsible for serving both the internal supportive needs of the Town's administration as well as the external needs of our stakeholders in the core areas of Financial and Procurement Services. In doing so, this Department is also charged with fulfilling the statutory roles of the Municipal Treasurer as set out in the *Municipal Act* of Ontario.

Internally, our clients include the Mayor and Council, the Chief Administrative Officer, Directors of each department, and all departmental staff. Our financial and procurement services include providing Council with sound professional financial and procurement advice, strategic corporate financial planning, financial reporting and business information. Further we provide our departmental clients with planning advice, financial reporting, payroll processing, and process support while guarding and maintaining compliance with our internal controls. We ensure statutory compliance in financial and related legislative matters. The Department also coordinates the annual corporate business planning and budget process from start to finish.

Externally, the Department serves ratepayers, the public, vendors and various government ministries and agencies. Among the services provided are the administration and collection of tax and water bills, dissemination of general financial information, vendor and contractor payments, and statutory and accountability reporting.

Services That We Provide

- Financial Planning
 - Budgeting and Business Planning
 - Long Term Financial Planning
 - Capital Asset Accounting and Coordination
 - Grant management
 - Reserves and Reserve Funds
 - Cash and Investment Portfolio Management
 - Support services for client business units
- Accounting & Revenue
 - Accounts Payable
 - Payroll
 - Securities and Deposits of Others
 - Utility & Taxation Billing Administration
 - Assessment Amendment Processing
 - Accounts Receivable

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Financial Services Department

- Procurement Services:
 - oversight of the Town's Procurement By-law and policies;
 - manages all purchasing functions to ensure that the Corporation obtains the best value for its purchases, combined with fair and equitable access to all providers of goods and services; and
 - provides direct advice and support to client departments related to the entire procurement process, including identifying needs and costs, bid formation, bid advertisement, evaluation, and debriefing.

Departmental Initiatives that advance the Strategic Plan

Strategic Plan Linkage	Description of Initiative	Completion Date
Community Goal: Supporting an exceptional quality of life for all	Introduce multi-year budgeting and other budget process changes to improve accountability, and streamline budget preparation and review cycles.	Q4
Natural Environment Goal: Supporting environmental stewardship and sustainability	Implementation of paperless billings (e-billings) for water utilities	Q3

Other Departmental Initiatives

Initiative Driver	Description of Initiative	Completion Date
Internal Needs	Develop long term plan for financial systems software	Q3
Internal Efficiencies	Complete Procurement process and bylaw review Implement eProcurement for all bids	Q4
Financial Accountability	Implementation of a more timely financial reporting regime	Q2
Internal Collaboration	Update and improve internal intranet for increased corporate collaboration and sharing of corporate knowledge	Q1
Regulatory Change	Monitor emerging statutory changes in property tax and municipal reporting and respond with necessary procedural changes as required	Ongoing
Efficiency and Customer Service	Transition water and tax customer service matters to Access Aurora for efficiency and expertise	Ongoing

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Financial Services Department

Key Performance Measures

Measure	2013		2014		2015		2016		2017 Target	Comments
	Target	Actual	Target	Actual	Target	Actual	Target	Fcst		
Cash to capital as % of Amortization – Tax Levy Funded Capital Asset Categories (%)	-	68.0	-	87.0	90.0	91.0	100.0	94.0	100.0	Large improvement from 2013 to 2014 relates to an asset write-down occurring in 2014. Original measure broken into two measures, Tax Levy & Rate Funded measures. Associated results and targets re-stated accordingly.
Cash to capital as % of Amortization – Rate Funded Capital Asset Categories (%)	-	83.0	-	71.0		76.0	80.0	73.0	90.0	Original measure broken into two measures, Tax Levy & Rate Funded measures. Associated results and targets re-stated accordingly.
Debt payments as % of Debt Payments Limit (%)	-	12.3	-	10.9	12.5	11.9	14.0	14.0	13.9	Town continues to responsibly manage its debt load well within established provincial limit.

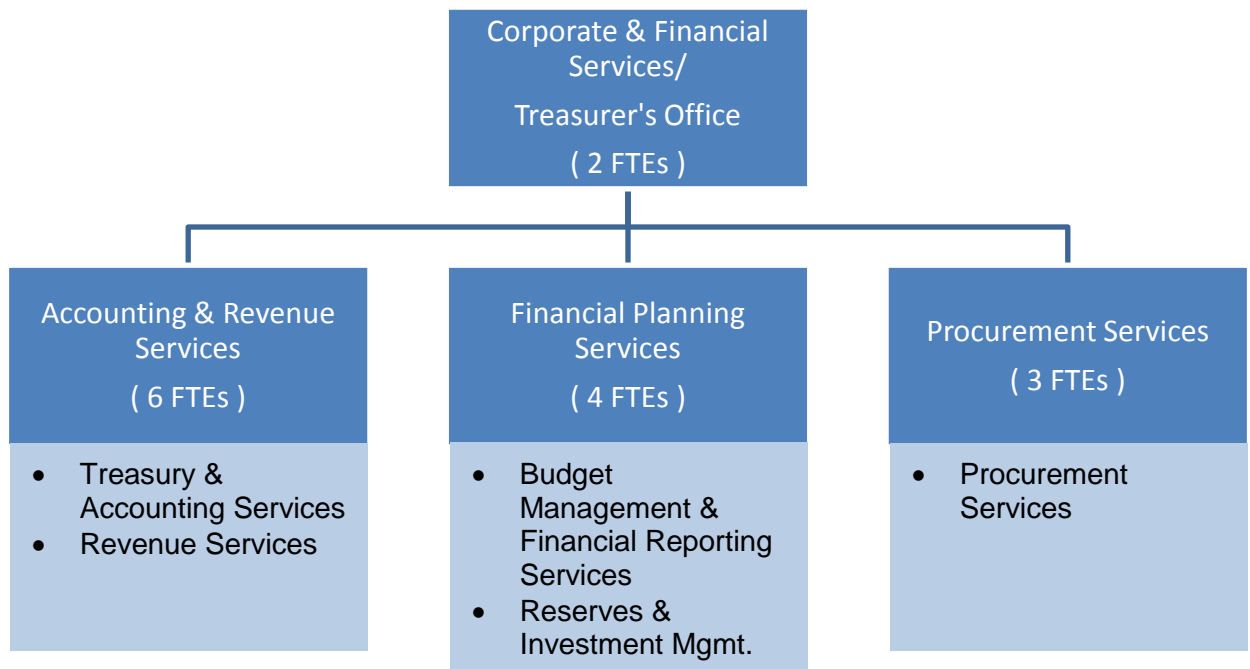
TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Financial Services Department

In 2016, the Procurement Division transferred to the Financial Services Department. The full procurement process and bylaw are the subject of on-going internal reviews. Once these reviews and applicable process revisions are made (by Q2 2017), updated process cycle times for various procurement activities will be developed and tracked.

Departmental Organization

The department has three functional divisions through which it delivers its services. Each of these divisions is headed by a manager reporting to the Director.



Total: 15 FTEs (Plus 1 new position)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Financial Services Department

2017 Budget Highlights:

Financial Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2018 Outlook	2019 Outlook	2020 Outlook
Personnel Costs	1,328.2	1,398.3	1,358.9	1,465.3	1,513.5	1,562.9	1,604.7
Other Expenditures	53.2	101.8	96.5	100.1	97.7	100.4	102.7
Total Expenditures	1,381.4	1,500.1	1,455.4	1,565.4	1,611.2	1,663.3	1,707.4
Revenues	(217.6)	(177.6)	(206.7)	(181.4)	(162.6)	(164.2)	(167.1)
Net	1,163.8	1,322.5	1,248.7	1,384.0	1,448.6	1,499.1	1,540.3

Change from 2016 Budget: 4.7% Unfavorable

The overall departmental costs and revenues are as follows:

Corporate & Financial Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	1,328.2	1,398.3	1,358.9	1,465.3	(67.0)	(4.8%)
Other Costs:						
Contracts	14.5	17.5	17.5	18.6	(1.1)	(6.3%)
Consulting	0.4	40.8	29.9	40.2	0.6	1.4%
All Other Expenditures	38.3	43.5	49.1	41.3	2.2	5.2%
Total Other Costs	53.2	101.8	96.5	100.1	1.7	1.7%
Total Expenditures	1,381.4	1,500.1	1,455.4	1,565.4	(65.3)	(4.4%)
Revenues:						
Ownership Changes	(131.7)	(105.0)	(134.4)	(106.1)	1.1	1.0%
Tax Certificates	(61.7)	(50.0)	(50.0)	(52.0)	2.0	3.9%
Other Revenues	(24.3)	(22.6)	(22.3)	(23.3)	0.7	3.2%
Total Revenues	(217.6)	(177.6)	(206.7)	(181.4)	3.8	2.1%
Net Core Operating	1,163.8	1,322.5	1,248.7	1,384.0	(61.5)	(4.7%)
Development & Other Miscellaneous Activities						
Total Expenditures	-	-	-	-	-	n/a
Revenues:						
Total Revenue	-	-	-	-	-	n/a
Net Development & Other Miscellaneous Transfers	-	-	-	-	-	n/a
Net Overall Operating	1,163.8	1,322.5	1,248.7	1,384.0	(61.5)	(4.7%)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

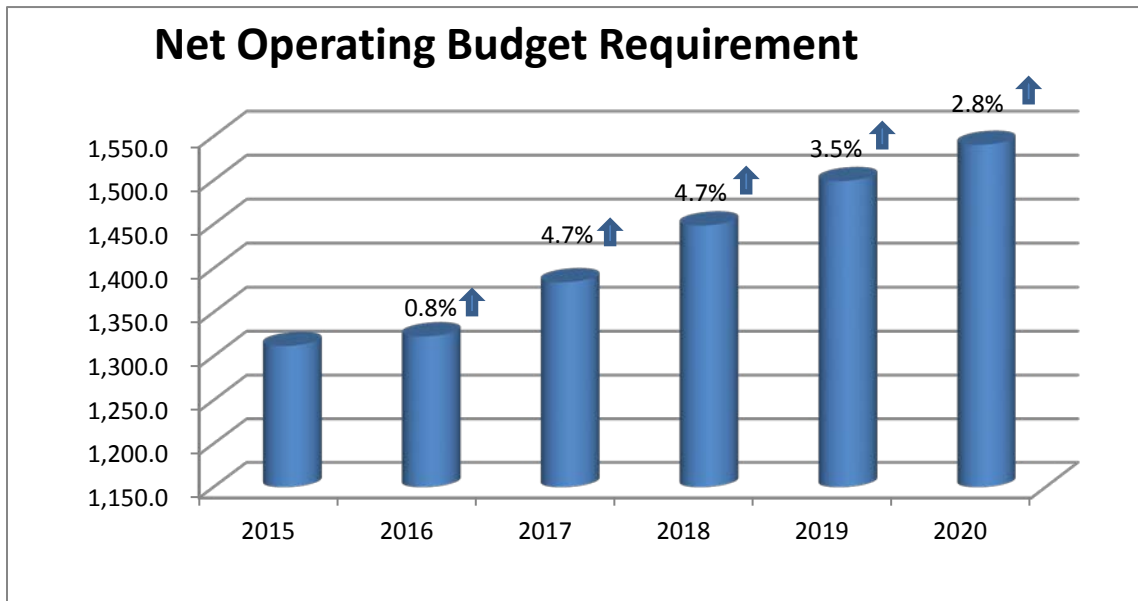
Financial Services Department

Budget Breakdown by Town Service

SERVICE	2017					2018			2019			2020			
	PERSONNEL		OTHER OPERATING EXPENSES	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Budget Management & Financial Reporting	4.24	453.0	15.0		468.0		4.24	481.1		4.24	495.1		4.24	506.0	
Treasury & Accounting Services	3.39	292.9	30.1		323.0		3.39	341.4		3.39	349.1		3.39	357.1	
Revenue Services	3.32	227.8	30.1	(181.4)	76.6		3.32	94.1		3.32	98.8		3.32	102.4	
Procurement	5.05	491.6	24.8		516.4		5.05	532.0		5.05	556.0		5.05	574.8	
	16.00	1,465.3	100.0	(181.4)	1,384.0		16.00	1,448.6		16.00	1,499.1		16.00	1,540.3	

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Financial Services Department



The above graphic illustrates the Financial Services (FS) Department’s historical and planned net operating budget requirements. The 2015 and 2016 values reflect the department’s final approved net operating budgets. The 2017 amount is FS’ recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as, maintaining existing service levels in an environment of a growing client base both externally and internally. The budget increase for 2017 is reflective of the request for one additional staff person to accommodate continuing growth of activity and volume despite successful efforts to find efficiencies.

The FS department’s net operating budget increase for 2017 represents a tax pressure of 0.15%. FS’ 2017 net operating budget pressures are presented in more detail in the following Key Changes for 2017 Budget section of this report. The FS Department’s proposed net operating budget increases for 2018 to 2020 represent a tax pressure of 0.15%, 0.11%, and 0.09%, respectively.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Financial Services Department

Key Changes for 2017 Budget

Variance	Description	Amount (\$000s)
New Procurement Position	Additional position required in support of maintaining existing service standards in a growing demand environment. Funded in part from water utility revenues to reflect breadth of role.	\$ 15.5
Part-time funding	Summer Student	9.0
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	42.5
All other smaller changes combined		(5.5)
Total		\$ 61.5

Outlook

The Financial Services Department will see continuing cost increases due to inflationary pressures, affecting both operating costs and salaries and benefits costs.

The Department requires additional operational staff to process the increasing volume of transactions arising from a growing community, and range of services. A new financial information system is planned, and efficiencies and improvements are expected. Staff regularly monitors new and emerging technologies and systems for ways to improve efficiencies and productivity while reducing overall total costs.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

About the Corporate Services Department

The Corporate Services Department is responsible for providing effective and efficient administrative support and customer service to the Corporation, Council, appointed Committees and the public. It is also responsible for overseeing special projects and strategic initiatives with a goal of achieving organizational excellence and innovation.

The department provides support and service to clients through seven business divisions: IT Services, Human Resources, Legislative Services, Legal Services, Bylaw Services, Access Aurora and Special Projects.

Services We Provide

- IT Services
 - Business and applications technical support
 - IT service desk
 - Project Management for business systems
 - Network, infrastructure and security systems
 - Data management

- Human Resources
 - Human Resource policy and management
 - Retention and recruitment
 - Training and development
 - Occupational Health and Safety
 - Employee and labour relations

- Legislative Services
 - Secretariat services and support to Council and it's appointed Committees
 - Insurance and risk management program
 - Records management and administration of the Town's Records Classification and Retention By-law
 - Oversight of processing requests made under The Municipal Freedom of Information and Protection of Privacy Act
 - Municipal Elections
 - Civil marriage ceremony services

- Legal Services
 - Legal, strategic, risk management and policy advice
 - Legal representation, advice and direction pertaining to the Town's services and operations
 - Preparation, review and interpretation of agreements for the provision of goods and services by and for the Town
 - Preparation, review and interpretation of Town By-Laws

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

- Planning and development and real estate legal services
- Determination of cash-in-lieu of parkland payable for development applications
- Provides legal representation in litigation and administrative tribunal matters
- Advises and reports on pertinent case law, enacted and pending legislation and the application of the Town's By-Laws and administrative policies

Note: Services provided by Legal Services are only to Council and its Committees, the Chief Administrative Officer, Executive Leadership Team and client departments.

- By-law Enforcement and Licensing Division:
 - Parking control
 - Property standards
 - Clean yards
 - Noise
 - Business licensing, mobile and stationary
 - Animal licensing and control
 - Enforcement support for other Departments
- Access Aurora
 - Greet all visitors entering Town hall and provide way finding assistance
 - Single point of contact for general enquiries
 - Corporate call centre for all service channels i.e. phone calls, e-mails, mobile applications, online tools, etc.
 - Cashiering and posting of payments including tax/water
 - Corporate mail sort and distribution
 - Issuance of Lottery Licenses, Marriage Licenses, Death Registration and Municipal Clearance for Liquor Licenses.
 - Ensuring support for, and compliance with, the [Accessibility for Ontarians with Disabilities Act](#) and the *Ontarians with Disabilities Act* including the provision of accessible customer service
- Special Projects
 - Performance Measurement
 - Emergency Management
 - Organizational Excellence including oversight of Aurora Matters and the Customer Experience Plan
 - Strategic Initiatives and Innovation

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

Departmental Initiatives that advance the Strategic Plan

Strategic Plan Linkage	Description of Initiative	Completion Date
Community Goal: Supporting an exceptional quality of life for all.	Continue to monitor, evaluate and refine parking program working collaboratively with IES and the community	Ongoing
Community Goal: Supporting an exceptional quality of life for all.	Develop a Property Standards strategy to address vacant buildings and absent property owners	Q2
Community Goal: Supporting an exceptional quality of life for all.	Explore options for Animal Control and Shelter Service	Q3
Community Goal: Supporting an exceptional quality of life for all.	Explore options for Animal Control and Shelter Service	Q3
Community Goal: Invest in sustainable infrastructure.	Review and update IT Strategic Plan including development of a software and mobility strategy	Q3
Community Goal: Invest in sustainable infrastructure.	Create IT Service catalogue and service level agreements with business units	Q3
Community Goal: Invest in sustainable infrastructure.	Completion of Council Chambers upgrade and meeting management suite projects	Q1
Community Goal: Strengthening the fabric of our community.	Continue to expand CRM (customer relationship management) and telephony tools to track and report on trends within the community	Q4
Community Goal: Strengthening the fabric of our community.	Expand Civil Wedding Program	Q4
Community Goal: Strengthening the fabric of our community.	Leverage municipal partnership opportunities to enhance current IT services	Q4
Community Goal: Supporting an exceptional quality of life for all.	Draft work plan and clean-up of Town By-Laws to assist with the future implementation of a Municipal Code for the Town.	On-going

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

Economy Goal: Enabling a diverse, creative and resilient economy.	Clarifying legal ownership of parking lot adjacent to Temperance Street in order to facilitate the objectives of the Promenade Study.	Q3
Economy Goal: Enabling a diverse, creative and resilient economy.	Complete the update of the Town-owned land index.	Q3
Natural Environment Goal: Supporting environmental stewardship and sustainability.	Completion of records & document management plan project. Launch of phase 4 - EDRMS.	Q2

Other Departmental Initiatives

Initiative Driver	Description of Initiative	Completion Date
Corporate priority identified by Council	Review and update the Delegation Policy and Real Estate Policy (Notice Policy and Accountability and Transparency Policy already updated in 2015), pursuant to subsection 270(1) of the <i>Municipal Act, 2001</i> , S.O. 2001, c. 25, as amended.	Q1
Client services goal for department; identifies operational risks and liabilities to the Town	Identify, update, and create document precedents for client departments (one per department) to improve corporate efficiency and aid corporate standardization while adhering to risk management strategies for the Town.	Ongoing
Operational requirement	Monitor litigation and administrative tribunal proceedings, taking an active role in same where appropriate.	Ongoing
2018 Election	Preparation for 2018 Election	Q4
Legislative requirement and Organizational Excellence	Revitalize corporate health, safety and wellness programs including job hazard analysis and development of training matrix and emergency procedures	Q3
Emergency Management	Revise and update Emergency Management Plan including development of a post-emergency Recovery Plan	Q4
Good Governance	Council Committee Review	Q2

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

Good Governance	Review and update existing policies and procedures to ensure they are relevant and meet corporate values	ongoing
Organizational Excellence	Obtain silver certification from Excellence Canada which includes the creation of a Customer Experience Plan	Q3
Organizational Excellence	Implement process mapping standard to capture and document corporate knowledge	ongoing

Key Performance Measures

Measure	2013		2014		2015		2016		2017 Target	Comments
	Target	Actual	Target	Actual	Target	Actual	Target	Fcst		
Sick Days per year per employee (days)	5.5	6.22	5.0	6.29	5.0	8.9	7.0	6.5	7.0	Only full time permanent staff are eligible for sick time. Targets for 2016 and 2017 have been adjusted to 7 days as this is more in line with industry benchmarks.
Employee Turnover – Full Time Staff (%)	6.0	5.25	6.0	5.60	6.0	3.0	6.0	11.0	6.0	This includes voluntary and involuntary departures. Full-time only.
Time to hire (days)	-	57.9	-	64.2	50	40.7	50	40.6	50	Measurement of the time between when the signed recruitment request form is received in HR to when the offer is extended. If exclude summer camp positions, values decrease.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

Number of Health & Safety Issues	-	9	-	12	<10	8	<10	14	<10	Additional more accurate actual data has been included for 2013 to 2015. "Issues" refers to workplace injuries or illnesses that were reported.
Network availability (%)	99.9	99.8	99.9	99.8	99.9	99.9	99.9	99.9	99.9	Measurement derived from a Network monitoring tool called Solarwinds. It does regular ping testing to devices and servers to check if the device or server is running. The ping test is done on a 2 minute polling interval, 24 hours a day, 7 days a week.
Average number of business days to complete a review of standard, non-complex By-Laws for form and legislative compliance	-	5	-	5	5	5	5	5	5	
Appropriate tracking of external legal expenses and monitoring of external advocacy budget (including OMB advocacy)	Stay within 2013 external budget	Within budget	Stay within 2014 external budget	Within budget	Stay within 2015 external budget	Within budget	Stay within 2016 external budget	Over budget	Stay within 2017 external budget	Over budget \$183,264 due to Highland Gate OMB.
Median number of working days to respond to and commence processing of insurance claims from the receipt of the claim	2	-	2	2	2	2	2	2	2	

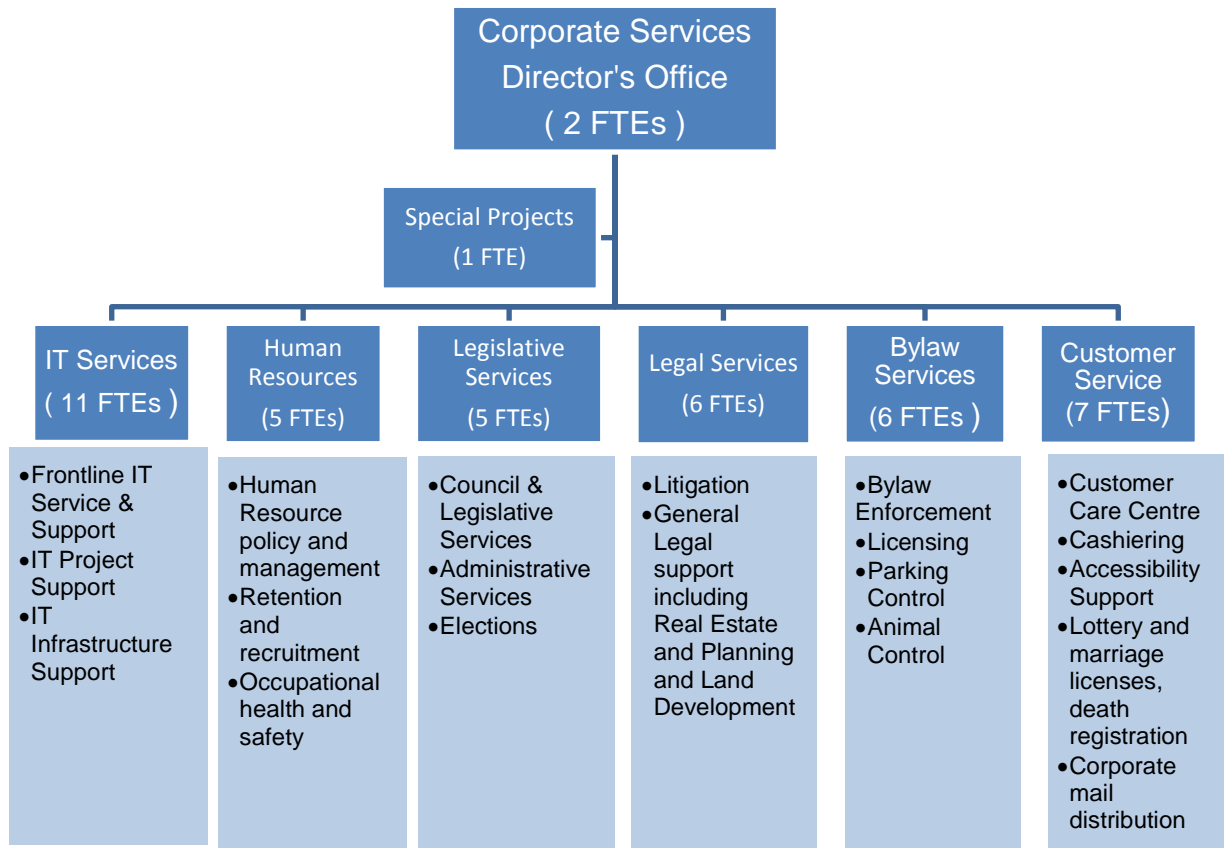
TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

Median number of working days to respond to internal request for records	1-2	-	1-2	2	2	2	2	2	2	
Median number of working days to prepare and post minutes from a meeting	3	-	3	3	3	3	3	2	3	

Departmental Organization

The department has six functional divisions through which it delivers its services. Each of these divisions is supported by a manager reporting to the Director. The Office of the Director also includes a Manager of Special Projects.



Total: 43 FTEs (Plus 1 new position)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

2017 Budget Highlights:

Total Corporate Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2018 Outlook	2019 Outlook	2020 Outlook
Personnel Costs	4,750.0	4,687.7	4,282.7	4,896.1	5,204.3	5,282.9	5,408.0
Other Expenditures	2,282.6	2,389.2	2,441.4	2,532.4	2,553.0	2,663.3	2,785.0
Total Expenditures	7,032.6	7,076.9	6,724.1	7,428.5	7,757.3	7,946.2	8,193.0
External Revenue	(538.8)	(518.7)	(470.8)	(372.3)	(298.9)	(302.1)	(307.3)
Transfer From Reserve	-	-	-	-			
Total Revenue	(538.8)	(518.7)	(470.8)	(372.3)	(298.9)	(302.1)	(307.3)
Net	6,493.8	6,558.2	6,253.3	7,056.3	7,458.4	7,644.1	7,885.7

Change from 2016 Budget 7.6% Unfavorable

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

The overall departmental costs and revenues are as follows:

Corporate Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	4,750.0	4,687.7	4,282.7	4,896.1	(208.4)	(4.4%)
Other Costs:						
Animal Control Contract	217.5	241.0	220.0	231.0	10.0	4.1%
Mileage, Vehicle Repairs & Supplies	4.0	4.9	4.2	5.2	(0.3)	(5.3%)
Accessibility Costs	25.0	25.0	25.0	25.0	-	-
Office Supplies/Equipment	17.3	22.3	16.8	18.7	3.6	16.1%
Consulting	53.4	65.4	30.9	42.5	22.9	35.0%
Corporate Insurance Fees	531.4	531.4	520.9	534.4	(3.0)	(0.6%)
Corporate Insurance Claim Costs	46.1	75.0	61.0	60.0	15.0	20.0%
Contracts (excluding Election, Telecom)	261.2	305.1	272.5	295.0	10.1	3.3%
External Legal Costs	24.4	170.0	236.0	160.0	10.0	5.9%
Trans to Election Res.	82.5	82.5	82.5	82.5	-	-
Clothing Allowance	7.3	11.8	11.1	7.5	4.3	36.4%
Corporate Memberships	21.5	40.1	38.0	43.0	(2.9)	(7.1%)
HR Legal Costs	23.3	16.9	16.9	20.0	(3.1)	(18.6%)
Postage / Courier	73.4	83.7	104.4	103.8	(20.1)	(24.0%)
Emergency Preparedness Services	13.5	20.5	23.0	23.0	(2.5)	(12.2%)
Software Maintenance & Support	344.1	365.0	414.6	454.8	(89.8)	(24.6%)
Telecommunications Costs	198.5	233.3	242.1	260.0	(26.7)	(11.5%)
Software Licenses	176.6	146.0	187.9	164.4	(18.4)	(12.6%)
All Other Expenditures	158.5	(50.7)	(68.5)	1.7	(52.4)	103.3%
Total Other Costs	2,282.6	2,389.2	2,441.4	2,532.4	(143.3)	(6.0%)
Total Expenditures	7,032.6	7,076.9	6,724.1	7,428.5	(351.6)	(5.0%)
Revenues:						
By-law Revenues	(251.6)	(281.1)	(240.4)	(249.3)	(31.9)	(11.3%)
Administrative Fees	(109.5)	(55.0)	(80.0)	(65.0)		
Contribution from Capital	(75.6)	(96.0)	(96.0)	(4.0)	(92.0)	(95.8%)
All Other Revenues	(102.2)	(86.6)	(54.3)	(54.0)	(32.6)	(37.6%)
Total Revenues	(538.8)	(518.7)	(470.8)	(372.3)	(146.5)	(28.2%)
Net Core Operating	6,493.8	6,558.2	6,253.3	7,056.3	(498.1)	(7.6%)
Development & Other Miscellaneous Activities						
Total Expenditures	-	-	-	-	-	n/a
Revenues:						
Total Revenue	-	-	-	-	-	n/a
Net Development & Other Miscellaneous Transfers	-	-	-	-	-	n/a
Net Overall Operating	6,493.8	6,558.2	6,253.3	7,056.3	(498.1)	(7.6%)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

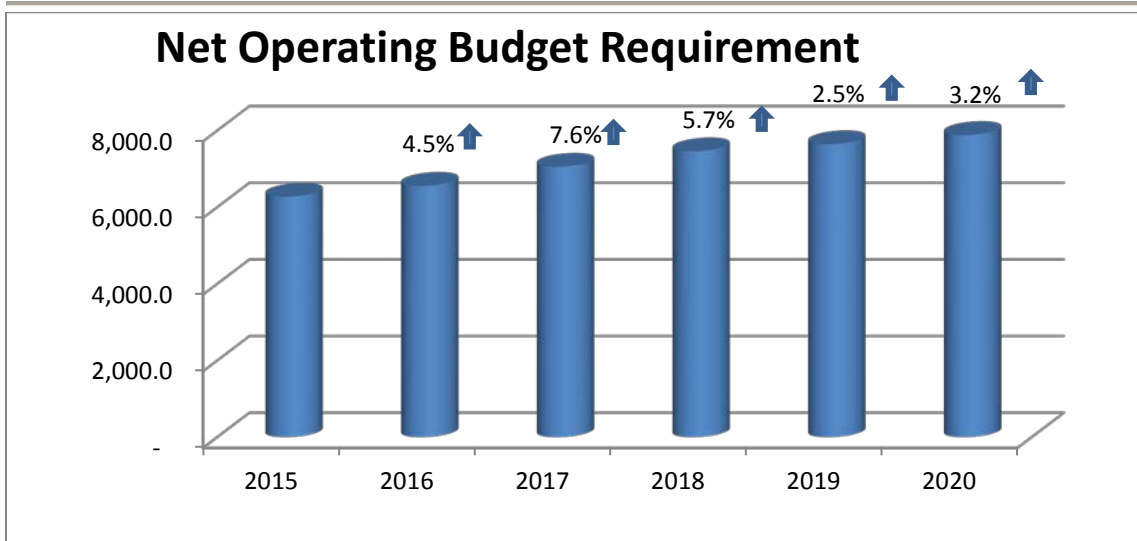
Corporate Services Department

Budget Breakdown by Town Service

SERVICE	2017					2018			2019			2020			
	PERSONNEL		OTHER OPERATING EXPENSES	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Bylaw Enforcement	4.17	587.3	303.8	(194.0)	697.2		5.17	774.3		5.17	819.3		5.17	836.7	
Licensing	2.37	218.6	9.5	(55.3)	172.9		2.37	179.3		2.37	185.4		2.37	189.6	
Frontline IT Service & Support	3.98	457.3	698.5		1,155.8		3.98	1,228.4		3.98	1,263.4		3.98	1,313.3	
IT Project Support	2.64	302.9	66.9		369.7		2.64	405.1		2.64	416.7		2.64	427.5	
Infrastructure Support	5.32	611.0	163.3		774.3		5.32	779.2		5.32	802.4		5.32	824.3	
HR Services	5.12	569.2	133.8		703.0		5.12	718.3		5.12	734.6		5.12	744.2	
Special Projects	1.00	143.6	3.0		146.5		1.00	149.2		1.00	152.4		1.00	155.7	
Emergency Preparedness	0.00	-	23.0		23.0		0.00	23.3		0.00	23.8		0.00	24.5	
Litigation	1.25	160.2	57.3		217.5		1.25	223.3		1.25	228.9		1.25	232.7	
General Legal Support	1.25	160.2	12.2		172.4		1.25	178.2		1.25	183.8		1.25	187.6	
Real Estate Support	1.25	160.2	57.3		217.5		1.25	199.3		1.25	206.9		1.25	212.7	
Planning & Land Develop	1.25	160.2	129.8	(75.0)	215.0		1.25	208.3		1.25	213.9		1.25	217.7	
Council & Secretariat Servs	3.62	392.8	10.0		402.8		3.62	421.4		3.62	437.1		3.62	450.1	
Administrative Services	3.62	374.9	621.4	(15.0)	981.3		3.62	1,053.1		3.62	1,126.9		3.62	1,203.1	
Elections	0.00	-	82.5		82.5		0.00	171.0		0.00	82.5		0.00	82.5	
Access Aurora	7.16	597.9	160.3	(33.0)	725.1		7.16	746.7		7.16	766.2		7.16	783.4	
	44.00	4,896.1	2,532.5	(372.3)	7,056.3		45.00	7,458.4		45.00	7,644.1		45.00	7,885.7	

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department



The above graphic illustrates the Corporate Services (CS) Department’s historical and planned net operating budget requirements. The 2015 and 2016 values reflect the department’s final approved net operating budgets. The figure presented for 2017 is CS recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs and maintaining existing service levels in an environment of growing client base both externally and internally. The CS Department’s proposed net operating budget increases for 2018 to 2020 represent a tax pressure of 0.9%, 0.4% and 0.44% respectively.

Corporate Services 2017 net operating budget pressures are presented in more detail in the following Key Changes for 2017 Budget section of this report.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

Key Changes for 2017 Budget

Variance	Description	Amount (\$000's)
Right Sizing Adjustment	Right sizing of operating budget as a result of corporate re-organization.	\$ 165.8
Elimination of project funding for records management project manager	Project funding for the contract project manager overseeing the implementation of our records management system	116.1
Increased cost of Software Maintenance and Support	Increase of annual software costs and maintenance agreements	89.8
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	54.2
Reduction in Bylaw Parking Revenues	Elimination of the overnight winter parking restrictions net impact	40.0
Telecommunication Cost Increases	Increase in annual telecom infrastructure costs and general inflationary pressure	26.7
All Other Expenses		5.5
Total		\$ 498.1

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Services Department

Outlook

The Corporate Services Department will see various pressures and constraints over the next year related to the growth of our community. Corporate Services is primarily a client service department and our service delivery is based on client business needs and expectations.

Within the IT stakeholder community there is a demand for more technology such as online transactions requiring more technical resources and licensing/mobile costs. Also as we procure additional technologies there are ongoing maintenance and support costs.

Access Aurora and Bylaw Services are external customer facing divisions. Both divisions continue to experience higher volumes of activity due to growth and the changing needs of our community. Customer service may also see an impact with the current range of services provided as customers engage in additional “one stop shopping” for municipal related transactions within Access Aurora.

Ongoing accessibility requirements for the municipality also fall under the Corporate Services Department. Compliance with provincial legislation related to accessibility is corporate wide and additional regulations are anticipated over the next couple of years as the province implements the final regulations of the Accessibility for Ontarians with Disabilities Act (AODA).

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Administrative Services Department

About the Administration Department

The Administration Department is responsible for providing effective and efficient administrative services to Council, Staff and the Public. The responsibilities of the Department include overseeing municipal operations, providing pro-active corporate communications and ensuring Council's priorities and strategic directions are achieved.

The Chief Administrative Officer (CAO) leads the Administration Department and is the senior staff person ultimately responsible for the proper administration of the Corporation.

Services That We Provide

- Executive Management
 - Corporate Leadership and Support (Policy, Planning and Management)
 - Bidirectional link between Council and staff
 - Effective and efficient administration of the corporation
 - Effective advice to Council, responding to Council's requests for assistance and implementing Council's Policies
 - Ensuring that the Town provides a customer-friendly environment for all members of the public as well as internal and external stakeholders
 - Manage and direct special projects and initiatives as set out within the Strategic Plan
 - Leadership with N6 initiatives and other partnerships
- Corporate Communications
 - Strategic communications services
 - Community engagement
 - Issues and reputation management
 - Marketing, promotional and advertising services
 - Media relations
 - Digital strategy and services

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Administrative Services Department

Departmental Initiatives that advance the Strategic Plan

Strategic Plan Linkage	Description of Initiative	Completion Date
Community Goal: Supporting an exceptional quality of life for all	Develop a comprehensive Communications and Community Engagement Strategy.	Q3
	Create a marketing plan to promote plans for the Cultural Precinct.	Q1
	Implement tools and technologies promoting online citizen engagement.	Q1
	Promote the benefits of recreation and healthy lifestyles through support of Town programs and Activate Aurora.	Ongoing
Economy Goal: Enabling a diverse, creative and resilient economy	Continue to build on our relationship with the Chamber of Commerce and explore opportunities for marketing, advertising and cross-promotion of messaging.	Q3
	Work with Parks and Recreation to develop a new advertising and sponsorship media package.	Q2
	Utilize communications channels to support plans to revitalize downtown core.	Ongoing
	The development of an expanded economic development mandate and the creation of an Office of Economic Development. This includes the creation of a new Economic Development Officer position to drive economic development priorities.	Q2
Natural Environment Goal: Supporting environmental stewardship and sustainability	Communicate with residents to promote waste diversion education programs.	Ongoing
	Promote community involvement in environmental initiatives through features on social media and increased media coverage.	Q1

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Administrative Services Department

Other Departmental Initiatives

Initiative Driver	Description of Initiative	Completion Date
Internal needs	Implement a broader financial and administrative procedure review.	Q2
Internal Needs	Internal Communications Strategy.	Q3
Internal Needs	Communications training.	Ongoing

Key Performance Measures

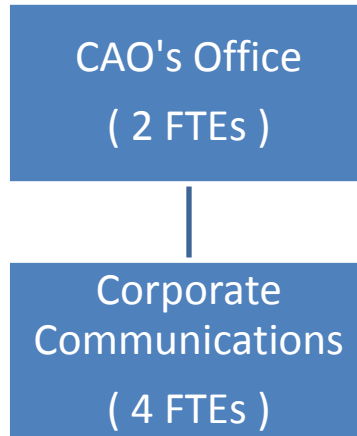
Measure	2013		2014		2015		2016		2017 Target	Comments
	Target	Actual	Target	Actual	Target	Actual	Target	Fcst		
Increase in Twitter followers	-	-	-	-	-	-	-	-	+500	NEW. To be measured through social media monitoring analysis.
Increase in Facebook likes	-	-	-	-	-	-	-	-	+500	NEW. To be measured through social media monitoring analysis.
Increased positive media coverage (%)	-	-	-	-	-	-	-	-	+10	NEW. To be evaluated through media monitoring reporting.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Administrative Services Department

Departmental Organization

The department has two functional divisions through which it delivers its services. Corporate Communications is headed by a manager reporting to the CAO.



Total: 6 FTEs (Plus 1 new position)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Administrative Services Department

2017 Budget Highlights:

Total Administration Department \$000's	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2018 Outlook	2019 Outlook	2020 Outlook
Personnel Costs	703.2	789.9	911.2	900.0	933.3	970.3	1,007.3
Other Expenditures	364.0	287.8	302.8	342.7	342.7	342.7	342.7
Total Expenditures	1,067.2	1,077.7	1,214.0	1,242.7	1,276.0	1,313.0	1,350.0
Revenues	(0.4)	-	(0.4)	-	-	-	-
NET DEPARTMENT COST	1,066.8	1,077.7	1,213.5	1,242.7	1,276.0	1,313.0	1,350.0

Change from 2016 Budget 15.3% Unfavorable

The overall departmental costs and revenues are as follows:

Administration Department (shown in \$000's)	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	703.2	789.9	911.2	900.0	(110.1)	(13.9%)
Other Costs:						
Advertising & Events	185.4	167.0	166.8	171.5	(4.5)	(2.7%)
Consulting	166.6	60.0	60.0	86.6	(26.6)	(44.3%)
All Other Expenditures	12.1	60.8	76.0	84.6	(23.8)	(39.0%)
Total Other Costs	364.0	287.8	302.8	342.7	(54.9)	(19.1%)
Total Expenditures	1,067.2	1,077.7	1,214.0	1,242.7	(164.9)	(15.3%)
Revenues	(0.4)	-	(0.4)	-	-	-
Net Core Operating	1,066.8	1,077.7	1,213.5	1,242.7	(164.9)	(15.3%)
Development & Other Miscellaneous Activities						
Expenditures:	-	-	-	-	-	-
Revenues:						
Net Development & Other Miscellaneous Transfers	-	-	-	-	-	n/a
Net Overall Operating	1,066.8	1,077.7	1,213.5	1,242.7	(164.9)	(15.3%)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

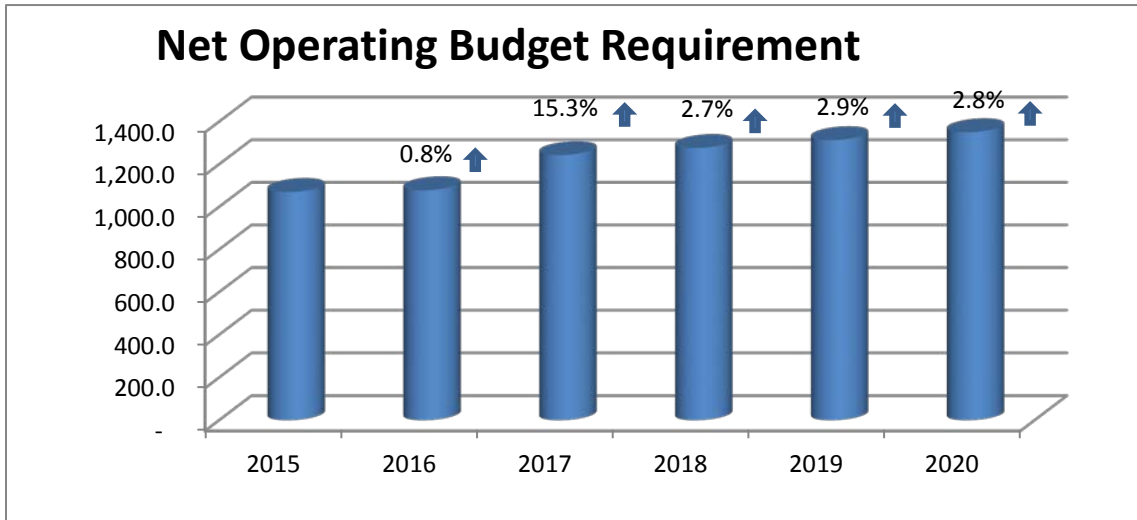
Administrative Services Department

Budget Breakdown by Town Service

SERVICE	2017						2018			2019			2020		
	PERSONNEL		OTHER OPERATING EXPENSES	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Executive Management	2.00	365.9	142.0		507.9		2.00	527.7		2.00	549.9		2.00	573.8	
Corporate Communications	5.00	534.1	200.8		734.9		5.00	748.3		5.00	763.1		5.00	776.2	
	7.00	900.0	342.7	-	1,242.7		7.00	1,276.0		7.00	1,313.0		7.00	1,350.0	

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Administrative Services Department



The above graphic illustrates the Administrative Services Department’s historical and planned net operating budget requirements. The 2015 and 2016 values reflect the department’s final approved net operating budgets. And, the figure presented for 2017 is Administrative Service’s recommended net resource requirement for that year. The identified changes reflect the change in net operating requirements from the previous year versus the previous year’s net financial resource need. The key driver of the recommended 2017 budget increase is the planned conversion of a contract position to a full time position. This contract position has historically been funded through non-levy funding sources or general corporate surpluses.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as a commitment to improving service delivery to a growing client base, both externally and internally. The CAO’s Office’s proposed net operating budget increases for 2018 to 2020 represent a tax pressure of 0.1% for these years.

Administrative Services’ 2017 net operating budget pressures are presented in more detail in the following Key Changes for 2017 Budget section of this report.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Administrative Services Department

Key Changes for 2017 Budget:

Variance	Description	Amount (\$000's)
NEW Corporate Communications Position	Conversion of existing full-time contract position to full-time permanent position.	\$ 109.7
Increased Consulting Services	Additional funding is required to retain outside expertise in key corporate administration areas through-out the year	26.6
Increased Communications costs	Increased costs for tools and technologies to support citizen engagement and improve communications and media relations.	18.8
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	9.8
Total		\$ 164.9

Outlook

The Administrative Services Department will see continuing cost increases due to inflationary pressures, affecting both operating costs and salaries and benefits costs. No further staff increase requirements are anticipated in the short term.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Planning and Building Services Department

About the Planning and Building Services Department

Planning and Building Services manages the growth and physical form of the Town. Planning & Building Services provides professional planning advice to Council, other departments, the public and Council endorsed committees on a variety of policy and procedural issues and *Planning Act* Applications.

The Planning Division activities relate to, long-range strategic planning and development review (including engineering); formulation of plans, policies, regulations and guidelines on growth management, land use, development, heritage planning, economic development, strategic planning, urban design; processing and evaluation of development applications; data collection, analysis, research and monitoring of land use, planning policy and growth management matters; digital mapping and related functions and customer service guidance to residents, business owners and applicants.

The Building division is responsible for the administration of the Ontario Building Code ensuring minimum building standards are achieved for new buildings, additions and renovations with reference to public health and safety, structural sufficiency, fire protection, energy conservation, accessibility and water and sewage protection. Qualified building officials review and inspect all construction projects within the Town of Aurora as mandated for compliance with the Ontario Building Code, the Town of Aurora Zoning By-law and other applicable legislation.

The Planning and Building Services Department provides its activities and support to clients through three organizational divisions: Development Planning, Long Range & Strategic Planning and Building.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Planning and Building Services Department

Services That We Provide

The Department has three major functions and various associated activities including:

Development Planning

- Development Application Review and Reports
- Preparation of Official Plan and Zoning Bylaw Amendments
- Development Conditions of Approval and Agreements
- Development Engineering
- Implementation of Environmental Protection & Enhancement Policies
- Administration of the Committee of Adjustment
- Heritage Planning, including Heritage Review, Policy, Events and Programs.
- Information and Advice on Town Policies and Development Inquiries
- Tracking and Reporting on Development Application activity.

Long Range and Strategic Planning

- Strategic Planning
- Long Range Planning and Growth Management
- Secondary Plans, Zoning Updates and Special Studies
- Growth Projections and Monitoring
- Geographic Information Systems
- Economic Development
- Official Plan/Zoning and Report Mapping
- Street Names and Addressing
- Air Photo/Digital Mapping
- Property Information and Database Management
- Economic Development
- Property Sales and Acquisitions

Building Division

- Review, issuance and inspection of Building Permits
- Conducting On-site Sewage Maintenance Inspections
- Zoning By-law administration and interpretation
- Issuance and Inspection of Sign Permits
- Issuance of Pool Enclosure Permits

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Planning and Building Services Department

Departmental Initiatives that advance the Strategic Plan

Strategic Plan Linkage	Description of Initiative	Anticipated Completion Date
<p>Community Goal: Supporting an exceptional quality of life for all</p>	<p>Preparation of a new Comprehensive Zoning Bylaw</p> <p>Lead the (re) development of the Cultural Precinct and Library Square</p> <p>Work towards expanding online mapping services and geospatial three-dimensional (3D) modelling</p>	<p>Q1</p> <p>Ongoing</p> <p>Q4</p>
<p>Community Goal: Supporting an exceptional quality of life for all.</p>	<p>Fire Services review and inspections on building code matters – process improvements. Linked to service level review.</p>	<p>Q4</p>
<p>Economy Goal: Enabling a diverse, creative and resilient economy</p>	<p>Continue to work to attract a new hotel to the Town of Aurora</p> <p>Lead the development of an expanded economic development mandate and the creation of an Office of Economic Development.</p>	<p>Q4</p> <p>Q2</p>
<p>Natural Environment Goal: Supporting environmental stewardship and sustainability</p>	<p>Preparation of Green/ Sustainable Development Guidelines</p>	<p>Q2</p>
<p>Natural Environment Goal: Encouraging stewardship of natural resources.</p>	<p>Development of a Septic Maintenance Program as required by Building Code regulatory changes.</p>	<p>Q1</p>
<p>All Aspects of Plan</p>	<p>Update of the Town of Aurora Official Plan</p>	<p>2018</p>

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Planning and Building Services Department

Key Performance Measures

Measure	2013		2014		2015		2016		2017 Target	Comments
	Target	Actual	Target	Actual	Target	Actual	Target	Fcst		
Number of hectares of serviced vacant employment lands within the municipality	-	92	125	86	86	85	86	74	150	Emery business park lands to be serviced in 2017.
Percentages of 2031 Residential Intensification target constructed to date (%)	-	27	30	30	33	33	33	34	36	Represents % of total units constructed within built boundary.
Number of new residential units constructed in the Regional Corridor (units)	-	96	50	5	41	41	41	35	150	Actual number of units built along Yonge St. Corridor
Percentage of 'House' Building Permit Applications Reviewed within Legislated Timeframes (%)	-	95	-	51	85	51	85	85	65	Building Code timeframes are not being met due to volume of building activity. Building industry understands the pressures on staff resources and is satisfied with the current level of service being provided.
Percentage of Small Building Permit Applications Reviewed within Legislated Timeframes (%)	-	89	-	71	85	71	85	85	75	
Percentage of Large Building Permit Applications Reviewed within Legislated Timeframes (%)	-	85	-	83	85	83	85	85	80	

Note(s):

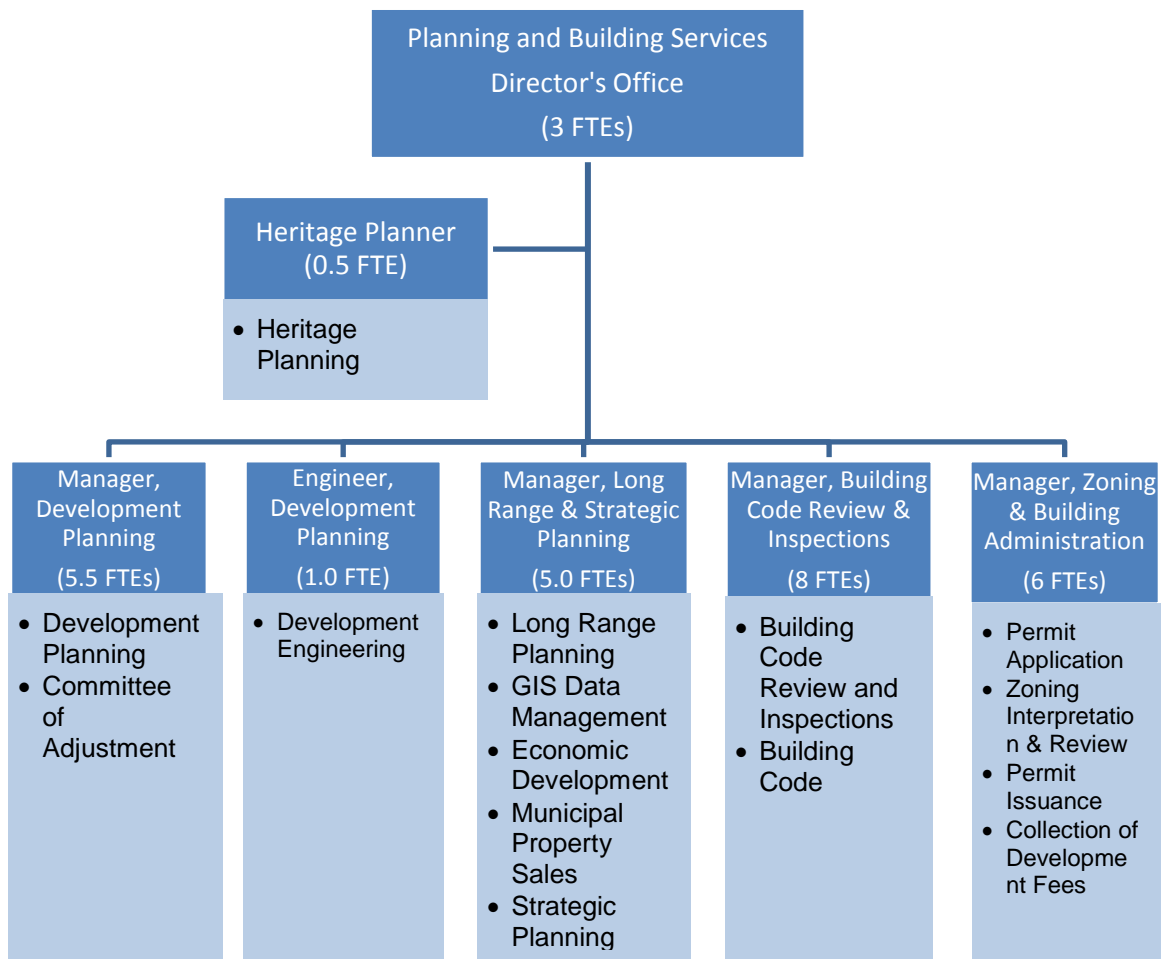
1. The 2015 actual cannot be compared to the 2015 actual presented in 2016 KPI Summary as the result presented in the 2016 summary for 2015 was an estimate as the final figure was not yet available at that time.
2. In instances where no KPI Target has been included in the above table, this is an indication that a specific KPI was not being actively used at that time.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Planning and Building Services Department

Departmental Organization

The department has three functional divisions through which it delivers its services.



Total: 29 FTEs (Plus 2 new positions)

2017 Budget Highlights:

Planning & Building Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2018 Outlook	2019 Outlook	2020 Outlook
Personnel Costs	3,486.6	3,391.7	3,399.6	3,515.9	3,763.3	3,803.9	3,890.8
Other Expenditures	4,125.0	1,163.4	2,332.2	1,175.6	991.1	793.5	750.0
Total Expenditures	7,611.6	4,555.1	5,731.8	4,691.5	4,754.4	4,597.4	4,640.8
Revenues	(7,892.8)	(4,688.3)	(6,103.8)	(4,696.0)	(4,128.0)	(3,594.3)	(3,504.5)
Net	(281.2)	(133.2)	(372.0)	(4.5)	626.4	1,003.1	1,136.3

Change from 2016 Budget (96.6%) Favorable

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Planning and Building Services Department

The overall departmental costs and revenues are as follows:

Planning & Building Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	3,486.6	3,391.7	3,399.6	3,515.9	(124.2)	(3.7%)
Other Costs:						
Corporate Promotional Material	19.8	28.3	27.7	28.3	-	-
Contracts	48.0	29.0	24.1	29.0	(0.0)	(0.1%)
Memberships	9.3	11.1	11.1	17.1	(6.0)	(54.4%)
Consulting	7.5	21.0	21.9	21.5	(0.5)	(2.4%)
Office/Program Supplies & Printing	30.7	24.0	21.1	25.5	(1.5)	(6.3%)
Mileage & Supplies	12.6	15.6	15.5	18.3	(2.8)	(17.7%)
Clothing Allowance	1.4	2.0	1.7	2.0	(0.0)	(2.1%)
Allocation of Costs from Other Depts.	476.6	476.6	476.6	453.8	22.8	4.8%
Transfer to Building '124' Reserve	107.7	493.4	493.4	503.5	(10.1)	(2.0%)
All Other Expenditures	60.6	61.5	70.1	75.6	(14.1)	(22.9%)
Total Other Costs	774.1	1,162.4	1,163.3	1,174.6	(12.2)	(1.1%)
Total Core Expenditures	4,260.8	4,554.1	4,562.9	4,690.5	(136.4)	(3.0%)
Revenues:						
Planning Application Fees	(858.0)	(659.8)	(821.3)	(796.2)	136.4	20.7%
Committee of Adjustment Fees	(172.6)	(100.0)	(115.8)	(130.0)	30.0	30.0%
Engineering Fees	(621.1)	(803.5)	(803.5)	(694.5)	(109.0)	(13.6%)
Trans From D.C. Reserve / Capital	-	(260.0)	(260.0)	(130.0)	(130.0)	(50.0%)
Building Permits	(2,300.0)	(2,700.0)	(2,700.0)	(2,500.0)	(200.0)	(7.4%)
All Other Building Revenues	(70.0)	(145.0)	(145.0)	(343.4)	198.4	136.8%
Other Revenues	(38.5)	(19.0)	(56.1)	(100.9)	81.9	430%
Total Core Revenues	(4,060.2)	(4,687.3)	(4,901.7)	(4,695.0)	7.7	0.2%
Net Core Operating	200.6	(133.2)	(338.8)	(4.5)	(128.7)	(96.6%)
Development & Other Miscellaneous Activities						
Contributions to Discretionary Reserves	1,451.8	1.0	265.6	1.0	-	-
Transfer to Building '124' Reserve	1,899.1	-	903.3	-	-	n/a
Total Expenditures	3,350.9	1.0	1,168.9	1.0	-	-
Revenues:						
Excess Engineering Fees	(504.4)	-	(28.5)	-	-	n/a
Contributions From Developers	(1,451.8)	(1.0)	(265.6)	(1.0)	-	-
Excess Building Revenues	(1,876.4)	-	(908.0)	-	-	-
Total Revenue	(3,832.6)	(1.0)	(1,202.1)	(1.0)	-	-
Net Development & Other Miscellaneous Transfers	(481.7)	-	(33.2)	-	-	n/a
Net Overall Operating	(281.2)	(133.2)	(372.0)	(4.5)	(128.7)	(96.6%)

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

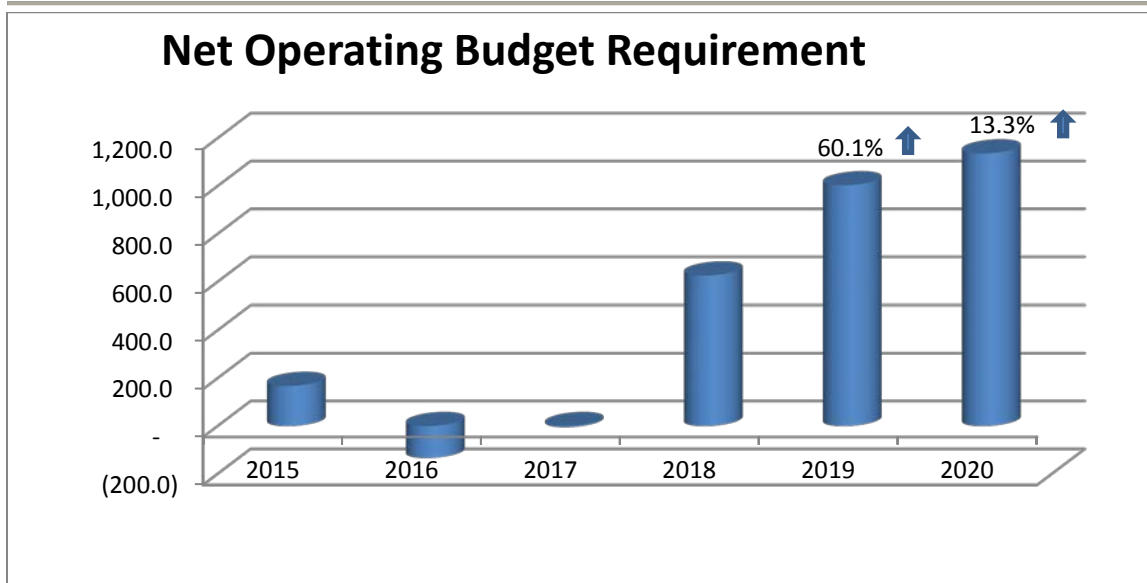
Planning and Building Services Department

Budget Breakdown by Town Service

SERVICE	2017					2018			2019			2020			
	PERSONNEL		OTHER OPERATING EXPENSES	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Development Planning & Engineering	6.33	737.0	41.3	(1,645.7)	(852.4)		6.33	(251.3)		6.33	53.0		6.33	162.1	
Committee of Adjustments	1.00	81.6	6.5	(130.0)	(41.9)		1.00	(36.7)		1.00	15.7		1.00	18.5	
Long Range & Strategic Planning	2.52	277.9	16.5		294.3		2.52	302.3		2.52	309.6		2.52	318.3	
GIS Data Management	2.05	201.9	13.4		215.3		2.05	223.2		2.05	229.9		2.05	232.1	
Economic Development	2.30	236.1	43.3	(76.9)	202.5		2.30	204.5		2.30	205.7		2.30	216.1	
Heritage Planning	0.50	53.6	3.3		56.9		0.50	59.9		0.50	60.5		0.50	62.7	
Municipal Property Sales	0.30	42.1	2.0		44.0		0.30	44.9		0.30	45.8		0.30	46.2	
Code Review	7.94	929.7	513.3	(1,443.0)	0.0		7.94	0.0		7.94	0.0		7.94	-	
Inspections	5.86	671.3	378.8	(973.4)	76.8		5.86	79.7		5.86	83.0		5.86	80.4	
Zoning Interpretation & Review	2.20	284.8	142.2	(427.0)	0.0		2.20	0.0		2.20	-		2.20	0.0	
	31.00	3,515.9	1,160.6	(4,696.0)	(4.5)		31.00	626.4		31.00	1,003.1		31.00	1,136.3	

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Planning and Building Services Department



The above graphic illustrates the Planning & Building Services (PBS) Department’s historical and planned net operating budget requirements. The 2015 and 2016 values reflect the department’s final approved net operating budgets. And, the figure presented for 2017 is PBS’ recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

The PBS Department’s net operating budget increase for 2017 is attributable to PBS commencing a strategy to reduce its reliance upon DC revenues to be implemented over a two year period. This revenue short-fall is partially offset by an anticipated minor increase in development driven revenues attributable to the 2C lands development activity. Commencing in 2018, PBS’ tax levy need is expected to grow as its development driven revenues begin to decline as the town’s last major development concludes. The PBS Department’s proposed net operating budget increases for 2018 to 2020 represent a tax pressure of 1.46% 0.82%, 0.27%, respectively.

PBS’ 2017 net operating budget pressures, if any, are presented in more detail in the following Key Changes for 2017 Budget section of this report.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Planning and Building Services Department

Key Changes for 2017 Budget:

Variance	Description	Amount
Decreased DC Draw	In effort to reduce reliance upon DC funds, will wean off usual draw over two years	\$130.0
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	48.5
Increase in Development Revenues	Anticipated minor increase in development driven revenues as last major development begins to wind down	(62.4)
All Other Expenses		12.6
Total		(\$128.7)

Outlook

The Planning and Building Services department will see continuing cost increases due to inflationary pressures, affecting both operating costs and salaries and benefits costs.

In addition, Planning and Building Services department is expected to continue to experience similar volumes of Development Applications to those projected in 2016 in the coming years. As a consequence, it is anticipated that the Department will generate a similar level of revenues to those of the past couple of years. As a result, the Department does not expect any financial pressures to arise in the short term.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Revenues & Expenses

About Corporate Expenses & Revenues

The Corporate Revenues & Expenses budget includes items which cannot be easily associated with specific departments or are Corporation-wide in nature. For clarity there is a description of each item following the Expenditure and Revenue charts.

Key Changes (netting an unfavourable change of \$ 152,600):

- Increase in cash to capital (0.6% tax rate pressure) (243,100)
- Reduced reliance on interest from hydro funds (100,000)
- Reduced reliance on supplementary tax revenues (75,000)
- Reduced tax penalty revenues (75,000)
- Various other budget pressures (56,500)
- Net additional budget right size rate stabilization draw 397,000

2017 Expenditures:

Corporate Expenses \$,000's	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	
					\$	%
Personnel Costs:						
Town Wide Gapping	-	(150.0)		(150.0)	-	-
Retiree Benefits	(68.7)	27.5	27.5	21.3	6.2	22.4%
Total Personnel Costs	(68.7)	(122.5)	27.5	(128.7)	6.2	5.0%
Other Expenditures:						
Cost Reallocations	(476.6)	(476.6)	(476.6)	(453.8)	(22.8)	(4.8%)
External Audit Fees	45.8	40.9	40.9	40.9	-	-
Council Contingency Amount	44.8	35.0	35.0	35.0	-	-
W.S.I.B. Claims Costs	103.7	85.0	105.0	85.0	-	-
Capital Loan Payment	1,866.5	320.5	320.5	320.5	-	-
Contribution to Reserves	2,084.6	2,161.6	2,161.6	2,408.9	(247.3)	(11.4%)
Contribution to Reserves of Excess SUPP Revenues	-	600.0	320.0	136.9	463.1	77.2%
Contributions to Capital	4,212.2	4,594.7	4,594.7	4,837.8	(243.1)	(5.3%)
In-Year Tax Adjustments	180.0	180.0	180.0	200.0	(20.0)	(11.1%)
Other	-	130.1	30.1	-	130.1	100.0%
Total Other	8,061.1	7,671.2	7,311.2	7,611.2	60.0	0.8%
Total Core Expenditures	7,992.3	7,548.7	7,338.7	7,482.4	66.2	0.9%
Development & Other Miscellaneous Activities						
Contribution to Reserves of Excess SUPP Revenues	766.4	-	-	-	-	n/a
In-Year Excess Tax Adjustments	331.8	-	150.4	-	-	n/a
Development & Other Miscellaneous Expenditures	1,098.2	-	150.4	-	-	n/a
Total Expenditures	9,090.5	7,548.7	7,489.1	7,482.4	66.3	0.9%

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Revenues & Expenses

Town-Wide Gapping - (\$150,000):

All existing staff positions are budgeted for a full fiscal year. The current economic climate and job satisfaction continue to keep the Town's level of turnover low. The amount planned for 2017 has been maintained at a similar level to that of 2016. This amount anticipates savings arising from normal employee turnover; savings of not paying the salary during the recruitment period for the replacement staff member.

Retiree Benefits - \$21,300:

The on-going costs of dental and health benefits for employees who have retired early must continue to be borne by the Town until such time that the employee reaches their normal retirement age, then benefits cease. Consequently, the corporation must set aside a sufficient amount for this purpose. The value in 2017 of this segregated amount has been set at \$ 21,300, representing an amount that is \$ 6,200 lower than the 2016 amount.

Cost Reallocations - (\$453,800):

Overhead cost allocations are charged each year to the Building Services Division whose operations are funded entirely by Building Services Fees. This amount which reflects an estimated value of the support services that are provided to Building Services which include facilities, IT support, accounting services, human resources, and an amount for building plan and field inspections provided by Central York Fire Services is re-visited each year. For 2017, this amount has been reduced by \$22,800 representing the final phase of a multi-phased strategy to align its on-going amount with an updated costing model that was completed in 2014.

External Audit Fees - \$40,900:

This amount reflects the cost of undertaking a mandatory external audit of the Town's Financial Statements. Fees for 2017 remain unchanged from 2016.

Council Contingency Amount - \$35,000:

It is always difficult for departments and Financial Services to consider and include in the budget every possible expense that may arise during the coming fiscal year. In an effort to mitigate the impact of some of these unforeseen costs, or to meet other corporate or community needs, the Town sets aside a contingency amount each year to be used only by approval of Council. The 2017 amount remains the same as it was in 2016.

WSIB Claims Costs - \$85,000:

The Town of Aurora is a 'Schedule 2 Employer' with the Workplace Safety and Insurance Board (WSIB). This simply means that the Town pays for all of its costs incurred through the WSIB itself. In order to mitigate the risk of high claim

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Revenues & Expenses

costs, the Town utilizes a 3rd party insurance provider in order to cover any extreme costs of this nature. The WSIB Claims Costs account is utilized for the payment of any claims and costs experienced, which are not covered by the Town's "excess-loss" insurance. An equal and offsetting account in the Revenues section draws a contribution from the WSIB Reserve in order to fund these payments. There is no change to the planned claims cost amount for 2017. The WSIB Reserve is funded directly by a charge to each operating group through the payroll system, which appears in each department cost center under their salaries and benefits sections.

SARC Debt Payment - \$320,500:

In 2006, two debentures, one being a ten year and the other a twenty year in duration, were issued (through the Region) totaling \$16.9 million in order to finance a portion of the Stronach Aurora Recreation Complex (SARC). For 2017, only the twenty year debenture remains outstanding. The 2017 debt repayment amount includes \$219,600 in principal and \$100,900 interest. An equal and offsetting account in the Revenues section draws a contribution from the Development Charges Reserve to fully fund this payment with no impact on the tax levy.

Contributions to Reserves - \$2,408,900:

This category identifies funds that are required for items outside of the operating budget. This amount includes:

- The transfer to reserves of \$1,617,500 in anticipated Gas Tax revenue to be received in 2017. There is a fully offsetting revenue item for this amount. This item flows through the Town's "operating" accounts in order to comply with financial statement requirements.
- The transfer to reserves of \$481,900 in anticipated Ontario Community Infrastructure Program (OCIP) Formula revenue to be received in 2017. There is a fully offsetting revenue item for this amount. This item flows through the Town's "operating" accounts in order to comply with financial statement requirements.
- The transfer of \$289,500 to pay down the internally financed portion of the Library expansion. There is a fully offsetting revenue item being drawn from Development Charge Reserve Funds for this same amount.
- The annual contribution of \$20,000 to the Environmental Initiatives Reserve.

Tax Cash to Capital - \$4,837,800:

The 'Cash to Capital' component represents last year's amount of \$4,594,700, plus a \$243,100 increase representing 0.6% of annual tax revenue as per the Town's approved ten year capital Investment plan. These funds are moved to the Town's reserve funds to be used for replacement and updating of existing town infrastructure, or for new capital purposes.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Revenues & Expenses

Other - Nil:

This amount has been reduced to zero in 2017 as the one-time earmarked funding in support of the Aurora Sports & Sports Tourism Plan and the Aurora Live Music Strategy. This 2016 budget was offset through an equivalent revenue draw from the Council Discretionary Reserve fund.

In-Year Tax Adjustments - \$200,000:

Every year, the Town receives notices and decisions relating to assessments and reassessments of properties within the Town's borders. Most of these decisions have a small impact on the amount of tax charged to a given property and some have a very large impact. It is anticipated that as a result of this being a MPAC re-assessment year, there will be an increased pressure on this budget as a high volume of appeals of new assessments is typical. The 2017 planned expense of \$200,000 includes only the Town's share of such tax adjustments, all of which are approved by the Municipal Property Assessment Corporation (MPAC), as part of the Ontario Assessment Review Board (ARB) appeal process.

2017 Revenues:

Corporate Revenue \$,000's	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)		
					\$	%	
Penalties on Taxes	(891.2)	(975.0)	(920.0)	(900.0)	(75.0)	(7.7%)	
Investment Income	(1,625.5)	(1,550.0)	(1,550.0)	(1,550.0)	-	-	
Interest from Hydro Funds	-	(200.0)	(200.0)	(100.0)	(100.0)	(50.0%)	
Federal Grants - Federal Gas Tax	(1,540.5)	(1,617.5)	(1,617.5)	(1,617.5)	-	-	
Provincial Grants - OCIF, Other	(408.3)	(234.6)	(309.6)	(481.9)	247.3	105.4%	
Trans From DC Reserves	(2,173.6)	(610.0)	(610.0)	(610.0)	-	-	
Trans From Other Reserves	(128.6)	(85.0)	(105.0)	(482.0)	397.0	467.1%	
Payments in Lieu of Taxes	(289.5)	(286.0)	(294.4)	(286.0)	-	-	
Supplementary Taxes	(575.0)	(1,100.0)	(820.0)	(561.9)	(538.1)	(48.9%)	
Other	(18.8)	(150.0)	(75.0)	-	(150.0)	100.0%	
Total Revenues	(7,650.9)	(6,808.1)	(6,501.5)	(6,589.3)	(218.8)	(3.2%)	
<i>Development & Other Miscellaneous Activities</i>							
Excess Supplementary Taxes	(766.4)	-	-	-	-	n/a	
Development & Other Miscellaneous Revenues	(766.4)	-	-	-	-	n/a	
Total Revenues	(8,417.3)	(6,808.1)	(6,501.5)	(6,589.3)	(218.8)	(3.2%)	
Net Overall Operating	673.3	740.6	987.6	893.1	(152.6)	(20.6%)	

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Revenues & Expenses

Penalties on Taxes - (\$900,000):

The Town imposes late charge penalties and interest on late or unpaid tax installments. Revenues of this nature are referred to as Penalties on Taxes. 2017 revenues are anticipated to be lower than 2016 as the town was able to successfully conclude some its more material outstanding balances owing in 2016.

Investment Income - (\$1,550,000):

It is anticipated that investment income will remain unchanged in 2017 versus the previous year as the economy's recovery continues to improve at a slow rate. This low rate of growth continues to place little pressure on inflation rates which subsequently create little incentive for interest rates to climb in the short term. The Town's investment portfolio continues to earn a competitive rate of return on its investments comprised of all of the Town's funds that are not required for the day-to-day operations. They are invested in the most appropriate investment vehicle available, balancing cash needs forecasts with market yields. All portfolio investments must comply with strict and highly conservative provincial and local regulations in an effort to protect the public funds that are being invested. The portfolio includes a mix of long and short term products to meet our expected cash flow requirements.

Interest from Hydro Funds - (\$100,000):

The other source of town investment income is a \$100,000 draw upon the interest earned by the Town's Hydro Funds. This amount is \$100,000 less than the amount drawn in 2016. This reduction is in alignment with Council's desire to eliminate its reliance upon this revenue source, and allow the hydro reserves to maintain and grow their purchasing power over time.

Grants – Federal Gas Tax - (\$1,617,500):

The provision of the Gas Tax from the Federal Government has been an integral part of the Town's budget since 2006 when the program was initiated. The town expects to receive in 2017 the same amount in gas tax funding as it did in 2016. These funds are received as income through the operating budget which is then subsequently transferred to the Federal Gas Tax Reserve, now considered as an infrastructure repair & replacement funding source. All investments made are in compliance with the terms of the Federal Gas Tax program.

Grants – Ontario Community Infrastructure Funding Program (OCIF)-(\$481,900):

In 2014, the province of Ontario introduced a new grant program in recognition of the province's infrastructure funding gap. This program's total available funding is made available to municipalities in two components. One component being an allocation based upon a formula which factors in multiple variables such as a municipality's population, its total assessment base and average household

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Revenues & Expenses

income among others. These funds are received as income through the operating budget which is then subsequently transferred to an OCIF Reserve, now considered as an infrastructure repair & replacement funding source. The second component of this funding program is allocated based upon a project specific application basis. No revenue is budgeted for this second component. The formula amount for 2017 is expected to grow by \$247,300 over the amount received in 2016.

Transfers from D.C. Reserves - (\$610,000):

There are two amounts drawn from Development Charges Reserve Funds; the amount for the SARC debt payment of \$320,500 and the \$289,500 related to the internal financed debt of construction costs of the Library. These two revenue items fund the same two corresponding expense items previously detailed in the Expenses section.

Transfers from Other Reserves - (\$482,000):

This category identifies funds that are coming from reserves in order to fund specific expenditures of a corporate-wide nature. For 2017, the only planned fund transfer is in relation to the Town's normal \$85,000 transfer from the WSIB reserve to fund WSIB claims costs as outlined in the Expenses portion of this section. This amount also includes a \$397,000 funding draw from the rate stabilization reserve in relation to the town's strategy to phase in a required total operating budget 'right sizing' amount of \$1,092,300 over two years with 60% of the this total amount being phased in 2017 and the remaining 40% of this amount being added to the tax levy in 2018. Another \$40,000 in rate stabilization funding is planned directly under the Parks, Recreation & Cultural Services department, representing a total planned draw of \$437,000 in 2017.

Payments in Lieu of Taxes - (\$286,000):

Payments in Lieu of Taxes represents assessment based revenue from federal and provincial owned properties. The federal and provincial governments are not technically subject to formal property taxes; however they must remit an equal amount as though they were fully taxable. These amounts paid are referred to as Payments in Lieu of Taxes or 'PILs'. This amount is expected to remain unchanged in 2017.

Supplementary Taxes - (\$425,000):

Supplementary taxes (SUPPs) represent property taxes for new properties and construction which become newly assessed during the year, including some portions of taxation related to prior years where applicable. All supplementary taxation is retroactive to the date of assessment and occupancy. The 2017 budget amount of \$425,000 is down by \$75,000 from 2016. This reduction in planned reliance upon supplementary tax revenues is as per the strategy for budgeting SUPPs over the coming five years that was approved in January 2014 to the Budget Committee. The Town plans to continue its annual reduction of

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Corporate Revenues & Expenses

\$75,000 of this revenue source over the next four year period as growth is expected to slow to long term levels.

Other - Nil

There are no revenues of this nature planned 2017. This amount is \$150,000 lower than 2016 resulting from two 'one-time' revenue draws from the Council Discretionary Reserve fund in support of the Aurora Sports and Sports Tourism Plan & Live Music Strategy being removed. This revenue decrease is offset by an equivalent planned expenditure reduction.

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Council Administration

About Council Administration

The Council Administration area of the budget reflects the costs and activities of the elected members of Council and related direct support costs. Council is dedicated to serving the residents and businesses of the Town of Aurora in a responsive and effective manner through leadership and legislative action, and setting policy direction for the present and future well-being of the community. The Mayor is also responsible for representing the Town by sitting as a member of the Council of the Regional Municipality of York.

For the 2017 Budget, the Council Administration provides its activities and support to clients through three organizational areas as presented in this section: Offices of the Mayor and Council, Education Grants, and Advisory Committees.

Services That We Provide

- Offices of the Mayor and Council
 - Town-wide policy leadership and guidance
 - Provides support to the Mayor and all Councillors for their Town-related activities, including participation on various committees and boards
- Education Grants
 - Oversees and administers the education grant program which is made available to two graduating students from each of the town’s high schools each year.
- Advisory Committees
 - Provides funding to support the work of various advisory committees.

Full-Time Approved Complement:

	<u>Starting Approved</u>	<u>2017 Requested</u>
• Council Administration(Support Staff)	1FT	1FT
• Elected Council	9	9

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Council Administration

Offices of the Mayor and Council

The Offices of the Mayor and Council portion of the budget includes compensation and benefits for all members of Council, and all directly related costs, including the provision of administrative support to all members of Council.

Educational Grants

Council Administration oversees and administers the town's Education Grant program which awards \$400 each to two graduating students from each of the town's five high schools. This program's total budget for 2017 remains unchanged from 2016 at \$4,000.

All other town community grant programs are overseen and administered by the Parks & Recreation Department.

Advisory Committees

The Council Committees area provides funding for meeting expenses as well as some action funds for the following committees:

- Accessibility Advisory Committee
- Heritage Advisory Committee
- Economic Development Advisory Committee
- Environmental Advisory Committee
- Parks & Recreation Advisory Committee
- Finance Advisory Committee

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Council Administration

2017 Budget Highlights:

Council Administration	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2018 Outlook	2019 Outlook	2020 Outlook
Personnel Costs	427.0	436.2	436.2	442.0	449.9	459.1	468.8
Other Expenditures	86.1	96.6	97.0	104.9	97.0	97.0	97.0
Total Expenditures	513.1	532.8	533.2	546.9	546.9	556.1	565.8
Revenues	-	-	-	-	-	-	-
Net	513.1	532.8	533.2	546.9	546.9	556.1	565.8

Change from 2016 Budget 2.6% Unfavorable

The overall departmental costs and revenues are as follows:

Council Administration	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget	2017 Budget vs 2016 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	427.0	436.2	436.2	442.0	(5.8)	(1.3%)
Other Costs:						
Conferences	18.9	12.1	12.1	20.0	(7.9)	(65.2%)
Mileage & Vehicle Allowance	23.5	21.9	21.9	21.9	-	-
Civic Responsibilities/Receptions	17.5	17.6	17.6	17.6	-	-
Committees	7.2	7.0	7.0	7.0	-	-
Educational Grants	4.0	4.0	4.0	4.0	-	-
All Other Expenditures	15.0	34.0	34.4	34.4	(0.4)	(1.1%)
Total Other Costs	86.1	96.6	97.0	104.9	(8.3)	(8.6%)
Total Expenditures	513.1	532.8	533.2	546.9	(14.1)	(2.6%)
Revenues	-	-	-	-	-	-
Net Core Operating	513.1	532.8	533.2	546.9	(14.1)	(2.6%)
Development & Other Miscellaneous Activities						
Total Expenditures	-	-	-	-	-	n/a
Revenues:						
Total Revenue	-	-	-	-	-	n/a
Net Development & Other Miscellaneous Transfers	-	-	-	-	-	n/a
Net Overall Operating	513.1	532.8	533.2	546.9	(14.1)	(2.6%)

Committees (Included in Other Expenditures Above)	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Final Budget
Accessibility	0.0	0.5	0.5	0.5
Heritage	3.2	5.5	5.5	5.5
Economic Dev	-	0.5	0.5	0.5
Environmental	-	0.5	0.5	0.5
Total Committees	3.2	7.0	7.0	7.0

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

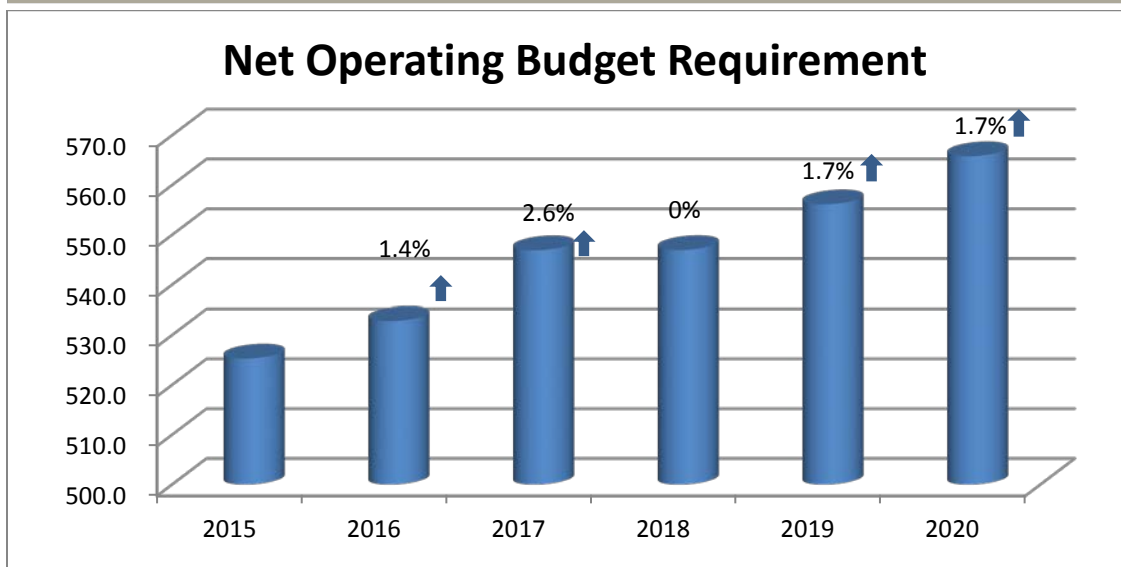
Council Administration

Budget Breakdown by Town Service

SERVICE	2017						2018			2019			2020		
	PERSONNEL		OTHER OPERATING EXPENSES	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Council Administration	1.00	442.0	89.9		531.9		1.00	531.9		1.00	541.1		1.00	550.8	
Education Grants		-	4.0		4.0			4.0		0.00	4.0		0.00	4.0	
Council Committees		-	11.0		11.0			11.0		0.00	11.0		0.00	11.0	
	1.00	442.0	104.9	-	546.9		1.00	546.9		1.00	556.1		1.00	565.8	

TOWN OF AURORA
2017 BUSINESS PLAN AND BUDGET

Council Administration



The above graphic illustrates the Council Administration’s historical and planned net operating budget requirements. The 2015 and 2016 values reflect Council’s final approved net operating budgets. And, the figure presented for 2017 is Council’s recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as maintaining existing service levels in an environment of a growing number of citizens to be served.

Council Administration’s 2017 net operating budget pressures are presented in more detail in the Key Changes for 2017 Budget section of this report.

Key Changes for 2017 Budget:

Variance	Description	Amount (\$000’s)
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	\$ 5.8
Various Other Minor Operational Budget Increases NET	Other minor operational inflationary pressures	0.4
Conference Budget	Increase	7.9
Total		\$14.1