Finance Advisory Committee Meeting Agenda

Tuesday, April 30, 2019
5:45 p.m.

Holland Room
Aurora Town Hall
Town of Aurora
Finance Advisory Committee
Meeting Agenda

Date: Tuesday, April 30, 2019
Time and Location: 5:45 p.m., Holland Room, Aurora Town Hall

1. Approval of the Agenda
   Recommended:
   That the agenda as circulated by Legislative Services be approved.

2. Declarations of Pecuniary Interest and General Nature Thereof

3. Receipt of the Minutes
   Finance Advisory Committee Meeting Minutes of March 27, 2019
   Recommended:
   That the Finance Advisory Committee meeting minutes of March 27, 2019, be received for information.

4. Delegations

5. Consideration of Items
1. **Memorandum from Project Management Office**  
   **Re:** Town’s Major Capital Project Update

   **Recommended:**

   1. That the memorandum regarding Town’s Major Capital Project Update be received for information.

2. **Memorandum from Acting Director of Financial Services**  
   **Re:** A Comparison of Select Municipal Multi-Year Budget Frameworks

   **Recommended:**

   1. That the memorandum regarding A Comparison of Select Municipal Multi-Year Budget Frameworks be received; and

   2. That the Finance Advisory Committee provide staff with comments in regards to its desired multi-year budget framework for the Town of Aurora.

3. **Round Table Discussion**  
   **Re:** Draft 2020 Budget Milestones Review

   **Recommended:**

   1. That the comments and suggestions regarding the Draft 2020 Budget Milestones Review be received and referred to staff for consideration and action as appropriate.

4. **Review of Finance Advisory Committee Updated Draft 2019 Work Plan**

   **Recommended:**

   1. That the Finance Advisory Committee Updated Draft 2019 Work Plan be received for information.
5. Distribution and Introduction of Detailed Financial Budget Information
   Re: Aurora Public Library

   Recommended:

   1. That the detailed financial budget information for Aurora Public Library be received and deferred for discussion and detailed review at the May 22, 2019 meeting of the Finance Advisory Committee.

6. New Business

7. Adjournment
The Chair called the meeting to order at 5:37 p.m.

1. Approval of the Agenda

   Moved by Mayor Mrakas
   Seconded by Councillor Gallo

   That the agenda as circulated by Legislative Services be approved.

   Carried

2. Declarations of Pecuniary Interest and General Nature Thereof

   There were no declarations of pecuniary interest under the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50.
3. Receipt of the Minutes

Finance Advisory Committee Meeting Minutes of January 30, 2019

Moved by Councillor Gallo
Seconded by Mayor Mrakas

That the Finance Advisory Committee meeting minutes of January 30, 2019, be received for information.

Carried

4. Delegations

None

5. Consideration of Items

1. Memorandum from Acting Director of Financial Services
   Re: Summary of Finance Advisory Committee’s 2015 to 2018 Accomplishments

   The committee and staff briefly discussed about the Committee’s 2015 to 2018 accomplishments.

   Moved by Mayor Mrakas
   Seconded by Councillor Gallo

   1. That the memorandum regarding Summary of Finance Advisory Committee’s 2015 to 2018 Accomplishments be received for information.

   Carried

2. Memorandum from Acting Director of Financial Services
   Re: Town’s Major Capital Projects Update

   Staff provided an overview of the current major capital projects and explained the update summary chart and the status of the ongoing capital projects.

   The Committee referred to the summary chart and inquired about the methodology behind the reporting structure, and staff provided a response.
noting that the project management office is developing a standardized reporting structure as per the project management guidelines and key pillars such as budget, scope, schedule, and complexity of the particular project. The Committee suggested that explanations on the identified risks, means of tracking change orders and identified financial thresholds should be included as part of the reporting.

Moved by Councillor Gallo
Seconded by Mayor Mrakas

1. That the memorandum regarding Town’s Major Capital Projects Update be received for information.

Carried

3. Round Table Discussion
Re: Council Budget Principles

The Committee and staff discussed about various approaches to mitigate inflation as per the current budget policy and staff noted that a multi-year budget framework would be incorporated as part of the policy in the future. It was mentioned that details on the approaches of other municipalities would be brought forward for discussion at a future Committee meeting.

Moved by Mayor Mrakas
Seconded by Councillor Gallo

1. That the comments and suggestions regarding the Council Budget Principles be received and referred to staff for consideration and action as appropriate.

Carried

4. Memorandum from Acting Director of Financial Services
Re: Order for Detailed Departmental Budget Reviews

The Committee discussed about the preferred order of the departmental budget reviews and suggested changes to the staff recommended order.

Moved by Councillor Gallo
Seconded by Mayor Mrakas
1. That the memorandum regarding Order for Detailed Departmental Budget Reviews be received; and

2. That the detailed departmental budget reviews be carried out in the following order:
   - Aurora Public Library
   - Aurora Historical Society
   - Community Services
   - Corporate Services
   - Planning & Development Services
   - Aurora Cultural Centre
   - Financial Services
   - Operational Services
   - Council Administration & the Office of the CAO.

Carried

5. Round Table Discussion
   Re: 2019 Budget Process Review – What Worked, Areas of Improvement

   Staff provided an overview on areas of improvement identified by staff that include improving threshold on level of detail required for capital project business cases, improving the budget binder by reformatting the sections and order of materials provided, and improving the accuracy and technicality of information provided.

   The Committee suggested that departments should provide update on achievements of key deliverables from the previous year and noted that thorough review of information is necessary.

   Moved by Mayor Mrakas
   Seconded by Councillor Gallo
Finance Advisory Committee Meeting Minutes
Wednesday, March 27, 2019

1. That the comments and suggestions regarding 2019 Budget Process Review be received and referred to staff for consideration and action as appropriate.

   Carried

6. New Business

   None

7. Adjournment

   Moved by Councillor Gallo
   Seconded by Mayor Mrakas

   That the meeting be adjourned at 6:50 p.m.

   Carried
Memorandum

Date: April 30, 2019
To: Finance Advisory Committee
From: Lianne Jalali, Project Management Office, Corporate Services
Re: Town’s Major Capital Project Update

Recommendation

1. That the memorandum regarding the Town’s Major Capital Project Update be received for information.

Background

The Town currently has multiple major capital projects underway in varying stages of completion. These major projects include the following:

- Library Square
- 89 Mosley (Armoury) Renovation
- Fire Hall 4-5
- Joint Operations Centre Additional Work – Third floor build out

Analysis

Library Square

This project received Council’s conditional approval to proceed on March 21, 2019. The development of the detailed design is underway and will be presented to Council on July 16, 2019. The RFP to hire the project management firm will be issued by April 22, 2019.

At this point, no major risk has been identified.

The monthly status update for this project can be found under Attachment #1.
89 Mosley (Armoury) Renovation

This project is on track and the expected completion date is June 28, 2019. The project risk indicated in the attachment #1 is weather that can affect the exterior construction timeline. The mitigation plan is to accelerate completion of the interior works until the weather permits the exterior works to commence.

The monthly status update for this project can be found under Attachment #1.

Fire Hall 4-5

This project has recently completed its design stage and the request for proposal (RFP) for construction issued on April 12, 2019. This project expected to substantially complete by October 31, 2020. The total completion of this project will be on December 31, 2020.

The project risk indicated in attachment#1 is the increasing cost of construction due to the steel tariffs.

The monthly status update for this project can be found under Attachment #1.

Joint Operations Centre Additional Work – Third floor build out

The build of the Joint Operation Centre third floor is a sub-project of the Joint Operation Centre Additional Work project. This project commenced March 1, 2019 and planned to be completed by September 30, 2019.

The risk of the project indicated in the attachment#1 is an insufficient budget allocated to build the third floor of JOC. This risk will be mitigated through reallocation of the budget from surplus of the completed sub-projects.

The monthly status update for this project can be found under Attachment #1.

Attachments

Attachment #1 – Major Capital Project Update:
- Library Square
- 89 Mosley (Armoury) Renovation
- Fire Hall 4-5
- Joint Operations Centre Additional Work - Third floor build out
### Project Status Legend

- **Green**: Everything is progressing as planned. No intervention from the sponsor is required.
- **Amber**: Some risks and issues have been identified but the project team is handling and monitoring them.
- **Red**: Major problems or threats exist. The sponsor's intervention is required in this case.

### Project Budget Summary

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>BEGIN</th>
<th>FINISH</th>
<th># of DAYS</th>
<th>STATUS</th>
<th>PROJECTED</th>
<th>ACTUAL</th>
<th>REMAINDER</th>
<th>STATUS</th>
<th>HIGH</th>
<th>MEDIUM</th>
<th>LOW</th>
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<tr>
<td>89 Mosley</td>
<td>October 9, 2018</td>
<td>June 28, 2019</td>
<td>262</td>
<td>On schedule</td>
<td>$6,859,908</td>
<td>$1,424,059</td>
<td>$3,935,841</td>
<td>On budget</td>
<td>0</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Firehall</td>
<td>May 3, 2019</td>
<td>December 31, 2020</td>
<td>608</td>
<td>On schedule</td>
<td>$11,087,300</td>
<td>$309,982</td>
<td>$10,777,318</td>
<td>On budget</td>
<td>0</td>
<td>1</td>
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<tr>
<td>JOC - Additional Work - 3rd floor</td>
<td>March 1, 2019</td>
<td>September 30, 2019</td>
<td>213</td>
<td>On schedule</td>
<td>$300,000</td>
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<td>$300,000</td>
<td>Over budget</td>
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<td>0</td>
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<td>July 2, 2018</td>
<td>December 31, 2021</td>
<td>1278</td>
<td>On schedule</td>
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<td>$579,638</td>
<td>$1,760,497</td>
<td>On budget</td>
<td>0</td>
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<td></td>
<td></td>
<td></td>
<td>$19,087,335</td>
<td>$2,313,679</td>
<td>$16,773,656</td>
<td></td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>

### Project Status Legend

- **Green**: Everything is progressing as planned. No intervention from the sponsor is required.
- **Amber**: Some risks and issues have been identified but the project team is handling and monitoring them.
- **Red**: Major problems or threats exist. The sponsor's intervention is required in this case.

### Projects Gantt Chart

- **89 Mosley**
- **Firehall**
- **JOC - Additional Work - 3rd floor**
- **Library Square**
Memorandum

Date: April 30, 2019
To: Finance Advisory Committee
From: Jason Gaertner, A/Director, Financial Services
Re: A Comparison of Select Municipal multi-year Budget Frameworks

Recommendation

1. That the memorandum regarding a comparison of select municipal multi-year budget frameworks be received; and

2. That the Finance Advisory Committee provide staff with comments in regards to its desired multi-year budget framework for the Town of Aurora.

Background

The Province of Ontario’s Municipal Act, 2001, section 291, prescribes how municipalities may prepare and adopt multi-year. The act allows municipalities to approve up to a maximum of five years worth of annual operating budgets as long as Council re-confirms the planned tax increase for each previously approved upcoming year.

A multi-year budgeting framework offers several advantages to a municipality. A multi-year budget framework:

- Allows for the tightening of links between budgeting and the Strategic Plan by allowing the municipality to plan how it will direct financial resources toward priority areas during the complete current Council term
- Improves fiscal discipline by showing the longer-term spending impacts of choices made in an individual year
- Reduces uncertainty about future year tax levies
Provides a longer term outlook to outside organizations that rely upon the Town for a share of their funding, which enables them to plan and deliver their programs more efficiently.

In light of these benefits, many municipalities across the country have adopted multi-year budgeting as a vital component of their budget/planning framework.

**Analysis**

Considering the above noted advantages offered through the adoption of a multi-year budgeting framework, staff have undertaken an analysis of what other select municipalities across Canada have implemented in this regard. While the examples available to choose from are numerous, staff undertook a review of the multi-year budget frameworks in place for the following municipalities:

1. City of Brampton, ON
2. City of Campbell River, BC
3. City of London, ON
4. City of Edmonton, AB
5. City of Waterloo, ON
6. York Regional Municipality, ON

A summary of staff’s findings in regards to each of these noted municipalities can be found under attachment #1. This summary outlines each examined municipality’s multi-year budget framework time horizon, budget process highlights, as well as staff’s assessment of the advantages and disadvantages.

This analysis has revealed that most of the multi-year budget frameworks reviewed have a similar look and feel to them where Council is asked to approve or approve in principal the desired budget. The time horizon over which these multiyear budgets are completed and their alignment with the Council’s term differs. In addition, the degree of flexibility offered for the modification of a previously approved future year budget differs.

**Staff feel that the City of Waterloo’s multi-year budget framework would be the best example upon which to build the Town of Aurora’s framework**

Based upon the above noted municipal examples examined by staff and their advantages and disadvantages identified in Attachment #1, staff feel that the Town
should build its framework upon the one currently being utilized by the City of Waterloo for the following key reasons:

- Its budget horizon aligns with Council’s term
- It requires its Council to approve only the first year of its term initially, thus allowing a year for the strategic objectives of the new Council to be clarified and then integrated into the next three year multi-year budget
- It allows sufficient flexibility for the Town to adjust its previously approved future year budget in order to accommodate any arising extraordinary pressures

**Attachments**

Attachment #1: Various Municipality Multi-Year Budget Approval Framework Analysis
Various Municipality Multi-Year Budget Approval Framework Analysis

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Budget Time Horizon</th>
<th>Description of Budget Process(s)</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
</table>
| City of Brampton             | Three years        | - Council approves the first year of the budget and approves 'in principal' the core operating budget for the 2nd and 3rd years.  
- Council establishes its acceptable tax increase thresholds for all three years.  
- Enhanced service tax pressures are addressed in each future year at the time of re-confirmation. | - Reduces the need to forecast enhanced service requirements, as they are addressed at the time of each future year's budget's re-confirmation.  
- Does not align its multi-year budget horizon with its Council term.  
- Because enhanced tax pressures are not addressed until the year of re-confirmation, this impedes the municipalities ability to project and manage longer term tax rate impacts. |                                                                                                                      |
| City of Campbell River, BC   | Ten years          | - It is legislated in BC that municipalities complete a long term financial plan at least every five years. The required tax increases within this plan are maintained within a Council defined acceptable tax increase range of 2 to 3.5%. Council receives the full ten year financial plan only. | - Time horizon extends further out into the future allowing for analysis of management of longer term spending impacts of decisions made and further reducing the uncertainty about future tax levies.  
- Does not align with Council term and would be difficult to project requirements so far into the future; higher risk for unanticipated change. |                                                                                                                      |
| City of Edmonton             | Three years        | - Council fully approves all three years. (a re-confirmation by Council is not required under Alberta's Municipal Act).  
- Any budget pressures arising over and above the approved budget must be brought to Council for its approval in any year of the plan.  
- Regular financial and service level performance reporting to Council | - A formal budget process is required only once every three years.  
- Offers some flexibility through its allowance for the management of unanticipated budget pressures 'in-year'.  
- Does not appear to offer an easy ability to re-visit the planned tax increase for any given year within the approval planning period. Therefore, future year funding requirements must be accurate. |                                                                                                                      |
| City of London               | Four years         | - Council fully approves all four years of budgets within the plan. However, annual re-confirmations are completed as per the Municipal Act.  
- Should a net tax pressure arise over and above the previously approved given year's budget, at the time of re-confirmation, a Budget Amendment Business Case may be presented to Council for its approval for inclusion in that year's final budget. | - A formal budget process is required only once every four years.  
- Does not align its multi-year budget horizon with its Council term. |                                                                                                                      |
| City of Waterloo             | One + three years  | - Council approves only the first year's budget of its term and only receives the three outlook years.  
- In year two, Council approves the operating budgets and resultant tax increases for the remaining three years of its term. Each of the future year budgets are re-confirmed by Council prior to each year commencing.  
- Future year proposed budget tax increases are subject to Council defined acceptable tax increase thresholds.  
- Allows for the adjustment of previously approved future budgets at the time of re-confirmation under defined circumstances. | - Budget process allows for new Council to become orientated and adjust/define the Town's strategic priorities prior to creating a multi-year budget for the Town.  
- Offers greater flexibility through its allowance for the adjustment of previously approved future year budgets through its budget adjustment process.  
- Budget time horizon is aligned with Council term.  
- Requires two formal budget processes one for year one and one for year two. |                                                                                                                      |
| York Region                  | Four years         | - At the beginning of each term, Council approves the first year plus three outlook year budgets.  
- The approved outlook budgets form the starting point for each of the next three year's operating budgets which are re-confirmed each year. Any emerging pressures are considered for inclusion in the final approved budget at the time of each budget's re-confirmation. In the absence of extraordinary pressures, departments are expected to stay within their originally approved outlook budget.  
- Includes a process for the management of 'in-year' emerging operating budget pressures. | - Budget time horizon is aligned with Council term.  
- Offers greater flexibility through its allowance for the adjustment of previously approved future outlook year budgets through its budget adjustment process.  
- In order to ensure a draft four year budget is available for a new Council's review and approval, the full budget will need to be completed without knowledge of the new Council's strategic objectives. Consequently, required adjustments to approved outlook budgets may be significant. |                                                                                                                      |

Note(s)
1) As per the municipal act, every municipality's Council must re-confirm any future budget year's approved tax increases.
2) All of these municipalities strive to align their multi-year budgets with their municipalities strategic and business plans.
3) Most of these multi-year plans are guided by Council approved budgeting principles.
4) All municipalities provide regular financial performance updates to their Councils.
5) Most multi-year plans allow for 'Net Zero Adjustments' to be made within and across approved budget years.
## DRAFT 2020 Budget Milestones

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestone</th>
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<tbody>
<tr>
<td>May 2019</td>
<td>FAC: Review and recommendation of 2020 to 2022 Council Direction to Staff</td>
</tr>
<tr>
<td>June 2019</td>
<td>Council 2020-2022 Budget Direction to Staff</td>
</tr>
<tr>
<td>June 2019 (if req'd)</td>
<td>Public Stakeholder Consultation – Operating &amp; Capital</td>
</tr>
<tr>
<td>June 2019</td>
<td>FAC: Review of 2020 R&amp;R plan</td>
</tr>
<tr>
<td>July 23, 2019</td>
<td>Council 10 Year Capital Plan Review and R&amp;R Plan Approval</td>
</tr>
<tr>
<td>September 24, 2019</td>
<td>2020 Capital Budget Kick-off with Budget Committee</td>
</tr>
<tr>
<td>September 2019</td>
<td>2020 Rates &amp; Fees Schedule review and update</td>
</tr>
<tr>
<td>October 2019</td>
<td>FAC: Review of draft 2020-2022 operating budget summary</td>
</tr>
<tr>
<td>October 2019</td>
<td>2020 Capital Budget Approval</td>
</tr>
<tr>
<td>November 5, 2019</td>
<td>2020-2022 Operating Budget Kick-off with Budget Committee</td>
</tr>
<tr>
<td>December 2019</td>
<td>2020-2022 Operating Budget Approval</td>
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<td></td>
<td>2020 Water Budget Approval</td>
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</tbody>
</table>
Finance Advisory Committee: DRAFT 2019 Work Plan Outline

(All meetings currently scheduled for Wednesdays 5:30 p.m.)

January 30, 2019:

• Review of approved FAC terms of reference
• Review and approval of FAC 2019 Work Plan
• Agreement upon materials to be reviewed by FAC as part of detailed departmental budget reviews
• Review of Budget Committee Schedule – 2019 Budget Process

April 30, 2019:

• Major Project Update
• Review of proposed multi-year budgeting framework for the Town of Aurora
• Receipt of Aurora Public Library budget materials
• Identification of specific areas of focus for the Aurora Public Library to be reviewed
• 2020-2021 Budget Milestones
• FAC milestones

May 22, 2019:

• Major Project Update
• Detailed Budget Review: Aurora Public Library (45 minutes)
• Final review and recommendation of 2020-2022 budget direction to staff
• Receipt of Aurora Historical Society budget materials (review at next meeting)
• Identification of specific areas of focus for the Aurora Historical Society

June 26, 2019:

• Major Project Update
• Detailed Budget Review: Aurora Historical Society
• Review of 2019 Ten Year Capital Investment Plan & 2020 R&R Capital Plan
• Receipt of Community Services budget materials (review at next meeting)
• Identification of specific areas of focus for Community Services to be reviewed
Finance Advisory Committee: DRAFT 2019 Work Plan Outline

September 25, 2019:

- Major Project Update
- Detailed Budget Review: Community Services (45 minutes)
- Receipt of Corporate Services budget materials (review at next meeting)
- Identification of specific areas of focus for Corporate Services

October 23, 2019:

- Major Project Update
- Detailed Budget Review: Corporate Services (45 minutes)
- Review of 2020-2022 Draft Operating Budget Summary
- Receipt of Planning and Development Services budget materials (review at next meeting)
- Identification of specific areas of focus for Planning and Development Services

November 27, 2019:

- Major Project Update
- Detailed Budget Review: Planning and Development Services (45 minutes)
- Receipt of Aurora Cultural Centre budget materials (review at next meeting)
- Identification of specific areas of focus for the Aurora Cultural Centre

December 18, 2019:

- Major Project Update
- Detailed Budget Review: Aurora Cultural Centre
- Receipt of Financial Services budget materials (review at next meeting)
- Identification of specific areas of focus for Financial Services
## TOWN OF AURORA (Line by Line Analysis - YTD Comparison)

**LIBRARY**

<table>
<thead>
<tr>
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<td><strong>REVENUE:</strong></td>
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<tr>
<td>3-1116 PROCTORING FEES</td>
<td>(224)</td>
<td>(500)</td>
<td>(553)</td>
<td>(350)</td>
<td>(350)</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>3-1206 DONATIONS</td>
<td>(294)</td>
<td>(1,491)</td>
<td>(69)</td>
<td>-</td>
<td>-</td>
<td>(1,422)</td>
<td>(95.4%)</td>
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<td>3-1300 RENTAL</td>
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<td>(21,479)</td>
<td>(6,000)</td>
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<td>3-1302 CONCESSION</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>3-1305 MEMBERSHIP FEES</td>
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<td>(645)</td>
<td>(360)</td>
<td>(100)</td>
<td>(1,000)</td>
<td>900</td>
<td>900.0%</td>
<td>224</td>
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<tr>
<td>3-1314 PROGRAM - CHILDREN</td>
<td>(6,250)</td>
<td>(9,364)</td>
<td>(6,249)</td>
<td>(8,000)</td>
<td>(5,550)</td>
<td>(2,450)</td>
<td>(30.6%)</td>
<td>(3,115)</td>
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<td>3-1401 INVESTMENT INCOME</td>
<td>(54)</td>
<td>(76)</td>
<td>(107)</td>
<td>(100)</td>
<td>(100)</td>
<td>-</td>
<td>-</td>
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<tr>
<td>3-1410 SERVICE CHARGES</td>
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<td>(276)</td>
<td>(600)</td>
<td>(600)</td>
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<td>3-1501 BOOK SALES</td>
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<td>(5,298)</td>
<td>(6,359)</td>
<td>(6,200)</td>
<td>(7,000)</td>
<td>800</td>
<td>12.9%</td>
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<td>3-1502 FINES</td>
<td>(41,204)</td>
<td>(39,329)</td>
<td>(42,023)</td>
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<td>2,694</td>
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<td>3-1505 LOST &amp; DAMAGED FEES</td>
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<td>(7,045)</td>
<td>(7,251)</td>
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<td>(235)</td>
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<td>(300)</td>
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<td>3-1801 CONTRIBUTION FROM DISCRETIONARY RESERVES</td>
<td>(8,254)</td>
<td>(15,362)</td>
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<td>-</td>
<td>-</td>
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<td>(15,362)</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>(141,358)</td>
<td>(144,405)</td>
<td>(144,826)</td>
<td>(127,855)</td>
<td>(138,625)</td>
<td>10,770</td>
<td>8.4%</td>
<td>421</td>
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<tr>
<td><strong>EXPENSE:</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4-2000 SALARIES - F/T</td>
<td>1,988,135</td>
<td>1,893,224</td>
<td>1,709,262</td>
<td>2,078,667</td>
<td>1,936,598</td>
<td>(142,069)</td>
<td>(6.8%)</td>
<td>(183,962)</td>
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<td>4-2001 SALARIES - O/T</td>
<td>13,830</td>
<td>12,841</td>
<td>12,198</td>
<td>-</td>
<td>-</td>
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<td>(643)</td>
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<td>4-2002 SALARIES - P/T</td>
<td>254,525</td>
<td>402,647</td>
<td>472,413</td>
<td>423,778</td>
<td>423,778</td>
<td>89,779</td>
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<td>69,766</td>
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<td>4-2003 VACATION PAY</td>
<td>7,562</td>
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<td>4-2004 SICK PAY</td>
<td>722</td>
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<td>4-2090 YEAR END ACCRUALS</td>
<td>12,541</td>
<td>(10,457)</td>
<td>9,481</td>
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<td>-</td>
<td>-</td>
<td>19,938</td>
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<td>4-2100 BENEFITS - OMERS</td>
<td>216,995</td>
<td>207,608</td>
<td>194,999</td>
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<td>-</td>
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<td>4-2101 BENEFITS - EHT</td>
<td>43,988</td>
<td>45,324</td>
<td>42,540</td>
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<td>(2,784)</td>
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<td>7,827</td>
<td>7,826</td>
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<td>4-2103 BENEFITS - CPP</td>
<td>81,496</td>
<td>84,265</td>
<td>82,877</td>
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<td>4-2104 BENEFITS - EI</td>
<td>45,685</td>
<td>41,238</td>
<td>41,246</td>
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<td>4-2105 BENEFITS - DENTAL</td>
<td>43,151</td>
<td>50,781</td>
<td>47,658</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>4-2106 BENEFITS - HEALTH</td>
<td>74,221</td>
<td>75,491</td>
<td>73,619</td>
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<td>-</td>
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<td>(1,880)</td>
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<td>4-2107 BENEFITS - LTD/ADD</td>
<td>30,867</td>
<td>29,773</td>
<td>31,653</td>
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<td>-</td>
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<td>-</td>
<td>1,880</td>
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<tr>
<td>4-2108 BENEFITS - OTHER</td>
<td>1,262</td>
<td>24,598</td>
<td>9,469</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(15,129)</td>
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<td>4-2109 BENEFITS - ALLOCATED</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>625,050</td>
<td>621,810</td>
<td>(3,240)</td>
<td>(0.5%)</td>
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<td><strong>TOTAL SALARIES &amp; BENEFITS</strong></td>
<td>2,822,665</td>
<td>2,865,160</td>
<td>2,735,241</td>
<td>3,127,495</td>
<td>3,071,965</td>
<td>(55,530)</td>
<td>(1.8%)</td>
<td>(129,919)</td>
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<td>4-3000 PURCHASE CARD CLEARING</td>
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<td>4-4000 OFFICE SUPPLIES</td>
<td>4,023</td>
<td>4,654</td>
<td>4,373</td>
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<td>5,000</td>
<td>1,000</td>
<td>25.0%</td>
<td>(283)</td>
</tr>
<tr>
<td>4-4002 RECEPTIONS</td>
<td>3,485</td>
<td>5,170</td>
<td>5,411</td>
<td>5,730</td>
<td>5,730</td>
<td>-</td>
<td>-</td>
<td>241</td>
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<tr>
<td>4-4007 COMPUTER SUPPLIES</td>
<td>2,057</td>
<td>4,511</td>
<td>7,137</td>
<td>8,200</td>
<td>8,200</td>
<td>-</td>
<td>-</td>
<td>2,626</td>
</tr>
<tr>
<td>4-4029 COLLECTION - ADULT-AUDIOVISUAL</td>
<td>39,525</td>
<td>48,289</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(48,289)</td>
</tr>
</tbody>
</table>

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**Finance Advisory Committee Meeting Agenda**

Tuesday, April 30, 2019
### 2016-2019 Variance Explanation

**Budget** + / - + / - + / - + / -

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<tr>
<td>4-4030 COLLECTION - ADULT- ELECTRONIC RESOURCES</td>
<td>51,367</td>
<td>64,685</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>(64,685) (100.0%) moved to new account collections physical 4068</td>
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<tr>
<td>4-4031 COLLECTION - ADULT- PERIODICALS</td>
<td>16,194</td>
<td>11,998</td>
<td>-</td>
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<td>(11,998) (100.0%)</td>
</tr>
<tr>
<td>4-4032 COLLECTION - ADULT- PRINT</td>
<td>115,551</td>
<td>127,104</td>
<td>-</td>
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<td>-</td>
<td>(127,104) (100.0%)</td>
</tr>
<tr>
<td>4-4033 COLLECTION - ADULT- SERIALS</td>
<td>19,145</td>
<td>14,694</td>
<td>-</td>
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<td>(14,694) (100.0%)</td>
</tr>
<tr>
<td>4-4034 COLLECTION - JUVENILE - AUDIOVISUAL</td>
<td>15,294</td>
<td>17,185</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>(17,185) (100.0%)</td>
</tr>
<tr>
<td>4-4035 COLLECTION - JUVENILE- ELECTRONIC RESOUR</td>
<td>8,139</td>
<td>9,469</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(9,469) (100.0%)</td>
</tr>
<tr>
<td>4-4036 COLLECTION - JUVENILE- PERIODICALS</td>
<td>2,838</td>
<td>2,268</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>(2,268) (100.0%)</td>
</tr>
<tr>
<td>4-4037 COLLECTION - JUVENILE- PRINT</td>
<td>74,403</td>
<td>80,792</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(80,792) (100.0%) moved to new account collections physical 4068</td>
</tr>
<tr>
<td>4-4039 PROCESSING SUPPLIES</td>
<td>30,771</td>
<td>48,180</td>
<td>21,959</td>
<td>25,400</td>
<td>(25,000)</td>
<td>(26,221)</td>
<td>(54.4%) in preparation of the renovation less physical items being placed into the collection</td>
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<td>4-4040 BUILDING SUPPLIES</td>
<td>473</td>
<td>915</td>
<td>109</td>
<td>500</td>
<td>-</td>
<td>-</td>
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<td>4-4041 EQUIPMENT &amp; FURNISHINGS</td>
<td>3,469</td>
<td>873</td>
<td>3,000</td>
<td>2,000</td>
<td>(1,000)</td>
<td>(24)</td>
<td>(9.6%)</td>
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<td>4-4042 PHOTOCOPIER SUPPLIES</td>
<td>167</td>
<td>-</td>
<td>-</td>
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<td>4-4043 CONTINGENCY</td>
<td>2,364</td>
<td>1,356</td>
<td>5,718</td>
<td>3,000</td>
<td>-</td>
<td>4,362</td>
<td>321.7%</td>
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<td>4-4061 2010 DVD COLLECTIONS</td>
<td>3,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>4-4066 COLLECTIONS-DIGITAL</td>
<td>-</td>
<td>-</td>
<td>167,367</td>
<td>80,000</td>
<td>115,000</td>
<td>35,000</td>
<td>43.8% 167,367 -</td>
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<td>4-4067 COLLECTIONS-PERIODICALS</td>
<td>-</td>
<td>-</td>
<td>23,131</td>
<td>14,500</td>
<td>15,000</td>
<td>500</td>
<td>3.4% 23,131 -</td>
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<td>4-4068 COLLECTIONS-PHYSICAL</td>
<td>-</td>
<td>-</td>
<td>188,284</td>
<td>230,500</td>
<td>220,000</td>
<td>(10,500)</td>
<td>(4.6%) 188,284 -</td>
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<tr>
<td>4-5002 HEALTH &amp; SAFETY PROGRAM</td>
<td>502</td>
<td>2,237</td>
<td>4,304</td>
<td>2,500</td>
<td>2,500</td>
<td>-</td>
<td>2,067 92.4%</td>
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<td>4-5018 TELEPHONE LINES</td>
<td>12,146</td>
<td>14,988</td>
<td>15,544</td>
<td>15,000</td>
<td>17,000</td>
<td>2,000</td>
<td>13.3% 355 3.7%</td>
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<td>4-5023 INTERNET LINE</td>
<td>-</td>
<td>20,094</td>
<td>20,000</td>
<td>21,000</td>
<td>1,000</td>
<td>20,094</td>
<td>-</td>
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<tr>
<td>4-5026 COURSES &amp; SEMINARS</td>
<td>12,996</td>
<td>18,876</td>
<td>17,702</td>
<td>17,000</td>
<td>17,000</td>
<td>(1,174)</td>
<td>(6.2%)</td>
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<td>4-5028 MEMBERSHIPS</td>
<td>975</td>
<td>6,988</td>
<td>3,739</td>
<td>4,500</td>
<td>500</td>
<td>(802)</td>
<td>(28.6%)</td>
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<td>4-5029 MILEAGE</td>
<td>3,223</td>
<td>2,805</td>
<td>2,003</td>
<td>4,000</td>
<td>(500)</td>
<td>(802)</td>
<td>(28.6%)</td>
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<td>4-5033 EQUIPMENT REPAIRS</td>
<td>1,115</td>
<td>1,312</td>
<td>1,000</td>
<td>7,200</td>
<td>7,200</td>
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<td>(256) 18.8%</td>
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<td>4-5034 EQUIPMENT RENTALS</td>
<td>9,957</td>
<td>18,055</td>
<td>16,111</td>
<td>18,000</td>
<td>21,000</td>
<td>1,000</td>
<td>(1,174) (6.2%)</td>
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<td>4-5037 BOARD TRAINING &amp; DEVELOPMENT</td>
<td>183</td>
<td>448</td>
<td>1,000</td>
<td>1,000</td>
<td>-</td>
<td>448</td>
<td>-</td>
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<td>4-5042 ADVERTISING</td>
<td>7,661</td>
<td>8,931</td>
<td>8,675</td>
<td>8,000</td>
<td>-</td>
<td>(256)</td>
<td>(2.9%)</td>
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<td>4-5043 POSTAGE</td>
<td>277,366</td>
<td>302,211</td>
<td>525,991</td>
<td>130,000</td>
<td>130,000</td>
<td>-</td>
<td>221,789 74.0% Board motion July 25/19 (18.07.75) to use operating surplus to fund the Library Interior</td>
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<td>4-5044 CONSULTING</td>
<td>1,271</td>
<td>1,201</td>
<td>2,101</td>
<td>2,500</td>
<td>2,500</td>
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<td>4-5045 SOFTWARE ANNUAL MTC SUPPORT</td>
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<td>4-5047 PROGRAMS - ADULT</td>
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<td>4-5048 PROGRAMS - YOUTH</td>
<td>57,106</td>
<td>40,575</td>
<td>43,009</td>
<td>66,000</td>
<td>66,000</td>
<td>-</td>
<td>(24,739) (45.6%)</td>
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<td>4-5049 BOARD TRAINING &amp; DEVELOPMENT</td>
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<td>448</td>
<td>1,000</td>
<td>1,000</td>
<td>-</td>
<td>448</td>
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<td>4-5050 GOVERNANCE SERVICES</td>
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<td>4-5051 MAINTENANCE CONTRACTS</td>
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<td>4-5053 CONTRIBUTIONS TO DISCRETIONARY RESERVES</td>
<td>277,366</td>
<td>302,211</td>
<td>525,991</td>
<td>130,000</td>
<td>130,000</td>
<td>-</td>
<td>221,789 74.0% Board motion July 25/19 (18.07.75) to use operating surplus to fund the Library Interior</td>
</tr>
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<td>4-5054 TOTAL OTHER EXPENSES</td>
<td>967,604</td>
<td>1,046,945</td>
<td>1,252,682</td>
<td>843,460</td>
<td>909,760</td>
<td>66,300</td>
<td>7.9% 205,737 17.7%</td>
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<td>4-5055 TOTAL EXPENSES</td>
<td>3,648,911</td>
<td>3,767,700</td>
<td>3,843,097</td>
<td>3,843,100</td>
<td>-</td>
<td>75,397</td>
<td>2.0% 75,397 2.0%</td>
</tr>
<tr>
<td>4-5056 NET BUDGET</td>
<td>3,648,911</td>
<td>3,767,700</td>
<td>3,843,097</td>
<td>3,843,100</td>
<td>-</td>
<td>75,397</td>
<td>2.0% 75,397 2.0%</td>
</tr>
</tbody>
</table>

**Finance Advisory Committee Meeting Agenda**

**Tuesday, April 30, 2019**

- Item 5