



**SPECIAL GENERAL COMMITTEE
2015 BUDGET REVIEW
MEETING AGENDA**

**MONDAY, JANUARY 26, 2015
7 P.M.**

**COUNCIL CHAMBERS
AURORA TOWN HALL**



**TOWN OF AURORA
SPECIAL GENERAL COMMITTEE
2015 BUDGET REVIEW MEETING AGENDA**

Monday, January 26, 2015
7 p.m.
Council Chambers

1. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

2. APPROVAL OF THE AGENDA

RECOMMENDED:

THAT the agenda as circulated by the Legal and Legislative Services be approved.

3. DELEGATIONS

RECOMMENDED:

THAT the requirements of section 3.8(c) of the Procedural By-law be waived to permit the delegation of Neil Garbe, Chief Administrative Officer, and Dan Elliott, Director, Corporate & Financial Services, to speak for more than five (5) minutes.

(a) Neil Garbe, Chief Administrative Officer, and Dan Elliott, Director, Corporate & Financial Services - Treasurer

**Re: Item 3 – Report No. CFS15-003 – Draft 2015 Business Plan with
Operating and Capital Budgets – Overview Report**

4. PUBLIC CONSULTATION – OPEN SESSION – OPPORTUNITY FOR MEMBERS OF THE PUBLIC TO PROVIDE INPUT REGARDING THE 2015 BUDGET

5. CONSIDERATION OF ITEMS

6. ADJOURNMENT

AGENDA ITEMS

- 1. CAO15-002 – Results of Citizen Budget Survey** *pg. 1*

RECOMMENDED:

THAT Report No. CAO15-002 be received for information.

- 2. CFS15-004 – Proposed Changes to Annual Budget Approach and Timing** *pg. 14*

RECOMMENDED:

THAT Report No. CFS15-004 be received; and

THAT staff be directed to implement the changes to the annual Budget process as set out in this report; and

THAT Special General Committee (Budget) meetings be scheduled for Monday September 28, 2015 at 9:00 a.m. and Monday October 5, 2015 at 9:00 a.m., and that the official meeting schedule of Council be amended accordingly.

- 3. CFS15-003 – Draft 2015 Business Plan with Operating and Capital Budgets – Overview Report** *pg. 20*

RECOMMENDED:

THAT Report No. CFS15-003 and accompanying presentation be received as an overview of the 2015 Operating Budget and Capital Investment Plan; and

THAT the detailed Draft Capital Plan and departmental Operating Budgets be reviewed at Special General Committee meetings scheduled over the period covering from January through to March 2015; and

THAT, following the Budget deliberation meetings, staff prepare an updated consolidated Budget report and presentation for Council reflecting all Budget changes approved by General Committee.



TOWN OF AURORA
GENERAL COMMITTEE REPORT No. CAO15-002

SUBJECT: *Results of Citizen Budget Survey*
FROM: *Neil Garbe, Chief Administrative Officer*
DATE: *January 26, 2015*

RECOMMENDATIONS

THAT Report No. CAO15-002 be received for information.

PURPOSE OF THE REPORT

To provide Council the results of the recent Citizen Budget resident survey.

BACKGROUND

In July 2014, Town staff formed a working group to design and implement a Citizen Budget online interactive survey with staff from Open North, a non-profit company that creates online tools for citizen engagement.

The survey was designed to inform residents on how the Town allocates tax dollars for various programs and services, provide homeowners the opportunity to provide feedback, and serve as a broad gauge of resident satisfaction with municipal spending.

The survey was built with the potential to re-deploy annually or as required.

The Citizen Budget survey offered interested residents the option to provide feedback on 13 core programs and services offered by the Town, by indicating whether funding should be increased, reduced, or remain the same.

Citizen Budget calculated the selections instantaneously, displaying the effect the choices would have on the resident's tax levy.

The survey was online from September 15 to November 30, 2014 and was promoted in the Town Notice Board, articles in local newspapers, Town website, and social media feeds.

Residents who completed the survey were entered into a draw for an Apple iPad Air.

January 26, 2015

- 2 -

Report No. CAO15-002

COMMENTS

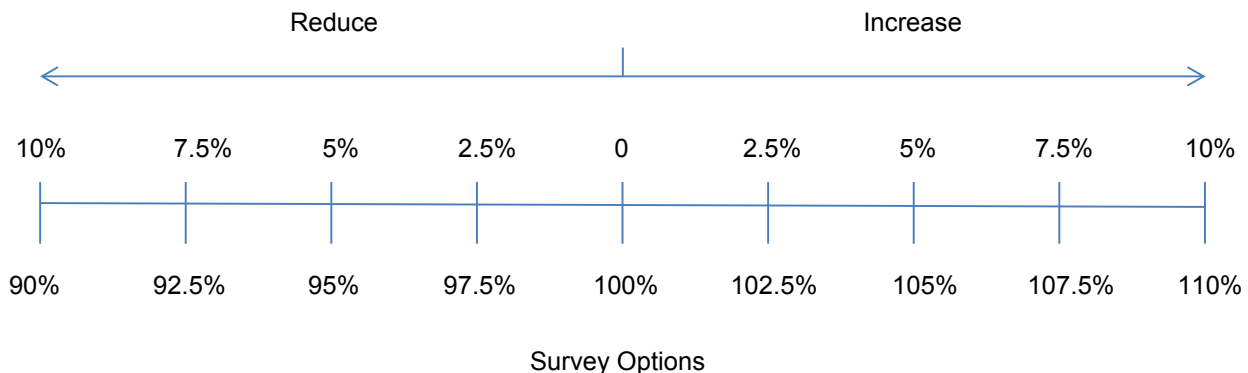
The Town received 104 unique completed surveys, verified and screened IP address.

Citizen Budget posed the following 13 questions, providing examples of programs and services in each area.

“How would you adjust your property tax funding to ...”

- 1) Community Planning?
- 2) Enforcement and Licensing?
- 3) Animal Control?
- 4) Road Network Operations?
- 5) Snow Management and Plowing Operations?
- 6) Solid Waste Management?
- 7) Municipal Facilities?
- 8) Community Programs?
- 9) Parks, Trails and Open Spaces?
- 10) Cultural Services?
- 11) Fire and Emergency Services?
- 12) Infrastructure Rehabilitation and Replacement Contributions?
- 13) Aurora Public Library?

The survey questions allowed nine options for response:



- A selection of 100% indicated zero or no change
- A selection below 100% indicated a reduction
- A selection above 100% indicated an increase

January 26, 2015

- 3 -

Report No. CAO15-002

Results:

Community Planning:	Most common response:	No change
	Second most common:	10% Reduction
	Median selection:	No change
	Average of responses:	1.6% Reduction
Enforcement and Licensing:	Most common response:	No change
	Second most common:	10% Reduction
	Median selection:	2.5% Reduction
	Average of responses:	2% Reduction
Animal Control:	Most common response:	No change
	Second most common:	10% Reduction
	Median selection:	2.5% Reduction
	Average of responses:	2.8% Reduction
Road Network Operations:	Most common response:	No change
	Second most common:	2.5% Increase
	Median selection:	No change
	Average of responses:	0.2% Reduction
Snow Management/Plowing:	Most common response:	No change
	Second most common:	2.5% Increase
	Median selection:	No change
	Average of responses:	0.2% Increase
Solid Waste Management:	Most common response:	No change
	Second most common:	2.5% Increase
	Median selection:	No change
	Average of responses:	1.4% Decrease
Municipal Facilities:	Most common response:	No change
	Second most common:	2.5% Reduction
	Median selection:	2.5% Reduction
	Average of responses:	2.5% Reduction
Community Programs:	Most common response:	No change
	Second most common:	10% Reduction
	Median selection:	No change
	Average of responses:	1% Reduction
Parks, Trails/Open Spaces:	Most common response:	No change
	Second most common:	2.5% Increase
	Median selection:	No change
	Average of responses:	1% Reduction

January 26, 2015

- 4 -

Report No. CAO15-002

Cultural Services:	Most common response:	10% Reduction
	Second most common:	No change
	Median selection:	5% Reduction
	Average of responses:	3.7% Reduction
Fire and Emergency:	Most common response:	No change
	Second most common:	2.5% Increase
	Median selection:	No change
	Average of responses:	1.1% Reduction
Rehab and Replacement:	Most common response:	No change
	Second most common:	2.5% Increase
	Median selection:	No change
	Average of responses:	0.1% Increase
Aurora Public Library:	Most common response:	No change
	Second most common:	10% Reduction
	Median selection:	No change
	Average of responses:	1.5% Reduction

Observations:

Across all 13 program and service areas:

- No change was the most common response in 12 of the 13 areas
- 10% spending reduction and 2.5% spending increase were tied for second most common responses, with 5 responses each in the 13 areas
- In terms of Total Overall Responses:
 - No change was the most popular response, comprising 31% of the combined responses; twice the next most popular selection
 - 10% spending reduction was the next most popular response, selected nearly 15% of the time
- Cultural Services garnered the lowest overall results with:
 - Lowest average score 96.3% (recommending a spending reduction of 3.7%)
 - 10% spending reduction selected as most common response
- Snow Management and Plowing and Infrastructure Rehab and Replacement had the highest averages, recommending modest spending increases 0.2% and 0.1% respectively)

January 26, 2015

- 5 -

Report No. CAO15-002

Breakdown by respondent:

- 26 respondents opted for no change or decreased spending in all service areas
- 12 respondents opted for decreased spending in all service areas
- Four respondents selected 10% spending reduction as most common response, including two respondents who selected this option for all service areas
- Nine respondents opted for no change or increased spending in all service areas
- Four respondents selected 10% spending increase as the most common response, including one respondent who selected this option for all service areas

LINK TO STRATEGIC PLAN

The Citizen Budget survey supports the following elements of the Town of Aurora Strategic Plan:

Goal: Enhancing Communication between Staff and the Public

Key Outcome: Enhancing Stakeholder Co-operation and Communication

Guiding Principle: Broad community outreach and engagement with partners, businesses, newcomers and community groups to ensure inclusiveness

Pillars of Success: Identify new formats, methods and technologies to effectively and regularly engage the community

ALTERNATIVE(S) TO THE RECOMMENDATIONS

None.

FINANCIAL IMPLICATIONS

The cost to design, build and execute the Citizen Budget Survey was \$6,000.

CONCLUSIONS

The data from the Citizen Budget responses point strongly towards maintaining the

January 26, 2015

- 6 -

Report No. CAO15-002

status quo on spending levels.

No change was the most common response in 12 of the 13 areas and garnered 31% of the overall responses – double the next most popular selection.

The exception to status quo spending was Cultural Services, where respondents recommended the sharpest decreases in spending. Cultural Services was the lone category where the most common response was a 10% spending reduction.

While the data suggests that status quo is preferable in the majority of program and service areas in the survey, there were a prominent number of responses recommending a 10% spending reduction.

10% spending reduction was the most popular response in one category, the second most popular response in five categories and garnered nearly 15% of the overall responses (second overall).

PREVIOUS REPORTS

None.

ATTACHMENTS

Attachment #1 – All Responses

PRE-SUBMISSION REVIEW

Executive Leadership Team meeting – January 15, 2015

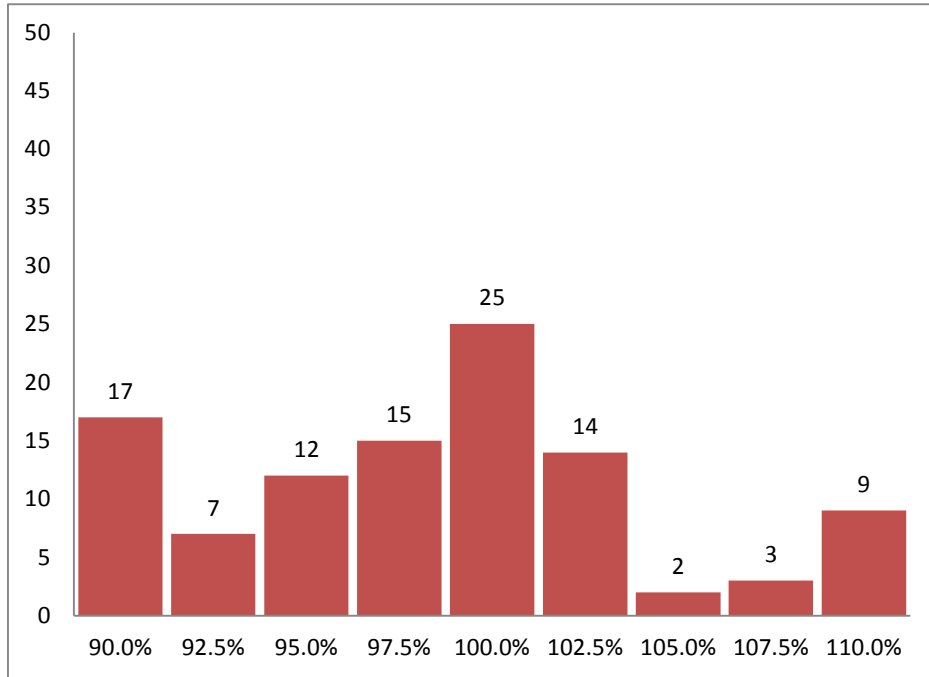
Prepared by: Michael Kemp, Manager of Corporate Communications - Ext. 4238



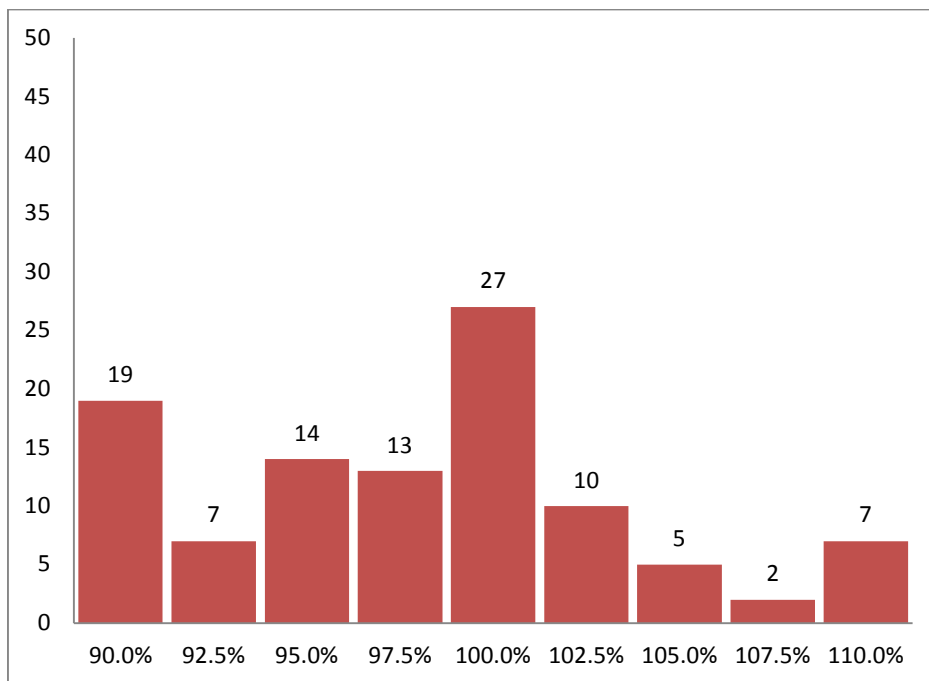
Neil Garbe
Chief Administrative Officer

Attachment #1

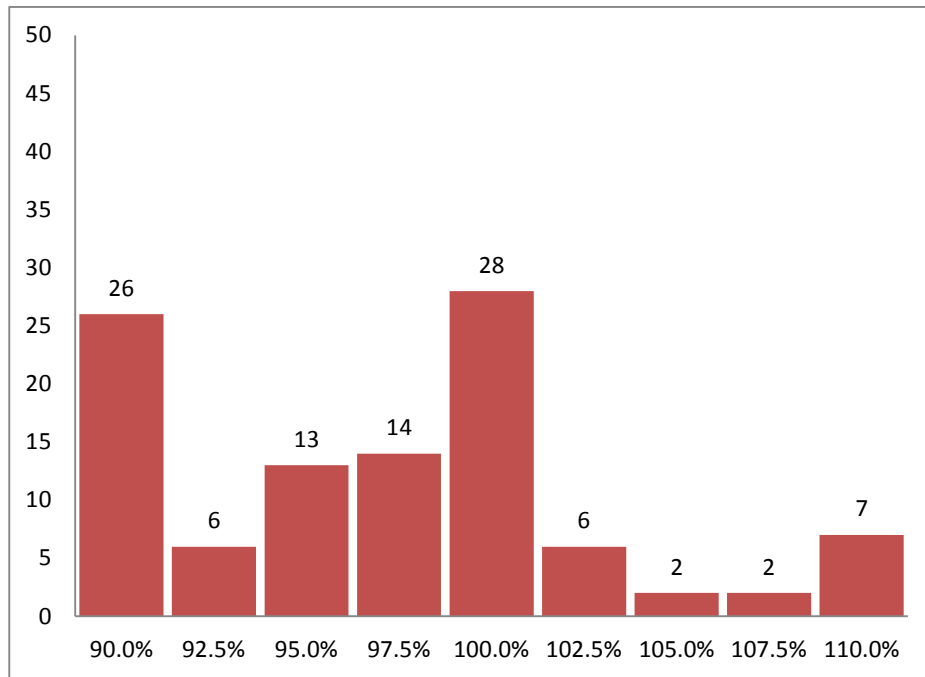
Community Planning – All Responses



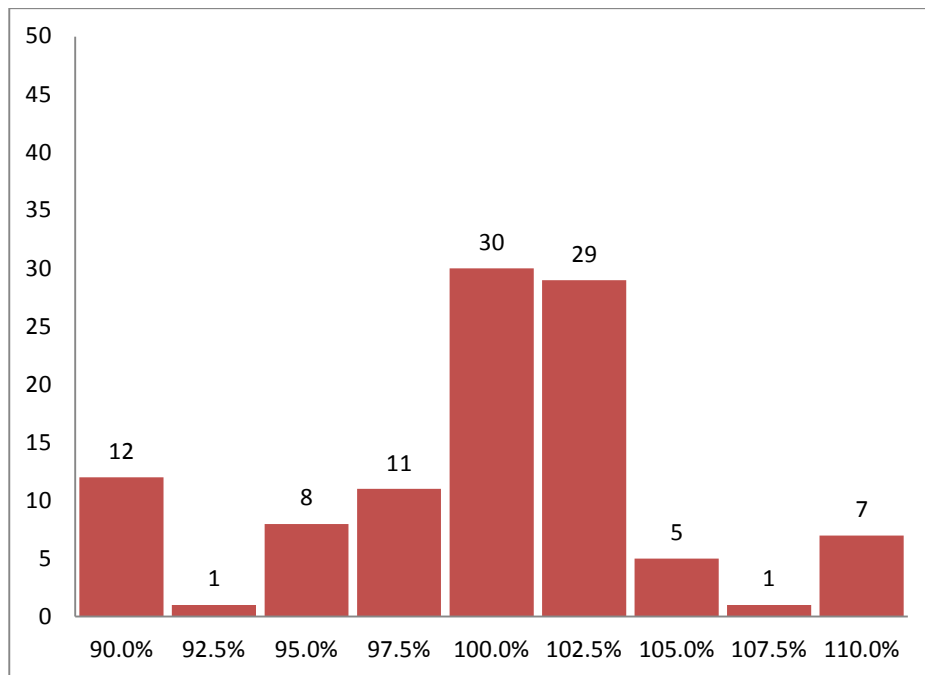
Enforcement and Licensing – All Responses



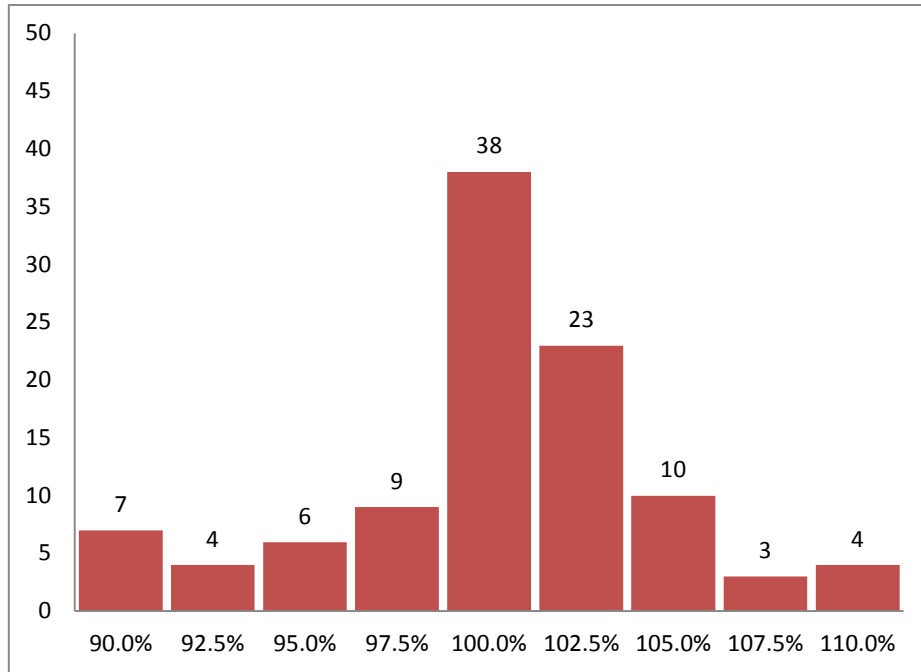
Animal Control – All Responses



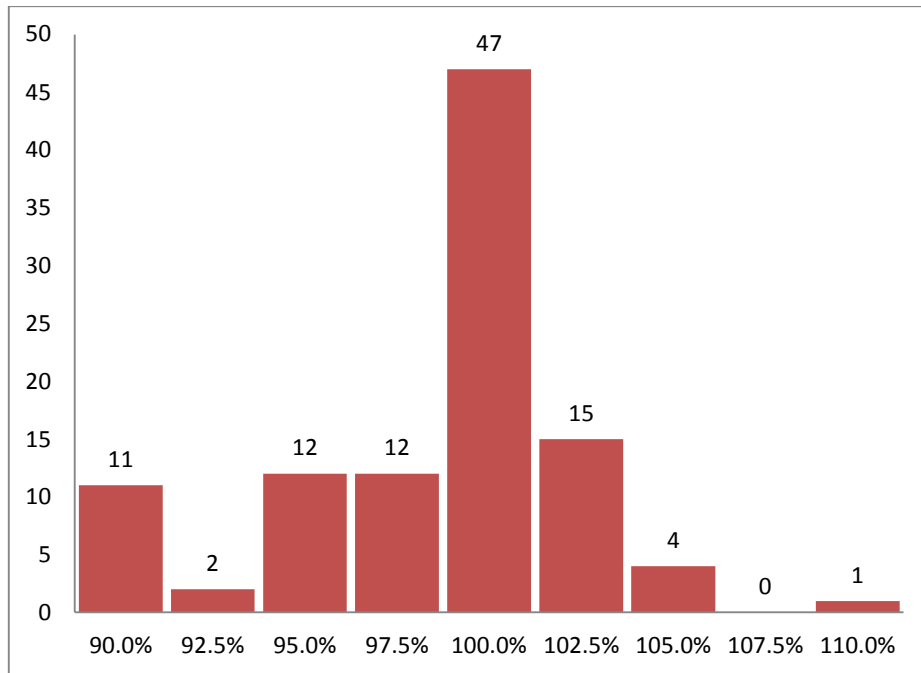
Road Network Operations – All Responses



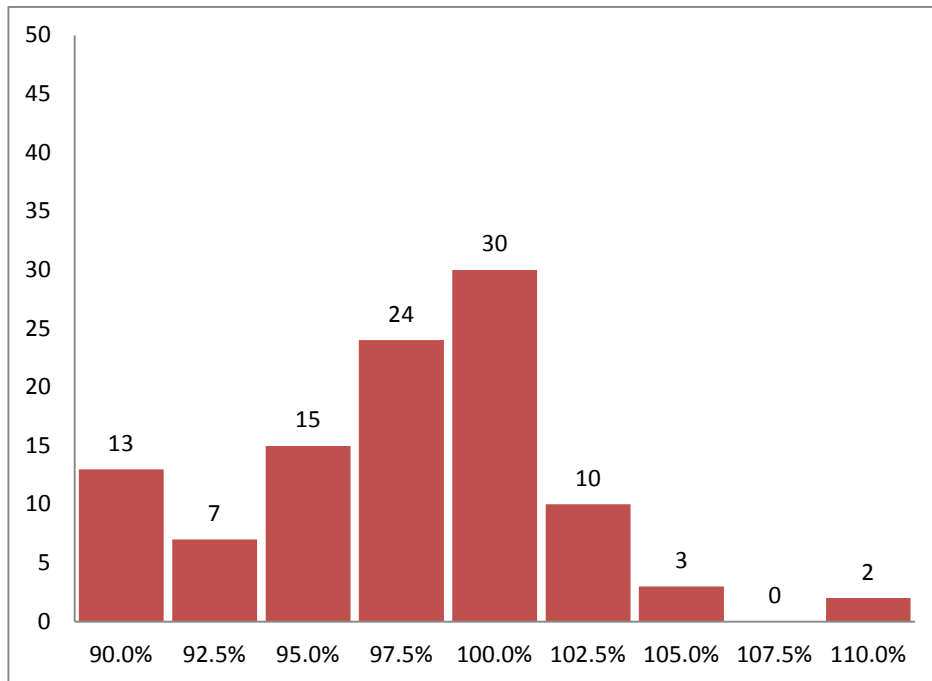
Snow Management and Plowing Operations – All Responses



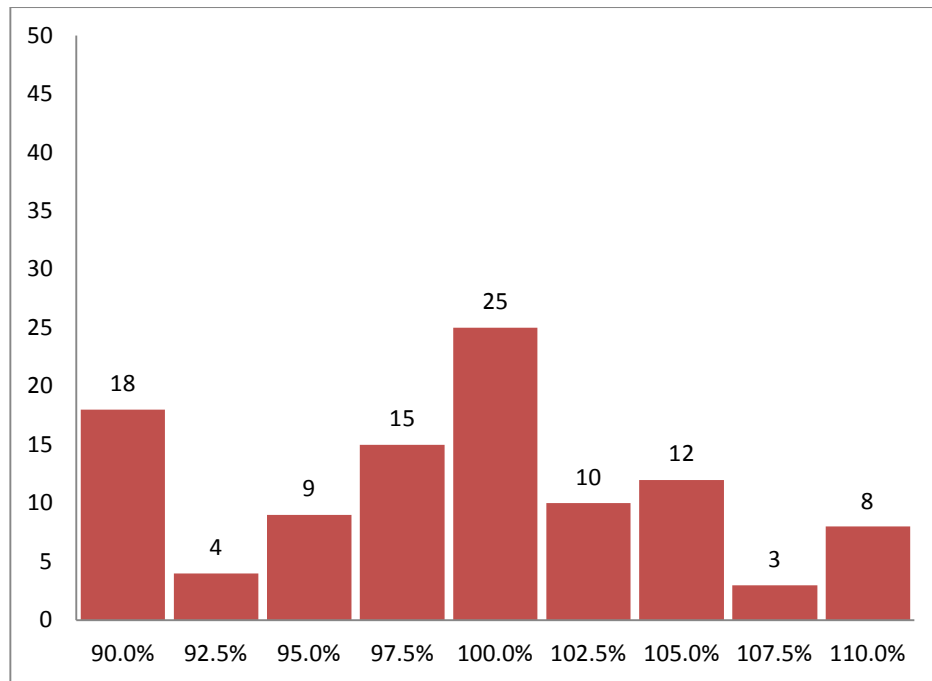
Solid Waste Management – All Responses



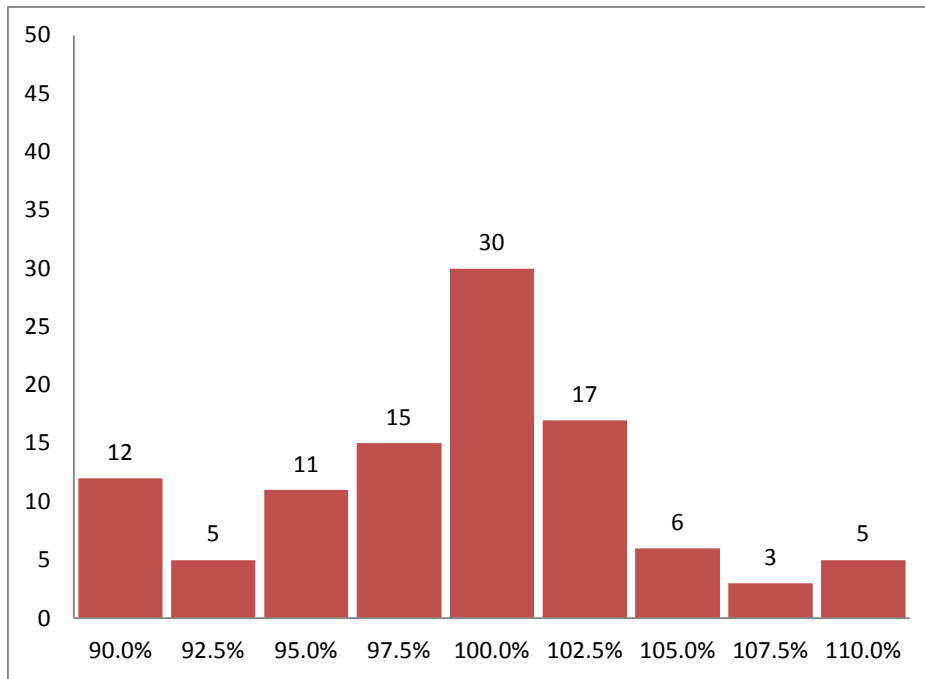
Municipal Facilities – All Responses



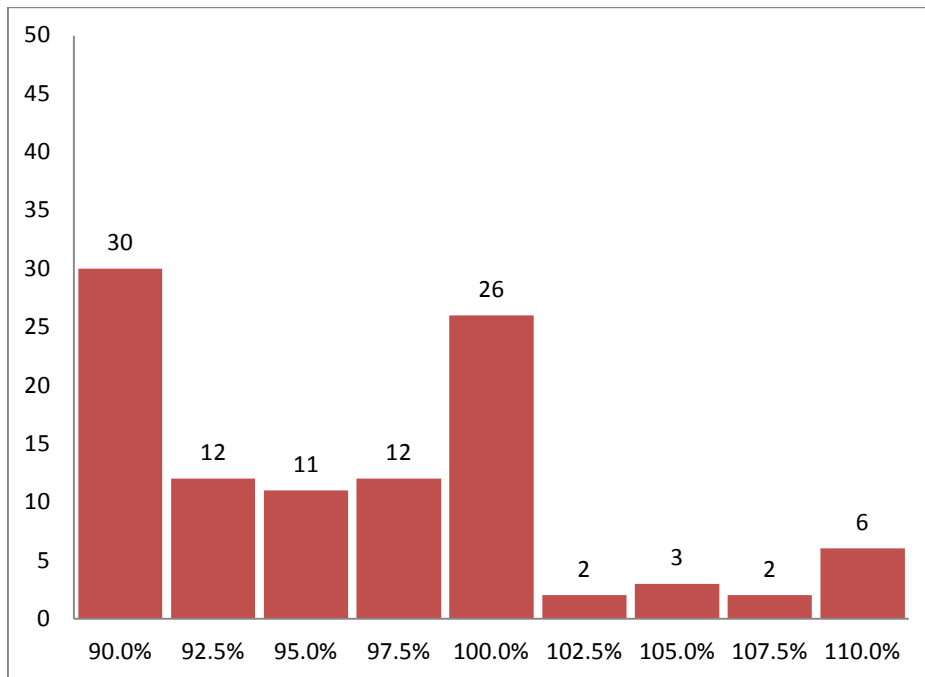
Community Programs – All Responses



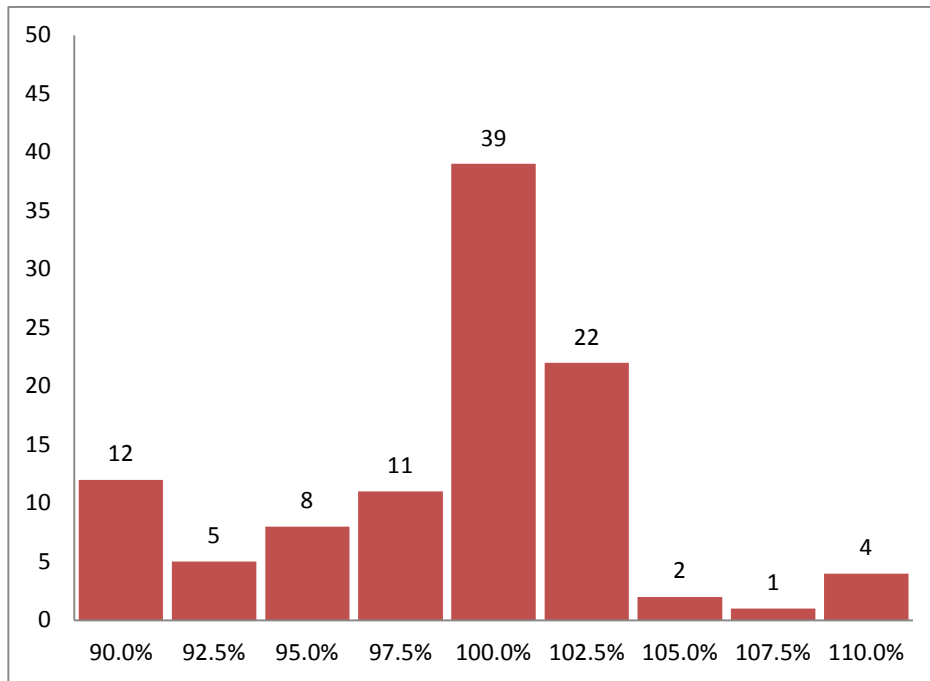
Parks and Trails and Open Spaces – All Responses



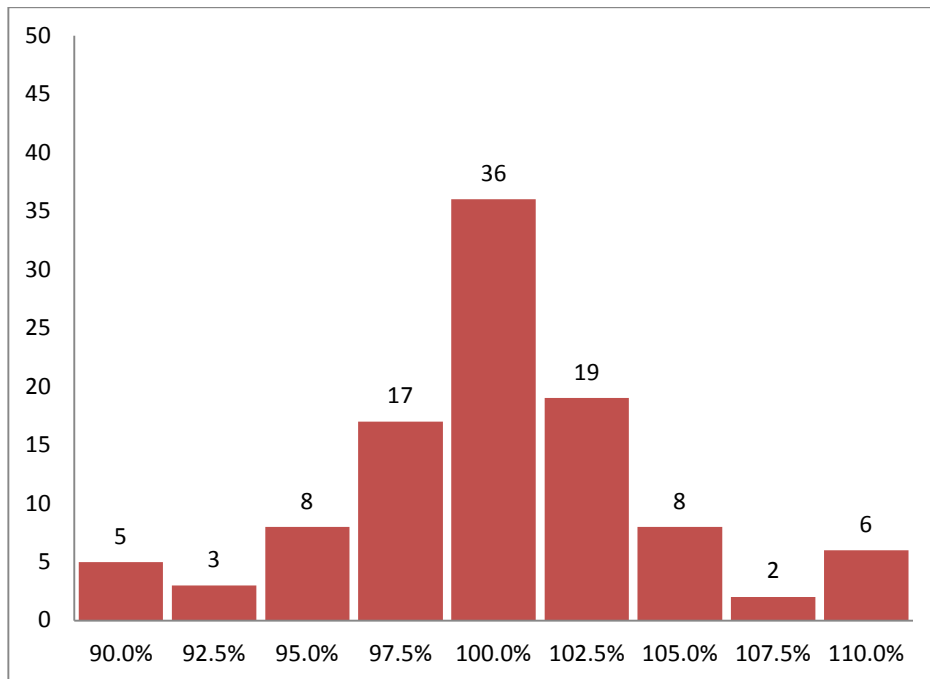
Cultural Services – All Responses



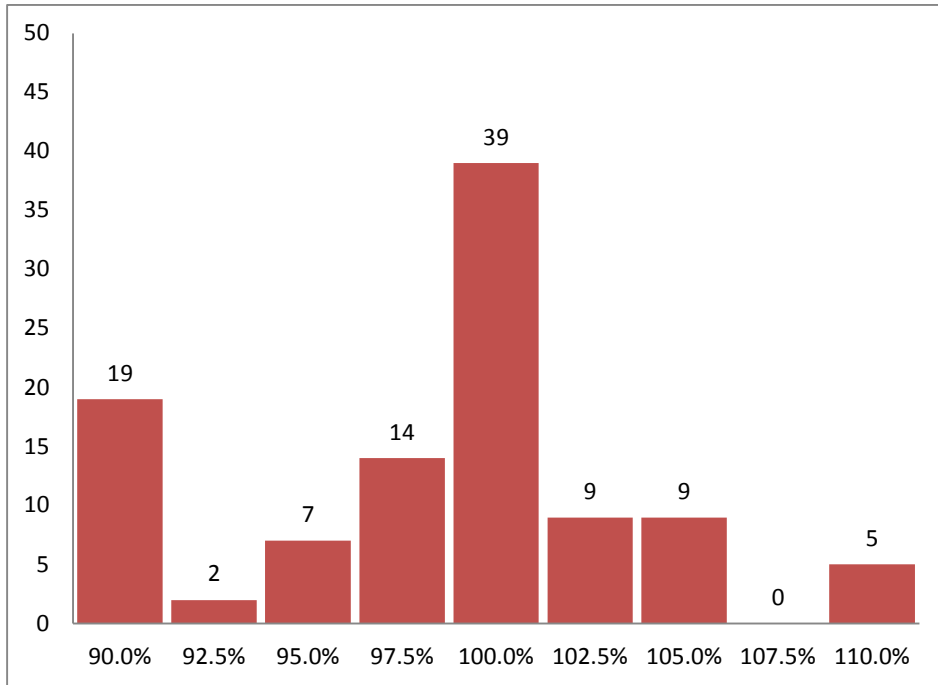
Fire and Emergency Services – All Responses



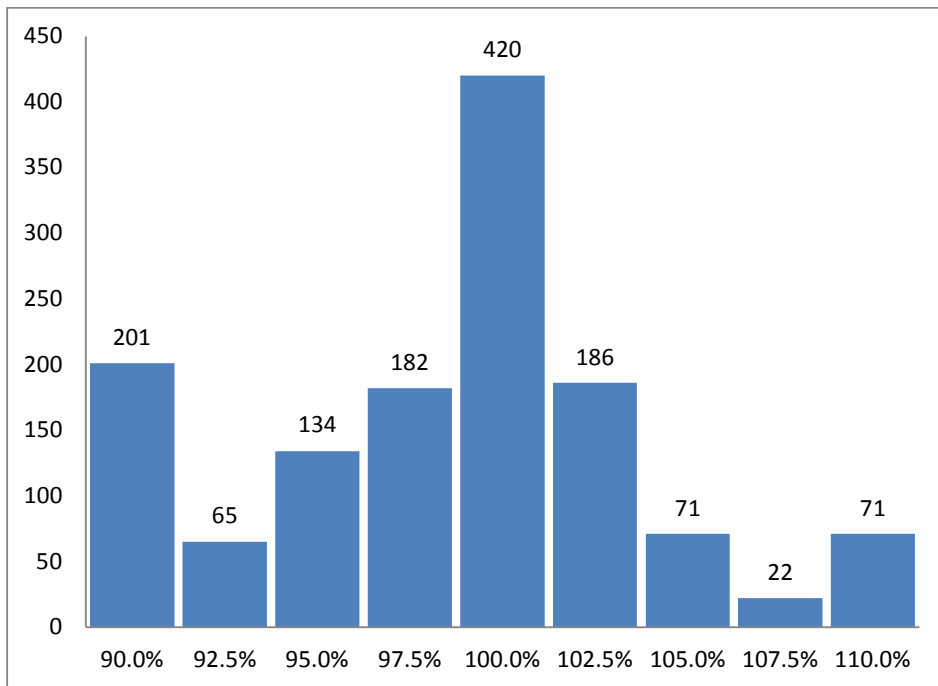
Infrastructure Rehabilitation and Replacement Contributions – All Responses



Aurora Public Library – All Responses



Cumulative Totals of All Responses (104 surveys X 13 responses each)





TOWN OF AURORA
GENERAL COMMITTEE REPORT

No. CFS15-004

SUBJECT: *Proposed Changes to Annual Budget Approach and Timing*

FROM: *Dan Elliott, Director, Corporate & Financial Services - Treasurer*

DATE: *January 26, 2015*

RECOMMENDATIONS

THAT Report CFS15-004 be received; and

THAT staff be directed to implement the changes to the annual budget process as set out in this report; and

That Special General Committee (Budget) meetings be scheduled for Monday September 28, 2015 at 9:00 a.m. and Monday October 5, 2015 at 9:00 a.m., and that the official meeting schedule of Council be amended accordingly.

PURPOSE OF THE REPORT

This report will propose changes to the annual budget cycle for Aurora, and changes in focus for the annual operating budget. Specifically, there are five changes to propose as follows:

- Introduction of the Asset Management Plan (AMP) document, merging it with the current annual Ten Year Capital Investment Plan
- Combining together the annual capital budget with the review of the combined Asset Management Plan and Ten Year Capital Investment Plan documents, and completing this review and approval of capital into late September of each year.
- Maintaining the review of the Annual Operating Budget in the late Fall
- Introduction of multi-year operating budgets
- Incorporation of a focus on budget changes, and service levels, and Key Performance Indicators (KPI's) rather than detailed departmental operational budget reviews.
- Transferring the detailed departmental budget reviews to the new Finance Advisory Committee, to be conducted on a periodic basis at the discretion of the Finance Advisory Committee outside of the operating budget review and approval process.

January 26, 2015

- 2 -

Report No. CFS15-004

BACKGROUND

Several changes in the budget environment have occurred in the last number of years for Aurora. A major new requirement of the Provincial Government requires all municipalities seeking Provincial or Federal funding must have an Asset Management Plan (AMP). A draft of that plan was complete and available on December 31, 2014 as required, but must be approved by Council by December 31, 2015. This document is to outline the processes and analysis of the Town's approach to managing its existing infrastructure for sustainability. In addition to this new requirement, Council members have expressed an interest in finding a more streamlined approach to budget review and approvals, minimizing the number of meetings required for such. Also, Council has expressed interest in incorporating service levels and KPI's into the budget review process, particularly for Operating Budget.

COMMENTS

Introduction of the Asset Management Plan document, and merging it with the current annual Ten Year Capital Investment Plan

As noted above, the AMP is a document now required of all municipalities seeking infrastructure funding grants or loans. The Town has prepared the plan, and will be presenting it to Budget Committee at its February 7th budget meeting. The Asset Management Plan couples extremely well with the current format of the Town's annually updated Ten Year Capital Investment Plan. Staff recommend that these two documents be merged together formally into a single publication, to be available on the website. The combined document will comprehensively outline how the Town plans, manages, and makes decisions regarding capital infrastructure, while ensuring financial sustainability, and the current plans for investment. The current draft AMP addresses all current asset categories except Information Technology (IT) assets, and the AMP minimum requirements did not require this category be included. During 2015, staff will make the necessary changes to include full and similar discussion for the IT assets as is included in the other categories of assets.

Combining together the annual capital budget with the review of the combined Asset Management Plan and Ten Year Capital Investment Plan documents.

Currently, staff have been presenting the annual updated Ten Year Capital Investment Plan in June for Council receipt. Due to the timing delay between this update report to Council and the late fall budget, a number of Capital budget changes occur. To improve the alignment between the plan and the actual next year's budget, staff are recommending that at the time of presentation of the combined AMP and Ten Year Plan documents, that the forthcoming year's capital budget be approved, and that this be scheduled with Budget Committee for late September of each year. Actual funding for

January 26, 2015

- 3 -

Report No. CFS15-004

the projects would not become available until the following January, however all tender documents (even award of contracts) and project planning can move forward knowing that the funding has already been allocated and approved to start in January. Accordingly, staff propose scheduling Budget Committee meetings for September 28, and October 5, 2015.

Introduction of multi-year operating budgets

Section 291 of the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended (the "Act") makes provision for multi-year budgets to be used by Municipalities. A council may approve a multi-year budget for a period of two to five years, in which each year's details are shown separately. Annually thereafter, Council must review and "re-adopt" that year's budget, reflecting any changes necessary to reflect the surplus or deficit actual results of the prior year's budget (Section 290(4)(b) changes). Any multi-year budget which reaches beyond an election, the budget for the first year following the election must be reviewed and re-adopted by the newly elected Council.

A number of municipalities are beginning to utilize formal multi-year budgets. The Town of Aurora have been working for a couple of years to forecast key pressures facing the municipality in the following three years, and provide Council with this tax pressure forecast. Staff are now in the position to improve upon this and actually present Council with formal detailed multi-year budgets beginning with the presentation for the 2016 budget year. For 2015, staff will show the three year forecast, and undertake a detailed review of this with Committee. Committee will be asked to approve the budget forecast, which will mean that Council is prepared to accept and approve the forecasted tax increases on the basis of the forecast presented. Staff will then undertake to present a detailed multi-year budget which reflects the forecast target tax increases for review and approval by Committee. Such an approach will assist Committee in reducing the time taken in numerous budget meetings each year. The budget presented for 2016 will be a continually rolling four year multi-year budget.

The process would be as follows:

1. 2015 Operating budget reviewed and approved (spring 2015)
2. Three year operating forecast presented, reviewed and approved (spring 2015)
3. 2016-2019 four year rolling operating budget reviewed and approved (fall 2015)
4. 2017-2020 four year rolling operating budget reviewed and re-adopted (fall 2016)
5. 2018-2021 four year rolling operating budget reviewed and re-adopted (fall 2017)
6. 2019-2022 four year rolling operating budget reviewed and approved (new Council spring 2019)

All assumptions of growth, new staffing proposals, and key pressures included will be disclosed for each year of the outlook years. Any significant changes of regulations, requirements, major decisions of Council, or newly approved initiatives will result in a variance in the final budget from the previously approved budget and forecast.

January 26, 2015

- 4 -

Report No. CFS15-004

Moving to multi-year budgets will improve the operational efficiency of the municipalities through improved long range planning, and integration of Strategic Plan objectives, and discussion of service levels, rather than annually looking at each budget line item throughout the corporation.

Incorporation of a focus on budget changes, and service levels, and KPI's rather than detailed departmental operational budget reviews.

Recently, staff began to incorporate Key Performance Indicators (KPI's), and a discussion of goals and objectives into the annual business plan and budget document. Service levels have also been a focus of Council in the last few years, and staff are now responding by incorporating discussion and cost allocation by service levels. While the corporation has not been in the practice of allocating all overhead costs to each public service offering, (and are not proposing on moving in this direction), staff will nonetheless present information about service levels and costs divided on service levels within that department's binder section. As the budget binder is already very long and detailed, including this additional information and discussion on service levels would only make the binder even thicker. For 2015, staff have eliminated the previous budget details by managerial division, but replaced such with the service level information. Accordingly, the Budget Committee reviews will focus on changes in budget from the prior year, the KPI's, service levels and goals and objectives of each department. This approach will streamline the annual budget review for operational issues.

Transferring the detailed departmental budget reviews to the new Finance Advisory Committee

In the event that Budget Committee would like detailed reviews of departmental, managerial, divisional, or cost centre budgets, staff propose that select base operating budgets be referred to the new Finance Advisory Committee of Council for a cyclical detailed review off-line from the annual budget review process of Council. Such recommendations will come to Council by way of meeting minutes allowing all members of Council to see and discuss such recommendations prior to approval. Any recommendations of the Finance Advisory Committee would be incorporated into the next presented four year operating budget.

LINK TO STRATEGIC PLAN

The proposed modifications to the annual budget process are intended to streamline the efficiency of the preparation and Committee's review and approval processes of the Town's annual operating and capital budgets and the ten year capital planning. These changes are intended to assist with improving the efficiency of government, transparency to the public of the process and enhancing accountability of the administration to Council.

January 26, 2015

- 5 -

Report No. CFS15-004

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. May receive the report only, making no changes to the budget process.
2. May provide alternative direction regarding budget process change.
3. Other alternatives which may be desirable.

FINANCIAL IMPLICATIONS

Staff can make the recommended changes to the budget cycle without additional costs to the Corporation. Fewer budget meetings may result, however cost savings would be minimal as a result.

CONCLUSIONS

The proposed changes would allow consistent and comprehensive review of the Town's capital program during late September by Committee, including the approval of the forthcoming year's capital budget. Changes to the Operating Budget review process will enhance Committee's focus on core issues with impacts to the budget, service levels and KPI's. Detailed line by line base budget reviews could be referred to the new Finance Committee for cyclical detailed reviews to occur outside of the primary annual budget process.

Moving to multi-year budgets will improve fiscal and operational planning, as well as improving the transparency of the budget process.

PREVIOUS REPORTS

None

ATTACHMENTS

None

January 26, 2015

- 6 -

Report No. CFS15-004


PRE-SUBMISSION REVIEW

Executive Leadership Team - Thursday, January 22, 2015

Prepared by: Dan Elliott, Director of Corporate & Financial Services - Treasurer



Dan Elliott, CPA, CA
Director of Corporate & Financial
Services - Treasurer



Neil Garbe
Chief Administrative Officer



TOWN OF AURORA
GENERAL COMMITTEE REPORT

No. CFS15-003

SUBJECT: *Draft 2015 Business Plan with Operating and Capital Budgets
- Overview Report*

FROM: *Dan Elliott, Director, Corporate & Financial Services - Treasurer*

DATE: *January 26, 2015*

RECOMMENDATIONS

THAT report CFS15-003 and accompanying presentation be received as an overview of the 2015 Operating Budget and Capital Investment Plan; and

THAT the detailed Draft Capital Plan and departmental Operating Budgets be reviewed at Special General Committee meetings scheduled over the period covering from January through to March 2015; and

THAT following the budget deliberation meetings, staff prepare an updated consolidated budget report and presentation for Council reflecting all budget changes approved by Committee.

PURPOSE OF THE REPORT

To present to Committee the 2015 Draft Business Plan and accompanying Operating and Capital Budgets.

BACKGROUND

The draft operating and capital budgets were prepared according to a number of principles and guidelines, which included the following key elements:

1. The overall corporate budget will be prepared on the basis of maintaining existing service levels to the community, with cost containment and efficiencies to be priorities.
2. Initiatives which advance goals and objectives of the Town's Strategic Plan will be highlighted, and all new capital projects will outline their linkage to the Strategic Plan.
3. Capital and Operating budgets will manage the Town's active and passive capital infrastructure and investments in a prudent manner, with the goal to efficiently maintain their levels of serviceability for both the long and the short term.

January 26, 2015

- 2 -

Report No. CFS15-003

4. As has been done in the past, within the Operating Budget, tax rate funding support of capital projects will be consolidated together, without the detailed identification or association of any specific capital works projects. A single amount referred to as “tax cash to capital” will be identified and assessed for its impact to the overall Operating Budget and tax rate by the Committee. A detailed assessment of the proposed capital program and the funding sources for each project will be undertaken in the context of the capital budget review only. Separating the Capital Budget review from the Operating Budget review will help to streamline and focus the review process. Maintaining a relatively consistent level of capital funding from tax rate will enhance the stability of the corporate budget. Capital reserves are used to hold capital contributions until required for actual projects, allowing the capital budget total value to fluctuate year to year without year to year impact directly to the tax rate. These reserves and the stability to the tax rate that they provide is a key element of the Town’s financial strategy.

Budget Development Process

Planning for the 2015 budget began following final approval by Council of the 2014 Budgets. An on-line budget consultation tool was developed and promoted to the public through various methods. A separate report outlining the outcomes of this consultation is included in tonight’s agenda.

Previously, Council asked that staff include clear linkages of planned and new initiatives to the Town’s approved Strategic Plan. Accordingly for 2015, each new capital project description and each departmental budget section includes these linkages.

The Executive Leadership Team (ELT) worked hard to develop overarching business objectives for 2015. Each department is expected to contribute by way of undertaking or championing initiatives which will move either their department or the corporation towards attaining the goals and objectives of the Strategic Plan. Such initiatives were to be considered within the context of finalizing the departmental budgets and work plans.

Each department was required to prepare a detailed account by account operating budget. They were to attribute budget increases/decreases as follows:

- base budget changes to reflect inflation or operating efficiencies
- costs or revenues related to prior commitments of Council
- new programs, initiatives or one-time expenses.

Each department also reviewed and amended their fees and charges or other revenues where allowable and appropriate. A separate report on fees and charges updates has been presented directly to Council for adoption.

January 26, 2015

- 3 -

Report No. CFS15-003

Operating Budgets have been prepared by each department and have been subject to a review undertaken by our Financial Planning staff for clarification, understanding and completion. As part of these reviews the key contributing causes for newly arising tax rate pressures were flushed out and categorized as either:

- *Decision Unit* – a separate new initiative or staffing request included in budget. All financial impacts are included in the Decision Unit.
- *Notable Pressure* – a tax rate pressure of significance, but for which the corporation has little influence, such as a steep cost increase for insurance as an example.
- *Other Tax Rate Pressure* – these include all other minor increases and decreases in costs or revenues, netted together.

For all identified Decision Unit Tax Rate Pressures, a micro business case has been prepared. For all identified Notable Tax Rate Pressures, a separate narrative outlining in more detail the reason(s) for the pressure is provided. Following this initial review period, each department's respective budget is further scrutinized by the Executive Leadership Team. One key goal of both the ELT's and the Financial Planning team's reviews were to identify all areas of expenditure reductions, refining revenue forecasts, examining fees and charges, and any other strategies which could be used by the Town to mitigate identified key pressures.

For Capital budget items, departments were to prepare detailed capital budget requests in a standard budget form for evaluation. Projects were organized into three investment type categories: Repair & Replacement (R&R) of Infrastructure, Growth & New Infrastructure, and Studies & Other Initiatives. Following that, the ELT undertook a detailed review of all proposed capital projects which included the application of the Town's capital budget scoring tool to each Growth & New and Studies & Other capital project by consensus.

COMMENTS

Draft 2015 Operating Budget

Upon completion of its review, the ELT has successfully reduced the town's tax rate pressure from the forecasted 5.3% down to 4.96%, or \$1,767,700 increased requirement. This amount is 0.43%, or \$ 152,500 lower than what was originally projected in 2014 for the 2015 tax pressure.

January 26, 2015

- 4 -

Report No. CFS15-003

The draft operating budget is broken into two sections: Base Budget and New Items.

- The *Base Budget* reflects existing 2014 service levels and staff levels as approved in 2014. This section also includes all costs and revenues related to meeting growth needs, excluding the additional tax revenue arising from assessment base growth. A “Cash to Capital” reserve allocation from the tax levy has been included in the base 2015 budget. Minor adjustments to prior year budgets were made in order to reflect inter-departmental transfers of responsibilities and/or for the creation of separate reporting groups, if applicable. Changes arising from the Town’s strategy to reduce its reliance upon a volatile revenue source such as supplementary revenue would be captured under this category.
- *New Items* reflect any changes to service levels, all new staff requests, or any other new initiatives or significant budget impacts. Items such as the Town’s strategy to continue reducing its operational reliance on Hydro Reserve interest would fall under this category.

The 2015 Draft Operating Budget – Summary by Department is outlined in Attachment 1. Fully summarized, the 2015 Draft Operating Budget is as follows:

<u>Shown in \$.000's</u>	2014 Approved	2015 Proposed	Variance Fav / (Unfav)	2015 Tax Rate Equivalent
1) <u>Base Budget:</u>				
- Expenditures	\$53,628.5	\$54,899.6	\$(1,271.2)	(3.57%)
- Non-Taxation Revenues	(18,805.8)	(18,761.6)	(44.1)	(0.12%)
- Taxation Revenues (no growth)	<u>(34,822.7)</u>	<u>(34,822.7)</u>	-	- %
Base Budget (Surplus) / Deficit	-	1,315.3	(1,315.3)	(3.69%)
2) <u>New Items Recommended</u>	-	1,234.5	(1,234.5)	(3.47%)
	-	2,549.8	(2,549.8)	(7.16%)
Levy Growth from New Assessment	-	(782.1)	782.1	2.20%
Net (Surplus) / Deficit	\$ -	\$ 1,767.7	\$(1,767.7)	(4.96%)

Including the new growth assessment revenues, a 1% increase in the tax rate represents a \$356,048 mitigation of the above noted Net Deficit. If no adjustments to revenues or expenditures are made by council during its reviews, a 4.96% tax rate increase is required in order to balance the 2015 Budget.

January 26, 2015

- 5 -

Report No. CFS15-003

Key Issues and Pressures Affecting The 2015 Budget

- i. In 2014, Central York Fire Services (CYFS) requirements represented 25% of the total Town tax levy. For 2015, the CYFS operating budget is not yet known; as a result, staff are presently estimating a budget increase of 3.1%, creating a direct tax rate pressure of \$270,700. The CYFS budget has yet to be introduced to the Joint Council Committee (JCC) and the Town of Newmarket for its review and approval. It will be forwarded to Aurora Committee for comments once JCC has approved the budget. The budget will need to address the recommendations of a recently completed Fire Master Plan, also which has not been formally reviewed by JCC, as a Public Information Consultation has just been completed. In addition, the Town's share of the total CYFS 2015 budget has grown from 39.95% in 2014 to 40.23% in 2015 which will have a direct impact on its share of the approved CYFS operating budget.
- ii. Escalating benefits and salaries costs: A 1.08% tax rate pressure arises from existing staffing and benefits costs. This base budget item includes a cost of living adjustment (COLA) of 2% effective April 1, 2015 for the unionized work group as per their contract, as well as extended to all non-union staff, except for CYFS which is administered by the Town of Newmarket. The annualization of previously approved positions added in 2014 but funded in 2014 for only part year have also affected the 2015 budget.
- iii. The anticipated opening of the Town's Dedicated Youth Space at the AFLC has generated new on-going operating funding requirements for the town as well as some new revenues.
- iv. Similar to all organizations or individuals who consume goods and services, the Town's operational costs have been subject to inflationary pressures. The general rate of inflation for 12 months to November (latest reported) was 2.7%. Staff have used that in preparing the budget.

It is important to note that the Town does not purchase the full normal basket of consumer goods in the same proportions as do families. The town purchases health care plans, commercial liability insurance (for the government sector), structural steel, concrete and granulars, and a lot of petrochemicals such as roofing, asphalt, and fuels and lubricants. In particular, the Town is experiencing inflation driven expenditure pressures in sidewalk snow removal service, energy, software licenses, and facility repair, maintenance & supply.

- v. The Town's Ten Year Capital Plan and Reserve Fund Strategy endorsed by Council calls for annual direct tax increases to ensure the Town's existing infrastructure can be properly maintained ensuring continuity of service to the community.

January 26, 2015

- 6 -

Report No. CFS15-003

- vi. The continuation of the Town's strategy to reduce its operational reliance on Hydro Reserve interest.

The 2015 *Draft Operating Budget Summary by Department* can be found in Attachment 1.

Attachment 2, *Graphic Summary of Tax Pressures for 2015*, graphically provides general information on the Base Budget increases, Previous Council Commitments, and New Items amounts. Reviewing year-over-year changes in each category helps us understand the source of tax rate increase pressures, and will assist Council in its budget deliberations in the coming weeks.

Attachment 3, *Corporate Summary of Tax Pressure for 2015*, summarizes the increases in the 2015 Draft Budget from the 2014 Approved Budget.

Key Changes and Inclusions in the 2015 OPERATING BUDGET

1. Base Budget - 3.69% tax rate pressure

The base budget delivers the same services at the same levels as 2014 with the same staffing. The base budget is impacted by staffing costs, economic factors, inflation, growth of volume of services and activity, and new or increased fees and other revenues. The Base Budget is not off-set by any additional tax levy which arises from the growth of the community's assessment base from development.

Staffing Costs will increase by \$178,500 due to cost of living adjustment provisions, step rates for newer staff, benefit rate increases. These staffing cost increases result in a 0.50% tax rate pressure. These salary costs **exclude** any new items.

Overall, the non-personnel costs in 2015 are anticipated to be \$1,136,800 above 2014's budget level. This results in a 3.19% tax rate pressure for 2015. This pressure is attributable to predominantly inflationary impacts on the following town expenses:

a. Energy Costs (Hydro, Heating, Fleet Fuel)	\$ 278,700
b. Software Licensing & Maintenance	186,700
c. Facility Related Repair, Maintenance & Supplies	132,200
d. Insurance Fee Increases	58,300

A budgeting correction decline in recreational program revenues of \$ 99,900 and the recognition of the full planned reduction in the Town's overhead cost recovery from Building Services totalling \$ 97,200 is also contributing to the non-personnel cost tax levy pressure.

January 26, 2015

- 7 -

Report No. CFS15-003

Combined, net of new revenues, the entire Base Budget represents a net tax rate pressure of 3.69%, with no consideration of growth revenue.

Section 1 of Attachment 4 details the financial impact of the 2015 Base Budget.

2. New Items Proposed – 3.47% tax rate pressure

The New Items section of the budget represents new initiatives or new items to be considered for 2015.

i. **Annualization of Positions approved in 2014: 0.58% tax rate pressure**

This represents the additional budget needs of new 2014 hires which were only budgeted from their mid-year start date. These costs relate to 3 Town Positions totalling \$205,900.

ii. **New staffing needs: 0.33% tax rate pressure**

To meet operational needs, the CAO has considered a number of staffing requests from all departments. Three permanent full time and three contract positions are requested for approval. The net 2015 part-year cost of these recommended positions is \$116,500, with a further \$116,500 cost pressure deferred to 2016. Attachment 5, Converted & New Positions Listing, outlines all requested positions and the fiscal impacts of each, and includes a staffing needs forecast for the period 2016 through 2018.

iii. **Increased Contributions to Capital: 0.51% tax rate pressure**

For 2015, the tax levy cash to capital contribution of \$4,212,200 represents an increase of \$180,300 from 2014's contribution amount of \$4,031,900. These increases are necessary in order to ensure the long term viability of the Town's assets and were incorporated into the Town's ten year capital investment plan to be presented to the budget committee shortly. During the operating budget review, no consideration will be given to which projects this funding will be used for. All capital projects will be evaluated independent of the tax cash to capital amount.

This approach which is used by many municipalities, helps to stabilize the contribution to capital infrastructure made from the levy, as well as separates the capital budget discussion from the operating budget discussion. For 2015, staff continue to recommend separating the cash to capital amount into three components, to assist in clearly separating the funding of each capital project category being Repair & Replacement, Growth or New Infrastructure, and major or recurring Studies & Other Projects.

New for 2015 is the formula portion of the recently announced Ontario Community Infrastructure Funding program (OCIF). This funding represents what appears to be permanent new infrastructure funding intended specifically for the purpose of repair, restoration or rehabilitation of existing

January 26, 2015

- 8 -

Report No. CFS15-003

community infrastructure. For budget purposes, this must show as an Operating Revenue, and is then added to the Transfer to Reserves line as an additional increase in contributions to Capital Reserves.

iv. **Central York Fire Services: 0.76% tax rate pressure**

Under the joint services agreement between Newmarket and Aurora, the operating costs of Central York Fire are shared on a proportional basis, using three factors combined: share of call volume, share of combined population, share of combined assessment values. For 2015, Aurora's proportionate share increased from 39.95% to 40.23% of the Central York Fire operating budget approved by the Joint Council Committee (JCC). Based upon the present estimated 2015 CYFS operating budget, this share increase adds \$65,910 to Aurora's operating budget, or a 0.19% tax rate pressure.

As noted above, the draft budget for CYFS has yet to be finalized, consequently, staff have included in the Town's draft budget an estimated CYFS budget increase of 3.1%, based upon historical trends. This amount is equal to the original amount that was projected in 2014 for the 2015 tax pressure. As the CYFS budget proceeds through its process, staff will keep the Committee informed of any developments and budget changes as necessary.

v. **Library Board Services: 0.29% tax rate pressure**

The Aurora Public Library Board has approved a budget funding requisition of \$3,542,300, being \$103,100 or 3.0% higher than 2014's funding provided from the Aurora tax base. Representatives of the Library will make a presentation to the budget Committee as part of the budget deliberations in order to explain their request. The Town of Aurora Council does not approve how these funds are spent, but rather determines what the tax funding allocation amount for library services each year. The amount requested for 2015 is less than the amount originally projected in 2014 for 2015.

vi. **Further reduction in Operational Reliance on Hydro Reserve Interest: 0.28% tax pressure**

During the 2014 budget process, Council agreed to again work toward reducing the annual budgetary reliance on the interest earned from the Hydro Reserve Funds as a source of revenue to mitigate tax pressures in the operating budget. For 2015, it is recommended that operational reliance be reduced by a further \$100,000 moving from \$400,000 in 2014, to \$300,000 of interest reliance.

vii. **Sidewalk Snow Removal Services: 0.69% tax rate pressure**

The cost for the provision of sidewalk snow removal services has grown significantly for 2015 increasing by a total of \$246,000 over the established 2014 budget. The drivers of this increase are attributable to a requirement to

January 26, 2015

- 9 -

Report No. CFS15-003

service an increased number of kilometers of sidewalk as well as contract cost pressures, in spite of slight service reductions as recently approved by Council.

3. Growth Tax Revenue – 2.20% tax rate pressure relief

During the course of 2014, new construction and other development activities have resulted in new assessment value being added to the community representing an estimated 2.20%, or \$782,100 in tax revenue growth. This growth amount does not stem from the phase-in of reassessment adjustments for individual properties. This additional growth revenue reduces the combined tax pressure of the foregoing budget changes.

Overall, the Draft 2015 Operating Budget presents a proposed budget which requires an additional \$1,767,700 to be raised from the tax levy by way of a 4.96% tax rate increase to fund new and existing services and initiatives.

2015 Water and Wastewater Budgets

Significant rate pressures continue in the Water, Wastewater and Stormwater budgets. These pressures stem mostly from the infrastructure funding and sustainability pressures being exerted by the City of Toronto, York Region and of those being experienced by the Town of Aurora. Wholesale costs for water and wastewater have increased by 10% for 2015. In addition, Town contributions to reserves in support of future infrastructure needs have been increased and operational budget reliance on reserve subsidization has been reduced further. These above noted pressures result in a combined water and wastewater rate increase of 9.7 percent being recommended by staff with 70 percent of this increase being directly attributable to regional wholesale cost increases. It is recommended that stormwater rates remain unchanged for 2015 as operating costs and reserve balances continue to remain stable. Staff will finalize the budget for presentation to Council in the coming weeks. It is the goal of staff to present these utility budgets to Council prior to the final adoption of the operating budget.

3-Year Operating Budget Outlook

As part of the 2015 Operating Budget process, each department was asked to identify any items of note which are expected to have an operating impact on the 2016, 2017 or 2018 budget years. Using this information, and making informed projections of assessment growth revenue, inflation, infrastructure pressures, and other budget drivers, Finance has prepared a three year outlook. When combined with the 2015 draft budget provides the budget committee with a complete four year operational requirement plan. A more detailed account of the Town's four year operational requirement plan can be found in Attachment 9. The following chart outlines the

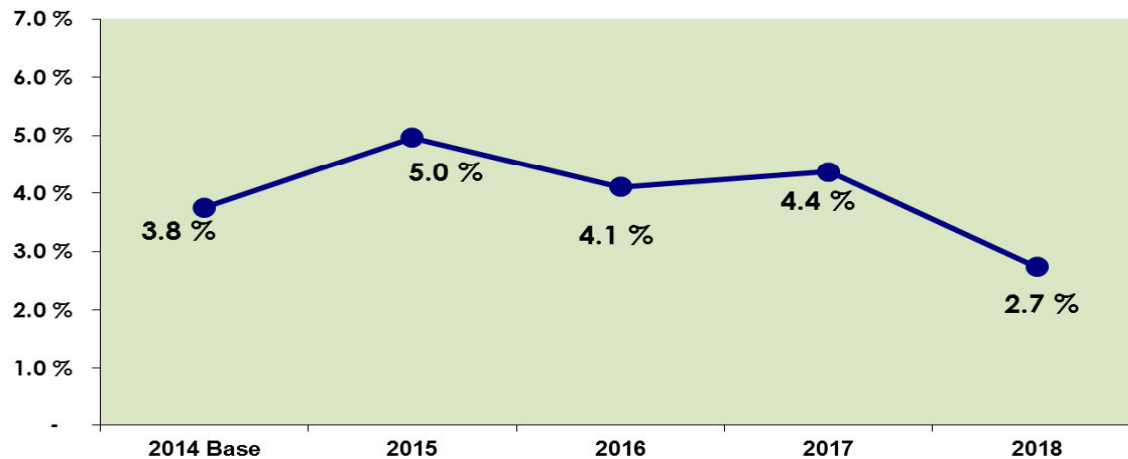
January 26, 2015

- 10 -

Report No. CFS15-003

expected tax rate pressures for each separate fiscal year, with the assumption that the tax pressure of the prior year was approved.

AURORA TAX RATE PRESSURE FORECAST



Draft 2015 Capital Budgets

For 2015, the capital budget continues to be segregated into the following three components in recognition of the fundamental differences in capital project funding sources thus allowing for a more focussed examination:

- Repair and Replacement Infrastructure Capital
- Growth and Other New Infrastructure Capital
- Major Studies and Other Non-Infrastructure Projects

Repair and Replacement Infrastructure Program - \$13.6 million recommended for investment in existing infrastructure

The Draft Repair and Replacement Capital program for 2015 represents a gross cost of \$13,592,400, to be funded from various revenue sources which include R&R reserves and grant programs such as the Federal Gas Tax and the Ontario Community Infrastructure Fund (OCIF). This program includes restoration work to roads, water lines, sewer lines, storm water management systems, pavement and hardscaping, some fleet vehicle and equipment replacement, various park fixture repairs and/or replacement; as well as some town facility work. Facility and Road related projects represent the two largest components of the 2015 budget, with a consolidated requirement of \$4,867,100 and \$ 5,199,000, respectively. Management has confirmed that they have the resource capacity to deliver the proposed capital program. Management have also confirmed that these are their priority projects. Included within this program's list of recommended capital projects are three projects that have been pre-approved by council. Attachment 6 outlines the recommended 2015 *Repair and Replacement Capital* program by project.

January 26, 2015

- 11 -

Report No. CFS15-003

Growth and Other New Infrastructure Program - \$4.1 million recommended investment in new capital additions

The Draft Growth & New Infrastructure Capital program represents a gross cost of \$4,090,200, to be funded from various related town reserves. This capital program includes funding for the construction of new sections of sidewalk and/or illumination at multiple town locations. Also, funding is planned in support of the Town's Community Improvement Plan and the new Queen's Jubilee Park Accessible playground. In addition, funding has been proposed for the Wildlife Park and for the design and implementation of the promenade streetscape, among other projects. Included within this program's list of recommended capital projects is one project that has been pre-approved by council. Attachment 7 outlines the recommended 2015 *Growth and New Capital* program by project.

Major Studies and Other Projects - \$0.8 million recommended investment in strategic studies

The Draft Studies and Other program represent a gross cost of \$830,000, to be funded from various related town reserves. New projects proposed for this year include the update of the Town's Strategic Plan and Parks & Recreation Master Plan. In addition, studies are planned in relation to wastewater and storm water management; as well as for the undertaking of a baseline building condition assessment for the Town's various facilities. Attachment 8 outlines the recommended 2015 *Major Studies and Other Projects* program by project.

A Capital Budget Detail Binder will be distributed to members of Council at the January 26, 2015 kick-off meeting. Members will want to review this detail prior to the first scheduled budget deliberation meeting to be held 9:00 a.m. Saturday, February 7th. At that meeting, Committee will review the proposed capital programs in detail. A second and third meeting on Monday, February 9th and Monday, February 23rd have been scheduled to review any remaining capital items not addressed on the 7th. If any meeting is not required, staff will commence the operating budget review on that day instead. The detailed operating budget binder is targeted for distribution on or about February 13, 2015, leaving sufficient time for review prior to the first operating budget discussions.

Reserve and Reserve Funds

The Town's Reserve and Reserve Funds schedule has been included as Attachment 10 for reference and discussion. While the Town has a total unaudited reserve balance of \$59.2 million at the end of 2014, careful examination will reveal some areas of particular concern.

January 26, 2015

- 12 -

Report No. CFS15-003

Development charge (DC) reserve funds are statutory funds, to be used only for eligible growth related capital projects and/or studies as permitted by legislation and as broadly set out in the Town's approved Developmental Charges Background Study. They must be used for the categories for which they are collected. For example, DCs collected for Fire purposes cannot be invested in recreation infrastructure.

Special purpose reserves are primarily stabilization reserves for various purposes, to provide the town with an ability to absorb unusual and material financial costs which may arise, such as major WSIB claims, or to stabilize the budgets through periods of building activity downturns, or sudden increases in ongoing operating costs, such as the expansion of fire services through addition of new fire truck and crew.

LINK TO STRATEGIC PLAN

The review and challenge of the budget by Committee, and the association opportunities for public consultation helps to ensure that planned costs are reasonable and aligned with council and town strategic goals and priorities. The ultimate approval of the 2015 Capital and Operating Budget provides funding support and approval for all initiatives, services and operations of the Town, all of which support and advance Strategic Plan objectives. Overall, the budget leads to improving the quality of life of the community we serve.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

1. General Committee or Council may make any changes to the budget as deemed appropriate prior to its final approval.

FINANCIAL IMPLICATIONS

The 2015 Draft Operating Budget proposes a 4.96% tax rate increase on the Town portion only of the tax billing, which translates into an extra 24 cents per day, \$7.20 per month, or about \$86.34 per year for a home assessed at \$500,000.

The Region and School tax rates for 2015 have yet to be finalized. However, if it is assumed that the Region adopts a 3.80% tax increase, and the province continues its practice of zero net tax rate increases for the school portion, the net consolidated impact to the tax billing would be approximately 3.42% or \$33.10 per year for each \$100,000 of assessment.

The 2015 Draft Capital Budget proposes a total capital program of \$18,512,600. The recent six years of approved capital budget totals are outlined below for comparison.

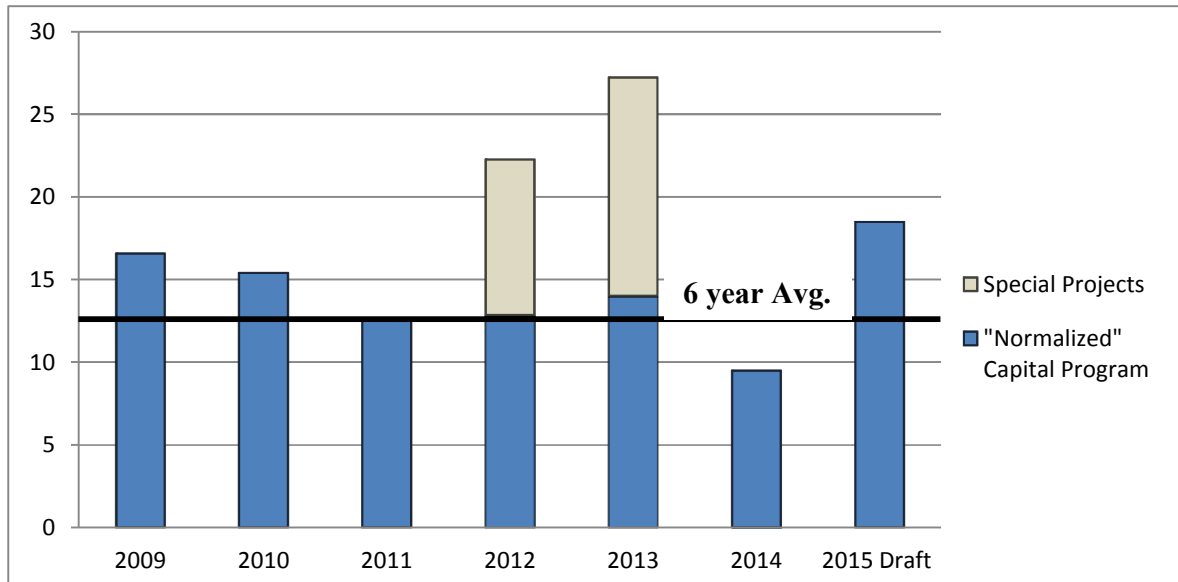


Figure 1 Approved Capital Funding by Year (\$millions)

CONCLUSIONS

This report has summarized the proposed 2015 Operating and Capital Budgets. Eight subsequent budget review and deliberation meetings have been scheduled (see Attachment 11). All meetings are open to the public. Members of the public interested in providing input to these proceedings have been encouraged to attend as early in the process as possible, or to provide their comments by email through the Town’s website at www.Aurora.ca or by email to OurTownBudget@Aurora.ca . All constructive input related to the 2015 Operating and Capital Budgets is welcomed. Any email submission comments will be summarized and presented to Council as they are submitted. A separate report outlining the outcomes of the recent on-line budget input consultation program will be presented in the January 26th agenda.

PREVIOUS REPORTS

Nil

January 26, 2015

- 14 -

Report No. CFS15-003

ATTACHMENTS

- Attachment 1 – 2015 Draft Operating Budget – Summary by Department
- Attachment 2 – Graphic Summary of Tax Pressures for 2015
- Attachment 3 – Corporate Summary of Tax Pressure for 2015
- Attachment 4 – Detail Expenditure Pressures and Revenue Changes
- Attachment 5 – Converted and New Positions in 2015 Budget
- Attachment 6 – Repair and Replacement Capital Investment Program
- Attachment 7 – Growth and New Infrastructure Capital Investment Program
- Attachment 8 – Studies and Other Capital Investment Program
- Attachment 9 – Four Year Operating Budget Details 2015-2018
- Attachment 10 – Reserve and Reserve Fund Schedule – Forecast 2015
- Attachment 11 – Budget Deliberation Meeting Schedule 2015

PRE-SUBMISSION REVIEW

Executive Leadership Team - Thursday, January 22, 2015

Prepared by: Dan Elliott, Director of Corporate & Financial Services - Treasurer



Dan Elliott, CPA, CA
Director of Corporate & Financial
Services - Treasurer



Neil Garbe
Chief Administrative Officer

Special General Committee - 2015 Budget Review Meeting Agenda
Monday, January 26, 2015

Attachment 1

Town of Aurora
2015 DRAFT Operating Budget
Operating Summary by Department

<u>Shown in \$,000's</u>	<u>2014 Approved Budget</u> (adjusted)	<u>2015 Base Budget</u>	<u>New Decision Unit Items</u>	<u>2015 Recommended Budget</u>	<u>Dollar Change</u> favourable / (unfavourable)	<u>Tax Pressure Change</u>
Gross Expenses						
Council	\$ 624.6	632.6	-	\$ 632.6	\$ (8.0)	(0.02 %)
Chief Administrative Office	\$ 1,894.6	1,908.3	-	\$ 1,908.3	(13.8)	(0.04 %)
Legal & Legislative Services	\$ 2,419.3	2,573.3	-	\$ 2,573.3	(154.0)	(0.43 %)
Elections	\$ 262.5	82.5	-	\$ 82.5	180.0	0.51 %
Corporate & Financial Services	\$ 2,971.6	3,211.8	3.8	\$ 3,215.6	(244.0)	(0.69 %)
Building & By-law Services	\$ 3,809.6	3,990.5	27.4	\$ 4,017.9	(208.3)	(0.58 %)
Planning & Development Services	\$ 1,998.6	2,041.4	-	\$ 2,041.4	(42.8)	(0.12 %)
Infrastructure & Environmental Services	\$ 11,931.5	12,456.7	288.0	\$ 12,744.7	(813.1)	(2.28 %)
Parks & Recreation	\$ 8,064.5	8,235.6	85.3	\$ 8,320.9	(256.4)	(0.72 %)
Corporate Expenses	\$ 7,397.8	7,849.0	180.3	\$ 8,029.3	(631.5)	(1.77 %)
Central York Fire Services	\$ 8,814.6	9,085.3	-	\$ 9,085.3	(270.7)	(0.76 %)
Funding Provided for Library Operations	\$ 3,439.2	3,542.3	-	\$ 3,542.3	(103.1)	(0.29 %)
Gross Expenditures	\$ 53,628.5	\$ 55,609.3	\$ 584.8	\$ 56,194.1	\$ (2,565.7)	(7.21 %)
Gross Revenues						
Council	\$ (5.0)	\$ (5.0)	\$ -	\$ (5.0)	\$ -	-
Chief Administrative Office	\$ -	-	\$ -	\$ -	-	-
Legal & Legislative Services	\$ (128.5)	(190.7)	\$ -	\$ (190.7)	62.1	0.17 %
Elections	\$ (180.0)	-	\$ -	\$ -	(180.0)	(0.51 %)
Corporate & Financial Services	\$ (119.0)	(129.0)	\$ -	\$ (129.0)	10.0	0.03 %
Building & By-law Services	\$ (2,553.2)	(2,661.9)	\$ -	\$ (2,661.9)	108.6	0.31 %
Planning & Development Services	\$ (1,577.9)	(1,510.5)	\$ -	\$ (1,510.5)	(67.5)	(0.19 %)
Infrastructure & Environmental Services	\$ (1,132.3)	(1,181.9)	\$ -	\$ (1,181.9)	49.6	0.14 %
Parks & Recreation	\$ (5,553.0)	(5,393.0)	\$ (30.0)	\$ (5,423.0)	(129.9)	(0.36 %)
Corporate Revenues	\$ (7,556.8)	(7,819.7)	\$ 100.0	\$ (7,719.7)	163.0	0.46 %
	\$ (18,805.8)	\$ (18,891.6)	\$ 70.0	\$ (18,821.6)	\$ 15.9	0.04 %
Taxation Base	(34,822.7)	(34,822.7)	-	\$ (34,822.7)	-	-
Taxation - Growth from New Assessment	-	(782.1)	(782.1)	\$ (782.1)	782.1	2.20 %
Gross Revenues	\$ (53,628.48)	\$ (54,496.5)	\$ (712.1)	\$ (54,426.5)	\$ 798.0	2.24 %
Net Expenditures/(Revenues)						
Council	\$ 619.6	\$ 627.6	\$ -	\$ 627.6	\$ (8.0)	(0.02 %)
Chief Administrative Office	1,894.6	1,908.3	-	1,908.3	(13.8)	(0.04 %)
Legal & Legislative Services	2,290.7	2,382.6	-	2,382.6	(91.9)	(0.26 %)
Elections	82.5	82.5	-	82.5	-	-
Corporate & Financial Services	2,852.6	3,082.8	3.8	3,086.6	(234.0)	(0.66 %)
Building & By-law Services	1,256.4	1,328.7	27.4	1,356.1	(99.7)	(0.28 %)
Planning & Development Services	420.7	531.0	-	531.0	(110.3)	(0.31 %)
Infrastructure & Environmental Services	10,799.2	11,274.8	288.0	11,562.8	(763.6)	(2.14 %)
Parks & Recreation	2,511.6	2,842.6	55.3	2,897.9	(386.3)	(1.09 %)
Corporate Expenses	(159.0)	29.2	280.3	309.5	(468.5)	(1.32 %)
Central York Fire Services	8,814.6	9,085.3	-	9,085.3	(270.7)	(0.76 %)
Funding Provided for Library Operations	3,439.2	3,542.3	-	3,542.3	(103.1)	(0.29 %)
	\$ 34,822.7	\$ 36,717.7	\$ 654.8	\$ 37,372.5	\$ (2,549.8)	(7.16 %)
Taxation	\$ (34,822.7)	\$ (34,822.7)	(782.1)	(35,604.8)	\$ 782.1	2.20 %
NET	\$ -	\$ 1,895.0	\$ (127.3)	\$ 1,767.7	\$ (1,767.7)	(4.96 %)

Town of Aurora

2015 DRAFT Operating Budget

GRAPHIC SUMMARY OF TAX PRESSURE FOR 2015

**Running Aurora
Today
(Base)
3.69%**

- Status-Quo Service Levels
- Increased energy cost
- Increased insurance, employee wage & benefit Cost
- Increased software licensing & maintenance costs
- Increased facility repair, maintenance Cost
- See Attachment 2b for more detail

**Running Aurora
Today
(Growth)
1.63%**

- Annualization of positions approved in 2014
- New staffing needs
- Sidewalk snow removal services
- Other items

**Services Provided
By Others
1.05%**

- Central York Fire Services
- Aurora Public Library

**LESS: New tax
revenue from tax
base growth
2.20%
= Net 4.17%**

- Growth from new tax assessment value being added to the community

**Preparing for the
Future
0.79%**

- Infrastructure Sustainability Funding
- Long term plan to keep our Town in good condition & working well
- Reducing our reliance on interest earned from Hydro Sale proceeds, while protecting the purchasing power of those proceeds.

**= Total Town Share
Tax Increase
4.96%**

- Aurora Combined Tax Bill Increase is 3.42% for residential properties (estimated)

Town of Aurora

2015 DRAFT Operating Budget

GRAPHIC SUMMARY OF BASE TAX PRESSURE FOR 2015

Energy
0.78%

- Energy cost pressures in relation to Hydro, Heating and Fleet Fuel

Software Licensing & Maintenance
0.52%

Existing Employee Salaries & Benefits
0.50%

- Existing employee salary & benefit cost increases in relation to COLA, step rates

Facility Repair & Maintenance
0.37%

- Existing and new facility repair & maintenance contracts
- Facility supply cost increases

Budgetted Revenue Correction
0.28%

Building Services Overhead reduction
0.27%

- Recognition of full planned reduction in the Town's overhead cost recovery from Building Services

Insurance Fees
0.16%

All Other Net Expenses & Revenues
0.81%

- Pressure include items such as Road & Sidewalk maintenance, waste management, snow removal, among others

= Running Aurora Today (Base)
3.69%

- Combined Tax Bill Increase is 2.96% for residential properties (estimated)

Town of Aurora
2015 Operating Budget
CORPORATE SUMMARY OF TAX PRESSURE FOR 2015

<u>Shown in \$.000's</u>	2014 Approved	2015 Proposed	Variance Fav / (Unfav)	2015 Tax Rate Equivalent
1) <u>Base Budget:</u>				
- Expenditures:	\$ 53,628.5	\$ 54,899.6	\$ (1,271.2)	(3.57%)
- Non-Taxation Revenues:	(18,805.8)	(18,761.6)	(44.1)	(0.12%)
- Taxation Revenues (no growth):	(34,822.7)	(34,822.7)	-	- %
Base Budget Deficit	\$ -	\$ 1,315.3	\$ (1,315.3)	(3.69%)
2) <u>New Items Recommended:</u>	-	1,234.5	(1,234.5)	(3.47%)
Net (Surplus) / Deficit before Growth	\$ -	\$ 2,549.8	\$ (2,549.8)	(7.16%)
3) <u>Levy Growth from New Assessment:</u>	\$ -	\$ (782.1)	\$ 782.1	2.20%
NET Deficit	\$ -	\$ 1,767.7	\$ (1,767.7)	(4.96%)

Detailed Changes by Categories 1 and 2 can be found on Attachment #4

Special General Committee - 2015 Budget Review Meeting Agenda
Monday, January 26, 2015

Town of Aurora
2015 DRAFT Operating Budget Impacts
Detail of Expenditure Pressures and Revenue Changes

	Change		Estimated Impact to Blended Res. Tax Rate
	Favourable / (UnFavourable) <small>percentage = tax pressure</small>		
1. BASE BUDGET			
a) Full-Time and Equivalent Staffing Costs:			
Cost of Living Allowance and Step Increases on existing positions	(144,200)		
Other Employee Benefits:	(34,300)		
<i>Total Staffing Costs</i>		(178,500)	(0.50%)
b) Changes to all other expenses net of other revenue:			
Reduced reliance on Rate Stabilization Reserve*	(361,500)		
Supplementary Revenue Increases	325,000		
Energy Cost Increases	(278,700)		
Software Licensing & Maintenance Cost Increases	(186,700)		
Facility Related Repair & Maintenance Contract & Supply Increases	(132,200)		
Recreation program revenue decreases	(99,900)		
Recognition of full adjustment to overhead cost recovery amount from Building	(97,200)		
Road & Sidewalk Maintenance Contract & Supply Increases	(48,800)		
Waste Management Contract & Supply Increases	(38,000)		
Insurance Fee Increases	(58,300)		
Snow Removal Contract Increases	(19,200)		
Contribution to N6 Shared Waste Management Resource	(10,000)		
Other General Operational Cost Inflationary Increases	(75,700)		
Other Revenue Decreases	(55,600)		
<i>Total Other Expense</i>		(1,136,800)	(3.19%)
2015 BASE OPERATING BUDGET		(1,315,300)	(3.69%)
2. NEW ITEMS RECOMMENDED:			
Staff Related:			
2015 Annualization of Approved Postions (part year in 2014):		(205,900)	(0.58%)
Converted and New Position Requests (3 FTEs) (1.1 to 1.6):			
(1.1) Plan Examiner / Inspector (1 FTE) (100% Bldg)	-		
(1.2) Customer Service Representative (PT)	(27,400)		
(1.3) Water & Administration Clerk (1 FTE) (90% rate, 10% Tax)	(3,800)		
(1.4) Facility Booking Administrator (PT)	(19,000)		
(1.5) Youth Room Climbing Wall Staff (PT)	(27,000)		
(1.6) Youth Programmer (1 FTE)	(39,300)		
<i>Total Staff Related</i>		(322,400)	(0.91%)
Services Provided by Others:			
Central York Fire Service (CYFS):			
- Increase in Allocation Percentage (40.23% vs 39.95%)	(65,910)		
- Share of CYFS Estimated 2015 Budget Increase	(204,790)		
Library Operational Funding:		(103,100)	(0.29%)
<i>Total Services Provided by Others</i>		(373,800)	(1.05%)
(2.1) Increased Contribution to Reserves for the Maintenance of the Town's Infrastructure Assets		(180,300)	(0.51%)
(2.2) Reduction of operational reliance on Hydro Reserve Interest		(100,000)	(0.28%)
Other New Items:			
(2.3) Waste Management Advertising Increase	(22,000)		
(2.4) Sidewalk Snow Removal Services cost increase	(246,000)		
(2.5) Road Maintenance - Crack Filling Contract Increase	(20,000)		
(2.6) Increase in Special Event Revenues	30,000		
<i>Total Other New Items</i>		(258,000)	(0.72%)
2015 PROPOSED NEW ITEMS		(1,234,500)	(3.47%)
Total Net Budget Increase, before growth tax revenues		(2,549,800)	(7.16%)
3. GROWTH TAX REVENUE FROM NEW ASSESSMENT		782,100	2.20%
NET TAX PRESSURE RECOMMENDED FUNDING INCREASE		(1,767,700)	(4.96%)

Town of Aurora
2015 DRAFT Operating Budget Impacts
Converted and New Positions in 2015 Budget

2015 Budget Requests

	D o l l a r s			Full-Time Complement
	<u>Gross Cost</u>	<u>Offsets</u>	<u>Net Cost</u>	
2015 Base Full-Time Compliment				207
<u>FULL-Time Staffing - New Positions</u>				
Water & Tax Administrative Clerk Position will be funded 90% from water and is costed for 6 months	37,648	(33,883)		1
Plan Examiner / Inspector Position will be funded 100% from Building Services and is costed for 6 months	51,238	(51,238)		1
Youth Programer Position will be funded 100% from the Tax Levy and costed for 6 months	39,268	-		1
	<u>\$ 128,154</u>	<u>\$ (85,122)</u>		
Net Full-Time			\$ 43,033	210

CONTRACT Staffing - Requests

Customer Service Representative	\$ 27,418		
Facility Bookings Administrator	18,971		
Youth Leader - Climbing Wall	27,000		
	<u>\$ 73,390</u>	<u>\$ -</u>	
Net Part-Time			\$ 73,390
Total Net 2015 Budget Requests	<u>\$ 201,544</u>	<u>\$ (85,122)</u>	<u>\$ 116,422</u>

Attachment 5b

Town of Aurora

Three Year Proposed Converted and New Positions (2016 - 2018)

2016

<u>Dept.</u>	<u>Position Title</u>	<u>Salary & Benefits</u>	<u>Start Date</u>	<u>F/T or P/T</u>
CFS	Telephone & Mobility Solutions Analyst	73,242.16	May 1/16	F/T
BBS	By-Law Officers-Uplift 2 P/T to 1 F/T	27,958.26	May 1/16	F/T
BBS	Customer Service Rep (Convert p/t to f/t)	36,883.79	May 1/16	F/T
LLS	Records Management Administrator	13,137.02	Nov 1/16	F/T
IES	Building Operations Supervisor	51,015.66	July 1/16	F/T
IES	Operations Technician	52,511.50	May 1/16	F/T
IES	Water Operator/PCI (0% Tax Levy)	-	May 1/16	F/T
IES	Flexible Serviceperson	10,522.20	Jan 1/16	F/T
PRS	Flexible Serviceperson	8,334.03	Jan 1/16	F/T
PRS	Facility Bookings Clerk (Convert p/t to f/t)	24,176.01	Apr 1/16	F/T
PRS	Parks Supervisor	90,169.00	Apr 1/16	F/T
Total Tax Levy Impact		387,949.63		

2017

<u>Dept.</u>	<u>Position Title</u>	<u>Salary & Benefits</u>	<u>Start Date</u>	<u>F/T or P/T</u>
CAO	Webmaster & Electronic Comm. Coordinator	39,138.60	July 1/17	F/T
BBS	By-Law Officers-Uplift 3 P/T to 2 F/T	30,255.57	May 1/17	F/T
IES	Roads Operator	53,962.10	May 1/17	F/T
IES	Administrator, Construction Projects Uplift	50,000.00	Jun 1/17	F/T
IES	Supervisor Fixed & Mobile Assets	78,540.12	Apr 1/17	F/T
PRS	Crew Leader Arborist	58,890.00	Apr 1/17	F/T
Total Tax Levy Impact		310,786.39		

2018

<u>Dept.</u>	<u>Position Title</u>	<u>Salary & Benefits</u>	<u>Start Date</u>	<u>F/T or P/T</u>
IES	Roads Operator	55,456.38	May 1/18	F/T
PRS	Youth Centre Facility Worker	27,576.24	May 1/18	F/T
LLS	Elections Coordinator	82,500.00	Jan 1/18	Contract
Total Tax Levy Impact		165,532.62		

Attachment 6

2015 Draft R&R Capital Investment Project Listing

Project ID	Project	New 2015 Requests
-------------------	----------------	--------------------------

Facilities

72133	ACC - Re-pave Lot	1,419,500
72151	52/56 Victoria Master Plan	280,000
72164	SARC - Rubber Flooring	134,600
72201	Work Station Refresh, Carpet, etc	90,000
72203	TH - Building Humidifiers	35,000
72204	Cameras - HDIP	25,000
72205	TH - Elevator Card Access	10,000
72219	22 Church St/Library - Exterior Repairs	35,000
72226	AFLC - Arena Dehumidifiers	135,000
72228	AFLC - Rink Floor	30,000
72232	Library - Exterior Concrete Re & Re	40,000
72233	Library - Horizontal Interior Drain	50,000
72235	ACC - Roof Top H & S Equipment	48,000
72236	SARC - Ice Plant, Starters, Motors etc	35,000
72238	TH - Council Chambers A/V System	65,000
72239	ACC - Elevator Cab and Mech Controller	70,000
72241	89 Mosley - Condition Assessment Report Recommendations	250,000
72242	AFLC -Roofing	2,000,000
72243	Mould Abatement	100,000
72244	Sign Board - Yonge & Orchard Hts	15,000
Facilities Sub Total		4,867,100

Fleet

34155	1/2 Tonne Pick-Up #500	30,000
34156	Ice Resurfacer Replacement #591	85,000
34189	GMC Savana #11	45,000
34190	GMC Savana #12	45,000
34191	GMC Savana #501	35,000
34194	Frt/FL80 #29	180,000
Fleet Sub-Total		420,000

Roads¹

31025	Asphalt Paving - Old Bloomington Rd	25,000
31096	Recon - Bluegrass, Steeplechase et al ²	1,800,000
31103	Recon - Centre St - Spruce St to Walton ²	802,000
31105	Recon - Haida Dr & Trillium Dr	75,000
31107	Recon - Brookland - Yonge - Banbury	48,000
31108	Recon - Algonquin Cres & Haida Dr	100,000
31111	Recon - Catherine Ave	50,000
31112	Recon - Industrial Pkwy S - Wellington to Industry St	1,995,000
31144	Field Asset Data Wireless Devices	90,000
31147	Pavement Condition Assessment	104,000
34710	Streetlight Poles - St John's	35,000
34711	Streetlight Poles - Bayview	75,000
Roads Sub-Total		5,199,000

Parks & Recreation

73134	Parks/ Trails Signage Strategy Study	157,500
73154	Playground Surface Restoration	10,000
73160	Emerald Ash Borer Management Program	235,000
73193	Parks - Bridge Assessment	50,000
73206	Playground Replacement - E Hadar Park	100,000
73268	Wildlife Park - North Dam Rehabilitation	100,000
73269	Case Woodlot Perimeter Fencing	70,000
73272	Hillary House Heritage Fencing Repair	20,000
Parks & Recreation Sub-Total		742,500

Information Technology

14047	Computer & Related Infrastructure	72,800
Information Technology Sub Total		72,800

Discretionary

12002	Accessibility Committee	125,000
Discretionary Sub Total		125,000

Rate Funded Program

41007	Decommission Sewer - Wells St PS	300,000
41009	3 Phase Electrical Power	30,000
42052	Channel Improvements - Child Drive	721,000
42053	Rehabilitation of Culvert on Yonge St ²	445,000
42054	Maintenance of Culverts - Yonge/Batson	100,000
42058	Bridge Assessment	100,000
43038	Water Meter Replacement	400,000
43053	Reconnection - Bathurst/Orchard Hts	70,000
Rate Sub-Total		2,166,000

Total R & R 13,592,400

Note(s):

- (1) Some roads projects may contain funding from water rates.
- (2) Denotes capital projects that have received early council approval.

Attachment 7

2015 Draft Growth and New Capital Investment Project Listing¹

Project ID	Project	Dept	Priority Score	New 2015 Requests
12030	Hydro-Seeding Leslie St Lands	CAO		100,000
14065	Mobility Solutions	CFS		30,000
13008	Meeting Mgmt Software	LLS	26	75,000
14035	Records & Information Mgmt System	LLS	54	200,000
72194	Water Bottle Fill Stations	Facilities	30	40,000
24009	Pick-Up Truck	Fleet	26	30,000
34182	Additional 2 Tonne Flatbed Truck w Plow	Fleet	54	80,000
31101	Recon - Vandorf Sdrd ²	IES	49	1,200,000
34522	Speed Message Board	IES		12,000
34614	S/W - Murray - Kennedy - 275m north	IES	50	57,700
34615	S/W - Edward St - Firehall - Dunning	IES	50	109,800
34621	S/W - Bayview Ave - Hartwell to St. John's	IES	50	152,000
34642	S/W - Civic Square Gate	IES	50	15,000
43048	St John's Sdrd - Leslie to 2C	IES	62	216,700
73085	Arboretum Development	P & R	43	100,000
73107	Former Kwik Kopy Trail Connection	P & R	50	35,000
73147	Trail Construction as per Trail Master Plan	P & R	58	150,000
73161	Site Surfacing - Stewart Burnett	P & R	28	200,000
73169	Wildlife Park - Phase 1/2/3	P & R	49	200,000
73252	Queen's Diamond Jubilee Park - Accessible Playground	P & R	27	387,000
73271	Hartwell Way Overpass Contribution	P & R		300,000
81015	Community Improvement Plan	Planning		200,000
81016	Promenade Streetscape Design & Implementation	Planning	37	200,000
Total Growth and New Projects				4,090,200

Note(s):

- (1) **Excludes** three CYFS projects totalling \$60,000 for which there is no decision to be made as those decisions are
- (2) Denotes capital projects that have received early council approval.

Attachment 8

2015 Draft Studies and Other Capital Investment Project Listing

Project ID	Project	Dept	Priority Score	New 2015 Requests
12015	Town of Aurora Strategic Plan	CAO	42	50,000
12026	Organization Structural Review	CAO	29	100,000
14062	Business Continuity/IT Disaster Recovery	CFS	17	25,000
14064	Contamination Investigations	CFS	22	65,000
72202	Building Condition Report	Facilities	10	150,000
72237	Library - LED Light Study	Facilities	10	15,000
41004	Wastewater Hydraulic Model	IES	22	100,000
42057	Town Wide Stream Erosion Master Plan	IES	20	100,000
43040	Water Hydraulic Model	IES	22	100,000
73195	Community Buildings Use Study	P & R	13	50,000
73270	Parks & Rec Master Plan Review	P & R	50	75,000
Total Studies and Other Projects				830,000

Special General Committee - 2015 Budget Review Meeting Agenda
Monday, January 26, 2015

Four Year Draft Operating Budget Details (2015 - 2018)

SUMMARY BY DEPARTMENT

Shown in \$,000's	2014	2015		2016		2017		2018	
	Approved Budget (adjusted)	Recommend Budget	Dollar Change	Recommend Budget	Dollar Change	Recommend Budget	Dollar Change	Recommend Budget	Dollar Change
Gross Expenses									
Council	\$ 624.6	\$ 632.6	\$ (8.0)	\$ 641.7	\$ (9.0)	\$ 652.5	\$ (10.8)	\$ 664.2	\$ (11.7)
Chief Administrative Office	\$ 1,894.6	\$ 1,908.3	(13.8)	\$ 1,947.0	\$ (38.7)	\$ 2,029.2	\$ (82.2)	\$ 2,116.7	\$ (87.5)
Legal & Legislative Services	\$ 2,419.3	\$ 2,573.3	(154.0)	\$ 2,809.3	\$ (236.1)	\$ 2,924.4	\$ (115.0)	\$ 2,960.0	\$ (35.6)
Elections	\$ 262.5	\$ 82.5	180.0	\$ 82.5	\$ -	\$ 82.5	\$ -	\$ 330.4	\$ (247.9)
Corporate & Financial Services	\$ 2,971.6	\$ 3,215.6	(244.0)	\$ 3,379.7	\$ (164.1)	\$ 3,506.6	\$ (126.9)	\$ 3,569.4	\$ (62.9)
Building & By-law Services	\$ 3,809.6	\$ 4,017.9	(208.3)	\$ 4,558.2	\$ (540.3)	\$ 4,475.8	\$ 82.4	\$ 4,444.8	\$ 31.0
Planning & Development Services	\$ 1,998.6	\$ 2,041.4	(42.8)	\$ 2,116.7	\$ (75.3)	\$ 2,197.8	\$ (81.2)	\$ 2,275.2	\$ (77.3)
Infrastructure & Environmental Services	\$ 11,931.5	\$ 12,744.7	(813.1)	\$ 13,163.3	\$ (418.6)	\$ 13,707.7	\$ (544.3)	\$ 14,122.0	\$ (414.3)
Parks & Recreation	\$ 8,064.5	\$ 8,320.9	(256.4)	\$ 8,864.7	\$ (543.8)	\$ 9,140.1	\$ (275.3)	\$ 9,364.3	\$ (224.3)
Corporate Expenses	\$ 7,397.8	\$ 8,029.3	(631.5)	\$ 6,720.6	\$ 1,308.7	\$ 6,905.6	\$ (185.0)	\$ 7,158.7	\$ (253.1)
Central York Fire Services	\$ 8,814.6	\$ 9,085.3	(270.7)	\$ 9,539.3	\$ (454.0)	\$ 10,016.0	\$ (476.7)	\$ 10,516.5	\$ (500.5)
Funding Provided for Library Operations	\$ 3,439.2	\$ 3,542.3	(103.1)	\$ 3,725.6	\$ (183.3)	\$ 3,846.3	\$ (120.7)	\$ 3,961.1	\$ (114.8)
Gross Expenditures	\$ 53,628.5	\$ 56,194.1	\$ (2,565.7)	\$ 57,548.6	\$ (1,354.5)	\$ 59,484.4	\$ (1,935.8)	\$ 61,483.2	\$ (1,998.7)
Gross Revenues									
Council	\$ (5.0)	\$ (5.0)	\$ -	\$ (5.0)	\$ -	\$ (5.0)	\$ -	\$ (5.0)	\$ -
Chief Administrative Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal & Legislative Services	\$ (128.5)	\$ (190.7)	62.1	\$ (168.2)	\$ (22.5)	\$ (76.1)	\$ (92.1)	\$ (71.1)	\$ (5.0)
Elections	\$ (180.0)	\$ -	(180.0)	\$ -	\$ -	\$ -	\$ -	\$ (247.5)	\$ 247.5
Corporate & Financial Services	\$ (119.0)	\$ (129.0)	10.0	\$ (129.0)	\$ -	\$ (129.0)	\$ -	\$ (129.0)	\$ -
Building & By-law Services	\$ (2,553.2)	\$ (2,661.9)	108.6	\$ (3,052.0)	\$ 390.1	\$ (2,855.0)	\$ (197.0)	\$ (2,749.3)	\$ (105.7)
Planning & Development Services	\$ (1,577.9)	\$ (1,510.5)	(67.5)	\$ (1,594.5)	\$ 84.0	\$ (1,449.1)	\$ (145.5)	\$ (1,530.8)	\$ 81.8
Infrastructure & Environmental Services	\$ (1,132.3)	\$ (1,181.9)	49.6	\$ (1,214.2)	\$ 32.3	\$ (1,182.6)	\$ (31.6)	\$ (1,155.7)	\$ (26.9)
Parks & Recreation	\$ (5,553.0)	\$ (5,423.0)	(129.9)	\$ (5,494.5)	\$ 71.5	\$ (5,474.5)	\$ (20.0)	\$ (5,450.8)	\$ (23.7)
Corporate Revenues	\$ (7,556.8)	\$ (7,719.7)	163.0	\$ (6,058.1)	\$ (1,661.6)	\$ (5,883.1)	\$ (175.0)	\$ (5,785.2)	\$ (97.9)
	\$ (18,805.8)	\$ (18,821.6)	\$ 15.9	\$ (17,715.5)	\$ (1,106.2)	\$ (17,054.3)	\$ (661.1)	\$ (17,124.5)	\$ 70.2
Taxation Base	(34,822.7)	\$ (34,822.7)		\$ (37,372.5)		\$ (39,833.2)		\$ (42,430.1)	
Taxation - Growth from New Assessment	-	\$ (782.1)	782.1	\$ (891.6)	891.6	\$ (822.5)	822.5	\$ (747.6)	747.6
Gross Revenues	\$ (53,628.48)	\$ (54,426.5)	\$ 798.0	\$ (55,979.6)	\$ (214.5)	\$ (57,710.0)	\$ 161.4	\$ (60,302.2)	\$ 817.8
Net Expenditures/(Revenues)									
Council	\$ 619.6	\$ 627.6	\$ (8.0)	\$ 636.7	\$ (9.0)	\$ 647.5	\$ (10.8)	\$ 659.2	\$ (11.7)
Chief Administrative Office	1,894.6	1,908.3	(13.8)	1,947.0	\$ (38.7)	2,029.2	\$ (82.2)	2,116.7	(87.5)
Legal & Legislative Services	2,290.7	2,382.6	(91.9)	2,641.1	\$ (258.5)	2,848.3	\$ (207.1)	2,888.9	(40.6)
Elections	82.5	82.5	-	82.5	\$ -	82.5	\$ -	82.9	(0.4)
Corporate & Financial Services	2,852.6	3,086.6	(234.0)	3,250.7	\$ (164.1)	3,377.6	\$ (126.9)	3,440.4	(62.9)
Building & By-law Services	1,256.4	1,356.1	(99.7)	1,506.3	\$ (150.2)	1,620.9	\$ (114.6)	1,695.5	(74.6)
Planning & Development Services	420.7	531.0	(110.3)	522.2	\$ 8.8	748.8	\$ (226.6)	744.4	4.4
Infrastructure & Environmental Services	10,799.2	11,562.8	(763.6)	11,949.1	\$ (386.4)	12,525.1	\$ (575.9)	12,966.2	(441.2)
Parks & Recreation	2,511.6	2,897.9	(386.3)	3,370.2	\$ (472.4)	3,665.6	\$ (295.3)	3,913.5	(247.9)
Corporate Expenses & Revenues	(159.0)	309.5	(468.5)	662.4	\$ (352.9)	1,022.5	\$ (360.0)	1,373.4	(351.0)
Central York Fire Services	8,814.6	9,085.3	(270.7)	9,539.3	\$ (454.0)	10,016.0	\$ (476.7)	10,516.5	(500.5)
Funding Provided for Library Operations	3,439.2	3,542.3	(103.1)	3,725.6	\$ (183.3)	3,846.3	\$ (120.7)	3,961.1	(114.8)
	\$ 34,822.7	\$ 37,372.5	\$ (2,549.8)	\$ 39,833.2	\$ (2,460.7)	\$ 42,430.1	\$ (2,597.0)	\$ 44,358.7	\$ (1,928.6)
Taxation	\$ (34,822.7)	(35,604.8)	\$ 782.1	(38,264.2)	\$ 891.6	(40,655.7)	\$ 822.5	(43,177.7)	\$ 747.6
NET	\$ -	\$ 1,767.7	\$ (1,767.7)	\$ 1,569.0	\$ (1,569.0)	\$ 1,774.4	\$ (1,774.4)	\$ 1,181.0	\$ (1,181.0)
Tax Pressure Change			4.96%		4.10%		4.36%		2.74%
<i>Pressure Break-down:</i>									
Central York Fire Services			0.76%		1.19%		1.17%		1.16%
Aurora Public Library			0.29%		0.48%		0.30%		0.27%
Core Town Operations			3.91%		2.43%		2.90%		1.31%
Total			4.96%		4.10%		4.36%		2.74%
* Assumed Tax Revenue Growth:			2.2%		2.5%		2.3%		2.0%

Town of Aurora
Reserve and Reserve Fund Schedule - Forecast 2015
Operating & Capital Budget Impacts

Shown in \$000's	Bylaw or Schedule Reference	Estimated Dec. 31, 2014 Balance ¹	2015		
			Budgeted Cash Inflows (+)	Budgeted Cash Outflows (-)	Ending Balance After Budgeted Cash Flows

A. Reserves for Existing Infrastructure
Infrastructure Sustainability (Repair & Replacement)

Tax Rate Funded

Roads & Related R & R	RR1	\$3,106.5	\$988.0	(\$1,778.3)	\$2,316.2
Federal Gas Tax Reserve	RR2	\$114.3	\$1,540.5	(\$1,540.5)	\$114.3
Facilities R & R	RR3	\$1,315.7	\$1,212.4	(\$4,370.5)	(\$1,842.4)
Fleet R & R	RR4	\$920.2	\$411.4	(\$420.0)	\$911.6
Parks & Rec R & R	RR5	\$1,229.8	\$352.2	(\$457.5)	\$1,124.5
Information Technology R & R	RR6	\$100.0	\$84.2	(\$72.8)	\$111.4
Discretionary R & R	RR7	\$18.5	\$68.5	(\$125.0)	(\$37.9)
Emerald Ash Borer Remediation R & R	RR11	\$97.7	\$235.0	(\$253.0)	\$79.7
St Max Artificial Turf	RR12	\$97.4	\$31.5	\$0.0	\$128.9
Total Tax Rate Funded Reserves		\$7,000.2	\$4,923.7	(\$9,017.6)	\$2,906.3

Utility Rate Funded

Water	RR8	(\$563.7)	\$1,500.0	(\$1,031.6)	(\$95.2)
Wastewater	RR9	\$443.8	\$600.0	(\$735.9)	\$307.9
Stormwater	RR10	\$4,148.8	\$1,000.0	(\$1,815.9)	\$3,332.9
Total Utility Rate Funded Reserves		\$4,029.0	\$3,100.0	(\$3,583.4)	\$3,545.6

Total Infrastructure Sustainability Reserves **\$11,029.2** **\$8,023.7** **(\$12,601.0)** **\$6,451.9**

B. Reserves for New Infrastructure

Development Charges Reserve Funds

General Government	By-Law 5585-14	(\$1,322.5)	\$329.3	(\$22.7)	(\$1,015.9)
Fire Services		\$847.6	\$240.4	\$0.0	\$1,088.0
Parks Dev. & Fac.		(\$5,974.3)	\$1,717.2	(\$1,305.4)	(\$5,562.5)
Indoor Recreation		(\$8,820.5)	\$3,090.6	(\$1,884.1)	(\$7,614.0)
Library		\$1,184.1	\$658.8	(\$404.5)	\$1,438.4
IES Admin & Fleet		\$3,156.6	\$58.8	(\$72.0)	\$3,143.4
Roads & Related		\$126.4	\$5,781.5	(\$1,531.3)	\$4,376.6
Water System		(\$18.9)	\$1,192.3	(\$216.7)	\$956.7
Sanitary Sewer		\$1,930.0	\$1,066.4	\$0.0	\$2,996.4
Total Development Charges		(\$8,891.6)	\$14,135.3	(\$5,436.7)	(\$193.0)

Growth & New Capital Reserve	NI1	\$1,367.1	\$743.2	(\$1,008.2)	\$1,102.1
Studies & Other Capital Reserve	NI2	\$405.0	\$117.3	(\$532.5)	(\$10.2)
Dev/Sale of Municipal Lands	NI3	(\$1,605.3)	\$0.0	\$0.0	(\$1,605.3)
Cash in Lieu of Parkland ²	NI4	\$14,845.9	\$0.0	(\$352.2)	\$14,493.7
Cash in Lieu of Parking	NI5	\$75.0	\$0.0	\$0.0	\$75.0
Parks New Capital	NI6	\$586.2	\$0.0	\$0.0	\$586.2

Total New Infrastructure Reserves **\$6,782.2** **\$14,995.8** **(\$7,329.6)** **\$14,448.4**

Special General Committee - 2015 Budget Review Meeting Agenda
Monday, January 26, 2015

C. Reserve Funds for Special Purposes

Stabilization

Tax Rate Stabilization	S1	\$1,964.8	\$0.0	\$0.0	\$1,964.8
Election Reserve	S2	\$32.9	\$82.5	\$0.0	\$115.4
WSIB	S3	\$1,071.5	\$85.0	(\$85.0)	\$1,071.5
Debt Deferral (internal borrowing) Library	S4	(\$1,520.1)	\$289.5	\$0.0	(\$1,230.6)
Total Stabilization Reserves		\$1,549.0	\$457.0	(\$85.0)	\$1,921.0

Unearned Revenue

Building Department - Bill 124	UR1	\$516.7	\$154.9	\$0.0	\$671.6
Engineering Inspections Fees	UR2	\$2,097.4	\$0.0	(\$310.9)	\$1,786.5
Landscape Inspection Fees	UR3	\$1,188.5	\$0.0	(\$18.4)	\$1,170.2
Total Unearned Revenue Reserves		\$3,802.6	\$154.9	(\$329.3)	\$3,628.3

Special Purposes Accounts

Trails Donation	SP1	\$50	\$0	\$0	\$50.0
Green Initiatives	SP2	\$56.1	\$20.0	\$0.0	\$76.1
Heritage Fund	SP3	\$239.2	\$0.0	\$0.0	\$239.2
Arts & Culture	SP4	\$60.4	\$0.0	\$10.0	\$70.4
Public Art	SP5				\$0.0
Parks & Rec Participant Sponsorship	SP6	\$5.5	\$0.0	\$0.0	\$5.5
War Memorial (Cenotaph Restoration)	SP7	\$3.5	\$0.0	\$0.0	\$3.5
Council Discretionary Reserve Fund	By-Law 5440-12	\$1,138.6	0.0	0.0	\$1,138.6
Hydro Sale Investment Reserve Fund	By-Law 5439-12	\$34,452.7	0.0	(\$300.0)	\$34,152.7
Total Stabilization Reserves		\$36,006.1	\$20.0	(\$290.0)	\$35,736.1

Total Special Purposes Reserves **\$41,357.8** **\$631.9** **(\$704.3)** **\$41,285.4**

TOTAL RESERVES & RESERVE FUNDS³ **\$59,169.2** **\$23,651.4** **(\$20,634.9)** **\$62,185.7**

D. LIBRARY MANAGED RESERVE FUNDS

Library Managed R & R	LIB1	\$657.6	\$	130.0	(\$175.0)	\$	612.6
Library Donation & Bequests	LIB2	35.1		-	(\$115.0)		(\$79.9)
		692.7	\$	130.0	(\$290.0)	\$	532.7

Note(s):

- (1) Unaudited Ending Reserve Balances
- (2) Unbudgeted revenue from development expected to occur through-out the fiscal year
- (3) Excludes Library Managed Reserve Funds

**Special General Committee - 2015 Budget Review Meeting Agenda
Monday, January 26, 2015**

**Town of Aurora - Budget Committee
2015 Budget Presentation & Discussion Timetable**

	Date	Meeting Purpose
CAPITAL	Monday, January 26, 2015 7:00pm	Overview Presentation of 2015 Operating & Capital Budgets Public Consultation Capital Budget Binder Distribution
	Saturday, February 7, 2015 DAYTIME 9:00am	Public Consultation, then Review of Town's Asset Management Plan (AMP), Review of 2014 Ten Year Capital Investment Plan, Commence detailed review of 2015 Repair & Replacement, Growth & New and Studies & Other Recommended Investment Listings
	Monday, February 9, 2015 7:00pm	Public Consultation, then Continue detailed review of 2015 Repair & Replacement, Growth & New and Studies & Other Recommended Investment Listings
OPERATING	Week of February 13, 2015	Distribution of Detailed Operating Budget Binders
	Monday, February 23, 2015 DAYTIME 9:00 a.m.	Public Consultation, then Review of Key Changes & Tax Pressures
	Monday, March 2, 2015 7:00 pm	Support Provided to: Aurora Public Library Board Aurora Historical Society Aurora Cultural Board (Presentations by Each)
	Monday, March 9, 2015 7:00 pm	Budget Committee Deliberations Continue
	Monday, March 23, 2015 7:00 pm (Subject to Cancellation by Committee at Prior Meeting)	Budget Committee Deliberations Continue
	Monday, March 30, 2015 7:00 pm (Subject to Cancellation by Committee at Prior Meeting)	Budget Committee Deliberations Continue
	Special Council Meeting Tuesday, April 7, 2015 4:00 pm	Final Council Budget Approval

All Budget Committee meetings are open to the public. Location of all meetings will be Council Chambers.

Any Public Input will be received at the beginning of each meeting. Delegations are encouraged to advise the Clerk's Office in advance to establish order of presentation. Once registered delegations have made their presentations, any other persons will be welcomed to make presentations, time permitting at the discretion of the Chair.