



TOWN OF AURORA

ADDITIONAL ITEMS (REVISED)
FOR SPECIAL GENERAL COMMITTEE
2015 BUDGET REVIEW MEETING

Monday, March 9, 2015
(continued from February 23 and March 2, 2015)
7 p.m.
Council Chambers

- **Item 8 – CFS15-012 – Central York Fire Services Budget Update and Funding Strategy**

RECOMMENDED:

THAT Report No. CFS15-012 be received; and

THAT the six-year strategy for funding Aurora's share of the Central York Fire Services budget be approved as outlined in Report No. CFS15-012.

- **Item 9 – Memorandum from Chief Administrative Officer**
Re: 2014 Business Plan Report Card

RECOMMENDED:

THAT the memorandum regarding 2014 Business Plan Report Card be received for information.

- **Item 10 – Memorandum from Chief Administrative Officer**
Re: Potential Budget Reductions

RECOMMENDED:

THAT the memorandum regarding Potential Budget Reductions be received for information.

- **Item 11 – Memorandum from Financial Analyst**
Re: 2015 Operating Budget Binder Documents

RECOMMENDED:

THAT the memorandum regarding 2015 Operating Budget Binder Documents be received for information.

- **Item 12 – 2015 Operating Budget – Water & Sewer Budget** (Binder Tab 8)
Ilmar Simanovskis, Director of Infrastructure & Environmental Services

RECOMMENDED:

THAT the presentation by the Director of Infrastructure & Environmental Services be received for information.



**TOWN OF AURORA
GENERAL COMMITTEE REPORT**

No. CFS15-012

SUBJECT: *Central York Fire Services Budget Update and Funding Strategy*

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

DATE: *March 9, 2015*

RECOMMENDATIONS

THAT Report No. CFS15-012 be received; and

THAT the six-year strategy for funding Aurora's share of the Central York Fire Services budget be approved as outlined in Report No. CFS15-012.

PURPOSE OF THE REPORT

To update General Committee on the status of the 2015 budget for Central York Fire Services (CYFS), the likely impact of the draft Fire Master Plan Update (FMPU), and to provide a multiyear funding strategy for the Town of Aurora to mitigate potential significant impacts of the Fire Master Plan Update recommendations.

BACKGROUND

CYFS is a borderless service shared by Newmarket and Aurora. Its annual operating and capital budget are first reviewed and recommended for adoption by the Joint Council Committee (JCC) charged with overseeing the joint service. The budget for CYFS is shared using an agreed upon cost sharing formula. Aurora's share is approximately 40%.

During 2014, the Fire Master Plan was to be updated, however due to the election, the presentation of the recommendations arising from the plan were first presented to the JCC in early 2015. However, due to coincidental timing, the annual budget for CYFS was also presented, as was a multi-year forecast outlining the financial implications of the recommendations of the FMPU.

COMMENTS

Analysis of the budget materials, the operating forecast, and the financial impacts of the FMPU, the cost of operating the CYFS will increase a total estimated amount of \$8.1 million dollars by the year 2020, assuming all recommendations of the FMPU are

implemented, and the remaining items from the old FMP are also implemented as follows:

- 2014 to 2015 base budget increases recommended by JCC \$545,158
- New items now included in JCC recommended 2015 budget in addition to base increase above: \$476,611

- Additional base budget inflationary pressures 2015 to 2020 \$3,454,886
- Additional fire crew and station full year cost by 2020 \$2,810,042
- Additional support positions, programs, wellness by 2020 785,081

- \$8,071,779**

Based on the above, from 2014 approved budget levels, the cost of CYFS is expected to increase a total of just over \$8Million by 2020, regardless of when the initiatives of the new FMP are implemented prior to that year. (It is assumed they will all be implemented by 2020). JCC will determine which new initiatives, programs or staffing will be approved in each year, including part year funding if desired.

Aurora’s share of this total \$8Million increase, using 2015 apportionment of 40.23%, is \$3,247,000. Staff recommend phasing this increase in to the tax budget of Aurora equally over the six year period from 2015 to 2020. This approach would result in the CYFS line item within Aurora’s budget to be increasing approximately 5.4% per year in this period. To fund this, it is recommended that a 1.3% of prior year tax levy be the annual increase for the Town’s fire budget over this period, allowing an even spread of tax rate pressure over the period. Any variance in the actual final detailed approved CYFS budget and the Aurora funding amount will be transferred to/from the Town’s Tax Rate Stabilization Reserve.

For 2015 the following table summarizes the differences between the expected budget and the recommended funding plan:

	Actual Budget from JCC	Smooth Funding Proposal	Difference
Combined CYFS budget	\$23,070,791		
Aurora share 40.23%	\$9,281,400	\$9,271,500	\$9,900
		(last year + 1.3% TR)	Fund from reserve

The above table shows the impact of this smoothing proposal is relatively minor for 2015, however the differences could be significant in the next five years, and vary each year. The variance will arise based upon the final CYFS budget approved by the JCC and Aurora's updated proportionate sharing percentage each year,

The funding proposal will assure predictable tax rate pressures for Fire Protection for Aurora residents for the next six years, including 2015. Any required draws from stabilization will be recovered from years in which the actual CYFS budget is less than the smoothed amount included in the budget.

LINK TO STRATEGIC PLAN

Recognizing future significant tax rate pressures and mitigating them over time is an emerging best practice. Smoothing the tax pressure over time enhances the predictability of taxes and reduces annual volatility of tax pressures. Such actions support the Strategic Plan principles of Leadership in Corporate Management, and Progressive Corporate Excellence and Continuous Improvement.

ALTERNATIVE(S) TO THE RECOMMENDATIONS

Committee may recommend alternative funding strategy for the significant cost increases expected for CYFS over the next six years.

FINANCIAL IMPLICATIONS

The Town is faces with cost increases of approximately \$3.25 million within the next six years for fire services costs as the service expands to meet growth of the community. This represents just under 10% of the current tax levy. The Joint Council Committee responsible for the service will determine exactly when these costs will begin to be incurred. As these costs come on line, the potential exists they will create volatility in annual tax increases in the period. The recommended strategy is to implement a fixed 1.3% tax increase each year for six years to fund the expansion and improvement of the fire service. Any surplus or deficit in any one year from the actual approved CYFS budget will be transferred to or from the tax rate stabilization reserve. For 2015, the reserve transfer is \$9,900 from reserve.

CONCLUSIONS

Staff recommend implementing the outlined smooth funding strategy for the expected \$3.25 million increase expected in the next six years for Aurora's share of the Central York Fire Services budget. A dedicated 1.3% tax increase in necessary each year, and

will accommodate expected inflationary pressures on the base costs, plus the incremental costs outlined in the draft Fire Master Plan Update document, currently before JCC for consideration.

PREVIOUS REPORTS

None

ATTACHMENTS

Attachment #1 – Modified version of CYFS multi-year operating forecast presented at the JCC meeting of February 3, 2015, with highlights which support the values included in the body of this report.

PRE-SUBMISSION REVIEW

CAO and Treasurer only following JCC meeting of March 3, 2015

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



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



Get **Neil Garbe**
Chief Administrative Officer

CENTRAL YORK FIRE SERVICES FORECAST

Attachment #1

	2014 Budget	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	
BASE BUDGET	22,049,022	22,594,180	23,254,486	23,923,320	24,611,644	25,320,029	26,049,067	
Increase from prior base budget			660,306	668,834	688,324	708,385	729,038	2016-2020 increases total
Increase from prior base approved for 2015		545,158						3,454,887
		2.47%	2.92%	2.88%	2.88%	2.88%	2.88%	
PROPOSED NEW ITEMS/ENHANCEMENTS/FMP								
Wellness		130,500	130,500	130,500	130,500	130,500	130,500	
Assistant Deputy Chief		167,700	172,731	177,913	183,250	188,748	194,410	
Additional training officer		137,998	142,138	146,402	150,794	155,318	159,978	
P/T AA to fulltime		15,413	15,721	16,036	16,356	16,684	17,017	
Training initiative		25,000	25,000	25,000	25,000	25,000	25,000	
New items approved by JCC for 2015 funding		476,611						
AA for training			77,625	79,178	80,761	82,376	84,024	
Safety educator (life safety educator)		119,998	123,598	127,306	131,125	135,059	139,111	
Fire inspector		119,998	123,598	127,306	131,125	135,059	139,111	
Additional firefighters crew		-	346,075	1,120,295	2,045,557	2,566,125	2,810,042	
Support cost		42,509	41,059	72,777	110,559	132,175	142,748	
Network & Communications Coordinator		126,659	129,192	131,776	134,412	137,100	139,842	
HR consultant		126,659	129,192	131,776	134,412	137,100	139,842	
Recovery		-	16,982	-	16,574	-	26,947	-
Recovery		16,982	16,574	26,947	39,292	46,384	49,889	
Total							4,071,734	

JCC approved for 2015	22,049,022
	545,158
	476,611
	23,070,791

Excl. crew	-2,810,042
Excl 2015 new	-476,611
Other additional items	785,081



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**Town of Aurora
Administration Department**

MEMORANDUM

DATE: March 9, 2015
TO: Mayor Dawe and Members of Council
FROM: Neil Garbe, Chief Administrative Officer
RE: 2014 Business Plan Report Card

RECOMMENDATIONS

THAT this memorandum regarding the 2014 Business Plan Report Card be received for information.

COMMENTS

Further to the request made by Council at the February 23, 2015 Special General Committee Budget meeting, attached to this memorandum is the 2014 Business Plan Report Card.

ATTACHMENTS

Attachment No. 1 2014 Business Plan Report Card

Neil Garbe,
Chief Administrative Officer

2014 Business Plan Report Card

COMMUNITY GOAL - Supporting an exceptional quality of life for all		
DEPT.	GOAL	STATUS
CAO	Continued pursuit of obtaining Bronze (Level 1) Certification of Excellence Canada - Progressive Excellence program.	COMPLETE
CAO	Work to establish a more robust and corporate wide performance measurement system that will help with overall accountability; and review and evaluate key performance indicators where appropriate	ONGOING - KPI refinements
CAO	Complete the Town's website reconstruction project which will provide improved functionality and search capability as well as, implement new Town applications ("apps") to provide improved information dissemination and communications through hand-held devices.	COMPLETE. New options ongoing.
CAO	Exploring options for the establishment of a meeting room which supports the live-streaming of Citizen Committee meetings	ONGOING - Project now linked with its training room proposal and 2015 Town Hall A/V improvements.
CAO	The improved co-ordination of print and online advertising in order to improve overall advertising effectiveness and cost efficiency	ONGOING. Special events now with corp communications. Financial efficiencies incorporated into 2015 budget.
CAO	Conduct a follow up Employee Engagement Survey to benchmark improvements from the 2011 Survey	ONGOING anticipated roll-out fall 2015
CAO	Continually review and enhance Corporate Human Resources Policies to ensure equality, consistency and balancing the needs of employees with organizational challenges. Solicit Employee feedback in determining policy outcomes	COMPLETE
CAO	Continue capitalizing on N6 Partnerships with respect to Leadership Development, Employee Education and coordination of health and benefits review	COMPLETE – 2015 N6 calendar has been published.
BBS	Continue to monitor and update the Accessibility Plan in order to ensure compliance with the standards set out by the Accessibility for Ontarians with Disabilities Act and the Ontarians with Disabilities Act	11 Projects completed identified in Accessibility Plan and Accessible Website
BBS	Continue to work towards the removal of further barriers for persons with disabilities, replacing them with viable solutions which will include the establishment of policies and programs that enhance the accessibility of new and existing facilities and infrastructure	As noted directly above.
LLS	Establish policy re: use of corporate resources during election period and review all policies & by-laws for election to ensure compliance	COMPLETE
LLS	Report to Council regarding questions on the ballot for wards and reduction of councillors	COMPLETE

LLS	Implement election plan & successfully conduct election	COMPLETE
LLS	Review and update the Delegation Policy; Real Estate Policy (Administration Procedure No. 55); Notice Provisions Policy (Administration Policy No. 62); and Accountability and Transparency Policy (Administration Procedure No. 67), pursuant to subsection 270(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended	INCOMPLETE (project deferred due to 2014 municipal election; expected completion date of q3 2015)
LLS	Monitor litigation and administrative tribunal proceedings, taking an active role in same where appropriate	ONGOING (operational requirement)
LLS	Identify, update, and create document precedents for client departments (one per department) to improve corporate efficiency and aid corporate standardization while adhering to risk management strategies of the Town	COMPLETE
CFS	Deploy leading technology in telephony and Customer Relationship Management systems in support of the Town's Customer Service initiative	DELAYED – to complete Q2 2015
CFS	Continue to explore partnership opportunities for efficiency in government with our neighbouring municipalities	ONGOING - IT initiative with NM + others
CFS	Ensure that useful information regarding the town's finances, budgets, taxes and utility account processes is available to the community through our internet website	Complete
CFS	Expand the provision of public wireless internet access at Town facilities	COMPLETE
PDS	Continue to coordinate the corporate review of development applications and growth management initiatives with internal and external stakeholders in a comprehensive and timely manner in effort to ensure stable economic growth and that the public interest is served	ONGOING
PDS	Prepare the Southeast Old Aurora Heritage Conservation District Study, Plan and design guidelines	ABANDONED
PDS	Prepare subdivision agreements for the six (6) 2C Draft Plans of Subdivision	ONGOING
PDS	Update the Evaluation of Heritage Resources within the TOA	ONGOING
PDS	Develop a financial incentive program for the preservation of designated heritage properties	COMPLETE
PDS	Update departmental documents and templates in order to accommodate Cityview II (Development Application Tracking System) which will improve efficiency and standardization of the overall planning process	COMPLETE
PDS	Complete a Tertiary Plan examining the key re-development blocks, pedestrian accommodations and links to planned transit for the north Aurora Promenade	DEFERRED
BBS/LLS	Create an Animal Control By-law, consolidating By-law Number 4747-05.P (regulating various matters relating to the licensing and control of dogs) and By-law Number 4749-05.P (prohibiting and regulating the keeping of and being at large or trespassing of cats and for requiring the identification of such animals), in consultation with Building & By-law Services	COMPLETE
BBS	Continue to advance Access Aurora through the phasing in of additional services, the building of a corporate knowledge management system, developing performance measures, evaluating and monitoring data and trends with a view of continuous improvement	Additional services phased in with LLS reorganization. First phase of KMS complete. Some data collection obtained.
BBS	Review the new 2012 Building Code (effective January 1, 2014),	COMPLETE

	identify and implement any required changes, educate clients on major changes and complete staff qualification maintenance as required by the new Building Code Act	
BBS	Review the Memorandum of Understanding with Fire Services and investigate the feasibility of providing all review and inspections of building code matters in-house	Review of Fire Services underway with the objective of process improvements. Opportunities and options TBD.
BBS/IES	Clarify and document the roles and responsibilities of BBS and IES with regards to the processing of swimming pool enclosures	COMPLETE Policy reviewed and updated in 2014 to better align with both department objectives.
BBS/LLS	Create and implement a new Administrative Policy and Protocol with respect to marijuana grow operation response and cost recovery, in consultation with Building & By-law Services	DEFERRED (Project came out of request from Region of York to all lower-tier municipalities – need further input from all municipalities & region regarding cost recovery; marijuana grow-op response procedures for staff already in place)
IES	Continue to review service levels and cost effectiveness of Town infrastructure in order to support future population growth while maintaining appropriate services levels for existing communities	ONGOING Updated capital delivery processes and work flow, revised fleet delivery and updating Maximo work flow to automate processes, review underground locates and identified opportunities for improvement to better leverage OneCall services.
IES	The roll out of the Aurora led Safe Routes to School program as a joint initiative between the 9 municipalities, York Region, and the school boards with an intention of improved coordination of school requirements with traffic management	COMPLETE Aurora approved policy in Dec 2013. Policy was distributed to other municipalities for adoption. None have followed through as of yet.
IES	Complete a detailed service level review of roads and winter maintenance functions and make recommendations to Council on any required service level adjustments	COMPLETE Report to Council on revised service levels and updated policies

		Sept 2014
PRS	Proceed with the new sponsorship signage program at the SARC and other Town facilities	COMPLETE
PRS	Creation of a Public Art Policy	DRAFT COMPLETED - To be presented to Council in Q1
PRS	Finalization of a plan for the management and display of the Aurora Historical Society Collection	COMPLETE
PRS	Continue to explore recreational partnerships for the delivery of programs and services	ONGOING
PRS	Development of a Cultural Master Plan for the Town of Aurora	COMPLETE
PRS	Review and recommend revisions to service Pricing Policy	ON PRAC AGENDA FOR Q1
ECONOMY GOAL: ENABLING A DIVERSE, CREATIVE AND RESILIENT ECONOMY		
CAO	Continue to work towards the goal of attracting a post-secondary institution to Aurora	ABANDONED – YorkU selected Markham
CAO	Kick off workshop and strategy to liaise with Downtown businesses pertaining to the establishment of a Business Improvement Association (BIA).	COMPLETED Also see next steps memo dated Feb 23, 2015
CAO	Proactively provide corporate messaging for events and issues affecting the Town's business	ONGOING
CAO	As a next step to the 2013 Service Level review will commence the implementation of several efficiency and effectiveness initiatives	ONGOING
CAO	The initiation of a Northern Six (N6) shared service study	COMPLETE
LLS	Clarifying legal ownership of the parking lot adjacent to Temperance Street in order to facilitate the objectives of the Promenade Study.	INCOMPLETE (anticipated Q3 2015; delay due to resource issues and difficulties with submission of materials to land registry office)
LLS	Standardize bid documents and develop purchasing policies and procedures	ONGOING (added new parameters to project to clean-up procurement files, revise procurement by-law, and prepare for a procurement audit in 2016)
CFS	Continue to maintain and monitor the Town's ten year capital investment plan, which outlines fiscal and operational plans for maintenance of our community infrastructure, while balancing need with affordability	ONGOING
CFS	Complete the formal documentation which will include the purposes for each of the Town's reserve funds and make it readily available to all stakeholders through the Town's website	COMPLETE
CFS	Complete the early update of the Town's Development Charges bylaw in an effort to optimize growth contributions which are required for the expansion of infrastructure to accommodate growth	COMPLETE – non-res. Split pending Q1 2015
CFS	Development of scope and plan details for the creation of a 25 year fiscal analysis and plan, leveraging the work done in our recent ten year capital plan, reserve fund strategy and development charges update. A long range fiscal plan will help to ensure the long term financial sustainability of the corporation and thereby the	DEFERRED to 2015

	community's infrastructure	
PDS	Administration of the Community Improvement Plan (CIP) for the Aurora Promenade	ONGOING
PDS	Continue to pursue the creation of a Bio-medical campus within the Town of Aurora	ONGOING
PDS	Investigate the feasibility of establishing an Entertainment District in the TOA	DEFERRED
PDS	Continue to pursue the creation of an Innovation Centre in the TOA	ONGOING
PDS	Commence the delivery of the Business Concierge Service	ONGOING
PDS	Begin the implementation of the Business Retention & Expansion action plan	ONGOING
PDS	Development of a climate change management strategy which will be focused on risk mitigation and asset protection for increased community resilience	ONGOING – Risk mitigation workshops held
BBS	Continue with the Sign Bylaw Review which will include public and stakeholder consultation and the drafting of an amending bylaw for enactment	Public Consultation ongoing, Draft Bylaw in progress
BBS	Review and amend building permit fees in order to ensure the stability of applicable reserve funds	COMPLETE
IES	Implementation of a program which will replace black garbage bags with clear bags with the intent of promoting recycling through increased awareness	ONGOING Program approval initiated in Jan 2014. Seeking Council direction on spring 2015 launch approval
PRS	Creation of a report with recommendations in regards to the disposition of Town-owned lands	ONGOING Report to Council in Q3
NATURAL ENVIRONMENT GOAL: SUPPORTING ENVIRONMENTAL STEWARDSHIP AND SUSTAINABILITY		
CAO/PDS	Commence the utilization of the Value Natural Capital Assets report as part of the development approvals process and for enhancements to the existing natural assets	COMPLETE – PDS to prepare implementation OPA
CAO	Investigate opportunities for an Environment Interpretation Centre within the Town of Aurora as part of the Stronach eco-park project	ECO-PARK BY-LAW APPROVED.
LLS/CFS	Continue to implement electronic records & document management plan (TRIM) phases 3 & 4 (less paper usage)	ONGOING (multi-year project with expected completion date of q4 2016)
LLS/CFS	Implementation of Agenda.Net (electronic meeting management software) – less paper usage	ONGOING (initial vendor contract cancelled and new capital project with revised scope of work approved by council in 2015 capital budget; expected completion in Q1 2016)
CFS	Through the town's budget process, will coordinate with Council in order to ensure that adequate funding is available to corporately implement projects and programs which will advance our goal of supporting environmental stewardship and sustainability	COMPLETE
CFS	Evaluate and implement methods and systems in order to reduce paper and labour that are required for our routine transaction systems, including e-billing for water and taxes if possible	DIFFERED to 2015

PDS/IES	Coordinate and support the implementation of the Corporate Environmental Action Plan which will include initiatives such as performing energy retrofits at Town Hall and the rainwater harvesting pilot project	ONGOING
PDS	Development of sustainable development guidelines to be applied to all development applications	ONGOING
PDS	Establishment of Green House Gas reduction targets for the Corporation	ONGOING
PDS	Continuation and expansion of the Employee Bike Share Program	ONGOING
PDS	Support the development of a solar PV system at the Stronach Aurora Recreation Complex	ONGOING
PDS	Commence the delivery of corporate environmental education programs	ONGOING
BBS/LLS/EIS	Review and amend Fill By-law in consultation with Legal Services and IES	DEFERRED
IES	Continue to create and promote waste diversion education programs in partnership with York Region through the development and implementation of the Integrated Waste Management Master Plan	COMPLETE - IWMMMP reported to Council Dec 2013 with outcome of plan. A detailed work plan was reported to Council Sept 2014
IES	Proceeding with the goal of achieving the Town's first LEED Gold building certification for its new Joint Operations Centre	ONGOING Building designed with LEED gold target, final certification level will depend on total eligible point achieved with final certification being either Silver or Gold to be determined at completion of project.
IES	Submit five year energy conservation and demand management plans to the Province of Ontario by July 1, 2014 as required through current legislation.	Complete Documentation and plan submitted to Province
IES	Implement the conversion of all Town's street lights to low energy LED lighting	ONGOING Investigation of LED delivery options with report to Council Sept 2014. Recent updates to delivery model has staff favouring LAS program as preferred delivery model. Council report planned for Q1/2015.
PRS	Continue to work with the development community on the servicing and construction of parkland and Open Space within the 2C Planning area	ONGOING



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**Town of Aurora
Administration Department**

MEMORANDUM

DATE: March 9, 2015
TO: Mayor Dawe and Members of Council
FROM: Neil Garbe, Chief Administrative Officer
RE: Potential Budget Reductions

RECOMMENDATIONS

THAT this memorandum regarding potential budget reductions be received for information.

COMMENTS

Further to the request made by Council at the March 2, 2015 Special General Committee Budget meeting, attached to this memorandum is a breakdown of potential budget reductions.

ATTACHMENTS

Attachment No. 1 Potential Budget Reductions – March 9, 2015

A handwritten signature in blue ink, appearing to read "N. Garbe", is written over a horizontal line.

Neil Garbe,
Chief Administrative Officer

Potential Budget Reductions - March 9, 2015

Attachment No. 1

Item	Current	Proposed	Savings	Comments
Building fees Overhead Charge	\$97,200	\$50,000	\$47,200	Increase allocation of fire costs to Building Services
Stablize Recreation Program Revenue	\$99,900	\$50,000	\$49,900	Analyze revenue in 2015, reduce as appropriate in 2016
Adjustment to dependence on Hydro Interest	\$100,000	\$50,000	\$50,000	
Council operating contingency	\$50,000	\$35,000	\$15,000	
Waste Management Advertising	\$22,000	\$12,000	\$10,000	Will result in the creation of an e-calendar version and the generation of a limited number of paper copies of the annual waste calendar and/or a reduction in clear bag advertising.
Aurora Cultural Centre	\$387,000	\$377,000	\$10,000	Grant will be maintained at 2014 funding levels.
Historical Society	\$70,000	\$67,500	\$2,500	Grant increase is \$2,500 less than requested.
Energy Cost increase	\$278,000	\$268,000	\$10,000	Will be absorbed within existing approved funding levels.
N6 Shared Waste Management Resource	\$10,000	\$0	\$10,000	Will be absorbed within existing approved funding levels.
Library Requisition increase	\$103,100	\$100,000	\$3,100	Will invest less into 2015 Library Collections Purchase.
Chamber of Commerce waiver of permit fees	\$0	\$0	\$0	
Reduction of Recycling Collection Contract			\$10,000	
General Inflationary pressures - general reductions	\$75,700	\$65,700	\$10,000	Minimal impacts.
Total			\$227,700	

MEMORANDUM**Corporate &
Financial Services**

Date: March 9, 2015
To: Mayor and Council
From: Tracy Pardue, Financial Analyst
Re: 2015 Operating Budget Binder Documents

Attached to this memo, you will find the following documents in regards to the 2015 Operating Budget.

1) Replacement Documents

- a. Updated Attachment 5a to Report CFS15-003 which includes an additional FTE in relation to the Heritage Curator which was approved by Council on July 29, 2014
- b. Operating Budget Binder – Tab #3; Page 3-1 to 3-4
- c. Operating Budget Binder – Tab #4; Page 4-1 to 4-3
- d. Operating Budget Binder – Tab #5; Page 5-4 to 5-9
- e. Operating Budget Binder – Tab #6; Page 6-43 to 6-58
Page 6-69 to 6-76

2) Additional Reference Documents

For your reference, we have included a Five Year Operating Budget History which presents a summary of the Town's historical operating expenditures for 2011, 2012 and 2013, as well as the approved budget for 2014 compared to the 2015 recommended budget.

The updated Attachment 5a and Five Year Operating Budget History documents can both be inserted into Tab #9 of your Operating Budget Binders.

Town of Aurora
2015 Draft Operating Budget Impacts
CONVERTED AND NEW POSITIONS IN 2015 BUDGET

Attachment 5a
 (Report No. CFS15-003)

2015 Budget Requests

D o l l a r s		
Gross Cost	Offsets	Net Cost

Full-Time Complement
207
1
208
1
1
1
211

2015 Base Full-Time Complement	→	207
Add: Heritage Curator*	→	1
Revised 2015 Base Full-Time Complement	→	208

FULL-Time Staffing - Conversion Requests

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	211

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>

* Heritage Curator was approved by Council on July 29, 2014 via report PR14-036.

Town of Aurora

Consolidation of Key Performance Indicators (KPI)

Corporate Level KPIs

Measure	Results				2015 Target
	2011	2012	2013	2014	
Recreation Program Utilization Rates (%)	50	53	55	77	80
Prime Ice Time Rentals (%)	85	81	80	76	90
Square Meters of Indoor Recreational Facilities per 1,000 Residents (square meters)	860	850	845	841	840
Operating costs of providing Recreation Programs per Town Resident (\$'s)	4.15	3.88	3.88	-	3.90
Administrative Costs as a percentage of Overall Budget (%)	11.7	10.9	10.9	10.4	10.5
Road Operating Cost per Lane KM (\$'s)	8.17	8.39	9.05	8.43	8.50
Water Program Costs per Account (\$'s)	786	870	866	912	920
Solid Waste Costs per Account (\$'s)	95	97	90	92	92
Facility Cost per Square Meter (\$'s)	90	97	103	100	105
Percentage of 'House' Building Permit Applications Reviewed within Legislated Timeframes (%)	99	98	95	51	85
Percentage of Small Building Permit Applications Reviewed within Legislated Timeframes (%)	100	100	89	71	85
Percentage of Large Building Permit Applications Reviewed within Legislated Timeframes (%)	99	98	85	83	85
Sick Days per Year per Employee (Quantity)	5.64	6.14	6.19	6.12	5.00
Percentage of Total Full Time Employee Turnover per year (%)	4.23	3.29	5.25	5.60	6.00

Departmental Level KPIs

(Consolidated from Departmental Business Plans)

C.A.O. / Administrative Services

Measure	Results				2015 Target
	2011	2012	2013	2014	
Sick Days per year per employee (days)	5.64	6.14	6.19	6.12	5.0
Percentage of Total Full Time Employee Turnover per year (%)	4.23	3.29	5.25	5.60	6.00
Number of FTEs per Human Resource Staff (FTEs)	-	37.8	37.8	39.2	-
Time to Hire (Days)	-	57.9	57.9	64.2	50.0*
Number of Health & Safety Issues (Quantity)	-	<10	<10	<10	<10

*2015 will be from Posting Close Date to Date of Offer Acceptance.

Legal & Legislative Services

Measure	Results				2015 Target
	2011	2012	2013	2014	
Average number of business days to complete a review of standard, non-complex By-Laws for form and legislative compliance	-	-	5	5	5
Average number of business days to complete a review of standard/routine procurement documents prior to release of advertisement for bidding	-	-	5	5	5
Appropriate tracking of external legal expenses and monitoring of external advocacy budget (including OMB advocacy)	-	-	Within budget	Within budget	Stay within 2015 external advocacy budget (including OMB advocacy)
Median number of working days to respond to and commence processing of insurance claims from the receipt of the claim	-	-	-	2	2
Median number of working days to respond to internal request for records	-	-	-	2	2
Median number of working days to prepare and post minutes from a meeting	-	-	-	3	3
Median number of working days to issue a purchase order after completed requisition is received	-	-	-	3	3

Corporate Financial Services

Measure	Results				2015 Target
	2011	2012	2013	2014	
Network Availability (%)	99.00	99.97	99.90	99.83	99.90

Planning & Development Services

Measure	Results				2015 Target
	2011	2012	2013	2014	
Number of Hectares of Serviced Vacant Employment Lands within the Municipality (Ha)	-	-	92.31	85.91	125.00
Percentage of 2031 Intensification Target Constructed to Date (%)	-	-	27	30	30
Number of New Residential Units Constructed in the Regional Corridor (Units)	-	-	96	5	50

Building, Bylaw & Customer Services

Measure	Results				2015 Target
	2011	2012	2013	2014	
Percentage of 'House' Building Permit Applications Reviewed within Legislated Timeframes (10 days)(%)	99	98	95	51	85
Percentage of Small Building Permit Applications Reviewed within Legislated Timeframes (15 days)(%)	100	100	89	71	85
Percentage of Large Building Permit Applications Reviewed within Legislated Timeframes (20 days)(%)	99	98	85	83	85

Infrastructure & Environmental Services

Measure	Results				2015 Target
	2011	2012	2013	2014	
Roads Program Cost per Resident (\$)	-	56.09	61.02	57.37	55.65
Facilities Program Cost per Resident (\$)	-	80.59	84.36	80.42	82.74
Solid Waste Program Cost per Resident (\$)	-	30.41	28.67	29.79	31.67
Fleet Program Cost per Resident (\$)	-	14.59	15.18	14.59	14.21

Parks & Recreation Services

Measure	Results				2015 Target
	2011	2012	2013	2014	
Number of Annual Participant Hours for Special Events (hours)	-	371,000	371,000	417,400	-
Number of Annual Participant Hours for Registered Programs (hours)	-	194,061	194,061	206,934	-
Percentage of Fitness Membership Retention (%)	-	60	60	48.56	65
Revenue per Fitness Member (\$)	-	217.44	217.44	113.91	225.00
Percentage of Registered Programs Operating at Capacity (%)	-	52.8	55	73	57
Percentage of Population Utilization of Registered Programs (%)	-	-	-	27	-

Summary of Strategic Plan Initiatives

During 2012, Council approved the Town of Aurora Strategic Plan and a Strategic Plan Actions and Measures Document. The Strategic Plan provides direction to corporate plans, department plans, business plans, budget and individual performance plans. As part of this, all new budget requests will include a description of how the requested funding supports the implementation of the Strategic Plan.

In each operating department's Business Plan document their 2015 initiatives that support the Town's Strategic Plan have been identified and classified under the appropriate Strategic Plan Goal.

The following provides a categorized listing of all 2015 identified initiatives by Strategic Goal.

COMMUNITY GOAL: Supporting an exceptional quality of life for all

Description of Initiative	Completion Date
<u>CAO/Administration</u>	
Continued pursuit of obtaining Silver (Level 2) Certification from Excellence Canada. Submit certification application.	December, 2015
Creation of a more robust system of communications / public engagement for Planning and other consultations.	June, 2015
Strategic Plan Update.	September, 2015
Organizational Review.	December, 2015
<u>Legal & Legislative Services</u>	
Draft work plan and clean-up of Town By-Laws to assist with the future implementation of a Municipal Code for the Town.	Ongoing
Establish procedures/policy and bring forward a By-Law for Council to allow the Town Clerk to officiate wedding ceremonies.	September, 2015
<u>Corporate & Financial Services</u>	
Introduce multi-year budgeting and other budget process changes to improve accountability, and streamline budget preparation and review cycles.	November, 2015
Explore partnership opportunities for efficiency in government with Newmarket for IT services.	December, 2015
Enable Town website for e-commerce capability.	March, 2015

Summary of Strategic Plan Initiatives

<u>Planning & Development Services</u>	
Preparation of a new Comprehensive Zoning Bylaw.	June, 2015
<u>Building/By-Law & Customer Service</u>	
Commence the development of a Customer Experience Plan in support of Excellence Matters initiative	2016
Commence a review the corporate mail process and implement process improvements.	March, 2016
Fire Services review and inspections on building code matters – process improvements. Linked to service level review.	September, 2015
Zoning Bylaw Review	December, 2015
Review and update ICI development agreements.	December, 2015
<u>Infrastructure & Environmental Services</u>	
Convert street lights to LED for energy savings. Strategic Environmental Master Plan.	December, 2015
Town Wide Stream Erosion Management Plan Strategic Environmental Master Plan.	December, 2015
<u>Parks & Recreation Services</u>	
Public Art Policy.	June, 2015

ECONOMY GOAL: *Enabling a diverse, creative and resilient economy*

Description of Initiative	Completion Date
<u>CAO/Administration</u>	
Creation of a Business Improvement Area in Downtown Aurora.	September, 2015
Conduct a comprehensive study to explore further shared service and collaboration opportunities among the N6 municipalities.	June, 2015
Development of a Tourism Strategy	May, 2015
<u>Legal & Legislative Services</u>	
Clarifying legal ownership of parking lot adjacent to Temperance Street in order to facilitate the objectives of the Promenade Study.	September, 2015
Complete the update of the Town-owned land index.	September, 2015
<u>Corporate & Financial Services</u>	
Develop long term fiscal sustainability plan.	January, 2016

Summary of Strategic Plan Initiatives

<u>Planning & Development Services</u>	
To complete detailed streetscape designs for the Aurora Promenade.	September, 2015
<u>Building/By-Law & Customer Service</u>	
Temporary and Permanent Sign Bylaw Review.	September, 2015
<u>Parks & Recreation Services</u>	
Pricing Policy.	December, 2015

NATURAL ENVIRONMENT GOAL: *Supporting environmental stewardship and sustainability*

Description of Initiative	Completion Date
<u>Legal & Legislative Services</u>	
Continue to implement records & document management plan (TRIM) phases 3 & 4.	Ongoing
Purchase and implement a new e-agenda system for Council and Committee meetings.	January, 2016
<u>Corporate & Financial Services</u>	
Implementation of paperless billings (e-billings) for tax and water.	January, 2016
<u>Planning & Development Services</u>	
Preparation of Green/ Sustainable Development Guidelines.	June, 2015
<u>Building/By-Law & Customer Services</u>	
Begin the development of a Septic Maintenance Program as required by Building Code regulatory changes.	March, 2016
<u>Infrastructure & Environmental Services</u>	
Implement clear bags for household waste SM4RT Living Plan.	June, 2015
<u>Parks & Recreation Services</u>	
Disposition of Vacant Buildings.	September, 2015

BUDGET DECISION UNIT BUSINESS CASE**Budget Decision Unit #: 1.1****Department:** Building and Bylaw Services**Project / Initiative Title:** New Full Time Building Plan Examiner / Inspector**Description:**

Addition of one Full Time Building Inspector/Plans Examiner position.

Background:**General**

Building Services processes building permit applications, bylaw permit applications (fill permits, sign permits, pool fence enclosure permits), model home certification applications as well as responds to the inspection requests related to these permits. The division responds to complaints regarding construction and certain bylaw infractions. General enquiries about construction, zoning and other related processes are also addressed.

Legislative Considerations

Much of the work that building services deals with is subject to provincial legislation (Ontario Building Code) and municipal policies to ensure that work is carried out in a consistent and time-predictive manner so as to meet the needs of homeowners, developers and others who require these services. The Ontario Building Code (OBC) contains time frames related to permit applications and inspection requests. Municipal policies state the required response times by which complaints are to be addressed.

Key Performance Indicators

The Building Division has key performance indicators used to establish service levels. These key performance indicators (KPI's) are reported on for the purpose of Municipal Performance Measurement Program (MPMP) reports. The KPI's are derived from Ontario Building Code (OBC) requirements regarding responses to building permit applications and inspection requests as well as in-house policies regarding responses to complaints.

The OBC requires that building permit applications receive a response by issuing the permit or by providing in writing the reasons why the permit cannot be issued within the time frame corresponding to their class of permit. The OBC also states when notices of the completion of certain construction stages are required to be provided to the municipality and the time frame

(typically 2 days) by which the municipality must respond with an inspection being carried out.

Policies which contain time frames to address complaints also create KPI's that Building Services strive to achieve. Complaints received by Building Services are required to be acknowledged within 1 business day, initially investigated within 2 days following the acknowledgement and addressed (closed or prosecution commenced) within 6 months of receipt of the complaint.

Increased Workloads

A large section (2C lands) of the Town is under development with approximately 3,000 houses being constructed over the next few years as well as approximately 500 houses to be constructed (outside of 2C). Approximately 3 builders have started construction with another 12 awaiting approvals to begin. This will result in large batches of plans being submitted for plans review which will need responses subject to the OBC prescribed time frames in order to meet the development community needs and expectations. Permit issuance is a high priority for the development community as well as the construction industry in general (DIYers, general contractors etc). Following the issuance of this large number of permits will be the large number of inspection requests to be addressed which are also subject to the required time frames. Plan reviews and inspections are happening concurrently as there are subdivisions under full construction at this time with more phases being reviewed and started almost monthly. While these subdivisions constitute a large portion of our workload, there are residential infill and commercial projects which must also be accommodated.

Building Services also provides investigation and resolution of complaints. Building Services addresses complaints of working without a permit, zoning infractions, deviation from plans, illegal secondary dwelling units and others. As our population grows and intensification through secondary dwelling units continues, there is an expectation of increased numbers of complaints.

As workloads increase, absences due to illness, vacation and training become more difficult for the team to absorb. The ability to operate seamlessly to the public will become more difficult. Staff who are available to cover will already have heavy workloads and will have to accommodate more requests for their time to address the issues that the absent staff member would normally address.

Increased Complexities

The 2006 OBC and the 2012 OBC have introduced requirements around energy efficiency, occupancy of certain residential buildings, accessibility, designer qualifications as well as requiring new program development such as septic maintenance. These requirements have significantly increased the complexity of plans review and inspection. To address these new requirements requires a more intensive review of the plans and more intensive inspections to ensure that municipal obligations and due diligence to enforce the code are being carried out. This also requires a more complex process for application intake. The result of the increase in complexity is that more time must be spent at the application, plans review and inspection stages to ensure compliance.

The 2012 OBC has also made changes to the existing requirements in both regulation and structure. Sections of the code have been revamped with new code references and regulations as well as some existing regulations being amended. This means that plans reviews and inspections may take longer as staff have to absorb the changes and their impact.

Increased Quality

In response to community expectations, claims against the Town and the increased complexities of the OBC, the Building Division has increased the quality of inspections. This has been derived from the use of checklists, implementation of an improved computer system, clearer inspection requirements, the introduction of the ICE (inspection, compliance and enforcement) program whereby there are clearer processes and expectations with regards to obtaining compliance in a timely fashion. There have also been changes in department structure including having a senior plans examiner and a senior building inspector. Through these measures Building Services strive to provide the quality of service that meets our community expectations. As workloads increase the quality of the services provided will suffer as staff balance competing priorities in order to meet required time frames. This may result in inspections and plans review that miss issues that would otherwise be addressed. This may also result in potentially greater risk and liability to the Town.

Conclusion

Building Services recommends that one plans examiner/building inspector be added to the staff complement. As workloads increase it will become more difficult for Building Services to maintain the level of service compared to the KPI's. The quality of plans review and inspections as well as addressing and resolving complaints may drop as staff try to stay on top of their workloads. The pressure to respond in the expected time frame will increase due to the increased demand. This may result in lower standards being applied, greater stress on staff which may lead to greater sick time (further adding pressure), and a less cohesive team approach as there may be less time to collaborate or seek team input. This may lead to a reduction in the quality of the service.

Adding a building inspector/plans examiner to the Building Services staff complement will aid in ensuring that Building Services meets their legislative requirements, ensure that the proper attention to detail is applied to appropriately address the complexities of plans review and inspection and that community expectations are met as demands for service increase.

Building Services currently has 3 plans examiners/building inspectors, 1 senior plumbing inspector, 1 senior building inspector and 1 senior plans examiner to address these requirements.

Link to Strategic Plan:

The goal of supporting an exceptional quality of life for all through meeting the objective of strengthening the fabric of our community is met by collaborating with the development community to ensure future growth includes housing opportunities for everyone. The development community as well as general contractors need to work with clear time frames to ensure their sustainability. The community have expressed that time frames are important for them to reach their goals. Their processes are tailored to OBC and municipal requirements around time frames so they can plan the successful construction of subdivisions and other

construction projects. Increasing the number of building inspector/plans examiners will allow the division to be better able to meet the required time frames while maintaining a high level of quality to ensure that developers', builders' and residents' expectations are met. Ensuring that time frames are adhered to is an important component of the collaboration with the development community. This allows the Town to meet the strategic objective of collaborating with the development community with regards to future growth which supports the strategic goal of supporting an exceptional quality of life for all.

Level of Service Impact:

The ability of the Building Division to respond to the OBC prescribed notices for inspection and complete permit plans review within the required time frames will be affected as the increased demand for services continues. As the Town grows, the number of complaints will increase. The increase in workload together with the required comprehensiveness of plans reviews and inspections will result in a reduction of service levels as staff struggle to keep up. Lower service levels increase the Town's risk and liability resulting from errors or omissions.

Staff aims to provide the highest level of service possible. The pressure to meet KPI's and service expectations of the development industry and residents will impact on the quality of that service. The level of service impact will be reduced by increasing the number of plans examiners/building inspectors allowing for attendance to sites in a timely fashion, better quality enforcement (which is time consuming) and better coverage. These benefits will increase staff work/life balance, job satisfaction and job engagement. Increasing the staff complement will allow the town to maintain the high quality of inspections and investigations which may reduce future liabilities and increase resident satisfaction of their decision to live in the Town of Aurora. An increase in staffing will have a positive impact on Building Services' ability to meet the KPI's associated with response times.

Budget Impact (Incremental Funding Need):

<i>Direct Impacts</i>				
	2015	2016	2017	2018
Incremental Operational Requirement	\$51,238	\$87,837	\$87,837	\$87,837
Less: Savings Achieved				
Revenues	(\$51,238)	(\$87,837)	(\$87,837)	(\$87,837)
Net Incremental Direct Funding Rqmts	\$0	\$0	\$0	\$0
<i>Indirect Impacts</i>				
	2015	2016	2017	2018
Required Internal Support Services:				
<input checked="" type="checkbox"/> Information Technology <input type="checkbox"/> Financial Services <input checked="" type="checkbox"/> Human Resources <input checked="" type="checkbox"/> Facility Services <input type="checkbox"/> Legal Services <input type="checkbox"/> Corporate Communications				
Net Incremental All Funding Rqmts	\$0	\$0	\$0	\$0

Consequences of not Funding:

Not approving this position may result in: <ul style="list-style-type: none"> • reduced performance as noted in the MPMP reports • inability to meet legislated time frames • inability to meet residents and builders expectations resulting in more complaints • lower quality inspections/investigations (issues may be missed due to staff trying to meet workload demands) • Increased risk of liability to the town (i.e. increased claims against the town from missed technical items) • increased frustration and stress on staff • reduced job engagement by staff

- negative impacts on job satisfaction
- reduced work/life balance for staff

Alternative Resolutions:

Alternatives to adding 1 FTE building inspector/plans examiner:

Maintain current staffing levels resulting in reduced service levels;

Contract the position requiring the difficult task of recruiting qualified, experienced staff on a temporary basis;

Sharing a resource with other municipalities requiring agreements and may only partially address the needs;

Paid overtime, as a temporary solution that would be difficult to maintain and may not fully address the needs.

Building and By-Law Services Department

About the Building and By-Law Services Department

The Building and By-law Services Department is responsible for public health and safety, property protection and Corporate Customer Service.

Building Division

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

Bylaw Services

The By-law Services division is responsible for promoting healthy, safe and harmonious communities through education, investigation and resolution of by-law related issues. The division's goal is to achieve voluntary compliance with Town by-laws and regulations through regular and consistent dialogue with residents, the public and other stakeholders. At times, progressive enforcement may be necessary to achieve compliance.

Customer Care Centre – “Access Aurora – Serving Our Community”

On November 1, 2013 the customer care centre known as Access Aurora opened its counter and various service channels with a “We can Help” model. The customer service team is staffed with a manager, four customer services representatives (CSR's) and the Town's Accessibility Advisor. During the initial launch Access Aurora demonstrated their value and resiliency in providing Corporate and Community support through the challenges of the 2013 ice storm followed by an extremely difficult winter. Access Aurora has become the hub of corporate messaging and customer management. The development of Access Aurora continues to expand as new services and applications come on board such as Ping Street and “Where is my Plow”.

Building and By-Law Services Department

Services That We Provide

The Department has three major divisions:

- Building Division
 - Review and issuance of building permits
 - Conducting on-site inspections
 - Zoning by-law administration and interpretation
 - Issuance and inspection of sign permits, pool enclosures and hot tubs
- By-law Enforcement and Licensing Division:
 - Parking control
 - Property standards
 - Clean yards
 - Noise
 - Business licensing, mobile and stationary
 - Animal licensing and control
 - Enforcement support for other Departments
- Access Aurora
 - Greet all visitors entering Town hall and provide way finding assistance
 - Single point of contact for general enquiries
 - Corporate call centre for all service channels ie. phone calls, e-mails
 - Cashiering and posting of payments
 - Corporate mail sort and distribution
 - Issuance of Lottery Licenses, Marriage Licenses, Death Registration and Municipal Clearance for Liquor Licenses.
 - Ensuring support for, and compliance with, the [Accessibility for Ontarians with Disabilities Act](#) and the *Ontarians with Disabilities Act* including the provision of accessible customer service

Building and By-Law Services Department

Departmental Initiatives that advance the Strategic Plan *

Fiscal Year: 2015

Strategic Plan Linkage	Description of Initiative	Completion Date
Community Goal: Strengthening the fabric of our community.	Development of a Customer Experience Plan in support of Excellence Matters initiative	2016
Community Goal: Strengthening the fabric of our community.	Review corporate mail process and implement process improvements	Q1 2016
Community Goal: Supporting an exceptional quality of life for all.	Fire Services review and inspections on building code matters – process improvements. Linked to service level review.	Q3 2015
Community Goal: Strengthening the fabric of our community.	Zoning Bylaw Review	Q4 2015
Community Goal: Strengthening the fabric of our community.	Review and update ICI development agreements.	Q4 2015
Economy Goal: Supporting small business and encouraging a more sustainable business environment.	Temporary and Permanent Sign Bylaw Review	Q3 2015
Natural Environment Goal: Encouraging stewardship of natural resources.	Development of a Septic Maintenance Program as required by Building Code regulatory changes.	Q1 2016

Building and By-Law Services Department

Fiscal Year: 2016 – 2018 (subject to internal coordination with other departments, and where applicable, subject to budget approval)

Strategic Plan Linkage	Description of Initiative	Completion Date
Community Goal: Strengthening the fabric of our community.	Development of a Customer Experience Plan in support of Excellence Matters initiative	2016
Community Goal: Supporting an exceptional quality of life for all.	Mobile Devices for Inspections	2016
Community Goal: Supporting an exceptional quality of life for all.	Investigate, prioritize and implement e-services	ongoing
Community Goal: Supporting an exceptional quality of life for all.	Participate in the development of a Municipal Code	ongoing
Community Goal: Supporting an exceptional quality of life for all.	Continue to implement Accessibility Plan	ongoing
Community Goal and Environmental:	Implement new Ontario Building Code requirements	ongoing
Community Goal: Strengthening the fabric of our community	Consider additional services and phasing of customer service strategy	ongoing
Community Goal: Supporting an exceptional quality of life for all.	Consider options for Animal Control services including potential municipal partnerships	2016

* Business plan goals and initiatives for outlook years contribute to departmental budget planning for 2016-2018, but are subject to modification due to changing corporate/departmental requirements, or to respond to other situations that may arise beyond the current fiscal year.

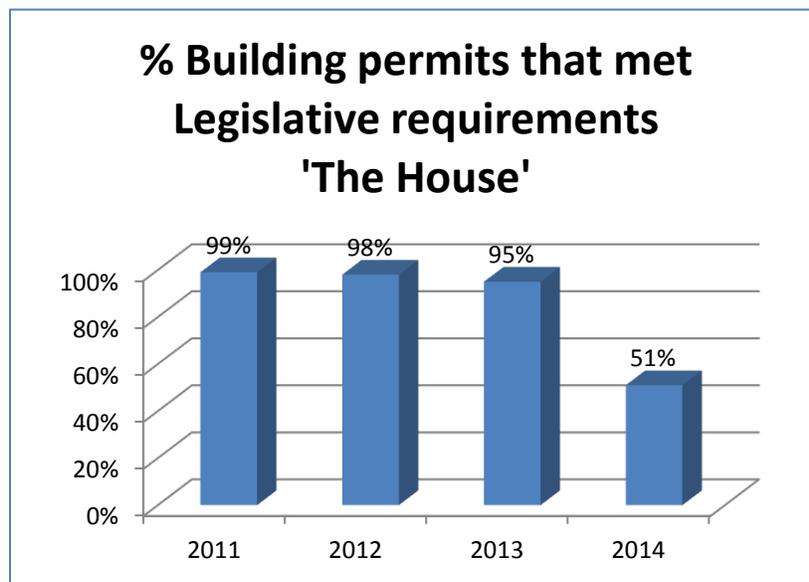
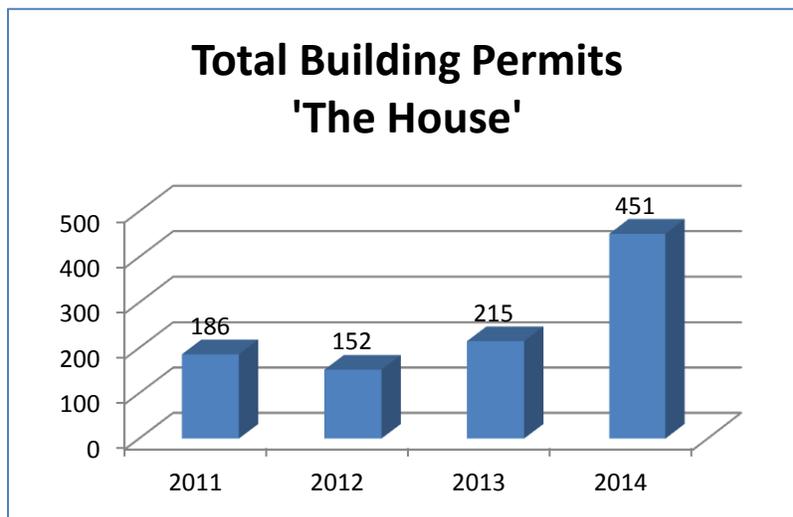
Building and By-Law Services Department

Key Performance Measures

KPI: Building Permit Review for the Building Code Class 'The House'

Link to the Strategic Plan: Community Objective - Strengthening the fabric of our community

Objective: 10 day time period for the review of a complete building permit application



Building and By-Law Services Department

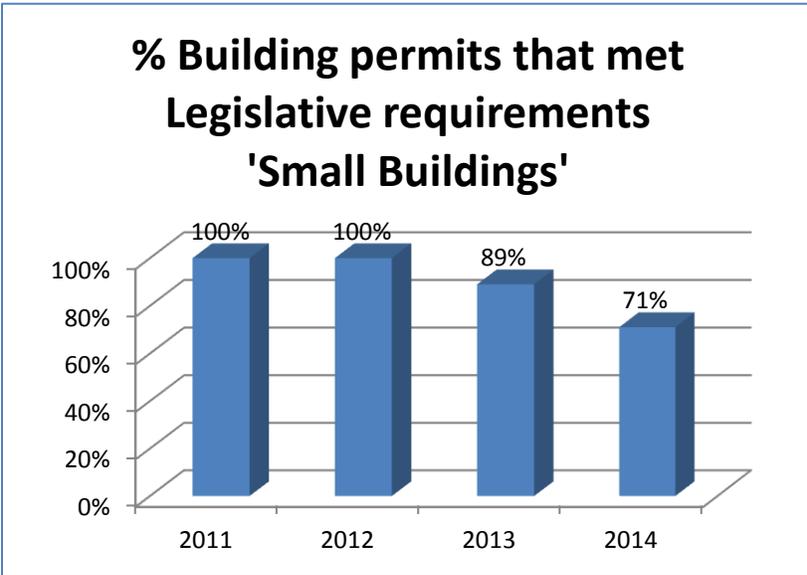
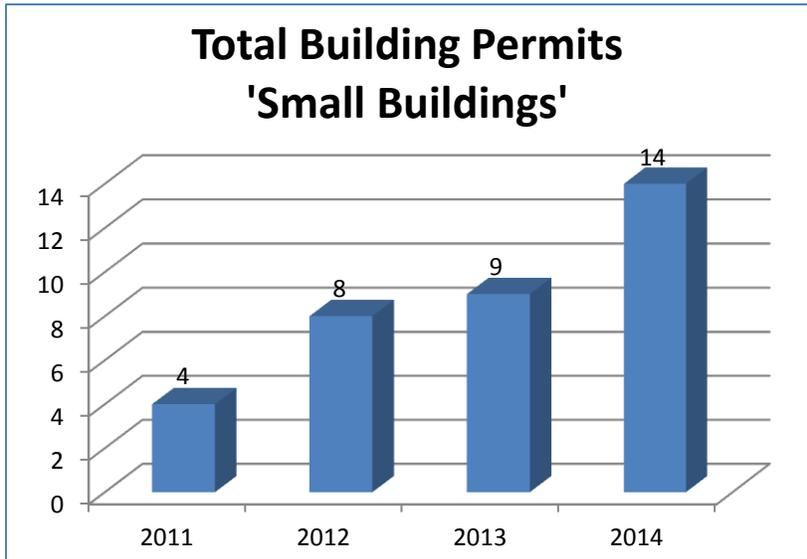
The Story Behind the Baseline
<ol style="list-style-type: none"> 1. The division received 718 'House' permit applications of which 451 were considered 'complete' (applications submitted with all prescribed information and approvals). 2. Building activity for 2C lands is underway with several builders seeking building permits. At times we had multiple builders seeking permits at the same time with high volumes of applications. 3. There was significant effort and resources assigned to certifying models which is work not captured as applications but streamlines the process for future applications. 4. Staff performs both plan review and inspections, both duties subject to legislated timeframes. Under the building code construction may proceed if inspections are not responded to within the timeframe. Therefore, at times, prioritizing work based on risk is necessary. 5. The percentage of permits reviewed within the time period decreased but the number of permits actually issued within time period increased (230 in 2014 versus 206 in 2013). Volumes of permits are considerably higher in 2014.
Partners (Internal and external)
<ol style="list-style-type: none"> 1. Applicants and Owners 2. Developers, builders and designers 3. Internal stakeholders (IES, Planning, Legal, Finance)
Action Plan
<ol style="list-style-type: none"> 1. Request for an additional staff resource in 2015. 2. Continue to communicate with the various builders and/or developers to discuss their targets and timelines and prioritize work to meet their needs. 3. Continue to review internal processes to increase capacity of the inspection staff. For example in 2014 pool inspections were transferred to Bylaw Officer. 4. Continue to explore efficiency opportunities such as mobile devices for inspections.

Building and By-Law Services Department

KPI: Building Permit Review for the Building Code Class 'Small Buildings'

Link to the Strategic Plan: Community Objective - Strengthening the fabric of our community

Objective: 15 day time period for the review of a complete building permit application



Building and By-Law Services Department

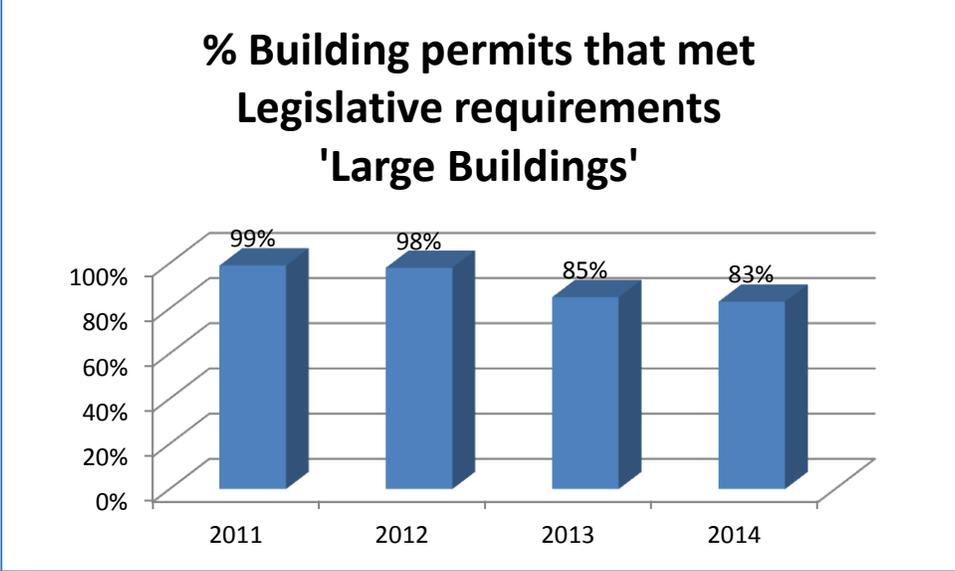
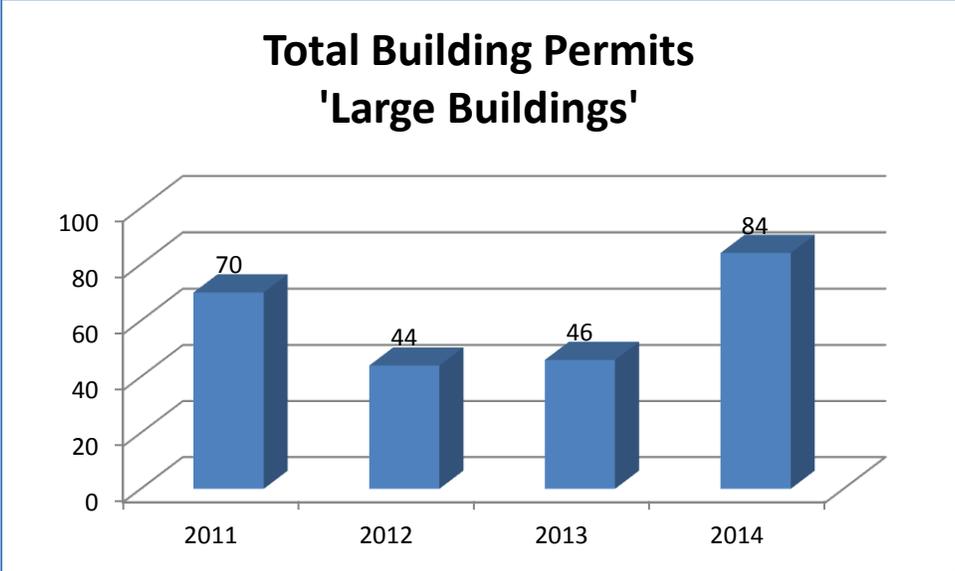
The Story Behind the Baseline
<ol style="list-style-type: none"> 1. The division received 30 ‘small building’ permit applications of which 14 were considered ‘complete’ (applications submitted with all prescribed information and approvals). 2. The percentage of permits issued within time-frame has decreased but the number of permits issued within time-frame increased to 10 which is more than the number of ‘complete’ applications received the previous year. 3. Volume of permit applications in all classes of buildings has increased and balancing workload and priorities is challenging. 4. Staff performs both plan review and inspections, both duties subject to legislated timeframes. Under the building code construction may proceed if inspections are not responded to within the timeframe. Therefore, at times, prioritizing work based on risk is necessary.
Partners (Internal and external)
<ol style="list-style-type: none"> 1. Applicants and Owners 2. Developers, builders and designers 3. Central York Fire Services 4. Internal Stakeholders (IES, Planning, Legal, Finance)
Action Plan
<ol style="list-style-type: none"> 1. Request for an additional staff resource in 2015. 2. Continue to communicate with the various builders and/or developers to discuss their targets and timelines and prioritize work to meet their needs. 3. Continue to review internal processes to increase capacity of the inspection staff. For example in 2014 pool inspections were transferred to Bylaw Officer. 4. Continue to explore efficiency opportunities such as mobile devices for inspections.

Building and By-Law Services Department

KPI: Building Permit Review for the Building Code Class 'Large Buildings'

Link to the Strategic Plan: Community Objective - Strengthening the fabric of our community

Objective: 20 day time period for the review of a complete building permit application



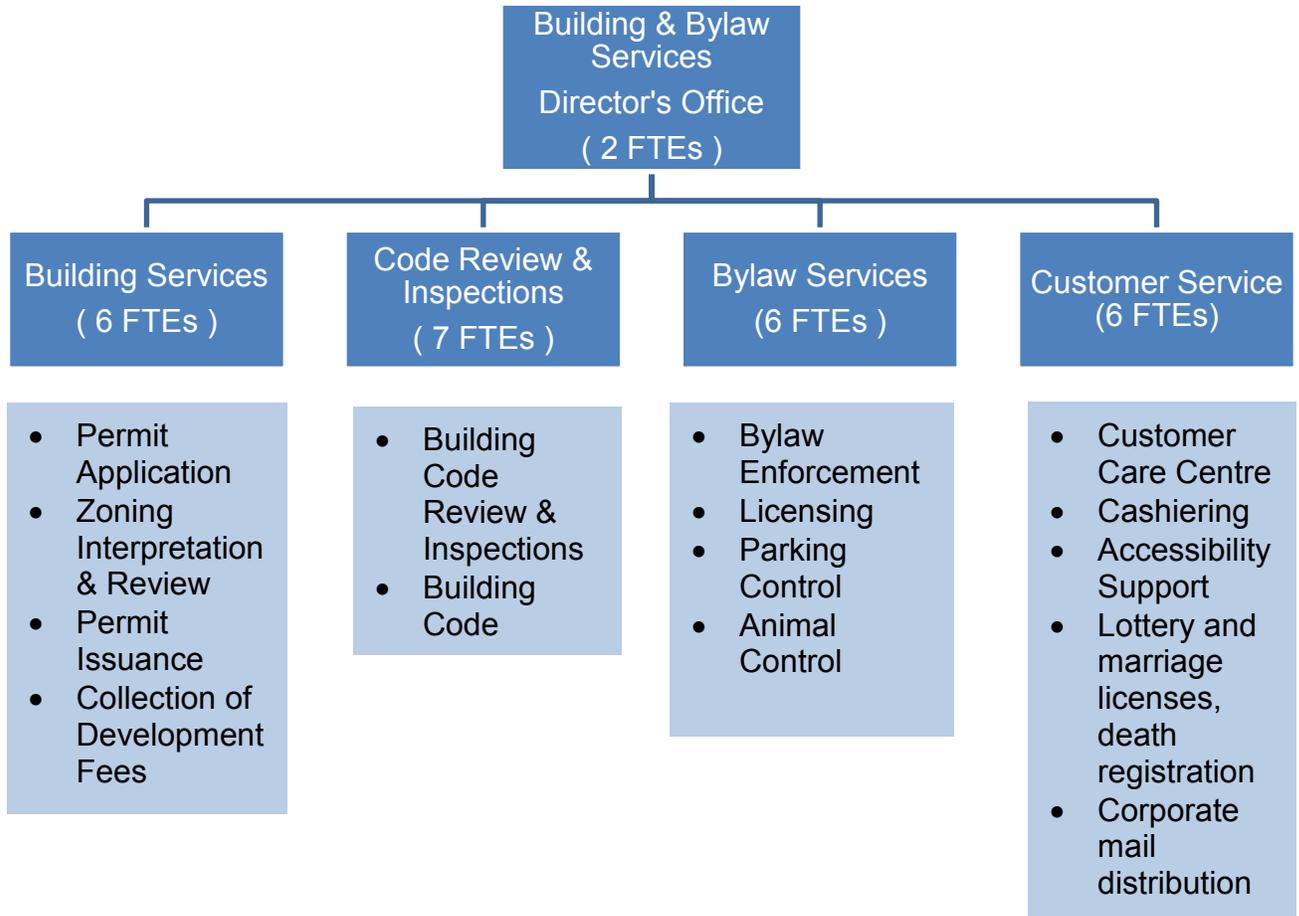
Building and By-Law Services Department

The Story Behind the Baseline
<ol style="list-style-type: none"> 1. The division received 175 'large building' permit applications of which 84 were considered 'complete' (applications submitted with all prescribed information and approvals). 2. The percentage of permits reviewed in time-frame decreased but the number of permits issued within time frame increase to 70 compared to 40 the previous year. 3. Volume of permit applications in all classes of buildings has increased and balancing workload and priorities is challenging. 4. Staff performs both plan review and inspections, both duties subject to legislated timeframes. Under the building code construction may proceed if inspections are not responded to within the timeframe. Therefore, at times, prioritizing work based on risk is necessary.
Partners (Internal and external)
<ol style="list-style-type: none"> 1. Applicants and Owners 2. Developers, builders and designers 3. Central York Fire Services 4. Internal Stakeholders (IES, Planning, Legal, Finance)
Action Plan
<ol style="list-style-type: none"> 1. Request for an additional staff resource in 2015. 2. Continue to communicate with the various builders and/or developers to discuss their targets and timelines and prioritize work to meet their needs. 3. Continue to review internal processes to increase capacity of the inspection staff. For example in 2014 pool inspections were transferred to Bylaw Officer. 4. Continue to explore efficiency opportunities such as mobile devices for inspections.

Building and By-Law Services Department

Departmental Organization

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



Total: 27 FTEs

TOWN OF AURORA
2015 BUSINESS PLAN AND BUDGET

Building and By-Law Services Department

2015 Budget Highlights:

Total Building & By-law Services	2013 Actual	2014 Budget (adjusted)	2014 Forecast (as of Oct. 31)	2015 Draft Budget	2016 Outlook	2017 Outlook	2018 Outlook
Personnel Costs	2,513.4	2,826.6	2,710.1	2,972.1	3,215.0	3,382.0	3,504.6
Other Expenditures	705.0	983.0	1,145.5	1,045.9	1,343.2	1,093.8	940.2
Total Expenditures	3,218.4	3,809.6	3,855.6	4,017.9	4,558.2	4,475.8	4,444.8
External Revenue	(1,200.4)	(2,296.4)	(2,729.1)	(2,661.9)	(3,052.0)	(2,855.0)	(1,855.1)
Transfer From Reserve	(893.6)	(256.9)	-	-	-	-	(894.2)
Total Revenue	(2,093.9)	(2,553.2)	(2,729.1)	(2,661.9)	(3,052.0)	(2,855.0)	(2,749.3)
Net	1,124.4	1,256.4	1,126.5	1,356.1	1,506.3	1,620.9	1,695.5
Change from 2014 Budget				7.9%	Unfavorable		
Change from 2015 Approved Outlook:				0.7%	Unfavorable		

Building Services	2013 Actual	2014 Budget (adjusted)	2014 Forecast (as of Oct. 31)	2015 Draft Budget	2016 Outlook	2017 Outlook	2018 Outlook
Personnel Costs	1,401.3	1,634.6	1,548.8	1,718.8	1,812.1	1,871.1	1,925.6
Other Expenditures	442.5	583.2	865.4	651.2	940.9	683.9	523.7
Total Expenditures	1,843.8	2,217.7	2,414.2	2,370.0	2,753.0	2,555.0	2,449.2
External Revenue	(950.2)	(1,960.9)	(2,414.2)	(2,370.0)	(2,753.0)	(2,555.0)	(1,555.0)
Transfer From Reserve	(893.6)	(256.9)	-	-	-	-	(894.2)
Total Revenue	(1,843.8)	(2,217.7)	(2,414.2)	(2,370.0)	(2,753.0)	(2,555.0)	(2,449.2)
Net	(0.0)	0.0	(0.0)	(0.0)	(0.0)	-	0.0

Total By-law & Customer Services	2013 Actual	2014 Budget (adjusted)	2014 Forecast (as of Oct. 31)	2015 Draft Budget	2016 Outlook	2017 Outlook	2018 Outlook
Personnel Costs	1,112.1	1,192.0	1,161.3	1,253.3	1,402.8	1,510.9	1,579.0
Other Expenditures	262.5	399.9	280.1	394.7	402.4	410.0	416.6
Total Expenditures	1,374.6	1,591.9	1,441.4	1,647.9	1,805.2	1,920.8	1,995.6
External Revenue	(250.2)	(335.5)	(314.9)	(291.9)	(299.0)	(300.0)	(300.1)
Total Revenue	(250.2)	(335.5)	(314.9)	(291.9)	(299.0)	(300.0)	(300.1)
Net	1,124.4	1,256.4	1,126.5	1,356.1	1,506.3	1,620.9	1,695.5
Change from 2014 Budget				7.9%	Unfavorable		

TOWN OF AURORA
2015 BUSINESS PLAN AND BUDGET

Building and By-Law Services Department

The overall departmental costs and revenues are as follows:

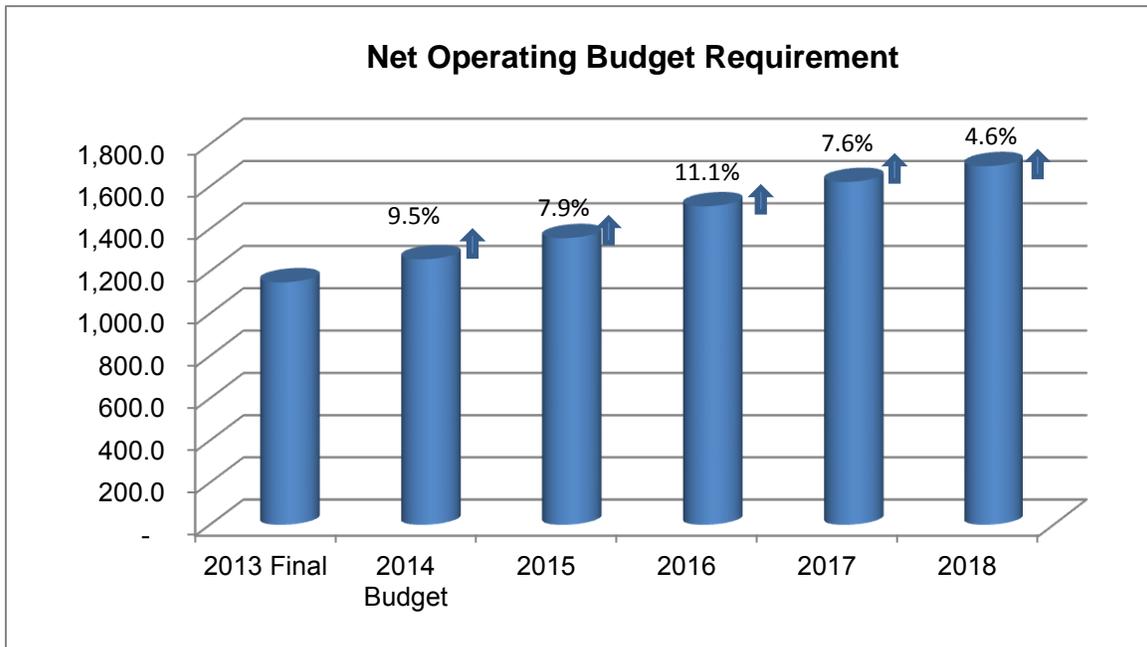
Building & By-law Services	2013 Actual	2014 Budget (adjusted)	2014 Forecast (as of Oct. 31)	2015 Draft Budget	2015 Budget vs 2014 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	2,513.4	2,826.6	2,710.1	2,972.1	(145.4)	(5.1%)
Other Costs:						
Animal Control Contract	206.8	220.0	217.6	224.5	(4.5)	(2.0%)
Mandatory & Other Courses	11.6	17.7	15.1	18.0	(0.3)	(1.8%)
Mileage, Vehicle Repairs & Supplies	23.9	12.3	13.0	15.8	(3.6)	(29.0%)
Accessibility Costs	23.1	25.0	20.7	25.0	-	-
Office Supplies/Equipment	13.4	14.2	11.0	14.0	0.2	1.4%
Consulting	2.5	9.0	8.9	9.0	-	-
Clothing Allowance	5.9	8.5	7.1	8.0	0.5	5.9%
By-law Property Improvement	0.6	1.0	0.6	1.0	-	-
All Other Controllable Expenditures	18.5	148.8	325.0	301.2	(152.4)	(102.4%)
Total Controllable Expenses	306.4	456.4	618.9	616.5	(160.0)	(35.1%)
Allocation of Costs from Other Depts.	398.6	526.6	526.6	429.4	97.2	18.5%
Total Other Costs	705.0	983.0	1,145.5	1,045.9	(62.8)	(6.4%)
Total Expenditures	3,218.4	3,809.6	3,855.6	4,017.9	(208.3)	(5.5%)
Revenues:						
Building Permits	(903.7)	(1,904.5)	(2,386.0)	(2,300.0)	395.5	20.8%
All Other Building Revenues	(85.1)	(136.9)	(64.1)	(142.0)	5.1	3.8%
By-law Revenues	(211.5)	(255.0)	(279.0)	(219.9)	(35.2)	(13.8%)
All Other Revenues	(1,200.4)	(2,296.4)	(2,729.1)	(2,661.9)	365.5	15.9%
Transfer from Building '124' Reserve	(893.6)	(256.9)	-	-	(256.9)	100.0%
Total Revenues	(2,093.9)	(2,553.2)	(2,729.1)	(2,661.9)	108.6	4.3%
Net	1,124.4	1,256.4	1,126.5	1,356.1	(99.7)	(7.9%)

Building and By-Law Services Department

Budget Breakdown by Town Service

SERVICE	2015					2016			2017			2018			
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Code Review	7.66	856.8	327.7	(1,184.5)	0.0		7.66	0.0		7.66	0.0		7.66	0.0	
Inspections	5.36	494.3	229.3	(837.1)	(113.5)		5.36	(116.2)		5.36	(119.3)		5.36	(122.6)	
Zoning Interpretation & Review	2.20	254.3	94.1	(348.4)	(0.0)		2.20	0.0		2.20	(0.0)		2.20	(0.0)	
Bylaw Enforcement	4.27	614.5	250.8	(215.0)	650.3		5.27	695.5		7.27	764.2		7.27	813.1	
Licensing	2.37	208.2	11.3	(43.9)	175.7		2.37	182.6		2.37	190.0		2.37	200.1	
Access Aurora	6.14	544.1	132.5	(33.0)	643.6		7.14	744.4		7.14	785.9		7.14	804.7	
	28.00	2,972.1	1,045.9	(2,661.9)	1,356.1		30.00	1,506.3		32.00	1,620.9		32.00	1,695.5	

Building and By-Law Services Department



The above graphic illustrates the Building and By-law Services (BBS) Department’s historical and planned net operating budget requirements. The 2013 amount reflects the department’s final net operating expenditures for that year. The amount presented for 2014 is the department’s approved net operating budget for the year. And, the figures presented for 2015 to 2018 are the department’s projected net resource requirements for those years. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as, maintaining existing service levels in an environment of a growing client base both externally and internally. The BBS Department’s proposed net operating budget increases for 2015 to 2018 represent a tax pressure of 0.03%, 0.04%, 0.03% and 0.02%, respectively.

BBS’ 2015 net operating budget pressures are presented in more detail under the following Key Financial Pressure(s) section of this report.

Building and By-Law Services Department

Key Financial Pressure(s):

Pressure	Pressure Category¹	Description	Amount (\$000's)
NEW Building Plan Examiner Inspector	Decision Unit #1.1	Proposal to create a new full time position to be funded 100% by Building Services Revenues	\$ 0.0
NEW Customer Service Representative (CSR)	Decision Unit #1.2	Proposal to create a new part time CSR position	27.4
Annualization of Licensing & Court Administrator	Notable	Incremental requirement in relation to the recognition of a full 12 months' worth of salary for 2014 approved position	58.1
Salary related COLA & Step Increases	Other	Incremental cost of living allowance & step increases in relation to existing positions	14.2
Total			\$ 99.7

Note(s):

- 1) Pressure categories:
 - a. Decision Unit: Represents a financial pressure where a decision point is possible.
 - b. Notable: Represents a financial pressure which is notable, but no decision point is possible.
 - c. Other: Represents any other pressures that do not fall under one of the above two categories.

Parks and Recreation Services Department

About the Parks and Recreation Services Department

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

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

Services That We Provide

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

- 1) Parks and Recreation Services Administration
- 2) Parks and Open Spaces and Trails
- 3) Recreational Programming and Community Development Initiatives
- 4) Business Support Services
- 5) Cultural Services

Parks and Recreation Services Department

Departmental Initiatives that advance the Strategic Plan

Fiscal Year: 2015

Strategic Plan Linkage	Description of Initiative	Anticipated Completion Date
Community Goal: Supporting an exceptional quality of life for all	Public Art Policy	Q2
Economy Goal: Enabling a diverse, creative and resilient economy	Pricing Policy	Q4
Natural Environment Goal: Supporting environmental stewardship and sustainability	Disposition of Vacant Buildings	Q3

Fiscal Year: 2016 – 2018*

Strategic Plan Linkage	Description of Initiative
Community Goal: Supporting an exceptional quality of life for all	Historical Collection - Next Steps
	New Recreation Complex Design
	New Recreation Complex Construction
Economy Goal: Enabling a diverse, creative and resilient economy	Parks and Recreation Master Plan
	Trails Master Plan Review
	Cultural Master Plan Review
Natural Environment Goal: Supporting environmental stewardship and sustainability	Wildlife Park Phase I Construction
	Wildlife Park Phase II Construction
	Wildlife Park Phase III Construction

** Business plan goals and initiatives for outlook years contribute to departmental budget planning for 2016-2018, but are subject to modification due to changing corporate / departmental requirements, budget approval, or to respond to other situations that may arise beyond the current fiscal year.*

Parks and Recreation Services Department

Key Performance Measures

Measure	2012 Result	2013 Result	2014 Target	2014 Result	2015 Target
# Participant hours special events (annually)-based on MPMP stats	371,000	371,000		417,400	
# Participant hours registered programs (annually)-based on MPMP stats	194,061	194,061		206,934	
% of Membership retention (Fitness)	60	60	60	48.56	65
Revenue per Fitness Member	217.44	217.44	217.44	113.91	225.00
% registered program capacity used	52.8	55.0	55.0	73	57.0
% of population utilization of registered program	n/a	n/a	n/a	27	

Parks and Recreation Services Department

Departmental Organization

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



Total: 47.5 FTE

TOWN OF AURORA
2015 BUSINESS PLAN AND BUDGET

Parks and Recreation Services Department

2015 Budget Highlights:

Total Parks & Recreation Services	2013 Actual	2014 Budget (adjusted)	2014 Actual (est.)	2015 Draft Budget	2016 Outlook	2017 Outlook	2018 Outlook
Personnel Costs	5,688.2	6,068.7	6,029.3	6,308.3	6,707.8	7,003.3	7,223.2
Other Expenditures	2,199.1	1,995.9	2,872.7	2,012.6	2,156.9	2,136.8	2,141.1
Total Expenditures	7,887.4	8,064.5	8,902.0	8,320.9	8,864.7	9,140.0	9,364.3
Revenues	(5,350.7)	(5,553.0)	(5,859.0)	(5,423.0)	(5,494.5)	(5,474.5)	(5,450.8)
Net	2,536.6	2,511.6	3,042.9	2,897.9	3,370.2	3,665.6	3,913.5

Change from 2014 Budget 15.4% Unfavorable
Change from 2015 Approved Outlook: (1.1%) Favorable

The overall departmental costs and revenues are as follows:

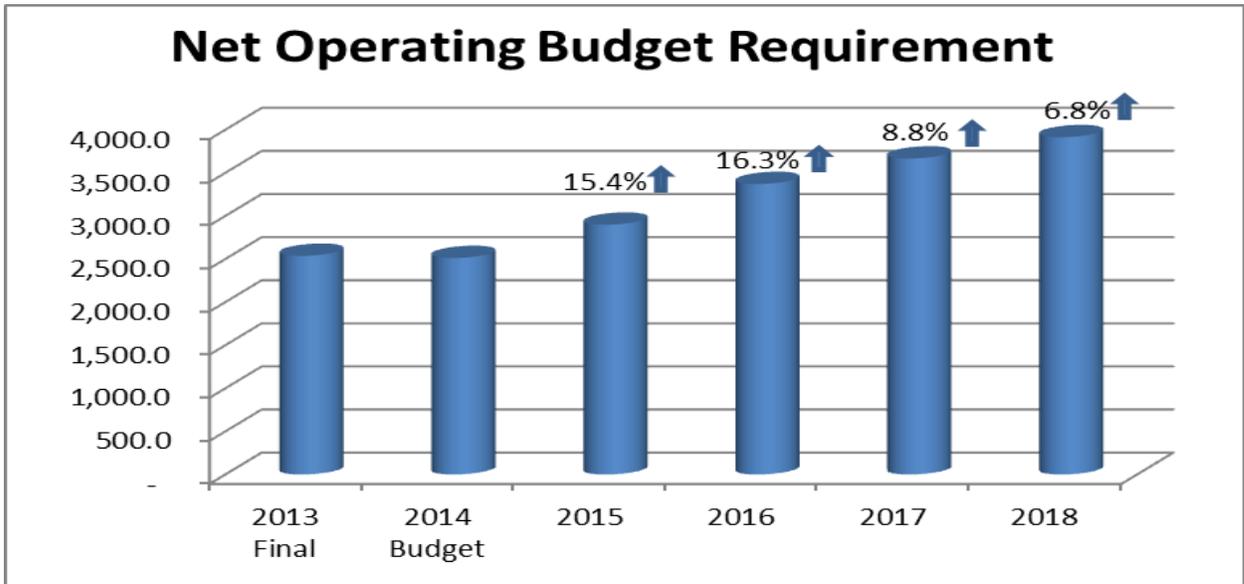
Total Parks & Recreation Services	2013 Actual	2014 Budget (adjusted)	2014 Forecast (as of Oct. 31)	2015 Draft Budget	2015 Budget vs 2014 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	5,688.2	6,068.7	6,029.3	6,308.3	(239.7)	(3.9%)
Other Costs:						
Contracts						
Cultural Services	375.9	377.0	377.0	377.0	-	-
Community Programs	357.1	195.6	389.7	186.1	9.5	4.9%
Special Events	99.2	103.8	91.0	112.6	(8.8)	(8.4%)
Grass Cutting	26.2	35.0	30.9	35.0	-	-
Shrub Bed Maintenance	58.5	100.0	98.3	100.0	-	-
Arboricultural Services	58.5	60.0	60.9	60.0	-	-
Other	50.2	76.1	67.4	105.6	(29.5)	(38.8%)
Operating Materials & Supplies						
Park Maintenance Materials	174.9	200.5	202.9	206.0	(5.5)	(2.7%)
Program Materials	46.6	39.3	34.8	44.2	(4.9)	(12.5%)
Other	5.8	6.4	3.1	6.4	(0.0)	(0.0%)
Park Operation Utilities (incl. water)	196.3	200.0	200.0	200.0	-	-
Soccer Bubble Reality Taxes	49.1	55.3	49.4	56.3	(1.0)	(1.8%)
Security	36.3	35.0	34.9	35.0	-	-
Purchase of Trees	51.7	50.0	94.3	50.0	4.1	6.7%
Printing - Advertising	67.5	60.5	44.8	56.5	13.1	59.6%
Courses & Seminars	9.3	22.0	10.8	8.9	6.2	1.6%
All Other Expenses	535.9	379.4	1,082.6	373.2	6.2	1.6%
Total Other Costs	2,199.1	1,995.9	2,872.7	2,012.6	(16.7)	(0.8%)
Total Expenditures	7,887.4	8,064.5	8,902.0	8,320.9	(256.4)	(3.2%)
Revenues:						
Community Program Revenues	(2,458.0)	(2,628.9)	(2,194.9)	(2,604.0)	(24.9)	(0.9%)
Facility Driven Revenues	(2,118.9)	(2,155.6)	(2,169.7)	(2,097.3)	(58.3)	(2.7%)
Parks Dev DC Revenues	(208.2)	(177.0)	(177.0)	(160.6)		
All Other Revenue	(565.6)	(591.5)	(1,317.4)	(561.1)	(30.4)	(5.1%)
Total Revenue	(5,350.7)	(5,553.0)	(5,859.0)	(5,423.0)	(129.9)	(2.3%)
Net	2,536.6	2,511.6	3,042.9	2,897.9	(386.3)	(15.4%)

Parks and Recreation Services Department

Budget Breakdown by Town Service

SERVICE	2015					2016			2017			2018			
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT	FTEs	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s													
Recreation Programming, Registration & Reception	21.79	2,986.5	436.0	(2,084.5)	1,338.0		22.79	1,617.2	↑	22.79	1,702.5		23.79	1,804.8	
Fitness	2.51	530.2	29.9	(520.0)	40.1	↑	2.51	50.4		2.51	64.9		2.51	80.2	
Culture/ Special Events	3.42	429.4	608.1	(154.3)	883.2	↑	3.42	901.7	↑	3.42	917.3		3.42	932.0	
Facilities Booking & Advertising	2.55	239.4	8.8	(2,096.8)	(1,848.7)		3.55	(1,833.4)	↑	3.55	(1,811.4)		3.55	(1,800.5)	
Parks Management	18.23	2,122.9	929.8	(567.5)	2,485.3		19.73	2,634.4		20.73	2,792.2		20.73	2,897.0	
	48.50	6,308.3	2,012.6	(5,423.0)	2,897.9		52.00	3,370.3		53.00	3,665.6		54.00	3,913.5	

Parks and Recreation Services Department



The above graphic illustrates the Parks & Recreation Services (PRS) Department's historical and planned net operating budget requirements. The 2013 amount reflects the department's final net operating expenditures for that year. The amount presented for 2014 is PRS' approved net operating budget for the year. And, the figures presented for 2015 to 2018 are the department's projected net resource requirements for those years. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year's net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs, increased operating material costs; as well as, maintaining existing service levels in an environment of a growing client base both externally and internally. The PRS Department's proposed net operating budget increases for 2015 to 2018 represent a tax pressure of 1.09%, 1.23%, 0.73% and 0.81%, respectively. PRS' 2015 net operating budget pressures are presented in more detail under the following Key Financial Pressure(s) section of this report.

Parks and Recreation Services Department

Key Financial Pressure(s):

Pressure	Pressure Category¹	Description	Amount
Annualization of previously approved positions	Other	Special Events Assistant Heritage Curator	147,800
Facility Booking Administrator	Decision Unit (1.4)	Proposal to add a new PT position	19,000
Youth Room Climbing Wall Staff	Decision Unit (1.5)	Proposal to add a new PT position	27,000
Youth Programmer	Decision Unit (1.6)	Proposal to add a new FT position	39,300
Special Events Revenue Increase	Decision Unit (2.6)	Proposal to increase Ribfest Event Revenues	30,000
Recreation Program Revenue Decreases	Notable	Decrease in planned recreation program revenues as a result of budget correction	99,900
Minor Variances	Other		23,300
Total			\$ 386,300

Note(s):

- 1) Pressure categories:
 - a. Decision Unit: Represents a financial pressure where a decision point is possible.
 - b. Notable: Represents a financial pressure which is notable, but no decision point is possible.
 - c. Other: Represents any other pressures that do not fall under one of the above two categories.

Town of Aurora - Five Year Operating Budget History

DEPARTMENTAL TOTAL NET BUDGETS

	2011 Actual	2012 Act vs 2011 Act		2012 Actual	2013 Act vs 2012 Act		2013 Actual	2014 Bud vs 2013 Act		2014 Approved Budget	2015 Bud vs 2014 Bud		2015 Proposed Budget
		Dollars	Percent		Dollars	Percent		Dollars	Percent		Dollars	Percent	
		Fav / (UnFav)			Fav / (UnFav)			Fav / (UnFav)			Fav / (UnFav)		
Mayor & Council	537,029	(3,075)	(1 %)	540,104	(17,024)	(3 %)	557,128	(62,505)	(11 %)	619,633	(8,000)	(1 %)	627,633
Chief Administrative Officer	1,545,530	(3,409)	(0 %)	1,548,939	(266,664)	(17 %)	1,815,603	(78,979)	(4 %)	1,894,582	(13,752)	(1 %)	1,908,334
Legal & Legislative Services	2,484,157	452,506	18 %	2,031,651	(4,108)	(0 %)	2,035,759	(337,453)	(17 %)	2,373,212	(91,873)	(4 %)	2,465,085
Corporate & Financial Services	2,084,197	(304,608)	(15 %)	2,388,805	(214,412)	(9 %)	2,603,217	(249,353)	(10 %)	2,852,570	(234,031)	(8 %)	3,086,601
Corporate Revenue & Expense	(606,722)	(406,278)	(67 %)	(200,444)	681,509	340 %	(881,953)	(722,974)	(82 %)	(158,979)	(468,525)	(295 %)	309,546
Building / Bylaw & Customer Services	931,549	(145,881)	(16 %)	1,077,430	(174,492)	(16 %)	1,251,922	(4,481)	(0 %)	1,256,403	(99,678)	(8 %)	1,356,081
Planning & Development Services	311,111	(172,599)	(55 %)	483,710	89,624	19 %	394,086	(26,626)	(7 %)	420,712	(110,257)	(26 %)	530,969
Infrastructure & Environmental Services	9,586,094	(720,151)	(8 %)	10,306,245	(656,623)	(6 %)	10,962,868	163,641	1 %	10,799,227	(763,559)	(7 %)	11,562,786
Parks & Recreation	2,330,535	89,890	4 %	2,240,645	(290,117)	(13 %)	2,530,762	19,199	1 %	2,511,563	(386,318)	(15 %)	2,897,881
Total Departmental Budgets	19,203,480	(1,213,605)	(6 %)	20,417,085	(852,307)	(4 %)	21,269,392	(1,299,531)	(6 %)	22,568,923	(2,175,993)	(10 %)	24,744,916
Plus: Fire Services	7,264,829	(714,273)	(10 %)	7,979,102	(453,865)	(6 %)	8,432,967	(381,633)	(5 %)	8,814,600	(462,900)	(5 %)	9,277,500
Plus: Library	2,991,609	(128,129)	(4 %)	3,119,738	(193,746)	(6 %)	3,313,484	(125,695)	(4 %)	3,439,179	(103,108)	(3 %)	3,542,287
Net before Tax Levy	29,459,918	(2,056,007)	(7 %)	31,515,925	(1,499,918)	(5 %)	33,015,843	(1,806,859)	(5 %)	34,822,702	(2,742,001)	(8 %)	37,564,703
Tax Levy	(29,459,918)	2,056,007	7 %	(31,515,925)	1,499,918	5 %	(33,015,843)	1,806,859	5 %	(34,822,702)	782,111	2 %	(35,604,813)
Net	-			-			-			-			(1,959,890)

SUMMARIZED AS FOLLOWS:

	2011 Actual	2012 Act vs 2011 Act		2012 Actual	2013 Act vs 2012 Act		2013 Actual	2014 Bud vs 2013 Act		2014 Budget	2015 Bud vs 2014 Bud		2015 Budget
		Dollars	Percent										
		Fav / (UnFav)			Fav / (UnFav)			Fav / (UnFav)			Fav / (UnFav)		
Total Departmental Costs	38,251,094	(120,787)	(0 %)	38,371,881	(1,482,719)	(4 %)	39,854,600	(1,520,102)	(4 %)	41,374,702	(2,191,857)	(5 %)	43,566,559
Total Departmental Revenues	(19,047,614)	(1,092,818)	(6 %)	(17,954,796)	630,412	4 %	(18,585,208)	220,571	1 %	(18,805,779)	15,864	0 %	(18,821,643)
Net Departmental Budgets	19,203,480	(1,213,605)	(6 %)	20,417,085	(852,307)	(4 %)	21,269,392	(1,299,531)	(6 %)	22,568,923	(2,175,993)	(10 %)	24,744,916
Plus Fire Services & Library	10,256,438	(842,402)	(8 %)	11,098,840	(647,611)	(6 %)	11,746,451	(507,328)	(4 %)	12,253,779	(566,008)	(5 %)	12,819,787
Budget before Tax Levy	29,459,918	(2,056,007)	(7 %)	31,515,925	(1,499,918)	(5 %)	33,015,843	(1,806,859)	(5 %)	34,822,702	(2,742,001)	(8 %)	37,564,703
Tax Levy	(29,459,918)	2,056,007	7 %	(31,515,925)	1,499,918	5 %	(33,015,843)	1,806,859	5 %	(34,822,702)	782,111	2 %	(35,604,813)
Net	-			-			-			-			1,959,890

Town of Aurora - Five Year Operating Budget History

	2011 Actual	2012 Act vs 2011 Act		2012 Actual	2013 Act vs 2012 Act		2013 Actual	2014 Bud vs 2013 Act		2014 Approved Budget	2015 Bud vs 2014 Bud		2015 Proposed Budget
		Dollars	Percent		Dollars	Percent		Dollars	Percent		Dollars	Percent	
TOTAL DEPARTMENTAL EXPENDITURES and VARIANCES:		Fav / (UnFav)			Fav / (UnFav)			Fav / (UnFav)			Fav / (UnFav)		
Mayor & Council	539,654	(12,050)	(2 %)	551,704	(9,024)	(2 %)	560,728	(63,905)	(11 %)	624,633	(8,000)	(1 %)	632,633
Chief Administrative Officer	1,545,530	(3,409)	(0 %)	1,548,939	(266,861)	(17 %)	1,815,800	(78,782)	(4 %)	1,894,582	(13,752)	(1 %)	1,908,334
Legal & Legislative Services	2,802,250	731,426	26 %	2,070,824	(39,504)	(2 %)	2,110,328	(571,425)	(27 %)	2,681,753	25,992	1 %	2,655,761
Corporate & Financial Services	2,226,433	(295,790)	(13 %)	2,522,223	(204,104)	(8 %)	2,726,327	(245,243)	(9 %)	2,971,570	(244,031)	(8 %)	3,215,601
Corporate Revenue & Expense	7,951,445	69,296	1 %	7,882,149	255,194	3 %	7,626,955	229,172	3 %	7,397,783	(631,481)	(9 %)	8,029,264
Building / Bylaw & Customer Services	3,038,681	(107,444)	(4 %)	3,146,125	(229,326)	(7 %)	3,375,451	(434,194)	(13 %)	3,809,645	(208,286)	(5 %)	4,017,931
Planning & Development Services	1,724,223	(74,082)	(4 %)	1,798,305	(25,905)	(1 %)	1,824,210	(174,432)	(10 %)	1,998,642	(42,787)	(2 %)	2,041,429
Infrastructure & Environmental Services	10,847,379	(440,745)	(4 %)	11,288,124	(645,194)	(6 %)	11,933,318	1,772	0 %	11,931,546	(813,139)	(7 %)	12,744,685
Parks & Recreation	7,575,499	12,011	0 %	7,563,488	(317,995)	(4 %)	7,881,483	(183,065)	(2 %)	8,064,548	(256,373)	(3 %)	8,320,921
TOTAL DEPARTMENTAL COSTS	38,251,094	(120,787)	(0 %)	38,371,881	(1,482,719)	(4 %)	39,854,600	(1,520,102)	(4 %)	41,374,702	(2,191,857)	(5 %)	43,566,559
Made Up Of:													
Salaries	14,766,814	(309,569)	(2 %)	15,076,383	(855,679)	(6 %)	15,932,062	(592,786)	(4 %)	16,524,848	(889,123)	(5 %)	17,413,971
OMERS	1,041,715	(148,806)	(14 %)	1,190,521	(315,594)	(27 %)	1,506,115	(28,800)	(2 %)	1,534,915	(74,009)	(5 %)	1,608,924
Other Benefits	2,180,025	(157,422)	(7 %)	2,337,447	(244,859)	(10 %)	2,582,306	(356,302)	(14 %)	2,938,608	331,727	11 %	2,606,881
	17,988,554	(615,797)	(3 %)	18,604,351	(1,416,132)	(8 %)	20,020,483	(977,888)	(5 %)	20,998,371	(631,405)	(3 %)	21,629,776
Utilities	1,710,731	32,597	2 %	1,678,134	(311,632)	(19 %)	1,989,766	245,026	12 %	1,744,740	(153,060)	(9 %)	1,897,800
Fuel Costs	498,352	108,797	22 %	389,555	(67,455)	(17 %)	457,010	8,460	2 %	448,550	(125,618)	(28 %)	574,168
Operating Materials	730,787	(3,502)	(0 %)	734,289	(12,864)	(2 %)	747,153	29,453	4 %	717,700	(53,535)	(7 %)	771,235
Contracts	2,561,956	(310,644)	(12 %)	2,872,600	135,359	5 %	2,737,241	(133,222)	(5 %)	2,870,463	(115,262)	(4 %)	2,985,725
Solid Waste Collection Contracts	454,954	(3,791)	(1 %)	458,745	(1,589)	(0 %)	460,334	(19,666)	(4 %)	480,000	(20,000)	(4 %)	500,000
Recycling Contract	1,353,266	3,298	0 %	1,349,968	64,831	5 %	1,285,137	(154,863)	(12 %)	1,440,000	(30,000)	(2 %)	1,470,000
Equipment Service Contracts	145,032	(24,258)	(17 %)	169,290	17,569	10 %	151,721	18,721	12 %	133,000	(31,450)	(24 %)	164,450
Animal Control Contract	200,829	(3,211)	(2 %)	204,040	(2,726)	(1 %)	206,766	(13,234)	(6 %)	220,000	(4,500)	(2 %)	224,500
Consulting	171,948	(34,054)	(20 %)	206,002	35,066	17 %	170,936	2,586	2 %	168,350	(19,250)	(11 %)	187,600
Advertising	228,063	19,919	9 %	208,144	(17,781)	(9 %)	225,925	(21,711)	(10 %)	247,636	(12,824)	(5 %)	260,460
External Legal Costs	1,075,969	998,295	93%	77,674	33,183	43 %	44,491	(152,609)	(343 %)	197,000	(3,000)	(2 %)	200,000
Building & Equipment Repair & Mtce	359,223	25,871	7 %	333,352	(22,869)	(7 %)	356,221	22,471	6 %	333,750	(57,250)	(17 %)	391,000
Corporate Insurance	411,425	(40,181)	(10 %)	451,606	54,130	12 %	397,476	(175,651)	(44 %)	573,127	(58,273)	(10 %)	631,400
Trees & Shrubs Maintenance	106,265	(11,445)	(11 %)	117,710	656	1 %	117,054	(42,946)	(37 %)	160,000	-	-	160,000
Software Licenses & Maintenance	260,367	(128,287)	(49 %)	388,654	18,219	5 %	370,435	(56,665)	(15 %)	427,100	(174,114)	(41 %)	601,214
Capital Loan Repayments	1,862,566	(2,605)	(0 %)	1,865,171	(2,324)	(0 %)	1,867,495	(15,605)	(1 %)	1,883,100	(1,000)	(0 %)	1,884,100
Trans to Capital	3,210,000	(300,500)	(9 %)	3,510,500	(313,400)	(9 %)	3,823,900	(208,000)	(5 %)	4,031,900	(180,300)	(4 %)	4,212,200
Trans to Reserves	3,137,441	519,542	17 %	2,617,899	442,775	17 %	2,175,124	319,099	15 %	1,856,025	(550,608)	(30 %)	2,406,633
Tax Write-Off	137,062	(406,167)	(296 %)	543,229	512,665	94 %	30,564	(149,436)	(489 %)	180,000	-	-	180,000
All Other	1,646,304	55,336	3 %	1,590,968	(628,400)	(39 %)	2,219,368	(44,522)	(2 %)	2,263,890	29,592	1 %	2,234,298
TOTAL DEPARTMENTAL COSTS	38,251,094	(120,787)	(0 %)	38,371,881	(1,482,719)	(4 %)	39,854,600	(1,520,102)	(4 %)	41,374,702	(2,191,857)	(5 %)	43,566,559

Town of Aurora - Five Year Operating Budget History

	2011 Actual	2012 Act vs 2011 Act		2012 Actual	2013 Act vs 2012 Act		2013 Actual	2014 Bud vs 2013 Act		2014 Approved Budget	2015 Bud vs 2014 Bud		2015 Proposed Budget
		Dollars	Percent		Dollars	Percent		Dollars	Percent		Dollars	Percent	
TOTAL DEPARTMENTAL REVENUES and VARIANCES:		Fav / (UnFav)			Fav / (UnFav)			Fav / (UnFav)			Fav / (UnFav)		
Mayor & Council	(2,625)	8,975	342 %	(11,600)	(8,000)	(69 %)	(3,600)	1,400	39 %	(5,000)	-	-	(5,000)
Chief Administrative Officer	-	-	n/a	-	197	n/a	(197)	(197)	(100 %)	-	-	n/a	-
Legal & Legislative Services	(318,093)	(278,920)	(88 %)	(39,173)	35,396	90 %	(74,569)	233,972	314 %	(308,541)	(117,865)	(38 %)	(190,676)
Corporate & Financial Services	(1,381,224)	(365,086)	(26 %)	(1,016,138)	152,911	15 %	(1,169,049)	(500,049)	(43 %)	(669,000)	321,000	48 %	(990,000)
Corporate Revenue & Expense	(7,319,179)	(119,306)	(2 %)	(7,199,873)	263,096	4 %	(7,462,969)	(456,207)	(6 %)	(7,006,762)	(148,044)	(2 %)	(6,858,718)
Building / Bylaw & Customer Services	(2,107,132)	(38,437)	(2 %)	(2,068,695)	54,834	3 %	(2,123,529)	429,713	20 %	(2,553,242)	108,608	4 %	(2,661,850)
Planning & Development Services	(1,413,112)	(98,517)	(7 %)	(1,314,595)	115,529	9 %	(1,430,124)	147,806	10 %	(1,577,930)	(67,470)	(4 %)	(1,510,460)
Infrastructure & Environmental Services	(1,261,285)	(279,406)	(22 %)	(981,879)	(11,429)	(1 %)	(970,450)	161,869	17 %	(1,132,319)	49,580	4 %	(1,181,899)
Parks & Recreation	(5,244,964)	77,879	1 %	(5,322,843)	27,878	1 %	(5,350,721)	202,264	4 %	(5,552,985)	(129,945)	(2 %)	(5,423,040)
TOTAL DEPARTMENTAL REVENUE	(19,047,614)	(1,092,818)	(6 %)	(17,954,796)	630,412	4 %	(18,585,208)	220,571	1 %	(18,805,779)	15,864	0 %	(18,821,643)
Made Up Of:													
Financial Services Fees	(142,236)	(8,818)	(6 %)	(133,418)	(10,308)	(8 %)	(123,110)	(4,110)	(3 %)	(119,000)	10,000	8 %	(129,000)
Planning Application Fees	(1,047,839)	(218,110)	(21 %)	(829,729)	(97,240)	(12 %)	(732,489)	(8,489)	(1 %)	(724,000)	(106,200)	(15 %)	(617,800)
Other Planning Fees	(138,583)	(45,521)	(33 %)	(93,062)	20,792	22 %	(113,854)	(17,854)	(16 %)	(96,000)	55,300	58 %	(151,300)
Investment Income / Interest	(2,121,688)	40,844	2 %	(2,162,532)	515,395	24 %	(2,677,927)	(727,927)	(27 %)	(1,950,000)	(100,000)	(5 %)	(1,850,000)
Engineering Fees	(403,569)	(247,616)	(61 %)	(155,953)	411,819	264 %	(567,772)	132,228	23 %	(700,000)	6,300	1 %	(706,300)
Parks & Rec Fees	(5,038,281)	19,634	0 %	(5,057,915)	(7,111)	(0 %)	(5,050,804)	263,285	5 %	(5,314,089)	(115,612)	(2 %)	(5,198,477)
Supplemental Taxes	(1,022,881)	(416,713)	(41 %)	(606,168)	144,635	24 %	(750,803)	(500,803)	(67 %)	(250,000)	325,000	130 %	(575,000)
Payments in Lieu of Taxes	(216,107)	60,445	28 %	(276,552)	18,584	7 %	(295,136)	4,864	2 %	(300,000)	(14,000)	(5 %)	(286,000)
Federal & Provincial Grants	(57,440)	8,087	14 %	(65,527)	3,043	5 %	(68,570)	(26,570)	(39 %)	(42,000)	3,600	9 %	(45,600)
Other Grants	(1,712,884)	(24,264)	(1 %)	(1,688,620)	4,723	0 %	(1,693,343)	17,657	1 %	(1,711,000)	314,118	18 %	(2,025,118)
Parking Fines	(168,616)	(35,847)	(21 %)	(132,769)	(24,194)	(18 %)	(108,575)	46,425	43 %	(155,000)	(40,000)	(26 %)	(115,000)
Building Permits	(871,625)	(108,205)	(12 %)	(763,420)	140,286	18 %	(903,706)	1,000,794	111 %	(1,904,500)	395,500	21 %	(2,300,000)
All Other Bylaw Fines & Fees	(254,806)	(45,954)	(18 %)	(208,852)	(59,405)	(28 %)	(149,447)	15,403	10 %	(164,850)	14,500	9 %	(179,350)
Animal Tag Revenue	(41,706)	4,821	12 %	(46,527)	(8,167)	(18 %)	(38,360)	6,640	17 %	(45,000)	(6,000)	(13 %)	(39,000)
Trans From DC Reserves	(2,471,410)	110,192	4 %	(2,581,602)	59,091	2 %	(2,640,693)	(30,308)	(1 %)	(2,610,385)	(16,177)	(1 %)	(2,594,208)
Trans From Capital & Other Reserves	(1,848,025)	(223,122)	(12 %)	(1,624,903)	(111,316)	(7 %)	(1,513,587)	40,603	3 %	(1,554,190)	(1,019,277)	(66 %)	(534,913)
All Other	(1,489,918)	37,329	3 %	(1,527,247)	(370,215)	(24 %)	(1,157,032)	8,733	1 %	(1,165,765)	308,812	26 %	(1,474,577)
TOTAL DEPARTMENTAL REVENUE	(19,047,614)	(1,092,818)	(6 %)	(17,954,796)	630,412	4 %	(18,585,208)	220,571	1 %	(18,805,779)	15,864	0 %	(18,821,643)



Infrastructure and Environmental Services

Water, Wastewater and Stormwater Systems 2015 Budget Presentation

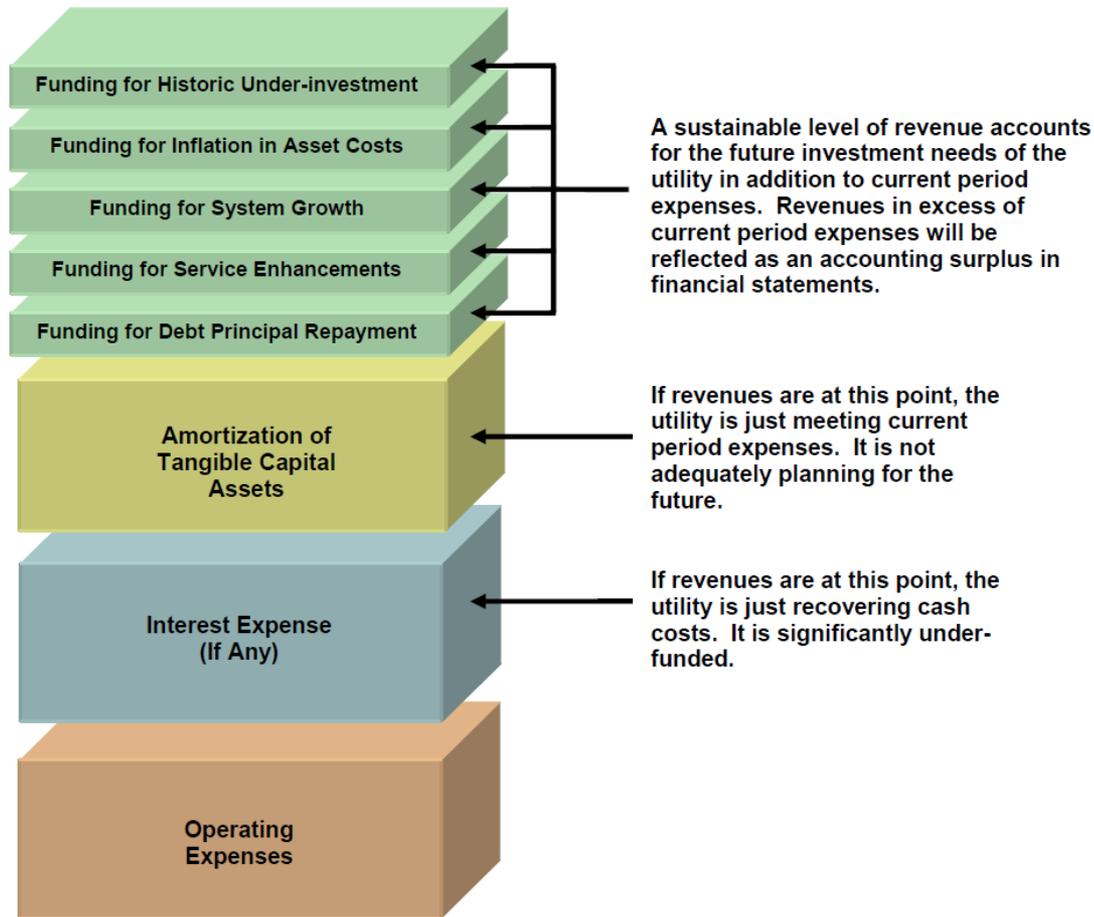
March 9, 2015



Background

- Comply with legislative and regulatory requirements
 - **Clean Water Act**
 - **Environmental Protection Act**
 - **Health Protection and Promotion Act**
 - **Ontario Water Resources Act**
 - **Safe Drinking Water Act**
 - **Sustainable Water and Sewage Systems Act**
- Financial sustainability through full cost recovery including replacement funding
- Water services costs are passed through from production to the final consumer. Toronto/Peel, York Region, Town, Consumer

Full Cost Recovery



Council approved water system Financial Plan in February 2012 (staff report IES12-004)

Goal is to achieve all aspects of the full cost model

System Overview

- Drinking Water Supply
 - Blended Supply, 2014 ratio was 30% well supply and 70% Lake Ontario supply
 - Source is from 6 regional wells within Aurora, Toronto Water System and Peel Water System
 - Toronto and Peel wholesale to York Region who then wholesale to local municipalities
 - Town Responsible for distribution to end consumer (193 km town watermains)
 - 592 commercial, 14,543 residential accounts

System Overview

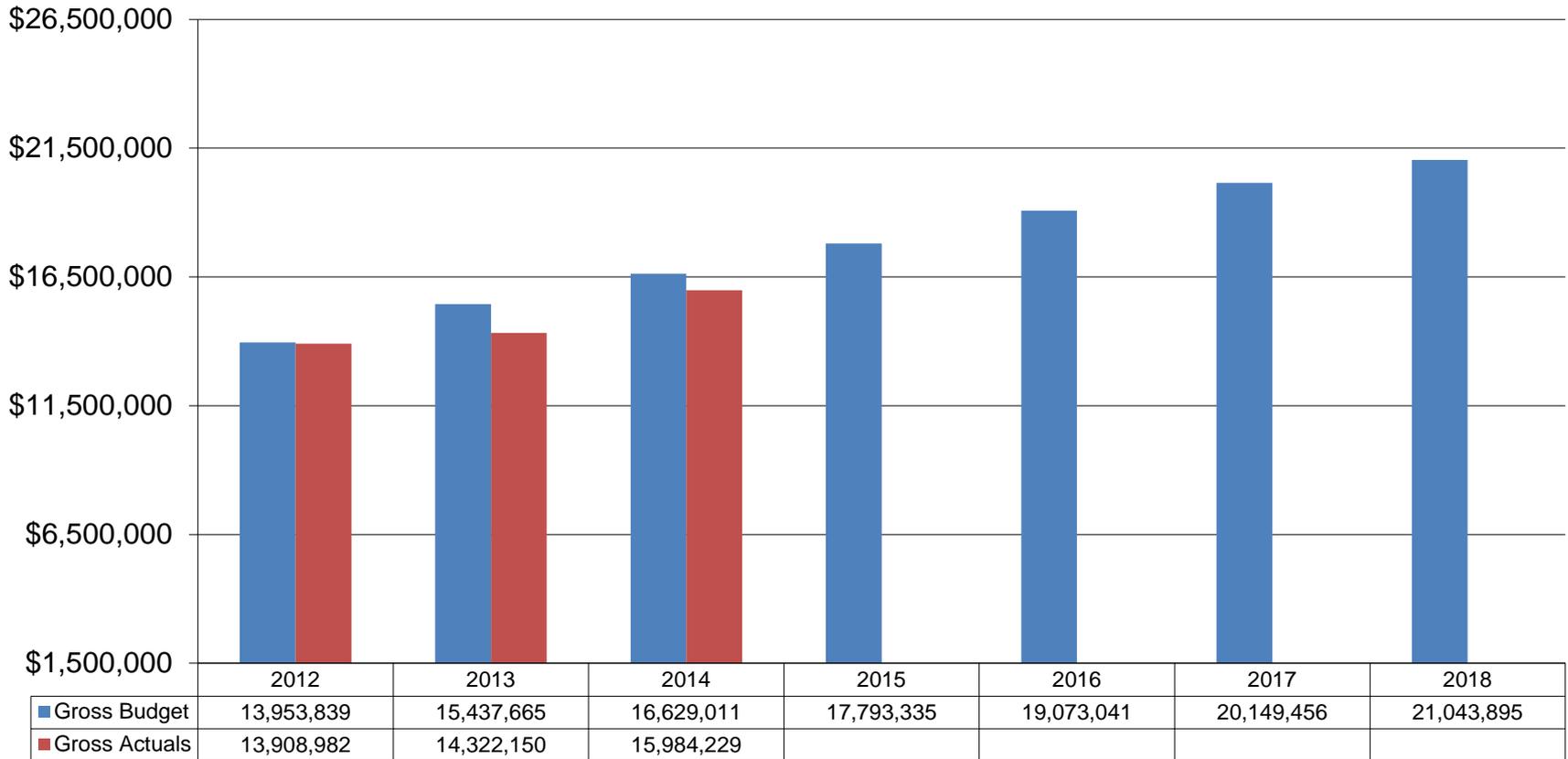
- Wastewater System
 - Primarily gravity collection system with 5 local pumping stations
 - Town responsible for wastewater collection from consumer and delivery to regional system (175 km of town sewers)

2015 Objectives

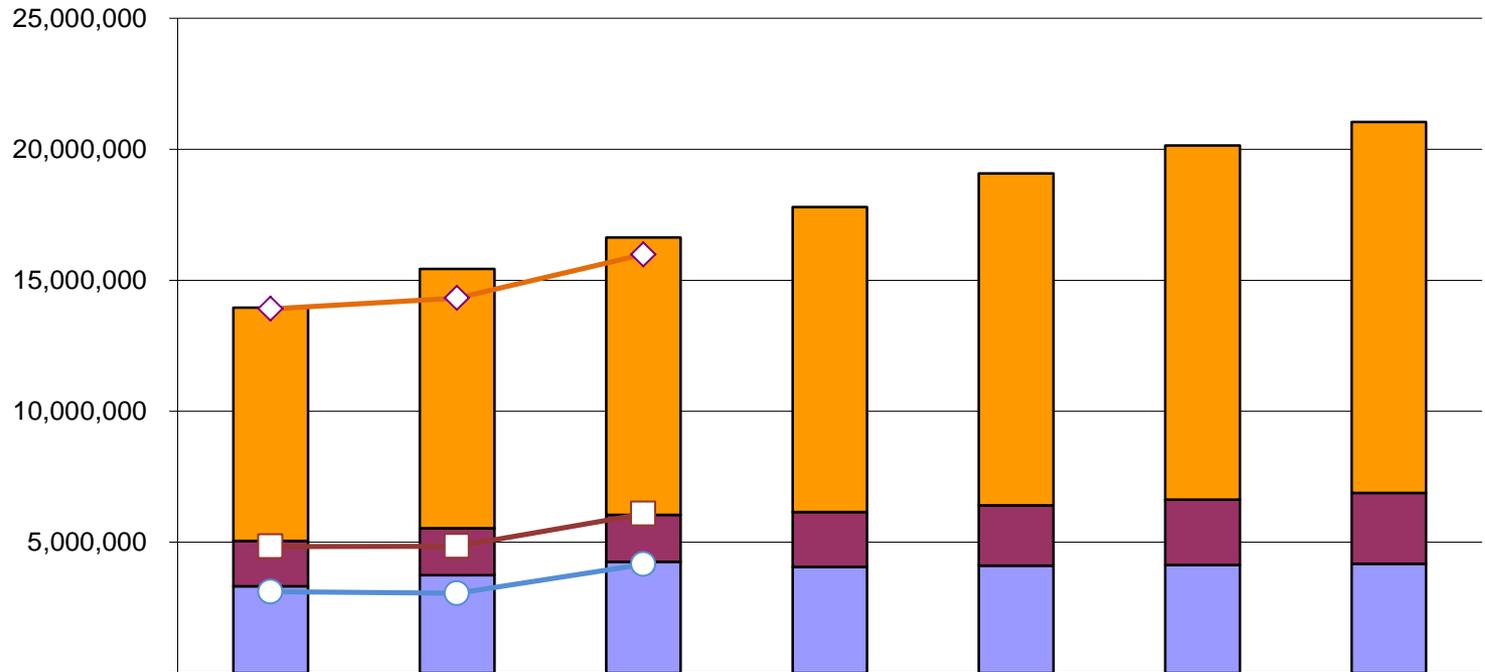
- Wholesale Costs Increase 10%
 - York Region approves 10% annual increase on rates to 2015
- Actual Consumption Meets Forecast
 - Increase in accuracy of forecast reduces risk of revenue shortfall and minimizes reliance on reserve funding
- Continued reduction of reserve reliance for operating costs

Operating Budget W/WW

W/WW Gross Operating Costs



Budget by Component W/WW



	2012	2013	2014	2015	2016	2017	2018
 Regional Charges Budget	8,903,556	9,897,116	10,580,942	11,639,036	12,660,641	13,519,161	14,166,030
 Reserve Budget	1,726,000	1,800,000	1,800,000	2,100,000	2,300,000	2,500,000	2,700,000
 Operating Budget	3,324,283	3,740,549	4,248,069	4,054,299	4,112,400	4,130,296	4,177,865
 Regional Charges Actual	9,070,894	9,471,472	9,900,000				
 Reserve Actual	1,726,000	1,800,000	1,929,084				
 Operations Actual	3,112,088	3,050,678	4,155,145				



2014 Budget to Actual Variance

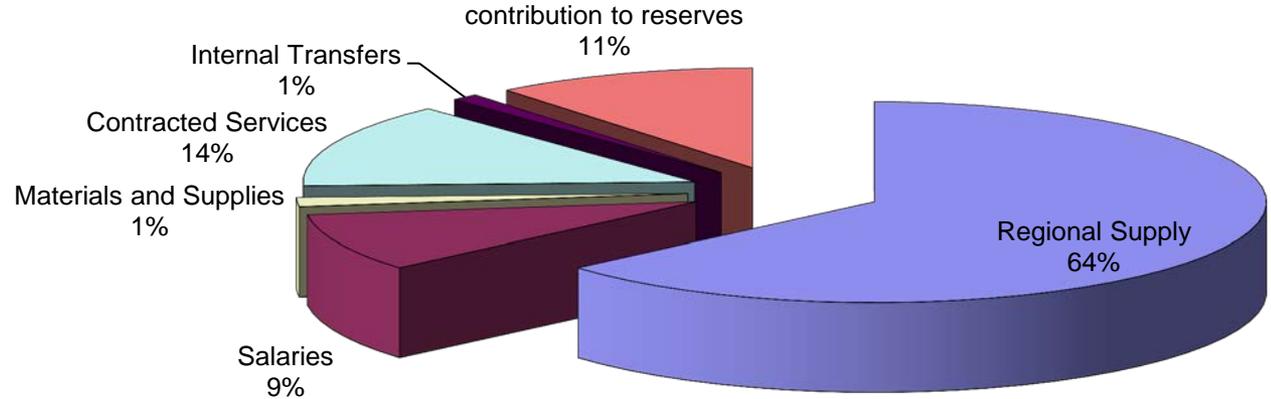
Salaries underspent	\$97,000
Materials and supplies	(\$36,000)
Annual system maintenance and repair contracts underspent	\$86,000
Regional supply purchases underspent	\$680,000
Total underspent	\$827,000

Gross 2014 budget \$16,629,011 for variance of 5%

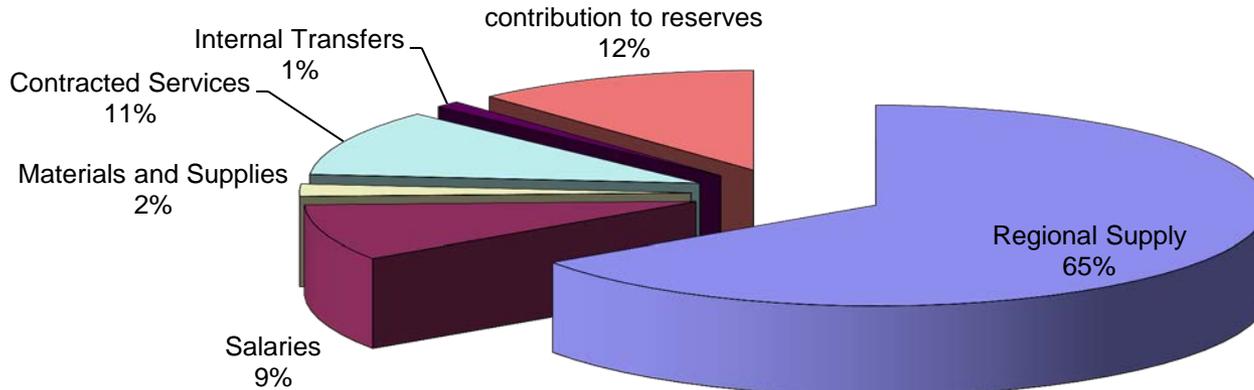
Primary reason for Regional supply underspend is wet cool summer resulting in lower water consumption.

Budget by Component W/WW

2014 Budget



2015 Budget



Regional Rate Forecast

Blended Rate Increases

Approved

- ❑ 10% annually 2012 to 2015

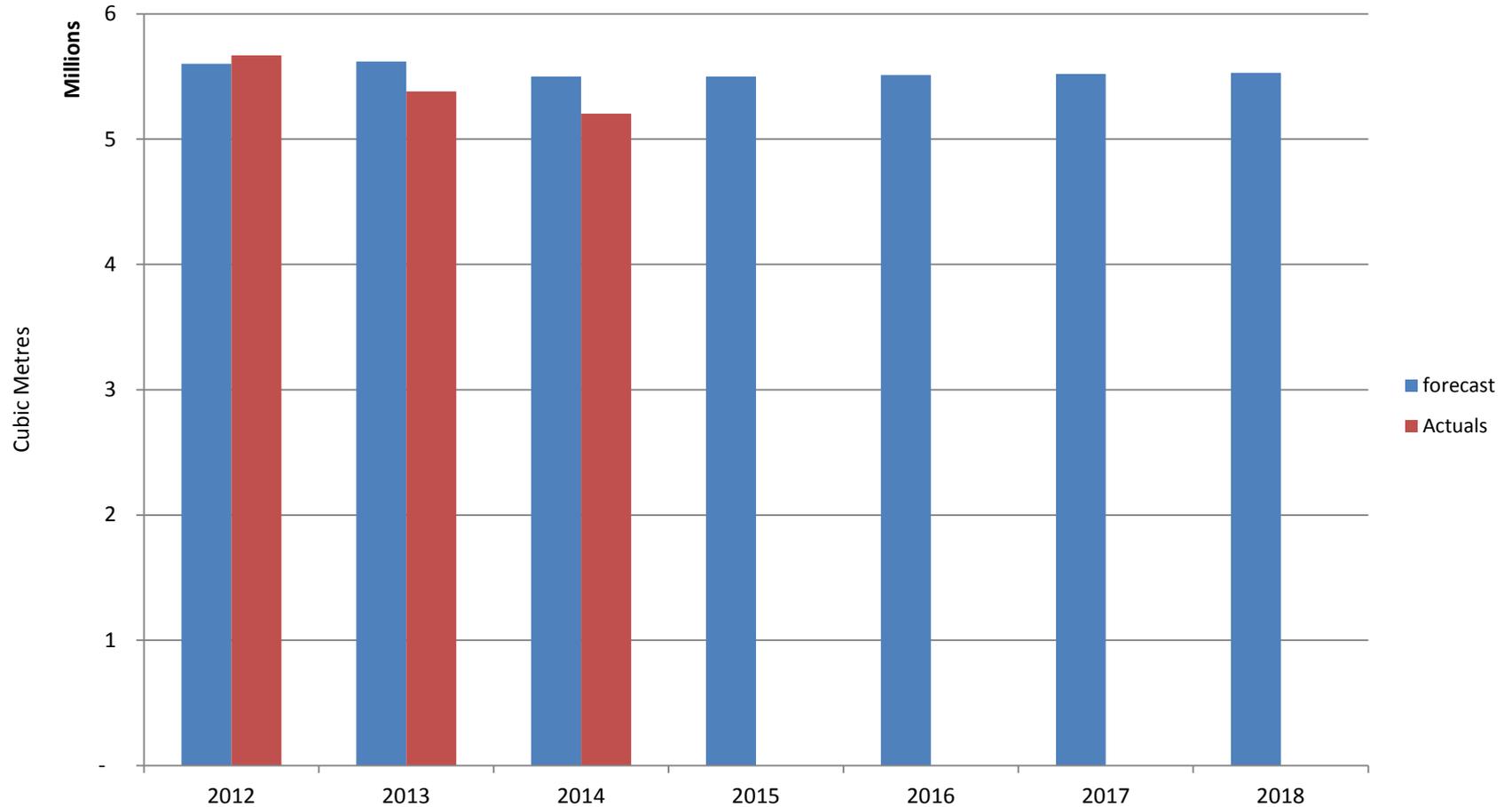
Forecast

- ❑ 8% in 2016
- ❑ 6% in 2017
- ❑ 4% in 2018 and 2019
- ❑ 3% in 2020



Recommended rates result in earlier elimination of operating and reserve deficits

Wholesale water Supply



Calculation of Region Charge

	Estimated Volume to purchase from Region m ³	Blended Rate Region Charges (reflecting May 1 rate change date)	Cost
2014	5,500,000	\$1.9238/ m ³	\$ 10,581,000
2015	5,500,000	\$2.1162/ m ³	\$ 11,639,000
Percent Change	0%	10.0%	10%

W/WW

Budget Overview

	2014 Budget	2015 Budget	% Change
Region Charges	10,581,000	11,639,036	10.0%
Operations	4,248,069	4,054,299	-4.6%
<i>Subtotal Expenses</i>	<i>14,829,011</i>	<i>15,693,335</i>	<i>5.8%</i>
Reserve Contributions	1,800,000	2,100,000	16.7%
Less: Misc Revenue*	(440,000)	(334,000)	-24.1%
Net Expenses	16,189,011	17,459,335	7.8%
Reserve to offset operating	(624,000)	(380,348)	-39.0%
Required rate revenues	14,471,175	15,454,109	9.7%

Composition of 9.7% increase in 2015 program costs

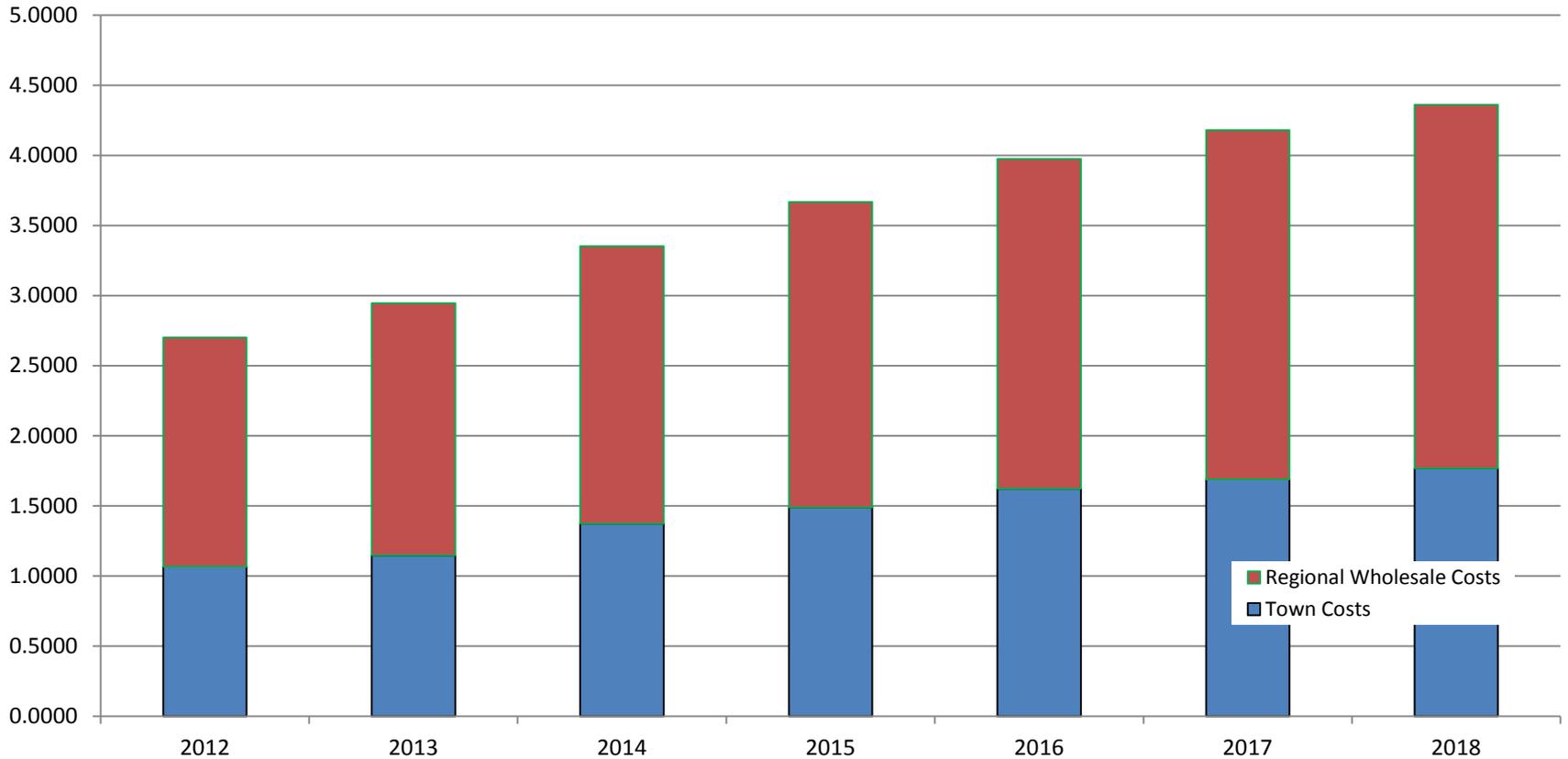
Components	Net Impact on Costs	
Salaries	0.4%	\$65,087
Materials costs	0.7%	\$105,300
Contracts	-2.3%	(\$363,156)
Reliance on reserve for operating	1.6%	\$243,652
Reserve Contribution (R/R program)	1.9%	\$300,000
Internal Transfers	0%	\$1,000
Misc Revenue	0.7%	\$106,000
Sum of Controllable cost pressures	2.9%	\$455,882
Regional Charges increase	6.8%	\$1,058,094
Sum of Impacts on Required Customer Revenues	9.7%	\$1,513,976

Cost/ Revenue Summary

	Costs	Revenues		
	Net Program Cost	Estimated Volume sold to consumers m ³	Blended Retail Rate (reflecting May 1 rate change date)	Expected Revenues
2014	\$15,565,000	4,785,000	\$3.2529/ m ³	\$15,565,000
2015	\$17,079,000	4,793,700	\$3.5628/ m ³	\$17,079,000
Percent Change	9.7%	0.2%	9.5% for May 1, 2014)	9.7%

Region and Town Rate Contribution

Retail Rate Forecast



2015 Water Rate

Retail Water Rate:

2014	\$1.8015 per m ³
<u>2015</u>	<u>\$1.9855 per m³</u>
Increase	\$0.1840 per m ³

Region Impact	5.1%
<u>Town Impact</u>	<u>5.1%</u>
Net Increase	10.2%

2015 Wastewater Rate

Retail Wastewater Rate:

2014 \$1.5287 per m³

2015 \$1.6812 per m³

Increase \$0.1525 per m³

Region Impact 6.8%

Town Impact 3.1%

Net Increase 9.9%

2015 Combined Rate

Combined Retail Rate:

2014	\$3.3301 per m ³
2015	<u>\$3.6667 per m³</u>
Increase	\$0.3366 per m ³
Percent Increase	10.1%

Impact on Residential User (245m³ annual average)

	Annually	Quarterly
2014	\$815.95	\$203.99
2015	<u>\$898.35</u>	<u>\$224.59</u>
Net Increase	\$82.40	\$20.60

Stormwater Budget

System Overview

- Stormwater System
 - Entirely owned and operated by the Town (154 km town sewers)
 - Stormwater discharges predominantly into the Lake Simcoe watershed which is undergoing a provincially led water quality improvement initiative

Objectives

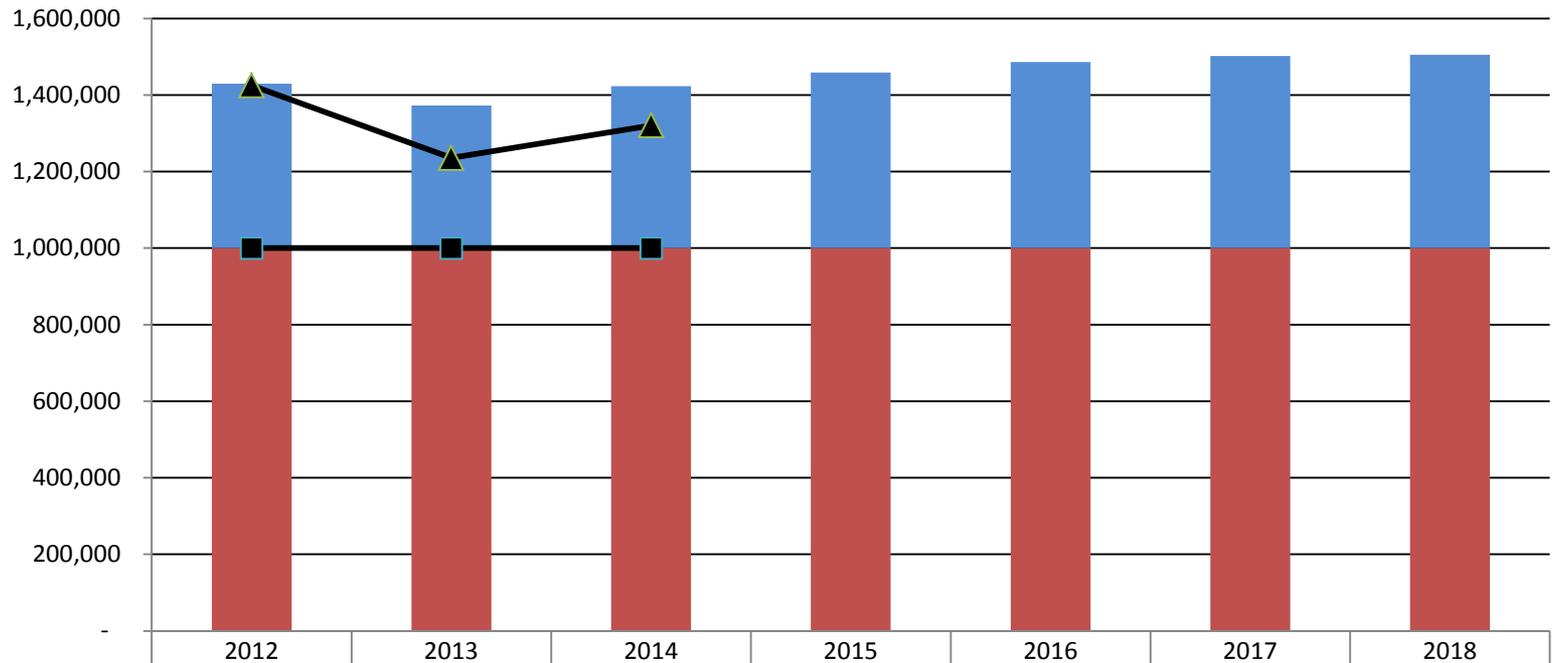
- Comply with legislative and regulatory requirements
 - **Conservation Authorities Act**
 - **Environmental Protection Act**
 - **Lake Simcoe Protection Act**
 - **Lakes and Rivers Improvements Act**
 - **Source Protection Act**
- Create sustainable funding for the long term maintenance and preservation of the infrastructure assets

Budget Objectives

- Ensure adequate reserve contributions to sustain long term storm water system maintenance
- Optimize program services
- Establish rate to achieve fully funded program

Gross Cost Summary

Gross Costs



Operating Budget	429,543	372,667	423,260	458,640	486,187	502,106	505,387
Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Operating Actual	425,005	235,709	320,503				
Reserve Actual	1,000,000	1,000,000	1,000,000				



2014 Budget to Actual Variance

Program Underspend	
Salaries	62,157
Operations	39,600

Gross 2014 Budget of \$1,423,260 for variance of 7.8%

Stormwater Budget Overview

	2014 Budget	2015 Budget	% Change
Operations	423,260	458,640	8.4%
Reserve Contributions	1,000,000	1,000,000	0%
Gross Expenses	1,423,260	1,458,640	2.5%
Reliance on reserve for operating	(110,260)	(145,640)	32%
Net program costs (to be recovered from Rates)	1,313,000	1,313,000	0%

Composition of 0% increase in 2015 program costs

Components	Net Impact on Costs	
Salary	0.04%	\$494
Materials costs	0%	\$0
Contracts	2.7%	35,400
Reliance on reserve for operating	-2.69%	(\$35,380)
Reserve Contribution no change	0%	0
Internal Transfers	-0.04%	(\$514)
Sum of Impacts on Required Customer Revenues	0%	0



2015 Storm Water Rate

Year	Residential	Commercial
2014 (Annual Fees)	\$57.34	\$755.57
2015 (Annual Fees)	<u>\$57.34</u>	<u>\$755.57</u>
Increase	\$0	\$0

Residential Annual Fees

Annual Residential Stormwater Fee

