



**Budget Committee
Meeting Agenda**

**2019 Operating Budget
Review**

Thursday, February 21, 2019

5:45 p.m.

Council Chambers

Aurora Town Hall



**Town of Aurora
Budget Committee
2019 Operating Budget Review
Meeting Agenda**

Thursday, February 21, 2019
5:45 p.m., Council Chambers

1. Approval of the Agenda

Recommended:

That the agenda as circulated by Legislative Services be approved.

2. Declarations of Pecuniary Interest and General Nature Thereof

3. Delegations

4. Public Consultation – Open Session – Opportunity for Members of the Public to Provide Input Regarding the 2019 Budget

Note: The Acting Director of Financial Services – Treasurer will provide a summary of any comments from the public received to date.

5. Consideration of Items

- 1. FS19-006 – Summary of Budget Consultation Meeting of January 14, 2019**

Recommended:

1. That Report No. FS19-006 be received for information.

**2. 2019 Operating Budget – Departmental Business Plans
Presentations by Department**

(a) Office of the CAO and Council Administration (Binder Tabs 4 and 5)
Jason Gaertner, Acting Director of Financial Services – Treasurer
Stephanie Mackenzie-Smith, Manager of Corporate Communications

Recommended:

1. That the presentations by Jason Gaertner, Acting Director of Financial Services, and Stephanie Mackenzie-Smith, Manager of Corporate Communications, be received; and
2. That the 2019 Operating Budget for the Office of the CAO and Council Administration as presented be tentatively approved.

(b) Corporate Services (Binder Tab 6)
Techa van Leeuwen, Director of Corporate Services

Recommended:

1. That the presentation by Techa van Leeuwen, Director of Corporate Services, be received; and
2. That the 2019 Operating Budget for the Corporate Services department as presented be tentatively approved.

(c) Financial Services (Binder Tab 7)
Jason Gaertner, Acting Director of Financial Services – Treasurer

Recommended:

1. That the presentation by Jason Gaertner, Acting Director of Financial Services – Treasurer, be received; and

2. That the 2019 Operating Budget for the Financial Services department as presented be tentatively approved.

(d) Community Services (Binder Tab 8)
Robin McDougall, Director of Community Services

Recommended:

1. That the presentation by Robin McDougall, Director of Community Services, be received; and
2. That the 2019 Operating Budget for the Community Services department as presented be tentatively approved.

(e) Planning and Development Services (Binder Tab 9)
Lawrence Kuk, Acting Director of Planning and Development Services

Recommended:

1. That the presentation by Lawrence Kuk, Acting Director of Planning and Development Services, be received; and
2. That the 2019 Operating Budget for the Planning and Development Services department as presented be tentatively approved.

(f) Operational Services (Binder Tab 10)
Al Downey, Director of Operational Services

Recommended:

1. That the presentation by Al Downey, Director of Operational Services, be received; and
2. That the 2019 Operating Budget for the Operation Services department as presented be tentatively approved.

(g) Corporate Revenues and Expenses (Binder Tab 11)
Jason Gaertner, Acting Director of Financial Services – Treasurer

Recommended:

1. That the presentation by Jason Gaertner, Director of Financial Services – Treasurer, be received; and
2. That the 2019 Operating Budget for the Corporate Revenues and Expenses as presented be tentatively approved.

(h) Water & Sewer Budget (Binder Tab 14)
Al Downey, Director of Operational Services
Jason Gaertner, Acting Director of Financial Services – Treasurer

Recommended:

1. That the presentation by Al Downey, Director of Operational Services and Jason Gaertner, Acting Director of Financial Services – Treasurer, be received; and
2. That the 2019 Operating Budget for Water & Sewer as presented be tentatively approved.

3. 2019 Operating Budget – General Discussion

6. Adjournment



Town of Aurora
Budget Committee

No. FS19-006

Subject: Summary of Budget Consultation Meeting of January 14, 2019
Prepared by: Jason Gaertner, Acting Director Financial Services - Treasurer
Department: Financial Services
Date: February 21, 2019

Recommendation

- 1. That Report No. FS19-006 be received for information.**

Executive Summary

As directed by Council, the Budget Committee held a special 2019 Budget Public Consultation meeting on January 14, 2019. Three delegations spoke on behalf of groups seeking financial funding. A single response offering ideas to Council as to how the Town could Increase its Non-Tax Revenues that was received in writing was shared with Council.

This report summarizes each delegate's comments/requests and provides an indication as to how these items may be addressed in the preparation of the 2019 draft operating and capital budgets by staff. Specifically, funding requests were received from the following groups:

- Aurora Sports Hall of Fame
- Sport Aurora
- Aurora Historical Society

If all comments were to be approved in the budget, the net operating budget would increase by \$77,700, and the capital budget would expanded by \$135,300.

Background

On January 14, 2019, the Budget Committee held a budget consultation meeting in order to hear budget input from the community, and in particular, to receive any financial requests for funding from groups or individuals. Two delegations registered by the agenda deadline, each with a funding request. A third delegation providing budget input only registered prior to the meeting and was added to the agenda.

Analysis

Three groups presented funding requests, while a fourth delegate, provided via email suggestions for increasing non-tax revenues.

Aurora Sports Hall of Fame

The Aurora Sports Hall of Fame gave an overview of the Sports Hall of Fame's mission and vision, including its efforts in promoting excellence in sports, community outreach initiatives, and various interactive programs. The request in the amount of \$28,100 would be used to support the growth and development of the Hall of Fame, as well as, ongoing community outreach programs.

The Budget Committee received and referred the comments of the delegation for consideration by the Community Services department as part of the 2019 Operating Budget process.

Sport Aurora

Sport Aurora presented a detailed breakdown of its funding request which included a review of its mission, background, ongoing programs and involvement with the Town in areas of sport policy and facility development. Sport Aurora requested \$49,600 to be used to support the various community programs that Sport Aurora offers. This request included an amount relating to the Town's usual sponsorship of the Breakfast of Champions.

The Budget Committee received and referred the comments of the delegation for consideration by the Community Services department as part of the 2019 Operating Budget process.

Aurora Historical Society

The Aurora Historical Society brought forth a funding request in the amount of \$126,500 based upon a 2016 preliminary cost estimate that was provided by the Town. This cost estimate equivalents to approximately \$135,300 in today's dollars after inflation has been applied. The proposed funds would be utilized to construct a parking lot on Town owned lands located at the rear of the Hillary House property, to be leased exclusively to the Aurora Historical Society (AHS) for a nominal amount. AHS would be responsible for constructing a pathway that would connect the proposed parking lot to Hillary House. The rationale provided for the proposed parking lot included: an entrance off Machell Avenue would be safer, accommodate increased parking needs, more accessible for larger vehicles such as busses, would provide AHS with the ability to generate additional revenue.

The Budget Committee received and referred the comments of the delegation and added a new capital project in the amount of \$135,300 to the 2019 Draft 1 Capital Project Listing.

Advisory Committee Review

None

Legal Considerations

None.

Financial Implications

There are no immediate financial implications of this report. All budget funding requests have been or will be presented for consideration during the 2019 budget process as outlined in this report as follows:

Group	Purpose	Operating Budget Request	Capital Budget Request
Aurora Sports Hall of Fame	Growth and Development of Hall of Fame Ongoing community outreach programs	\$28,100	

Sport Aurora	Community Programs offered by Sport Aurora	\$49,600	
Aurora Historical Society	Parking Lot Construction		\$135,300
Total		\$77,700	\$135,300

Communications Considerations

None required at this time.

Link to Strategic Plan

Summarizing and advising of the dispensation of each budget request or suggestion raised at the 2019 Special Budget Public Consultation meeting supports the Strategic Plan principle of excellent in municipal management.

Alternative(s) to the Recommendation

None

Conclusions

Staff have summarized the financial funding requests and other budget suggestions presented by members of the public at our recent 2019 Special Budget Public Consultation meeting.

Attachments

- Attachment #1 – 2019 Budget Request – ASHOF
- Attachment #2 – 2019 Budget Request – Sport Aurora
- Attachment #3 – 2019 Budget Request – AHS
- Attachment #4 – Suggestions for increasing non-tax revenue

Previous Reports

None

February 21, 2019

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Report No. FS19-006

Pre-submission Review

Reviewed by Acting Treasurer and CAO.

Departmental Approval

Approved for Agenda



Jason Gaertner, CPA, CMA
A/Director of Financial Services
- Treasurer



Doug Nadorozny
Chief Administrative Officer

Attachment #1



Budget Consultation Meeting
January 14, 2019 7:00 p.m.

19 JAN 4 10:58 AM 403

2019 Budget Request to Council
For Funding or Services in Kind

This Request form and any written submissions or background information for consideration by Council must be submitted to the Clerk's office by the following deadline:

4:30 p.m. Friday January 4, 2019 by e-mail to Clerks@Aurora.ca

Budget Item for Discussion: <i>Aurora Sports Hall of Fame</i>	
Name of Spokesperson: <i>David Thom</i>	Name of Group or Person(s) being Represented (if applicable): <i>Aurora Sports Hall of Fame</i>
Brief Summary of Budget Item to be Presented to Council: Attach a one page description of your funding request or other budget item to allow Council and staff to understand the nature of your request/suggestion. Please include reference to: <ul style="list-style-type: none"> • Benefit to Town Community including an estimated number of benefitting Aurorans • If applicable, how requested funds will be managed and spent, including a budget breakdown • Expected outcomes – your view of success; where applicable, include comparatives • Any service(s) in kind requested to be provided by the Town: be as specific as possible 	
Please complete the following:	
Funding amount requested: \$ <u>28,100.</u>	
To Support one-time project \$ _____ or, an on-going Program/Operation \$ <input checked="" type="checkbox"/>	
NB: For Group/Organization funding requests, please attach latest audited financial statements	
Have you been in contact with a Town staff or Council member regarding your matter of interest?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If yes, with whom? <i>Robin McDougall</i> <i>Al Downey</i>
<input checked="" type="checkbox"/> I acknowledge that the Procedure By-law permits five (5) minutes to delegate. (Depending upon the number of delegates at the meeting, the Chair may shorten all delegations to less than five (5) minutes)	



Benefit to Town/Community

- The Aurora Sports Hall of Fame recognizes and celebrates sport achievement in our community.
- Through our “Sport History Alive” and “Future Hall of Famers” programs we motivate our youth to be active and involved in sport.
- Our physical location at the SARC is an attraction for our entire community as well as visitors to Aurora, to learn about our rich sport heritage.

Budget Breakdown

- See attached

Expected Outcome

- We value the partnership that we have developed with the Town of Aurora. The continued support will assist us in expanding our outreach to all of Aurora with our education program and touring exhibits under our “Moment in Sport” program.

This is an important component of the Aurora Sports Hall of Fame, something that the federal government recognizes as a valuable part of our newly obtained charitable status.



January 2019

Canada's Sports Hall of Fame - Presentation for discussion

Thanks again for the great chat Friday. Nice talking to someone with the same passion, especially with your volunteer position with the Aurora Sports Hall of Fame.

The future of sport is "Beyond Sport" and is not about producing champions it's about sharing their effect beyond the podium. This is about the ripple effect of values and social purpose that helps build Canada through sport.

We are looking to align with corporate partners who are part of our mandate of building Canada through sport; corporations who are willing to partner with Canada's Sports Hall of Fame & our Hall of Famers and help share our Beyond Sport message;
It's about linking our competitive spirit to community spirit
It's about teaching all generations of Canadians how to be involved, stay connected, find inner strength and determination.
It's about connecting sport with social purpose and sharing that back out into the community

Cheryl Bernard
President & Chief Executive Officer



FUNDING REQUESTED FROM THE TOWN OF AURORA

	2018 PROJECTED	2019 PROJECTED
Funds Raised by ASHoF Directly		
Ticket Sales, Donations, Sponsorships, Fundraising,		
Program Advertising, Fantasy Auction Proceeds, etc	\$ 47,116	\$ 54,000
	<i>46.6%</i>	<i>65.8%</i>
Expenses		
Annual Gala Induction Dinner	33,519	34,500
Website, Video Brochures & Promotional Materials	7,383	7,500
Artifact Collections, Displays & Curation <i>*see note below</i>	18,528	-
Education Outreach	4,880	7,500
Induction, Nominations & Selection	2,627	2,700
Sponsor, Honoured Member & Volunteer Support	4,736	4,900
Project management, accounting, and administrative costs	29,506	25,000
	-	-
	<u>101,179</u>	<u>82,100</u>
Shortfall	<u>-\$ 54,063</u>	<u>-\$ 28,100</u>
Additional Funding Secured for 2018		
Town of Aurora	<u>\$ 48,100</u>	
Funding Requested from Council for 2019		<u>\$ 28,100</u>

Note:

The Town of Aurora has agreed to take over the responsibility and cost for the curation of the Hall and it's artifacts commencing Jan 1, 2019


**AURORA SPORTS
HALL of FAME**
EST. 2013
Their Legacy. Our Future.





Their Legacy. Our Future.

Visitors to the Aurora Sports Hall of Fame, whether in person or on-line, are encouraged to explore and appreciate our rich sport heritage and participate in our efforts to honour sport, celebrate distinction and recognize outstanding achievement.

The Legacy of each of our Inducted Members is an inspiration to all those who follow and the pride of this Community is evident by how we honour and preserve their many accomplishments.

We invite you to pay tribute to our exceptional Aurorans who have made their mark in time through sport by exploring our Sports Hall of Fame.

Mission

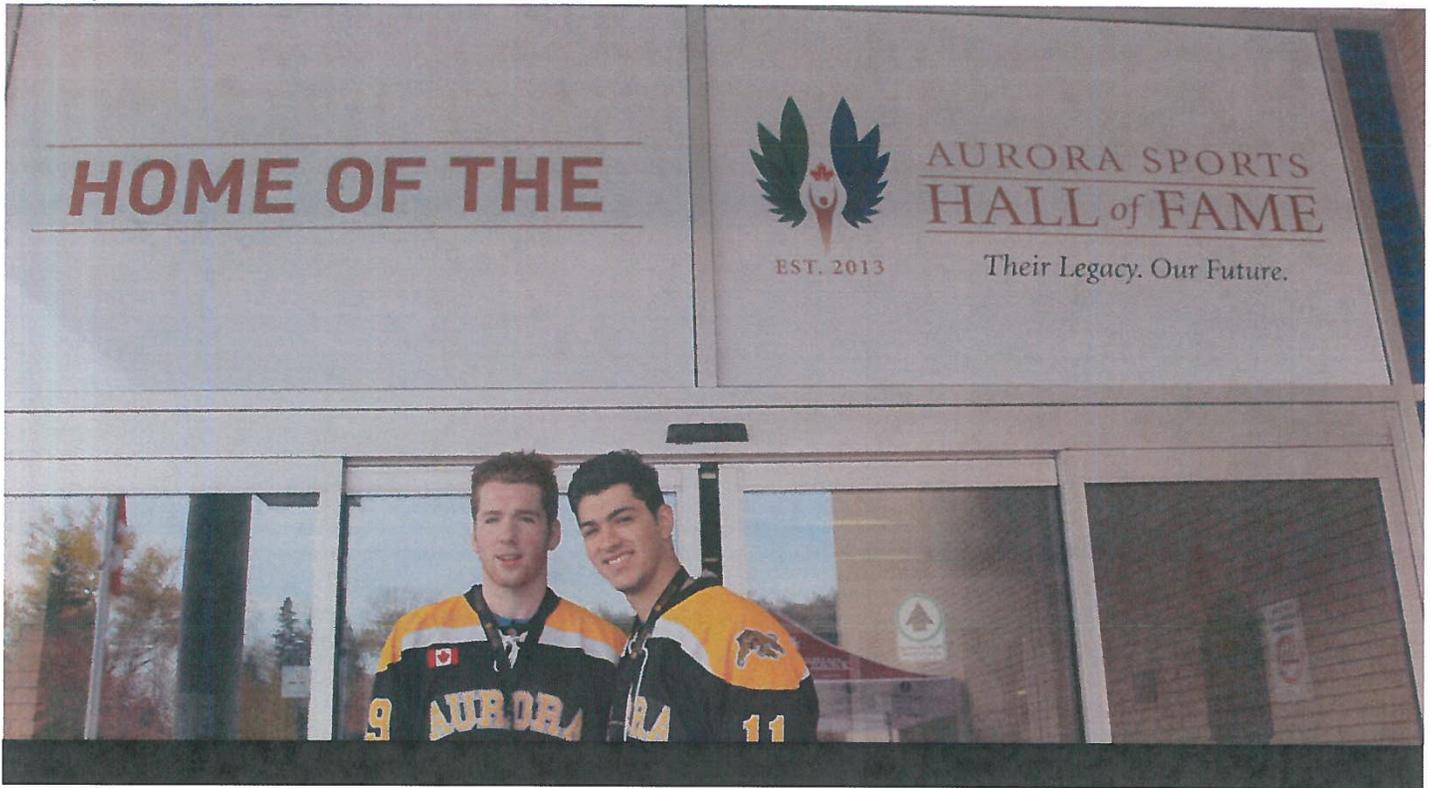
To honour, celebrate, preserve and share Aurora's sport heritage.

Vision

The Aurora Sports Hall of Fame is an experience for those who wish to appreciate Aurora's rich sport heritage and it will be an inspiration to those who seek sport excellence.



The Aurora Sports Hall of Fame is a celebration of sport history and excellence; dedicated to the recognition of the important place that sport has assumed within the fabric of Aurora.



The Hall of Fame

The Aurora Sports Hall of Fame is located in the Stronach Aurora Recreation Complex. Honoured member artefacts, stories and commemoration fill the area along with interactivity for kids, sports heritage images and a dedicated area designed to inspire youth called the Norm Johnson Hall of Education. Admission to the Hall is free.

Building the Aurora Sports Hall of Fame Collection

- Individuals or teams are encouraged to donate (and at times loan) items to the Hall of Fame for exhibition purposes. Items are brought in with the assistance of the Aurora Museum & Archives.





Sports History Alive

Sports History Alive is a 40 minute, in-class, and interactive program that is designed to bring Aurora's rich athletic history alive for elementary students and educators.

The Sports History Alive program is:

- Free, interactive and physically active
- Delivered in class by a professional presenter
- Supported by a multi-media infused power point that includes video and images to explore content
- Linked to the Ontario Physical Education and Social Studies curriculum



**SPORTS
HISTORY**
Alive



"Mark was very inspirational. Our students were thrilled to take "selfies" with a real "Olympian" and to touch an Olympic medal. Thank you for coming to our school and giving our students an amazing experience!" Jane Inglis, Principal, Aurora Heights Public School

The Induction Celebration

The Aurora Sports Hall of Fame Induction Ceremony is the annual celebration of those individuals who have been instrumental in raising the profile of sports in Aurora and, in doing so, have brought positive recognition to our town. Inductees fall into three categories: Athlete, Coach and Builder/Contributor.

On November 8th, 2018 at Saint Andrews College, we will proudly recognize this year's Inductees.

Plaques in their honour will be unveiled and, along with artefacts relevant to each individual's sport contribution, will be presented for display in the Aurora Sports Hall of Fame.

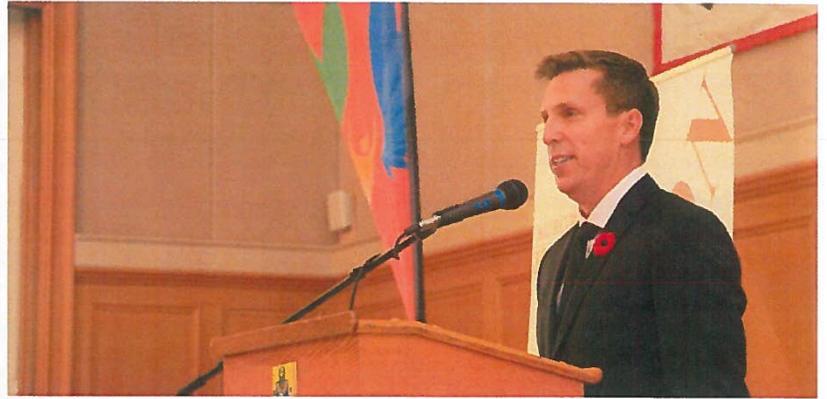
2018 Inductees

Paolina Allan (Athlete – Triathlon)

David Morland IV (Athlete – Golf)

Robert Bain (Coach – Basketball)

*The late Loring Doolittle
(Builder / Contributor)*





Be a Part of the Legacy. Be a Part of the Aurora Sports Hall of Fame.

The Aurora Sports Hall of Fame is a volunteer based not-for-profit organization that relies heavily on community support both with volunteers and funding. For additional information on how to support the Aurora Sports Hall of Fame and donation information please connect with us!

DAVID THOM

Chair – Board of Governors

416-818-2562

david@thompartners.com

www.aurorashof.ca

 @AuroraSHoF

 @AuroraSHoF

 Aurora Sports Hall of Fame



ATTACHMENT #2



Budget Consultation Meeting
January 14, 2019 at 7 p.m.

2019 Budget Request to Council
For Funding or Services in Kind

This Request form and any written submissions or background information for consideration by Council must be submitted to the Clerk's office by the following deadline:

4:30 p.m. Wednesday, January 9, 2019 by email to clerks@aurora.ca

Budget Item for Discussion: Sport Aurora Request for funding	
Name of Spokesperson: Sandra Manherz Rob Brissenden Ron Weese	Name of Group or Person(s) being Represented (if applicable): Sport Aurora Inc
Brief Summary of Budget Item to be Presented to Council: Attach a one page description of your funding request or other budget item to allow Council and staff to understand the nature of your request/suggestion. Please include reference to: <ul style="list-style-type: none"> • Benefit to Town Community including an estimated number of benefitting Aurorans • If applicable, how requested funds will be managed and spent, including a budget breakdown • Expected outcomes – your view of success; where applicable, include comparatives • Any service(s) in kind requested to be provided by the Town: be as specific as possible 	
Please complete the following:	
Funding amount requested: \$ <u>49,600</u>	
To Support one-time project \$ _____ or, an on-going Program/Operation \$ <u>49,600</u>	
NB: For Group/Organization funding requests, please attach latest audited financial statements	
Have you been in contact with a Town staff or Council member regarding your matter of interest?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If yes, with whom? <u>Robin McDougall</u>
<input checked="" type="checkbox"/> I acknowledge that the Procedure By-law permits five (5) minutes to delegate. (Depending upon the number of delegates at the meeting, the Chair may shorten all delegations to less than five (5) minutes)	



Executive Summary

The last 13 years has solidified Sport Aurora's presence in the Community of Aurora. We have continued to deliver quality programs, support Town initiatives and have brought millions of dollars of value to our community through revenue generation, grants and volunteer contribution.

Sport Aurora continues as a not-for-profit, inclusive Organization representing 40 sport Organizations in Aurora and thousands of citizens in our community, regardless of age, gender or ability.

We have provided leadership in sport and are recognized as the 'voice of sport' in Aurora. We estimate that we are truly the largest single Organization of any kind in the Town as sport participation is a cultural phenomenon. Sport Aurora has grown in a slow and controlled manner and has provided the knowledge, skill and expertise to create valuable assets such as the Aurora Sports Hall of Fame, the All Kids Can Play Program and, more recently, Activate Aurora.

We have provided valued input to the Town in areas of sport policy and sport facility development and use and have contributed to the Leisure Services Advisory Committee, the Parks and Recreation Advisory Committee and the Parks Recreation and Cultural Advisory Committee. In 2019 we have not been asked to participate in the newly formed Community Services Advisory Committee.

Our published Mission is to support and develop sport and physical activity in our community by advocating on behalf of our member organizations in order to build capacity, increase participation, enhance integration and celebrate excellence. This Mission is in keeping with Canadian Sport Policy and are primarily directed at building **capacity** of the Town and our Organizations to provide quality healthy physical activity for the Community, increasing **participation** of the residents through the delivery of diverse programs for both genders and from the ages of 3 to 80 years of age and for all developmental levels, promoting **integration** of programs and services amongst the members and with the municipality to achieve efficiency of delivery and to promote and celebrate **excellence** in programming and performance of all participants.

Funds that are advanced will be used to further our Mission; continuing the work we have done over the past 12 years and add expertise and value by delivering portions of the Sport Plan that are highly relevant to our sport Members. We believe that the foundation of sport is being built in Aurora through these activities and it is critical that it is done with expertise and care. We are a professionally managed, volunteer-driven Organization and our 2019 budget



Executive Summary

projections are attached. They represent a conservative, yet accurate, estimate of the financial requirements to achieve our goals and we are confident of the projections.

As we are fiscally responsible; asking for only 23% of our total budget and expect to continue all our activities and build benefits for our member organizations with the financial assistance requested of the Town.

We ask that the request for funding for the 2019 budget is approved by Town Council and that this partnership and our programs be secured for years to come for the benefit of the entire Community.

The Following are the programs of Sport Aurora that require a financial contribution:

The Breakfast of Champions

A "Breakfast of Champions" Event is needed in Sport and our Community to publicize the outstanding accomplishments of participants who achieve Provincial or better championship status in order to promote excellence in programming. In Aurora we have many programs that regularly exceed typical performance standards and these accomplishments should be publicly recognized. It motivates players, volunteers, coaches, parents and other volunteers and promotes valuable sponsorship.

The benefits to the Community are far reaching. It is widely known that the celebration of exemplary efforts is conducive to participation rates climbing. Celebrating sport participants has a positive effect on entry-level and recreational participation levels. Sport Organizations who produce high-performance athletes have a higher standing in the Community and it demonstrates their expertise, attracting participants.

Funding will go to the naming rights to the Breakfast. It will help with the procurement of a venue to host, awards, food & beverage for the athletes as well as project management for the 8 months of pre and post event production and program implantation.

Funding Request: \$5,200

Sport Volunteer Recognition

This annual event is designed to recognize and reward the sport volunteers of this Community who are the cornerstone of each Sport Organization's ability to deliver high-quality, effective



Executive Summary

and economically viable programs. Lack of volunteers was perceived to be the most important threat to each Sport Organization's survival. Without sufficient volunteers, Sport Organizations cannot deliver their Programs and therefore retention and recognition strategies that are targeted, promotional and public are needed.

The benefits to the Community are that volunteerism is rewarded and it stimulates volunteerism. The economic benefits of having a vibrant, engaged volunteer sector, whether it be sport or otherwise is well documented. Showing the public that sport volunteers are valued is an important step in recruiting more volunteers. Sport Organizations identify the lack of sufficiently trained volunteers as a major threat and so working with them to help recruit volunteers through public recognition is important.

Funding will go to the naming rights to the event. It will help with the procurement of a venue to host, awards, food & beverage for the volunteers and support for the nominating/selection process of the Sport organizations as well as project management for the 8 months of pre and post event production and program implementation.

Funding Request: \$3,000

Sport Aurora School Athletes of the Year

The mandate of the Sport Aurora School Athletes of the Year is to acknowledge the significant and exceptional achievements and contribution to athletics and sports in our Aurora elementary schools within the Town of Aurora. These athletes are nominated by their schools in both YRDSB and the YCDSB.

The benefits to the Community and to the Sport Organizations who serve the majority of residents will see greater profile to their sports and increase participation through greater awareness. By having the schools identified and incorporated into this recognition through the Town of Aurora, will help stimulate participation through this specific recognition program.

Funding will help support the production of awards, recognition and project management.

Funding Request: \$700



Executive Summary

Sport Aurora Athlete of the Year

The mandate of the Sport Aurora Athlete of the Year is to acknowledge the significant and exceptional achievements and contribution to athletics and sports within the Town of Aurora. The athlete **MUST** be a member of a Provincial/National OR International Sport Governing Body in Canada. Once selected by our Celebration & Recognition Committee, Athlete of the Year is announced at our Annual Breakfast of Champions Event and advertised by traditional media.

The benefits to the Community and to the Sport Organizations who serve the majority of residents will see greater profile to their sports and increase participation through greater awareness.

Funding will help support the award, recognition and project management

Funding Request: \$700.00

Women & Coaching and Development Workshops

A strategy to develop a pool of qualified women and girls who will act as role models to girl participants and will expand the volunteer capacity of each of our member Organizations is critical to increasing capacity and participation. Because these will be multi-sport Workshops, integration will be enhanced across all sport participants. Female participation is traditionally low in coaching roles and providing opportunities for women to coach will enhance each organization. A pilot project was conducted earlier in one of our member organizations and through a Women-in-Coaching program, significant increases in the number of female coaches was noted.

The benefits to the Community are that we can target girls and women specifically in the community through relationships with the YRDSB and the YCDSB schools to increase sport and recreational participation and capacity. These mentorship workshops will help build confident resourceful young women that will become assets to the Community.

Funding will go to the cost of the procurement of the facilitator of the workshops, cost of the workshops, and for the project management over the 12 months spent in the delivery of the mentorship program in both the YRDSB and the YCDSB in partnership with Sport for Life and for the of the program delivery.

Funding Request: \$3,000



Executive Summary

All Kids Can Play Program

This program is designed to ensure that children who are financially disadvantaged are supported so no child who wants to participate in sport and recreation is turned away. While Aurora is perceived to be an affluent community, the members of the Sport Aurora Organizations noted that more requests for subsidies were occurring each year from parents who were financially disadvantaged.

The benefits to the Community are obvious when we are trying to increase participation rates but financial barriers are evident. This Program addresses specific objectives of identifying and removing all barriers to participation such as financial barriers. The goal is to provide additional funding to outreach to families and be able to recruit donors so the fund grows and the number of children assisted grows as well.

Funding of this program would go towards the outreach campaign that would be executed to the community. It also support the project management of the disbursement of funds to low-income applicant's that apply to the program. We require funding for ONLY the administration of the Program that is detailed and sensitive and requires expertise when applying grant policies and for an outreach program that occurs publicly through traditional and social media channels and through direct engagement of schools and service Organizations. We also use these funds to outreach to potential donors to keep the fund alive so we can meet the needs of those who apply and are eligible.

Funding Request: \$9,000

Sport Tourism

Sport Aurora ongoing commitment to strengthen Aurora's ability to attract sport events to the Town and reap economic impacts of sport tourism. The intent is to build Aurora as a 'sport destination.' The Sport Tourism Project followed the Sport Tourism Strategic Planning framework previously reported and undertook to form a Sport Tourism Committee that defined the Terms of Reference for the Committee and engaged local sport Organizations to create the direction for the Committee's activity. The outcomes from the STC Committee Meetings included the development of a 'Sport Concierge Service' to assist sport Organizations on the often ignored, 'customer experience'. Sport Organizations reported that they did not need assistance in implementing their events but needed help in promotion and communication. The



Executive Summary

Sport Concierge Services were proposed and approved and the Service was and still is being implemented in the Community. Supporting volunteer sport organizations is therefore a good investment when the economic off-shoot of visitors to the Community result in visits to local businesses. The development of a sustainable sport tourism plan is essential to the development of sport tourism activities and involves the cooperation of the municipality, the business community and of our local sport organizations. Sport Aurora will ensure events are properly advertised and promoted and that all activities 'outside the lines' are properly managed and there will be focus on the customer experience ensuring that every guest to our Community has a positive experience.

Funding will go towards the ongoing implementation of the Sport Concierge Service we provide in partnership with the Sport Organization. Funding will enable the delivery of the Sport Tourism Guide (if prepared by the Town) to assist the incoming guests to our Community as well as pre and post advertising of each approved sport event through traditional media, local papers and social media platforms. Funding will also go towards the project management of the organizational components of procuring business commitments of support in a couponing opportunity to provide in the registration packages of registering sport teams. It will allow Sport Aurora to focus our attention on activities that enhanced the customer experience and promote the events with an effective communications plan that engaged the public and the guests and provided an experience for visitors that reflected high degree of organization, accurate and timely communication, promotion within and outside the Community and in general created support for the event. Funding will allow us to participate directly with every Organizing Committee as an active member focusing on the objectives of the event from a customer service/support point of view.

Funding Request: \$15,000

Communications

In every program, a marketing strategy for public awareness or campaign is required. Whether it is traditional media, social media platforms or Public Relations, every program has an element of Communications.

Funding for Communications would support the costs incurred from advertising, pre and post events, as well as the management of the campaign by a professional.

Funding Request: \$13,000



Executive Summary

TOTAL FUNDING REQUEST: \$49,600

We respectfully submit this request and report and ask for consideration in the 2019 budget.

Sport Aurora

ATTACHMENT #3



Budget Consultation Meeting
January 14, 2019 at 7 p.m.

2019 Budget Request to Council
For Funding or Services in Kind

This Request form and any written submissions or background information for consideration by Council must be submitted to the Clerk's office by the following deadline:

4:30 p.m. Wednesday, January 9, 2019 by email to clerks@aurora.ca

Budget Item for Discussion: <i>PARKING LOT - TOWN PROPERTY</i>	
Name of Spokesperson: <i>JOHN GREEN</i>	Name of Group or Person(s) being Represented (if applicable): <i>AURORA HISTORICAL SOCIETY</i>
Brief Summary of Budget Item to be Presented to Council: Attach a one page description of your funding request or other budget item to allow Council and staff to understand the nature of your request/suggestion. Please include reference to: <ul style="list-style-type: none"> • Benefit to Town Community including an estimated number of benefitting Aurorans • If applicable, how requested funds will be managed and spent, including a budget breakdown • Expected outcomes – your view of success; where applicable, include comparatives • Any service(s) in kind requested to be provided by the Town: be as specific as possible 	
Please complete the following:	
Funding amount requested: \$ _____	
To Support one-time project \$ <u>188,200</u> or, an on-going Program/Operation \$ _____	
NB: For Group/Organization funding requests, please attach latest audited financial statements	
Have you been in contact with a Town staff or Council member regarding your matter of interest?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, with whom?	
<input checked="" type="checkbox"/> I acknowledge that the Procedure By-law permits five (5) minutes to delegate. (Depending upon the number of delegates at the meeting, the Chair may shorten all delegations to less than five (5) minutes)	

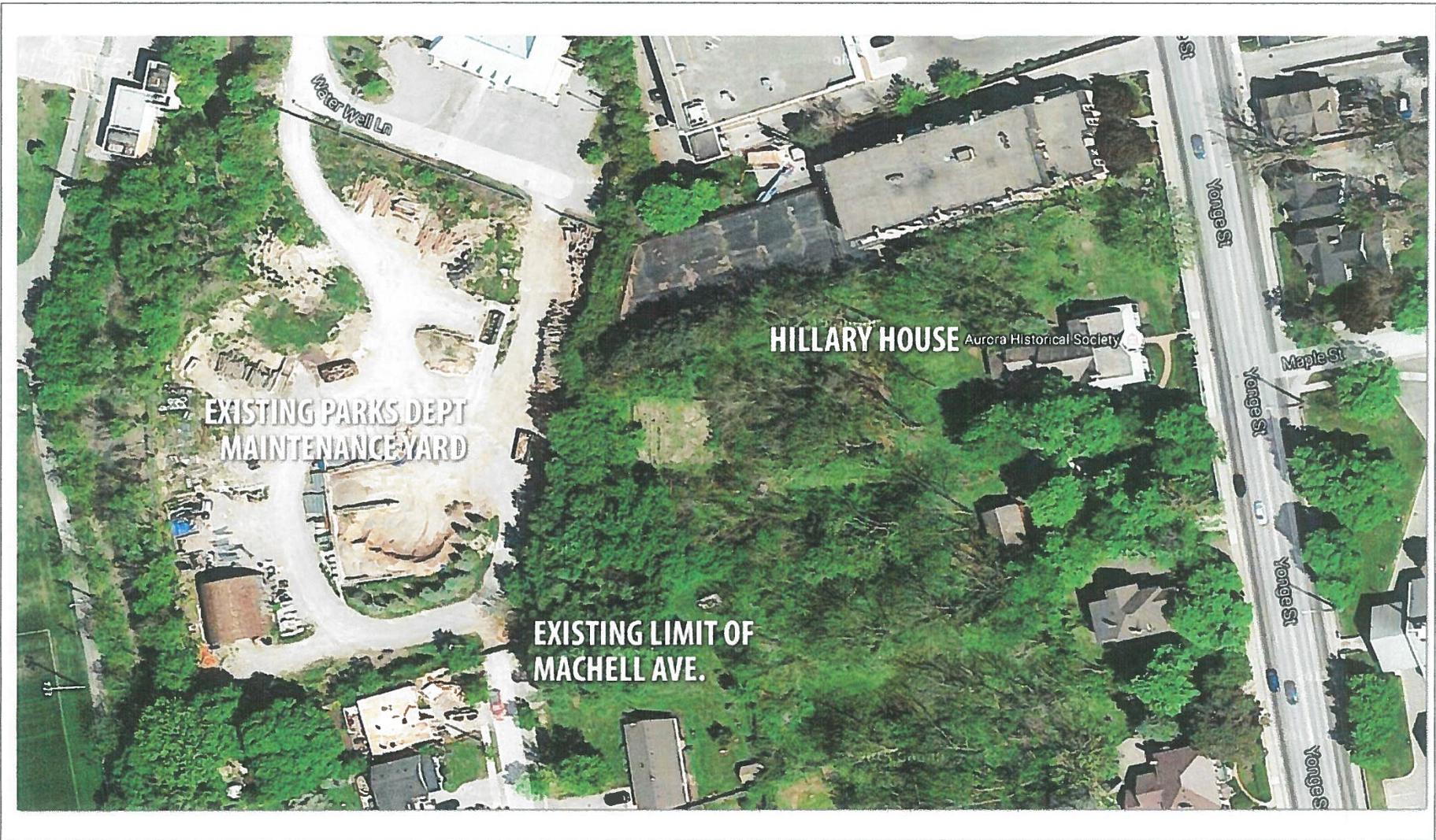
Meeting notes

Date Monday January 14, 2019

Attendees: John Green, AHS President, Mayor Tom Mrakas, Doug Nadorozny Town CAO

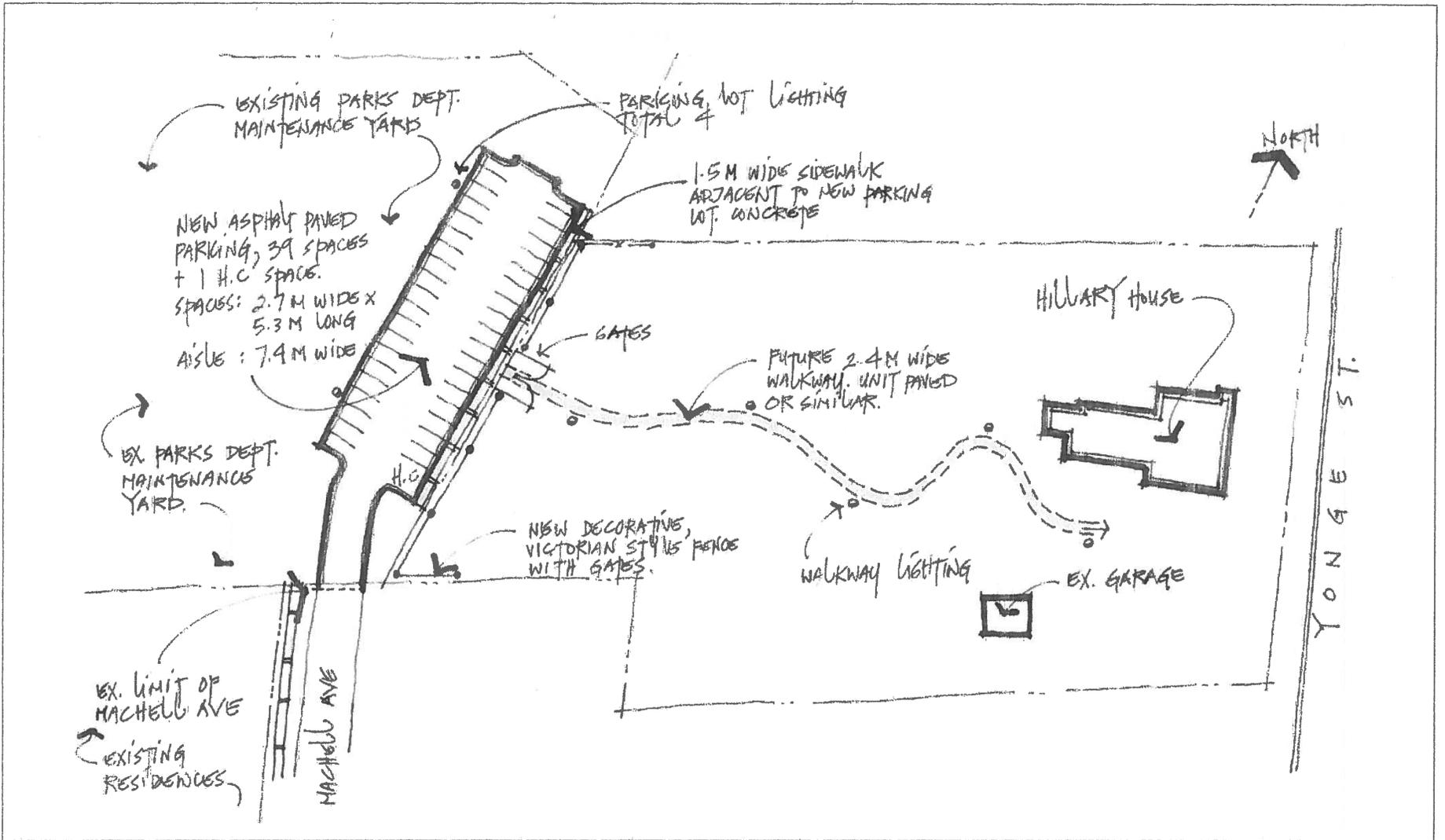
Subject: Hillary House Property Updates

- Parking Lot
- Background:
 - Town owned lot shares property line with rear of Hillary House Grounds
 - Suggested plan to convert lot into parking lot for exclusive use by Hillary house
 - AHS would create pathway from lot to Hillary House
 - Town would build and maintain lot
 - A proposal to build pathway was submitted in to Trillium 2016 but was not successful
- This is a needed project for the following reasons:
 - Safety - entry to Hillary House is becoming more dangerous due to increasing traffic on Yonge street
 - . New entrance would be on Machell Street
 - Accessibility – currently large vehicles such as busses are not able to enter property, making it inaccessible for large groups such as school busses or tour busses
 - Increased parking – the current Hillary House parking lot can only accommodate five vehicles
- Horton Place Carriage House
 - This carriage house originally sat on the Horton Place property (15742 Yonge Street)
 - It was set to be demolished in April 2016, but AHS was able to rescue it and store it in labeled pieces on the Hillary property
 - It is the intention of AHS to reassemble this structure on the Hillary property and use it for programming, exhibitions and storage
- Petch House
 - The historic Petch House is currently located on the Towns' parking lot adjacent to the Senior Centre and is being under utilized
 - The AHS suggested that it may be relocated to the Hillary property where it would be integrated into tours oh Hillary House and well as be used for events, programming and exhibits



LOCATION PLAN - AERIAL PHOTO
AUGUST 2016, NOT TO SCALE

Hillary House, Aurora ON.
Parking Lot Concept



PROPOSED PARKING LOT CONCEPT PLAN
AUGUST 2016, NOT TO SCALE

Hillary House, Aurora ON.
Parking Lot Concept



100 John West Way
 Box 1000,
 Aurora, ON L4G 6J1
 Phone: 905-727-3123 Fax: 905-727-1953

TOWN OF AURORA
 Parks, Recreation and Cultural Services

PRELIMINARY LANDSCAPE COST ESTIMATE

Date: August 16, 2016

Project: **HILLARY HOUSE - NEW PARKING LOT AND SITE WORKS**
Yonge Street
Aurora, ON.
 Aurora Parks File: **2016-PP-16**

Item	Description	Qty.	Unit	Unit Price	TOTAL
1.0	SITE WORKS				
1.1	Earthworks, including rough and fine grading on Town of Aurora lands.	1200	M3	\$7.75	\$ 9,300.00
1.2	Parking Lot concrete curb	175	LM	\$120.00	\$ 21,000.00
1.3	Asphalt paved parking lot, including line work	1220	M2	\$45.00	\$ 54,900.00
1.4	1.5 M wide concrete sidewalk	85	M2	\$65.00	\$ 5,525.00
1.5	Parking lot lighting, standard fixtures	4	EA	\$2,200.00	\$ 8,800.00
1.6	Electrical charge and hook-up			Allowance	\$ 9,000.00
1.7	Engineering consulting requirements			Allowance	\$ 18,000.00
				SUB-TOTAL ITEM 1.0	\$ 126,525.00
2.0	HILLARY HOUSE SITE WORKS-PRELIMINARY				
2.1	Earth works and tree preservation/removal			Allowance	\$ 5,500.00
2.2	Decorative Victorian style fence	85	LM	\$300.00	\$ 25,500.00
2.3	Unit paved or similar, walkway. 2.4M wide	265	M2	\$95.00	\$ 25,175.00
2.4	Walkway lighting, pole mounted residential	5	EA	\$1,100.00	\$ 5,500.00
				SUB-TOTAL ITEM 2.0	\$ 61,675.00
				OVERALL TOTAL:	\$ 188,200.00

Attachment #4

Date: January 10, 2019 at 5:30:17 PM EST
To: Eric McCartney
Subject: Suggestions on "How to Increase Non-Tax Revenues"

Dear Councillors:

Unfortunately due to my schedule I'm unable to attend the January 14th meeting.

Hopefully the following will give you some ideas for the above subject.

If you require more, let me know ...

Happy New Year!

Cheers,

Eric

Eric McCartney

Suggestions: "How to Increase Town of Aurora Non-Tax Revenues"

1. Fee to get your plan from the bottom of the list to be viewed. Example: If a developer / resident needs a response ASAP they can pay a fee to be moved to the top of the list.
2. Since our Town will not install our Town Logo / message on garbage cans throughout our town sell this space for advertising.
3. Sell advertising space on fields
4. As suggested previously, sell naming rights for connection sidewalks (walkways that are between business houses) to other streets / parks throughout our town. Example: Walkway from Old Yonge to Yonge Street, Moorcrest to Cross Square, Twelve Oaks to Atkinson Park, ...
5. More promotion regarding gifts to our Town. Bequeath program. Meaning leaving our town something from a residents estate within his/her will.
6. Advertise the Adopt a Park program.
7. Create a webpage that has easy access on what people can purchase within our town for remembrance of an individual, special occasion,
 - a. Plant a Tree
 - b. Park Bench
 - c. Equipment
 - d. Brick / Leaf Program for our new Town Square
 - e. Town Bequeath
8. Inter-municipal Cooperation
9. Use internal resources as consultants then paying for external consultants.
A number of examples come to mind. Example: Residents within Valhalla

met to discuss the street lighting requirements for our area along Old Yonge. We backed this up with YRP suggestion as well. Our Town decided to hire an external consultant who suggested the same locations we did. All lighting has NOT been installed so the consultant report was a waste of tax payers money. Conclusion: it is my opinion that we do not always require an external consultant to do what can be completed in house.

10. Town Vendors / Purchasing Group Does our town chart Vendor performance? I have asked this question a number of times and have not received an answer. I think it maybe no. When teaching Quality Driven Leadership this was one of the first things you did to show performance level of your vendor. Do we have three Vendors we can contact to purchase the same item? Have we checked / renegotiated purchasing group / vendors / consultants for the best possible price without reducing performance? When I see some things that our town purchases for "X" dollars it blows my mind.
11. Strengthening Local Tax Collection
12. Reduce the number of Free Rides on the system.
13. What are we paying for that we should really be getting rid of?
14. Are some benefits really required? Have we reduced the so called DEAD weight within our Town? When you see four Town vehicles drive down the street together to meet at a location with one person in each vehicle ... why?
15. More team approach within our Town. Examples given in previous e-mails that CAO has responded to. Staff must take ownership of issues that residents give them when out in the field. If a Staff person sees something that needs to be done. Example: Sign down That staff person should report it. They all seem to have communication devices.
16. Public – Private Partnerships?
17. Using best practices.
18. Reduce repetitive input. Example: How many times is staff keying the same item / description into more than one system? Often we are not aware of what our devices / machines / software can really do because we have not had the time to exploit them.
19. Recover ALL costs or damage and repair to public properties. Example: When streetlight was run over by an intoxicated drive at Batson / Spruce. Lengths of time residents were without the streetlight. Cost / time to replace streetlight. BTW: Residents not the Town cleaned up the mess left in Craddock Park.
20. Re-account for the cost of renting public spaces, clean-up, plus site management.
21. Re-look at way to increase revenue opportunities for Town Services.

Example: Cost for permits, processing, background investigations, and transportation services. Violations that have fines, repeated fines, ... continuous bylaw infractions. Our Town does not fine businesses / individuals who seem to continuously disobey town bylaw. Example: Real Estate Representatives who continuously disobey town bylaw are given a call. The Brokerage is responsible for the Representative. Repeated inspections for recurring violations. Example: Clean Yard Bylaw

22. Study on return of investment for specific service / notification we perform continuously. How is our Communication? Do we have a user oriented system? If you sat a resident down and asked them to find "SIX" items within our Town Website would they be able to easily do so without assistance?
23. Do we notify residents when memberships are about to expire?
24. Use the Utility Model. The Utility Model, it entails management of capital assets, operations and maintenance on a cost-recovery basis through fees for service. We did this corporately within departments.
25. Corporate sponsorships; Private companies to get some form of public recognition through advertising, signage or monuments in exchange for significant donations or strategic funding arrangements to pay for the O&M of facilities or recreational areas. Example: Inform businesses on what they can do. Adopt a Park Program
26. Have been trying for sometime to reduce the speed within our neighbours from 40km to 30km that will reduce injury / death of residents. Provide greater safety, reduce fuel costs plus reduce sign costs and sign pollution. Easy way to do this is have a large 30KM sign at the entrance to every subdivision Stating 30km/h max within all Aurora subdivision areas. All other speed signs can be removed. No maintenance would be required.
27. Variance Method: Do we have a large gap between revenue and expenses for a specific activity / service the Town performs. Suggest they be reviewed and the ones if any residents use that cost the town be eliminated.
28. TRAVEL / Accommodation
29. Rent out assets ... staff / equipment available
30. **Clear communication with residents and the business community**
31. **Attract NEW business - Let FILM industry know specific sites are available to rent within our town.**