



SUBJECT: *2011 Operating and Capital Budgets*

FROM: *Dan Elliott, Director of Corporate & Financial Services*

DATE: *April 26, 2011*

RECOMMENDATIONS

- a) ***THAT the 2011 Operating Budget summarized in Attachment # 2 which reflects all revisions recommended for approval by Budget Sub-Committee, resulting in a recommended 3.79% tax rate increase, a total tax levy of \$29,459,900, and a total expenditure plan of \$48,230,300 be approved; and***
- b) ***THAT the 2011 Capital Budget for Repair and Replacement of existing infrastructure totalling \$8,107,656 as listed in Attachment # 7, which reflects all revisions recommended for approval by Budget Sub-Committee, be approved; and***
- c) ***THAT the 2011 Capital Budget for Growth and New Capital totalling \$3,929,370 as listed in Attachment # 7, which reflects all revisions recommended for approval by Budget Sub-Committee, be approved; and***
- d) ***THAT the 2011 Capital Budget for Studies and Other Projects totalling \$530,000 as listed in Attachment #7, which reflects all revisions recommended for approval by Budget Sub-Committee, 7 be approved; and***
- e) ***THAT the Town's full-time staff complement be increased by 4 to 195 (excluding Library Board and York Central Fire staff) as presented in Attachment # 6 and funded in the 2011 Operating Budget; and***
- f) ***THAT a general wage increase of 2.5% effective April 1, 2011, and again on April 1, 2012, be applied to the Salary Schedule for Full-time Permanent Non-Bargaining Unit Positions, attachment to corporate Policy #7; and***
- g) ***THAT a general wage increase of 2.5% effective January 1, 2011, and again on April 1, 2012, be applied to the Rate Schedule for Other-Than-Continuous-Full-time Non-Bargaining Unit Positions, attachment to corporate Policy #7; and***
- h) ***THAT By-law 4859-06.F be amended to allow the 2011 and any future economic salary adjustments granted to full-time staff to be extended to members of Council, and that the necessary by-law be prepared for adoption; and***
- i) ***THAT once updated, the revised compensation schedules be circulated to all members of Council for information; and***
- j) ***THAT a Special General Committee meeting be scheduled for Wednesday, June 22, 2011, 9:30 a.m. to 3:30 p.m. to review major capital projects deferred during budget reviews.***

PURPOSE OF THE REPORT

To present for formal adoption the 2011 Operating and Capital Budgets as approved for recommendation to Council by the Budget Committee on April 5, 2011, and the amendment to the Capital Budget (addition of \$50,000 to fund an architectural study in connection with the Youth Needs Study), approved by Council on April 12, 2011.

BACKGROUND

2011 Budget had many challenges from the outset.

Budget preparations for 2011 were initiated with Report CFS10-026 as approved by Council on July 13, 2010. The 2011 budget directives were to:

- Maintain existing services levels;
- Identify efficiencies and savings available;
- Capital and Operating budgets will manage the Town's active and passive capital infrastructure in a prudent manner, with the goal to efficiently maintain their levels of serviceability for both the long and the short term;
- Minimize the impact of inflation, growth, and legislative changes;
- Enhance the resiliency and capacity of the organization to respond to future challenges and change.

Key issues anticipated for 2011 budget

- i) Difficult economic times result in taxpayers and Council expecting strong value for dollar, with a focus on true needs, rather than wants and "nice-to-have" items. Further, assessment base growth revenue grew by only 2.7% for the 2011 taxation year. This is similar growth to that in 2010, but down from prior budgets, and is not as high as several municipalities in the region.
- ii) Nearly 24% of the 2010 Aurora tax levy funded the fire and emergency services provided by Central York Fire Services (CYFS). For 2011, Aurora's cost component increased by 11.8%, mainly due to Aurora's share of a new 24 hour coverage crew to meet the service needs of our growing community. The new crew will be located and serve in Aurora; however the costs are shared proportionately with Newmarket, our CYFS partner. This increase results in the 2011 Aurora tax levy funded fire and emergency services provided by CYFS increasing to 24.7% of the tax levy.
- iii) Escalating benefits and salaries costs: A 2.85% tax rate pressure arises from existing staffing and benefits costs. This base budget item includes a provision for cost of living adjustments of 2.5% effective April 1, 2011 to the entire compensation grid of the Town, except Fire Services administered by Newmarket. The budgeted COLA adjustment remains subject to separate formal implementation approval by Council. Increased mandated employer share of pension contributions, and the annualization of new positions added in the 2010 budget have also adversely affected our base budget.

- iv) Continuing infrastructure rehabilitation and replacement needs: Older roads are requiring rehabilitation, while some vehicles, equipment and facilities needed to meet or provide the Town's services have reached the end of their economic lives and require replacement. Further, for a number of valid reasons, past recommendations for rehabilitation projects have been deferred by staff or Council in an effort to contain tax pressures. As the Town continues to grow, an increasing number of older assets come due for replacement or rehabilitation each year. Further, the costs of these projects often escalate at an inflation rate higher than the general Canadian Consumer Price Index due to the materials required. The Town's capital rehabilitation program relies extensively on petrochemical products (in roofing, fuel and asphalt), structural steel and technology, all of which have experienced higher than average inflationary pressures. The ongoing aging of infrastructure, together with the past deferrals of projects continues to place pressure on the capital budget and reserve funds, and on staff to deliver effective and satisfactory performance from our infrastructure inventory.
- v) Reserve funds established for infrastructure sustainability purposes have been relied upon continually for many years, without sustainable contributions to keep them replenished. They are now nearing depletion. The current state of these reserves places enormous pressure on the 2011 budgets in particular, as there exists limited available sources of funding for infrastructure sustainability projects during 2011 and beyond. The levy supported reserves are forecasted to have a closing balance of under \$5 million at the end of 2010. As such, the 2011 budget will face significant tax rate pressures for infrastructure. Attachments 9 and 10 detail both the opening 2011 Reserve balances and the estimated activity for 2011. These schedules reflect the impact of the capital close report, CFS11-008 of April 19, 2011.

The Draft Budget as presented was reviewed and amended by Budget Committee.

On January 31, 2011, an overview of the first draft of the Town's Business Plans and the Operating and Capital budgets was presented to the Budget Committee. At that time, the draft budget had a total deficit of \$2,220,700, which if the entire deficit were to be funded through increased taxation, would equate to a tax rate increase of 7.82%.

Throughout the months of February and March and into April, the Budget Committee deliberated the budget and made a number of changes. Those changes reduced the funding deficit by 51.5% to \$1,076,700, with an effective tax rate increase of 3.79%. Attachment # 2 details these changes.

On April 5, 2011, the Budget Committee approved the 2011 Operating and Capital Budgets for recommendation to Council.

Attachment # 1 shows the recommended 2011 *Operating Budget Summary by Department*. Attachment # 3's *Tax Rate Pressures Summary* graphically provides general information on the Base Budget increases, Previous Council Commitments, and New Items amounts. Reviewing year-over-year changes in each category assists in understanding the source of tax rate increase pressures, and Attachments # 4 and # 5 show the *Expenditure Pressures and Revenue Changes* which details the increases in the 2011 Budget from the 2010

Approved Budget.

“Effective Tax Rate Increase” requires clarification.

With the introduction of annual phase-in's of assessment changes for each property, the town begins each budget by reducing its published tax rate from the prior year to the degree necessary to produce the same amount of tax revenue from the same properties, but on the updated assessment values for those properties. This restated rate is often referred to as the “revenue neutral tax rate”. It is from this revenue neutral restated tax rate that the town calculates any pending tax change arising from its new annual budget. The effective tax rate increase, or simply “tax rate increase” as used in the balance of this report, is the expected increase to the town share of the tax bill that the average residential property will experience.

THE OPERATING BUDGET

The 2011 Operating Budget provides an increase in total expenditures of \$3,648,900 or 12.86%, from \$44,581,400 in 2010 to \$48,230,300 in 2011. \$18,019,300 or 37.4% of these total expenditures are for direct personnel related costs.

The Operating Budget includes an increase in non-taxation revenues of \$1,827,200 or 10.78% from \$16,943,200 in 2010 to \$18,770,400 in 2011. Total non-taxation revenues include among other items \$9,831,200 in user fees, fines & charges, \$5,638,200 transferred in from reserves, \$1,840,000 of investment income, and \$1,461,000 of federal gas tax transfers.

Taxation revenue has been budgeted to increase by \$1,821,700. The increase is comprised of two components: assessment growth and tax rate increase. Assessment growth is the result of an increasing number of assessable properties and structures within Town. Aurora's assessment base growth resulted in a 2.62% change in tax pressure, with \$745,000 of additional taxation revenue. The \$1,076,700 balance of the increase in taxation revenue will be generated by the 3.79% tax rate increase on all properties

The operating budget is presented in three sections: Base Budget, Previous Commitments & Actions, and New Items.

- The Base Budget reflects existing 2010 service levels and staff levels as approved in 2010. This section also includes all costs and revenues related to growth, including the additional tax revenue arising from assessment base growth. A “Cash to Capital” reserve allocation from tax levy has been used again for 2011 budget and is included in the base. This approach effectively deflected discussions of capital projects to be distinct and separate from the operating budget and total tax levy. The prior year 2010 Base Budget section has been restated to reflect the swap of Provincial Offenses Act (P.O.A.) Revenues moving to the Region of York in exchange for new tax room for 2011. Other adjustments to prior year budget were made to coincide with interdivisional transfers of responsibilities or creation of separate reporting groups.

- Previous Commitments & Actions are items affecting the 2011 budget which have previously been approved by Council for implementation in 2011, or are the annualization of such items from the 2010 budget. There is only a single item, related to the funding of a position, included this year.
- New Items reflect any changes to service levels, all new staff requests, or any other new initiatives.

Town share of the tax bill to increase by 3.79%

To achieve a tax rate increase of 3.79% staff and Committee managed the costs of providing existing levels of services or service enhancements which would apply pressure to increase the tax rate. The 3.79% tax rate increase, or \$1,076,700 deficit, is broken down into the following elements:

Tax Rate Increase Breakdown	Amount	Tax Rate Pressure
Base Services (includes growth & inflation)	\$ 829,400	2.92%
Previous Commitments & Actions	48,700	0.17%
New Items:		
Additional Fire Services Costs	767,400	2.70%
Additional Library Costs	189,800	0.67%
Increase in Tax Funding to Capital	285,000	1.00%
New Staff Costs	223,100	0.79%
Other New Items and Projects	<u>19,100</u>	<u>0.08%</u>
Tax Rate Impact before Growth	\$ 2,362,500	8.31%
Fire Support from Stabilization Reserve	(540,800)	(1.90%)
New Tax Revenue from Growth	<u>(745,000)</u>	<u>(2.62%)</u>
Net Tax Rate Increase	\$ 1,076,700	3.79%

A graphical presentation of the Tax Rate Increases is set out in Attachment # 3, with further detail in Attachments # 4 and # 5.

The Base Services Budget meets the needs of a growing community and inflation

The base budget is impacted by staffing costs, economic factors, inflation, growth of volume of services and activity, and new or increased fees and other revenues. The Base Budget is not off-set by any additional tax levy which arises from the growth of the community’s assessment base from development, however cost reductions, curtailments and efficiencies captured have reduced the pressure.

Base budget operational costs related to all existing full time staff increased by a total of \$812,200 for: cost of living adjustments (\$440,500), annualization of 2010 positions and a change in funding from Water Rates (\$155,200) and increases in corporate benefit coverage (\$235,900). These increases were partially offset by the Council decision not to continue with an administrative assistant in the Council Administration budget – a saving of

\$70,000. Costs related to any new staff are not included in this Base Services budget.

In addition, each department reviewed all direct costs of services and programs for efficiency and effectiveness as well as the impacts expected from normal inflationary and market pressures. Each department was required to provide for additional costs to provide services to the growing community, such as additional waste and recycling costs, and additional recreational services demands.

After this review of the costs of all existing programs, services and revenues, it was determined to be no other significant base budget pressures. Net of new revenues, all other items in the base budget result in a 0.06% tax rate pressure. Combined, net of new revenues, the entire Base Budget represents a net tax rate pressure of 2.92%, without consideration of the growth revenue.

Previous Commitments and Actions have minor operational impacts for 2011

The Previous Commitments & Actions element of the budget represents new costs or pressures for 2011 which arise from legislative changes, or from actions or commitments of Council from prior years.

Accessibility Legislation Requirements

The Province introduced new accessibility legislation by way of the Accessibility for Ontarians with Disabilities Act, 2005 which imposed a range of requirements for compliance on corporations, businesses, and public organizations, including municipalities.

Regulations continue to be released increasing compliance and review requirements of public and private organizations across the province. During the 2009 budget, a contract position was funded from the prior year's operating surplus, which was appropriate as the extent of impact was not fully known at that time. The Act now has several regulations published with others pending which will impose significant continuing costs and requirements upon the Town. To stabilize the funding for the contract position and the associated program costs, the town funded \$65,000 from taxes in 2010, with a reserve funding for the balance. This phased transfer to tax completes now in 2011, with a tax impact of \$48,700 (0.17%) and no reserve reliance. Further, the conversion from contract to full-time for the Accessibility Advisor position is included in the Base Services" section of the budget.

New Services, Programs & Enhancements provide increased levels of services to the community from 2010

The New Items section of the budget represents new initiatives or new items recommended by Committee for 2011. \$1,484,500 of additional operating funding has been recommended in this section, representing a 5.22% tax rate pressure before growth and other supporting revenues. Noteworthy items include the following:

Fire Services: 2.70% tax rate pressure to fund new 24 hour fire crew

At the time of creating the Central York Fire Service (CYFS), a contract commitment was made with the union that no later than 2011, a new 24 hour crew complement would be

added to the service to meet the growth needs of the service area. This crew is being added in 2011 by CYFS, with hiring and training development underway. Under the joint services agreement with Newmarket, the Town of Aurora is responsible to fund its proportionate share of this operational impact, as well as its share of the capital costs of a new pumper truck and the initial set of protective equipment and gear for the full crew. The capital costs of the truck, equipment and gear are funded by the Town's development charges reserve. However, since Newmarket is charged with managing all of these expenditures, these items are all included in the 2011 CYFS annual requisition.

Net of the capital funding, the annual impact of the new crew is \$612,200 for Aurora which would represent a 2.16% tax rate pressure. The Committee recommends gapping the new crew hires which represents \$165,500 saving for 2011 and results in a 1.57% tax rate pressure. A further pressure of 1.13% for fire is attributed to net increases for inflation and adjustments to their base operating budget, for a total fire services tax pressure of 2.7%.

Library Board Services: 0.67% tax rate pressure to meet demand for services

The Library Board brought forward a budget funding requisition of \$3,006,900, being \$243,400 or 8.8% higher than last years funding from the tax base. The Town of Aurora Council does not approve how Library funds are spent, but rather determines the tax funding allocation for library services each year. The initial request was reduced by \$23,000 for a reduction in employee benefits rates and, with the knowledge that the Library requisition included a new position, Council further reduced the amount designated for Library funding \$30,500, the equivalent of gapping that position to not start until June 1, 2011. The net result is an increase of \$189,900 (6.9%) in Library Funding over 2010 which results in a 0.67% tax rate pressure.

New staffing needs: 0.79% tax rate pressure to meet demand for services and growth

The CAO considered a number of new staffing requests from all departments. The final positions recommended for approval are: One new Full-time position, conversions of three occupied full-time contract positions to permanent complement, and one new full-time contract position. In addition there is funding for a previously approved but unfunded Records Management Clerk and the contract backfill for an internal candidate to provide initial work for a new Customer Service strategy. The new positions are an Information Systems Applications Support Specialist and By-law Enforcement Officer (Contract). The budgets for these new full time positions have been adjusted to include costs from their anticipated start date, not for the full year. In addition to these full-time needs, additional staffing assistance is requested in the form of part-time or casual contract staffing funds to meet operational needs. After consideration of the timing of hiring new staff and off set of same funding from Building Department fees and Capital funding, the tax cost of these recommended positions is \$279,700 and is outlined on Attachment # 6.

Increased Contributions to Capital: 1.0% tax rate pressure

For 2010, the cash to capital contribution was just under \$3.0 million. No consideration of which projects this funding would be used for was had within the Operating Budget review. However, within the Capital Budget reviews, this funding was then redirected 77.6% to R&R Capital, 13.9% to Growth & New Capital, and 8.5% to Studies & Other Projects.

For 2011, staff and the Committee recommend separating the cash to capital amount into the three pieces, to assist in clearly separating the funding of each category of R&R, New or Growth infrastructure, and major or recurring Studies and Projects. At the time of the Council workshop and review of the 10 year capital plan, a report reorganizing and reallocating infrastructure reserves will be presented. New reserves are to be created to hold any unspent funds called the Growth & New Capital Reserve, and Studies and Other Projects Capital Reserve. The last category has been created to allow a smoother impact of these periodic studies to the tax rate, allowing a reserve to buffer their impacts, as occasionally, several of these recurring projects occur in the same tax year. A total of \$285,000 of additional transfer from tax to capital reserves is recommended for 2011, representing 1% tax pressure. The 2011 contributions are as follows:

Contributions To:	2010	Increase	2011
Repair & Replacement	2,269,600	285,000	2,554,600
Growth & New	405,500	- 0 -	405,500
Studies & Other	250,000	- 0 -	250,000
Total	2,925,100	285,000	3,210,000

All Other New Items: 0.08% tax rate pressure

The new cost of all other new items is \$19,100 representing a .08% tax rate pressure. These items as shown on Attachment # 5 are:

<u>All Other New Items</u>	<u>Tax Rate Amount</u>	<u>Pressure</u>
Salary Equity Review provision	\$ 80,000	0.28%
Additional Funding for Heritage / Museum	50,000	0.18%
New Communications Channels	17,500	0.06%
Support for Environmental Programs	17,000	0.06%
Hillary House Anniversary Celebration	10,000	0.04%
Additional Event Sponsorship	2,000	0.01%
Decrease in Advertising Spending	(10,000)	(0.04%)
Increase in Rental Revenue, 215 Ind. Pkwy	<u>(147,400)</u>	<u>(0.52%)</u>
	\$ 19,100	0.08%

Growth Tax Revenue – 2.6% tax rate pressure relief from taxes from new development

The recent implementation of the assessment phase-in program requires the town to recalculate the starting position tax rate for the current year, so as to raise the same revenue as raised in the prior year from the same identical properties, excluding all development growth. This becomes the new base rate for 2011 prior to any budgetary tax rate increases.

During the course of 2010, new construction and other development activities have resulted in new assessment being added to the community. This new growth represents an

estimated 2.7% growth in tax revenues to the Town for 2011, or \$745,000. This growth amount does not stem from the phase-in of reassessment adjustments for individual properties. This additional growth revenue reduces the combined tax pressure of the foregoing budget changes by 2.62% from 6.41% down to 3.79%.

Draw from Tax Rate Stabilization Reserves (savings) – 1.90% tax rate pressure relief

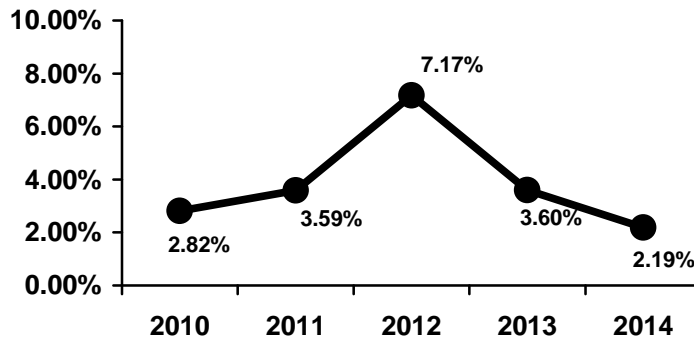
To cushion the impacts of the significant tax rate pressures for 2011, particularly the cost of fire services, a draw from the stabilization reserve is recommended in the amount \$540,800. This stabilization was created using portions of past years' year end unexpected budget surpluses.

Overall, the 2011 Operating Budget requires an additional \$1,076,700 to be raised from the tax levy. This represents a 3.79% tax rate increase.

3-YEAR OPERATING BUDGET OUTLOOK

As part of the 2011 Operating Budget process, each department was asked to identify any items of note which are expected to have an operating impact in the 2012, 2013 or 2014 budget years. Using this information, and making informed projections of assessment growth revenue, inflation, infrastructure pressures, and other budget drivers, Finance has consolidated this information, presented in Attachment #8. The following table outlines the expected tax rate pressures in each separate year, with the assumption that the tax pressure of the prior year was approved.

Tax Rate Pressure Forecast



CAPITAL BUDGETS

For 2011, the capital budget has been segregated into three parts for more focussed examination due to the fundamental differences in funding sources:

- Repair and Replacement Infrastructure Capital
- Growth and Other New Infrastructure Capital

- Major Studies and Other Non-Infrastructure Projects

As a result of the concept of a “Cash to Capital” reserve allocation from tax levy, and the internal funding of capital coming from resultant “infrastructure” and other reserves, there is no longer a direct tax effect by the capital budget. As such, the Committee recommended capital budget is based on need rather than funding issues.

Repair and Replacement Infrastructure Projects - \$8.1 million recommended for investment in existing infrastructure

The proposed Repair and Replacement Capital Budget for 2011 represents a gross cost of \$8,107,700, funded with \$1,943,400 from grants, with the balance coming from capital reserves including the specific R & R reserves. The program includes restoration work to roads, water lines, sewer lines, storm water management systems, pavement and hardscaping, carpeting at the library, some fleet vehicles and some replacement equipment. Other projects, such as Glass Drive Reconstruction are planned for design work to be done in 2011, with construction to be considered in the 2012 budget process. Management has confirmed they have the resource capacity to deliver the proposed program. Management have also confirmed that these are their priority projects in light of the new allocation of R&R reserves by asset group, and the asset managers agree with the limited submissions. Attachment #7 outlines the recommended *Repair and Replacement Capital* program by project.

Growth and Other New Infrastructure Projects - \$3.9 million investment for additions and improvements

The proposed Growth and New Capital Budget represents a gross cost of \$3,929,400, funded mainly (68%) from development charges of \$2,692,000. The balance of the program is proposed to be financed from a \$166,700 grant from the Region of York, with the remaining \$1,237,400 to be funded from town reserves. This capital program includes a funding contribution for sidewalk and illumination along Bloomington Road from Bathurst to Yonge to be contracted by the Region of York and completed by their contractors who are assigned the work of the restoration of this regional road. Other significant projects include the artificial turf field partnership project at St. Maximilian Kolbe School and streetscape improvements in the Wellington Street East Urban area, as well as undertaking an architectural study to determine feasibility of developing dedicated youth space on existing Town owned properties or facilities.

Attachment #7 outlines the recommended *Growth and New Capital* program for 2011.

Major Studies and Other Projects- strategic investments proposed at \$530,000

The proposed Major Studies Capital Budget represents a gross cost of \$530,000, fully funded from town reserves. Studies and projects for this year include the Strategic Plan, update of the Transportation Master Plan, updating the Zoning By-law, and development of a Storm-Water Management Master Plan, along with some other smaller items.

Attachment #7 outlines the recommended Major Studies and Other Projects program for 2011.

Ten Year Capital Plan and financial forecast is being prepared

During budget discussions, Committee deferred consideration of a number of significant capital projects until a workshop in June. At that time, Financial Planning staff will present a consolidated ten year capital plan, together with financial implications to inform the discussions of the specific projects. Staff recommend that the workshop be held on Wednesday June 22, 2011 during the day.

2011 BUDGET RECOMMENDATION

Overall, the Committee recommends a 2011 Operating Budget which presents a proposed operational services bundle requiring an additional \$1,076,700 to be raised from the tax levy. This represents a 3.79% tax rate increase to fund new and existing services and initiatives. The Committee also recommends the adoption of three capital budgets, totalling \$12,567,026.

Residential tax bill Impacts can be quantified.

The 2011 Draft Operating Budget proposes a 3.79% tax rate increase on the Town portion only of the tax billing. This year's 3.79% increase applies to all classes of property, but only to the Town share of the 2010 tax billing. For reference, Attachment #10 outlines graphically the Aurora tax rate changes since 1991, and changes to our assessment base in the last five years.

For 2011, the Region of York has approved a net effective tax rate increase of 1.94%, applied to their share of the tax billing only.

The province's education rate is designed to be dollar neutral to the taxpayer despite their assessment increases. For 2011, the 2010 education rate of 0.241% has been reduced to 0.231% to remain revenue neutral with the higher assessment values.

When considering the budget changes for the Town and the Region, together with the revenue neutral change to the education tax rate, staff calculate the effective taxpayer impact to be a **2.13%** increase on their overall residential tax billing. This increase applies to properties which experienced the average reassessment phase-in change of 3.97% from 2010 to 2011 assessment value. Those properties with higher reassessment change will experience tax increases higher than 2.13%, while those with lower changes will see lower tax increases.

Budget Binder of details to be reissued this week

Staff are in the process of updating the entire budget binder of details which was previously circulated to members of Budget Committee at the beginning of budget deliberations. The update will reflect all changes and will be circulated to all existing binders. Copies of the Budget Detail Binder will be available for inspection by the public at the Clerk's Counter on the Second Floor, the Info Aurora Counter on the Ground Floor of Town Hall, and at the Aurora Public Library.

The Town's website will be shortly updated to reflect the budget highlights. Once the detailed binder material is completed, that too will be posted to the Budget section of the website.

Salary Adjustments Approval required for non-union staff, part-time staff and councillors.

The budget as presented includes funding provisions for a 2.5% general wage increase to recognize inflationary pressures for all staff, full and part-time, including members of Council. Separate approval is required to implement the wage rate changes.

Our collective agreement with CUPE specifies that our unionized employee group shall receive a 2.5% general wage increase effective April 1, 2011 and April 1, 2012. Last year, Council approved only a one year adjustment for the full time non-union staff.

A study is on-going to review the compensation of full-time non-union staff in comparison to area municipalities. A report arising from that study is expected to be presented to Council within six weeks. Based on preliminary findings of that study, staff are recommending that a general wage increase for all full time non-union staff and members of Council of 2.5% effective April 1, 2011 and April 1, 2012 to correspond to the CUPE agreement settlement. Further, staff recommend that the part-time compensation scale be adjusted for the first time since 2009 in the amount of 2.5% effective January 1, 2010, with a further 2.5% on April 1, 2012.

To give effect to the Councillor increase, the necessary by-law will be prepared for adoption which restates the existing compensation unchanged, but adds the necessary annual increase provision for this and all future councils. The by-law simply grants members of Council the same general wage increases approved for the full-time non-union staff group, at the same time. Other provisions of the by-law have been reworded for simplicity, and some provisions removed and referred to annual budget discussions.

CONCLUSIONS

In order to fund the needs of the Town in 2011, the total 2011 Budget requires an increase in tax levy from 2010 of \$1,076,700 for a total Municipal Tax Levy of \$29,459,900. This results in a tax rate increase of 3.79%. The Committee also recommends the adoption of three capital budgets, totalling \$12,634,863. Staff further recommend approval of general wage increases (often referred to as COLA or cost of living adjustments) of 2.5% for all staff, including members of Council.

ATTACHMENTS

- Attachment # 1 – *Budget Committee Changes Department*
- Attachment # 2 – *2011 Operating Budget – Summary by*
- Attachment # 3 – *Graphic Tax Rate Pressures Summary*
- Attachment # 4 – *Tax Rate Pressures Summary*
- Attachment # 5 – *Detail of Expenditure Pressures and Revenue Changes*
- Attachment # 6 – *New Full Time Staff Complement*
- Attachment # 7 – *Summary Listing of Capital Budget*
– *Repair & Replacement Capital Program*

Attachment # 7 – *Summary Listing of Capital Budget*

- *Repair & Replacement Capital Program*
- *Growth and Other Infrastructure Capital Program*
- *Studies and Other Capital Program*

Attachment # 8 – *Operating Budget Outlook Details 2012-2014*

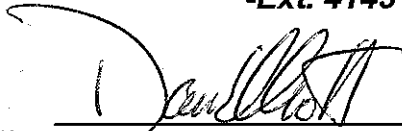
Attachment # 9 – *Reserve and Reserve Fund Schedule – Forecast 2011*

Attachment #10 – *Tax Rate and Assessment Statistics*

PRE-SUBMISSION REVIEW

E.L.T. Review – April 13, 2011

***Prepared by: Wayne Church, Manager of Financial Planning / Deputy Treasurer
-Ext. 4145***



Dan Elliott, C.A.
**Director of Corporate & Financial
Services**



Neil Garbe
Chief Administrative Officer

Town of Aurora
2011 Operating Budget Impacts
Record of Approved Operating Adjustments

Date of Decision	Department	Item	Change to Op. Budget	Revised Budget Incr.	Impact to Town Rate	Cum. %
January 31 STARTING POINT - Proposed Budget Increase			—————▶	\$2,220,700		7.82%
Jan 31	Legal Services	Deferral of Junior Associate Solicitor	(69,900)	2,150,800	(0.25 %)	7.58%
Feb 11	All Departments	Finalization of Benefit rates	(160,000)	1,990,800	(0.56 %)	7.01%
Feb 14	Council Admin	Deletion of the Admin Assistant to Council	(70,000)	1,920,800	(0.25 %)	6.77%
Feb 14	CAO	Environmental Program Savings	(4,000)	1,916,800	(0.01 %)	6.75%
Mar 7	CAO	Advertising Savings	(10,000)	1,906,800	(0.04 %)	6.72%
Mar 7	CAO	increase in Event Sponsorship / Promotions	2,000	1,908,800	0.01 %	6.73%
Mar 7	Fire	Joint Council Committee Fire Budget Adjustment	(201,300)	1,707,500	(0.71 %)	6.02%
Mar 7	Library	Reduce Municipal Requisition due to benefit savings	(23,000)	1,684,500	(0.08 %)	5.93%
Mar 21	Fire	Gapping of Fire Service Salaries	(165,500)	1,519,000	(0.58 %)	5.35%
Mar 21	Corp Rev/Exp.	Reduction of Cash to Capital	(285,000)	1,234,000	(1.00 %)	4.35%
Mar 28	Council Admin	Heritage & Museum Issues	50,000	1,284,000	0.18 %	4.52%
Mar 28	Council Admin	Hillary House 150th Anniversary Celebration	10,000	1,294,000	0.04 %	4.56%
Mar 28	Council Admin	McLeod Oak Ridges Moraine Land Trust	(6,000)	1,288,000	(0.02 %)	4.54%
Mar 28	Council Admin	Reception Account Reduction	(4,000)	1,284,000	(0.01 %)	4.52%
Mar 28	Council Admin	Education Grants	(600)	1,283,400	(0.00 %)	4.52%
Mar 28	Corporate & Finance	Gapping of Applications Support Specialist 6 months	(40,000)	1,243,400	(0.14 %)	4.38%
Mar 28	By-law Services	1 Yr F/T Contract to Start June 1 - By-law Officer	(42,400)	1,201,000	(0.15 %)	4.23%
Apr 5	Fire	Fire Adjustment at April 5 JCC Meeting	(17,000)	1,184,000	(0.06 %)	4.17%
Apr 5	Customer Service	5 Mo. Gapping & Convert from F/T to Contract - Mgr of CS	(55,000)	1,129,000	(0.19 %)	3.98%
Apr 5	Customer & Leg	5 Mo. Gapping of Records Management Clerk	(21,800)	1,107,200	(0.08 %)	3.90%
Apr 5	Library	Reduce Library Requisition (re Gapping new hire)	<u>(30,500)</u>	1,076,700	(0.11 %)	3.79%
			<u>(1,144,000)</u>			

The Discussion on a the following Roads and Infrastructure Capital Projects was deferred until a Council Workshop scheduled in June.

Town Hall Renovation (#12018)
 AFLC Ice Plant Retrofit (#72098)
 AFLC Parking Lot Repaving (#72099)
 AFLC Lift Conversion to Elevator (#72127)
 AFLC Re-glazing of Pool Windows (#72096)
 AFLC Sound System Replacement (#72097)
 Joint Operations Centre (#34217)
 Snow Storage Construction (#34211)
 Architectural Study related to the Dedicated Youth Space (\$50,000 of the \$490,000 has been added to the Budget by General Committee)
 SARC Photovoltaic Solar Project (#72123)
 Development of Leslie Street Property (#12019)

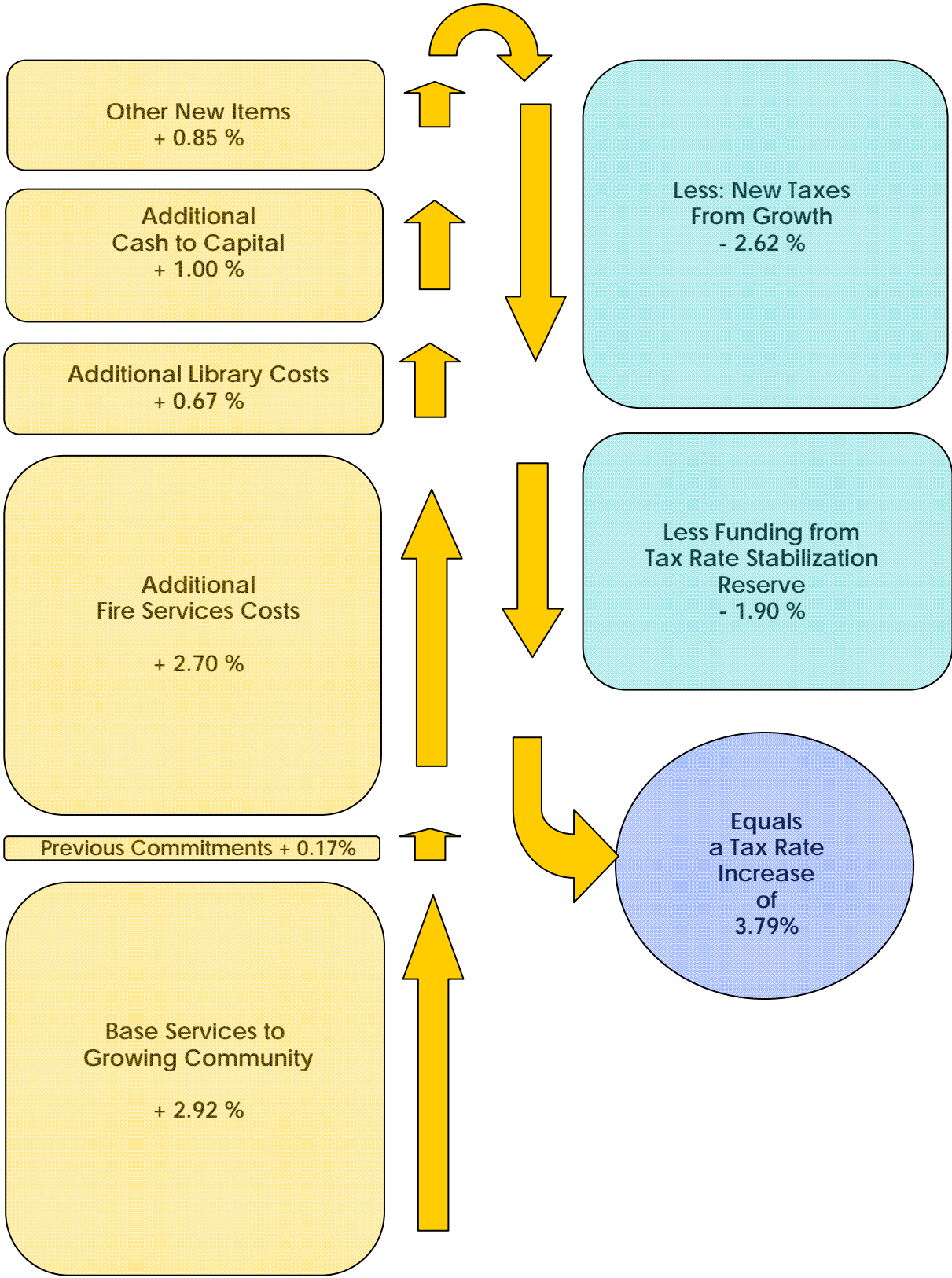
At that workshop, Council may add back any of the deferred projects with no impact to the Tax Levy

**Town of Aurora
2011 Operating Budget
Summary by Department**

Attachment # 2

<u>Operating Fund</u>	<u>2010 Approved Budget</u>	<u>2011 Base Budget</u>	<u>Previous Commit- ments</u>	<u>Included New Items</u>	<u>2011 Recommended Budget</u>	<u>Dollar Change</u> <small>(favourable) / unfavourable</small>	<u>Tax Pressure Change</u>
Gross Expenses							
Council	\$ 655.1	\$ 612.1	\$ -	\$ 58.3	\$ 670.4	\$ 15.3	0.05 %
Chief Administrative Office	1,158.0	1,253.9	-	18.4	1,272.3	114.3	0.40 %
Customer & Legislative Services	1,707.3	1,679.3	-	(9.9)	1,669.4	(37.9)	(0.13 %)
Legal Services	752.1	1,019.6	-	(1.1)	1,018.5	266.4	0.94 %
Corporate & Financial Services	3,025.8	3,240.9	-	4.5	3,245.4	219.6	0.77 %
Corporate Expenses	6,671.7	6,335.2	-	847.3	7,182.5	510.8	1.80 %
Fire & Emergency Operations	6,516.4	6,516.5	-	1,108.9	7,625.4	1,109.0	3.91 %
Planning & Development Services	1,484.5	1,570.5	-	(13.5)	1,557.0	72.5	0.26 %
Building & By-law Services	2,708.1	2,629.6	48.7	111.7	2,790.0	81.9	0.29 %
Infrastructure & Environmental Services	10,128.3	10,896.8	-	11.6	10,908.4	780.1	2.75 %
Parks & Recreation	6,880.2	7,148.9	-	55.6	7,204.5	324.3	1.14 %
Library	2,893.9	2,896.6	-	189.9	3,086.5	192.6	0.68 %
Gross Expenditures	<u>\$ 44,581.4</u>	<u>\$ 45,799.9</u>	<u>\$ 48.7</u>	<u>\$ 2,381.7</u>	<u>\$ 48,230.3</u>	<u>\$ 3,648.9</u>	<u>12.86 %</u>
Gross Revenues							
Council	\$ (21.2)	\$ (14.1)	\$ -	\$ -	\$ (14.1)	\$ 7.1	0.03 %
Chief Administrative Office	-	-	-	-	-	-	-
Customer & Legislative Services	(241.5)	(46.5)	-	-	(46.5)	195.0	0.69 %
Legal Services	(16.0)	(266.0)	-	-	(266.0)	(250.0)	(0.88 %)
Corporate & Financial Services	(147.4)	(139.0)	-	-	(139.0)	8.4	0.03 %
Corporate Expenses	(7,473.2)	(7,437.8)	-	(880.8)	(8,318.6)	(845.4)	(2.98 %)
Fire & Emergency Operations	-	-	-	(341.6)	(341.6)	(341.6)	(1.20 %)
Planning & Development Services	(694.5)	(1,043.1)	-	-	(1,043.1)	(348.6)	(1.23 %)
Building & By-law Services	(2,150.2)	(2,172.3)	-	(17.8)	(2,190.1)	(39.9)	(0.14 %)
Infrastructure & Environmental Services	(820.7)	(775.4)	-	(198.0)	(973.4)	(152.7)	(0.54 %)
Parks & Recreation	(5,248.1)	(5,305.0)	-	0.1	(5,304.9)	(56.8)	(0.20 %)
Library	(130.4)	(133.1)	-	-	(133.1)	(2.7)	(0.01 %)
	<u>\$(16,943.2)</u>	<u>\$(17,332.3)</u>	<u>\$ -</u>	<u>\$(1,438.1)</u>	<u>\$ (18,770.4)</u>	<u>\$(1,827.2)</u>	<u>(6.44 %)</u>
Taxation (incl. from new assessment)	<u>(27,638.2)</u>	<u>(27,638.2)</u>	<u>-</u>	<u>(745.0)</u>	<u>(28,383.2)</u>	<u>(745.0)</u>	<u>(2.62 %)</u>
Gross Revenues	<u>\$(44,581.4)</u>	<u>\$(44,970.5)</u>	<u>\$ -</u>	<u>\$(2,183.1)</u>	<u>\$ (47,153.6)</u>	<u>\$(2,572.2)</u>	<u>(9.06 %)</u>
Net Expenditures/(Revenues)							
Council	\$ 633.9	\$ 598.0	\$ -	\$ 58.3	\$ 656.3	\$ 22.4	0.08 %
Chief Administrative Office	1,158.0	1,253.9	-	18.4	1,272.3	114.3	0.40 %
Customer & Legislative Services	1,465.8	1,632.8	-	(9.9)	1,622.9	157.1	0.55 %
Legal Services	736.1	753.6	-	(1.1)	752.5	16.4	0.06 %
Corporate & Financial Services	2,878.4	3,101.9	-	4.5	3,106.4	228.0	0.80 %
Corporate Expenses & Revenues	(801.5)	(1,102.6)	-	(33.5)	(1,136.1)	(334.6)	(1.18 %)
Fire & Emergency Operations	6,516.4	6,516.5	-	767.3	7,283.8	767.4	2.70 %
Planning & Development Services	790.0	527.4	-	(13.5)	513.9	(276.1)	(0.97 %)
Building & By-law Services	557.9	457.3	48.7	93.9	599.9	42.0	0.15 %
Infrastructure & Environmental Services	9,307.6	10,121.4	-	(186.4)	9,935.0	627.4	2.21 %
Parks & Recreation	1,632.1	1,843.9	-	55.7	1,899.6	267.5	0.94 %
Library	2,763.5	2,763.5	-	189.9	2,953.4	189.9	0.67 %
	<u>\$ 27,638.2</u>	<u>\$ 28,467.6</u>	<u>\$ 48.7</u>	<u>\$ 943.6</u>	<u>\$ 29,459.9</u>	<u>\$ 1,821.7</u>	<u>6.42 %</u>
Taxation	<u>\$(27,638.2)</u>	<u>\$(27,638.2)</u>	<u>-</u>	<u>(745.0)</u>	<u>(28,383.2)</u>	<u>(745.0)</u>	<u>(2.62 %)</u>
Deficit before Rate Change	<u>\$ -</u>	<u>\$ 829.4</u>	<u>\$ 48.7</u>	<u>\$ 198.6</u>	<u>\$ 1,076.7</u>	<u>\$ 1,076.7</u>	<u>3.79 %</u>

Town of Aurora
2011 Operating Budget Impacts
Graphic Tax Rate Pressures Summary for 2011



**Town of Aurora
2011 Operating Budget Impacts
Corporate Summary of Tax Pressure for 2011**

<u>Shown in \$.000's</u>	2010 Approved	2011 Proposed	Variance	2011 Tax Rate Equivalent
1) Base Budget:				
- Expenditures	\$44,581.4	\$45,799.9	\$ 1,218.5	4.29%
- Non-Taxation Revenues	(16,943.2)	(17,332.3)	(389.1)	(1.37%)
- Taxation Revenues (no growth)	<u>(27,638.2)</u>	<u>(27,638.2)</u>	<u>-</u>	<u>- %</u>
Base Budget Deficit	\$ -	\$ 829.4	\$ 829.4	2.92%
2) Previous Council Approvals	-	48.7	48.7	0.17%
3) New Items Recommended	-	1,484.4	1,484.4	5.22%
(Surplus) / Deficit	\$ -	\$ 2,362.5	\$ 2,362.5	8.31%
Buffering - Tax Stabilization Reserve	-	(540.8)	(540.8)	(1.90%)
Net (Surplus) / Deficit before Growth	\$ -	\$ 1,821.7	\$ 1,821.7	6.41%
Growth Tax from New Assessment	-	(745.0)	(745.0)	(2.62%)
Net Deficit (Draft)	\$ -	\$ 1,076.7	\$ 1,076.7	3.79%

Detailed Changes by Categories 1, 2, and 3 are on Attachment # 5

Town of Aurora
2011 Operating Budget Impacts
Detail of Expenditure Pressures and Revenue Changes

Attachment # 5

<u>Base Budget</u>	Change (Favourable) / UnFavourable	
1) Full-Time and Equivalent Staffing Costs:		
Salaries & Wages:		
Cost of Living Allowance and Step Increases on existing positions	440,500	
Deletion of Council Administrative Assistant	(70,000)	
Amount previously funded by Water Rates	55,200	
Annualization of 2010 Approved Positions (part year in 2010)	100,000	
Conversions to Full Time / Filling of Approved Positions (Attachment # 6) related Gapping and Other Funding (Attachment # 6)	104,600 (54,000)	
Benefits:		
OMERS Rate	121,600	
Other Benefits Rates	12,700	
Benefits on increased Salaries & Wages	101,600	
Total Staffing Costs	812,200	2.85%
2) Changes to all other expenses net of other revenue	17,200	0.06%
2011 Operating Budget Deficit (prior to Service Level Changes)	829,400	2.92%
• Previous Council Commitments		
AODA Compliance and Advisor - cessation of reserve funding	48,700	0.17%
Total Previous Council Commitments	48,700	0.17%
• New Items Proposed for Inclusion		
New Staff Requests - Full Time (Attachment # 6)	275,900	
Related Gapping (Attachment # 6)	(137,400)	
Office Equipment / Furniture for new staff	10,000	
Reduction of Contract Nursing to partially offset Part Time	(16,000)	
	132,500	
New Staff Requests - Part Time (Attachment # 6)	145,300	
Non-Recurring P/T Funded from Capital	(54,700)	
Total New Staff Requests	223,100	0.79%
Central York Fire - Inflationary Factors	320,700	1.13%
Central York Fire - New Shift	612,200	2.16%
Central York Fire - New Shift Gapping	(165,500)	(0.58%)
Increased Contributions to "Cash to Capital" (for R & R)	285,000	1.00%
Library Operational Funding	189,800	0.67%
All Other New Items:		
- Salary Equity Review provision (net)	80,000	0.28%
- Additional funding for Heritage / Museum	50,000	0.18%
- New Communications Channels	17,500	0.06%
- Support for Environmental Programs	17,000	0.06%
- One-time funding of Hillary House Anniversary Celebration	10,000	0.04%
- Addition of Event Sponsorship	2,000	0.01%
- Decrease in Advertising spending	(10,000)	(0.04%)
- Increase in Rental Revenue - 215 Industrial Pkwy (new contract - 12 months Rental plus Repair Contribution = \$156,900)	(147,400)	(0.52%)
	19,100	0.08%
Total New Items	1,484,400	5.22%
	2,362,500	8.31%
• From Tax Stabilization Reserve (2011 support of Fire Increase)	(540,800)	(1.90%)
Total Net Budget Increase, before growth tax revenues	\$1,821,700	6.41%
• Growth Tax Revenue From New Assessment	(745,000)	(2.62%)
Net Deficit / Tax Funding Increase	\$1,076,700	3.79%

Town of Aurora
2011 Operating Budget Impacts
Converted and New Positions in 2011 Budget

	<u>Heads</u>
Full Time Compliment Base:	
Full-Time Approved Compliment (as stated in the 2010 Budget Report)	191
Delete: 2 Full-Time Positions - double counted in error in the 2010 Report	(2)
Add: Full-Time Position created from 2 Part-Time Receptionists	1
Add: Full-Time Position created from 2 Seasonal Workers (at the time of the CUPE Agreement ratification)	1
2011 Base Full-Time Compliment	<u><u>191</u></u>

2011 Budget

FULL-Time Staffing

	D o l l a r s		
Accessibility Advisor - Conversion from Contract to Full-Time	\$ 13,400	¹	1
Records Management Clerk - previously approved, unfunded in 2010	52,400	¹	-
Gap to June 1 Hire Date		\$ (21,800) ¹	
I.E.S. Secretary / Clerk - Conversion from Contract to Full Time	6,570	¹	1
Building Dept Zoning Examiner Conversion from Contract to Full Time	32,200	¹	1
No Tax Impact - Funded from Building Fees		(32,200) ¹	
By-Law Enforcement Officer - New Contract Position	85,000	²	-
Gap to June 1 Hire Date		(42,400) ²	
Mgr of Customer Service - Short Term Internal Transfer / Contract Backfill	111,700	²	-
Gap to June 1 Hire Date		(55,000) ²	
I.T. New Full-time Applications Support Specialist	79,165	²	1
Gap to July 1 Hire Date		(40,000) ²	
	<u>\$380,435</u>	<u>\$ (191,400)</u>	
Net Full-Time		<u>\$ 189,035</u>	<u>195</u>

PART-Time Staffing

Parks & Recreation Services:			
Integration Support Workers	\$ 19,120		
Aurora Senior Centre General Reception	21,025		
Facility Receptionist/Registration Clerk	12,900		
Seasonal Parks Serviceperson	27,995		
Parks Summer Student	9,580		
	<u>\$ 90,620</u>	³	
I E S. GIS Technician (one year non-recurring)	54,730	³	
No Tax Impact - Funded from Capital Projects		(54,730) ³	
	<u>\$145,350</u>	<u>\$ (54,730)</u>	
Net Part-Time		<u>\$ 90,620</u>	
Total Net	<u>525,785</u>	<u>(246,130)</u>	<u>\$ 279,655</u>

Reconciliation to Attachment # 5

	<u>Gross Cost</u>	<u>Offsets</u>	
¹ Base Budget:			
Accessibility Advisor - Conversion from Contract to Full-Time	13,400	-	(Conversion)
Records Management Clerk - previously approved, unfunded in 2010	52,400	(21,800)	(Previously Approved)
I.E.S. Secretary / Clerk - Conversion from Contract to Full Time	6,570	-	(Conversion)
Building Dept Zoning Examiner Conversion from Contract to Full Time	32,200	(32,200)	(Conversion)
Total Base Budget Movement (rounded)	<u>104,600</u>	<u>(54,000)</u>	→ to Attachment # 5
² New Full-Time			
By-Law Enforcement Officer - New Contract Position	85,000	(42,400)	(Contract)
Mgr of Customer Service - Short Term Internal Transfer / Contract Backfill	111,700	(55,000)	(Contract)
I.T. Applications Support Specialist	79,165	(40,000)	(New F/T)
Total Full-Time (rounded)	<u>275,900</u>	<u>(137,400)</u>	→ to Attachment # 5
³ New Part-Time			
Parks & Recreation Services	90,620	-	
I E S. GIS Technician (one year non-recurring)	54,730	(54,730)	
Total New Part-Time (rounded)	<u>145,300</u>	<u>(54,700)</u>	→ to Attachment # 5

Town of Aurora 2011 Capital Budget by Category & Project

Page Ref	Proj #	Description	Dept	Total Cost	Outside Funding	Reserve Funding
REPAIR & REPLACEMENT PROJECTS						
16-1	73132	Upgrade Machell Park Electrical Services & Pathway Lighting	Parks & Rec	100,000	-	(100,000)
16-3	42022	Wastewater Infrastructure Rehabilitation Program	I.E.S.	1,740,000	(1,160,000)	(580,000)
16-5	12002	Accessibility Committee	C.L.S.	50,000	-	(50,000)
16-9	12020	Town of Aurora Website	C.A.O	90,000	-	(90,000)
16-11	43029	Structural Watermain Relining Program	I.E.S.	350,000	-	(350,000)
16-13	73121	Fleury Park Pathway Lighting	Parks & Rec	80,000	-	(80,000)
16-17	72115	Reconstruction of Retaining Wall and Asphalt ACC	I.E.S.	75,000	-	(75,000)
16-23	73144	Town Park Washroom	Parks & Rec	15,000	-	(15,000)
16-25	42041	SWM Systems Retrofit SW2	I.E.S.	1,000,000	(783,400)	(216,600)
16-27	34150	Replace Loader #41	Fleet Mgmt	180,000	-	(180,000)
16-29	34152	Replace Dump Truck and Plow	Fleet Mgmt	190,000	-	(190,000)
16-31	73117	Parks Pathway System	Parks & Rec	100,000	-	(100,000)
16-33	14047	Computer & Related Infrastructure Evergreening	C.F.S.	57,600	-	(57,600)
16-35	31048	Reconstruction - Spruce St., Keystone Ct., Walton Dr. (part)	I.E.S.	1,001,115	-	(1,001,115)
16-37	31050	Reconstruction - Engelhard Dr., Furbacher to Vandorf	I.E.S.	778,670	-	(778,670)
16-39	34149	Replace Water Van #9	Fleet Mgmt	30,000	-	(30,000)
16-41	34153	Replace Air Compressor #51	Fleet Mgmt	10,000	-	(10,000)
16-43	72124	Ice Re-surfacer #593	I.E.S.	85,000	-	(85,000)
16-45	31061	Reconstruction - Berczy St. & Metcalf (Edward to Berzy)	I.E.S.	942,911	-	(942,911)
16-47	31077	Reconstruction - Irwin Avenue	I.E.S.	561,019	-	(561,019)
16-57	24007	Automated Business Process	Building/By-law	50,000	-	(50,000)
16-59	72063	Council Chambers Digital	I.E.S.	50,000	-	(50,000)
16-63	71064	Replace 1/2 Tonne Truck # 208	Fleet Mgmt	30,000	-	(30,000)
16-67	72116	Library Carpet	I.E.S.	50,000	-	(50,000)
(new)	31104	Design - Glass Drive	I.E.S.	94,220	-	(94,220)
16-75	34151	Replace Asphalt Roller #86	Fleet Mgmt	15,000	-	(15,000)
16-77	34154	Replace Diesel Powered Steam Power Wash System #54	Fleet Mgmt	15,000	-	(15,000)
16-79	71062	Replace Aerator #233	Fleet Mgmt	10,000	-	(10,000)
16-85	42043	Haida Dr., McDonald Dr. & Seaton Dr	I.E.S.	157,121	-	(157,121)
(new)	73114	Lambert Willson Washroom Building	Parks & Rec	200,000	-	(200,000)
				8,107,656	(1,943,400)	(6,164,256)
GROWTH & NEW PROJECTS						
17-1	73143	Maximilian Kolbe Artificial Turf	Parks & Rec	1,000,000	-	(1,000,000)
17-3	31047	Asset Management	I.E.S.	500,000	-	(500,000)
17-5	31056	Bloomington (Bathurst to Yonge) Sidewalk/ Bikeway/Lighting	I.E.S.	775,129	-	(775,129)
17-9	34628	Sidewalk Extension	I.E.S.	314,241	-	(314,241)
17-11	73133	David English Park	Parks & Rec	250,000	-	(250,000)
17-13	73094	New Park Picnic Tables/ Trash	Parks & Rec	60,000	-	(60,000)
17-15	14053	Fibre Optic Infrastructure	C.F.S.	60,000	-	(60,000)
17-21	71061	Trails Maintenance Utility Vehicle	Fleet Mgmt	35,000	-	(35,000)
17-23	14049	E-mail Archiving Solution and Back-up Enhancements	C.F.S.	15,000	-	(15,000)
17-25	73085	Arboretum Development	Parks & Rec	100,000	-	(100,000)
17-27	73074	Wellington Street East Urban Design Features/ Landscaping	Parks & Rec	500,000	(166,667)	(333,333)
17-29	34142	New Sidewalk Tractor	Fleet Mgmt	60,000	-	(60,000)
17-31	73119	Street Tree Planting Contract	Parks & Rec	175,000	-	(175,000)
17-33	24008	1/2 Tonne Hybrid Truck for By-law	Fleet Mgmt	35,000	-	(35,000)
17-37	74004	Architectural Study - Youth	Parks & Rec	50,000	-	(50,000)
				3,929,370	(166,667)	(3,762,703)
MAJOR STUDIES & OTHER RECURRING PROJECTS						
18-1	12015	Town of Aurora Strategic Plan (every five years)	C.A.O	80,000	-	(80,000)
18-3	42049	Stormwater Management Master Plan (one-time only)	I.E.S.	100,000	-	(100,000)
18-5	34513	Update Master Transportation Study (every seven years)	I.E.S.	100,000	-	(100,000)
18-7	81004	Update of the Zoning Bylaw (one-time only)	Planning	100,000	-	(100,000)
18-9	81003	Heritage District Study/ Plan (one time only)	Planning	60,000	-	(60,000)
18-11	73134	Parks/Trails Signage Strategy Study & Implementation (1-time)	Parks & Rec	50,000	-	(50,000)
18-15	73131	Parks Maintenance Standards Study (every seven years)	Parks & Rec	40,000	-	(40,000)
				530,000	-	(530,000)
				12,567,026	(2,110,067)	(10,456,959)

Town of Aurora 2011 Budget - Out Year Pressures (2012 to 2014)

\$,000's

2012

2011 Tax Levy Requirement (as of April 5) \$ 29,459.9

2012 Outlook Pressures Include

- Increased Contribution to Capital (1.5% of Levy)	\$ 441.9
- Staff Additions	332.8
- Annualizing the 2011 Gapping	159.2
- Other Personnel Costs	884.5
- Reduced Reliance on Reserves	1,026.2
- Reduced OMB Hearing Costs	(250.0)
- Indexed Energy Costs	130.5
- Library & Fire Services Inflationary Growth	360.7
- Other Items Increases / (Reductions)	(343.0)

Total Pressure before Growth

2,742.8

Total Required Tax Levy

\$ 32,202.7

Available Levy Funding:

Prior Year Tax Levy \$ 29,459.9

Current Assessment Growth (2.0 %) 589.2

30,049.1

Tax Levy Deficit

\$ 2,153.6 7.17 %

2013

2012 Tax Levy Requirement \$ 32,202.7

2013 Outlook Pressures Include

- Increased Contribution to Capital (1.5% of Levy)	\$ 483.0
- Youth Centre: + 1.5 FTE	160.0
- Other Personnel Costs	689.1
- Reduced Reliance on Reserves	659.8
- Indexed Energy Costs	139.0
- Library & Fire Services Inflationary Growth	267.3
- Other Items Increases / (Reductions)	(487.5)

Total Pressure before Growth

1,910.8

Total Required Tax Levy

\$ 34,113.5

Available Levy Funding:

Prior Year Tax Levy \$ 32,202.7

Current Assessment Growth (2.25 %) 724.6

32,927.3

Tax Levy Deficit

\$ 1,186.2 3.60 %

2014

2013 Tax Levy Requirement \$ 34,113.5

2014 Outlook Pressures Include

- Increased Contribution to Capital (1.5% of Levy)	\$ 511.7
- Personnel Costs	661.7
- Increased Reliance on Reserves (excl Election)	(127.5)
- Indexed Energy Costs	129.0
- Library & Fire Services Inflationary Growth	276.6
- Other Items Increases / (Reductions)	306.9

Total Pressure before Growth

1,758.4

Total Required Tax Levy

\$ 35,871.9

Available Levy Funding:

Prior Year Tax Levy \$ 34,113.5

Current Assessment Growth (2.9 %) 989.3

35,102.8

Tax Levy Deficit

\$ 769.1 2.19 %

Town of Aurora
2011 RESERVES & RESERVE FUNDS - Estimate
Operating & Capital Budget Impacts

Attachment # 9

Shown in \$,000's

Balance Dec. 31, 2010	Revenue		Expenses	Est Balance Dec. 31, 2011
	Interest	Other		

INFRASTRUCTURE SUSTAINABILITY - Tax Rate Funded

(See next page for Detail)

4,570.1 97.6 4,156.8 (3,537.2) 5,287.2

INFRASTRUCTURE SUSTAINABILITY - Water rate Funded

(See next page for Detail)

188.6 12.0 3,401.0 (2,578.9) 1,022.7

SPECIAL PURPOSES

Working Fund	2,152.8	43.1	-	-	2,195.9
Future Legal	294.1	3.4	-	(250.0)	47.5
Election Surplus	54.0	1.7	60.0	-	115.7
Insurance	273.8	5.5	-	-	279.3
Zoning Bylaw Review	18.6	0.2	-	(18.6)	0.2
Engineering	3,341.0	57.1	-	(975.0)	2,423.1
Parks Master Plan	681.4	12.7	-	(90.0)	604.1
Debt Deferral - Library	(2,352.8)	(85.4)	280.0	-	(2,158.2)
Winter Maintenance	84.1	1.7	-	-	85.8
Workers Compensation	757.0	14.5	-	(65.0)	706.5
Dev/Sale Of Municipal Lands	(1,242.0)	(36.1)	1,047.0	-	(231.2)
Library Managed R&R	491.6	10.7	85.0	-	587.2
Church Street School	1.3	0.0	-	-	1.3
Accessibility Advisory Committee	87.7	1.2	-	(51.5)	37.4
Whitwell Donation	135.2	2.7	-	-	137.9
Landscape Fee	672.0	11.4	34.2	(236.2)	481.4
Allowance For Bad Debts	763.7	15.3	-	-	779.0
Library Donation & Bequests	29.0	0.6	-	-	29.6
Parks & Rec Sponsorship	5.0	0.1	-	-	5.1
Tax Rate Stabilization	268.1	4.5	624.0	(710.8)	185.8
Arts & Culture	53.3	1.0	-	(10.0)	44.3
Heron Annuity	45.5	0.9	-	-	46.4
Cash In Lieu Of Parkland	11,645.3	230.7	-	(219.7)	11,656.3
Cash In Lieu Of Parking	2.8	0.1	-	-	2.8
War Memorial	3.2	0.1	-	-	3.3
Building Department - Bill 124	2,629.8	44.3	-	(829.2)	1,844.9
Fire Service Training	102.2	2.0	-	-	104.2
Growth & New Capital Reserve	-	2.8	405.5	(128.5)	279.8
Studies & Other Capital Reserve	-	0.3	250.0	(221.4)	28.9
	20,997.8	346.8	2,785.6	(3,805.9)	20,324.4

AT COUNCIL'S DISCRETION

Council Discretion	1,292.1	22.6	-	-	1,314.7
Aurora Hydro Sale	32,238.9	644.8	-	(600.0)	32,283.7
	33,531.0	667.4	-	(600.0)	33,598.4

DEVELOPMENT CHARGES

General Government	(525.3)	(21.3)	120.5	(278.8)	(704.8)
Fire Services	1,059.7	18.4	66.3	(341.6)	802.8
Parks Development & Facilities	(2,925.8)	(115.2)	1,103.2	(1,648.4)	(3,586.2)
Indoor Recreation	(608.4)	(19.1)	2,246.6	(1,876.3)	(257.2)
Library	1,700.8	36.2	496.4	(280.0)	1,953.3
I.E.S. Administration & Fleet	2,834.7	57.6	149.8	(60.0)	2,982.1
Roads & Related Infrastructure	2,018.2	37.6	766.4	(1,040.0)	1,782.3
Water System	(310.6)	(5.5)	614.7	-	298.6
Storm Sewer System					
	3,243.3	(11.2)	5,563.8	(5,525.1)	3,270.8

* Other Revenue reflects transfers identified in the Operating and Water & Sewer Budget, estimates of external revenues (DC's) and includes the returns to Reserves identified in CFS11-008 - Capital Closure Report

Town of Aurora
2011 RESERVES & RESERVE FUNDS - Estimate
Operating & Capital Budget Impacts

Continuation of Attachment #9

Shown in \$,000's

Balance Dec. 31, 2010	Revenue		Expenses	Est Balance Dec. 31, 2011
	Interest	Other		

INFRASTRUCTURE SUSTAINABILITY DETAIL:

Tax Supported

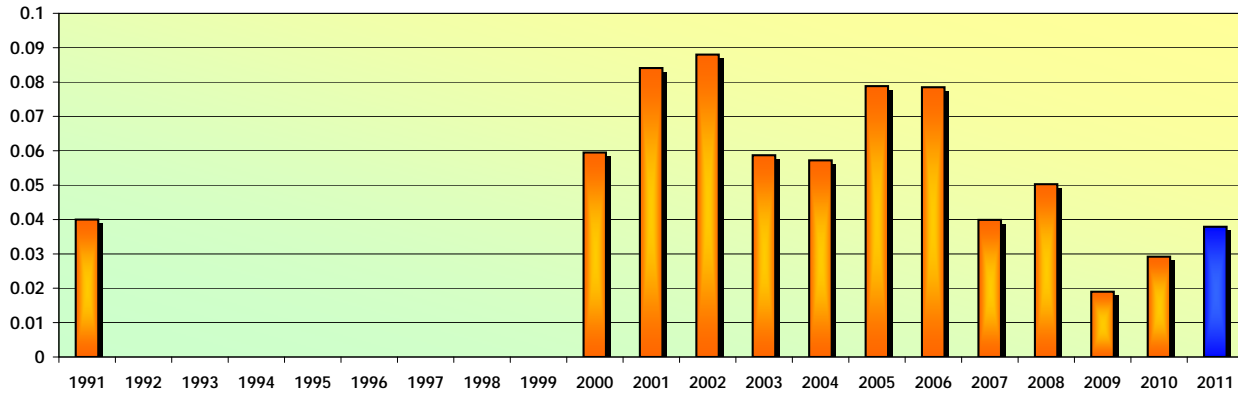
Municipal Capital	3,276.8	66.9	134.8	-	3,478.4
Repair & Replacement Capital Reserve	-	10.6	2,554.5	(1,493.7)	1,071.4
Equipment/Fleet	74.3	1.6	6.5	-	82.3
I.E.S. Infrastructure Management	4.7	0.1	-	-	4.8
Bayview/Wellington Laneways	28.1	0.6	-	-	28.6
Federal Gas Tax (Obligatory)	681.9	7.8	1,461.0	(2,043.6)	107.1
Beavertop	96.3	1.9	-	-	98.3
Municipal Road Infrastructure	408.0	8.2	-	-	416.1
	4,570.1	97.6	4,156.8	(3,537.3)	5,287.2

User (Water) Rate Supported

Storm Sewers	1,065.0	33.0	1,484.2	(316.6)	2,265.6
Water/Wastewater	(1,027.0)	(24.0)	1,911.7	(2,262.3)	(1,401.6)
Siphon Annuity PRINCIPAL	33.6	0.7	-	-	34.3
Siphon Annuity INTEREST	7.6	0.2	-	-	7.8
Ballymore Pumping Station	87.2	1.8	2.5	-	91.5
Bayview Pumping Station	22.2	0.5	2.5	-	25.2
	188.6	12.0	3,401.0	(2,578.9)	1,022.7

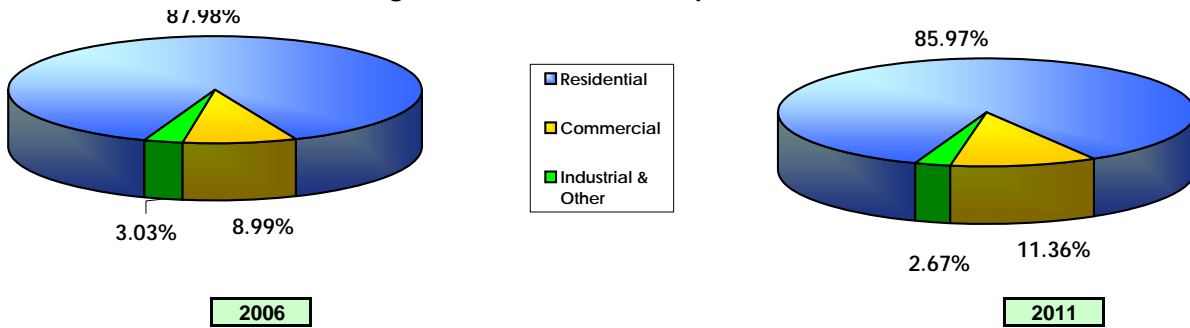
History of Tax Rate Changes

(3.4% Each Year - 1991 to 2011 gives the same tax bill for 2011)

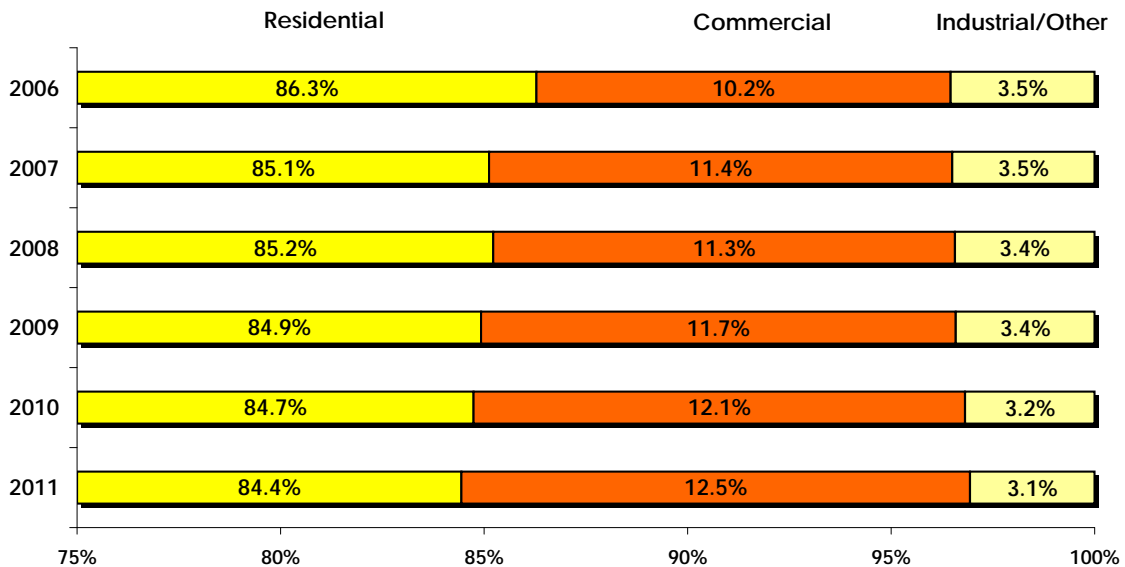


"Rebalancing Our Community"

Unweighted Assessment Makeup - 2006 and 2011



Recent History - Sources of Town Tax Revenue



Conclusion: Efforts to grow employment sectors and rebalance from a 'bedroom community' are working