



**SUBJECT:** *2014 Operating and Capital Budgets – Final Approval*

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

**DATE:** *March 18, 2014*

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## **RECOMMENDATIONS**

***THAT the 2014 Operating Budget summarized in Attachment 2 which reflects all revisions recommended for approval by the Budget Committee, resulting in a total tax levy of \$34,822,700 and a total expenditure plan of \$53,470,100, and an estimated 1.99% residential tax bill increase when combined with the regional and education shares of the tax bill, be approved; and***

***THAT the Town's full-time staff complement be increased by two (2) to 207 (excluding Library Board and Central York Fire Services staff) as presented in Attachment 5 and funded in the 2014 Operating Budget; and***

***THAT staff prepare the necessary bylaw for adoption by Council to set 2014 tax rates and payment dates.***

## **PURPOSE OF THE REPORT**

To present for formal adoption the 2014 Operating and Capital Budgets as recommended for approval by the Budget Committee on February 24, 2014.

## **BACKGROUND**

On November 4, 2013 staff was provided with direction by Aurora Town Council to prepare draft operating and capital budgets. The budgets were to be prepared according to a number of principles and guidelines, which included the following key elements:

- The overall corporate budget will be prepared on the basis of maintaining existing service levels to the community, with cost containment and efficiencies to be priorities.
- Initiatives which advance goals and objectives of the Town's Strategic Plan will be highlighted, and all new capital projects will outline their linkage to the Strategic Plan.
- Capital and Operating budgets will manage the Town's active and passive capital

infrastructure and investments in a prudent manner, with the goal to efficiently maintain their levels of serviceability for both the long and the short term.

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

## KEY ISSUES AND PRESSURES AFFECTING THE 2014 BUDGET

- i) The economy continues to be sluggish, resulting in taxpayers and Council’s continued expectation of a strong value for dollar, with a focus on true needs, rather than wants and “nice-to-have” items. 2014 assessment base growth revenue was slightly above 2013 levels of 1.3% coming in at 1.63% but continues to be lower than prior year’s budgets (1.75% in 2012 and 2.7% in 2011).
- ii) Approximately 25% of the total 2013 Aurora tax levy funded the fire and emergency services provided by Central York Fire Services (CYFS). For 2014, the cost of Aurora’s share of this service added another 1.13% in tax rate pressure. In addition, the planned final phase-in of the full cost of the new fire crew that was added in 2011 is placing additional pressure on the 2014 tax levy. CYFS costs are shared proportionately with the Town of Newmarket.
- iii) The assumption of cultural artifacts by the Town and the new Museum Services contract costs will add new tax rate pressures. Neither these costs nor any costs in relation to Cultural Master Plan initiatives which may arise from recommendations expected in the 2<sup>nd</sup> quarter of 2014 have been included in the 2014 budget.
- iv) Lower levels of building and construction activity over the course of the last two years have suppressed the Town’s supplementary tax revenues. These revenues are expected to remain low in 2014 and then begin to recover in the 2015 fiscal year. It is anticipated that a total of \$ 250,000 in supplementary

- tax revenues will be collected in 2014, \$ 325,000 lower than 2013's estimate.
- v) Corporate Overhead cost reallocations to Building Services have been assessed as aggressive and contributing to the weakening of the Building Fees reserve. Consequently, the overhead cost allocation methodology has been revised resulting in a reduced total corporate overhead reallocation to Building Services of \$208,900 which will be phased in over the 2014 and 2015 fiscal years in equal portions. The 2014 tax pressure as a result of this phase in is estimated at \$ 104,500 or 0.31%.
  - vi) The Town's Ten Year Capital Plan and Reserve Fund Strategy which has been endorsed by Council calls for annual direct tax increases in order to ensure that the Town's existing infrastructure can be properly maintained thus ensuring continuity of service to the community. The planned tax increase for 2014 in support of this strategy is \$208,000, representing a 0.62% tax pressure. This increase is in alignment with what was proposed in the ten year capital investment plan.
  - vii) Escalating benefits and salaries costs: A 1.71% tax rate pressure arises from existing staffing and benefit costs. This base budget item includes a cost of living adjustment of 2.0% effective April 1, 2014 to the entire compensation grid of the Town, except Fire Services which is administered by Newmarket. Also, increased mandated employer share of pension contributions and other employee benefits are included as part of this pressure.

In response to these anticipated pressures, all departments were asked to submit budgets which minimized non-personnel expenses, limited new hires, and increased non-taxation revenues of fees and charges where possible.

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

On January 11, 2014, an overview of the first draft of the Town's Business Plans and the Operating budget was presented to the Budget Committee. At that time, the draft budget had a total deficit of \$1,265,900, which if the entire deficit were to be funded through increased taxation, would equate to a tax rate increase of 3.77%.

Throughout the months of January and February, the Budget Committee deliberated on the operating budget and made a number of changes. The impacts of two previously unidentified budget pressures totalling \$195,500 were successfully mitigated by committee. In addition, the budget committee was able to reduce the town's operational reliance on the interest earned from the Hydro Fund by a further \$100,000. With these additional items included, the town's revised draft operating budget deficit reached a total value of \$1,561,400 (4.65% effective tax rate increase) prior to the application of any mitigating measures. After all budget committee recommended mitigating measures had been applied, the town's revised funding deficit was reduced by 19% to \$1,259,900, resulting in a reduced effective tax rate increase of 3.75%. Attachment 1 details all changes made to the original draft budget by the budget committee.

On February 24, 2014, the Budget Committee approved the 2014 Operating Budget for recommendation to Council.

Attachment 2 shows the recommended 2014 *Operating Budget Summary by Department*. Attachment 3's *Tax Rate Pressures Summary* graphically provides general information on the Base Budget for running today's Aurora, and preparing for the future's Aurora. Reviewing year-over-year changes in related groups assists in understanding the source of tax rate increase pressures; Attachment 4 outlines the *Expenditure Pressures and Revenue Changes* which details the increases in the 2014 Budget from the 2013 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 as last year, 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 2014 Operating Budget provides for an increase in total expenditures of \$1,907,000 or 3.70%, tax pressure change from \$51,563,100 in 2013 to \$53,470,100 in 2014. \$20,998,400 or 39% of these total expenditures are for direct personnel related costs. The Operating Budget includes an increase in non-taxation revenues of \$100,000.

Taxation revenue has been budgeted to increase by \$1,806,900. This 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 1.63% change in its identified tax pressure, with \$547,000 in additional taxation revenue. The \$1,259,900 balance of the increase in taxation revenue will be generated by the 3.75% tax rate increase on all properties.

***Town share of the tax bill to increase by 3.75%***

To achieve a tax rate increase of 3.75% staff and the Budget Committee effectively managed the costs of providing existing levels of services or service enhancements which would apply upward pressure to the tax rate. The 3.75% tax rate increase, or \$1,259,900 deficit, is broken down into the following elements:

**Town of Aurora**  
**2014 Operating Budget**  
**CORPORATE SUMMARY OF TAX PRESSURE FOR 2014**

Shown in \$,000's

Tax Pressure	
Amount	Tax Rate Impact

**1) A. Running Today's Town of Aurora**

Town Provided Services\*

Current Staffing Cost Increases	546,300	1.63%
Impact of last year's added staff	28,500	0.08%
One new & one PT conversion to Full Time	63,300	0.19%
Changes in Contract Staffing - three net additions	30,500	0.09%
Staff related cost pressures	<u>668,600</u>	<u>1.99%</u>

All other expenses net of all revenues, including non-growth tax revenues	<u>184,800</u>	<u>0.54%</u>
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**TOTAL TOWN PROVIDED SERVICES** **853,400** **2.53%**

**B. SERVICES PROVIDED BY OTHERS:**

Fire & Emergency Services	519,800	1.55%
Library Services	<u>125,700</u>	<u>0.37%</u>

**TOTAL SERVICES PROVIDED BY OTHERS** **645,500** **1.92%**

**Net (Surplus) / Deficit before Growth** \$ 1,498,900 4.46%

**C. GROWTH TAXES FROM NEW PROPERTIES:** **\$ (547,000)** **(1.63%)**

**TAX PRESSURES OF RUNNING TODAY'S AURORA** **\$ 951,900** **2.83%**

**2) Preparing for the Future Aurora**

Additional contribution to reserves for maintaining our infrastructure assets	208,000	0.62%
Reduction of operational reliance on Hydro Reserve interest	<u>100,000</u>	<u>0.30%</u>

**NET TAX PRESSURE INCREASE** **\$ 1,259,900** **3.75%**

\* Includes the accomodation of growth and inflationary pressures.

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

**Running Today's Town of Aurora*****Running Today's Town of Aurora requires a modest inflationary tax increase.***

Town services are delivered in Aurora through the corporate administrative budget. In addition to directly controlled service departments, the Town of Aurora makes payments to the Town of Newmarket for the provision of Fire & Emergency Services through the shared and jointly managed Central York Fire Services budget, and a payment to the Aurora Library Board for the provision of library services.

The Town experiences inflation in all of its operating, capital and utility services budgets. Staffing and related benefits represent a significant component of the town's expenditures. Related pressures include inflationary wage adjustments, increases in the costs of existing pension and benefits plans (without enhancement to the plans), as well as bringing on additional staff necessary in order to meet the service needs of our expanding community facilities, population and the associated volume of activities. The 2014 budget provides for one new staff position, and the conversion to full time employment status of one position which is currently staffed with a temporary contract employee. The total staffing related tax pressure in 2014 is 1.99%.

All departments were challenged to accommodate these personnel cost pressures, yet maintain our existing service levels by actually reducing non-personnel expenses where possible, while also reviewing revenue fees and volumetric estimates for non-tax revenues. The net impact of these reviews on the overall Town controlled budget was a net operating cost increase of non-personnel costs of \$184,800 or 0.54%, bringing the tax impact of the Town's administered department costs to only 2.53%, without the benefit of any new tax revenue from the new properties which are driving the growth component of these noted pressures.

***Two factors affected the costs of Fire & Emergency Services totalling 1.55%***

Inflation and growth pressures: The Fire & Emergency Services budget is affected by inflation, salary and benefits pressures. The Joint Council Committee for Central York Fire Services (CYFS) approved a 2014 operating budget which was 7.87% higher than the 2013 approved budget. This year's approved CYFS budget adds \$381,600 to the Aurora budget being inflationary and growth costs pressures. Aurora achieved a savings of \$2,000 from its community emergency management program which is required to be in place by the province.

Planned phase-in of costs of 2011's new crew: From 2011 to 2013, Aurora drew from our Stabilization Reserve in order to cushion the impact of the significant tax rate pressure that was created by the addition of a new full-time fire crew. It was previously anticipated that the required draw from Stabilization would be reduced to zero for 2013, effectively phasing in the new crew over three years. In response to the economic climate at the time, the Budget Committee decided to split the last portion that was due to be phased in fully in 2013 over two years, 2013 and 2014. Consequently, the final

piece of this related tax pressure valued at \$140,200 is being phased in 2014. Combined, these two factors represent a total related tax pressure of \$519,800 or 1.55%.

***Library Services funding increases by 3.79% from 2013, adding 0.37% to tax pressure***

The Library Board originally brought forward a budget funding requisition of \$3,424,200, being \$110,700 or 3.34% higher than last years' funding from the tax base. This amount was increased by a further \$15,000 to \$3,439,200 in order to reflect a previously unanticipated employee benefits pressure which arose subsequent to the Library board's initial funding requisition submission to the Town. 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 net result is an increase in Library funding over 2013 of \$125,700 resulting in a 0.37% tax rate pressure.

***Growth Tax Revenues – 1.63% tax rate pressure relief due to taxes from new development***

During the course of 2013, new construction and other development activities have resulted in new assessment value being added to the community representing an estimated 1.63%, or \$547,000 in tax revenue growth. This growth amount does not stem from the phase-in of reassessment adjustments for individual properties. This additional growth revenue reduces the combined tax pressure of the foregoing budget changes by 1.63%.

Described above, the total costs to run Aurora today have increased by \$951,900, requiring a tax rate increase of 2.83%.

**Preparing for the Future Aurora**

Increased Contributions to Capital: 0.62% tax rate pressure

In June, 2013, Council received for information an updated 10 Year Capital Investment Plan. This Plan outlined expected and required capital investments separately for the repair and replacement of existing infrastructure, investment in new infrastructure to meet the needs of growth of the community, as well as for investment in major studies or other projects that are required from time to time by the Town. The 10 Year Plan demonstrated that the existing reserves for infrastructure renewal require annual increases to the tax sourced contributions. The Plan outlined that a 0.6% of tax levy increase annually for 10 years should bring the annual contribution to a sustainable level moving into the future.

To improve the accountability for managing scarce capital funding, each asset manager has been internally apportioned a pro rata share of this scarce capital funding. This strategy ensures that only assets that are at risk of impacting community service levels are brought forward for capital renewal funding.

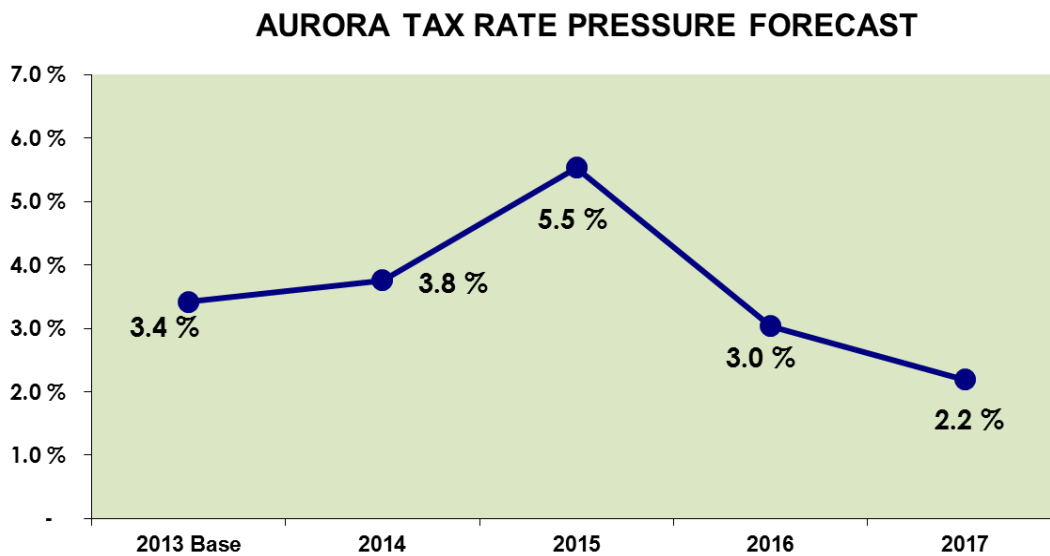
Reduced reliance on Hydro Reserve Fund interest for day to day operations: 0.30% tax rate pressure

In late 2012, Council agreed to again work toward reducing the annual budgetary reliance on the interest earned from the Hydro Reserve Funds as a source of revenue to mitigate tax pressures in the operating budget. For 2014, operational reliance was reduced by a further \$100,000 moving from \$500,000 in 2013, to \$400,000 of interest reliance.

Overall, the 2014 Operating Budget requires an additional \$1,259,900 to be raised from the tax levy. This represents a 3.75% tax rate increase.

**3-YEAR OPERATING BUDGET OUTLOOK**

As part of the 2014 Operating Budget process, each department was asked to identify any items of note which are expected to have an operating impact on the 2015, 2016 or 2017 budget years. Using this information, and making informed projections of assessment growth revenue, inflation, infrastructure pressures, and other budget drivers, Finance has prepared a three year outlook. The following chart outlines the expected tax rate pressures in each separate year, with the assumption that the tax pressure of the prior year was approved.



Key pressures in 2015 which will be evaluated during 2014 include proposed new position additions, a reduced reliance on supplemental tax and Hydro Fund Interest revenues, the onset of operating costs for the newly renovated Aurora Family Leisure Complex (AFLC) scheduled to re-open in late 2014, as well as other inflationary pressures. The year is also expected to see an increase in Planning Application Fees as the work on the 2C lands around St. John’s Sideroad and Leslie Street moves past the planning stages and into the construction phases which is expected to provide some tax pressure relief in 2015. Building permit revenues do not impact tax rates due to



regulations from the Province.

## **CAPITAL BUDGETS**

On December 17, 2013, prior to the commencement of discussions on the Operating Budget, Council approved the recommendations arising from Budget Committee's review of the 2014 Capital Budget. The capital budget was presented in the following three components in recognition of the fundamental differences in funding sources thus allowing for a more focussed examination:

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

Through the adoption of the concept of a "Cash to Capital" reserve allocation from the tax levy, and the internal funding of capital coming from this resultant "infrastructure" and other reserves, there is no longer a direct tax impact arising from the capital budget. As such, the Budget Committee recommended capital budget is driven by asset need rather than impact on taxes. A number of projects have been noted in the schedules as "approved subject to further report from staff". These projects have been approved in principle, yet Council has asked staff to provide additional information prior to any financial commitment for the project taking place. Where a satisfying report to Council has already been presented subsequent to Council's capital approval, the item is so noted in the attachments to this report.

### ***Repair and Replacement Infrastructure Projects - \$8.1 million approved for investment in existing infrastructure***

The proposed Repair and Replacement Capital Budget for 2014 represents a gross cost of \$8,138,100, funded mainly 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, some fleet vehicle and equipment replacement, various park fixture repairs and/or replacement; as well as some town facility work. Other projects, such as the reconstruction of part of the ACC Parking Lot and the rehabilitation of a culvert on Yonge Street are planned for design work to be done in 2014, with construction to be considered in the 2015 budget process. Management has confirmed that they have the resource capacity to deliver the proposed capital program. Management have also confirmed that these are their priority projects in light of the new allocation of R&R reserves by asset group, and the asset managers agree with the limited submissions. Attachment 6 outlines the approved *Repair and Replacement Capital* program by project.

***Growth and Other New Infrastructure Projects - \$1.2 million investment approved for new capital additions***

The proposed Growth and New Capital Budget represents a gross cost of \$1,161,400, to be funded from various town reserves. This capital program includes funding for the construction of new sections of sidewalk and/or illumination in multiple town locations. Also, funding is planned in support of the Town's Community Improvement Plan and the new Queen's Jubilee Park Accessible playground. In addition, funding has been allocated toward the purchase of Records & Information and Human Resource management systems, among other small projects. Attachment 7 outlines the approved *Growth and New Capital* program for 2014.

***Major Studies and Other Projects - strategic investments approved for \$230,000***

The proposed Major Studies Capital Budget represents a gross cost of \$230,000. The plan includes six items, a N6 Shared Service Study, Tree Inventory Update, Employee Engagement Survey, an update of the Town's Strategic IT Plan and a Study of Aurora's Promenade North. Attachment 8 outlines the approved *Major Studies and Other Projects* program for 2013.

***Ten Year Capital Plan and financial forecast is continuously updated***

In June 2013, staff presented an updated consolidated 10 year capital plan and funding proposals for review. This plan is continuously updated and used by the managers responsible for the condition and renewal of our existing assets and planning our future asset investments. The 10 Year Capital Plan will be updated in early 2014. The June 2013 version of the Plan is available for public reference on the Town's website.

**2014 BUDGET RECOMMENDATION**

Overall, the Budget Committee recommends a 2014 Operating Budget which presents a proposed operational services bundle requiring an additional \$1,259,900 to be raised from the tax levy. This represents a 3.75% tax rate increase which is required in order to fund new and existing services and initiatives.

***Residential tax bill Impacts can be quantified.***

The 2014 Draft Operating Budget proposes a 3.75% tax rate increase on the Town portion only of the tax billing. This year's 3.75% increase applies to all classes of property, but only to the Town's share of the 2014 tax billing. For reference, Attachment 10 outlines graphically the Aurora tax rate changes since 2001.

For 2014, the Region of York has approved a net effective tax rate increase of 1.54%, 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 2014, the 2013 education rate of 0.212% has been reduced 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 estimate the effective taxpayer impact to be a 1.99% increase on their overall residential tax billing. This increase applies to properties which experienced the average reassessment change from 2013 to 2014. Those properties with a higher than average reassessment change will experience tax increases higher than 1.99%, while those with lower changes will see lower tax increases.

### ***Budget Binder of details to be reissued***

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 to budgets and updates to 2013 actuals and will be circulated to all existing binder holders. Copies of the Budget Detail Binder will be available for inspection by the public at the Clerk's Counter on the Second Floor, the Access Aurora Counter on the Ground Floor of Town Hall, and at the Aurora Public Library.

The Town's website will be updated shortly to reflect any key 2014 budget highlights. Once the detailed binder material is completed, that too will be posted under the Budget section of the Town's website.

### **LINK TO STRATEGIC PLAN**

Approval of the 2014 Operating Budget provides funding support and approval for all initiatives, services and operations of the Town, all of which support and advance the Strategic Plan objectives. Overall, the budget leads to improving the quality of life of the community we serve.

### **ALTERNATIVE(S) TO THE RECOMMENDATIONS**

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

### **FINANCIAL IMPLICATIONS**

The approval of the 2014 Operating Budget will provide the necessary funding for approved Town programs, services and operational needs for the year.

### **CONCLUSIONS**

In order to fund the needs of the Town in 2014, the total 2014 Operating Budget requires an increase in tax levy from 2013 of \$1,259,900 for a total Municipal Tax Levy of \$34,822,700. This results in a tax rate increase of 3.75%. Council previously approved the three 2014 capital budgets totalling \$9,529,500. The Water, Wastewater and Stormwater utility services budgets and rates have already been approved under report IES14-007 on January 20, 2014.

**PREVIOUS REPORTS**

CFS14-001: Draft 2014 Business Plan with Operating and Capital Budgets – Overview Report for Committee Review, January 11, 2014.

CFS13-044: 2014 Final Capital Budget Report for Council Review & Approval, December 17, 2013.

**ATTACHMENTS**

- Attachment # 1 – Budget Committee Changes made to Draft Budget
- Attachment # 2 – 2014 Operating Budget – Summary by Department
- Attachment # 3 – Tax Rate Pressures Summary
- Attachment # 4 – Detail of Expenditure Pressures and Revenue Changes
- Attachment # 5 – Staff Complement Changes
- Attachment # 6 – 2014 Repair & Replacement Capital Program
- Attachment # 7 – 2014 Growth and Other Infrastructure Capital Program
- Attachment # 8 – 2014 Studies and Other Capital Program
- Attachment # 9 – Continuity of Estimated Reserves and Reserve Funds
- Attachment # 10 – Tax Rate History

**PRE-SUBMISSION REVIEW**

Executive Leadership Team - Thursday, March 13, 2014

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



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



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For **Neil Garbe**  
**Chief Administrative Officer**

**Town of Aurora  
2014 Operating Budget  
BUDGET COMMITTEE CHANGES**

A D J U S T M E N T S				R E S U L T S					
Ref.	Date of Decision	Department	I T E M	Change to Operating Budget	Running Revised Budget Increase	Impact on Town Rate	Running Town Rate Pressure	Effective Combined Tax Impact	
								Residential	Commercial
STARTING POINT - CAO's draft budget January 11, 2014 = 1,265,891							3.77 %	2.00%	1.13%
1	Jan. 20	CLS	Additional Postage Charge Costs	15,700	1,281,591	0.05 %	3.82 %	2.02%	1.14%
2	Jan. 11	IES	Deferral of 3 seasonal Snow Removal Crew pending report back to council	(71,715)	1,209,876	(0.22 %)	3.60 %	1.94%	1.10%
3	Jan. 11	IES	Remove planned Supervisor Fixed & Mobile Assets	(75,830)	1,134,046	(0.22 %)	3.38 %	1.86%	1.05%
4	Jan. 13	PRS	Additional Part Time Salary Funding for Senior Centre	19,000	1,153,046	0.06 %	3.44 %	1.88%	1.07%
5	Jan. 20	CR&E	Reduce Reliance on Hydro Reserve Fund	100,000	1,253,046	0.29 %	3.73 %	1.99%	1.12%
6	Jan. 28	ACS	Increase in Annual Grant Funding	7,000	1,260,046	0.02 %	3.75 %	1.99%	1.13%
7	Jan. 28	AHS	Increase in AHS/Museum Grant Funding from \$50 to \$70K; \$10K of the total \$20K increase to be funded from Council Contingency Account	10,000	1,270,046	0.03 %	3.78 %	2.00%	1.13%
8	Feb. 10	CLS/IES	Increase in Liability Insurance Premiums	75,100	1,345,146	0.23 %	4.01 %	2.09%	1.18%
9	Feb. 14	All	Increase in Health Benefits ( including related Library related ask of \$15K )	120,400	1,465,546	0.36 %	4.37 %	2.21%	1.25%
10	Feb. 14	Corp. Accts	CLS Re-organization Savings	(100,000)	1,365,546	(0.30 %)	4.07 %	2.11%	1.19%
11	Feb. 14	PRS	Deferral of the PT to FT conversion of Special Event Asst. to May 31st	(16,700)	1,348,846	(0.05 %)	4.02 %	2.09%	1.18%
12	Feb. 14	COUNCIL	Utilization of Council 2014 Contingency Budget	(20,000)	1,328,846	(0.06 %)	3.96 %	2.07%	1.17%
13	Feb. 14	W/WW	Bill Additional Portion of Insurance Increase to W/WW & Storm	(10,000)	1,318,846	(0.03 %)	3.93 %	2.06%	1.16%
14	Feb. 14	Corp. Accts	Stabilize Jan to March portion of increased GWL rates prior to Sun Life Rates becoming effective with Stabilization Reserve draw	(36,500)	1,282,346	(0.11 %)	3.82 %	2.02%	1.14%
15	Feb. 14	All	Program Savings	(22,000)	1,259,946	(0.07 %)	3.75 %	1.99%	1.13%
				(5,945)		(0.02 %)			

CALCULATION OF IMPACT ON OVERALL TAX BILL	Estimated Tax Rate Pressure (from above)	RESIDENTIAL		COMMERCIAL	
		Share of Tax Bill	Weighted Tax Rate Pressure	Share of Tax Bill	Weighted Tax Rate Pressure
Town of Aurora	3.75%	35.3 %	1.32%	20.0 %	0.75%
Region of York	1.54%	43.5 %	0.67%	24.6 %	0.38%
Education	0.00%	21.2 %	0.00%	55.4 %	0.00%
			1.99%		1.13%

**Town of Aurora**  
**2014 Operating Budget**  
**OPERATING BUDGET - SUMMARY BY DEPARTMENT**

**Attachment 2**

<u>Shown in \$,000's</u>	<u>2013 Approved Budget</u> (adjusted)	<u>2014 Base Budget</u>	<u>New Items for 2014</u>	<u>2014 Recommended Budget</u>	<u>Dollar Change</u> favourable / (unfavourable)	<u>Tax Pressure Change</u>
<b>Gross Expenses</b>						
Council	\$ 594.6	603.5	21.1	\$ 624.6	\$ (30.0)	(0.09 %)
Chief Administrative Office	\$ 1,840.0	1,870.0	3.6	\$ 1,873.6	(33.6)	(0.10 %)
Legal & Legislative Services	\$ 2,546.6	2,513.0	83.5	\$ 2,596.5	(49.9)	(0.15 %)
Election 2014	\$ 62.5	-	262.5	\$ 262.5	(200.0)	(0.60 %)
Corporate & Financial Services	\$ 2,904.3	2,960.5	7.5	\$ 2,968.0	(63.7)	(0.19 %)
Building & By-law Services	\$ 3,460.3	3,584.5	51.5	\$ 3,636.0	(175.7)	(0.52 %)
Planning & Development Services	\$ 2,023.8	1,992.6	6.0	\$ 1,998.6	25.2	0.08 %
Infrastructure & Environmental Services	\$ 11,675.0	11,892.9	21.1	\$ 11,914.0	(239.0)	(0.71 %)
Parks & Recreation	\$ 7,868.2	7,863.0	60.7	\$ 7,923.7	(55.5)	(0.17 %)
Corporate Expenses	\$ 6,818.3	7,390.8	7.0	\$ 7,397.8	(579.5)	(1.73 %)
Fire & Emergency Operations	\$ 8,456.0	8,454.0	381.6	\$ 8,835.6	(379.6)	(1.13 %)
Funding Provided for Library Operations	\$ 3,313.5	3,424.2	15.0	\$ 3,439.2	(125.7)	(0.37 %)
<b>Gross Expenditures</b>	<b>\$ 51,563.1</b>	<b>\$ 52,811.5</b>	<b>\$ 921.1</b>	<b>\$ 53,470.1</b>	<b>\$ (1,907.0)</b>	<b>(5.68 %)</b>
<b>Gross Revenues</b>						
Council	\$ (13.5)	\$ (13.5)	\$ -	\$ (5.0)	\$ (8.5)	(0.03 %)
Chief Administrative Office	\$ -	-	\$ -	\$ -	-	-
Legal & Legislative Services	\$ (67.0)	(79.5)	\$ (87.0)	\$ (166.5)	99.5	0.30 %
Election 2014	\$ -	-	\$ (180.0)	\$ (180.0)	180.0	0.54 %
Corporate & Financial Services	\$ (130.0)	(119.0)	\$ -	\$ (119.0)	(11.0)	(0.03 %)
Building & By-law Services	\$ (2,540.8)	(2,518.2)	\$ -	\$ (2,518.2)	(22.6)	(0.07 %)
Planning & Development Services	\$ (1,314.7)	(1,577.9)	\$ -	\$ (1,577.9)	263.2	0.78 %
Infrastructure & Environmental Services	\$ (1,003.1)	(1,129.3)	\$ -	\$ (1,129.3)	126.2	0.38 %
Parks & Recreation	\$ (5,493.9)	(5,395.5)	\$ -	\$ (5,395.5)	(98.5)	(0.29 %)
Corporate Revenues	\$ (7,984.3)	(7,555.9)	\$ -	\$ (7,555.9)	(428.4)	(1.28 %)
	<b>\$ (18,547.4)</b>	<b>\$ (18,388.9)</b>	<b>\$ (267.0)</b>	<b>\$ (18,647.4)</b>	<b>\$ 100.0</b>	<b>0.30 %</b>
Taxation - 2013	<b>(33,015.8)</b>	<b>(33,015.8)</b>	-	<b>\$ (33,015.8)</b>		
Taxation - Growth from New Assessmen	-	-	<b>(547.0)</b>	<b>\$ (547.0)</b>	547.0	
Taxation - Increase for 2014	-	-		<b>\$ -</b>		
<b>Gross Revenues</b>	<b>\$ (51,563.12)</b>	<b>\$ (51,404.6)</b>	<b>\$ (814.0)</b>	<b>\$ (52,210.2)</b>	<b>\$ 647.0</b>	<b>1.93 %</b>
<b>Net Expenditures/(Revenues)</b>						
Council	\$ 581.1	\$ 590.0	\$ 21.1	\$ 619.6	\$ (38.5)	(0.11 %)
Chief Administrative Office	1,840.0	1,870.0	3.6	1,873.6	(33.6)	(0.10 %)
Legal & Legislative Services	2,479.6	2,433.5	(3.5)	2,430.0	49.6	0.15 %
Election 2014	62.5	-	82.5	82.5	(20.0)	(0.06 %)
Corporate & Financial Services	2,774.3	2,841.5	7.5	2,849.0	(74.7)	(0.22 %)
Building & By-law Services	919.5	1,066.3	51.5	1,117.8	(198.3)	(0.59 %)
Planning & Development Services	709.1	414.7	6.0	420.7	288.4	0.86 %
Infrastructure & Environmental Services	10,671.9	10,763.6	21.1	10,784.7	(112.7)	(0.34 %)
Parks & Recreation	2,374.3	2,467.5	60.7	2,528.2	(154.0)	(0.46 %)
Corporate Expenses & Revenues	(1,166.0)	(165.1)	7.0	(158.1)	(1,007.9)	(3.00 %)
Fire & Emergency Operations	8,456.0	8,454.0	381.6	8,835.6	(379.6)	(1.13 %)
Funding Provided for Library Operations	3,313.5	3,424.2	15.0	3,439.2	(125.7)	(0.37 %)
	<b>\$ 33,015.8</b>	<b>\$ 34,422.6</b>	<b>\$ 654.1</b>	<b>\$ 34,822.7</b>	<b>\$ (1,806.9)</b>	<b>(5.38 %)</b>
<b>Taxation</b>	<b>\$ (33,015.8)</b>	<b>\$ (33,015.8)</b>	<b>(547.0)</b>	<b>(33,562.8)</b>	<b>\$ 547.0</b>	<b>1.63 %</b>
<b>NET</b>	<b>\$ 0.0</b>	<b>\$ 1,406.9</b>	<b>\$ 107.1</b>	<b>\$ 1,259.9</b>	<b>\$ (1,259.9)</b>	<b>(3.75 %)</b>

**Town of Aurora**  
**2014 Operating Budget**  
**GRAPHIC SUMMARY OF TAX PRESSURE FOR 2014**

---

Running Aurora  
Today  
1.28%

- Improving Services, Meeting Growth
- Increased insurance, employee benefit & postage costs

Community Safety  
Today  
1.55%

- Central York Fire Services
- Emergency Preparedness

Preparing for the  
Future  
0.92%

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

Total Town Share  
Tax Increase  
3.75%

- Aurora Combined Tax Bill Increase is 1.99% for residential properties (estimated)

**Town of Aurora**  
**2014 Operating Budget**  
**DETAILED OPERATING PRESSURES FOR 2014**

**1. RUNNING TODAY'S TOWN OF AURORA**

**A. TOWN PROVIDED SERVICES**

**Changes to Full-Time Equivalent Staffing Costs:**

**Salaries & Wages:**

Cost of Living Allowance and Step Increases on existing positions

(174,400) (0.52%)

**Benefits:**

Rate Increase - OMERS Pension

(53,800)

Rate Increase - Other Benefits

(311,300)

Benefits increases on COLA and Step Increases

(6,800)

(371,900) (1.11%)

**2014 Annualization of Approved Positions ( part year in 2013 ):**

Town Staff

(28,500) (0.08%)

**Converted and New Position Requests (see Schedule 5 ):**

One new & one PT Conversion to Full Time

(63,300)

New contracts and part time staffing requests

(30,500)

(93,800) (0.28%)

**Total Staff Related Pressures**

(668,600) (1.99%)

**Changes to all Other:**

Prior Year Commitments

(536,200)

Phased in Corporate Overhead Cost Allocation to Building Services Reduction

(104,500)

All other expenses net of other revenue

455,900

(184,800) (0.54%)

**TOTAL TOWN PROVIDED SERVICES**

(853,400) (2.53%)

(0.89%)

**B. SERVICES PROVIDED BY OTHERS:**

**- Central York Fire Services (CYFS):**

Aurora's Share of CYFS 2014 Budget Increase

(381,600)

Emergency Preparedness Program Savings

2,000

Aurora's Planned Decrease in Reserve Draw for Fire Support

(140,200)

(519,800) (1.55%)

(0.55 %)

**- Library Operational Funding:**

(125,700) (0.37%)

(0.13 %)

**TOTAL SERVICES PROVIDED BY OTHERS**

(645,500) (1.92%)

(0.68%)

**C. GROWTH TAXES FROM NEW PROPERTIES:**

Growth in Taxes From New Properties

547,000

1.63%

0.58 %

**TAX PRESSURES OF RUNNING TODAY'S AURORA**

(951,900) (2.83%)

(1.00%)

**2. PREPARING FOR THE FUTURE AURORA**

Additional Contribution to Reserves for the Maintenance of the Town's Infrastructure Assets

(208,000)

Reduction of operational reliance on Hydro Reserve Interest

(100,000)

(308,000) (0.92%)

(0.32 %)

**NET TAX PRESSURE INCREASE**

(1,259,900) (3.75%)

1.32%

**Change**  
**Favourable / (UnFavourable)**  
percentage = tax pressure

Estimated  
Impact to  
Blended Res.  
Tax Rate



**Town of Aurora**  
**2014 Operating Budget**  
**CONVERTED AND NEW POSITIONS IN 2014 BUDGET**

**2014 Budget Requests**

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

Full-Time Complement
205
1
1
207

2014 Base Full-Time Complement

**FULL-Time Staffing - Conversion Requests**

Licensing & Court Administrator Position will be funded 20% from Building and costed for 7 months	49,855	(9,970)		1
Special Event Assistant - Conversion to Full Time Position request offset by a reduction in part-time and costed for 7 months	36,315	(12,908)		1
	<u>\$ 86,170</u>	<u>\$ (22,878)</u>		
<b>Net Full-Time</b>			<b>\$ 63,292</b>	<b>207</b>

**CONTRACT Staffing - Requests**

Additional Part Time support of Senior Centre	\$ 19,000	-		
Administrator of Construction Projects Position will be funded 100% from Engineering Fees and costed for 8 months	62,270	(62,270)		
Elections Coordinator Costed for 12 months and offset by Reserve Contribution	83,610	(83,610)		
Customer and Legislative Summer Students	11,500			
	<u>\$ 176,380</u>	<u>\$ (145,880)</u>		
<b>Net Part-Time</b>			<b>\$ 30,500</b>	
<b>Total Net 2014 Budget Requests</b>	<u>\$ 262,550</u>	<u>\$ (168,758)</u>	<u>\$ 93,792</u>	

**Staffing - Conversion Requests Not Approved**

Supervisor of Fixed & Mobile Assets Costed for 8 months	75,830		
3 Roads Seasonals Costed for 6 months each	\$ 71,715		
<b>Total</b>	<u>147,545</u>		

**Town of Aurora**  
**2014 Capital Budget**  
**REPAIR & REPLACEMENT PROJECTS**

Project ID	Project	Dept	Reserve Funding	Outside Funding	Total Cost
14047	Computer & Related Infrastructure	CFS	(73,200)		73,200
43044	Bulk Water Meter Installation	CFS	(180,000)		180,000
72167	Expand Referees Room at SARC	Facilities	(40,000)		40,000
72177	ACC - Fire and Security Panels	Facilities	(20,000)		20,000
72197	Town Hall Access Control System	Facilities	(20,000)		20,000
72199	Library Entrance Doors	Facilities	(95,000)		95,000
34237	Replacement of Asphalt Box (#135)	Fleet	(60,000)		60,000
71098	Dump (#252)	Fleet	(60,000)		60,000
71123	Tow Behind Wide Area Mower	Fleet	(95,000)		95,000
31096	Recon - Bluegrass Drive, Steeplechase Ave, Woodsend Cres	IES	(137,700)		137,700
31099	Reconstruction - Tyler Street & George St	IES	(140,200)		140,200
31103	Design - Centre St (Yonge to Walton Dr)	IES	(28,000)		28,000
31112	Reconstruction - Industrial Pkwy South	IES	(89,700)		89,700
31139	Intersection - Wellington/ John West Way	IES	(112,100)		112,100
34609	Sidewalk & Blvd - Gurnett (Harrison to Cousins)	IES	(168,200)		168,200
34710	Street Light Poles St John's	IES	(84,100)		84,100
42052	Channel Improvements - Child Drive	IES	(44,900)		44,900
42055	Machell Park Storm Outfall	IES	(112,100)		112,100
43029	Structural Watermain Relining	IES	(392,500)		392,500
73117	Parks Pathway System - various replacements	P & R	(55,000)		55,000
73152	Bowling Green Perimeter Border Repair	P & R	(10,000)		10,000
73153	Replace Shade Structure Hamilton	P & R	(35,000)		35,000
73154	Playground Surface Restoration	P & R	(40,000)		40,000
73160	Emerald Ash Borer Management Program	P & R	(243,000)		243,000
73194	Case Woodlot Retaining Wall (trail repair)	P & R	(25,000)		25,000
73197	Fencing - Diamonds 1/2/3	P & R	(75,000)		75,000
73199	Field Drainage - Diamonds/ Soccer	P & R	(35,000)		35,000
73205	Playground Replacement - Khamissa Park	P & R	(85,000)		85,000
73225	Splash Pad Surface Upgrade - Ada Johnson Park	P & R	(30,000)		30,000
74007	AFLC Fitness Equipment Replacement	P & R	(40,000)		40,000
81013	Plotter Equipment	PDS	(10,000)		10,000
72133	ACC - Re-pave Lot	Facilities	(75,000)		75,000
42053	Rehabilitation of Culvert on Yonge St	IES	(56,100)		56,100
12002	Accessibility Committee Allocation (detail decided by Committee)	CLS	(100,000)		100,000 **
72198	ACC 1 Bench Configuration	Facilities	(55,000)		55,000 **
34160	1/2 Tonne Pick-up (#13) - Replacement	Fleet	(30,000)		30,000 **
71069	1 Tonne Dump Truck Replacement	Fleet	(60,000)		60,000 **
71070	1/2 Tonne Pick-up Replacement	Fleet	(50,000)		50,000 **
71097	Light Industrial Loader to Replace Agricultural Tractor (#221)	Fleet	(120,000)		120,000 **
31079	Recon - Elderberry Tr (part), Springmaple Chase & Houdini Way	IES	(1,906,300)		1,906,300 **
34709	Street Light Conversion to LED	IES		(3,000,000)	3,000,000 **
73134	Parks/ Trails Signage Strategy Study	P & R	(50,000)		50,000 **
			<u>(5,138,100)</u>	<u>(3,000,000)</u>	<u>8,138,100</u>

\*\* Approved subject to further report from staff

**Town of Aurora**  
**2014 Capital Budget**  
**GROWTH & NEW PROJECTS**

Project ID	Project	Dept	Reserve Funding	Outside Funding	Total Cost
34610	Sidewalk, Multi-use Trail & Illumination on Leslie St from Wellington to Don Hillock Dr	IES	(10,000)		10,000
34635	Sidewalk, Multi-use Trail & Illumination on St John's Sdrd - Bayview to Hwy 404	IES	(32,700)		32,700
41006	Sanitary Sewer on Leslie St to Service 2C Lands	IES	(58,300)		58,300
12028	HRIS/Payroll System	CAO	(80,000)		80,000
73233	Natural Ice Rink Cells	P & R	(54,000)		54,000
73151	Pathway Lighting - Lambert Willson to Optimists	P & R	(48,000)		48,000
34608	Sidewalk on Golf Links	IES	(123,400)		123,400
14035	Records & Information Management	CLS	(250,000)		250,000 **
73085	Arboretum Development	P & R	(50,000)		50,000 **
71089	3/4 Tonne Pick-up	Fleet	(60,000)		60,000 **
81015	Community Improvement Plan	PDS	(140,000)	(80,000)	220,000 **
73252	Queens Jubilee Park Accessible Playground	P & R	(150,000)		150,000 **
12029	Streaming Sub-Committees Live Via Internet	CAO	(25,000)		25,000 **
			<u>(1,081,400)</u>	<u>(80,000)</u>	<u>1,161,400</u>

\*\* Approved subject to further report from staff

**Town of Aurora  
2014 Capital Budget  
STUDIES & OTHER PROJECTS**

Project ID	Project	Dept	Reserve Funding	Outside Funding	Total Cost
12027	N6 Shared Service Study	CAO	(10,000)		20,000
73148	Update Tree Inventory	P & R	(32,700)		10,000
12003	Employee Engagement Survey	CAO	(58,300)		20,000 **
12024	Resident Survey	CAO	(80,000)		30,000 **
14063	IT Strategic Plan	CFS	(54,000)		80,000 **
81014	Special Study - Aurora Promenade North	PDS	(48,000)		70,000 **
			<u>(283,000)</u>	<u>-</u>	<u>230,000</u>

\*\* Approved subject to further report from staff

**Town of Aurora**  
**2014 Operating and Capital Budget**  
**CONTINUITY of RESERVES & RESERVE FUNDS - Estimate**

**Attachment 9**

Shown in \$000's	Estimated Dec. 31, 2013 Balance	2014		Closing Balance As of Mar. 31, 2014
		Budgeted Revenue (+)	Budgeted Expenditures (-)	
<b>A. Reserves for Existing Infrastructure</b>				
<b>Infrastructure Sustainability (Repair &amp; Replacement)</b>				
<b><u>Tax Rate Funded</u></b>				
Roads & Related R & R	\$2,113.0	\$1,187.9	\$363.5	\$2,937.4
Federal Gas Tax Reserve	\$666.9	\$1,461.0	\$2,134.6	(\$6.7)
Facilities R & R	\$523.1	\$884.8	\$345.0	\$1,062.9
Fleet R & R	\$744.5	\$517.0	\$475.0	\$786.5
Parks & Rec R & R	\$1,190.3	\$422.9	\$440.0	\$1,173.2
Information Technology R & R	\$47.5	\$121.7	\$73.2	\$96.0
Emerald Ash Borer Remediation R & R	\$100.3	\$235.0	\$243.0	\$92.3
Discretionary R & R	\$148.1	\$70.5	\$110.0	\$108.6
<b>Total Tax Rate Funded Reserves</b>	<b>\$5,533.7</b>	<b>\$4,900.8</b>	<b>\$4,184.3</b>	<b>\$6,250.2</b>
<b><u>Utility Rate Funded</u></b>				
Water	(\$1,527.9)	\$1,300.0	\$572.5	(\$800.4)
Wastewater	(\$3.5)	\$500.0	\$624.0	(\$127.5)
Stormwater	\$2,615.0	\$1,000.0	\$490.6	\$3,124.4
<b>Total Utility Rate Funded Reserves</b>	<b>\$1,083.6</b>	<b>\$2,800.0</b>	<b>\$1,687.1</b>	<b>\$2,196.5</b>
Library Managed R & R	\$563.7	\$130.0	\$112.0	\$581.7
Church St School	\$1.4	\$0.0	\$0.0	\$1.4
War Memorial	\$3.5	\$0.0	\$0.0	\$3.5
St Max Artificial Turf - Special	\$63.9	\$31.5	\$0.0	\$95.4
<b>Total Infrastructure Sustainability Reserves</b>	<b>\$7,249.8</b>	<b>\$7,862.3</b>	<b>\$5,983.4</b>	<b>\$9,128.7</b>
<b>B. Reserves for New Infrastructure</b>				
<b>Development Charges Reserve Funds</b>				
General Government	(\$1,130.2)	\$178.5	\$402.0	(\$1,353.7)
Fire Services	\$654.3	\$98.5	\$0.0	\$752.8
Parks Dev. & Fac.	(\$6,714.5)	\$663.5	\$366.0	(\$6,417.0)
Indoor Recreation	(\$9,504.0)	\$1,388.9	\$1,883.9	(\$9,999.0)
Library	\$988.4	\$300.9	\$399.5	\$889.8
IES Admin & Fleet	\$2,666.3	\$196.5	\$0.0	\$2,862.8
Roads & Related	(\$676.8)	\$1,103.6	\$166.1	\$260.7
Water System	(\$885.0)	\$520.9	\$0.0	(\$364.1)
Sanitary Sewer	\$1,558.4	\$363.3	\$58.3	\$1,863.4
<b>Total Development Charges</b>	<b>(\$13,043.1)</b>	<b>\$4,814.6</b>	<b>\$3,275.8</b>	<b>(\$11,504.3)</b>
Dev/Sale of Municipal Lands	(\$1,570.7)	\$0.0	\$0.0	(\$1,570.7)
Cash in Lieu of Parkland	\$12,580.9	\$0.0	\$40.0	\$12,540.9
Cash in Lieu of Parking	\$74.8	\$0.0	\$0.0	\$74.8
Parks Master Plan	\$583.6	\$0.0	\$10.0	\$573.6
Growth & New Capital Reserve	\$1,254.9	\$574.2	\$518.0	\$1,311.1
Studies & Other Capital Reserve	\$340.0	\$70.9	\$78.0	\$332.9
Green Initiatives	\$22.8	\$20.0	\$0.0	\$42.8
<b>Total New Infrastructure Reserves</b>	<b>\$243.2</b>	<b>\$5,479.7</b>	<b>\$3,921.8</b>	<b>\$1,801.1</b>
<b>C. Reserve Funds for Special Purposes</b>				
<b>Stabilization</b>				

Tax Rate Stabilization	\$2,550.8	\$0.0	\$606.7	\$1,944.1
Election Reserve	\$212.2	\$0.0	\$180.0	\$32.2
WSIB	\$1,221.8	\$0.0	\$85.0	\$1,136.8
Debt Deferral (internal borrowing) Library	(\$1,776.9)	\$289.5	\$0.0	(\$1,487.4)
<b>Total Stabilization Reserves</b>	<b>\$2,207.9</b>	<b>\$289.5</b>	<b>\$871.7</b>	<b>\$1,625.7</b>

**Unearned Revenue**

Building Department - Bill 124	\$203.0	\$0.0	\$256.9	(\$53.9)
Engineering Inspections Fees	\$2,236.8	\$0.0	\$270.7	\$1,966.1
Landscape Inspection Fees	\$349.6	\$0.0	\$19.9	\$329.7
<b>Total Stabilization Reserves</b>	<b>\$2,789.4</b>	<b>\$0.0</b>	<b>\$547.5</b>	<b>\$2,241.9</b>

**Special Purposes Accounts**

Whitwell Donation for Downtown	\$142.7	\$0.0	\$140.0	\$2.7
Arts & Culture	\$64.1	\$0.0	\$10.0	\$54.1
Fire Service Training	\$111.0	\$0.0	\$0.0	\$111.0
Library Donation & Bequests	\$28.0	\$0.0	\$0.0	\$28.0
Heron Annuity (Parks and IES)	\$49.4	\$0.0	\$0.0	\$49.4
Zoning Bylaw Review	\$0.2	\$0.0	\$0.0	\$0.2
Accessibility Advisory Committee	\$0.5	\$0.0	\$0.0	\$0.5
Heritage Fund	\$0.0	\$50.0	\$0.0	\$50.0
Parks & Rec Participant Sponsorship	\$5.4	\$0.0	\$0.0	\$5.4
<b>Total Stabilization Reserves</b>	<b>\$401.3</b>	<b>\$50.0</b>	<b>\$150.0</b>	<b>\$301.3</b>

<b>Total Special Purposes Reserves</b>	<b>\$5,398.6</b>	<b>\$339.5</b>	<b>\$1,569.2</b>	<b>\$4,168.9</b>
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**D. Other Reserve Funds**

Council Discretionary Reserve Fund	\$1,034.0	0.0	0.0	\$1,058
Hydro Sale Investment Reserve Fund	\$33,752.7	0.0	400.0	\$34,145
<b>Total Reserve Funds</b>	<b>\$34,786.7</b>	<b>0.0</b>	<b>400.0</b>	<b>\$35,202.9</b>

<b>TOTAL RESERVES &amp; RESERVE FUNDS</b>	<b>\$47,678.3</b>	<b>\$13,681.5</b>	<b>\$11,874.4</b>	<b>\$50,301.6</b>
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Town of Aurora  
2014 Operating Budget  
**HISTORY OF AURORA TAX RATE INCREASES**

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