

## **About the Infrastructure & Environmental Services Department**

The Department is responsible for the planning, construction, operation and maintenance of all Town owned infrastructure assets related to buildings and facilities, transportation networks, water and sewer supplies, solid waste management, and fleet.

The Department supports internal clients by providing fleet management services for all Town owned equipment. This includes management, procurement, and maintenance of equipment such as vehicles, lawn care equipment and excavation equipment. The Department also manages the construction, operation and maintenance of all buildings and facilities owned and operated by the Town which are primarily in place to meet community cultural, recreational and administrative needs.

The Department delivers services and provides support to clients through three organizational divisions: Linear Assets Operations, Facilities and Fleet Operations, and Engineering and Capital Projects.

## **Services That We Provide**

The Department has three major functions and various associated activities including:

### Linear Assets Operations

- Water and Wastewater Operations
  - Water meter installations
  - Water quality monitoring
  - Sanitary Inflow and Infiltration management
  - Stormwater system maintenance
  - Asset maintenance and operation
- Road Network Operations
  - Traffic management
  - Winter control
  - Road asset management
    - Street lighting
    - Traffic lights
    - Sidewalks and curbing
    - Bridges
- Solid Waste
  - Collection Contract Administration
  - Customer complaints resolution
  - Diversion strategies

Facilities and Fleet Services

- Facilities design, construction, repairs, and renovations
- Facility operations
- Fixed and mobile asset management, condition assessments maintenance, revitalization and replacement
- Fleet management and procurement
- Energy conservation and management

Engineering and Capital Projects

- Development review for operational input
- Asset management strategy and implementation
- Capital planning
- Capital delivery
- Development inspections
- Lot Grading

**Departmental Initiatives that advance the Strategic Plan**

**Fiscal Year: 2016**

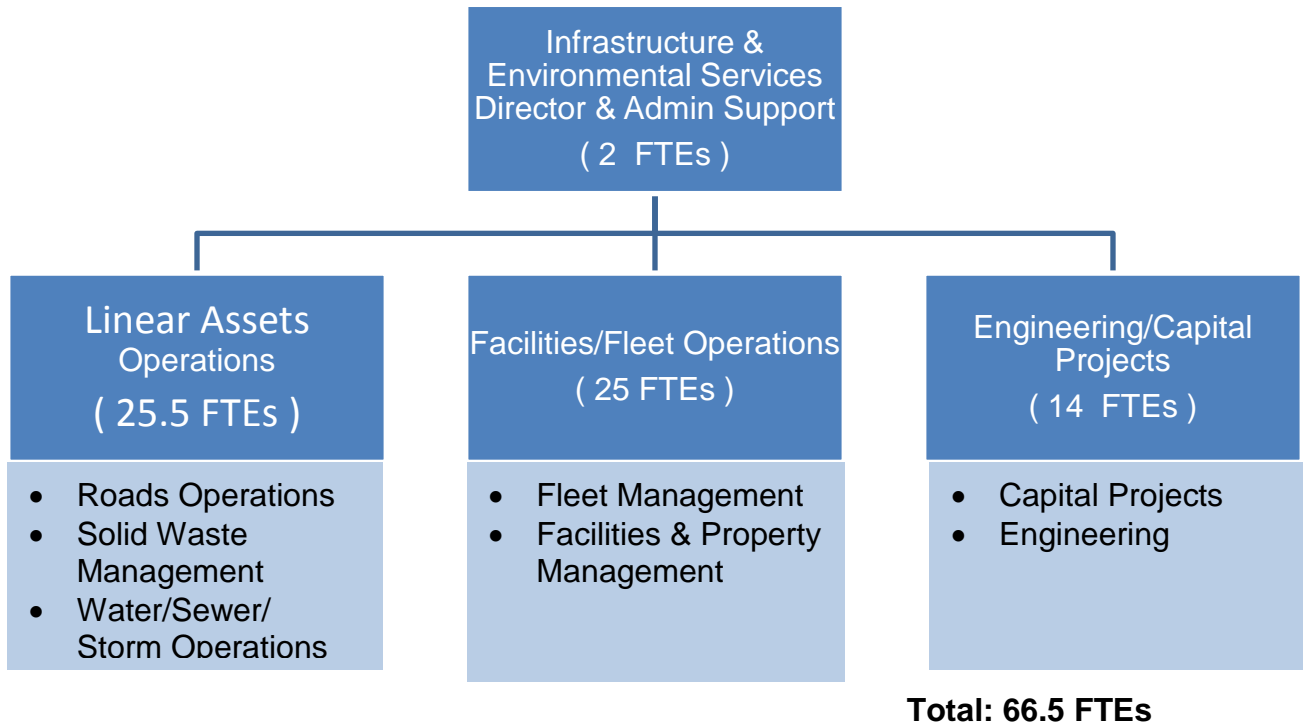
Strategic Plan Linkage	Description of Initiative	Completion Date
<b>Community Goal:</b> Supporting an exceptional quality of life for all	Convert street lights to LED for energy savings. Strategic Environmental Master Plan	Q1
	Town Wide Stream Erosion Management Plan Strategic Environmental Master Plan	Q3
	Expand 2015 successes of Lean Practices pilot to include cross functional services to increase operational efficiencies	On going
	Integrate various corporate project management practices to create consolidated delivery model	Q4
<b>Natural Environment Goal:</b> Supporting environmental stewardship and sustainability	Implement changes to winter snow control to eliminate use of sand on roads	Q1
	Implement garbage bag limits and bag tag program to better align with N6 best practices	Q2
	Issue joint N6 tender for renewal of waste collection contract that expires fall 2017	Q3

**Key Performance Measures**

Measure	Results				2016 Target
	2012	2013	2014	2015	
Road operations \$/Household	191.00	209.40	204.60	202.90	200.00
Waste Collection \$/Household	97.90	93.40	91.90	90.80	90.00
Facilities Operations \$/Household	258.90	272.50	278.00	271.80	270.00

**Departmental Organization**

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



**2016 Budget Highlights:**

Infrastructure & Environmental Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget
Personnel Costs	4,964.2	5,202.3	5,208.0	<b>5,323.1</b>
Other Expenditures	8,638.0	7,926.6	7,627.0	<b>8,169.7</b>
Total Expenditures	13,602.2	13,128.8	12,835.0	<b>13,492.8</b>
Revenues	(1,990.0)	(1,570.2)	(1,556.3)	<b>(1,607.7)</b>
Net	11,612.2	11,558.7	11,278.7	<b>11,885.1</b>

Change from 2015 Budget 2.8% Unfavorable  
 Change from 2016 Recommended Outlook of \$11,949.1K: (0.5%) Favorable

**The overall departmental costs and revenues are as follows:**

Infrastructure & Environmental Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget
Personnel Costs	4,964.2	5,202.3	5,208.0	5,323.1

2016 Budget vs 2015 Budget Fav / (UnFav)	
\$	%
(120.8)	(2.3%)

**Other Costs:**

Contracts				
Snow Removal	747.8	799.0	799.0	799.0
Waste Management	1,780.1	1,950.0	1,950.0	1,835.0
Road Maintenance	450.5	535.2	522.7	526.6
Street Lights	178.8	185.0	185.0	185.0
Facility Related	640.3	602.2	560.4	656.2
Other	137.7	185.0	240.2	215.0
Utilities & Fuel	2,386.3	2,320.0	2,509.0	2,548.9
Operating Materials				
Snow Removal	335.9	260.0	260.0	260.0
Facility Related	201.2	204.1	215.2	238.2
Road Maintenance	80.4	79.9	79.9	79.9
Waste Management	45.2	60.0	60.0	45.0
Other	9.1	16.0	12.3	15.0
Office & Computer Supplies	13.6	15.0	14.6	12.0
Memberships	12.8	13.5	9.8	13.5
All Other Expenses	1,618.3	701.7	209.0	740.5
<b>Total Other Costs</b>	<b>8,638.0</b>	<b>7,926.6</b>	<b>7,627.0</b>	<b>8,169.7</b>
<b>Total Expenditures</b>	<b>13,602.2</b>	<b>13,128.8</b>	<b>12,835.0</b>	<b>13,492.8</b>

-	-
115.0	5.9%
8.6	1.6%
-	-
(54.0)	(9.0%)
(30.0)	(16.2%)
(228.9)	(9.9%)
-	-
(34.1)	(16.7%)
-	-
15.0	25.0%
1.0	6.2%
3.0	20.0%
-	-
(38.8)	(5.5%)
<b>(243.1)</b>	<b>(3.1%)</b>
<b>(364.0)</b>	<b>(2.8%)</b>

**Revenues:**

Engineering Fees	(1,263.3)	(250.0)	(1,263.3)	(350.0)
Transfer from Eng. Fees Reserve	-	(310.9)	(245.0)	(229.0)
All Other Revenue	(726.7)	(1,009.3)	(48.0)	(1,028.7)
<b>Total Revenue</b>	<b>(1,990.0)</b>	<b>(1,570.2)</b>	<b>(1,556.3)</b>	<b>(1,607.7)</b>

100.0	40.0%
(81.9)	(26.3%)
19.4	1.9%
<b>37.5</b>	<b>2.4%</b>

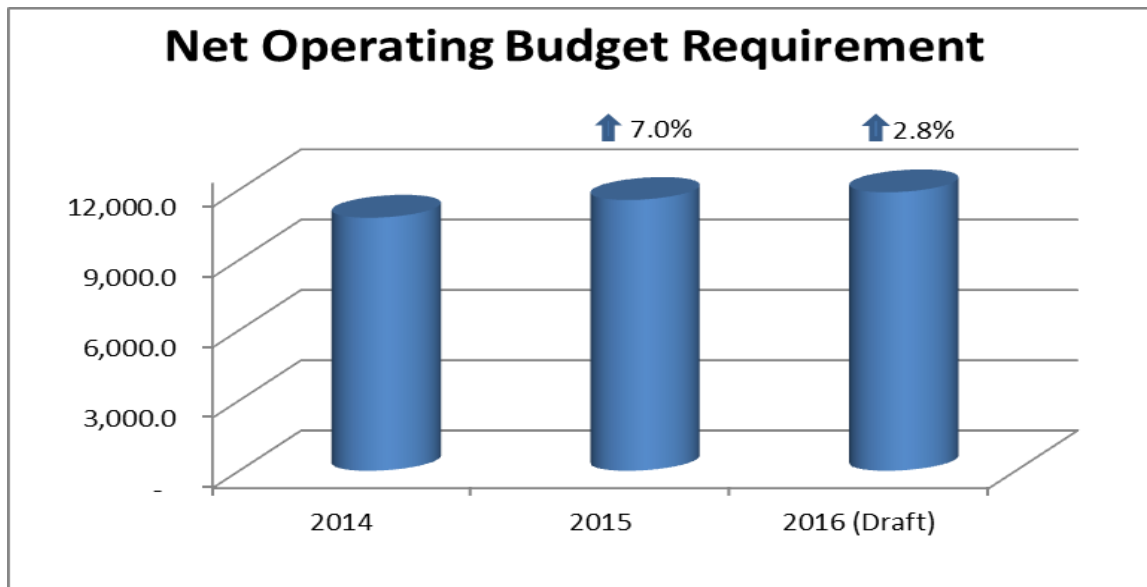
<b>Net</b>	<b>11,612.2</b>	<b>11,558.7</b>	<b>11,278.7</b>	<b>11,885.1</b>
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<b>(326.5)</b>	<b>(2.8%)</b>
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**Budget Breakdown by Town Service**

SERVICE	2016					SERVICE IMPACT
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	
	FTEs	\$'s				
Engineering & Capital Delivery	13.12	976.5	66.5	(982.1)	60.9	
Roads Operations	16.22	1,429.8	2,507.8	(77.6)	3,860.0	
Water / Sewer / Storm Operations	7.23	1,856.4	17,616.4	(19,366.5)	106.4	
Solid Waste Management	1.02	132.4	1,910.5	(308.8)	1,734.1	
Facilities and Property Management	25.37	2,360.6	3,320.2	(184.5)	5,496.3	
Fleet Management	3.55	315.6	358.5	(46.7)	627.4	
	<b>66.50</b>	<b>7,071.5</b>	<b>25,779.9</b>	<b>(20,966.3)</b>	<b>11,885.1</b>	
Less: Rate Funded Budget*	-	1,748.4	17,610.2	(19,358.6)	-	
Tax Levy Funded Service Costs	<b>66.50</b>	<b>5,323.1</b>	<b>8,169.7</b>	<b>(1,607.7)</b>	<b>11,885.1</b>	

\* Rate funded budget is still under review and has not been finalized.



The above graphic illustrates the Infrastructure & Environmental Services (IES) Department’s historical and planned net operating budget requirements. The 2014 and 2015 values reflect the department’s final approved net operating budgets. And, the figure presented for 2016 is IES’ recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs as well as increases in energy costs for street light and facilities requirements. The IES Department’s net operating budget increase for 2016 represents a tax pressure of 0.85%. IES’ 2016 net operating budget pressures

are presented in more detail in the following Key Changes for 2016 Budget section of this report.

**Key Changes for 2016 Budget:**

<b>Variiances</b>	<b>Description</b>	<b>Amount</b>
Energy Cost Increases	Inflationary Cost increases for utilities	228,900
Salary related COLA & Step Increases	COLA/Step Increases	120,800
Facility Related Increases	Increased R & M contracts as well as supplies	88,100
Various Other Operating Budget Increases		3,700
Waste Management Savings	Reduction in collection contract	(115,000)
<b>Total</b>		<b>326,500</b>

**OUTLOOK**

Continued community growth will drive increased resource needs to maintain target service levels along with inflationary and salary pressures. A key initiative in the coming years will be to expand the Lean Practices program with the goal of eliminating waste and finding new efficiencies both within line businesses and across the organization. The expected outcome of this program is increased cost efficiency and increased resource capacity to allow for strategic reallocation of resources to high priority service areas. The expectation is that Lean becomes a departmental culture of awareness and willingness to look at service delivery with a critical view of value add and efficiency.

## **Fire Services**

**Overview:** Fire Services is a grouping of the costs of Central York Fire Services (CYFS).

### **Central York Fire Services**

#### **Overview:**

Central York Fire Services (CYFS) is a consolidated fire service that strives to provide excellence in fire protection, prevention, public fire education and emergency services to the residents of Aurora and Newmarket.

CYFS operates under the direction of a six-member Joint Council Committee made up of three members from each of the Town Councils of Aurora and Newmarket. The Joint Council Committee provides and administers a borderless, single tier of fire protection and prevention services throughout both Towns in accordance with the Consolidated Fire Services Agreement, the Fire Services Master Plan, and the *Fire Protection and Prevention Act*.

#### **Expenditures:**

Under the joint services agreement between Newmarket and Aurora, the operating costs of CYFS are shared on a proportional basis, using three factors combined: share of call volume, share of combined population, share of combined assessment values. For 2016, the JCC has approved a minor amendment to the sharing formula based upon a multi-year weighted averaging of the above factors, alleviating the severity of annual fluctuations which have at times been significant in the past.

For 2015, a new Fire Master Plan was approved by the Joint Council Committee (JCC) resulting in a significant impact on the cost of fire services, due primarily to the addition of a new fire hall and pumper truck, including a new 20 person crew to staff this new apparatus.

Over the next six years, operational costs for CYFS are expected to increase by just over \$8 million, with Aurora's share of this amount estimated at \$3.25 million. Although the exact timing of the on-lining of these costs is at the control of the JCC, Aurora Council has agreed to phase this tax pressure in over the next six years at a pace of 1.3% dedicated tax rate increase per year for fire services in order to avoid a significant tax rate pressure that may otherwise arise.

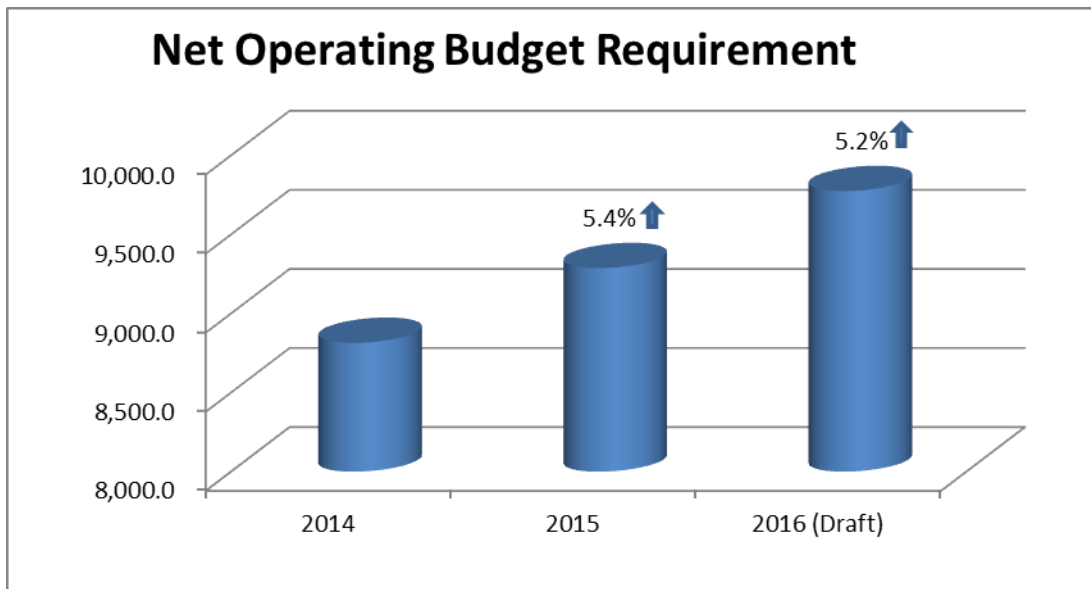
In 2016, the JCC approved a total operating budget of \$23,956.6K representing an increase of \$885.7K or a 3.8% increase over 2015's budget. The town of Aurora's share of this approved budget is \$9,630.5K, representing an amount that is \$138.3K lower than the town's planned phased in tax rate increase amount. As per the strategy noted above, this excess amount will be contributed

to the Rate Stabilization Reserve for the future funding of the full \$3.25m impact anticipated over the next five years.

**2016 Budget Highlights:**

<b>Fire Services</b>	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	<b>2016 Draft Budget</b>
Operating \$ to Newmarket	8,808.6	9,281.4	9,281.4	<b>9,630.5</b>
Aurora Snow Clearing Cost	6.0	6.0	6.0	<b>6.0</b>
Contributions to Reserves	-	-	-	<b>138.3</b>
Total Expenditures	8,814.5	9,287.4	9,287.4	<b>9,774.8</b>
Transfer From DC's (Capital)	-	-	-	-
Net	8,814.5	9,287.4	9,287.4	<b>9,774.8</b>

Change from 2015 Budget 5.2% Unfavorable  
 Change from 2016 Recommended Outlook of \$9,785.6K: (0.1%) No Change





### **About the Parks and Recreation Services Department**

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

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

### **Services That We Provide**

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

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

**Departmental Initiatives that advance the Strategic Plan**

**Fiscal Year: 2016**

Strategic Plan Linkage	Description of Initiative	Anticipated Completion Date
<b>Community Goal:</b> Supporting an exceptional quality of life for all	Advancement of recommendations from the Parks and Recreation Master Plan and Sports Plan	<b>Q3</b>
	Advancement of recommendations from the Cultural Precinct Plan	<b>Q1</b>
	Public Art Policy	<b>Q2</b>
	Implementation of recommendations coming out of the Cultural Master Plan	<b>Q1</b>
	Implementation of a short and long term plan for the Aurora Collection	<b>Q3</b>
<b>Economy Goal:</b> Enabling a diverse, creative and resilient economy	Update and review of the departmental Pricing Policy	<b>Q3</b>
<b>Natural Environment Goal:</b> Supporting environmental stewardship and sustainability	Assist Council on the determination and disposition of use for Library Square, Victoria Hall, the Armoury and the Petch House	<b>Q3</b>
	Ongoing discussions and negotiations regarding land acquisitions for parkland purposes	<b>Q1</b>

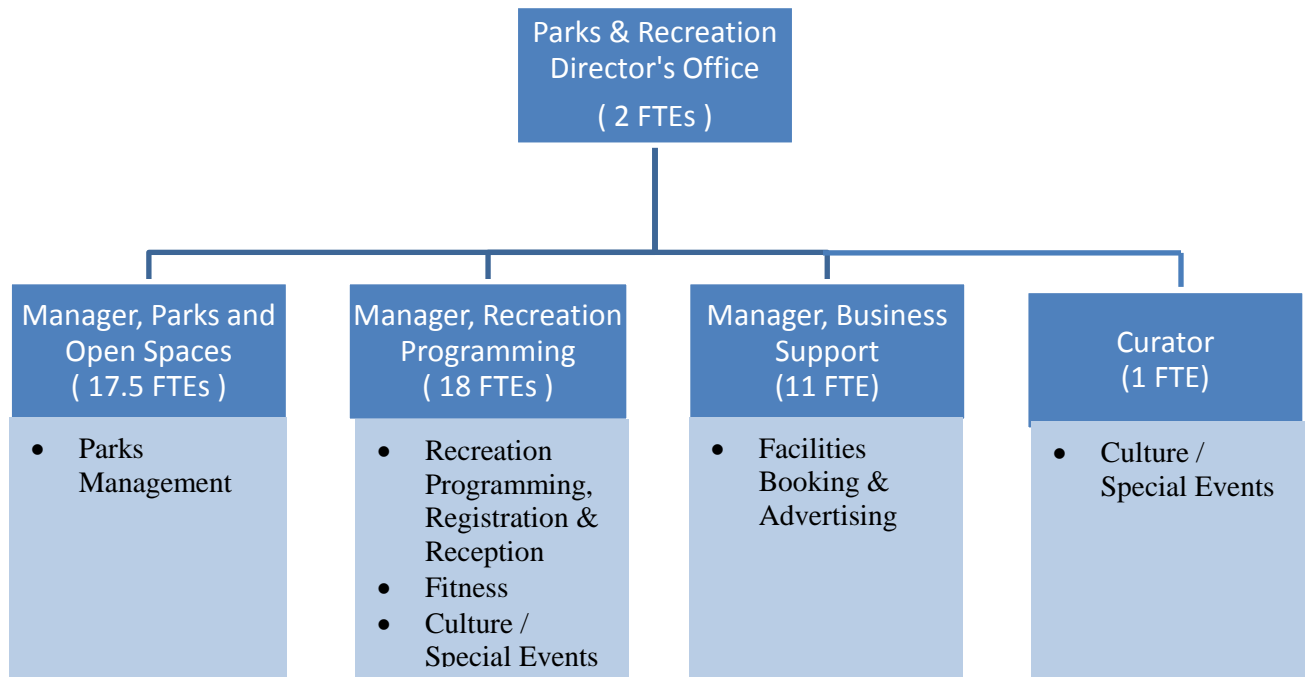
**Key Performance Measures**

Measure	Result			2015 Target	2016 Target
	2013	2014	2015		
# Participant hours special events (annually)-based on MPMP stats	371,000	417,400	n/a	420,000	

Measure	Result			2015 Target	2016 Target
	2013	2014	2015		
# Participant hours registered programs (annually)-based on MPMP stats:	194,061	206,934	-	210,000	
% of Membership retention (Fitness)	60	48.56	-	65	
Revenue per Fitness Member	217.44	113.91	-	225.00	

**Departmental Organization**

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



**Total: 49.5 FTE**

2016 Budget Highlights:

Total Parks & Recreation Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget
Personnel Costs	5,644.3	6,308.3	6,267.9	6,570.9
Other Expenditures	3,093.1	2,090.5	2,230.4	2,245.3
Total Expenditures	8,737.3	8,398.8	8,498.3	8,816.2
Revenues	(6,077.9)	(5,520.9)	(5,298.7)	(5,410.5)
Net	2,659.5	2,877.9	3,199.6	3,405.7

Change from 2015 Budget 18.3% Unfavorable  
 Change from 2016 Recommended Outlook of \$3,466.2K: (1.7%) Favorable

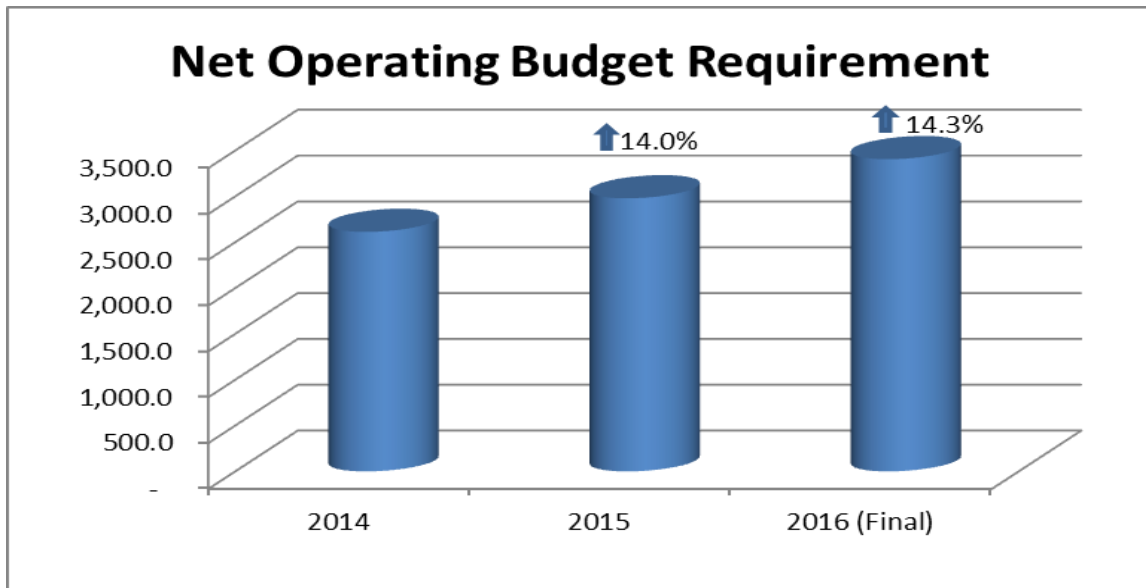
The overall departmental costs and revenues are as follows:

Total Parks & Recreation Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget
<b>Personnel Costs</b>	<b>5,644.3</b>	<b>6,308.3</b>	<b>6,267.9</b>	<b>6,570.9</b>
<b>Other Costs:</b>				
Contracts				
Cultural Services	377.0	377.0	377.0	393.9
Community Programs	314.3	145.1	318.8	204.1
Special Events	110.1	112.6	112.6	114.5
Grass Cutting	26.9	35.0	30.0	35.0
Shrub Bed Maintenance	95.9	100.0	89.3	100.0
Arboricultural Services	54.4	60.0	50.1	60.0
Other	117.9	112.6	71.6	87.5
Operating Materials & Supplies				
Park Maintenance Materials	117.4	129.3	128.0	129.3
Program Materials	37.7	44.2	34.3	44.7
Other	40.4	76.5	18.5	126.7
Park Operation Utilities (incl. water)	190.6	182.0	165.0	197.6
Soccer Bubble Reality Taxes	49.4	56.3	56.3	57.4
Security	33.9	35.0	33.4	35.0
Purchase of Trees	94.4	50.0	59.8	50.0
Printing - Advertising	37.8	44.0	44.0	42.4
All Other Expenses	1,394.8	531.0	641.8	567.1
<b>Total Other Costs</b>	<b>3,093.1</b>	<b>2,090.5</b>	<b>2,230.4</b>	<b>2,245.3</b>
<b>Total Expenditures</b>	<b>8,737.3</b>	<b>8,398.8</b>	<b>8,498.3</b>	<b>8,816.2</b>
<b>Revenues:</b>				
Community Program Revenues	(2,104.7)	(2,696.9)	(2,512.8)	(2,603.2)
Facility Driven Revenues	(2,085.5)	(2,097.3)	(2,069.7)	(2,171.1)
Parks Dev DC Revenues	(177.0)	(160.6)	(160.6)	(156.4)
All Other Revenue	(1,710.7)	(566.1)	(555.6)	(479.8)
<b>Total Revenue</b>	<b>(6,077.9)</b>	<b>(5,520.9)</b>	<b>(5,298.7)</b>	<b>(5,410.5)</b>
<b>Net</b>	<b>2,659.5</b>	<b>2,877.9</b>	<b>3,199.6</b>	<b>3,405.7</b>

2015 Budget vs 2014 Budget Fav / (UnFav)	
\$	%
(262.6)	(4.2%)
(16.9)	(4.5%)
(59.0)	(40.7%)
(2.0)	(1.7%)
-	-
-	-
-	-
25.1	22.3%
-	-
(0.5)	(1.1%)
(50.2)	(65.6%)
(15.6)	(8.6%)
(1.1)	(2.0%)
-	-
-	-
1.6	0.3%
(36.1)	(6.8%)
(154.8)	(7.4%)
(417.4)	(5.0%)
(93.7)	(3.5%)
73.8	3.5%
(4.2)	(2.6%)
(86.3)	(15.2%)
(110.4)	(2.0%)
(527.8)	(18.3%)

**Budget Breakdown by Town Service**

SERVICE	2016					SERVICE IMPACT
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	
	FTEs	\$'s				
Recreation Programming, Registration & Reception	21.79	3,132.5	516.2	(2,183.6)	1,465.1	
Fitness	2.51	549.8	28.0	(420.0)	157.8	
Culture/ Special Events	3.42	441.6	736.7	(191.0)	987.4	
Facilities Booking & Advertising	3.55	289.3	27.7	(2,170.7)	(1,853.7)	
Parks Management	18.23	2,157.7	936.7	(445.3)	2,649.2	
	<b>49.50</b>	<b>6,570.9</b>	<b>2,245.3</b>	<b>(5,410.5)</b>	<b>3,405.7</b>	



The above graphic illustrates the Parks & Recreation Services (PRS) Department’s historical and planned net operating budget requirements. The 2014 and 2015 values reflect the department’s final approved net operating budgets. And, the figure presented for 2016 is PRS recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as, maintaining existing service levels in an environment of a growing client base both externally and internally. Also included in the 2016 operating budget is \$20,000 in support of a new community multi-cultural event to be funded through a draw from the Council discretionary reserve. The PRS

Department's net operating budget increase for 2016 represents a tax pressure of 1.4%.

PRS' 2016 net operating budget pressures, if any, are presented in more detail in the following Key Changes for 2016 Budget section of this report.

#### Key Changes for 2016 Budget:

Variance	Description	Amount
Annualization of previously approved positions	Facility Bookings Administrator, Youth Programmer, Curator	\$230.5
Loss of revenue-Parks Operations	Loss of York Region grass cutting contract	\$137.0
Recreation Program Revenue Decreases	Decrease in planned recreation program revenues	\$93.7
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	\$32.1
Aurora Cultural Centre & Aurora Historical Society Grant Increases	Grant increase in recognition of growth and inflation	\$19.9
Other net operating costs	Various minor other operational costs	\$14.6
<b>Total</b>		<b>\$527.8</b>

#### OUTLOOK

The Parks and Recreation Services Department continues to experience growth pressures, affecting both Operating and Capital budgets.

Population growth will continue to place additional pressure on our ability to maintain existing service levels without the allocation of additional staff, facility space or the re-positioning of existing service levels to meet this demand.

Many of the services we provide today are completed with the assistance of private contractors, partnerships, the employment of part-time staff and volunteers. We continue to also rely on sponsorship and advertising to support a number of initiatives and will endeavor to expand this program in the future.

Staff will be introducing to Council the Parks and Recreation Master Plan and Sports Plan that will help guide our vision for the future. These will have an impact on our existing resources and challenge us to focus on what our role is in the delivery of service to the community.

A shift in demographics to a growing senior's and youth population will require a corresponding shift in the delivery of programs. This, combined with a growing cultural diversity will place service demands that must be considered in future budgets.

The expansion of our Cultural portfolio must also be considered, a multi-year plan, outlining programming opportunities and staffing needs has been presented to Council and will require consideration in future budgets.

A user pay philosophy does not come without limits and careful consideration on an individual's ability to pay must be reflected in future budgets and service delivery models.





### **About the Corporate & Financial Services Department**

The Corporate & Financial Services Department is responsible for serving both the internal supportive needs of the Town's administration as well as the external needs of our stakeholders in the core areas of Information Technology and Financial Services. In doing so, this Department is also charged with fulfilling the statutory roles of the Municipal Treasurer as set out in the *Municipal Act* of Ontario.

Internally, our clients include the Mayor and Council, the Chief Administrative Officer, Directors of each department, and all departmental staff. We provide them with operational business and technical support for technology and business systems used. Our financial services include providing Council with sound professional advice, strategic corporate financial planning, financial reporting and business information. Further we provide our departmental clients with planning advice, financial reporting, and process support while guarding our internal controls. We ensure statutory compliance in financial and related legislative matters. The Department also coordinates the annual corporate business planning and budget process from start to finish.

Externally, the Department serves ratepayers, the public, vendors and various government ministries and agencies. Among the services provided are the administration and collection of tax and water bills, dissemination of general financial information, vendor and contractor payments, and statutory and accountability reporting.

### **Services That We Provide**

- Budget Management & Financial Reporting
  - Budgeting and Business Planning
  - Long Term Financial Planning
  - Capital Asset Accounting and Coordination
  - Grant management
  - Reserves and Reserve Funds
  - Cash and Investment Portfolio Management
  - Support services for client business units
- Treasury & Accounting Services
  - Accounts Payable
  - Payroll
  - Securities and Deposits of Others
- Revenue Services
  - Utility & Taxation Revenue and Client Account Administration
  - Assessment Amendment Processing
  - Accounts Receivable

- Frontline IT Service & Support
  - Business and Applications Technical Support and IT Service Desk for Internal Clients
- IT Project Support
  - Business Systems, Project support and Coordination
- IT Infrastructure Support
  - Network, Infrastructure and Security Systems
  - Data Management

### Departmental Initiatives that advance the Strategic Plan

#### Fiscal Year: 2016

Strategic Plan Linkage	Description of Initiative	Completion Date
<b>Community Goal:</b> Supporting an exceptional quality of life for all	Introduce multi-year budgeting and other budget process changes to improve accountability, and streamline budget preparation and review cycles.	Q4
<b>Natural Environment Goal:</b> Supporting environmental stewardship and sustainability	Implementation of paperless billings (e-billings) for water utilities	Q1

#### Other Departmental Initiatives

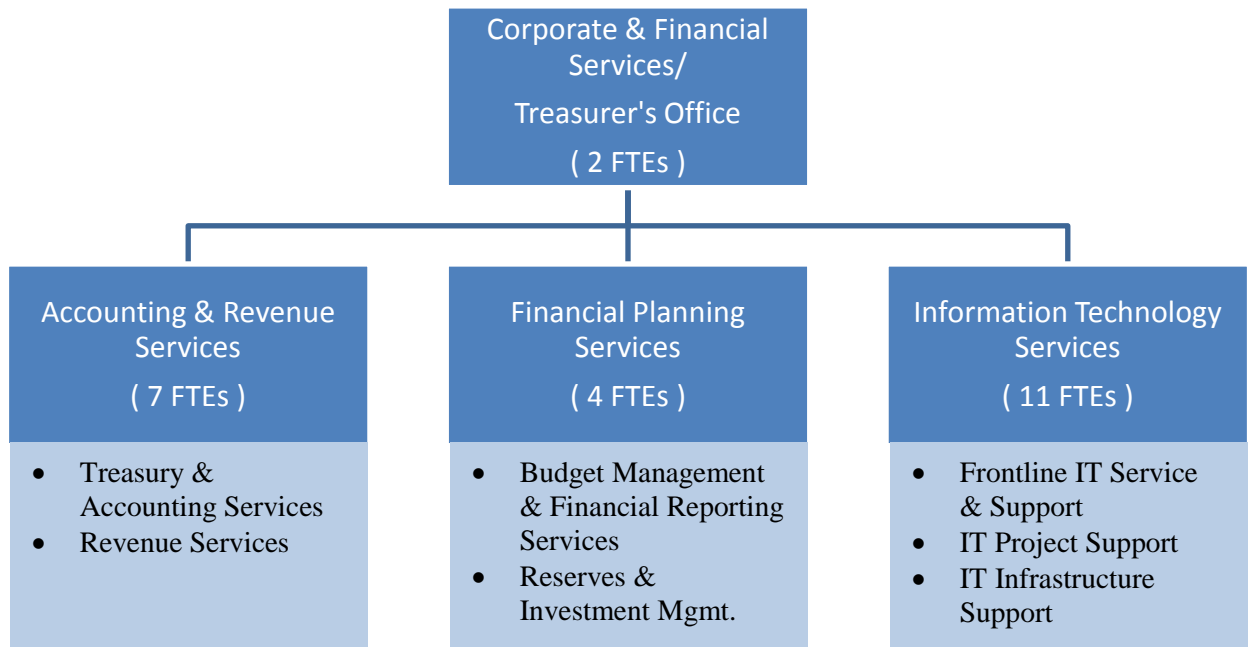
Initiative Driver	Description of Initiative	Completion Date
Internal Needs	Develop long term plan for financial systems software	Q3
Internal Efficiencies	Enhance productivity and efficiency through deployment of field tablet mobility devices	Q4
Internal Collaboration	Update and improve internal intranet for increased corporate collaboration and sharing of corporate knowledge	Q1
Regulatory Change	Implement new "Liabilities for Contaminated Sites" accounting reporting standard as mandated	2015 Fiscal statements
Efficiency and Customer Service	Implement enhanced metering and reading technology	Ongoing

**Key Performance Measures**

Measure	Result			2015 Target	2016 Target
	2012	2013	2014		
Network availability	99.8%	99.8%	99.8%	99.9%	99.9%
Cash to capital as % of Amortization	-	62.9%	62.6%	63.0%	64.0%
Debt payments as % of Debt Payments Limit	-	12.3%	10.9%	12.5%	14.0%

**Departmental Organization**

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



**Total: 24 FTEs**

**2016 Budget Highlights:**

Corporate & Financial Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget
Personnel Costs	2,085.9	2,230.1	2,231.0	<b>2,340.1</b>
Other Expenditures	801.3	960.5	977.7	<b>943.0</b>
<b>Total Expenditures</b>	<b>2,887.2</b>	<b>3,190.7</b>	<b>3,208.6</b>	<b>3,283.1</b>
Revenues	(163.5)	(129.0)	(147.0)	<b>(177.6)</b>
<b>Net</b>	<b>2,723.7</b>	<b>3,061.7</b>	<b>3,061.6</b>	<b>3,105.5</b>

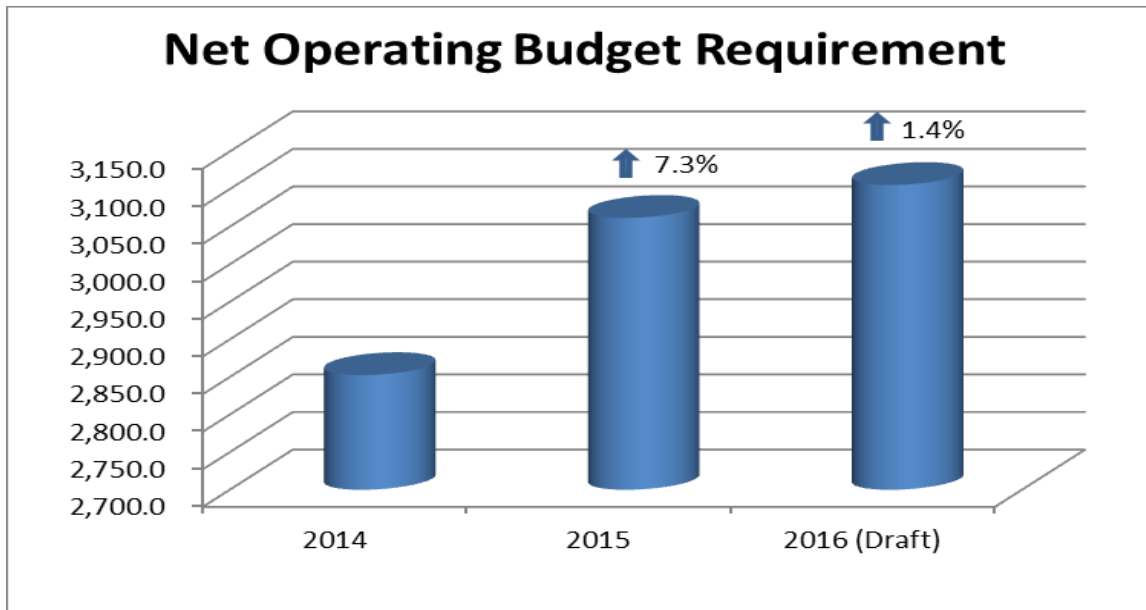
Change from 2015 Budget: 1.4% Unfavorable  
 Change from 2016 Recommended Outlook of \$3,250.7K: (4.5%) Favorable

**The overall departmental costs and revenues are as follows:**

Corporate & Financial Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget	2016 Budget vs 2015 Budget Fav / (UnFav)	
					\$	%
<b>Personnel Costs</b>	<b>2,085.9</b>	<b>2,230.1</b>	<b>2,231.0</b>	<b>2,340.1</b>	<b>(110.0)</b>	<b>(4.9%)</b>
<b>Other Costs:</b>						
Software Maintenance & Support	254.3	345.7	371.5	<b>365.0</b>	(19.3)	(5.6%)
Telecommunications Costs	205.1	213.8	220.5	<b>233.3</b>	(19.5)	(9.1%)
Software Licenses	190.8	232.8	211.1	<b>146.0</b>	86.8	37.3%
Contracts	27.3	29.5	25.0	<b>37.6</b>	(8.1)	(27.5%)
Consulting	61.1	62.1	60.5	<b>86.9</b>	(24.8)	(39.9%)
All Other Expenditures	62.7	76.6	89.1	<b>74.3</b>	2.3	3.0%
<b>Total Other Costs</b>	<b>801.3</b>	<b>960.5</b>	<b>977.7</b>	<b>943.0</b>	<b>17.5</b>	<b>1.8%</b>
<b>Total Expenditures</b>	<b>2,887.2</b>	<b>3,190.7</b>	<b>3,208.6</b>	<b>3,283.1</b>	<b>(92.4)</b>	<b>(2.9%)</b>
<b>Revenues:</b>						
Ownership Changes	(83.8)	13.0	(84.5)	<b>(105.0)</b>	118.0	(907.7%)
Tax Certificates	(53.4)	(44.0)	(45.2)	<b>(50.0)</b>	6.0	13.7%
Other Revenues	(26.3)	(98.0)	(17.3)	<b>(22.6)</b>	(75.4)	(77.0%)
<b>Total Revenues</b>	<b>(163.5)</b>	<b>(129.0)</b>	<b>(147.0)</b>	<b>(177.6)</b>	<b>48.6</b>	<b>37.7%</b>
<b>Net</b>	<b>2,723.7</b>	<b>3,061.7</b>	<b>3,061.6</b>	<b>3,105.5</b>	<b>(43.9)</b>	<b>(1.4%)</b>

**Budget Breakdown by Town Service**

SERVICE	2016					SERVICE IMPACT
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	
	FTEs	\$'s				
Budget Management & Financial Re	4.42	452.9	19.4		472.2	
Treasury & Accounting Services	3.24	258.3	26.5		284.8	
Revenue Services	4.39	280.5	29.7	(177.6)	132.6	
Frontline IT Service & Support	3.98	449.3	771.9		1,221.2	
IT Project Support	2.65	299.0	40.9		340.0	
Infrastructure Support	5.32	600.2	54.5		654.8	
	<b>24.00</b>	<b>2,340.1</b>	<b>943.0</b>	<b>(177.6)</b>	<b>3,105.5</b>	



The above graphic illustrates the Corporate Financial Services (CFS) Department’s historical and planned net operating budget requirements. The 2014 and 2015 values reflect the department’s final approved net operating budgets. And, the figure presented for 2016 is CFS’ recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as, maintaining existing service levels in an environment of a growing client base both externally and internally. The budget increase in 2015 was predominantly attributable to an increase in software licensing & maintenance costs.

The CFS department's net operating budget increase for 2016 represents a tax pressure of 0.11%. CFS' 2016 net operating budget pressures are presented in more detail in the following Key Changes for 2016 Budget section of this report.

### Key Changes for 2016 Budget

Variance	Description	Amount (\$000s)
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	\$ 110.0
Increases in telecommunications	Increased costs for JOC lines, more devices	20.5
Increase in revenues	Due to activity levels of growth	(48.6)
Software maintenance, support contracts, licenses, consulting	Net savings achieved	(33.7)
Net Other Operational Cost Reductions	All other minor changes net	(4.3)
<b>Total</b>	<b>Net Department cost increase</b>	<b>\$ 43.9</b>

## OUTLOOK

The Corporate & Financial Services Department will see continuing cost increases due to inflationary pressures, affecting both operating costs and salaries and benefits costs. Software licensing, telephone and mobility costs will continue to fluctuate with market conditions, as well as number of systems employed, users on each system, and for mobility, the number of devices and usage charges for each.

The Department requires additional staffing in the area of mobility devices (smart phones, laptops, field tablets, remote connectivity, vendor plan management) in the short term, and longer term will need additional operational staff to process the increasing volume of transactions arising from a growing community, and range of services. A new financial information system is planned, and efficiencies and improvements are expected. Staff regularly monitor new and emerging technologies and systems for ways to improve efficiencies and productivity while reducing overall total costs. Implementation of new, emerging business systems normally delivers efficiencies in the operating client departments, but each additional system and staff user adds to the demand for

operational support for problem resolution on a daily basis post-implementation. This incremental demand for support activities within the IT Division is often overlooked and under resourced.





## About the Legal & Legislative Services Department

The Legal & Legislative Services Department is committed to providing the highest level of support and services to the Corporation, its elected Council and appointed Committees, as well as the Chief Administrative Officer, the Executive Leadership Team and staff.

The Department provides its services and support to clients through three organizational divisions: Legal Services, Legislative Services, and Procurement Services.

Legal Services provides a full and broad range of legal services to the Corporation, its elected Council and appointed Committees, as well as the Chief Administrative Officer, the Executive Leadership Team and staff. The role of Legal Services changes constantly to meet the diverse and complex needs of the Town as it continues to evolve; however, the primary function of Legal Services is to provide legal advice and opinions, interpretation of legislation, review of agreements, and litigation representation and management. Legal Services also conducts legal research and prepares legal opinions pertaining to the Town's rights, duties, powers, and obligations pursuant to provincial and federal legislation, its own By-Laws and policies, as well as pertinent case law.

The legal field is extremely broad and diverse and, as such, Legal Services provides a very broad array of services in different areas of the law. The areas of law primarily practiced are planning and development, real estate, administrative, civil litigation, municipal, contract, mediation, arbitration, dispute resolution, and procurement. Legal Services also acts in an advisory capacity with respect to various matters, while providing this broad array of services to its client departments in an economical and efficient manner.

Legislative Services provides a number of services across the Corporation, including insurance and risk management (with the assistance of Legal Services), municipal elections, corporate records management, civil marriage ceremony services, and Freedom of Information Requests under the *Municipal Freedom of Information and Protection of Privacy Act*.

Legislative Services also provides key secretariat, agenda, and support services to Council and its Committees, together with a variety of duties, the majority of which are statutory in nature, as prescribed by statutes such as the *Municipal Act, 2001* and the *Planning Act*. Legislative Services also maintains important communication and information relationships with neighbouring municipalities, including working with The Association of Municipal Managers, Clerks and Treasurers of Ontario to stay informed about municipal issues.

Procurement Services is responsible for centrally providing efficient and cost effective procurement of goods and services using competitive bid and proposal processes, to ensure that the Corporation obtains the best value for its purchases in accordance with the Town's Procurement By-law. A key part of these services includes working with client departments to assist their achievement of corporate and operational goals through the formation of bid and proposal documents. Procurement Services also addresses external vendor requests and inquiries, and acts as the "front line" for identifying and limiting risks and liabilities associated with the Town's procurement of goods and services.

### Services That We Provide

- Legal Services:
  - legal, strategic, risk management and policy advice to Council, the Chief Administrative Officer, Executive Leadership Team, client departments, and Town committees;
  - legal representation, advice and direction pertaining to the Town's services and operations;
  - preparation, review and interpretation of agreements for the provision or acquisition of goods and services by and for the Town;
  - preparation, review and interpretation of Town By-Laws;
  - real estate services;
  - planning and development-related legal services;
  - valuations to determine the cash-in-lieu of parkland payable for development applications;
  - protecting and defending the Town's interests in litigation and administrative tribunal matters;
  - review, advise, and report on recent pertinent case law, recently enacted and pending legislation, and the application of the Town's By-Laws and policies; and
  - review, advise, and prepare administrative policy and procedure documents.
  
- Legislative Services:
  - insurance and risk management programs;
  - records management, including the administration of the Town's various records management programs and the Record Classification Structure & Retention By-law;
  - processing Freedom of Information requests under the *Municipal Freedom of Information and Protection of Privacy Act*;
  - conducting municipal elections;
  - civil marriage ceremony services;
  - secretariat services to Council and its Committees, providing support for Council, General Committee, Public Planning and Advisory

- committee meetings by preparing the agendas and minutes of the meetings; and
- provides support at the Emergency Operation Centre.
- Procurement Services:
  - oversight of the Town’s Procurement By-law and policies;
  - manages all purchasing functions to ensure that the Corporation obtains the best value for its purchases, combined with fair and equitable access to all providers of goods and services; and
  - provides direct advice and support to client departments related to the entire procurement process, including identifying needs and costs, bid formation, bid advertisement, evaluation, and debriefing.

**Departmental Initiatives that advance the Strategic Plan**

**Fiscal Year: 2016**

Strategic Plan Linkage	Description of Initiative	Anticipated Completion Date
<b>Community Goal:</b> Supporting an exceptional quality of life for all.	Draft work plan and clean-up of Town By-Laws to assist with the future implementation of a Municipal Code for the Town.	Ongoing
<b>Economy Goal:</b> Enabling a diverse, creative and resilient economy.	Clarifying legal ownership of parking lot adjacent to Temperance Street in order to facilitate the objectives of the Promenade Study.	Q3
	Complete the update of the Town-owned land index.	Q1
<b>Natural Environment Goal:</b> Supporting environmental stewardship and sustainability.	Continue to implement records & document management plan (TRIM) phase 4.	Q4
	Purchase and implement a new e-agenda system for Council and Committee meetings.	Q1

### Other Departmental Initiatives

Fiscal Year: 2016

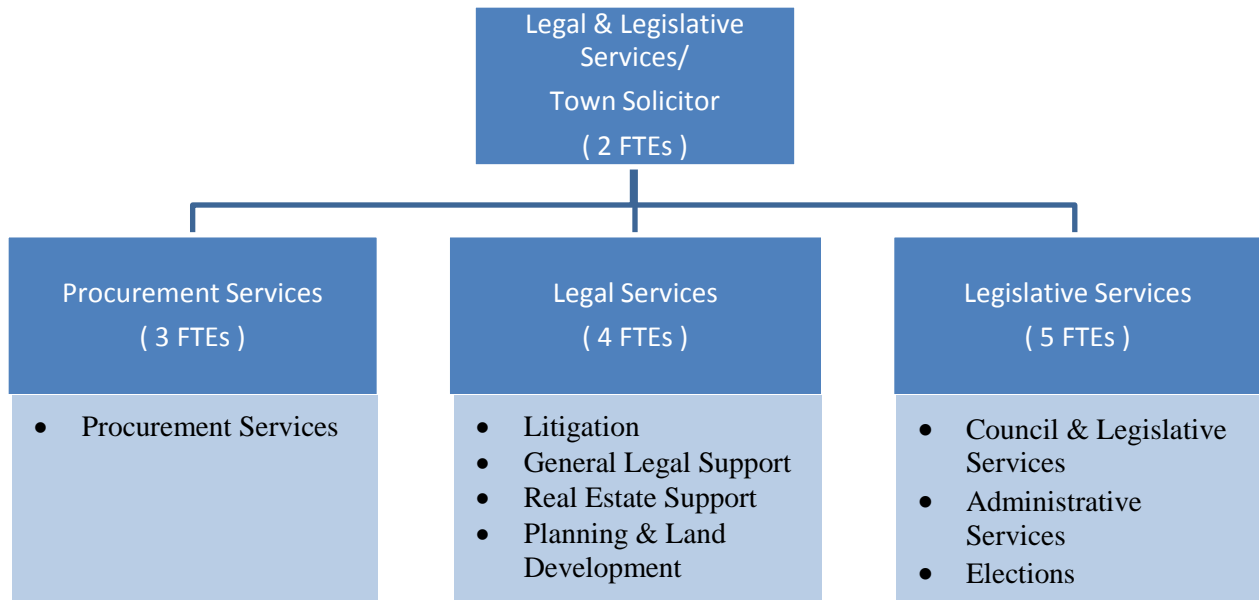
Initiative Driver	Description of Initiative	Completion Date
Corporate priority identified by Council	Review and update the Delegation Policy and Real Estate Policy (Notice Policy and Accountability and Transparency Policy already updated in 2015), pursuant to subsection 270(1) of the <i>Municipal Act, 2001</i> , S.O. 2001, c. 25, as amended.	Q1
Client services goal for department; identifies operational risks and liabilities to the Town	Identify, update, and create document precedents for client departments (one per department) to improve corporate efficiency and aid corporate standardization while adhering to risk management strategies for the Town.	Ongoing
Operational requirement	Monitor litigation and administrative tribunal proceedings, taking an active role in same where appropriate.	Ongoing
Client services goal for department; identifies operational risks and liabilities to the Town	Standardize bid documents, develop procurement policies and procedures, and clean-up procurement files to prepare for a new procurement audit in 2016.	Q4

## Key Performance Measures

Measure	Results			2015	2016
	2012	2013	2014	Target	Target
Average number of business days to complete a review of standard, non-complex By-Laws for form and legislative compliance	-	5	5	5	5
Average number of business days to complete a review of standard/routine procurement documents prior to release of advertisement for bidding	-	5	5	5	N/A
Average number of business days to complete a review of a Request for Information/Expressions of Interest procurement document prior to release of advertisement for information	-	-	-	-	5
Average number of business days to complete a review of a Quick Quote procurement document prior to release of advertisement for bidding	-	-	-	-	7
Average number of business days to complete a review of a Request for Proposal procurement document or a Request for Proposal Prequalification prior to release of advertisement for bidding	-	-	-	-	23
Average number of business days to complete a review of a Request for Quotation procurement document prior to release of advertisement for bidding	-	-	-	-	9
Average number of business days to complete a review of a Request for Tender procurement document prior to release of advertisement for bidding	-	-	-	-	13
Appropriate tracking of external legal expenses and monitoring of external advocacy budget (including OMB advocacy)	-	Within budget	Within budget	Stay within 2015 external advocacy budget (including OMB advocacy)	Stay within 2016 external advocacy budget
Median number of working days to respond to and commence processing of insurance claims from the receipt of the claim	-	-	2	2	2
Median number of working days to respond to internal request for records	-	-	2	2	2
Median number of working days to prepare and post minutes from a meeting	-	-	3	3	3
Median number of working days to respond to an entry of a purchase requisition	-	-	3	3	3

### Departmental Organization

The department has three functional teams through which it delivers its services. Each of these teams is headed by a manager reporting to the Director.



**Total: 14 FTEs + 1 Contract Position**

**2016 Budget Highlights:**

<b>Total Legal &amp; Legislative Services</b>	<b>2014 Actual</b>	<b>2015 Budget (adjusted)</b>	<b>2015 Projected Year End</b>	<b>2016 Draft Budget</b>
Personnel Costs	1,662.7	1,592.7	1,592.7	<b>1,637.4</b>
Other Expenditures	1,066.4	1,018.2	969.1	<b>1,006.8</b>
<b>Total Expenditures</b>	<b>2,729.1</b>	<b>2,610.9</b>	<b>2,561.8</b>	<b>2,644.2</b>
Revenues	(384.8)	(190.7)	(202.6)	<b>(204.1)</b>
<b>Net</b>	<b>2,344.3</b>	<b>2,420.2</b>	<b>2,359.2</b>	<b>2,440.1</b>

Change from 2015 Budget 0.8% Unfavorable

Change from 2016 Recommended Outlook of \$2,723.6K: (10.4%) Favorable

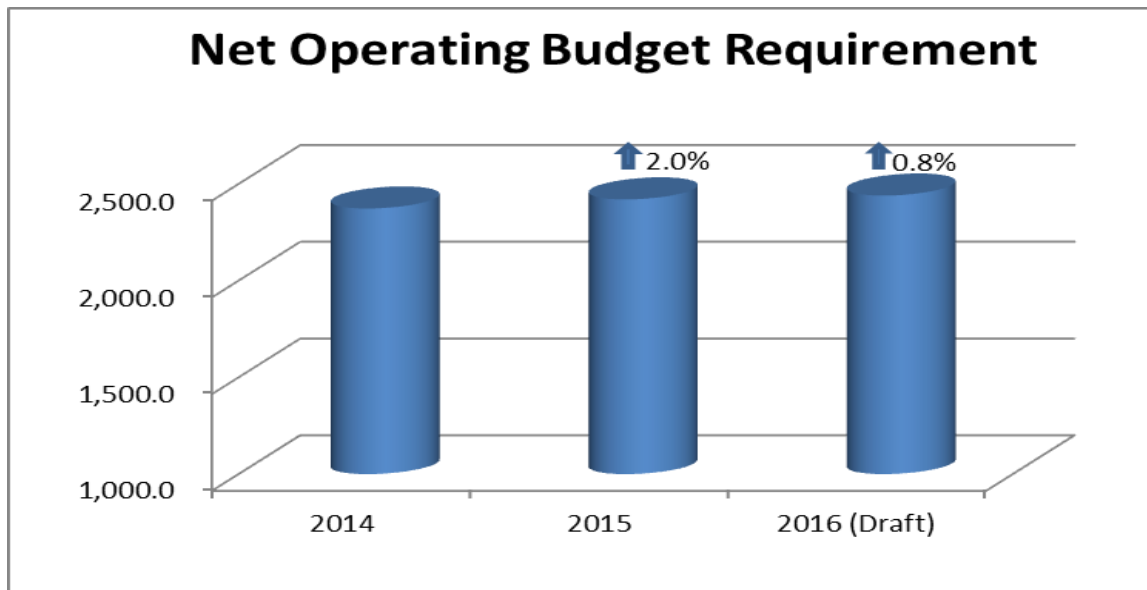
**The overall departmental costs and revenues are as follows:**

<b>Legal &amp; Legislative Services</b>	<b>2014 Actual</b>	<b>2015 Budget (adjusted)</b>	<b>2015 Projected Year End Actuals</b>	<b>2016 Draft Budget</b>	<b>2016 Budget vs 2015 Budget Fav / (UnFav)</b>	
					<b>\$</b>	<b>%</b>
<b>Personnel Costs*</b>	<b>1,662.7</b>	<b>1,592.7</b>	<b>1,592.7</b>	<b>1,637.4</b>	<b>(44.7)</b>	<b>(2.8%)</b>
<b>Other Costs:</b>						
Corporate Insurance Fees	548.7	531.4	531.4	531.4	-	-
Corporate Insurance Claim Costs	68.6	75.0	69.6	75.0	-	-
Contracts (excluding Election)	27.0	17.0	16.9	17.0	-	-
External Legal Costs	108.1	170.0	125.5	170.0	-	-
Non-Personnel Costs of Election	141.3	82.5	12.0	-	82.5	100.0%
Trans to Election Res.	-	82.5	82.5	82.5	-	-
All Other Expenditures *	172.8	59.8	131.2	130.9	(71.1)	(119.0%)
<b>Total Other Costs</b>	<b>1,066.4</b>	<b>1,018.2</b>	<b>969.1</b>	<b>1,006.8</b>	<b>11.4</b>	<b>1.1%</b>
<b>Total Expenditures</b>	<b>2,729.1</b>	<b>2,610.9</b>	<b>2,561.8</b>	<b>2,644.2</b>	<b>(33.3)</b>	<b>(1.3%)</b>
<b>Revenues:</b>						
Trans From Election Reserve	(145.6)	-	-	-	-	-
Other Revenues	(239.2)	(190.7)	(202.6)	(204.1)	13.4	7.0%
<b>Total Revenues</b>	<b>(384.8)</b>	<b>(190.7)</b>	<b>(202.6)</b>	<b>(204.1)</b>	<b>13.4</b>	<b>7.0%</b>
<b>Net</b>	<b>2,344.3</b>	<b>2,420.2</b>	<b>2,359.2</b>	<b>2,440.1</b>	<b>(19.9)</b>	<b>(0.8%)</b>

\* Includes Information Management System Implementation Contract employeee.

**Budget Breakdown by Town Service**

SERVICE	2016					SERVICE IMPACT
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	
	FTEs	\$'s				
Litigation	1.25	167.0	100.7		267.7	
General Legal Support	1.25	167.0	5.5		172.4	
Real Estate Support	1.25	167.0	101.6		268.6	
Planning & Land Develop	1.25	167.0	70.6	(105.0)	132.6	
Council & Secretariat Servs	3.50	341.9	8.3		350.2	
Administrative Services	2.50	318.8	631.7	(99.1)	851.4	
Procurement	3.00	308.8	5.9		314.7	
Elections	0.00	-	82.5		82.5	
	<b>14.00</b>	<b>1,637.4</b>	<b>1,006.8</b>	<b>(204.1)</b>	<b>2,440.1</b>	



The above graphic illustrates the Legal & Legislative Services (LLS) Department’s historical and planned net operating budget requirements. The 2014 and 2015 values reflect the department’s final approved net operating budgets. The figure presented for 2016 is the LLS recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as maintaining existing service levels in an environment of a growing client base both externally and internally. The LLS Department’s net operating budget increase for 2016 represents a tax pressure of 0.05%. The LLS



2016 net operating budget pressures are presented in more detail in the following Key Changes for 2016 Budget section of this report.

### Key Changes for 2016 Budget:

Variance	Description	Amount (\$000's)
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	\$ 44.7
General Revenue Increases and Operational Savings	Increases in existing revenue streams and reductions in other expenses	(\$ 24.8)
<b>Total</b>		<b>\$ 19.9</b>

### OUTLOOK

The Legal & Legislative Services Department will see continuing cost increases due to inflationary pressures, affecting both operating costs and salaries and benefits costs. In addition to such pressures, there are three key factors that could impact budgets for future years:

- The growing need for procurement assistance across the organization: As the Town continues to grow, the value and number of goods and services to be procured also increases. Staff in Procurement Services are currently working at capacity in order to meet the departments' operational needs, while ensuring compliance with the Town's Procurement By-law. However, as the demands for procurement increase, internal service response times will increase without additional staff to provide assistance. If internal service response times increase beyond a reasonable amount, it could impact operational goals. A business case will be developed to highlight the organization's business need for increased staff in Procurement Services in an upcoming budget.
- Completion of the records management project: Currently the Town has retained on contract a Program Manager – Records Management to successfully implement the Town's records management project. This project is scheduled to be completed by the end of 2016. However, after the completion of the project, there will still be a need to manage the Town's records to ensure compliance with legislation and the Town's Records Retention By-law. Once the records management project is completed, staff will assess if the internal resources are able to handle the ongoing needs of managing the Town's records.

- Appeals to the Ontario Municipal Board (OMB): Depending on the outcome of planning applications currently being considered by Council, the Town may become involved in appeals at the OMB. Staff have been successful in predicting the yearly need for OMB advocacy assistance, as evidenced by the fact that actual external legal spending has been below budget since 2012. While potential OMB appeals are always considered when determining the external advocacy budget for OMB matters, it would only take one or two large appeals before that yearly budget is exhausted. Staff continue to monitor the ongoing situation and will develop options to minimize the cost of external legal counsel while protecting the interests of the Town. One of these options may include retaining a temporary in-house contract lawyer to handle OMB matters.

## About the Administration Department

The Administration Department is responsible for providing effective and efficient administrative services to Council, Staff and the Public. The responsibilities of the Department include overseeing municipal operations, providing pro-active corporate communications and ensuring Council's priorities and strategic directions are achieved.

The Chief Administrative Officer (CAO) leads the Administration Department and is the senior staff person ultimately responsible for the proper administration of the Corporation.

## Services That We Provide

- Executive Management
  - Corporate Leadership and Support (Policy, Planning and Management)
  - Key liaison to Council
  - Effective and efficient administration of the corporation
  - Effective advice to Council, responding to Council's requests for assistance and implementing Council's Policies
  - Ensuring that the Town provides a customer friendly environment for all members of the public as well as internal and external stakeholders
  - Manage and direct special projects and initiatives as set out within the Strategic Plan
  - Leadership with N6 initiatives and other partnerships
- Corporate Communications
  - Corporate Communications Strategy
  - Corporate Special Events
  - Issues Management
  - Marketing Services
  - Media Relations
  - Web Services
- HR Services
  - Human Resource Policy and Management
  - Retention & Recruitment
  - Training and Development
  - Occupational Health and Safety
  - Employee & Labour Relations
  - Business Partnering with Departments & Divisions

- Special Projects
  - Performance Measurement
  - Emergency Management
  - Excellence Matters Aurora (Excellence Canada)
  - Business Improvement Area Initiative

### Departmental Initiatives that advance the Strategic Plan

Strategic Plan Linkage	Description of Initiative	Completion Date
<b>Community Goal:</b> Supporting an exceptional quality of life for all	To obtain Silver (Level 2) Certification from Excellence Canada	Q4
	Develop more robust wellness program focusing on mental health and stress issues.	Q1
	Strategic Plan Update Completion and Implementation	Draft Plan complete in Q1 Implementation on-going
	Assist business owners with the creation of a BIA in Downtown Aurora	Ongoing

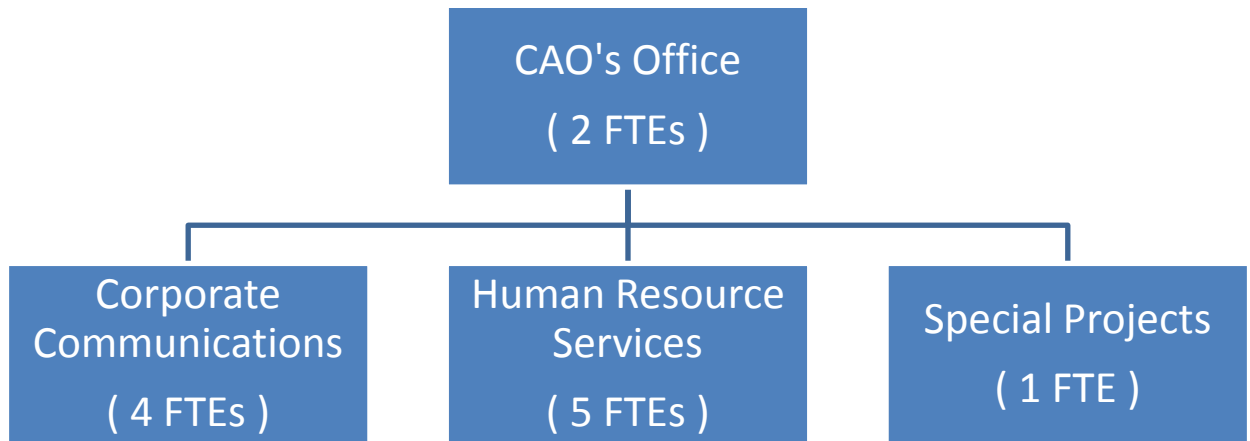
### Key Performance Measures

Measure	Results			2016 Target
	2013	2014	2015	
Sick Days per year per employee (days)	6.19	6.12	6.06	5.0
Employee Turnover – Full Time Staff (%)	5.25	5.60	3.0%	6.0
Number of FTE/HR staff	37.8	39.2	40.8	-
Time to hire (days)	57.9	64.2	40.7	50*
Number of Health & Safety Issues	< 10	< 10	< 10	<10

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

**Departmental Organization**

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



**Total: 12 FTEs**

**2016 Budget Highlights:**

Total Administration Department \$000's	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget
Personnel Costs	1,464.5	1,453.5	1,386.9	<b>1,472.1</b>
Other Expenditures	399.5	415.8	420.7	<b>416.9</b>
Total Expenditures	1,864.0	1,869.3	1,807.6	<b>1,889.0</b>

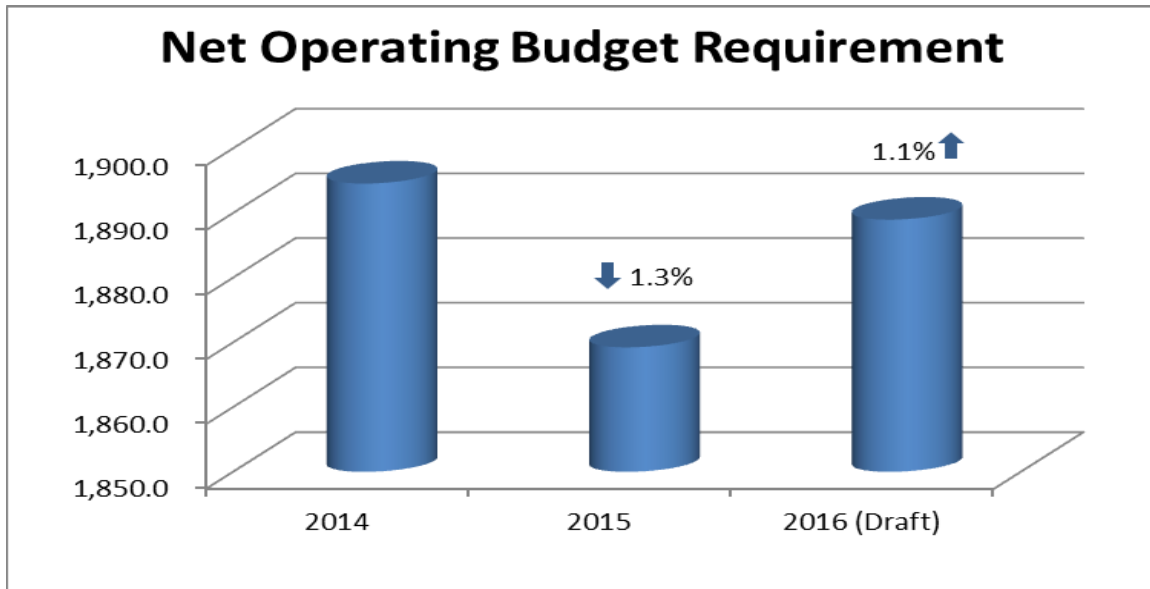
Change from 2015 Budget 1.1% Unfavorable  
 Change from 2016 Recommended Outlook of \$1,947.0K: (3.0%) Favorable

**The overall departmental costs and revenues are as follows:**

Administration Department (shown in \$'000's)	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget	2016 Budget vs 2015 Budget Fav / (UnFav)	
					\$	%
<b>Personnel Costs</b>	1,464.5	1,453.5	1,386.9	<b>1,472.1</b>	(18.6)	(1.3%)
<b>Other Costs:</b>						
Advertising & Events	165.7	167.0	167.0	<b>167.0</b>	-	-
Consulting	87.4	82.5	80.0	<b>79.4</b>	3.1	3.8%
Corporate Memberships	16.5	19.3	19.3	<b>19.3</b>	-	-
HR Legal Costs	20.6	20.0	20.0	<b>16.9</b>	3.1	15.7%
Emergency Preparedness Services	14.3	20.5	20.5	<b>20.5</b>	-	-
All Other Expenditures	95.0	106.4	113.9	<b>113.8</b>	(7.4)	(7.0%)
<b>Total Other Costs</b>	<b>399.5</b>	<b>415.8</b>	<b>420.7</b>	<b>416.9</b>	(1.2)	(0.3%)
<b>Total Expenditures</b>	<b>1,864.0</b>	<b>1,869.3</b>	<b>1,807.6</b>	<b>1,889.0</b>	(19.8)	(1.1%)
<b>Net</b>	<b>1,864.0</b>	<b>1,869.3</b>	<b>1,807.6</b>	<b>1,889.0</b>	(19.8)	(1.1%)

**Budget Breakdown by Town Service**

SERVICE	2016					SERVICE IMPACT
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	
	FTEs	\$'s				
Executive Management	2.00	357.9	133.3		491.2	
Corporate Communications	4.00	432.0	172.1		604.1	
HR Services	5.00	540.5	88.3		628.8	
Special Projects	1.00	141.7	2.8		144.5	
Emergency Preparedness	0.00	-	20.5		20.5	
	<b>12.00</b>	<b>1,472.1</b>	<b>416.9</b>	<b>-</b>	<b>1,889.0</b>	



The above graphic illustrates the Administrative Services Department's historical and planned net operating budget requirements. The 2014 and 2015 values reflect the department's final approved net operating budgets. And, the figure presented for 2016 is Administrative Service's recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year's net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as, maintaining existing service levels in an environment of a growing client base both externally and internally. The reduction in 2015 requirements was attributable to the deployment of a series of tax pressure mitigation measures in that year. The Administrative Services Department's net operating budget increase for 2016 represents a minor tax pressure of 0.05%.

Administrative Services' 2016 net operating budget pressures are presented in more detail in the following Key Changes for 2016 Budget section of this report.

**Key Changes for 2016 Budget:**

<b>Variance</b>	<b>Description</b>	<b>Amount (\$000's)</b>
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	<b>\$ 18.7</b>
Various Other Minor Operational Budget Increases		<b>\$ 1.1</b>
<b>Total</b>		<b>\$ 19.8</b>

**OUTLOOK**

The Administrative Services Department will see continuing cost increases due to inflationary pressures, affecting both operating costs and salaries and benefits costs. No staff increase requirements are anticipated in the short term.



## **About the Building and By-Law Services Department**

The Building and By-law Services Department is responsible for public health and safety, property protection and the customer care centre, Access Aurora.

### **Building Division**

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

### **Bylaw Services**

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

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

The Customer Care Centre known as Access Aurora is responsible for corporate customer service at Town Hall. Access Aurora operates a full service counter at the main entrance of Aurora Town Hall responding to a variety of customer service channels with our “we can help” model. In a very short time, Access Aurora has become the dedicated “hub” for customer service and customer management for the Town. The development of Access Aurora continues to expand as new services and applications come on board in collaboration with other department initiatives to meet the needs of the community.

### **Services That We Provide**

The Department has three major divisions:

- Building Division
  - Review and issuance of building permits
  - Conducting on-site inspections
  - Zoning by-law administration and interpretation
  - Issuance and inspection of sign permits, pool enclosures and hot tubs

- By-law Enforcement and Licensing Division:
  - Parking control
  - Property standards
  - Clean yards
  - Noise
  - Business licensing, mobile and stationary
  - Animal licensing and control
  - Enforcement support for other Departments
  
- Access Aurora
  - Greet all visitors entering Town hall and provide way finding assistance
  - Single point of contact for general enquiries
  - Corporate call centre for all service channels ie. phone calls, e-mails, mobile applications, online tools, etc.
  - Cashiering and posting of payments including tax/water
  - Corporate mail sort and distribution
  - Issuance of Lottery Licenses, Marriage Licenses, Death Registration and Municipal Clearance for Liquor Licenses.
  - Ensuring support for, and compliance with, the [Accessibility for Ontarians with Disabilities Act](#) and the *Ontarians with Disabilities Act* including the provision of accessible customer service

### Departmental Initiatives that advance the Strategic Plan

#### Fiscal Year: 2016

Strategic Plan Linkage	Description of Initiative	Completion Date
<b>Community Goal:</b> Supporting an exceptional quality of life for all.	Development of a Customer Experience Plan in support of Excellence Matters initiative	Q4
<b>Community Goal:</b> Supporting an exceptional quality of life for all.	Fire Services review and inspections on building code matters – process improvements. Linked to service level review.	Q2
<b>Community Goal:</b> Supporting an exceptional quality of life for all.	Zoning By-law Review – participation, training, and implementation	Q3
<b>Community Goal:</b> Supporting an exceptional quality of life for all.	On-line Services – Pet Licensing, Parking Permit Program	Q2

<b>Community Goal:</b> Invest in sustainable infrastructure.	Implementation of Mobile Devices for Building Inspectors	Q3
<b>Community Goal:</b> Strengthening the fabric of our community.	CRM/KMS Phase 2	Q2
<b>Community Goal:</b> Supporting an exceptional quality of life for all.	Participating in N6 Animal Control Study	Q4
<b>Economy Goal:</b> Supporting small business and encouraging a more sustainable business environment.	Sign By-law Implementation and Education	Q3
<b>Natural Environment Goal:</b> Encouraging stewardship of natural resources.	Implement of a Septic Maintenance Program as required by Building Code regulatory changes.	Q1

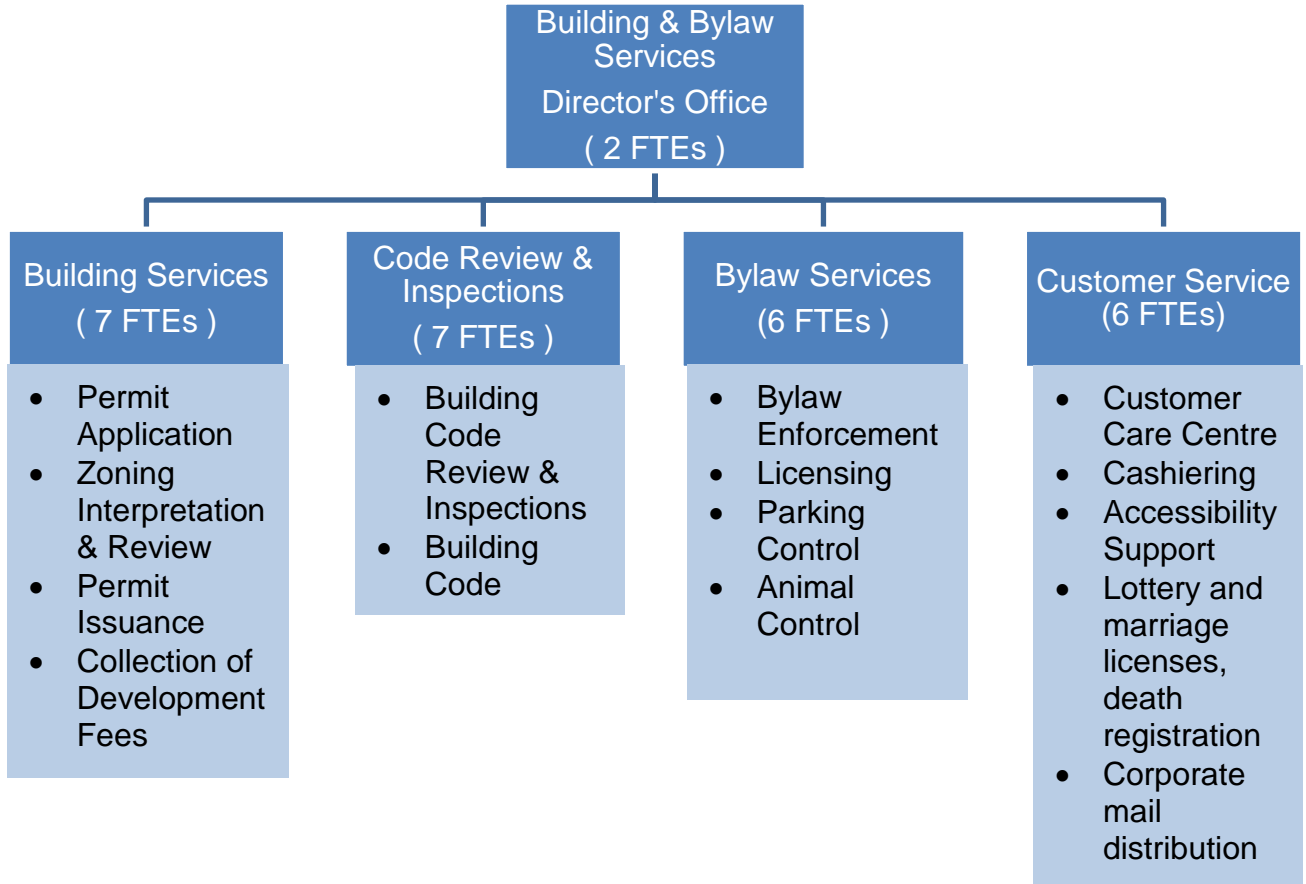
### Key Performance Measures

Key Performance Measures do not include final 2015 results as they are not yet available. 2016 KPI targets will remain unchanged versus 2015 targets.

Measure	Results			Targets	
	2012	2013	2014	2015	2016
Percentage of 'House' Building Permit Applications Reviewed within Legislated Timeframes (%)	98	95	51	85	85
Percentage of Small Building Permit Applications Reviewed within Legislated Timeframes (%)	100	89	71	85	85
Percentage of Large Building Permit Applications Reviewed within Legislated Timeframes (%)	98	85	83	85	85

**Departmental Organization**

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



**Total: 28 FTEs**

2016 Budget Highlights:

Total Building & By-law Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget
Personnel Costs	2,710.1	2,972.1	2,972.3	3,084.9
Other Expenditures	1,062.2	1,044.0	1,618.3	1,458.6
Total Expenditures	3,772.3	4,016.0	4,590.6	4,543.5
External Revenue	(2,646.2)	(2,661.9)	(3,244.8)	(3,159.6)
Transfer From Reserve	-	-	-	-
Total Revenue	(2,646.2)	(2,661.9)	(3,244.8)	(3,159.6)
Net	1,126.2	1,354.2	1,345.9	1,383.9

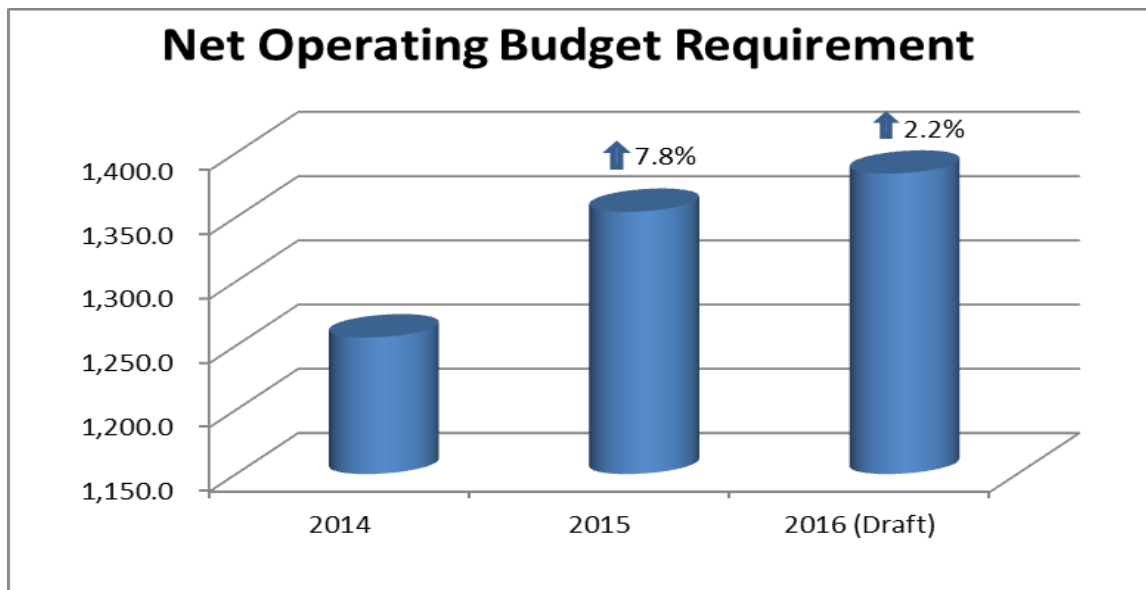
Change from 2015 Budget 2.2% Unfavorable  
 Change from 2016 Recommended Outlook of \$1,506.3K: (8.1%) Favorable

The overall departmental costs and revenues are as follows:

Building & By-law Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget	2016 Budget vs 2015 Budget Fav / (UnFav)	
					\$	%
<b>Personnel Costs</b>	<b>2,710.1</b>	<b>2,972.1</b>	<b>2,972.3</b>	<b>3,084.9</b>	<b>(112.8)</b>	<b>(3.8%)</b>
<b>Other Costs:</b>						
Animal Control Contract	217.1	220.0	220.0	224.5	(4.5)	(2.0%)
Mileage, Vehicle Repairs & Supplies	14.8	17.8	17.4	18.5	(0.7)	(3.9%)
Accessibility Costs	23.9	25.0	20.0	25.0	-	-
Office Supplies/Equipment	15.8	11.5	15.8	11.5	-	-
Consulting	6.9	9.0	5.0	9.0	-	-
Clothing Allowance	6.3	8.0	8.0	12.8	(4.8)	(60.0%)
Contribution to Building Reserve	200.8	107.7	689.7	493.4	(385.7)	(358.0%)
All Other Controllable Expenditures	50.1	168.3	165.8	187.3	(19.0)	(11.3%)
<b>Total Controllable Expenses</b>	<b>535.6</b>	<b>567.4</b>	<b>1,141.7</b>	<b>982.0</b>	<b>(414.6)</b>	<b>(73.1%)</b>
Allocation of Costs from Other Depts.	526.6	476.6	476.6	476.6	-	-
<b>Total Other Costs</b>	<b>1,062.2</b>	<b>1,044.0</b>	<b>1,618.3</b>	<b>1,458.6</b>	<b>(414.6)</b>	<b>(39.7%)</b>
<b>Total Expenditures</b>	<b>3,772.3</b>	<b>4,016.0</b>	<b>4,590.6</b>	<b>4,543.5</b>	<b>(527.5)</b>	<b>(13.1%)</b>
<b>Revenues:</b>						
Building Permits	(2,254.3)	(2,300.0)	(2,800.1)	(2,700.0)	400.0	17.4%
All Other Building Revenues	(77.0)	(143.0)	(224.6)	(145.0)	2.0	1.4%
By-law Revenues	(244.1)	(219.9)	(220.1)	(242.1)	22.3	10.1%
All Other Revenues	(2,646.2)	(2,661.9)	(3,244.8)	(3,159.6)	497.8	18.7%
Transfer from Building '124' Reserve	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(2,646.2)</b>	<b>(2,661.9)</b>	<b>(3,244.8)</b>	<b>(3,159.6)</b>	<b>497.8</b>	<b>18.7%</b>
<b>Net</b>	<b>1,126.2</b>	<b>1,354.2</b>	<b>1,345.9</b>	<b>1,383.9</b>	<b>(29.7)</b>	<b>(2.2%)</b>

**Budget Breakdown by Town Service**

SERVICE	2016					SERVICE IMPACT
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	
	FTEs	\$'s				
Code Review	7.66	896.8	525.5	(1,422.3)	(0.0)	
Inspections	5.36	516.3	367.7	(999.4)	(115.4)	
Zoning Interpretation & Review	2.20	272.4	150.9	(423.3)	0.0	
Bylaw Enforcement	4.27	616.0	271.7	(235.0)	652.8	
Licensing	2.37	211.7	11.3	(46.1)	176.9	
Access Aurora	6.14	571.7	131.4	(33.5)	669.6	
	<b>28.00</b>	<b>3,084.9</b>	<b>1,458.6</b>	<b>(3,159.6)</b>	<b>1,383.9</b>	



The above graphic illustrates the Building & Bylaw Services (BBS) Department’s historical and planned net operating budget requirements. The 2014 and 2015 values reflect the department’s final approved net operating budgets. And, the figure presented for 2016 is BBS’ recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as, maintaining existing service levels in an environment of a growing client base both externally and internally. The BBS Department’s net operating budget increase for 2016 represents a tax pressure of 0.08%. BBS’ 2016 net operating budget pressures are presented in more detail in the following Key Changes for 2016 Budget section of this report.

**Key Changes for 2016 Budget**

<b>Variance</b>	<b>Description</b>	<b>Amount (\$000's)</b>
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions (excluding Building Services)	<b>\$ 30.8</b>
Increased spending on Animal Control Issues	Increase of planned expenditures for animal control issues	<b>10.0</b>
Annualization of Plan Examiner/Inspector	Recognition of a full 12 months' worth of salary for 2015 approved position, but fully offset by Building Revenue	<b>0.0</b>
General revenue increase and expenditure reductions	Increases in existing revenue streams and reductions in other expenditures	<b>(\$ 11.1)</b>
<b>Total</b>		<b>\$ 29.7</b>

**OUTLOOK**

The Building and Bylaw Services Department will see various pressures and constraints over the next year related to the growth and development of our community including an increased demand for building code related activities and bylaw related functions. Customer service may also see an impact with the current range of services provided as customers engage in additional "one stop shopping" for municipal related transactions within Access Aurora.

Managing and maintaining high volumes to meet provincial legislated timeframes related to building safety, building inspections, code review, violations, notice of infractions, court proceedings etc. continues to be a challenge with assigned resources.

Some additional pressures will also include managing public expectations for timely and effective resolution to keep our community safe. This involves other stakeholder groups such as OSPCA/Animal Control and Central York Fire Services and there may be increasing costs associated with these service providers.

Within our stakeholder community there is also a demand for online transactions requiring more technical resources and licensing/mobile costs. In addition to upgrades and maintenance on current technology used.

Ongoing accessibility requirements for the municipality also fall under the Building and By-law Department. Compliance with provincial legislation related to accessibility is corporate wide and additional regulations are anticipated over the next 1-3 years as the province implements the final two regulations of the Accessibility for Ontarians with Disabilities Act (AODA).



**About Corporate Expenses & Revenues**

The Corporate Expenses & Revenues budget includes items which cannot be easily associated with specific departments or are Corporation-wide in nature.

For clarity there is a description of each item following the Expenditure and Revenue charts.

**Key Changes** (netting an unfavourable change of \$ 553,100):

- Increase in Cash to Capital: (382,500)
- Further reduced reliance on interest from Hydro Funds (100,000)
- Reduced reliance on Supplementary Tax Revenues (75,000)
- Other minor adjustments : 4,400

**2016 Expenditures:**

Corporate Expenses \$,000's	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget	2016 Budget vs 2015 Budget Fav / (UnFav)	
					\$	%
<b>Personnel Costs:</b>						
Town Wide Gapping	-	(150.0)		(150.0)	-	-
Retiree Benefits	37.6	21.9	25.0	27.5	(5.6)	(25.8%)
<b>Total Personnel Costs</b>	37.6	(128.1)	25.0	(122.5)	(5.6)	(4.4%)
<b>Other Expenditures:</b>						
Cost Reallocations	(526.6)	(476.6)	(476.6)	(476.6)	-	-
External Audit Fees	32.7	40.9	40.9	40.9	-	-
Council Contingency Amount	157.2	35.0	50.0	35.0	-	-
W.S.I.B. Claims Costs	87.6	85.0	103.7	85.0	-	-
Capital Loan Payment	1,867.3	1,884.1	1,884.1	320.5	1,563.6	83.0%
Contribution to Reserves	2,255.9	2,084.6	2,102.3	2,161.6	(77.0)	(3.7%)
Contribution to Reserves of Excess SUPP Revenues	-	-	-	600.0	(600.0)	n/a
Contributions to Capital	4,031.9	4,212.2	4,212.2	4,594.7	(382.5)	(9.1%)
In-Year Tax Adjustments	72.5	180.0	180.0	180.0	-	-
Other	-	-	-	130.1	(130.1)	n/a
<b>Total Other</b>	7,978.5	8,045.2	8,096.5	7,671.2	374.0	4.6%
<b>Total Expenditures</b>	8,016.1	7,917.1	8,121.5	7,548.6	368.4	4.7%

Town-Wide Gapping - (\$150,000):

All existing staff positions are budgeted for a full fiscal year. The current economic climate and job satisfaction continue to keep the Town's level of turnover low. The amount planned for 2016 has been maintained at a similar

level to that of 2015. This amount anticipates savings arising from normal employee turnover; savings of not paying the salary during the recruitment period for the replacement staff member.

Retiree Benefits - \$27,500:

The on-going costs of dental and health benefits for employees who have retired early must continue to be borne by the Town until such time that the employee reaches their normal retirement age, then benefits cease. Consequently, the corporation must set aside a sufficient amount for this purpose. The value in 2016 of this segregated amount has been set at \$ 27,500, representing an amount that is \$ 5,600 higher than the 2015 amount.

Cost Reallocations - (\$476,600):

Overhead cost allocations are charged each year to the Building Services Division whose operations are funded entirely by Building Services Fees. This amount which reflects an estimated value of the support services that are provided to Building Services which include facilities, IT support, accounting services, human resources, and an amount for building plan and field inspections provided by Central York Fire Services is re-visited each year. For 2016, this amount has been maintained equal to the 2015 amount.

External Audit Fees - \$40,900:

This amount reflects the cost of undertaking a mandatory external audit of the Town's Financial Statements. Fees for 2016 remain unchanged versus 2015.

Council Contingency Amount - \$35,000:

It is always difficult for departments and Financial Services to consider and include in the budget every possible expense that may arise during the coming fiscal year. In an effort to mitigate the impact of some of these unforeseen costs, or to meet other corporate or community needs, the Town sets aside a contingency amount each year to be used only by approval of Council. The 2016 amount remains the same as it was in 2015.

WSIB Claims Costs - \$85,000:

The Town of Aurora is a 'Schedule 2 Employer' with the Workplace Safety and Insurance Board (WSIB). This simply means that the Town pays for all of its costs incurred through the WSIB itself. In order to mitigate the risk of high claim costs the Town utilizes a 3<sup>rd</sup> party insurance provider in order to cover any extreme costs of this nature. The WSIB Claims Costs account is utilized for the payment of any claims and costs experienced, which are not covered by the Town's "excess-loss" insurance. An equal and offsetting account in the Revenues section draws a contribution from the WSIB Reserve in order to fund these payments. There is no change to the planned claims cost amount for

2016. The WSIB Reserve is funded directly by a charge to each operating group through the payroll system, which appears in each department cost center under their salaries and benefits sections.

SARC Debt Payment - \$320,500:

In 2006, two debentures, one being a ten year and the other a twenty year in duration, were issued (through the Region) totalling \$16.9 million in order to finance a portion of the Stronach Aurora Recreation Complex (SARC). The town's debt payment for 2016 is \$1,563,600 lower than it was in 2015 as the final payment on the ten year debenture occurred in 2015. The 2016 debt repayment amount includes \$201,300 in principal and \$119,200 interest. An equal and offsetting account in the Revenues section draws a contribution from the Development Charges Reserve to fully fund this payment with no impact on the tax levy.

Contributions to Reserves - \$2,161,600:

This category identifies funds that are required for items outside of the operating budget. This amount includes:

- The transfer to reserves of \$1,617,500 in anticipated Gas Tax revenue to be received in 2016. There is a fully offsetting revenue item for this amount. This item flows through the Town's "operating" accounts in order to comply with financial statement requirements.
- The transfer to reserves of \$234,600 in anticipated Ontario Community Infrastructure Program (OCIP) Formula revenue to be received in 2016. There is a fully offsetting revenue item for this amount. This item flows through the Town's "operating" accounts in order to comply with financial statement requirements.
- The transfer of \$289,500 to pay down the internally financed portion of the Library expansion. There is a fully offsetting revenue item being drawn from Development Charge Reserve Funds for this same amount.
- The contribution of \$20,000 to the Environmental Initiatives Reserve.

Tax Cash to Capital - \$4,594,700:

The 'Cash to Capital' component included represents last year's amount of \$4,212,200, plus a \$382,500 increase representing 1.0% of annual tax revenue as per the Town's approved ten year capital Investment plan. These funds are moved to the Town's reserve funds to be used for replacement and updating of existing town infrastructure, or for new capital purposes.

Other - \$130,100:

This amount is predominantly in regards to earmarked funding totaling \$150,000 in support of the Aurora Sports & Sports Tourism Plan and the Aurora Live Music

Strategy. Of this amount \$100,000 is intended for the Sports and Sports Tourism Plan, with the remainder for the Live Music Strategy. This funding is presently captured under Corporate Expenses until such time that a formal expenditure plan is approved by Council for each of these noted plans. Upon approval of each plan, these funds will be formally moved to the Parks & Recreation department who will be responsible for each plan's implementation. This budget is offset through an equivalent revenue draw from the Council Discretionary Reserve fund.

In-Year Tax Adjustments - \$180,000:

Every year, the Town receives notices and decisions relating to assessments and reassessments of properties within the Town's borders. Most of these decisions have a small impact on the amount of tax charged to a given property and some have a very large impact. The 2016 planned expense of \$180,000 includes only the Town's share of such tax adjustments, all of which are approved by the Municipal Property Assessment Corporation (MPAC), as part of the Ontario Assessment Review Board (ARB) appeal process.

**2016 Revenues:**

Corporate Revenue \$,000's	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget	2016 Budget vs 2015 Budget Fav / (UnFav)	
					\$	%
Penalties on Taxes	(987.2)	(975.0)	(975.0)	(975.0)	-	-
Investment Income	(1,875.5)	(1,550.0)	(1,550.0)	(1,550.0)	-	-
Interest from Hydro Funds	(400.0)	(300.0)	(300.0)	(200.0)	(100.0)	(33.3%)
Grants - Federal Gas Tax	(1,579.5)	(1,540.5)	(1,775.1)	(1,617.5)	77.0	5.0%
Grants - OCIF Formula	-	(234.6)	(234.6)	(234.6)	0.0	0.0%
Trans From DC Reserves	(2,173.4)	(2,173.6)	(2,173.6)	(610.0)	(1,563.6)	(71.9%)
Trans From Other Reserves	(694.3)	(94.9)	(109.9)	(85.0)	(9.9)	(10.4%)
Payments in Lieu of Taxes	(301.6)	(286.0)	(286.0)	(286.0)	-	-
Supplementary Taxes	(393.2)	(575.0)	(1,175.0)	(1,100.0)	525.0	91.3%
Other	(333.9)	-	(17.7)	(150.0)	150.0	n/a
<b>Total Revenues</b>	<b>(8,738.6)</b>	<b>(7,729.6)</b>	<b>(8,362.3)</b>	<b>(6,808.1)</b>	<b>(921.5)</b>	<b>(11.9%)</b>
<b>NET</b>	<b>(722.5)</b>	<b>187.5</b>	<b>(240.8)</b>	<b>740.5</b>	<b>(553.1)</b>	<b>(295.0%)</b>

Penalties on Taxes - (\$975,000):

The Town imposes late charge penalties and interest on late or unpaid tax installments. Revenues of this nature are referred to as Penalties on Taxes. The 2016 budget is anticipated to remain unchanged at 2015 levels of \$975,000.

Investment Income - (\$1,550,000):

It is anticipated that investment income will remain unchanged in 2016 versus the previous year at \$1,550,000 as the economy's recovery continues to improve at a slow rate. This low rate of growth continues to place little pressure on inflation rates which subsequently create little incentive for interest rates to climb in the short term. The Town's investment portfolio continues to earn a competitive rate of return on its investments comprised of all of the Town's funds that are not required for the day-to-day operations. They are invested in the most appropriate investment vehicle available, balancing cash needs forecasts with market yields. All portfolio investments must comply with strict and highly conservative provincial and local regulations in an effort to protect the public funds that are being invested. The portfolio includes a mix of long and short term products to meet our expected cash flow requirements.

Interest from Hydro Funds - (\$200,000):

The other source of town investment income is a \$200,000 draw upon the interest earned by the Town's Hydro Funds. This amount is \$100,000 less than the amount drawn in 2015. This reduction is in alignment with Council's desire to eliminate its reliance upon this revenue source, and allow the hydro reserves to maintain and grow their purchasing power over time.

Grants – Federal Gas Tax - (\$1,617,500):

The provision of the Gas Tax from the Federal Government has been an integral part of the Town's budget since 2006 when the program was initiated. In 2016, the Town is expecting to receive an increased amount totaling \$1,617,500 which is the result of a gas tax sharing formula amongst municipalities being updated. These funds are received as income through the operating budget which is then subsequently transferred to the Federal Gas Tax Reserve, now considered as an infrastructure repair & replacement funding source. All investments made are in compliance with the terms of the Federal Gas Tax program.

Grants – Ontario Community Infrastructure Funding Program - (\$234,600):

In 2014, the province of Ontario introduced a new grant program in recognition of the province's infrastructure funding gap. This program's total available funding is made available to municipalities in two components. One component being an allocation based upon a formula which factors in multiple variables such as a municipality's population, its total assessment base and average household income among others. These funds are received as income through the operating budget which is then subsequently transferred to a newly created OCIF Reserve, now considered as an infrastructure repair & replacement funding source. The second component of this funding program is allocated based upon a project specific application basis. No revenue is budgeted for this second component. The amount for 2016 is expected to remain unchanged.

Transfers from D.C. Reserves - (\$610,000):

There are two amounts drawn from Development Charges Reserve Funds; the amount for the SARC debt payment of \$320,500 and the \$289,500 related to the internal financed debt of construction costs of the Library. These two revenue items fund the same two corresponding expense items previously detailed in the Expenses section.

Transfers from Other Reserves - (\$85,000):

This category identifies funds that are coming from reserves in order to fund specific expenditures of a corporate-wide nature. For 2016, the only planned fund transfer is in relation to the Town's normal \$85,000 transfer from the WSIB reserve to fund WSIB claims costs as outlined in the Expenses portion of this section. Last year's amount included a draw from Stabilization Reserves in order to off-set Fire Services costs in excess of the planned smoothed tax levy impact amount. This stabilization draw is not applicable for 2016.

Payments in Lieu of Taxes - (\$286,000):

Payments in Lieu of Taxes represents assessment based revenue from federal and provincial owned properties. The federal and provincial governments are not technically subject to formal property taxes; however they must remit an equal amount as though they were fully taxable. These amounts paid are referred to as Payments in Lieu of Taxes or 'PILs'. This amount is expected to remain unchanged in 2016.

Supplementary Taxes - (\$500,000):

Supplementary taxes (SUPPs) represent property taxes for new properties and construction which become newly assessed during the year, including some portions of taxation related to prior years where applicable. All supplementary taxation is retroactive to the date of assessment and occupancy. The 2016 budget amount of \$500,000 is down by \$75,000 from 2015. This reduction in planned reliance upon supplementary tax revenues is as per the strategy for budgeting SUPPs over the coming five years that was approved in January 2014 to the Budget Committee. The Town plans to continue its annual reduction of \$75,000 of this revenue source over the next four year period as growth is expected to slow to long term levels.

Other - (\$150,000):

These revenues consist solely of two revenue draws from the Council Discretionary Reserve fund in support of the Aurora Sports and Sports Tourism Plan & Live Music Strategy. This revenue is presently captured under Corporate Revenues until such time that a formal expenditure plan is approved by Council for each of these noted plans. Upon approval of each plan, these revenues will be formally moved to the Parks & Recreation department who will be responsible

for each plan's implementation. This revenue draw offsets an equivalent planned expenditure.





## About the Planning & Development Services Department

Planning & Development Services manages the growth and physical form of the Town. Planning & Development Services provides professional planning advice to Council, other departments, the public and Council endorsed committees on a variety of policy and procedural issues and *Planning Act* applications.

Planning & Development Services activities relate to, long-range strategic planning and development review; formulation of plans, policies, regulations and guidelines on growth management, land use, development, heritage planning, economic development, environmental initiatives, strategic planning, urban design; processing and evaluation of development applications; data collection, analysis, research and monitoring of land use, planning policy and growth management matters; digital mapping and related functions and customer service guidance to residents, business owners and applicants.

The Planning & Development Services Department provides its activities and support to clients through three organizational divisions: Development Planning, Long Range and Strategic Planning and Heritage Planning.

## Services That We Provide

The Department has three major functions and various associated activities including:

### Development Planning

- Development Application Review and Reports
- Preparation of Official Plan and Zoning Bylaw Amendments
- Development Conditions of Approval and Agreements
- Development Engineering
- Implementation of Environmental Protection & Enhancement Policies
- Administration of the Committee of Adjustment
- Information and Advice on Town Policies and Development Inquiries

### Long Range and Strategic Planning

- Strategic Planning
- Long Range Planning and Growth Management
- Secondary Plans, Zoning Updates and Special Studies
- Growth Projections and Monitoring
- Geographic Information Systems
- Economic Development
- Environmental Initiatives
- Official Plan/Zoning and Report Mapping

- Street Names and Addressing
- Air Photo/Digital Mapping
- Property Information and Database Management
- Economic Development
- Property Sales and Acquisitions

Heritage Planning

- Heritage Application Review
- Heritage Policy, Awards, Events and Programs

**Departmental Initiatives that advance the Strategic Plan**

**Fiscal Year: 2016**

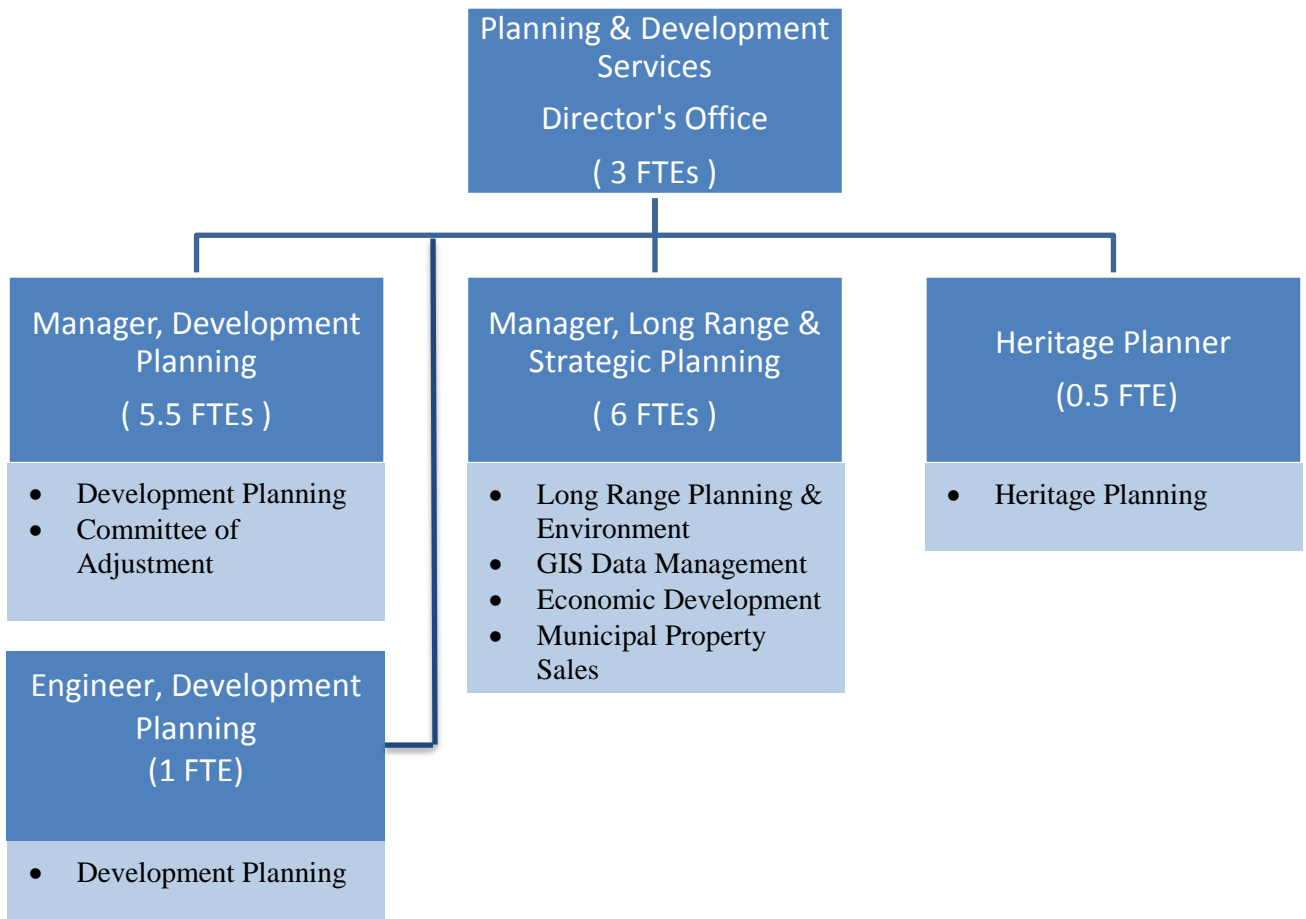
Strategic Plan Linkage	Description of Initiative	Anticipated Completion Date
<p><b>Community Goal:</b> Supporting an exceptional quality of life for all</p>	<p>Preparation of a new Comprehensive Zoning Bylaw</p>	<p>Q2</p>
<p><b>Economy Goal:</b> Enabling a diverse, creative and resilient economy</p>	<p>Re-establish Town of Aurora Business Ambassador Program</p>	<p>Q2</p>
<p><b>Natural Environment Goal:</b> Supporting environmental stewardship and sustainability</p>	<p>Preparation of Green/Sustainable Development Guidelines</p> <p>To update the Town of Aurora Corporate Environmental Action Plan</p>	<p>Q2</p> <p>Q4</p>
<p><b>All Aspects of Plan</b></p>	<p>Update of the Town of Aurora Official Plan</p>	<p>Q2, 2017</p>

**Key Performance Measures**

Key Performance Measure	2014 Target	2014 Actual	2015 Target	2016 Target
Number of hectares of serviced vacant employment lands within the municipality	125 ha	85.91 ha	85.91 ha	85.91 ha
Percentages of 2031 Residential Intensification target constructed to date	30%	30%	33%	33%
Number of new residential units constructed in the Regional Corridor	50 units	5 units	41 units	41 units

**Departmental Organization**

The department has three functional divisions through which it delivers its services.



**Total: 16 FTEs**

**2016 Budget Highlights:**

Planning & Development Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget
Personnel Costs	1,773.9	1,800.3	1,793.7	<b>1,856.0</b>
Other Expenditures	345.5	125.7	135.1	<b>129.7</b>
Total Expenditures	2,119.5	1,926.0	1,928.9	1,985.8
Revenues	(2,184.5)	(1,610.5)	(1,610.5)	<b>(1,843.3)</b>
Net	(65.1)	315.5	318.4	<b>142.5</b>

Change from 2015 Budget (54.8%) Favorable

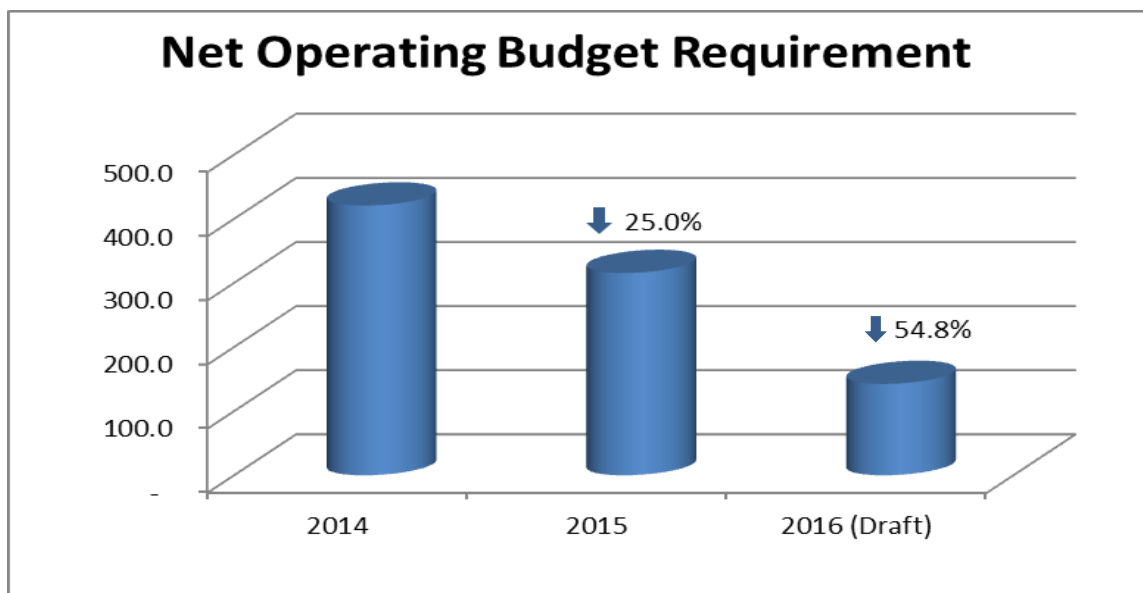
Change from 2016 Recommended Outlook of \$407.4K: (65.0%) Favorable

The overall departmental costs and revenues are as follows:

Planning & Development Services	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	2016 Draft Budget	2016 Budget vs 2015 Budget Fav / (UnFav)	
					\$	%
<b>Personnel Costs</b>	<b>1,773.9</b>	<b>1,800.3</b>	<b>1,793.7</b>	<b>1,856.0</b>	<b>(55.7)</b>	<b>(3.1%)</b>
<b>Other Costs:</b>						
Corporate Promotional Material	18.4	28.3	28.3	28.3	-	-
Contracts	31.8	22.2	32.6	24.0	(1.8)	(8.1%)
Memberships	7.5	11.1	11.1	11.1	0.0	0.2%
Consulting	9.5	12.0	7.5	12.0	-	-
Office/Program Supplies & Printing	20.3	23.0	9.5	24.0	(1.0)	(4.3%)
All Other Expenditures	258.0	29.1	46.2	30.4	(1.3)	(4.4%)
<b>Total Other Costs</b>	<b>345.5</b>	<b>125.7</b>	<b>135.1</b>	<b>129.7</b>	<b>(4.1)</b>	<b>(3.2%)</b>
<b>Total Expenditures</b>	<b>2,119.5</b>	<b>1,926.0</b>	<b>1,928.9</b>	<b>1,985.8</b>	<b>(59.8)</b>	<b>(3.1%)</b>
<b>Revenues:</b>						
Planning Application Fees	(594.1)	(617.8)	(617.8)	(659.8)	42.0	6.8%
Committee of Adjustment Fees	(88.8)	(80.0)	(80.0)	(100.0)	20.0	25.0%
Engineering Fees	(877.6)	(556.3)	(556.3)	(532.1)	(24.2)	(4.4%)
Trans From D.C. Reserve / Capital	(260.0)	(285.0)	(260.0)	(275.0)	(10.0)	(3.5%)
Other Revenues	(364.1)	(71.4)	(96.4)	(276.4)	205.1	287.3%
<b>Total Revenues</b>	<b>(2,184.5)</b>	<b>(1,610.5)</b>	<b>(1,610.5)</b>	<b>(1,843.3)</b>	<b>232.8</b>	<b>14.5%</b>
<b>Net</b>	<b>(65.1)</b>	<b>315.5</b>	<b>318.4</b>	<b>142.5</b>	<b>173.0</b>	<b>54.8%</b>

**Budget Breakdown by Town Service**

SERVICE	2016					
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	SERVICE IMPACT
	FTEs	\$'s				
Development Planning & Engineering	7.33	867.8	47.0	(1,743.3)	(828.4)	
Committee of Adjustments	1.00	80.4	6.3	(100.0)	(13.3)	
Long Range Planning & Environment	4.02	455.5	25.2		480.8	
GIS Data Management	2.05	202.0	12.9		214.9	
Economic Development	1.30	207.7	36.5		244.1	
Heritage Planning	0.00	-	-		-	
Municipal Property Sales	0.30	42.5	1.9		44.4	
	<b>16.00</b>	<b>1,856.0</b>	<b>129.7</b>	<b>(1,843.3)</b>	<b>142.5</b>	



The above graphic illustrates the Planning & Development Services (PDS) Department’s historical and planned net operating budget requirements. The 2014 and 2015 values reflect the department’s final approved net operating budgets. And, the figure presented for 2016 is PDS’ recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need.

The PDS Department’s net operating budget decrease for 2016 represents a tax savings 0.37%. These savings are attributable to an increase in the department’s projected revenues for the fiscal year driven by the 2C lands development activity. PDS’ 2016 net operating budget pressures, if any, are presented in more detail in the following Key Changes for 2016 Budget section of this report.

**Key Changes for 2016 Budget:**

<b>Variance</b>	<b>Description</b>	<b>Amount</b>
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	\$55.7
Other net operating costs	Various minor other operational costs	\$3.1
Additional Growth Revenues	Additional projected 2C Lands driven growth revenues	(\$ 231.8)
<b>Total Savings</b>		<b>(\$173.0)</b>

**Outlook**

The Planning & Development Services department will see continuing cost increases due to inflationary pressures, affecting both operating costs and salaries and benefits costs. No staff increase requirements are anticipated.

In addition, Planning & Development Services department is expected to continue to experience similar volumes of development applications to those projected in 2016 in the coming years. As a consequence, it is anticipated that the Department will generate a similar level of revenues to those of the past couple of years. As a result the Department does not expect any financial pressures to arise in the short term.

**About the Council Administration**

The Council Administration area of the budget reflects the costs and activities of the elected members of Council and related direct support costs. Council is dedicated to serving the residents and businesses of the Town of Aurora in a responsive and effective manner through leadership and legislative action, and setting policy direction for the present and future well-being of the community. The Mayor is also responsible for representing the Town by sitting as a member of the Council of the Regional Municipality of York.

For the 2016 Budget, the Council Administration provides its activities and support to clients through three organizational areas as presented in this section: Offices of the Mayor and Council, Education Grants, and Advisory Committees.

**Services That We Provide**

- Offices of the Mayor and Council
  - Town-wide policy leadership and guidance
  - Provides support to the Mayor and all Councillors for their Town-related activities, including participation on various committees and boards
- Education Grants
  - Oversees and administers the education grant program which is made available to two graduating students from each of the town’s high schools each year.
- Advisory Committees
  - Provides funding to support the work of various advisory committees.

**Full-Time Approved Complement:**

	Starting Approved	2015 Requested
• Council Administration(Support Staff)	1FT	1FT
• Elected Council	9	9

### **Offices of the Mayor and Council**

The Offices of the Mayor and Council portion of the budget includes compensation and benefits for all members of Council, and all directly related costs, including the provision of administrative support to all members of Council.

### **Educational Grants**

Council Administration oversees and administers the town's Education Grant program which awards \$400 each to two graduating students from each of the town's five high schools. This program's total budget for 2016 remains unchanged from 2015 at \$4,000.

All other town community grant programs are overseen and administered by the Parks & Recreation Department.

### **Advisory Committees**

The Council Committees area provides funding for meeting expenses as well as some action funds for the following committees:

- Accessibility Advisory Committee
- Heritage Advisory Committee
- Economic Development Advisory Committee
- Environmental Advisory Committee
- Parks & Recreation Advisory Committee
- Finance Advisory Committee



**2016 Budget Highlights:**

<b>Council Administration</b>	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	<b>2016 Draft Budget</b>
Personnel Costs	401.0	428.9	424.6	<b>436.2</b>
Other Expenditures	81.1	96.3	96.3	<b>96.6</b>
<b>Total Expenditures</b>	<b>482.2</b>	<b>525.3</b>	<b>520.9</b>	<b>532.8</b>
Revenues	-	-	-	-
<b>Net</b>	<b>482.2</b>	<b>525.3</b>	<b>520.9</b>	<b>532.8</b>

Change from 2015 Budget 1.4% Unfavorable  
 Change from 2016 Recommended Outlook of \$550.7K: 3.2% Favorable

**The overall departmental costs and revenues are as follows:**

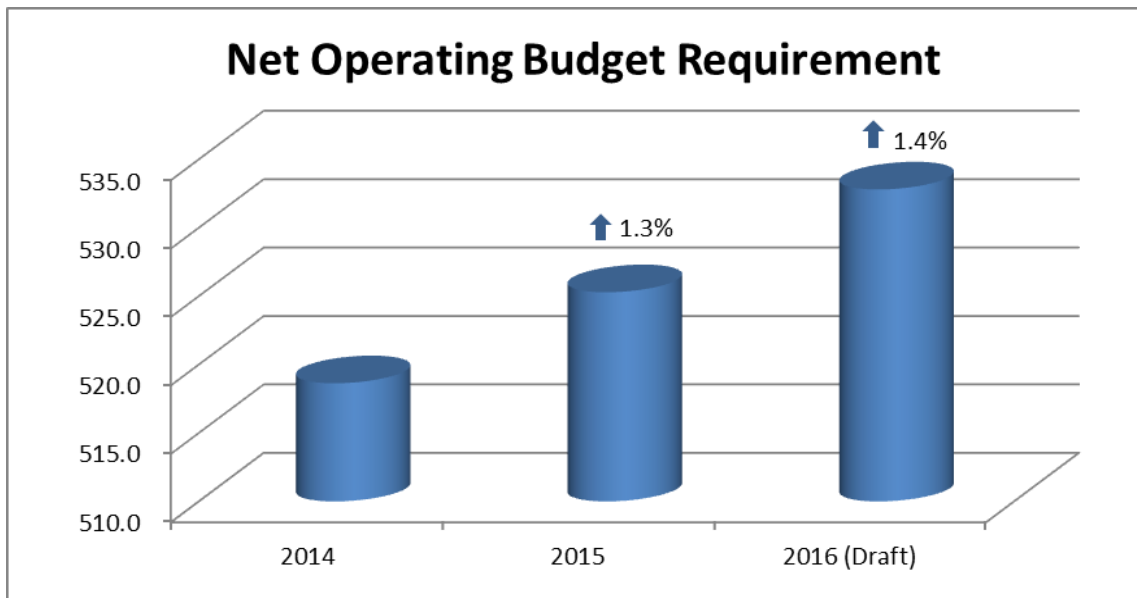
<b>Council Administration</b>	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	<b>2016 Draft Budget</b>
<b>Personnel Costs</b>	<b>401.0</b>	<b>428.9</b>	<b>424.6</b>	<b>436.2</b>
<b>Other Costs:</b>				
Conferences	8.7	20.3	20.3	20.1
Mileage & Vehicle Allowance	22.2	21.7	21.7	21.9
Civic Responsibilities/Receptions	12.3	19.6	19.6	19.6
Committees	3.4	7.0	7.0	7.0
Educational Grants	4.0	4.0	4.0	4.0
All Other Expenditures	30.4	23.8	23.7	24.0
<b>Total Other Costs</b>	<b>81.1</b>	<b>96.3</b>	<b>96.3</b>	<b>96.6</b>
<b>Total Expenditures</b>	<b>482.2</b>	<b>525.3</b>	<b>520.9</b>	<b>532.8</b>
Revenues	-	-	-	-
<b>Net</b>	<b>482.2</b>	<b>525.3</b>	<b>520.9</b>	<b>532.8</b>

2016 Budget vs 2015 Budget Fav / (UnFav)	
\$	%
(7.3)	(1.7%)
0.1	0.7%
(0.2)	(0.9%)
-	-
-	-
-	-
(0.2)	(0.8%)
(0.3)	(0.3%)
(7.5)	(1.4%)
-	-
(7.5)	(1.4%)

<b>Committees</b> (Included in Other Expenditures Above)	2014 Actual	2015 Budget (adjusted)	2015 Projected Year End Actuals	<b>2016 Draft Budget</b>
Accessibility	0.2	0.5	0.5	<b>0.5</b>
Heritage	3.2	5.5	5.5	<b>5.5</b>
Economic Dev	-	0.5	0.5	<b>0.5</b>
Environmental	0.0	0.5	0.5	<b>0.5</b>
<b>Total Committees</b>	<b>3.4</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**Budget Breakdown by Town Service**

SERVICE	2016					SERVICE IMPACT
	PERSONNEL		OTHER OPERATING	REVENUE	NET OPERATING	
	FTEs	\$'s				
Council Administration	1.00	436.2	85.6		521.8	
Community Grants		-	4.0		4.0	
Council Committees		-	7.0		7.0	
	<b>1.00</b>	<b>436.2</b>	<b>96.6</b>	<b>-</b>	<b>532.8</b>	



The above graphic illustrates the Council Administration’s historical and planned net operating budget requirements. The 2014 and 2015 values reflect Council’s final approved net operating budgets. And, the figure presented for 2016 is Council’s recommended net resource requirement for that year. The identified changes between fiscal years reflect the change in net operating requirements from the year presented versus the previous year’s net financial resource need. The 2014 approved net operating budget has been restated in order to reflect the transfer of responsibility for the management of Community Grants to the Parks & Recreation Services Department.

In general, the presented trend of increasing net operating resource needs is predominantly driven by inflationary pressures such as growing salary and benefit costs; as well as maintaining existing service levels in an environment of a growing number of citizens to be served.

Council Administration’s 2016 net operating budget pressures are presented in more detail in the Key Changes for 2016 Budget section of this report.

## Key Changes for 2016 Budget:

Variance	Description	Amount (\$000's)
Salary related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	\$ 7.3
Various Other Minor Operational Budget Increases NET	Other minor operational inflationary pressures	0.2
<b>Total</b>		<b>\$ 7.5</b>