



**FINANCE
ADVISORY COMMITTEE
MEETING AGENDA**

TUESDAY, JULY 12, 2016

5:30 P.M.

**LEKSAND ROOM
AURORA TOWN HALL**



**TOWN OF AURORA
FINANCE ADVISORY COMMITTEE
MEETING AGENDA**

DATE: Tuesday, July 12, 2016

TIME AND LOCATION: 5:30 p.m., Leksand Room, Aurora Town Hall

1. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

2. APPROVAL OF THE AGENDA

RECOMMENDED:

THAT the agenda as circulated by Legal and Legislative Services be approved.

3. RECEIPT OF THE MINUTES

Finance Advisory Committee Meeting Minutes of May 24, 2016 pg. 1

RECOMMENDED:

THAT the Finance Advisory Committee meeting minutes of May 24, 2016, be received for information.

4. DELEGATIONS

5. CONSIDERATION OF ITEMS

1. **Departmental Budget Review (Continued) – Parks and Recreation Services (PRS); Presentation by Director of Parks & Recreation Services, to include:** pg. 5
 1. **Aurora Museum and Archives**
 2. **Subsidy Program**

RECOMMENDED:

THAT the Departmental Budget Review (Continued) – Parks and Recreation Services (PRS) and Presentation by Director of Parks & Recreation Services be received; and

THAT the comments of the Committee be referred to staff for consideration.

- 2. Memorandum from Treasurer** pg. 31
Re: 2017 Budget Documentation Modifications

RECOMMENDED:

THAT the memorandum regarding 2017 Budget Documentation Modifications be received; and

THAT the comments of the Committee be referred to staff for consideration.

- 3. Extract from Council Meeting of May 10, 2016** pg. 34
Re: Finance Advisory Committee Meeting Minutes of April 19, 2016

RECOMMENDED:

THAT the Extract from Council Meeting of May 10, 2016, regarding the Finance Advisory Committee Meeting Minutes of April 19, 2016, be received for information.

- 4. Extract from Council Meeting of June 28, 2016** pg. 35
Re: Finance Advisory Committee Meeting Minutes of May 24, 2016

RECOMMENDED:

THAT the Extract from Council Meeting of June 28, 2016, regarding the Finance Advisory Committee Meeting Minutes of May 24, 2016, be received for information.

6. NEW BUSINESS

7. ADJOURNMENT



**TOWN OF AURORA
FINANCE ADVISORY COMMITTEE
MEETING MINUTES**

Date: Tuesday, May 24, 2016

Time and Location: 5:30 p.m., Leksand Room, Aurora Town Hall

Committee Members: Councillor Michael Thompson (Chair), Mayor Geoffrey Dawe

Member(s) Absent: Councillor Harold Kim

Other Attendees: Councillor Wendy Gaertner, Councillor Sandra Humfries, Councillor Tom Mrakas, Doug Nadorozny, Chief Administrative Officer, Dan Elliott, Director of Corporate and Financial Services/Treasurer, Jason Gaertner, Manager of Financial Planning/Deputy Treasurer, and Linda Bottos, Council/Committee Secretary

The Chair called the meeting to order at 5:36 p.m.

1. DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

There were no declarations of pecuniary interest under *the Municipal Conflict of Interest Act*.

2. APPROVAL OF THE AGENDA

**Moved by Mayor Dawe
Seconded by Councillor Thompson**

THAT the agenda as circulated by Legal and Legislative Services be approved.

CARRIED

3. RECEIPT OF THE MINUTES

Finance Advisory Committee Meeting Minutes of April 19, 2016

**Moved by Mayor Dawe
Seconded by Councillor Thompson**

THAT the Finance Advisory Committee meeting minutes of April 19, 2016, be received for information.

CARRIED

4. DELEGATIONS

None

5. CONSIDERATION OF ITEMS

1. CFS16-017 – 2017 Budget Preparation Directions

Staff provided background to the report including a review of the key principles for the development of the 2017 Budget, Budget concerns, Base Operating Budget directions, the Phase-In Budget for Fire Services expansion, and the Fiscal Strategy Budget. The Committee discussed various aspects of the report. Staff noted that 2016 is a re-assessment year and that MPAC (Municipal Property Assessment Corporation) would be making a presentation to Council on June 14, 2016.

**Moved by Mayor Dawe
Seconded by Councillor Thompson**

THAT Report No. CFS16-017 be received; and

THAT the comments and directions of Committee be incorporated into a revised Budget Directives report for the next Finance Advisory Committee in a form which can be referred by Committee to Council for approval.

CARRIED

**2. Memorandum from Treasurer
Re: Departmental Budget Review – Corporate Accounts**

Staff noted that Corporate Accounts includes accounts which cannot be easily attributed to any particular department or are Corporation-wide in nature. The Committee reviewed the memorandum and variances highlighted in the line-by-

line analysis of the core Corporate accounts and Taxation accounts. No further input was requested and the review was deemed complete.

**Moved by Mayor Dawe
Seconded by Councillor Thompson**

THAT the memorandum regarding Departmental Budget Review - Corporate Accounts be received for information.

CARRIED

**3. Memorandum from Treasurer
Re: Residential/Non-residential Assessment Split – Comparators**

Staff provided background to the memorandum.

**Moved by Mayor Dawe
Seconded by Councillor Thompson**

THAT the memorandum regarding Residential/Non-residential Assessment Split – Comparators be received for information.

CARRIED

4. Review (Part 2) of the BMA Management Consulting Inc. Municipal Study – 2015 (Link to full report: <http://www.aurora.ca/bma>)

**Motion to refer
Moved by Mayor Dawe
Seconded by Councillor Thompson**

THAT the Review (Part 2) of the BMA Management Consulting Inc. Municipal Study – 2015 be referred to the 2017 Budget presentation.

CARRIED

**5. Extract from Council Meeting of April 26, 2016
Re: Finance Advisory Committee Meeting Minutes of March 22, 2016**

**Moved by Mayor Dawe
Seconded by Councillor Thompson**

THAT the Extract from Council Meeting of April 26, 2016, regarding the Finance Advisory Committee meeting minutes of March 22, 2016, be received for information.

CARRIED

6. NEW BUSINESS

Staff discussed elements of the Citizen Budget Survey and noted that the Committee had previously recommended that the Survey be enhanced. Staff advised that the survey can be modified, but timing and resources presented a challenge at this time. Staff provided options and it was agreed to implement a survey similar to last year, with the addition of a deliberate intercept process at various Town events and locations, to obtain 2017 Budget feedback from the community, and plan for an improved Citizen Budget Survey for the 2018 Budget.

7. ADJOURNMENT

**Moved by Mayor Dawe
Seconded by Councillor Thompson**

THAT the meeting be adjourned at 6:45 p.m.

CARRIED

COMMITTEE RECOMMENDATIONS ARE NOT BINDING ON THE TOWN UNLESS
ADOPTED BY COUNCIL AT A LATER MEETING.

**BUILDING THE FOUNDATION:
A Three Year Plan**



AURORA
MUSEUM & ARCHIVES

June 22, 2015

The re-birth of the Aurora Museum & Archives is an exciting time for culture and heritage within the Town. The Aurora Collection, transferred from the Aurora Historical Society, contains a wealth of important archival and artefact material. It is truly a portal into the story and development of the Town as well as a window into the changing character of Canadian identity through a regional lens. This transfer has provided the Town with a tremendous opportunity to build the foundation for a dynamic and relevant institution in which to record, collect, preserve, interpret and exhibit our shared history.

Community founders, their stories, artifacts, buildings, and monuments are essential to the character of a place. So too are the multitude of life stories of those who arrived through the generations to the present. The Aurora Museum & Archives will provide a home for these continuing stories. It is now, at the foundation of this institution, that we can build a lasting testament for all those who have ever called Aurora home. This is precisely what this three year plan endeavours to establish.

Background of Transfer

The Aurora Historical Society was first established in 1963. Among other activities, the Society built the Aurora Collection and exhibited it in the Aurora Museum. Their mission was *to preserve, interpret and promote the social, cultural, and material heritage of the community of Aurora for the education, enrichment, and enjoyment of present and future generations*. Since its founding, the Society collected over 16,000 artifacts, photographs, textiles, books and documents spanning the period from c. 500 BCE to present day. Although the Society operated the Aurora Museum within the Church Street School, there had been no provision for permanent exhibition space for the collection when the building was renovated and reopened as the Aurora Cultural Centre in 2010. In 2013 this was to change with the transfer of the Aurora Collection from the Aurora Historical Society to The Town of Aurora and an agreement with the Aurora Cultural Centre to allow for permanent exhibition of the collection in the Aurora Room beginning January 1, 2014.

The Transfer Agreement was executed by Council on August 28th, 2013. In preparation for this transfer, Cultural Asset Management Group was retained to review and assess the historical collection of art, artifacts, textiles and archives. Their final report, dated February 12, 2013 recommended strategic collection objectives in the areas of Collections Management, Storage, Handling & Conservation, and Records Management.

According to the terms of the transfer agreement, the following further objectives were established:

(a) Collections Management

- Continue a program of cataloguing, documenting, researching and digital asset management of artefacts and archival material;
- Develop an Acquisition Strategy to increase the pre-existing holdings found in the Aurora Collection;
- Follow the de-accessioning and disposal guidelines set out in the CMA's Ethical Guidelines

(b) Conservation

- Ensure the provision and adequate storage and HVAC environmentally controlled systems to ensure the long-term preservation of the Aurora Collection
- Ensure the provision of security and protection of the Aurora Collection (e.g. from theft, vandalism, flood, fire); and
- Implement a conservation program that provides both prevention and treatment measures for the Aurora Collection (e.g. integrated pest management) and treatment measures for the Aurora Collection

(c) Exhibition

- Develop and execute short- and long-term exhibition plans (e.g. permanent and temporary rotation schedules);
- Ensure that the public have sufficient access to in-house and outreach exhibitions;
- Develop exhibition programming with objectives and goals that engage multiple audiences, and are developed in accordance to accessibility standards

(d) Research

- Provide the public with scheduled and monitored access to the archives and supporting documentation; and
- Provide and maintain a repository for supporting files, documents and reference.

(e) Community Engagement and Educational Outreach

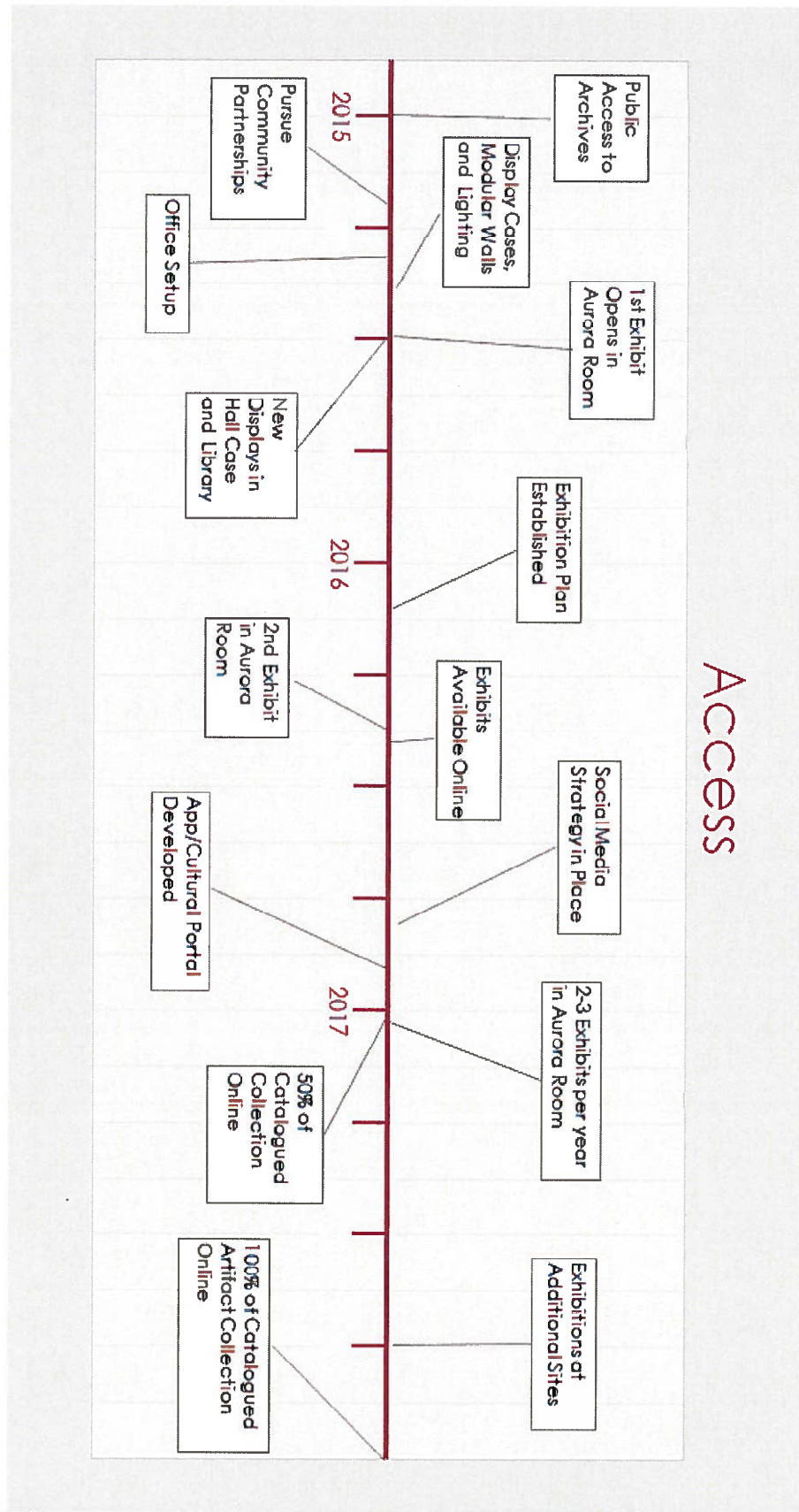
- Develop and deliver outreach and in-house programming that responds to community needs and interests;

- Establish a role within the community that provides educational enrichment opportunities; and
- Develop and implement a volunteer program to support the initiatives of PRAC.

Taken together, the Transfer Agreement and Collection Review coupled with the Strategic Plan and Cultural Master Plan provided the context for the creation of a Three Year Plan to guide the growth, development and use of the Aurora Collection.

This plan provides a map for increased use and development of the collection that responds to local needs and objectives by *valuing the cultural heritage and history of our community*. It outlines measurable goals and specific objectives organized into Four Key Areas:

- Access
- Collections Management
- Conservation
- Outreach



Access

Goal: To Increase Access to the Collection

Strategy 1: Setup Office Space and Work Areas at Cultural Centre

- Objective 1A: Purchase and Install Office Furniture and Equipment
- Objective 1B: Setup Network Cabling to allow Internet and Intranet Access
- Objective 1C: Setup filing system for Curatorial activities

Measure of Success & Determining Factors:

- ✓ *By Spring 2015 office spaces will be fully setup and functional*
 - Budget for Capital Expenses
 - Staff/Contractor scheduling

Strategy 2: Establish a Regular Schedule of Exhibitions

- Objective 1D: Purchase new display cases for the Aurora Room
- Objective 1E: Purchase modular walls to allow for additional display space
- Objective 1F: Purchase additional lighting for Aurora Room
- Objective 1G: Research and Develop Exhibitions
- Objective 1H: Create a 3-5 year Exhibition Plan
- Objective 1I: Develop a series of displays for the Library Room/Hall Cases

Measure of Success & Determining Factors:

- ✓ *By the end of June 2015 the first exhibit will open in the Aurora Room*
 - Purchase display cases for the Aurora Room
 - Purchase modular walls to allow for additional display space
 - Purchase lighting for Aurora Room
 - Research and Develop Exhibition

- ✓ *By 2016 a minimum of 3 rotating displays per year in Reference Room/Hall Case*
 - Additional exhibition supplies need to be purchased
 - Display themes researched and developed

- ✓ *By the Spring of 2016 a 3-5 year exhibition plan will be in place*
 - Annual budget for exhibitions secured
 - Potential exhibition ideas researched and developed

- ✓ *By 2017 a minimum of 2-3 exhibition per year in the Aurora Room*
 - Additional Curatorial Staff need to be hired for exhibition development
 - Unimpeded access to Archives and Research Library
 - Additional 100 square feet of workspace secured
 - Increased budget for exhibitions

- ✓ *By 2018 additional exhibitions outside of the Aurora Room*
 - Additional 1000 square feet of exhibition space needed
 - Additional Curatorial Staff need to be hired for exhibition development
 - Unimpeded access to Archives and Research Library
 - Additional 100 square feet of workspace secured
 - Additional exhibition cases, modular walls and lighting need to be purchased
 - Increased budget for exhibition development and interpretation

Strategy 3: Create an Online Presence for the Collection

- Objective 1J: Purchase digital camera and scanner to digitize collection
- Objective 1K: Setup online account and develop content
- Objective 1L: Explore the use of Social Media

Measure of Success & Determining Factors:

- ✓ *Beginning in 2016 exhibits in the Aurora Room will be available online*
 - Additional Curatorial Staff hired
 - Increased budget for online initiatives

- ✓ *By Fall 2016 a Social Media Strategy will be in place*
 - Additional Curatorial Staff hired

- ✓ *By 2017 50% of catalogued artifacts will be available online*
 - Digitization equipment purchased and installed
 - An additional computer for access to the database secured
 - Photography work area secured and setup
 - Review of Collections Documentation completed
 - Additional Curatorial Staff hired
 - Increased budget for online initiatives

- ✓ *By 2018 100% of catalogued artifacts will be available online*
 - Additional Curatorial Staff hired
 - Increased budget for online initiatives

Strategy 4: Provide the Public with Monitored Access to the Archives

- Objective 1M: Establish a set day for research requests
- Objective 1N: Explore a partnership with the Aurora Historical Society
- Objective 1O: Maintain a repository for supporting files, documents and reference

Measure of Success & Determining Factors:

- ✓ *Beginning in January 2015 the public will have monitored access to the Archival holdings by appointment*
 - Staff time – currently the Archives are only available on Mondays as per agreement between the Cultural Centre and the Town
 - Research Fee Schedule, Archival Reproduction Policy written and in place

- ✓ *Beginning in March 2015 reference files will be reorganized and maintained*
 - Availability of suitable volunteers

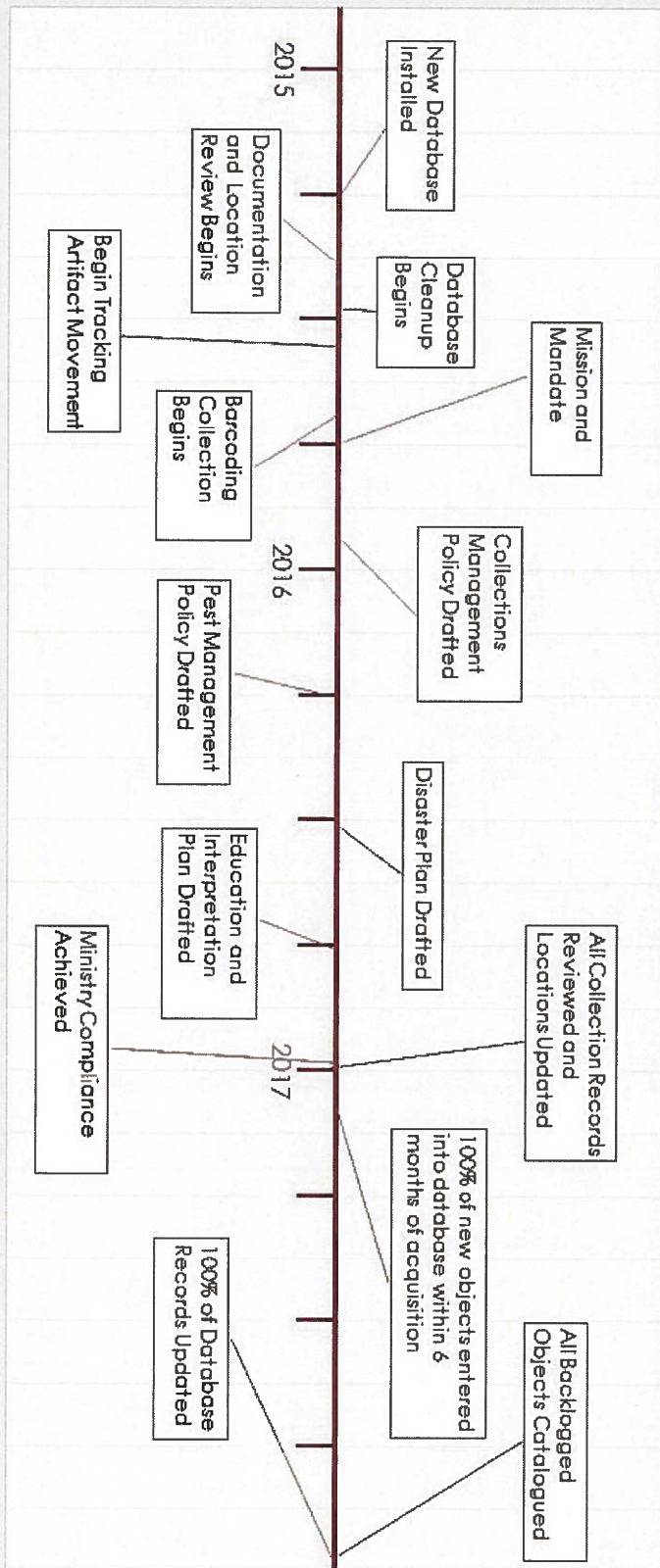
Strategy 5: Look Beyond our Walls

- Objective 1P: Partner with local organizations to create joint displays/programs
- Objective 1Q: Explore app/cultural portal for interpreting sites throughout the town

Measure of Success & Determining Factors:

- ✓ *By the end of 2015 partnerships will be established with at least two community groups*
 - Suitable meeting space identified
 - Budget allocated for joint ventures
- ✓ *Beginning in March 2015 objects from the collection will once again be loaned to the Aurora Public Library for their rotating displays (10-15 per year)*
 - Staff time
 - An accurate, up-to-date database of collection holdings to identify objects which could be used in community displays
 - Approved Loan Agreement forms available
 - Archival packaging materials to wrap objects for transport purchased
- ✓ *By the end of 2016 an app/cultural portal will be developed to interpret sites throughout the Town*
 - Increase budget for project development
 - Additional Curatorial Staff hired to research and develop material for interpreting Town sites

Collections Management



Collections Management

Goal: To Maintain and Develop the Collection in Accordance with Accepted Museum Standards and Practice

Strategy 1: Ensure that every artifact in the collection is properly documented

- Objective 2A: Purchase appropriate collections software to accession, catalog, document, photograph and inventory collection
- Objective 2B: Review Gift Binders, Accession Files and Card Catalogues for proper documentation of collection
- Objective 2C: Consult with the Archives Association of Ontario regarding the proper procedures for Archive documentation/cataloguing
- Objective 2D: Begin the systematic cleanup of the database
- Objective 2E: Address the backlog of items awaiting accession/cataloguing

Measure of Success & Determining Factors:

- ✓ *By 2017 all existing collection records will have been reviewed*
 - Curatorial filing system setup
 - New collections management software purchased and installed
- ✓ *By 2017, 100% of new acquisitions will be catalogued within six months of being acquired*
 - Additional Curatorial Staff hired
 - Secure an additional 100 square feet of workspace with office furniture
 - Additional computer equipment/data ports for staff acquired
- ✓ *By 2018 all database entries will have been updated*
 - Additional Curatorial Staff hired
 - Secure an additional 100 square feet of workspace with office furniture
 - Additional computer equipment/data ports for staff acquired

- ✓ *By 2018 all backlog items will be accessioned into the collection and properly catalogued*
 - Additional Curatorial Staff hired
 - Secure an additional 100 square feet of workspace with office furniture
 - Additional computer equipment/data ports for Staff acquired
 - Additional storage space secured to properly house artifacts
 - Additional archival supplies purchased

Strategy 2: Ensure that all relevant policies and procedures are in place

- Objective 2F: Develop Mission and Mandate for the collection
- Objective 2G: Write Collections Management Policy and Procedures Manual
- Objective 2H: Draft Interpretation and Education Policy
- Objective 2I: Draft Integrated Pest Management and Disaster Plans

Measure of Success & Determining Factors:

- ✓ *By September 2015 a Mission and Mandate for the collection will be developed*
 - ✓ *By December 2015 a Collections Management Policy will be written*
 - ✓ *By Spring 2016 an Integrated Pest Management Plan will be written*
 - ✓ *By Summer 2016 a Disaster Plan will be written*
 - ✓ *By Fall 2016 an Education and Interpretation Policy will be drafted*
- Staff Time

Strategy 3: Maintain up-to-date location information for all objects in collection

- Objective 2J: Review and update current location of all items within the database
- Objective 2K: Record when items are moved from their current location
- Objective 2L: Implement barcoding to track inventory

Measure of Success & Determining Factors:

- ✓ *By the end of 2015 all object movement will be tracked within the database*
 - Additional computer equipment/data ports for Staff secured

- ✓ *By 2017 all existing collection location records will have been updated*
 - Hire additional Curatorial Staff

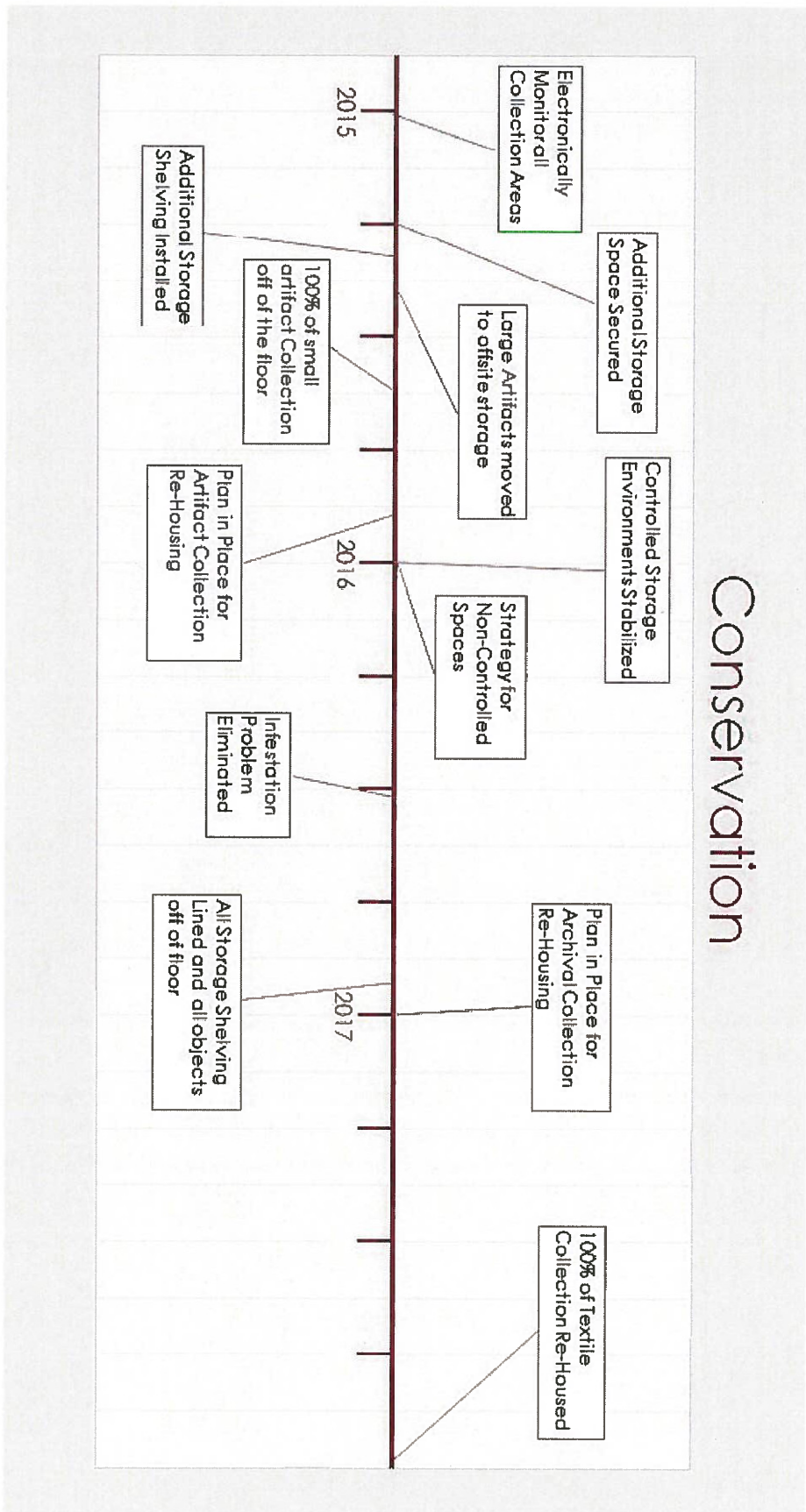
- ✓ *By the end of 2017 100% of the artifact collection and 10% of the archival collection will be barcoded*
 - Hire additional Curatorial Staff
 - Additional 100 square feet of workspace secured with office furniture

Strategy 4: Ensure compliance with Standards for Community Museums

- Objective 2M: Consult with Museum and Heritage Programs Advisor

Measure of Success & Determining Factors:

- ✓ *Compliance will be achieved by the end of 2016*
 - Collection Storage areas must be dedicated sole use spaces with access restricted to Curator or designate(s)
 - Basement Storage area cannot be shared with Cultural Centre
 - Policies and Procedures need to be written
 - Storage and Display Environments need to be stable
 - Collection needs to be properly documented
 - Staff need to be properly trained
 - Budgets for Exhibitions, Staff Training and Development must be allocated annually
 - An Active Volunteer Program must be in place



Conservation

Goal: Maintain and improve standards of curatorial custody, preservation, and conservation of the collection

Strategy 1: Monitor and stabilize the environmental conditions in which the collection is stored and exhibited

- Objective 3A: Purchase data loggers and begin a program of environmental monitoring in all collection storage and display areas
- Objective 3B: consult with the Canadian Conservation Institute regarding the environmental controls in all collection storage and display areas and draft strategy for remedial action

Measure of Success & Determining Factors:

- ✓ *By the end of 2015 all controlled storage areas will have stable environments*
 - Data loggers purchased and setup
 - Consultation with Canadian Conservation Institute and Archives Association of Ontario regarding environmental standards
 - Modifications to existing climate control systems
- ✓ *By the end of 2015 a strategy will be drafted to address non-controlled areas including the basement and exhibition spaces*
 - Possible design and purchase of additional HVAC equipment

Strategy 2: Improve the storage areas for the collection

- Objective 3C: Purchase additional shelving and storage equipment for the collection
- Objective 3D: Identify and secure additional storage spaces for the collection
- Objective 3E: Move large objects to new locations to address overcrowding issues

Measure of Success & Determining Factors:

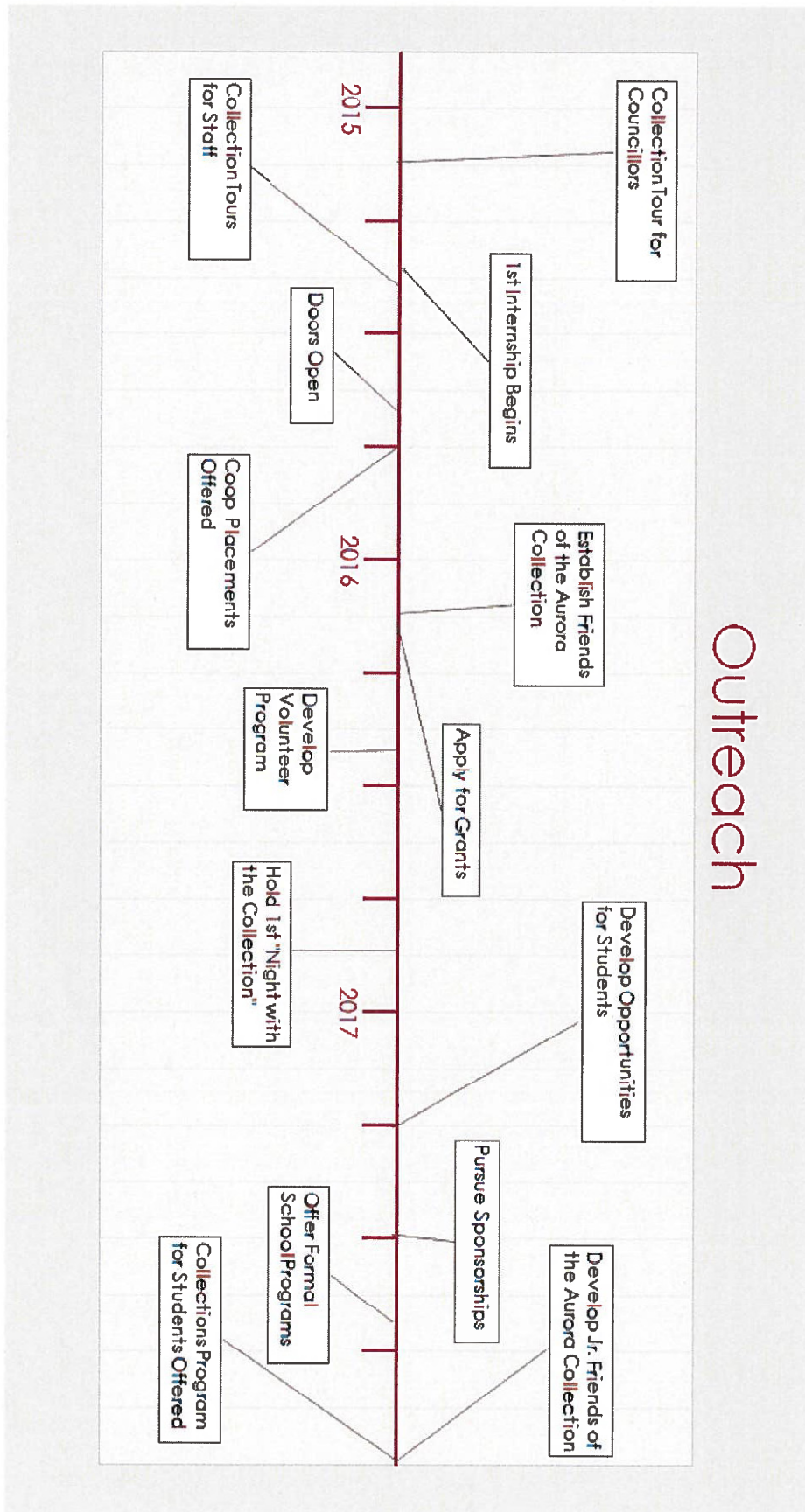
- ✓ *By May 2015 some of the larger objects will be moved offsite for storage*
 - Additional 300 square feet of storage space needed for present collection
 - Additional shelving purchased and installed
 - Availability of suitable volunteers to move heavy objects
- ✓ *By the end of 2016 no artifacts will be stored on the floor*
 - Additional shelving purchased and installed
 - Availability of suitable volunteers to move heavy objects

Strategy 3: Assess preventative and remedial conservation needs and take appropriate action

- Objective 3F: Purchase appropriate archival supplies for the collection
- Objective 3G: Begin re-housing artifacts and archival material at risk

Measure of Success & Determining Factors:

- ✓ *By the end of 2015 a plan and schedule for re-housing objects at risk will be in place*
 - Budget for Archival supplies
 - Availability of Suitable Volunteers
- ✓ *By the end of 2015 all storage shelves will be lined with cushioning archival foam*
 - Budget for Archival supplies
 - Availability of Suitable Volunteers
- ✓ *By the end of 2016 a plan and schedule for re-housing the archival collection will be in place*
 - Budget for Archival supplies
 - Availability of Suitable Volunteers
 - Unimpeded access to the Archives and Research Library
- ✓ *By the middle of 2016 the infestation in Textile Collection will be eliminated and at least 25% will be re-housed and by 2018 100% of the collection will be re-housed*
 - Budget for Archival supplies
 - Availability of Suitable Volunteers
 - Additional 500 square feet of prep space secured



Outreach

Goal: Connect, Engage and Inspire Our Community

Strategy 1: Plan open-door sessions

- Objective 4A: Invite Town Council and Staff to informal tours of the collections
- Objective 4B: Conduct regular “A Night with the Collections” throughout the year
- Objective 4C: Participate in Doors Open

Measure of Success & Determining Factors:

- ✓ *Beginning in 2015 the Museum & Archives will participate in yearly Doors Open Aurora events*
 - Budget for programming resources/supplies needed
- ✓ *By the end of 2015 at least two informal behind the scenes tours will have occurred*
 - Storage areas need to be accessible with objects properly stored on shelving
- ✓ *By 2018 regular “Night with the Collections” will be held at least 3 times per year*
 - Storage areas need to be accessible with objects properly stored on shelving
 - Budget for programming resources/supplies needed
 - Additional Curatorial Staff hired
 - Access to meeting space within the Cultural Centre

Strategy 2: Connect with the Youth of the Town

- Objective 4D: Provide Coop placements for local High School students
- Objective 4E: Develop an Internship program for College and University Students
- Objective 4F: Develop a program for students to work directly with the collection
- Objective 4G: Develop educational programs for school groups
- Objective 4H: Create a Junior Friends of the Museum Program

Measure of Success & Determining Factors:

- ✓ *By the Summer of 2015 at least one intern will be secured*
 - Availability/interest from University and College Students
 - Additional office furniture and computers secured

- ✓ *By the Fall of 2015 a formal relationship will be in place with local high school coop programs*
 - Availability/interest High School Students
 - Additional office furniture and computers purchased

- ✓ *By late 2017 formal educational programs will be available for school groups*
 - Education/Programming Staff hired
 - Additional 100 square feet of office space secured
 - Additional 1500 square feet of programming space secured
 - Additional budget for educational resources and supplies
 - Additional 150 square feet of storage space for program equipment/supplies

- ✓ *By 2018 a program will be in place for local school groups to work directly with the collection*
 - Education/Programming Staff hired
 - Additional 100 square feet of office space secured
 - Additional 1500 square feet of programming space secured
 - Additional budget for educational resources and supplies
 - Additional 150 square feet of storage space for program equipment/supplies

- ✓ *In 2018 a Junior Friends of the Museum program will be available for 6-12 year old Aurora residents during the summer months*
 - Education/Programming Staff hired
 - Additional 100 square feet of office space secured
 - Additional 1500 square feet of programming space secured
 - Additional budget for educational resources and supplies
 - Additional 150 square feet of storage space for program equipment/supplies

Strategy 3: Connect with Local Residents

- Objective 4I: Form a “Friends of the Aurora Collection” volunteer organization to assist with fundraising and other collection activities
- Objective 4J: Create a volunteer program for interested individuals to work directly with the collections such as curating exhibitions/displays
- Objective 4K: Begin compiling files on potential donors with artifacts and documents

Measure of Success & Determining Factors:

- ✓ *By Fall 2016 a Friends Organization will be up and running*
 - Budget for marketing and outreach materials
 - Availability of interested Town residents
 - Formal Volunteer program set up through the Town

- ✓ *By 2017 a core group of volunteers will be actively working with the collection*
 - Availability of interested volunteers
 - Additional 100 square feet of workspace secured
 - Additional Office Furniture and Computers acquired
 - Additional budget for research/collection supplies
 - Unimpeded access to the Archives and Research Library

Strategy 4: Build Community Resources to Ensure Sustainability

- Objective 4L: Investigate and pursue grant opportunities
- Objective 4M: Investigate and pursue sponsorship opportunities

Measure of Success & Determining Factors:

- ✓ *By 2017 we will have applied for at least one grant to fund collection activities*
 - Compliance with Ministry Standards for Community Museums
 - Availability of appropriate grants to apply for

- ✓ *By 2018 we will have secured at least one sponsor for programming activities*
 - Programs in place to secure sponsorship for

Financial Implications

Additional Space Requirements (Square feet)	2015	2016	2017
Collection Storage	300	-	100
Exhibition and Display	-	-	1000
Office	-	100	100
Curatorial Work	-	-	200
Education/Programming Space	-	-	1500
Education/Programming Storage	-	-	150
Total Additional Space Required	300 sq. feet	100 sq. feet	3050 sq. feet

Staffing Requirements	2015	2016	2017
Curator	1	1	1
Curatorial Assistant Part-time Secondment (6 hr/wk)	1	-	-
Curatorial Assistant Full-time	-	1	1
Research Assistant Part-time (Summer)	-	1	1
Educator/Programmer Full-time	-	-	1
Program Assistant Part-time (Summer)	-	-	1
Total Staffing Requirements	1 F/T 1 Secondment	2 F/T 1 P/T	3 F/T 2 P/T

Part-time Wages	Number of Hours	Hourly Wage	Number of Weeks	Subtotal	MERC (15%)	Total
Research Assistant	35	\$15.22	16	\$8,523.00	\$1,278	\$9,801
Program Assistant	35	\$15.22	16	\$8,523.00	\$1,278	\$9,801

Draft Operating Budget	2015	2016	2017
HR			
Salaries – Permanent Staff	\$107,438	\$170,000	\$230,000
Salaries – Part time	0	\$9,801	\$19,602
Total HR	\$107,438	\$179,801	\$249,602
Access			
Exhibition Expenses & Programming	\$8,000	16,000	25,000
Online Content Management (Collection)	0	\$2,000	\$2,000
Online Initiatives (broader context – app/portal)	0	\$5,000	\$15,000
Total Exhibition Costs	\$8,000	\$23,000	\$42,000
Collections Management/Conservation			
Rolling Storage Maintenance Fees/Plan	0	\$500	\$500
Database Support Fees	\$500	\$500	\$500

Special Projects (e.g. Textile and Object Re-House)	\$2,000	\$7,000	\$7,000
Conservation Supplies	\$2,000	\$5,000	\$5,000
Space Preparation / Re-organization	\$1,500	\$3,500	\$3,500
Total Collections Management Costs	\$6,000	\$16,500	\$16,500
Outreach Material & Supplies	\$1000	\$2,500	\$10,000
General Office Supplies	\$1,000	\$1,500	\$2,000
Professional Development			
Memberships	\$600	\$700	\$700
Training and Development	\$1500	\$1,820	\$2,130
Total Operating Costs	\$125,538	\$225,821	\$322,932

Draft Capital Budget – Exhibit/Storage/Office	2015	2016	2017
Exhibition Cases / Modular Walls / Fixtures	\$30,000	-	\$30,000
Lighting	\$5,000	\$5,000	\$10,000
Storage Shelving / Racking / Cabinets	\$13,000	-	\$10,000
Specialized Vacuum	\$2,700	-	-
Digital Camera / Scanner	\$2,800	-	-
Monitoring Equipment	\$1600	\$2,000	\$1,000
Office Furniture	\$5,300	\$4,000	\$4,000
Computers/Hardware/Software	\$5,500	\$2,500	\$2,500
Network Cabling	\$16,000	-	\$5,000
Tables/Chairs/Equipment for Programming	-	-	\$15,000
Total Capital Expenses	\$81,900	\$13,500	\$77,500

Potential Grants	2015	2016	2017
Community Museums Operating Grant	-	-	30,000
Young Canada Works	-	7,000	14,000

Year One Implementation Plan - 2015

Objective	Who	Timing	Staff Resources
1A Office Furniture	Facilities / Procurement	April 2015 complete	FT Staff 1 week
1B Network Cabling	IT	February 2015	FT Staff 2 weeks
1C Filing Systems	Curator	March 2015 initiate	FT Staff - ongoing
1D Display cases	Curator	February 2015	FT Staff – 1 month
1E Modular Walls	Curator	March 2015	FT Staff – 2 weeks
1F Purchase lighting	Curator	April 2015	FT Staff – 1 week
1G Exhibition Development	Curator	Opening June 25, 2015	FT Staff 4 months
1H Develop Exhibition Plan	Curator / Intern	Late 2015 initiate	FT Staff 3 months
1I Develop Exhibits for Library/Hall Cases	Curator	Spring 2015 initiate	FT Staff – 2 hours/week
1J Digitization Equipment	Curator	April 2015	FT Staff – 3 months
1K Develop Online Content	Curator	Fall 2015 initiate	FT Staff 3 hours/week
1L Explore Social Media	Curator / Corporate Communications/Intern	Fall 2015 initiate	FT Staff 1 hour/week
1M Set Research Day	Curator	January 2015	FT Staff 1 day
1N AHS Partnership	Director/Curator/AHS	Ongoing	FT Staff - 2 hrs/month
1O Reference Repository	Curator / AHS	Ongoing	Volunteer
1P Local Partnerships	Curator / Local Groups	February 2015 initiate	FT Staff - 2 hrs/month
2A Collections Software	Curator / IT	Early 2015 completed	FT Staff – 2 months
2B Documentation Review	Curator / Intern / Curatorial Secondment	Spring 2015 initiate	FT Staff Multi-year project
2C Consult AAO	Curator	April 2015	FT Staff 6 hour site visit

**Finance Advisory Committee Meeting Agenda
Tuesday, July 12, 2016**

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2D Database Cleanup	Curator	Summer 2015 start	FT Staff Multi-year project
2F Mission and Mandate	Curator	Sept. 2015 complete	FT Staff 1 month
2G Collections Policy	Curator	Dec. 2015 complete	FT Staff 2 months
2H Interpretation Policy	Curator	Fall 2016 complete	FT Staff 1 month
2I Pest & Disaster Plans	Curator	Summer 2016 complete	FT Staff 1 month
2J Update Locations	Curator / Intern / Secondment	Spring 2015 start	FT/PT Staff 2 hrs/wk
2K Tracking Collection	Curator / Intern / Curatorial Secondment	Spring 2015 start	FT/PT Staff - ongoing
2M Ministry Compliance	Curator	January 2015 initiate	FT Staff time - ongoing
3A Monitoring	Curator	January 2015 initiate	FT Staff 1 hr/week
3B CCI Consultation	Curator / CCI	January 2015 requested	FT Staff - ongoing
3C Storage Equipment	Curator / Facilities	April 2015 completed	FT Staff – 3 months
3D Additional Space	Director/Curator/ Facilities	January 2015 initiated	FT Staff - ongoing
3E Relocate Large Artifacts	Curator / Curatorial Secondment	April/May 2015	FT Staff – 3 months
3F Archival Supplies	Curator	January 2015 initial	FT Staff 2 weeks
3G Re-housing Project	Curator / Intern / Volunteers	Summer 2015 initiate	Multi-year project FT Staff 3-6 hours/week
4A Informal Tours	Curator / Councilors / Town Staff	February 2015 initiate	FT Staff 2 hours/month
4C Doors Open	Curator	August 2015	FT Staff 2 months
4D Coop Placements	Curator / Coop Coordinator / Students	Fall 2015 start	FT Staff 10 hours plus ongoing supervision
4E Internships	Curator / Internship Coordinator / Students	April 27, 2015 start	FT Staff 10 hours plus ongoing supervision
4K Donor Files	Curator	May 2015 initiate	FT Staff - ongoing

Year Two Implementation Plan - 2016

Objective	Who	Timing	Budget Implications
1G Yearly Exhibition Aurora Room	Curator/Curatorial Assistant	Install Spring 2016	FT/PT Staff 3 months
1I Develop Exhibits for Library/Hall Cases	Curator / Curatorial Assistant / Intern	Ongoing	FT/PT Staff 2 hrs/wk
1K Develop Online Content	Curator/Curatorial Assistant	Ongoing	FT/PT Staff 3 hrs/wk
1L Social Media	Curator / Intern / Communications	Ongoing	FT/PT Staff 2 hrs/wk
1N AHS partnership	Director/Curator/AHS	Ongoing	FT Staff 2 hrs/month
1P Partnerships	Curator / Local Groups	Ongoing	FT Staff 1 hour/week
1Q App/Cultural Portal	Director / Curator / Communications	Early 2016 initiate	FT/PT Staff tbd
2D Database Cleanup	Curator	Ongoing	Multi-year project FT Staff
2E Backlog	Curator / Curatorial Assistant / Intern	Summer 2016 initiate	FT/PT Staff 6 months
2L Barcoding	Curator / Curatorial Assistant	Summer 2015 initiate	FT/PT Staff - ongoing
3G Re-Housing Artifacts	Curator / Curatorial Assistant / Volunteers	Ongoing	FT/PT Staff 1 day/wk
4B Special Evenings	Curator	Fall 2016 initiate	FT Staff 3 month initial
4C Doors Open	Curator / Doors Open	August 2016 tbd	FT Staff 20 hours
4I Volunteer Organization	Curator / Volunteers	Early 2016 Initiate	FT Staff – ongoing
4J Volunteer Program	Curator	Mid 2016 initiate	FT Staff – ongoing
4L Pursue Grants	Curator	Early 2016 initiate	FT Staff as needed

Year Three Implementation Plan - 2017

Objective	Who	Timing	Budget Implications
1G Yearly Exhibitions in Aurora Room	Curator/Curatorial Assistant	tbd	FT/PT Staff 3 months
1I Develop Exhibits for Library/Hall Cases	Curator / Curatorial Assistant / Intern	Ongoing	FT/PT Staff 2 hrs/wk
1K Web Content	Curator/Curatorial Assistant	Ongoing	FT/PT 3 hours/week
1L Social Media	Curator / Intern / Communications	Ongoing	FT/PT Staff 2 hrs/wk
1N AHS partnership	Director/Curator/AHS	Ongoing	FT Staff 2 hrs/month
1P Partnerships	Curator / Local Groups	Ongoing	FT Staff 2 hours/week
1Q App/Portal Development	Director/ Curator / Communications	Ongoing	FT Staff tbd
2E Backlog	Curatorial Assistant/Summer	Ongoing	FT/PT Staff 6 months
2L Barcoding	Curatorial Assistant/Summer	Ongoing	FT/PT Staff 3 hrs/wk
3G Re-Housing Artifacts	Curator / Curatorial Assistant / Intern	Ongoing	FT/PT Staff 1 day/wk
4B Special Evenings	Curator	Ongoing	FT Staff 2 months
4C Doors Open	Curator / Doors Open	August 2017 tbd	FT Staff 20 hours
4F Student Opportunities	Educator / Programmer	Spring 2017 initiate	FT/PT Staff 3 hrs/wk
4G Education Program	Educator / Programmer	Spring 2017 initiate	FT Staff 6 months
4H Jr. Friends Program	Educator	Fall 2017 initiate	FT Staff 3 months
4L Grants	Curator	Ongoing	FT Staff as needed
4M Sponsorship	Curator/Business Support	Mid 2017 initiate	FT Staff tbd



MEMORANDUM

DATE: July 12, 2016

TO: Chair Thompson and Members of Finance Advisory Committee

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

RE: **2017 Budget Documentation Modifications**

RECOMMENDATIONS

THAT the memorandum regarding 2017 Budget Documentation Modifications be received; and

THAT the comments of the Committee be referred to staff for consideration.

At a previous Finance Advisory Committee (FAC) meeting at which the Parks & Recreation Services department budget was under review, there was discussion of a need to revisit the format of the financial tables as presented within departmental business plans for additional clarity. The proposal was to separate out line items which are highly volatile due to development activity level changes, as well as separate out internal transfers and similar items. The intent of the proposed change is to more clearly outline the core revenues and expenses which are well within the influence and/or control and responsibility of department management. In addition, the FAC expressed a desire to review key service results in conjunction with planned and actual financial results.

Attached is a reformatted financial table presentation of the Parks & Recreation Services department budget for review and comment by the Committee. The lower section is the new section containing the "Development and miscellaneous items". Accordingly, the sections above this are the items for which the department should be held accountable, for routine operational matters, budgets and forecasts. Staff are anticipating that such segregation of these types of accounts will improve the accountability and clarity of the budget documents.

Also attached for review and feedback is an alternative presentation of the Parks & Recreation Services department budget information. This format aligns budget requirements with key departmental service lines, and integrates planned service result information. The data and KPIs are illustrative only, and is not necessarily data currently being tracked by the department.

ATTACHMENTS

Attachment 1 – Parks & Recreation Services 2017 Operating Budget (reformatted)
Attachment 2 – Parks & Recreation Services 2017 Operating Budget by Key Service Line

Parks, Recreation and Cultural Services

Total Parks & Recreation Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Draft Budget
Personnel Costs	6,174.9	6,570.9	6,570.9	6,570.9
Other Expenditures	2,907.9	2,345.3	2,345.3	2,245.3
Total Expenditures	9,082.9	8,916.2	8,916.2	8,816.2
Revenues	(6,081.0)	(5,410.5)	(5,410.5)	(5,410.5)
Net	3,001.9	3,505.7	3,505.7	3,405.7

Change from 2016 Budget (2.9%) Unfavorable
 Change from 2017 Recommended Outlook of \$3,466.2K: (1.7%) Favorable

The overall departmental costs and revenues are as follows:

Total Parks & Recreation Services	2015 Actual	2016 Budget (adjusted)	2016 Projected Year End Actuals	2017 Draft Budget	2016 Budget vs 2017 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	6,174.9	6,570.9	6,570.9	6,570.9	(0.0)	(0.0%)
Other Costs:						
Contracts						
Cultural Services	377.0	377.0	377.0	377.0	-	-
Community Programs	345.7	145.1	145.1	145.1	(0.0)	(0.0%)
Special Events	257.9	260.2	260.2	260.2	(0.0)	(0.0%)
Grass Cutting	27.5	35.0	35.0	35.0	-	-
Shrub Bed Maintenance	96.8	100.0	100.0	100.0	-	-
Arboricultural Services	24.3	60.0	60.0	60.0	-	-
Other	25.2	218.2	218.2	218.2	(0.0)	(0.0%)
Operating Materials & Supplies						
Park Maintenance Materials	213.1	236.8	236.8	236.8	(0.0)	(0.0%)
Program Materials	42.2	44.7	44.7	44.7	-	-
Other	32.3	37.9	37.9	37.9	-	-
Park Operation Utilities (incl. water)	212.6	165.5	165.5	165.4	0.1	0.0%
Soccer Bubble Reality Taxes	68.5	75.0	75.0	75.0	-	-
Security	30.2	35.0	35.0	35.0	-	-
Purchase of Trees	50.5	50.0	50.0	50.0	-	-
Printing - Advertising	42.4	42.4	42.4	42.4	-	-
Contributions TO Reserves	50.1	71.0	71.0	71.0	0.0	
All Other Expenses	349.9	391.6	391.5	391.6	(0.0)	(0.0%)
Total Other Costs	2,246.2	2,345.3	2,345.3	2,345.3	(0.0)	(0.0%)
Total Expenditures	8,421.2	8,916.2	8,916.2	8,916.2	(0.0)	(0.0%)
Revenues:						
Community Program Revenues	(2,104.7)	(2,696.9)	(2,696.9)	(2,696.9)	-	-
Parks Dev DC Fee Reserve Draw	(154.4)	(156.4)	(156.4)	(156.4)	0.0	0.0%
Landscape Fee Reserve Draw	(60.0)	(17.9)	(17.9)	(17.9)	0.0	0.2%
Contributions From Developers	(1.0)	-	-	-	-	n/a
Facility Driven Revenues	(2,085.5)	(2,097.3)	(2,097.3)	(2,097.3)	(0.0)	(0.0%)
All Other Revenue	(1,013.6)	(442.0)	(442.0)	(442.0)	(0.0)	(0.0%)
Total Revenue	(5,419.3)	(5,410.5)	(5,410.5)	(5,410.5)	-	-
Net Core Operating	3,001.9	3,505.7	3,505.7	3,505.7	(0.0)	(0.0%)

Development & Other Miscellaneous Activities

Contributions to Discretionary Reserves	661.7	-	-	-	-	n/a
Total Expenditures	661.7	-	-	-	-	n/a
Revenues:						
Landscape Fees	(309.5)	-	-	-	-	n/a
Contributions From Developers	(352.2)	-	-	-	-	n/a
Total Revenue	(661.7)	-	-	-	-	n/a
Net Development & Other Miscellaneous Transfers	-	-	-	-	-	n/a

Attachment 2

2017 OPERATING BUDGET BY KEY SERVICE LINE

KEY SERVICE	PERSONNEL		Financials				Service Result(s)				
	FTEs	\$'s	OTHER OPERATING	REVENUE	NET OPERATING	Description	Approved / Desired Result	Planned Result	2015 Final	Planned Result versus 2015	
Recreation Programming, Registration & Reception	21.79	3,132.5	516.2	(2,183.6)	1,465.1	Growth in Total Registrations each annum (%)	1	0.5	0.5	-	
Fitness	2.51	549.8	28.0	(420.0)	157.8	User Satisfaction (Max.10)	8	7	6	1	
Culture / Special Events	3.42	441.6	736.7	(191.0)	987.4	Resident Satisfaction (Max.10)	8	7	6	1	
Facilities Booking & Advertising	3.55	289.3	27.7	(2,170.7)	(1,853.7)	Facility Vacancy Rate (%)	20	25	27	-2	
Parks Management	18.23	2,157.7	936.7	(445.3)	2,649.2	User Satisfaction (Max.10)	8	8	7	1	
	49.50	6,570.9	2,245.3	(5,410.5)	3,405.7						

Improvement versus 2015
No Change
Material reduction versus 2015



**EXTRACT FROM
COUNCIL MEETING OF
TUESDAY, MAY 10, 2016**

7. ADOPTION OF ITEMS NOT REQUIRING SEPARATE DISCUSSION

Items 1 (with the exception of sub-items 7, 10, 11, 12, 17, and 21) and 3 were identified as items not requiring separate discussion.

**Moved by Councillor Pirri
Seconded by Councillor Humfryes**

THAT the following recommendations with respect to the matters listed as “Items Not Requiring Separate Discussion” be adopted as submitted to Council and staff be authorized to take all necessary action required to give effect to same:

1. General Committee Meeting Report of May 3, 2016

THAT the General Committee meeting report of May 3, 2016, be received and the following recommendations carried by the Committee be approved:

(18) Finance Advisory Committee Meeting Minutes of April 19, 2016

THAT the Finance Advisory Committee meeting minutes of April 19, 2016, be received for information.

CARRIED



**EXTRACT FROM
COUNCIL MEETING OF
TUESDAY, JUNE 28, 2016**

7. ADOPTION OF ITEMS NOT REQUIRING SEPARATE DISCUSSION

Items 1 (with the exception of sub-items 3, 10, and 17), and 2 were identified as items not requiring separate discussion.

**Moved by Councillor Thompson
Seconded by Councillor Gaertner**

THAT the following recommendations with respect to the matters listed as “Items Not Requiring Separate Discussion” be adopted as submitted to Council and staff be authorized to take all necessary action required to give effect to same:

1. General Committee Meeting Report of June 21, 2016

THAT the General Committee meeting report of June 21, 2016, be received and the following recommendations carried by the Committee be approved:

(14) Finance Advisory Committee Meeting Minutes of May 24, 2016

THAT the Finance Advisory Committee meeting minutes of May 24, 2016, be received for information.

CARRIED