



**TOWN OF AURORA
COUNCIL REPORT**

No. CFS12-006

SUBJECT: *2012 Operating and Capital Budgets*

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

DATE: *February 14, 2012*

RECOMMENDATIONS

- a) ***THAT the 2012 Operating Budget summarized in Schedule 2 which reflects all revisions recommended for approval by Budget Committee, resulting in a total tax levy of \$31,515,900, and a total expenditure plan of \$49,774,900, and a 2.42% tax bill increase when combined with the regional and education shares of the tax bill , be approved; and***
- b) ***THAT the 2012 Capital Budget for Repair and Replacement of existing infrastructure totalling \$8,500,100 as listed in Schedule 6, which reflects all revisions recommended for approval by Budget Committee, be approved; and***
- c) ***THAT the 2012 Capital Budget for Growth and New Capital totalling \$13,205,700, as listed in Schedule 7, which reflects all revisions recommended for approval by Budget Committee, be approved; and***
- d) ***THAT the 2012 Capital Budget for Studies and Other Projects totalling \$546,700 as listed in Schedule 8, which reflects all revisions recommended for approval by Budget Committee, be approved; and***
- e) ***THAT the Town's full-time staff complement be increased by 5 to 199 (excluding Library Board and York Central Fire staff) as presented in Schedule 5 and funded in the 2012 Operating Budget; and***
- f) ***THAT staff prepare the necessary by-law for adoption by Council to set 2012 tax rates and payment dates.***

PURPOSE OF THE REPORT

To present for formal adoption the 2012 Operating and Capital Budgets as recommended for approval by the Budget Committee on January 23, 2012.

BACKGROUND

2012 Budget had many challenges from the outset.

Budget preparations for 2012 were initiated by Council on July 12, 2011. The 2012 budget directives were to:

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

Key issues anticipated for 2012 budget:

- i) Weakened Economy: Difficult economic times result in taxpayers and Council expecting strong value for dollar. Despite the weakened economy, the Town's assessment base still grew by 2.07% for the 2012 taxation year, compared to 2.7% for 2011. This reduced growth will somewhat limit the Town's ability to accommodate this growth and inflation without tax increases.
- ii) Increased Costs for Fire Services: Nearly 25% of the 2011 Aurora tax levy funded the fire and emergency services provided by Central York Fire Services (CYFS). For 2012, Aurora's cost component increased by 9.8%, mainly due to 2012 being the first full year of operation of the new 24 hour coverage crew to meet the service needs of our growing community. The new crew is located in and serves the Town of Aurora. Fire Services costs are shared proportionately with our partner in the CYFS, Newmarket.
- iii) Benefits and salaries costs: Tax rate pressure was expected to arise from existing staffing and benefits costs. This base budget item includes a provision for cost of living adjustments (COLA) of 2.5% effective April 1, 2012 to the entire compensation grid of the Town, except Fire Services administered by Newmarket. Increased mandated employer share of pension contributions, and the annualization of new positions added in the 2011 budget have also adversely affected our base budget.
- iv) Continuing infrastructure rehabilitation and replacement needs: Older roads are requiring rehabilitation, while some vehicles, equipment and facilities needed to meet or provide the Town's services have reached the end of their economic lives and require replacement. Further, for a number of valid reasons, past recommendations for rehabilitation projects have been deferred by staff or Council in an effort to contain tax pressures. As the Town continues to grow, an increasing number of older assets come due for replacement or rehabilitation each year. Further, the costs of these projects often escalate at an inflation rate higher than the

general Canadian Consumer Price Index due to the materials required. The Town's capital rehabilitation program relies extensively on petrochemical products (in roofing, fuel and asphalt), structural steel and technology, all of which have experienced higher than average inflationary pressures. The ongoing aging of infrastructure, together with the past deferrals of projects continues to place pressure on the capital budget and reserve funds, and on staff to deliver effective and satisfactory performance from our infrastructure inventory.

- v) Requirement to Increase Reserve Contributions for Infrastructure Sustainability: Reserve funds established for infrastructure sustainability purposes have been relied upon continually for many years, without sustainable contributions to keep them replenished. Excluding land, the Town owns nearly \$400 million of assets which are depreciating over time, leading to requirements for major repairs, refurbishment or replacement. Relative to the asset inventory, the reserve funds are nearing depletion at about 1% of asset value. The current state of these reserves places pressure on the 2012 budgets in particular, as there exists limited available sources of funding for infrastructure sustainability projects during 2012 and beyond. In June 2011, Council received a ten year capital forecast and funding recommendations, which demonstrated a need to increase our annual contributions to these reserves by 1% of tax levy or more for at least the next ten years. The 2012 budget reflects this 1% tax rate pressure.
- vi) Water Bill costs include items which should be on the Tax Bill: Arising from Council discussions throughout the year, staff reviewed allocations of overheads and staff time which are made from the operating fund to the water and sewer budget for rate recovery. Arising from this detailed review, a significant reduction in the overall charge to water from the tax budget is being proposed. A corresponding savings occurs in the water budget.

In response to these anticipated pressures, all department heads were asked to submit budgets which reduced non-personnel expenses by 1%, limited new hires, and increased non-taxation revenues of fees and charges by 2% where possible.

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

On November 7, 2011, an overview of the first draft of the Town's Business Plans and the Operating and Capital budgets was presented to the Budget Committee. At that time, the draft budget had a total deficit of \$1,861,800, which if the entire deficit were to be funded through increased taxation, would equate to a tax rate increase of 6.20%.

Throughout the months of November, December and January, the Budget Committee deliberated the budget and made a number of changes. Those changes reduced the funding deficit by 23.1% to \$1,432,700, reducing the effective tax rate increase to 4.77%. Schedule 1 details these changes.

On January 24, 2012, the Budget Committee approved the 2012 Operating and Capital Budgets for recommendation to Council.

Schedule 2 shows the recommended 2012 *Operating Budget Summary by Department* Schedule 3's *Tax Rate Pressures Summary* graphically provides general information on the Base Budget for running today's Aurora, and preparing for the future's Aurora. Reviewing year-over-year changes in related groups assists in understanding the source of tax rate increase pressures, and Schedule 4 shows the *Expenditure Pressures and Revenue Changes* which details the increases in the 2012 Budget from the 2011 Approved Budget.

"Effective Tax Rate Increase" requires clarification.

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

THE OPERATING BUDGET

The 2012 Operating Budget provides an increase in total expenditures of \$1,677,700 or 5.58%, tax pressure change from \$48,097,200 in 2011 to \$49,774,900 in 2012. \$18,991,100 or 38.2% of these total expenditures are for direct personnel related costs.

The Operating Budget includes a decrease in non-taxation revenues of \$378,300 or a 1.26% tax pressure change from \$18,637,300 in 2011 to \$18,259,000 in 2012, summarized as follows:

Non-Tax Revenues Changes:

	2011 Budget	2012 Budget	Change fav / (unfav)	Percent Tax Pressure Change
Fees, Fines & Charges	10,531,900	10,990,600	458,700	1.53%
Federal Gas Tax Funding	1,461,000	1,461,000	0	0 %
Investment Income	1,840,000	1,700,000	(140,000)	(0.47%)
Transfers in from Reserves	4,804,400	4,107,400	(697,000)	(2.32%)
Total Non-Tax Revenue	18,637,300	18,259,000	378,300	(1.26%)

Taxation revenue has been budgeted to increase by \$2,056,000. The increase is comprised of two components: assessment growth and tax rate increase. Assessment growth is the result of an increasing number of assessable properties and structures within Town. Aurora's assessment base growth resulted in a 2.07% change in tax pressure, with \$623,300 of additional taxation revenue. The \$1,432,700 balance of the increase in taxation revenue will be generated by the 4.77% tax rate increase on all properties.

Town share of the tax bill to increase by 4.77%

To achieve a tax rate increase of 4.77% staff and Committee managed the costs of providing existing levels of services or service enhancements which would apply pressure to increase the tax rate. The 4.77% tax rate increase, or \$1,432,700 deficit, is broken down into the following elements:

	<u>Increase Amount</u>	<u>Tax Rate Pressure</u>
Running Today's Town of Aurora		
Town Provided Services		
(includes accommodating growth and inflation)		
Current Staffing Cost Increases	\$ 665,200	2.21%
Impact of last year's added staff	61,800	0.21%
Conversions of contract staffing to full-time	246,300	0.82%
Changes in contract staffing – one net addition	<u>54,700</u>	<u>0.18%</u>
Staff related costs pressures	1,028,000	3.42%
Net expenditure reductions/non-tax revenue increases	<u>(864,300)</u>	<u>(2.88%)</u>
	\$165,700	0.54%
Fire & Emergency Services – net cost increase	974,800	3.24%
Library Services – net cost increase	208,000	0.69%
Less: Growth taxes from new properties	<u>(623,300)</u>	<u>(2.07%)</u>
Tax Pressures of Running Today's Aurora	\$723,200	2.41%
Preparing for the Future Aurora		
Additional contribution to reserves for maintaining our infrastructure assets	<u>300,500</u>	<u>1.00%</u>
Net Revenue Increase	\$1,023,700	3.41%
Transfer of costs from Water Bills		
Costs previously paid by water bills, not paid by tax	<u>409,000</u>	<u>1.36%</u>
Net Tax Rate Increase	<u>\$1,432,700</u>	<u>4.77%</u>

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

Running Today's Town of Aurora

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

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

The Town experiences inflation in all of its operating, capital and utility services budgets. Staffing and related benefits is a significant component of the town's expenditures. Pressures include inflationary wage adjustments, significant increases in the costs of existing pension and benefits plans (without enhancement to the plans), as well as bringing on additional staff necessary to meet the service needs of our expanding community facilities, population and the associated volume of activities. The 2012 budget provides for the conversion to full time employment status of four positions which are currently staffed with temporary contract staff. One net new position is added by way of one new contract staff position. The total staffing related tax pressure in 2012 is 3.42%.

All departments were challenged to accommodate these personnel cost pressures, yet maintain our existing service levels by actually reducing non-personnel expenses by at least 1%, while also reviewing revenue fees and volumetric estimates for non-tax revenues. The net impact of these reviews on the overall Town controlled budget was net cost reduction of \$864,300 or 2.88%, bringing the tax impact of the Town's administered department costs to only 0.54%, without the benefit of any new tax revenue from the new properties driving the growth pressures.

Four different factors affected costs of Emergency Services totalling 3.24%

Share of the Budget: 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 2012, Aurora's proportionate share increased from 39.49% to 40.73% of the CYFS operating budget approved by the Joint Council Committee. This share increase adds \$229,800 to Aurora's operating budget.

Partial funding of new crew in 2011: The 2011 budget did not budget costs for the full year of the new crew added in 2011, resulting in an additional \$165,500 impact to Aurora in 2012.

Inflation and growth pressures: The Fire & Emergency Services budget is also affected by inflation, salary and benefits pressures. The Joint Council Committee for Central York Fire Services approved a 2012 operating budget which was 6.38% higher than the 2011

approved budget. This year's approved budget adds \$478,600 to the Aurora budget, part of which is the above noted \$165,500, leaving \$305,600 being inflationary and growth costs pressures.

As part of the budget review process it was agreed with each municipality that snow plowing of each local fire hall would be the responsibility of the respective area municipality. Such service could be provided internally or by way of a third party contract. For Aurora, our Parks & Recreation Services has agreed to provide this service for an annual fee of \$6,000. This cost to Fire & Emergency Services is off-set in Aurora by a new revenue included in the Parks & Recreation Services budget.

Planned phase-in of costs of 2011's new crew: In 2011, Aurora drew from our Stabilization Reserve to cushion the impacts of the significant tax rate pressures created by the new full-time additional crew. It was anticipated that such draw from Stabilization would be about halved for 2012, and reduced to zero for 2013, effectively phasing in the new crew over three years. The 2012 recommended draw is in the amount \$280,400, a reduction of \$260,400 from the prior year.

Combined, these four factors added a total of \$974,800 or 3.24% to the tax rate pressures.

Library Services funding increases by 7.0% from 2011, adding 0.69% to tax pressure

The Library Board brought forward a budget funding requisition of \$3,199,700, being \$208,000 or 6.9% higher than last years funding from the tax base. The Town of Aurora Council does not approve how Library funds are spent, but rather determines the tax funding allocation for library services each year. The Library requisition included funding required for a new staff position. The net result is an increase in Library Funding over 2011 which results in a 0.69% tax rate pressure.

Growth Tax Revenues – 2.07% tax rate pressure relief from taxes from new development

During the course of 2011, new construction and other development activities have resulted in new assessment being added to the community. This new growth represents an estimated 2.11% growth in tax revenues to the Town for 2012, or \$623,300. This growth amount does not stem from the phase-in of reassessment adjustments for individual properties. This additional growth revenue reduces the combined tax pressure of the foregoing budget changes by 2.07%.

Described above, the total costs to run Aurora today have increased by \$723,200, requiring a tax rate increase of 2.41%.

Preparing for the Future Aurora

Increased Contributions to Capital: 1.0% tax rate pressure

In June, 2011, Council received for information a 10 Year Capital Investment Plan. This Plan outlined expected and required capital investments separately for repair and replacement of existing infrastructure, investment in new infrastructure to meet the needs of growth of the community, as well as investment in major studies or other projects needed from time to time by the Town. The 10 Year Plan demonstrated that the existing

reserves for infrastructure renewal require annual increases to the tax sourced contributions. The Plan outlined a 1% of tax levy increase annually for 10 years should bring the annual contribution to a sustainable level for years beyond this.

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

Contributions To:	2011	Increase	2012
Repair & Replacement	2,554,600	300,500	2,855,100
Growth & New	405,500	- 0 -	405,500
Studies & Other	250,000	- 0 -	250,000
Total	3,210,100	300,500	3,510,600

Transfer of Costs from Water Bills

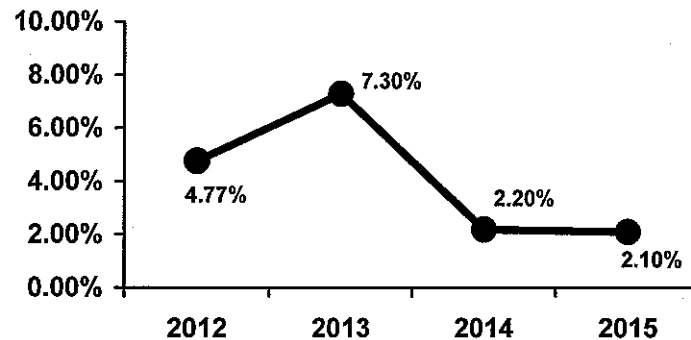
Arising for the Council requested review of Town administrative charges to and from the water budget, a total of \$293,000 previously charged to water is no longer supported by staff. In addition, water used by our Parks Operations group for field irrigation and winter ice making was previously not billed to the tax operating budget. This amount has been determined to be \$116,000. The total of these changes results in a \$409,000 increase in tax funding required, and results in a tax rate pressure of 1.36%. A corresponding savings occurs in the water budget. All other facilities operated by the Town were confirmed as being metered and billed for water, and paid by the tax budget.

Overall, the 2012 Operating Budget requires an additional \$1,432,700 to be raised from the tax levy. This represents a 4.77% tax rate increase.

3-YEAR OPERATING BUDGET OUTLOOK

As part of the 2012 Operating Budget process, each department was asked to identify any items of note which are expected to have an operating impact in the 2013, 2014 or 2015 budget years. Using this information, and making informed projections of assessment growth revenue, inflation, infrastructure pressures, and other budget drivers, Finance has consolidated this information, presented in Schedule 10. The following table outlines the expected tax rate pressures in each separate year, with the assumption that the tax pressure of the prior year was approved.

Tax Rate Pressure Forecast



Key pressures in 2013 which will be evaluated during 2012 include contributions to a reserve to fund expected removal and replacement of ash trees killed by the Emerald Ashborer Beetle, increased contributions to infrastructure reserves, a final phase-in of the costs of the new fire crew added in 2011, as well as the onset of operating costs of a new youth centre which is expected to open in 2013. The year is also expected to see a drop in Planning Application Fees as the work on the 2C lands around St. John's Sideroad and Leslie Street begins to move past the planning stages and into the construction phases. Building permit revenues do not impact tax rates due to regulations from the Province.

CAPITAL BUDGETS

For 2012, the capital budget has been presented in three parts for more focussed examination due to the fundamental differences in funding sources:

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

As a result of the concept of a "Cash to Capital" reserve allocation from tax levy, and the internal funding of capital coming from resultant "infrastructure" and other reserves, there is no longer a direct tax effect by the capital budget. As such, the Committee recommended capital budget is driven by asset need rather than impact on taxes. A number of projects have been noted in the schedules as "approved subject to further report from staff". These projects have been approved in principle, yet Council has asked staff to provide additional information prior to any financial commitment for the project.

Repair and Replacement Infrastructure Projects - \$8.5 million recommended for investment in existing infrastructure

The proposed Repair and Replacement Capital Budget for 2012 represents a gross cost of \$8,500,100, funded mainly from capital reserves including the specific R & R reserves. The program includes restoration work to roads, water lines, sewer lines, storm water management systems, pavement and hardscaping, carpeting at the library, some fleet vehicles and some replacement equipment. Other projects, such as the reconstruction of Vandorf Sideroad, Hunters Glen Road and Centre Street are planned for design work to be done in 2012, with construction to be considered in the 2013 budget process. Management has confirmed they have the resource capacity to deliver the proposed capital program. Management have also confirmed that these are their priority projects in light of the new allocation of R&R reserves by asset group, and the asset managers agree with the limited submissions. Schedule 6 outlines the recommended *Repair and Replacement Capital* program by project.

Growth and Other New Infrastructure Projects - \$13.2 million investment for new capital additions

The proposed Growth and New Capital Budget represents a gross cost of \$13,205,700, funded mainly (42%) from development charges of \$5,511,207, with the remaining \$7,694,493 to be funded from town reserves. This capital program includes funding for the servicing of 15059 Leslie Street. Other significant projects include the site selection and construction of a new snow storage facility, as well as active recreational facilities at Stewart Burnett Community Park.

Schedule 7 outlines the recommended *Growth and New Capital* program for 2012.

Major Studies and Other Projects- strategic investments proposed at \$546,700

The proposed Major Studies Capital Budget represents a gross cost of \$546,700, fully funded from town reserves. Studies and projects for this year include developing a community improvement plan for the downtown area, updating the Town's road salt management plan, completing an inventory and condition assessment of all retaining walls owned by the Town, and developing an Economic Development Strategy for attracting and retaining employers for Aurora, along with some other smaller items.

Schedule 8 outlines the recommended Major Studies and Other Projects program for 2012.

Ten Year Capital Plan and financial forecast is continuously updated

In June 2011, staff presented a consolidated 10 year capital plan and funding proposals for review. This plan is continuously updated and used by the managers responsible for the condition and renewal of our existing assets and planning our future asset investments. The latest 10 year plan will be presented to the new Finance Committee of Council prior to the summer recess of 2012 for review prior to the 2013 budget process begins. The June 2011 version is available for public reference on the Town's website.

2012 BUDGET RECOMMENDATION

Overall, the Budget Committee recommends a 2012 Operating Budget which presents a proposed operational services bundle requiring an additional \$1,432,700 to be raised from the tax levy. This represents a 4.77% tax rate increase to fund new and existing services and initiatives. The Committee also recommends the adoption of three capital budgets, totalling \$22,252,500.

Residential tax bill Impacts can be quantified.

The 2012 Draft Operating Budget proposes a 4.77% tax rate increase on the Town portion only of the tax billing. This year's 4.77% increase applies to all classes of property, but only to the Town share of the 2011 tax billing. For reference, Schedule 11 outlines graphically the Aurora tax rate changes since 1991, and changes to our assessment base in the last five years.

For 2012, the Region of York has approved a net effective tax rate increase of 1.82%, applied to their share of the tax billing only.

The province's education rate is designed to be dollar neutral to the taxpayer despite their assessment increases. For 2012, the 2011 education rate of 0.231% has been reduced to 0.221% to remain revenue neutral with the higher assessment values.

When considering the budget changes for the Town and the Region, together with the revenue neutral change to the education tax rate, staff estimate the effective taxpayer impact to be a **2.42%** increase on their overall residential tax billing. This increase applies to properties which experienced the average reassessment phase-in change of 1.39% from 2011 to 2012 assessment value. Those properties with higher reassessment change will experience tax increases higher than 2.42%, while those with lower changes will see lower tax increases.

Budget Binder of details to be reissued

Staff are in the process of updating the entire budget binder of details which was previously circulated to members of Budget Committee at the beginning of budget deliberations. The update will reflect all changes to budgets and updates to 2011 actuals and will be circulated to all existing binder holders. Copies of the Budget Detail Binder will be available for inspection by the public at the Clerk's Counter on the Second Floor, the Info Aurora Counter on the Ground Floor of Town Hall, and at the Aurora Public Library.

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

CONCLUSIONS

In order to fund the needs of the Town in 2012, the total 2012 Budget requires an increase in tax levy from 2011 of \$1,432,700 for a total Municipal Tax Levy of \$31,515,900. This results in a tax rate increase of 4.77%. The Committee also recommends the adoption of three capital budgets, totalling \$22,252,500. The Water, Wastewater and Stormwater utility services budgets and rates will be considered under a separate report on tonight's agenda.

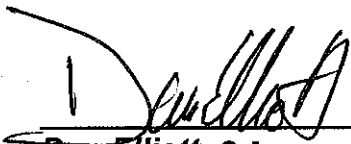
ATTACHMENTS

- Schedule # 1 – *Budget Committee Changes made to Draft Budget*
- Schedule # 2 – *2012 Operating Budget – Summary by Department*
- Schedule # 3 – *Graphic Tax Rate Pressures Summary*
- Schedule # 4 – *Detail of Expenditure Pressures and Revenue Changes*
- Schedule # 5 – *Staff Complement Changes*
- Schedule # 6 – *2012 Repair & Replacement Capital Program*
- Schedule # 7 – *2012 Growth and Other Infrastructure Capital Program*
- Schedule # 8 – *Studies and Other Capital Program*
- Schedule # 9 – *Reserve and Reserve Fund Schedule – Forecast 2012*
- Schedule # 10 – *Operating Budget Outlook and Details 2012-2014*
- Schedule # 11 – *Tax Rate Statistics*

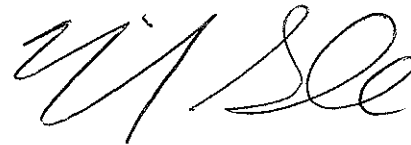
PRE-SUBMISSION REVIEW

Executive Leadership Team Meeting - Wednesday, February 8, 2012

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



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



Neil Garbe
Chief Administrative Officer

**Town of Aurora
2012 Operating Budget
BUDGET COMMITTEE CHANGES**

ADJUSTMENTS				RESULTS					
Ref.	Date of Decision	Department	ITEM	Change to Operating Budget	Running Revised Budget Increase	Impact on Town Rate	Running Town Rate Pressure	Effective Combined Tax Impact	
								Residential	Commercial
STARTING POINT - Proposed Budget Increase as of November 7 =				1,861,800			6.20 %	2.91%	1.63%
1	Nov 28	CAO	Remove Employee Recognition Funding	(8,500)	1,853,300	(0.03 %)	6.17 %	2.90%	1.63%
2	Nov 28	COUNCIL	Decrease Council Expenses	(3,000)	1,850,300	(0.01 %)	6.16 %	2.90%	1.63%
3	Nov 28	COUNCIL	Increase Education Grants	1,800	1,852,100	-	6.16 %	2.90%	1.63%
4	Dec 5	FIRE	JCC - Increase Fire COLA Index	47,000	1,899,100	0.16 %	6.32 %	2.95%	1.66%
5	Dec 5	FIRE	JCC - Remove Local Snow Plowing (Contractor)	(15,700)	1,883,400	(0.05 %)	6.27 %	2.93%	1.65%
6	Dec 5	FIRE	Add Aurora clearing local Fire Hall Snow	6,000	1,889,400	0.02 %	6.29 %	2.94%	1.65%
7	Dec 5	P & R	Add Parks Snow Clearing Revenue for Fire	(6,000)	1,883,400	(0.02 %)	6.27 %	2.93%	1.65%
8	Dec 5	ALL Depts	Incorporate Actual Benefits Rates	(139,500)	1,743,900	(0.47 %)	5.80 %	2.77%	1.56%
9	Dec 12	Taxation	Change in Assessment Growth from 2% to 2.12%	(34,100)	1,709,800	(0.11 %)	5.69 %	2.74%	1.54%
10	Dec 12	Taxation	Increase in 'Payments in Lieu of Taxes'	(30,000)	1,679,800	(0.10 %)	5.59 %	2.70%	1.52%
11	Dec 12	Corp R & E	Adjust Church St School Contract Indexing	3,500	1,683,300	0.01 %	5.60 %	2.70%	1.52%
12	Dec 12	Library	Adjust Library Draw - Actual Benefits Rates	(25,400)	1,657,900	(0.08 %)	5.52 %	2.68%	1.50%
13	Dec 12	Council	Add Hillary House Anniversary (Yr 2)	10,000	1,667,900	0.03 %	5.55 %	2.69%	1.51%
14	Jan 16	P & R	Delay Funding of Beetle Reserve Contribution	(100,000)	1,567,900	(0.33 %)	5.22 %	2.58%	1.45%
15	Jan 16	CAO	Remove Funding for Smart Commute	(10,000)	1,557,900	(0.04 %)	5.18 %	2.56%	1.44%
16	Jan 23	Corp R & E	Delete inflationary provision of Cash to Cap	(125,200)	1,432,700	(0.41 %)	4.77 %	2.42%	1.36%
				(429,100)		(1.43 %)			

CALCULATION OF IMPACT ON OVERALL TAX BILL	Estimated Tax Rate Pressure (from above)	RESIDENTIAL		COMMERCIAL	
		Share of Tax Bill	Weighted Tax Rate Pressure	Share of Tax Bill	Weighted Tax Rate Pressure
Town of Aurora	4.77%	34.0 %	1.62%	19.1 %	0.91%
Region of York	1.82%	44.0 %	0.80%	24.7 %	0.45%
Education	0.00%	22.0 %	0.00%	56.2 %	0.00%
			2.42%		1.36%

Town of Aurora
2012 Operating Budget
OPERATING BUDGET - SUMMARY BY DEPARTMENT

Schedule 2

<u>Shown in \$,000's</u>	<u>2011 Approved Budget (adjusted)</u>	<u>2012 Base Budget</u>	<u>New Items for 2012</u>	<u>2012 Recommended Budget</u>	<u>Dollar Change</u>	<u>Tax Pressure Change</u> <small>favourable / (unfavourable)</small>
Gross Expenses						
Council	\$ 670.4	\$ 610.5	\$ -	\$ 610.5	\$ 59.9	0.20 %
Chief Administrative Office	1,272.3	1,379.1	-	1,379.1	(106.8)	(0.36 %)
Customer & Legislative Services	1,669.4	1,699.3	21.8	1,721.1	(51.7)	(0.17 %)
Legal Services	1,068.5	830.9	-	830.9	237.6	0.79 %
Corporate & Financial Services	3,245.4	3,248.9	52.7	3,301.6	(56.2)	(0.19 %)
Corporate Expenses	7,094.2	7,009.9	300.5	7,310.4	(216.2)	(0.72 %)
Fire & Emergency Operations	7,625.4	7,285.8	712.4	7,998.2	(372.8)	(1.24 %)
Planning & Development Services	1,557.0	1,650.7	-	1,650.7	(93.7)	(0.31 %)
Building & By-law Services	2,790.0	2,982.9	101.3	3,084.2	(294.2)	(0.98 %)
Infrastructure & Environmental Services	10,908.4	10,700.5	480.0	11,180.5	(272.1)	(0.91 %)
Parks & Recreation	7,204.5	7,390.0	118.0	7,508.0	(303.5)	(1.01 %)
Funding Provided for Library Operations	2,991.7	2,991.7	208.0	3,199.7	(208.0)	(0.69 %)
Gross Expenditures	\$ 48,097.2	\$ 47,780.2	\$ 1,994.7	\$ 49,774.9	\$ (1,677.7)	(5.58 %)
Gross Revenues						
Council	\$ (14.1)	\$ (13.0)	\$ -	\$ (13.0)	\$ (1.1)	(0.00 %)
Chief Administrative Office	-	-	-	-	-	-
Customer & Legislative Services	(46.5)	(47.0)	-	(47.0)	0.5	0.00 %
Legal Services	(266.0)	(17.0)	-	(17.0)	(249.0)	(0.83 %)
Corporate & Financial Services	(139.0)	(143.0)	-	(143.0)	4.0	0.01 %
Corporate Revenues	(8,318.6)	(8,231.6)	260.4	(7,971.2)	(347.4)	(1.16 %)
Fire & Emergency Operations	(341.6)	-	-	-	(341.6)	(1.14 %)
Planning & Development Services	(1,193.1)	(1,277.5)	-	(1,277.5)	84.4	0.28 %
Building & By-law Services	(2,190.1)	(2,409.1)	-	(2,409.1)	219.0	0.73 %
Infrastructure & Environmental Services	(823.4)	(894.9)	-	(894.9)	71.5	0.24 %
Parks & Recreation	(5,304.9)	(5,486.3)	-	(5,486.3)	181.4	0.60 %
	\$(18,637.3)	\$(18,519.4)	\$ 260.4	\$(18,259.0)	\$ (378.3)	(1.26 %)
Taxation (incl. from new assessment)	(29,459.9)	(29,459.9)	(623.3)	\$(30,083.2)	623.3	2.07 %
Gross Revenues	\$(48,097.2)	\$(47,979.3)	\$(362.9)	\$(48,342.2)	\$ 245.0	0.82 %

Net Expenditures/(Revenues)						
Council	\$ 656.3	\$ 597.5	\$ -	\$ 597.5	\$ 58.8	0.20 %
Chief Administrative Office	1,272.3	1,379.1	-	1,379.1	(106.8)	(0.36 %)
Customer & Legislative Services	1,622.9	1,652.3	21.8	1,674.1	(51.2)	(0.17 %)
Legal Services	802.5	813.9	-	813.9	(11.4)	(0.04 %)
Corporate & Financial Services	3,106.4	3,105.9	52.7	3,158.6	(52.2)	(0.17 %)
Corporate Expenses & Revenues	(1,224.4)	(1,221.7)	560.9	(660.8)	(563.6)	(1.88 %)
Fire & Emergency Operations	7,283.8	7,285.8	712.4	7,998.2	(714.4)	(2.38 %)
Planning & Development Services	363.9	373.2	-	373.2	(9.3)	(0.03 %)
Building & By-law Services	599.9	573.8	101.3	675.1	(75.2)	(0.25 %)
Infrastructure & Environmental Services	10,085.0	9,805.6	480.0	10,285.6	(200.6)	(0.67 %)
Parks & Recreation	1,899.6	1,903.7	118.0	2,021.7	(122.1)	(0.41 %)
Funding Provided for Library Operations	2,991.7	2,991.7	208.0	3,199.7	(208.0)	(0.69 %)
	\$ 29,459.9	\$ 29,260.8	\$ 2,255.1	\$ 31,515.9	\$ (2,056.0)	(6.84 %)
Taxation	\$(29,459.9)	\$(29,459.9)	(623.3)	(30,083.2)	\$ 623.3	2.07 %
Deficit before Rate Change	\$ -	\$ (199.1)	\$ 1,631.8	\$ 1,432.7	\$(1,432.7)	(4.77 %)

Summary of Changes to Aurora's Taxes

2.41%
Running Aurora
Today

- Improving Services, Meeting Growth
- Significant savings
- Efficient & accountable government
- Less than Inflation

1.00%
Preparing for the
Future

- Infrastructure Sustainability Funding
- Long term plan to keep our Town in good condition & working well

1.36%
Costs off Water

- Costs previously paid by water, now paid by taxes
- Reduces water rate increase

Total Town Share
Tax Increase 4.77%

- Aurora Combined Tax Bill Increase is 2.42%

Town of Aurora
2012 Operating Budget
DETAILED OPERATING PRESSURES FOR 2012

1. RUNNING TODAY'S TOWN OF AURORA

TOWN PROVIDED SERVICES

Change

Favourable / (UnFavourable)
percentage = tax pressure

Full-Time and Equivalent Staffing Costs:

Salaries & Wages:

Cost of Living Allowance and Step Increases on existing positions (527,800)

Benefits:

Rate Increase - OMERS Pension (59,500)

Rate Increase - Other Benefits (25,200)

Benefits increases on COLA and Step Increases (52,700)

(665,200) (2.21%)

2012 Annualization of Approved Positions (part year in 2011):

Town Staff (61,800)

Fire Crew (included in CYFS - see below) -

(61,800) (0.21%)

Converted and New Position Requests (see Schedule 5):

Full Time Staffing (246,300)

Contracts / Part Time Staffing (54,700)

(301,000) (1%)

Total Staff Related Pressures

\$ (1,028,000) (3.42%)

Changes to all Other Expenses Net of Other Revenue:

Reduction in Investment Income (140,000)

Reduction in Wage Recovery (normal on-going Gapping) (182,000)

All other expenses net of other revenue 1,186,300

864,300 2.88%

TOTAL TOWN PROVIDED SERVICES

\$ (163,700) (0.54%)

SERVICES PROVIDED BY OTHERS:

Central York Fire Service (CYFS):

Increase in Allocation Percentage (40.73% vs 39.49%) (229,800)

2012 Annualization of 2011 part-year positions (165,500)

Share of CYFS 2012 Budget Increase (Allocated at 40.73%) (313,100)

Net Snow Costs (offset in Parks Operations) (6,000)

Aurora's Planned Decrease in Reserve Draw for Fire Support (260,400)

(974,800) (3.24%)

Library Operational Funding

(208,000) (0.69%)

Less Growth Taxes from New Properties

623,300 2.07%

TOTAL SERVICES PROVIDED BY OTHERS

\$ (559,500) (1.86%)

TAX PRESSURES OF RUNNING TODAY'S AURORA

\$ (723,200) (2.41%)

2. PREPARING FOR THE FUTURE AURORA

Additional Contribution to Reserves for maintenance of our Infrastructure Assets

(300,500) (1%)

NET TAX PRESSURE INCREASE

\$ (1,023,700) (3.41%)

3. TRANSFER OF COSTS FROM WATER BILLS

Costs previously paid by Water Billings - not paid through Tax

(409,000) (1.36%)

NET TAX RATE INCREASE

\$ (1,432,700) (4.77%)

Town of Aurora
2012 Operating Budget
CONVERTED AND NEW POSITIONS IN 2012 BUDGET

2012 Budget Requests

	D o l l a r s			Full-Time Complement
	Gross Cost	Offsets	Net Cost	
2012 Base Full-Time Compliment				194
<u>FULL-Time Staffing - Conversion Requests</u>				
WAMS Technical Support - Conversion from Contract to Full-Time	\$ 13,000			1
Funding Converted - formerly GIS Tech, Capital funded - now Operating	54,700			-
3 Facilities Operators - Conversion from "Seasonal" Contract to Full Time	77,300			3
Landscape Architect Conversion from Contract to Full Time	13,900			1
No Tax Impact - Funded from Landscape Fee Reserve		(13,900)		
	<u>\$158,900</u>	<u>\$ (13,900)</u>		
Net Full-Time			\$ 145,000	199
<u>CONTRACT Staffing - Requests</u>				
I.T. Contract Applications Support Specialist	\$ 54,700	-		
Costed from April 1, 2012 Start Date				
Contract Extension - By-Law Enforcement Officer - 2012 Contract Position	43,600	-		
Previous Approval to June 1, 2012				
Contract Extension Mgr of Customer Service - 2012 Contract Position	57,700	-		
Previous Approval to June 1, 2012				
	<u>\$156,000</u>	<u>\$ -</u>		
Net Part-Time			\$ 156,000	
Total Net 2012 Budget Requests	<u>\$314,900</u>	<u>\$ (13,900)</u>	<u>\$ 301,000</u>	

**Town of Aurora
2012 Capital Budget
REPAIR & REPLACEMENT PROJECTS**

Page Ref	Proj #	Description	Dept	Total Cost	Outside Funding	Reserve Funding
REPAIR & REPLACEMENT PROJECTS						
	12002	Accessibility Committee	CLS	50,000	-	(50,000)
	14047	Computer & Related Infrastructure Evergreening	CFS	73,200	-	(73,200)
	14048	Telephone System Upgrade (Customer Service Requirement)	CFS	125,000	-	(125,000)
	31048	Reconstruction - Spruce St., Keystone Ct., Walton Dr. (part)	IES	1,916,100	-	(1,916,100)
	31101	Reconstruction - Vandorf Sdrd (Sections)	IES	93,700	-	(93,700)
	31102	Reconstruction - Hunters Glen Rd & Fox Point	IES	60,800	-	(60,800)
	31103	Reconstruction - Centre St (Yonge to Walton Dr)	IES	54,900	-	(54,900)
	31104	Reconstruction of Glass Drive	IES	1,937,300	-	(1,937,300)
	34512	Pedestrian Rail Crossing at Cousins Drive	IES	332,000	**	(332,000)
	42022	Wastewater Infrastructure Rehabilitation Program	IES	500,000	-	(500,000)
	42043	Haida Dr., McDonald Dr. & Seaton Dr Culvert Rehabilitation	IES	800,500	-	(800,500)
	42050	Creek and Storm Outlet Rehabilitation - Various Locations	IES	250,000	-	(250,000)
	43038	Water Meter Replacement Program	IES	300,000	**	(300,000)
	31110	Wellington Street West Entry Features Design	IES	50,000	-	(50,000)
	72098	Ice Plant Retro-Fits Aurora Family Leisure Complex	Facilities	200,000	-	(200,000)
	72116	Library Carpet - Main Area 1st & 2nd Floors	Facilities	50,000	-	(50,000)
	72119	Rooftop HVAC Unit 215 Industrial Pkwy S - Old Hydro Building	Facilities	102,000	-	(102,000)
	72131	ACC - Re-roof ACC#1	Facilities	226,000	-	(226,000)
	72146	215 Industrial Parkway Exterior Works	Facilities	145,000	-	(145,000)
	72148	Fire Hall 4-3 Roll-Up Doors	Facilities	125,000	-	(125,000)
	72149	Fire Hall 4-3 Roof Covering	Facilities	108,000	-	(108,000)
	72150	Fire Hall 4-3 Parking Lot	Facilities	90,000	-	(90,000)
	34144	Van #502 Replacement	Fleet	35,000	-	(35,000)
	71039	Replace Five (5) Front Rotary Zero Turn Mowers (#229, 249, 254-256)	Fleet	80,000	-	(80,000)
	71040	1/2 Tonne Pick-up (#248) Replacement	Fleet	30,000	-	(30,000)
	71063	Replace 1/2 Tonne Truck #208	Fleet	35,000	-	(35,000)
	71065	Replace 1/2 Tonne Truck #247	Fleet	30,000	-	(30,000)
	71077	Parks Replacement of 1 Tonne with Garbage Compactor 242	Fleet	90,000	-	(90,000)
	73117	Parks Pathway System	P & R	50,000	-	(50,000)
	73137	Town Hall Landscaping Restoration	P & R	100,000	-	(100,000)
	73139	Path Lighting Install (Copland/Atkinson/Summit)	P & R	150,000	-	(150,000)
	73140	Park Shelter/ Back Stop Replacements - various locations	P & R	50,000	**	(50,000)
	73145	Graham Park Playground Replacement	P & R	100,000	-	(100,000)
	73146	Graham Park Pathway Lighting	P & R	25,000	-	(25,000)
	73154	Playground Surface Restoration - Various Parks	P & R	40,000	-	(40,000)
	73159	Rotary Park Upgrade	P & R	15,000	(15,000)	-
	73134	Parks/ Trails Signage Strategy Study & Implementation	P & R	50,000	-	(50,000)
	74007	Fitness Equipment Replacement	P & R	30,600	**	(30,600)
				8,500,100	(15,000)	(8,485,100)

** approved subject to further report from staff

**Town of Aurora
2012 Capital Budget
GROWTH & NEW PROJECTS**

Schedule 7

Page Ref	Proj #	Description	Dept	Priority Score	Total Cost	Internal Financing	Reserve Funding
GROWTH & NEW PROJECTS							
	12019 15059	Leslie Street Servicing	CAO	40	6,000,000	-	(6,000,000)
	12016	Customer Care Implementation	BBS	42	200,000	**	(200,000)
	14035	Document Management	CLS	41	100,000	-	(100,000)
	14053	Fibre Optic Infrastructure	CFS	38	100,000	-	(100,000)
	14059	Wireless Hotspot (Wi-Fi)	CFS	21	32,500	**	(32,500)
	14058	Eclipse Project Portfolio Management	CFS	20	25,000	-	(25,000)
	34628	Sidewalk Extension Program	IES	40	320,200	-	(320,200)
	34211	Snow Storage Site Construction	IES	37	450,000	**	(450,000)
	31047	Asset Management System	IES		38,000	-	(38,000)
	34217	Joint Operations Centre - Design	Facilities	35	500,000	**	(500,000)
	74004	Dedicated Youth Space - Design & Build	Facilities	29	3,440,000	**	(3,440,000)
	73164	Accessible Playground - Stewart Burnett	P & R	42	250,000		(250,000)
	73085	Arboretum Development	P & R	35	50,000	-	(50,000)
	73177	Pedestrian Underpasses	P & R		200,000	**	(200,000)
	73161	Multi Purpose Field - Stewart Burnett	P & R	28	1,500,000	**	(1,500,000)
					<u>13,205,700</u>	<u>-</u>	<u>(13,205,700)</u>

** approved subject to further report from staff

Town of Aurora
 2012 Capital Budget
 STUDIES & OTHER PROJECTS

Schedule 8

Page Ref	Proj #	Description	Dept	Priority Score	Total Cost	Internal Financing	Reserve Funding
MAJOR STUDIES & OTHER RECURRING PROJECTS							
	12010	Economic Development Strategy	CAO	26	40,000	-	(40,000)
	31053	Salt Management Plan	IES	35	100,000	-	(100,000)
	31106	Condition Assessment Report on Town Retaining Walls	IES	28	106,700	-	(106,700)
	34705	Develop Design Criteria for LED Lighting	IES	35	50,000	-	(50,000)
	43039	Backflow Prevention Program	IES		50,000	-	(50,000)
	81011	Growth Related Studies - Community Improvement Plan	Planning	47	200,000	-	(200,000)
					<u>546,700</u>		<u>(546,700)</u>

Town of Aurora
 2012 Operating and Capital Budgets
 CONTINUITY of RESERVES & RESERVE FUNDS - Estimate

Schedule 9

Shown in \$,000's

Est Dec. 31, 2011	2012 Revenue		2012 Expenses	Est Dec. 31, 2012
	Interest	Other		

A. Reserves for Existing Infrastructure

Infrastructure Sustainability (Repair & Replacement)

- Tax Rate Funded

Roads R&R

- Federal Gas Tax (100% Roads)

- Roads & Related

Total Roads R&R

Facilities R&R

Info Technologies R&R

Fleet R&R

Parks R&R

Special R&R-for Discretionary Projects

Total Tax Rate Funded

- Water Rates Funded

Water System

Sanitary Sewer System

Storm Sewer System

Total Water Rates Funded

TOTAL TOWN INFRASTRUCTURE SUSTAINABILITY

Library Managed R&R

Church Street School

War Memorial

Total of Reserves for Existing Infrastructure

107.1	4.8	1,461.0	(1,196.8)	376.1
2,176.0	37.3	1,012.3	(1,638.0)	1,587.5
2,283.1	42.0	2,473.3	(2,834.8)	1,963.6
2,568.9	50.5	960.9	(1,046.0)	2,534.2
183.2	2.5	79.2	(198.2)	66.6
114.3	1.6	226.7	(300.0)	42.5
61.7	(3.8)	189.1	(695.6)	(448.6)
236.2	5.9	130.3	(12.3)	360.1
5,447.3	98.7	4,059.5	(5,086.9)	4,518.5
(1,158.9)	(22.4)	1,201.0	(1,109.5)	(1,089.8)
(1,515.0)	(17.6)	525.0	(923.6)	(1,931.2)
2,354.6	(26.2)	1,000.0	(2,312.0)	1,016.5
(319.2)	(66.2)	2,726.0	(4,345.1)	(2,004.5)
5,128.1	32.5	6,785.5	(9,432.0)	2,514.0
587.2	13.0	130.0	-	730.3
1.3	0.0	-	-	1.3
3.3	0.1	-	-	3.3
5,719.9	45.6	6,915.5	(9,432.0)	3,249.0

B. Reserves for New Infrastructure

Development Charges

- General Government

- Fire Services

- Parks Development & Facilities

- Indoor Recreation

- Library

- I.E.S. Administration & Fleet

- Roads & Related Infrastructure

- Water System

- Storm Sewer System

Total Development Charges

Dev/Sale Of Municipal Lands

Cash In Lieu Of Parkland

Cash In Lieu Of Parking

Parks Master Plan

Growth & New Capital Reserve

Studies & Other Capital Reserve

Total of Reserves for New Infrastructure

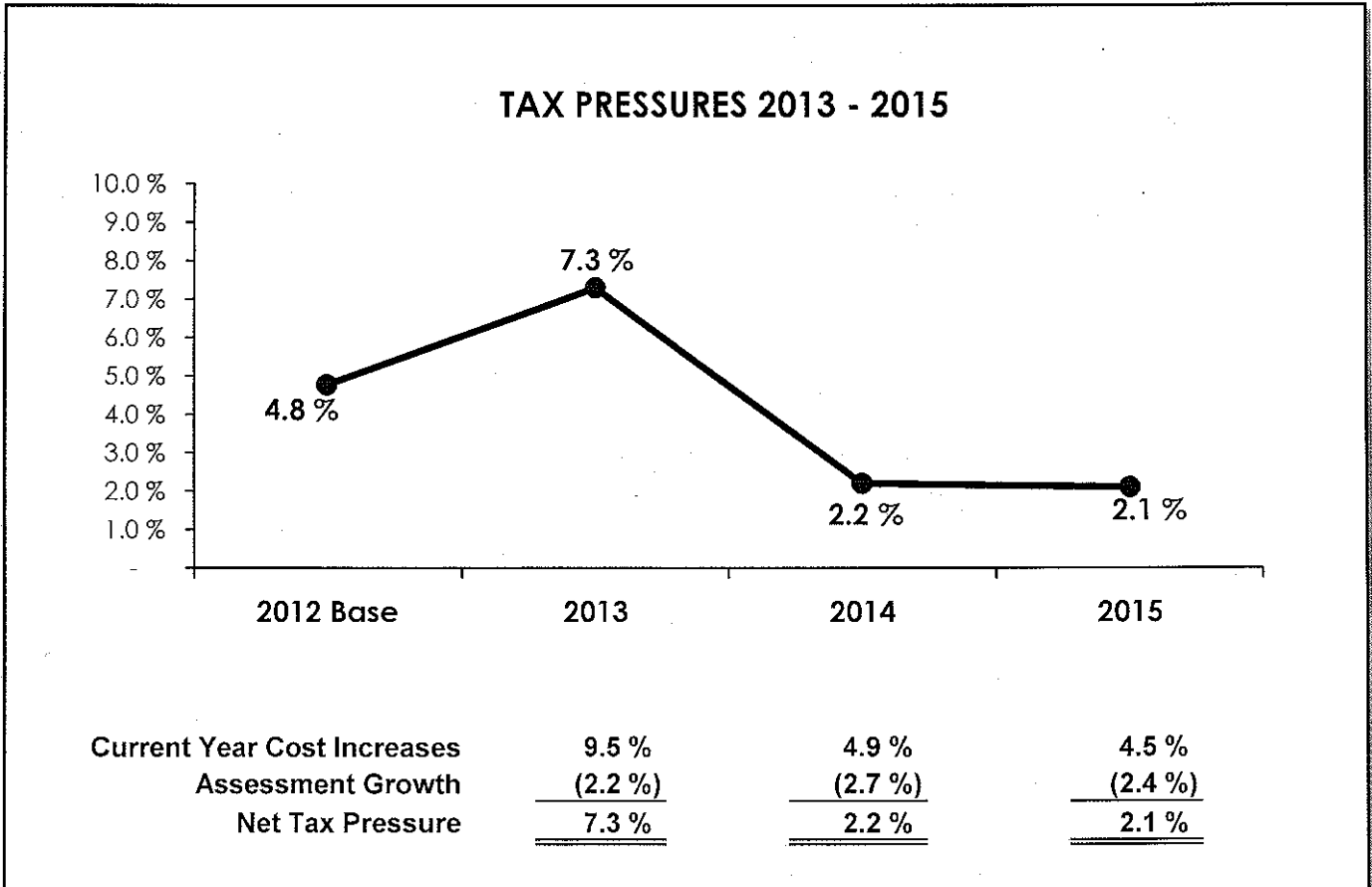
(774.1)	(38.5)	230.6	(737.0)	(1,318.9)
766.0	17.1	173.9	-	957.0
(4,617.6)	(191.3)	889.4	(1,854.8)	(5,774.3)
(2,338.4)	(145.9)	1,869.3	(4,975.8)	(5,590.9)
1,496.7	31.3	413.0	(280.0)	1,661.0
2,896.4	59.2	279.0	(150.0)	3,084.7
1,435.6	43.5	1,770.5	(290.2)	2,959.4
(1,208.6)	(31.3)	750.2	-	(489.7)
1,212.2	29.7	547.6	-	1,789.5
(1,131.8)	(226.2)	6,923.5	(8,287.8)	(2,722.2)
(222.0)	(18.2)	5,475.0	(6,000.0)	(765.2)
11,656.3	231.1	-	(200.0)	11,687.4
2.8	0.1	-	-	2.9
604.1	11.6	-	(44.0)	571.7
282.2	2.8	780.0	(1,062.5)	2.5
29.1	0.3	175.0	(200.1)	4.4
11,220.8	1.6	13,353.5	(15,794.3)	8,781.6

continued...

Shown in \$,000's

	Est Dec. 31, 2011	2012 Revenue		2012 Expenses	Est Dec. 31, 2012
		Interest	Other		
C. Reserves for Special Purposes					
Stabilization					
Working Fund	2,195.9	43.9	-	-	2,239.8
Debt Deferral - Library	(2,158.2)	(75.7)	280.0	-	(1,953.9)
Future Legal	47.5	1.0	-	-	48.5
Election	115.7	2.9	60.0	-	178.6
Insurance	45.0	0.9	-	-	45.9
Winter Maintenance	85.8	1.7	-	-	87.5
Workers Compensation	706.5	13.4	70.0	(70.0)	720.0
Allowance For Bad Debts	779.0	15.6	-	-	794.6
Tax Rate Stabilization	668.4	10.6	-	(280.4)	398.5
	2,485.6	14.3	410.0	(350.4)	2,559.5
Unearned Revenue					
Building Department - Bill 124	1,844.9	28.3	-	(864.3)	1,008.9
Engineering Inspections Fees	2,423.1	45.1	-	(334.1)	2,134.1
Landscape Inspections Fees	481.4	8.4	-	(120.0)	369.8
	4,749.4	81.8	-	(1,318.4)	3,512.8
Special Accounts					
Whitwell Donation	137.9	2.8	-	-	140.7
Arts & Culture	44.3	0.8	-	(10.0)	35.1
Fire Service Training	104.2	2.1	-	-	106.3
Library Donation & Bequests	29.6	0.6	-	-	30.1
Heron Annuity	46.4	0.9	-	-	47.3
Accessibility Advisory Committee	37.4	0.4	-	(37.7)	0.1
Parks & Rec Sponsorship	5.1	0.1	-	-	5.2
	404.9	7.6	-	(47.7)	364.8
Total of Reserves for Special Purposes	7,639.9	103.7	410.0	(1,716.5)	6,437.1
D. Other Reserves					
Council Discretion	1,317.9	26.4	-	-	1,344.3
Undesignated Proceeds from Aurora Hydro Sale	32,277.7	645.6	-	-	32,923.2
Total of Other Reserves	33,595.6	671.9	-	-	34,267.5

OUT-YEAR PROJECTED TAX PRESSURES - 2013 to 2015



see Schedule 10b for detail

**Town of Aurora
2012 Operating Budget**

OUT-YEAR PROJECTED TAX PRESSURE DETAIL - 2013 to 2015

	2012 BASE		2013		2014		2015	
	\$ '000's	Tax Rate Pressure	\$ '000's	Tax Rate Pressure	Tax Rate Pressure	Tax Rate Pressure	\$ '000's	Tax Rate Pressure
Prior Year Tax Levy	29,459.9		31,515.9		34,587.4		36,318.7	
Major Current Year Changes: *								
Additional Staffing Requests ¹	301.0	1.00 %	396.7	1.2 %	-	-	-	-
Personnel Cost Increases (incl COLA) ²	892.5	2.97 %	949.1	2.9 %	597.3	1.7 %	648.2	1.7 %
Cash to Capital Increases ³	300.5	1.00 %	452.1	1.4 %	500.4	1.4 %	537.3	1.4 %
Reduced Res Draw for Fire Support	260.4	0.87 %	280.4	0.9 %	-	-	-	-
Increase in Fire Brigade Costs	712.3	2.37 %	45.6	0.1 %	120.5	0.3 %	122.4	0.3 %
Increases due to General Inflation ⁴	-	-	139.7	0.4 %	160.1	0.5 %	148.2	0.4 %
Increases in Contribution to Library ⁵	208.0	0.69 %	242.5	0.8 %	204.4	0.6 %	122.3	0.3 %
Increases in Beetle Reserve Contrib ⁶	-	-	100.0	0.3 %	100.0	0.3 %	100.0	0.3 %
Youth Centre Operating Costs	-	-	99.3	0.3 %	-	-	-	-
Change in Planning Fees Revenue ⁷	84.4	0.28 %	412.6	1.3 %	44.6	0.1 %	(5.4)	-
All Other Operating Increases	(703.1)	(2.34 %)	(46.6)	(0.1 %)	4.0	-	17.9	0.1 %
Total Current Year Increases	2,056.0	6.84 %	3,071.5	9.5 %	1,731.3	4.9 %	1,690.9	4.5 %
an increase of	(2.4 %)		9.7 %		5.0 %		4.7 %	
Current Year Tax Levy Requirement	31,515.9		34,587.4		36,318.7		38,009.6	
Funding:								
Assessment Growth - assumed % ⁸	2.14 %		2.25 %		2.75 %		2.50 %	
Assessment Growth - \$	(623.3)	(2.07 %)	(709.1)	(2.2 %)	(951.2)	(2.7 %)	(908.0)	(2.4 %)
Added to Prior Year Levy	(29,459.9)		(31,515.9)		(34,587.4)		(36,318.7)	
Current Funding Available	(30,083.2)		(32,225.0)		(35,538.6)		(37,226.7)	
Net Current Tax Levy Deficit	1,432.7	4.77 %	2,362.4	7.3 %	780.1	2.2 %	782.9	2.1 %

ASSUMPTIONS:

- 2013 is the only year of staffing increases. They are as follows:
 I.T. Admin Assistant
 Bylaw Licensing Administrator
 GIS Supervisor
 Parks Seasonal
 For new Youth Centre - Programmer
 For new Youth Centre - Facility Worker
with Salary & Benefit costs of \$396,700
- Personnel Costs increase at 2.5% annually (April) and include step increases where appropriate.
- Cash to Capital increases annually for inflation (3.9% - GTA Area non-residential Construction Price Index) and an addition of 1% of tax levy.
- Other than the specific increase in Capital Contribution, Personnel Costs and Contributions from Reserves, there is inflation built into the 3 out-years as follows:
 Revenues - 2% = Revenue Increases for the 3 years = \$139,000, \$280,000 and \$423,000
 Expenses - 2.5% = Expense Increases for the 3 years = \$279,000, \$579,000 and \$871,000
 These values reflect the accumulated effect of the Inflation - not annual change as shown above.
- Town contribution to the Aurora Public Library increases by Library's Estimate of 7.6%, 5.9% & 3.4%.
- Annual contribution to the "Beetle" Reserve begins in 2013 with \$100,000, and additional \$100,000 in each of 2014 & 2015, resulting in Annual Contributions as follows:

	2012	2013	2014	2015
Beetle Contribution	-	100,000	200,000	300,000
- Planning and Building Permit revenues reflect the impact of 2C land development.
- Assessment Growth:

2013	2.25 %	(up from 2012's 2.14%, due to start of 2C occupation)
2014	2.75 %	(continuation and escalation of 2C occupation)
2015	2.50 %	(continuation and beginning of decline of new 2C occupation)

History of Tax Rate Changes

2000 to 2012 proposed

