



Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

OFFICE OF THE CAO



▶ OFFICE OF THE CAO

The Office of the CAO oversees effective and efficient administration services for Council, staff and the public. The CAO oversees municipal operations, provides proactive communications and community engagement support and ensures Council's priorities and strategic directions are achieved.

The CAO also leads senior staff and is the person ultimately responsible for the proper administration of the corporation.



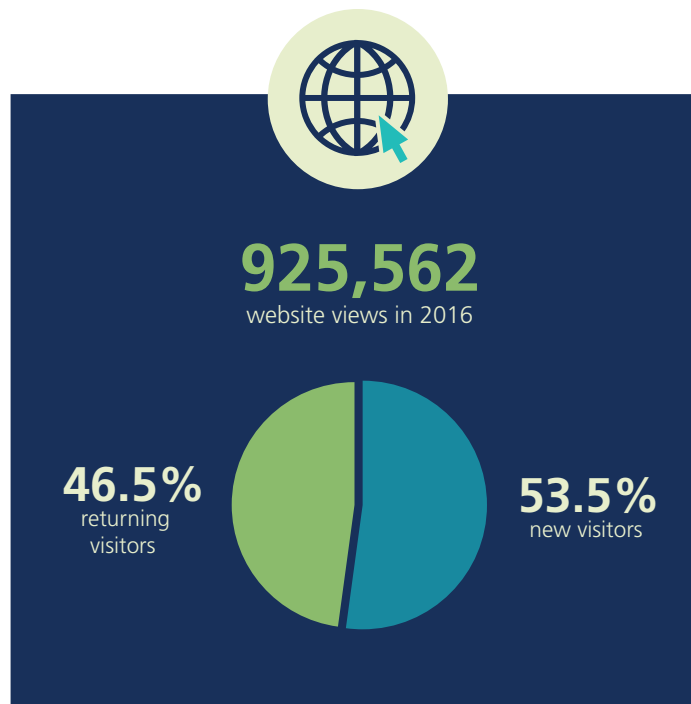
SOCIAL MEDIA FOLLOWERS

as of Oct. 27, 2017



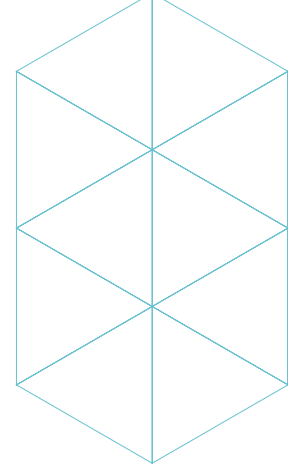
OFFICE OF THE CAO

For more information on the services provided by the Office of the CAO, visit: aurora.ca/CAO



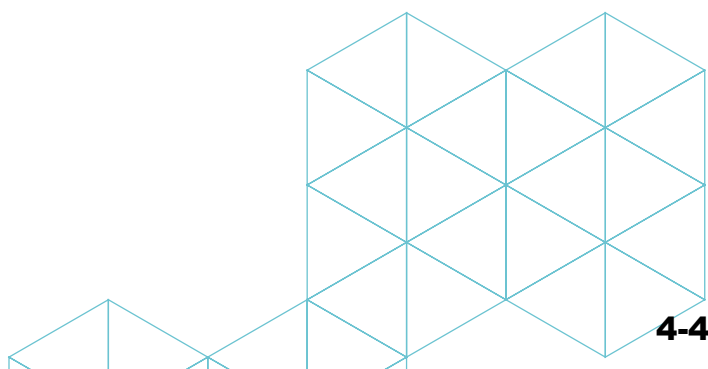
OFFICE OF THE CAO

▶ KEY PRIORITIES



OUR FOCUS

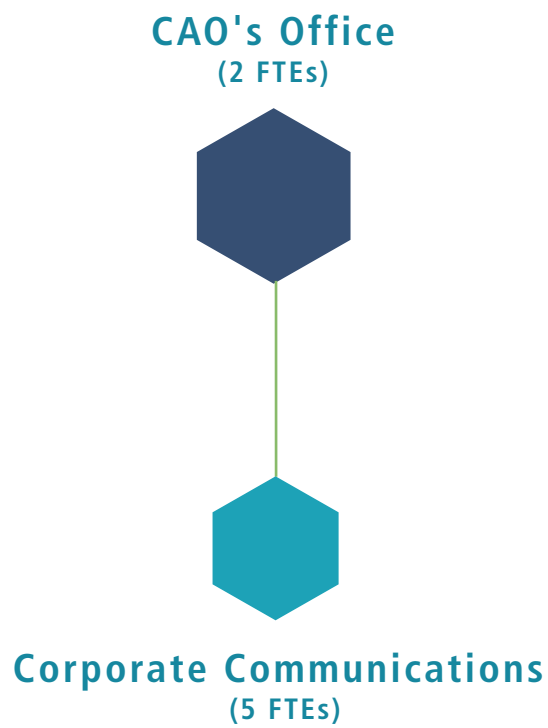
The Office of the CAO is dedicated to providing leadership that drives the corporation forward in a way that embraces fiscal responsibility, sound management principles and community engagement. Our focus in the coming years will be on ensuring the Town has the necessary systems and processes in place to support the growth of the municipality.





DEPARTMENTAL ORGANIZATION

The Office of the CAO includes Corporate Communications which is headed by a manager reporting to the CAO.





DEPARTMENTAL INITIATIVES THAT ADVANCE THE STRATEGIC PLAN



Community Goal

Supporting an exceptional quality of life for all.

- Expand in-person community engagement efforts (**Ongoing**)
- Utilize PlaceSpeak for Traffic Management Strategy (**Q1**)



Economic Goal

Enabling a diverse, creative and resilient economy.

- Support the Office of Economic Development in expanding Business Concierge Program (**Q1**)
- Provide guidance and support to new Economic Development Board (**Ongoing**)



OTHER DEPARTMENTAL INITIATIVES

Internal needs

- Implement a broader financial and administrative procedure review (**Ongoing**)
- Continue leadership development with Executive Leadership Team and Management (**Q4/2019**)

▶▶▶ KEY PERFORMANCE MEASURES

Measure: Annual increase in Twitter followers

2016	2017		2018
Actual	Target	Fcst	Target
2,483	+500	+750	+500

Measure: Annual increase in Facebook likes

2016	2017		2018
Actual	Target	Fcst	Target
6,678	+500	+600	+500

Measure: Increased positive/neutral media coverage (%)

2016	2017		2018
Actual	Target	Fcst	Target
85.6	90	90.4	92

Measure: Total social media reach

2016	2017		2018
Actual	Target	Fcst	Target
2,903,422	3,500,000	4,500,000	5,000,000

Measure: Total number of social media engagement

2016	2017		2018
Actual	Target	Fcst	Target
*25,082	35,000	50,000	55,000

*added Instagram



Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

COUNCIL ADMINISTRATION



► COUNCIL ADMINISTRATION

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

For the 2018 Budget, the Council Administration provides its activities and support to clients through three organizational areas as presented in this section: Offices of the Mayor and Council, Education Grants, and Advisory Committees.



Geoffery Dawe
Mayor



John Abel
Deputy Mayor/Councillor



Sandra Humfryes
Councillor



Michael Thompson
Councillor



Jeff Thom
Councillor

COUNCIL ADMINISTRATION

*For more information about Council Administration,
visit: aurora.ca/Council*



Wendy Gaertner
Councillor



Harold Kim
Councillor



Tom Mrakas
Councillor



Paul Pirri
Councillor



FULL-TIME APPROVED COMPLEMENT

	Approved	2018 Requested
 Council Administration (Support Staff)	1 FTE	1 FTE
 Elected Council	9	9

Office of the Mayor and Council

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

Educational Grants

Council Administration oversees and administers the Town's Education Grant program which awards \$400 each to two graduating students from each of the Town's five high schools. This program's total budget for 2018 remains unchanged from 2017 at \$4,000.

All other Town community grant programs are overseen and administered by the Parks, Recreation and Cultural Services Department.

Advisory Committees

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

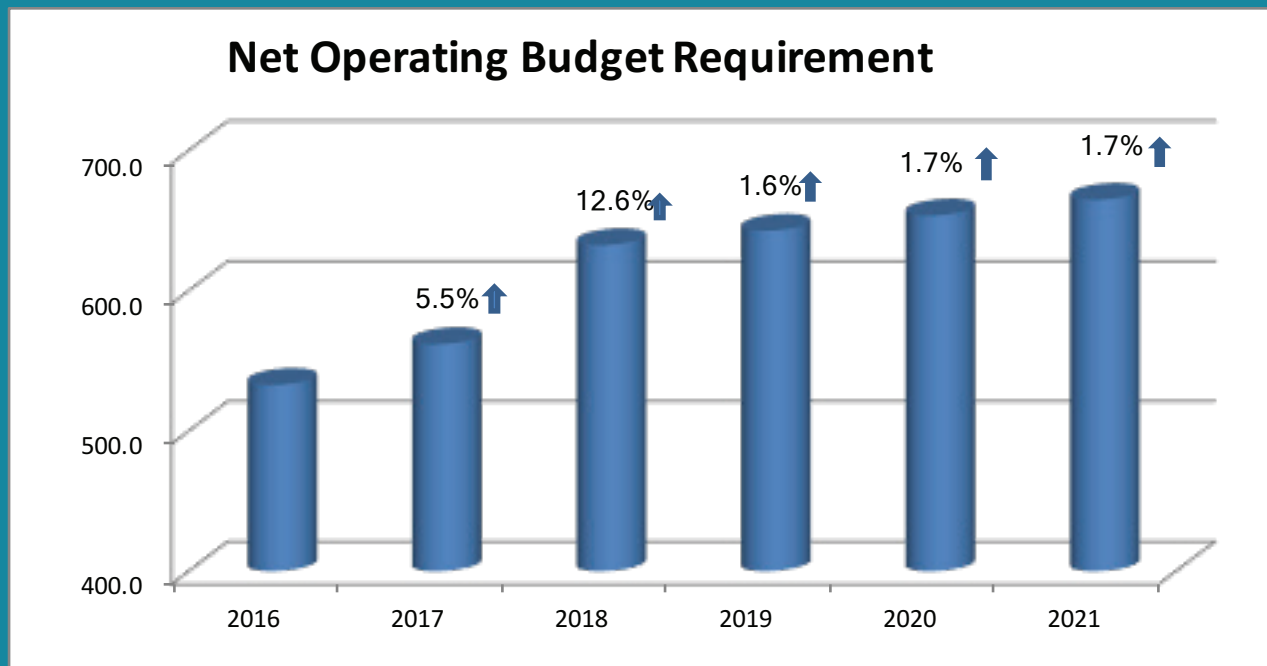
- Accessibility Advisory Committee
- Heritage Advisory Committee
- Environmental Advisory Committee
- Parks & Recreation Advisory Committee
- Finance Advisory Committee
- Trails & Active Transportation Committee

▶ 2018 BUDGET OVERVIEW

Council Admin Department (shown in \$'000's)	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2018 Budget vs 2017 Budget		2019 Outlook	2020 Outlook	2021 Outlook
					Fav / (UnFav)				
					\$	%			
Personnel Costs*	432.6	442.0	442.0	509.1	(67.1)	(15.2%)	519.4	530.2	541.4
Other Costs:									
Contracts	76.8	108.5	108.0	101.0	7.5	6.9%	101.0	101.0	101.0
Materials & Supplies	4.6	7.4	7.9	7.4	0.0	0.5%	7.4	7.4	7.4
Other	4.0	4.0	4.0	15.0	(11.0)	(275.0%)	15.0	15.0	15.0
Revenues	-	-	-	-	-	-	-	-	-
Net Operating	518.0	561.9	561.9	632.5	(70.6)	(12.6%)	642.8	653.6	664.8

* Includes full 9 Councillor complement for all years.

KEY CHANGES TO 2018 OPERATING BUDGET		
VARIANCE	DESCRIPTION	AMOUNT (\$000's)
Council Gross Base Compensation Increase	Council's one-third tax free status on compensation eliminated for 2018 - salaries grossed up to make whole	\$65.0
Conference Increase	Increase attributable to anticipated larger than usual costs for 2018	7.0
Salary Related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	2.1
Committee Savings	Removal of one-year only Chamber of Commerce event town sponsorship funding	(15.0)
Event Sponsorship	Sponsorship of multiple Chamber of Commerce Events	11.0
Other minor variances		0.5
TOTAL		\$ 70.6





Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

**INFRASTRUCTURE &
ENVIRONMENTAL SERVICES**



▶ INFRASTRUCTURE & ENVIRONMENTAL SERVICES

Infrastructure and Environmental Services (IES) is responsible for ensuring our community has clean, safe and modern roads, community centres, facilities, sewers, waste collection and safe water delivery. IES supports internal clients by providing fleet management services and equipment procurement and maintenance.

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



INFRASTRUCTURE & ENVIRONMENTAL SERVICES

For more information on the wide-range of services provided by Infrastructure & Environmental Services, visit: aurora.ca/IES



INFRASTRUCTURE & ENVIRONMENTAL SERVICES

► KEY PRIORITIES



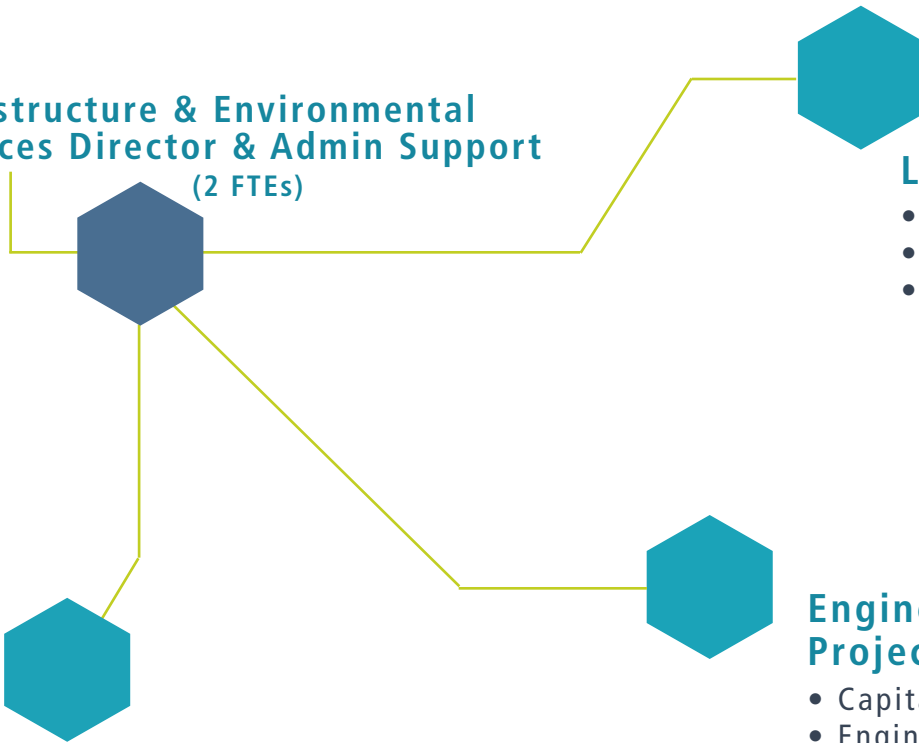
OUR FOCUS

Delivering outstanding services to our growing community requires that we invest in rehabilitating, maintaining and sustaining our infrastructure. We are committed to accurately determining operational needs so we can deliver frontline services in the most efficient and sustainable manner. Facing increased resource needs in order to maintain target service levels, along with inflationary and salary pressures, we have renewed our commitment to identifying organizational efficiencies, evaluating deployment methods and realigning work tasks.

DEPARTMENTAL ORGANIZATION

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

Infrastructure & Environmental Services Director & Admin Support (2 FTEs)



Linear Assets (26.5 FTEs)

- Roads Operations
- Solid Waste Management
- Water/Sewer

Engineering/Capital Projects (16 FTEs)

- Capital Projects
- Engineering
- Energy and Environment

Facilities/Fleet Operations (25 FTEs)

(25 FTEs)

- Fleet Management
- Facilities & Property Management



DEPARTMENTAL INITIATIVES THAT ADVANCE THE STRATEGIC PLAN



Community Goal

Supporting an exceptional quality of life for all.

- Incorporate recommendations from Facility Asset Condition Assessment study into multi-year maintenance plan (2018)



Natural Environment Goal

Supporting environmental stewardship and sustainability.

- Initiate implementation of Town Wide Stream Erosion Management Plan (Q2)



▶▶▶ OTHER DEPARTMENTAL INITIATIVES

Move to predictive maintenance process

- Implement preventative maintenance program from major assets and work towards a predictive program in order to optimize the life cycling costing through planned capital requirements and reduce demands on facility operations budgets. (2018-2025)

Review of Existing Infrastructure Condition

- Complete inspection and inventory of all existing surface infrastructure e.g. sidewalks, curbs, storm water catch basins and manholes where many deteriorated conditions have been observed. (Q1&2 2018)

Winter Road and Sidewalk Maintenance Operations

- Conduct a review of the winter roads and sidewalk maintenance operation to determine actual needs and resources required to meet and sustain current service levels and public expectations. (Q1&2 2018)

Process Review: Staffing Review

- Review identified need to refocus staffing resources and reduce reliance on part-time staff to improve supervision and manage costs. (2018-2025)

Develop an Infrastructure Rehabilitation Strategy

- Upon completion of the infrastructure review assessment, a rehabilitation strategy will be developed that identifies both the financial impact of the rehabilitation and the annual financial contribution that will be required in order to sustain the actual infrastructure maintenance requirements (Q2&3 2018)

Water Billing and Meter Change out Program

- Service delivery improvements of water billing and metering-related activities. Accelerate meter replacement program for next three years to advance service efficiency. (Q4 2018)

Facility Operations Service Review

- Review identified need for adjusted staffing hours to meet community needs. (Q4 2018)

Stormwater Rate Review

- After completion of our Stormwater Master Plan, staff initiated a review of the methodology for calculating stormwater rates. Review will propose a fair and sustainable funding model. (Q3 2018)





KEY PERFORMANCE MEASURES

Measure: Road operations \$/Household

2016		2017		2018
Target	Actual	Target	Fcst	Target
200	192.20	195.70	217.84	213.39

Measure: Waste Collection \$/Household

2016		2017		2018
Target	Actual	Target	Fcst	Target
90	98.30	82.66	78.37	113.16

Comments: 2017 target adjusted to align with previous year targets for consistency. New information on waste collection has been noted with an adjustment to that target.

Measure: Facilities Operations \$/Household

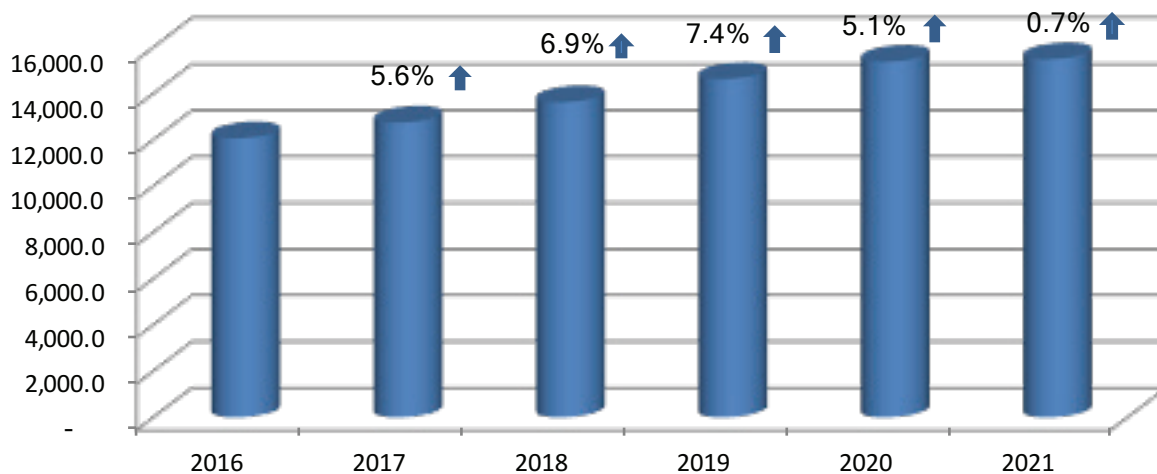
2016		2017		2018
Target	Actual	Target	Fcst	Target
270	276.90	295.70	318.89	319.52

▶ 2018 BUDGET OVERVIEW

Infrastructure & Environmental Services Department (shown in \$'000's)	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2018 Budget vs 2017 Budget Fav / (UnFav)		2019 Outlook	2020 Outlook	2021 Outlook
					\$	%			
Personnel Costs	5,786.3	5,801.6	5,829.0	5,888.1	(86.5)	(1.5%)	6,024.2	6,057.0	6,201.7
Other Costs:									
Contracts	4,794.7	4,950.4	4,690.6	5,419.0	(468.8)	(9.5%)	5,526.6	5,945.5	5,716.5
Materials & Supplies	3,889.5	3,640.1	4,255.7	3,927.0	(286.8)	(7.9%)	4,439.7	4,574.7	4,724.3
Other	189.5	367.5	367.5	161.9	205.5	55.9%	161.9	161.9	158.5
Revenues	(1,908.9)	(2,019.8)	(2,069.4)	(1,772.6)	(247.2)	(12.2%)	(1,527.7)	(1,363.5)	(1,321.1)
Net Operating	12,751.0	12,739.8	13,073.3	13,623.4	(883.8)	(6.9%)	14,624.7	15,375.6	15,480.0

KEY CHANGES TO 2018 OPERATING BUDGET		
VARIANCE	DESCRIPTION	AMOUNT (\$000's)
Waste Management	New waste management contract increase	\$518.0
Electricity Expense	Budget right sizing for electricity for streetlights and facilities	380.8
Engineering Fees	Decreased engineering Fees	143.1
Salary Related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	56.0
2017 Position Annualization	Annualization of Capital Delivery Project Manager	30.1
Facility Closures	Savings generated from the closure of 52/56 Victoria Street	(97.5)
Fleet Fuel Savings	Savings generated from cost of fuel reductions and greater fuel efficiencies	(65.0)
Facility Equipment Contract Savings	Anticipated savings expected as town continues to replace aging equipment	(45.0)
Other Minor Variances		(36.9)
TOTAL \$		883.6

Net Operating Budget Requirement





Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

**PARKS, RECREATION
& CULTURAL SERVICES**



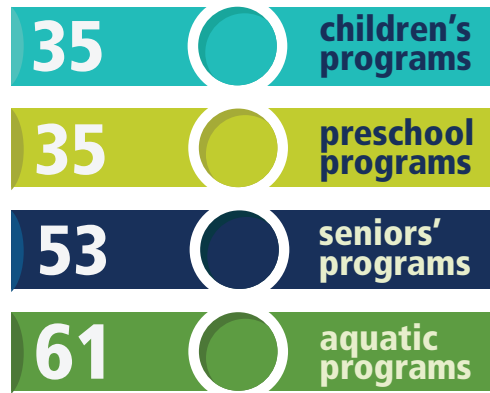
▶ PARKS, RECREATION & CULTURAL SERVICES

The Parks, Recreation & Cultural Services Department is dedicated to ensuring our community has access to high-quality natural and urban environments and the promotion of a healthy, active lifestyle for all Aurorans. Parks and open spaces, recreational facilities, sports, fitness, creative and social programs are all managed with the aim of encouraging the greatest possible public participation in fitness and leisure.

Responsible for the planning, development, general/financial management and administration of Parks, Recreation and Cultural Services, we oversee planning, construction and maintenance of parks, and the development and delivery of community programs and special events.



Variety of
PROGRAMS



PARKS, RECREATION & CULTURAL SERVICES

For more information on the wide-range of services provided by Parks, Recreation & Cultural Services, visit: aurora.ca/PRCS



* number based on projected usage for 2017.

PARKS, RECREATION & CULTURAL SERVICES

▶ KEY PRIORITIES



OUR FOCUS

The Parks, Recreation & Cultural Services Department continues to experience growth pressures, affecting both Operating and Capital budgets. Our focus remains on maintaining existing service levels without increasing staff, facility space or decreased service levels. We work with private contractors, part-time staff, volunteers and community partners to deliver exceptional programming and we have renewed our focus on sponsorship and advertising to support a number of new endeavors.

Facing increases in both the seniors and youth demographics, we are aligning our program delivery to meet the needs of our community. In addition, we are cognizant of the changing cultural diversity of Aurora and recognize the service demands that must be considered in future budgets.

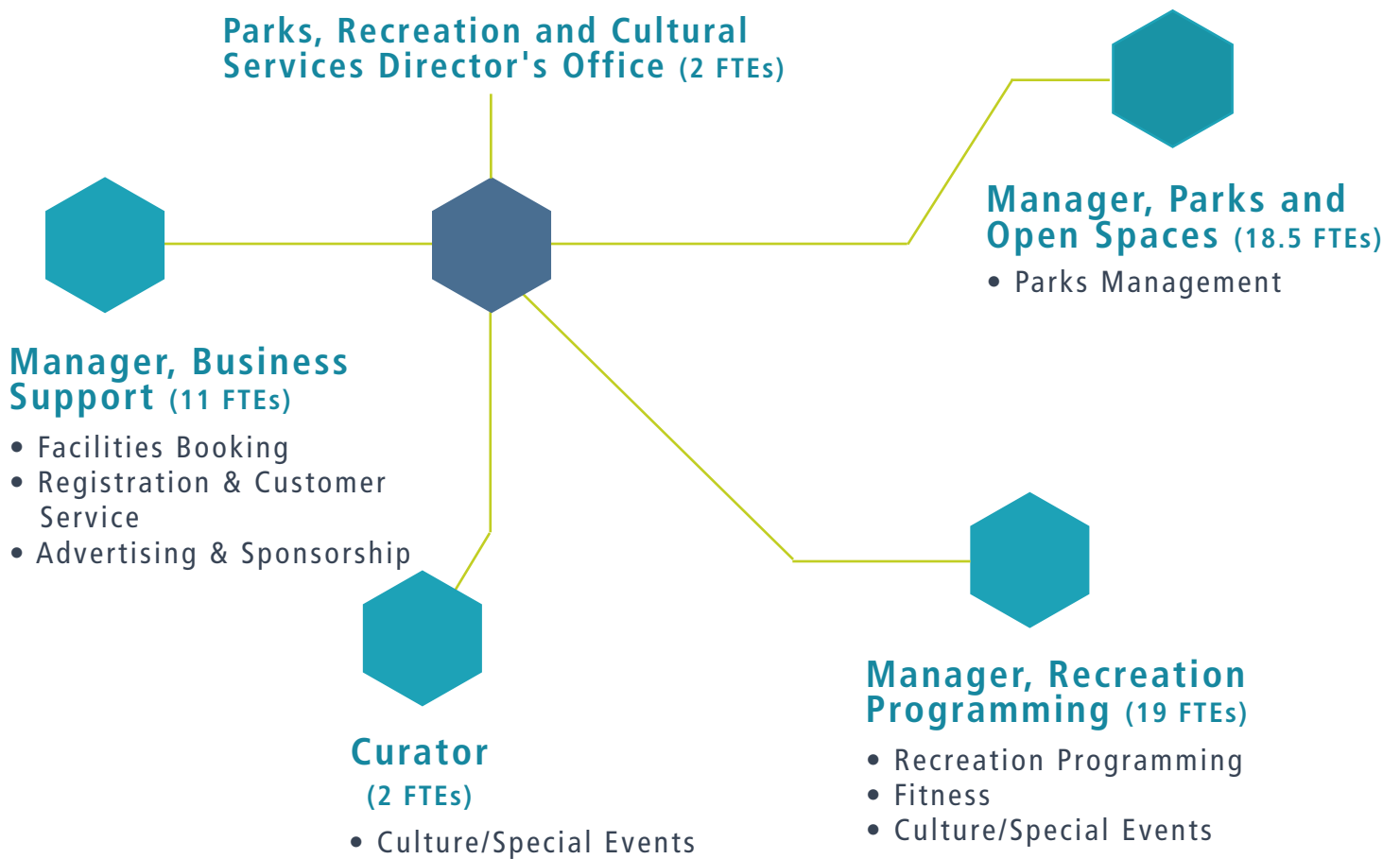
The expansion of our cultural portfolio must also be considered, a multi-year plan, outlining programming opportunities and staffing needs has been presented to Council and will require consideration in future budgets.

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



DEPARTMENTAL ORGANIZATION

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





DEPARTMENTAL INITIATIVES THAT ADVANCE THE STRATEGIC PLAN



Community Goal

Supporting an exceptional quality of life for all.

- Advancement of recommendations from the Parks and Recreation Master Plan and Sports Plan (Q2)
- Public Art Policy (Q2)
- Implementation of recommendations coming out of the Cultural Master Plan (Q1)
- Implementation of the three-year plan for the Aurora Museum & Archives (Q1)
- Facility fit and detailed design of multi-sport recreation centre (Q1-Q4)



Economic Goal

Enabling a diverse, creative and resilient economy.

- Update and review of the departmental Pricing Policy (Q1&2)
- Implementation of the new Facility Advertising and Sponsorship Program (Q3)



Natural Environment Goal

Supporting environmental stewardship and sustainability.

- Detailed design and tender preparation for the Wildlife Park (Q1-Q4)
- Ongoing discussions and negotiations regarding land acquisitions for parkland purposes (Q1-Q4)







KEY PERFORMANCE MEASURES

Measure: Number of Annual Participant Hours for Special Events (hours)

2016		2017		2018
Target	Actual	Target	Fcst	Target
425,900	428,900	442,000	442,000	442,000

Comments: 2017 one time Canada 150 events.

Measure: Number of Annual Participant Hours for Registered Programs (hours)

2016		2017		2018
Target	Actual	Target	Fcst	Target
250,000	252,000	255,000	255,000	257,000

Measure: Percentage of Fitness Membership Retention (%)

2016		2017		2018
Target	Actual	Target	Fcst	Target
67	68	67	67	70

Comments: 2014 actual decrease attributable to AFLC closure.

Measure: Revenue per Fitness Member (\$)

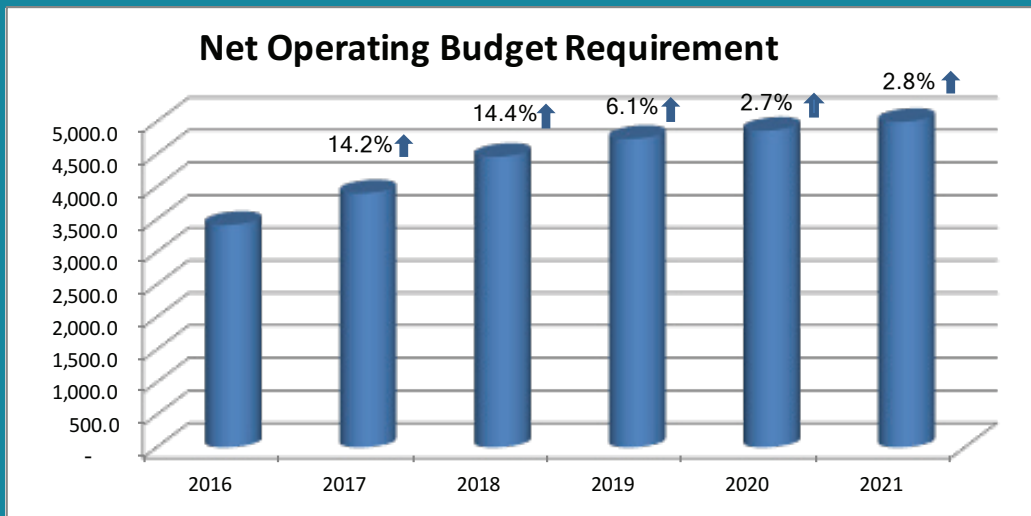
2016		2017		2018
Target	Actual	Target	Fcst	Target
180.00	180.00	180.00	180.00	190.00

Comments: 2014 actual decrease attributable to AFLC closure.

▶ 2018 BUDGET OVERVIEW

Parks, Recreation & Cultural Services Department (shown in '\$000's)	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2018 Budget vs 2017 Budget		2019 Outlook	2020 Outlook	2021 Outlook
					Fav / (UnFav)				
					\$	%			
Personnel Costs	6,532.7	6,974.3	6,798.7	7,193.9	(219.6)	(3.1%)	7,393.7	7,596.1	7,800.6
Other Costs:									
Contracts	1,615.9	1,537.9	1,672.0	1,825.2	(287.3)	(18.7%)	1,895.4	1,911.5	1,937.3
Materials & Supplies	463.2	560.8	566.7	587.2	(26.4)	(4.7%)	612.2	586.9	570.6
External Grants	87.8	88.6	88.6	90.4	(1.8)	(2.0%)	91.6	93.1	94.7
Other	358.7	92.3	125.2	103.8	(11.5)	(12.5%)	112.0	117.0	122.0
Revenues	(5,812.8)	(5,354.8)	(5,484.8)	(5,340.2)	(14.6)	(0.3%)	(5,370.4)	(5,443.3)	(5,530.0)
Net Operating	3,245.5	3,899.1	3,766.5	4,460.3	(561.2)	(14.4%)	4,734.4	4,861.3	4,995.3

KEY CHANGES TO 2018 OPERATING BUDGET		
VARIANCE	DESCRIPTION	AMOUNT (\$000's)
Cultural Partners	Increase in funding allocation to cultural partners which include the Cultural Centre, Historical Society, Sport Aurora and the Sport Hall of Fame	\$ 163.4
Salary Related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	113.2
Operating Materials	Increased operating materials for Cultural Services & Parks	47.8
Facility Revenues Decrease	Revenue loss from the closure of 52/56 Victoria Street	47.7
New Special Events	Pow Wow 2018, Outdoor Christmas Market	45.5
2017 Position Annualization	Annualization of Parks Crew Leader, Special Events Coordinator & Museum Services Support	34.1
Facility Revenues	Lost rental revenues from Holland Room (\$3.6) & Library Boardrooms (\$26.7)	30.3
Revenue Loss	Decreased Fitness User Fees offset partially by increases in aquatic and youth program revenues	26.0
Reduced Reliance	Parks Operations reduced reliance upon Development Charges	20.5
Canine Commons	Increased maintenance costs for canine Commons (PRCS17-002)	16.0
Contracts	Increased contract costs for Cultural Services & Special Events offset partially by arboricultural and shrub bed maintenance contract savings	10.1
Tax Savings	Tax savings from soccer dome (PRCS17-027)	(40.5)
Other Minor Variances		47.1
	TOTAL	\$ 561.2





Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

PLANNING AND BUILDING SERVICES



▶ PLANNING AND BUILDING SERVICES

Planning and Building Services is devoted to ensuring the responsible growth and physical form of the Town. We provide professional planning advice to Council, other departments, the public and Council endorsed committees on a variety of policy and procedural issues and *Planning Act* Applications.

The Planning and Building Services Department provides its activities and support to clients through three divisions: Development Planning, Policy Planning and Economic Development.

These activities relate to long range strategic planning and development review (including engineering); formulation of plans, policies, regulations and guidelines on growth management, land use, development, heritage planning, economic development, strategic planning, urban design; processing and evaluation of development applications (including engineering); data collection, analysis, research and monitoring of land use, planning policy and growth management matters; digital mapping and related functions and customer service guidance to residents, business owners and applicants. The department is also responsible for the administration of the Ontario Building Code ensuring minimum building standards are achieved for new buildings, additions and renovations with reference to public health and safety, structural sufficiency, fire protection, energy conservation, accessibility and water and sewage system. Qualified building officials review and inspect all construction projects within the Town of Aurora as mandated for compliance with the Ontario Building Code, the Town of Aurora Zoning By-law and other applicable legislation.





2,995

visitors to Doors Open
Aurora.

220

heritage
designated properties
in Aurora.

PLANNING AND BUILDING SERVICES

*For more information on the wide-range of services provided by Planning and Building Department
visit: aurora.ca/PBS*



PLANNING AND BUILDING SERVICES

▶ KEY PRIORITIES



OUR FOCUS

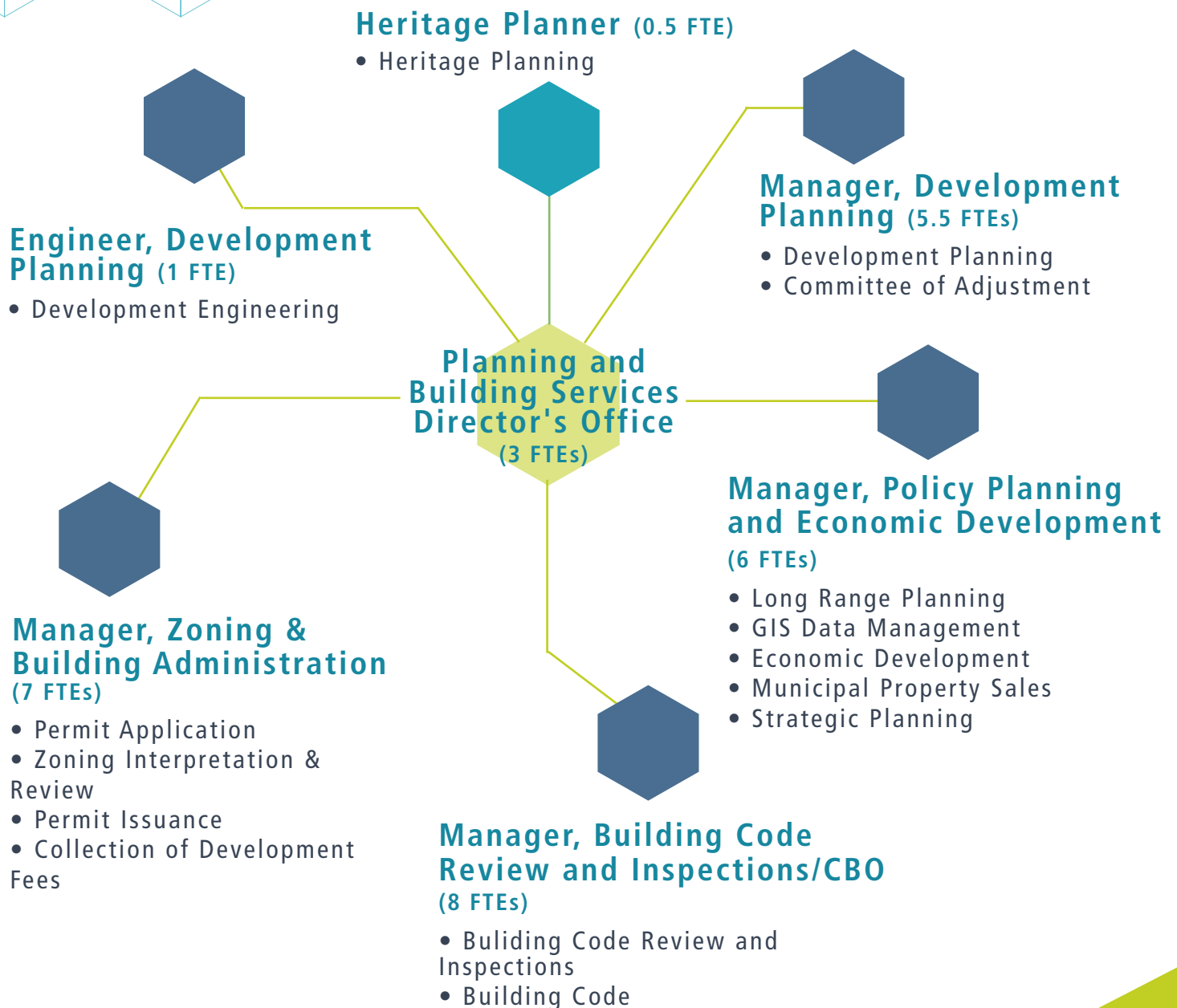
The Planning and Building Services Department is focused on working collaboratively with stakeholders in guiding the growth and development of the Town.

We are committed to the efficient delivery of services and excellent customer service.

It is anticipated that the department will experience a minor reduction in planning revenues in future years as the Town approaches build-out of the larger planning areas such as the 2C Planning Area. However, the municipality will continue to experience development activity in the form of intensification and infill development.



DEPARTMENTAL ORGANIZATION





DEPARTMENTAL INITIATIVES THAT ADVANCE THE STRATEGIC PLAN



Community Goal

Supporting an exceptional quality of life for all.

- Lead the re-development of the Cultural Precinct and Library Square **(Ongoing)**
- Work towards expanding online mapping services and geospatial three-dimensional (3D) modelling **(Ongoing)**



Economic Goal

Enabling a diverse, creative and resilient economy.

- Work with the Economic Development Board to prepare a community wide Economic Development Strategy **(Q2)**
- Continue to lead the development of an expanded economic development mandate and the creation of an Office of Economic Development. **(Ongoing)**



Natural Environment Goal

Supporting environmental stewardship and sustainability.

- Preparation of Green/ Sustainable Development Guidelines **(Q2)**

All Aspects of Plan

- Background Research into the preparation of an updated Town of Aurora Official Plan **(Ongoing)**





KEY PERFORMANCE MEASURES

Measure: Number of hectares of serviced vacant employment lands within the municipality

2016		2017		2018
Target	Actual	Target	Fcst	Target
86	77	150	72	126

Comments: Emery business park lands to be serviced in 2018.

Measure: Percentages of 2031 Residential Intensification target constructed to date (%)

2016		2017		2018
Target	Actual	Target	Fcst	Target
33	39	36	39	40

Comments: Progress towards Regionally-assigned target of 3,140 units within the built boundary, 2006-2031

Measure: Number of new residential units constructed in the Regional Corridor (units)

2016		2017		2018
Target	Actual	Target	Fcst	Target
41	164	150	12	75

Comments: Actual number of units built along Yonge St. Corridor

Measure: Percentage of 'House' Building Permit Applications Reviewed within Legislated Timeframes (%)*

2016		2017		2018
Target	Actual	Target	Fcst	Target
85	85	65	60	85

Measure: Percentage of Small Building Permit Applications Reviewed within Legislated Timeframes (%)*

2016		2017		2018
Target	Actual	Target	Fcst	Target
85	85	75	88	85

Comments: This includes voluntary and involuntary departures. Full-time only.

Measure: Percentage of Large Building Permit Applications Reviewed within Legislated Timeframes (%)*

2016		2017		2018
Target	Actual	Target	Fcst	Target
85	85	80	64	85

***Comments:** Building Code timeframes are not being met due to volume of building activity. Building industry understands the pressures on staff resources and is satisfied with the current level of service being provided.

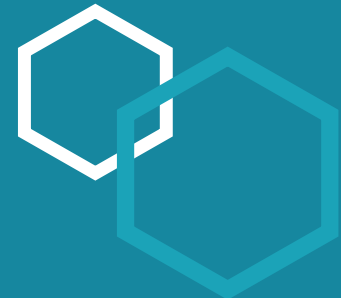
Note(s):

1. 2017 Forecast figure is in lieu of actual, because final figures are not yet available. This is an estimate based on year-to-date activity.

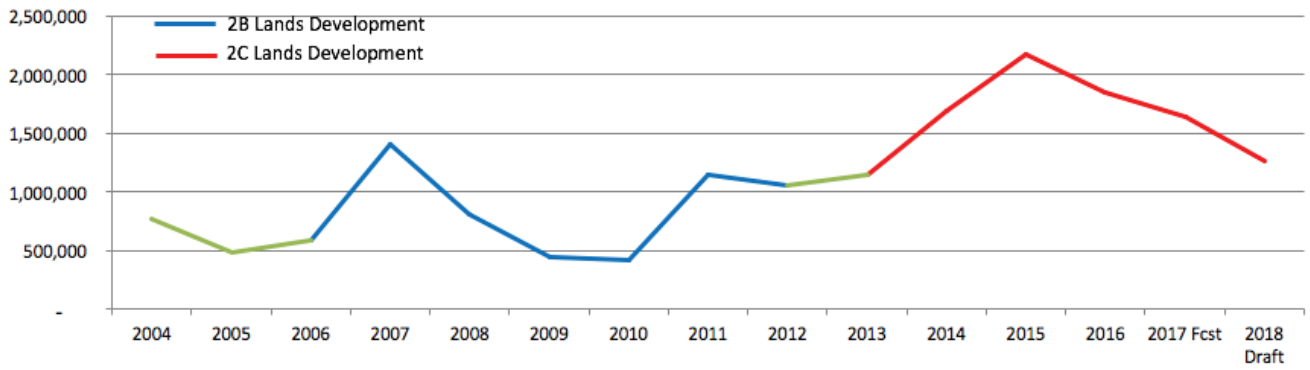
▶ 2018 BUDGET OVERVIEW

Planning & Building Services Department (shown in '\$000's)	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2018 Budget vs 2017 Budget		2019 Outlook	2020 Outlook	2021 Outlook
					Fav / (UnFav)				
					\$	%			
Personnel Costs	3,526.6	3,504.5	3,423.4	3,628.0	(123.6)	(3.5%)	3,665.8	3,751.7	3,844.4
Other Costs:									
Contracts	130.0	167.7	161.8	162.5	5.2	3.1%	162.5	162.2	162.2
Materials & Supplies	500.7	481.7	481.4	478.5	3.2	0.7%	483.4	488.5	493.5
Contribution to Building Reserve	1,939.4	503.5	468.1	532.9	(29.4)	(5.8%)	345.3	-	-
Other	424.1	7.8	66.3	9.0	(1.2)	(15.4%)	9.0	9.0	9.0
Revenues	(6,831.0)	(4,696.0)	(4,778.3)	(4,465.9)	(230.1)	(4.9%)	(3,932.8)	(3,493.2)	(3,493.4)
Net Operating	(310.2)	(30.9)	(177.4)	345.0	(375.9)	1,216.1%	733.1	918.1	1,015.6

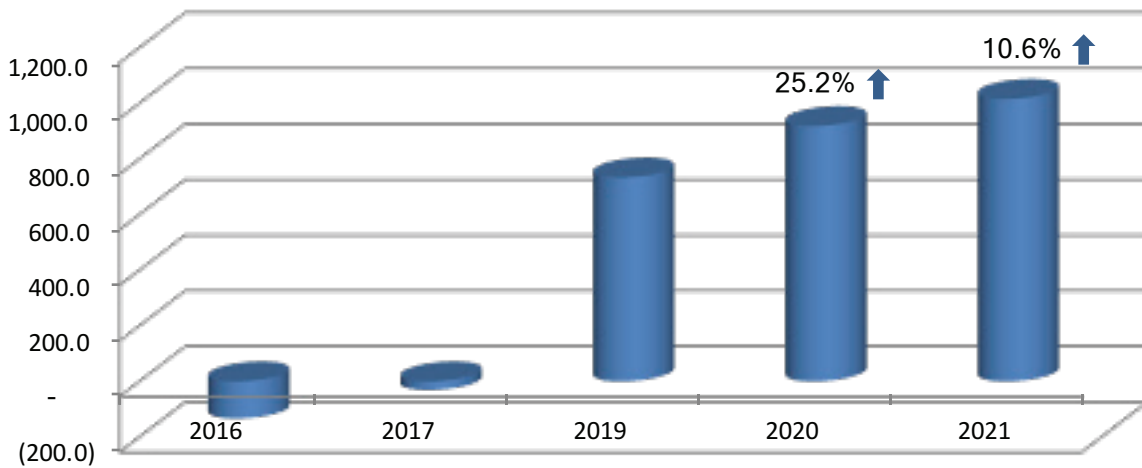
KEY CHANGES TO 2018 OPERATING BUDGET		
VARIANCE	DESCRIPTION	AMOUNT (\$000's)
Revenue Loss	Reduced Development Revenue as 2C front end planning activity slows	244.3
Salary Related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	80.1
2017 Position Annualization	Annualization of Building Admin Assistant (Building Services)	43.5
Other Minor Variances		8.0
	TOTAL	\$ 375.9



Planning Development Revenues Recognized



Net Operating Budget Requirement





Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

CORPORATE SERVICES



▶ CORPORATE SERVICES

Corporate Services provides effective and efficient administrative support and customer service to the corporation, Council, committees and the public. We are responsible for special projects and strategic initiatives that help the town achieve organizational excellence and innovation.

The department includes seven divisions: IT Services, Human Resources, Legislative Services, Legal Services, Bylaw Services, Access Aurora and Special Projects.

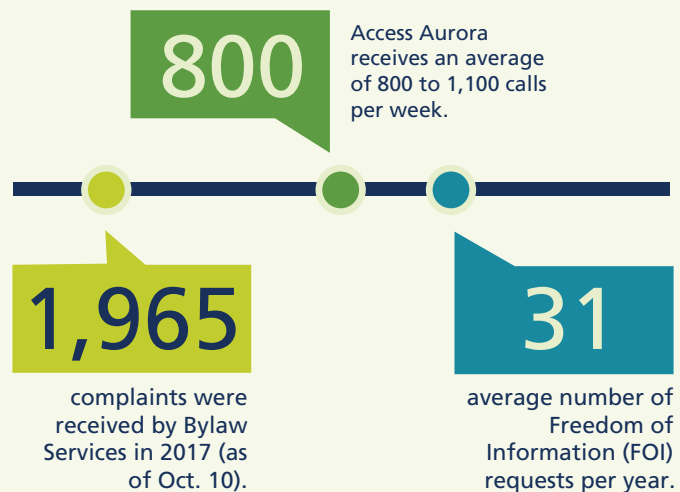




CORPORATE SERVICES

For more information on the wide-range of services provided by Corporate Services, visit: aurora.ca/CS

CUSTOMER SERVICE in Corporate Services



CORPORATE SERVICES

▶ KEY PRIORITIES



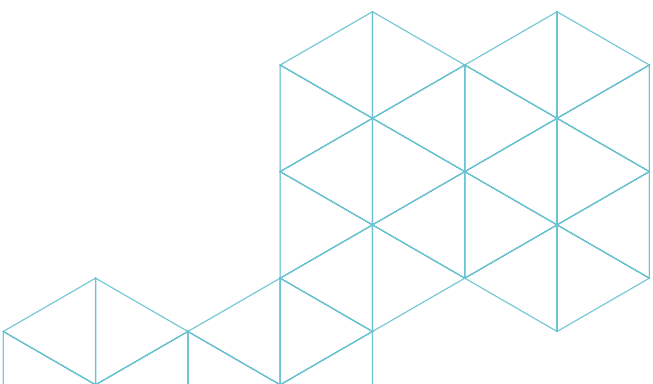
OUR FOCUS

In 2018, Corporate Services will continue to address pressures and constraints related to the growth of our community. Our focus is on exceeding the needs of our community and our internal clients.

Due to increasing demands to support business and community needs, we are facing an increase in maintenance support and licensing costs.

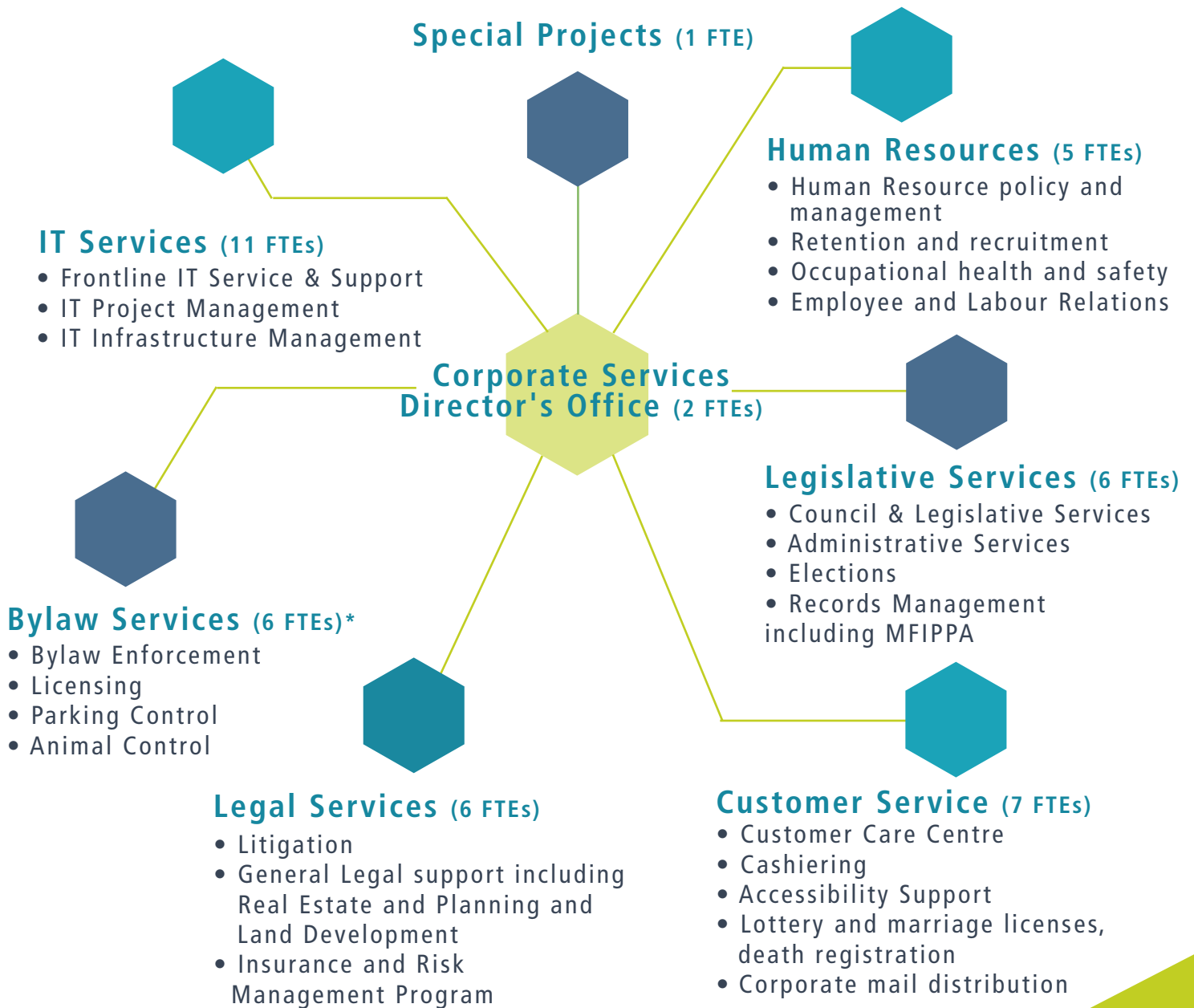
As frontline representatives for the Town, Access Aurora and Bylaw Services are continuing their commitment to improved service delivery. Both divisions continue to experience higher volumes of activity due to growth and the changing needs of our community.

Access Aurora continues to respond to the changing demographics and fabric of Aurora to ensure customers can easily access services and information.



DEPARTMENTAL ORGANIZATION

The department has seven divisions through which it delivers its services. Each of these divisions is supported by a manager reporting to the Director. The Office of the Director also includes a Manager of Special Projects.



* Two additional FTEs (Animal Control and Park Security) have been requested as part of the 2018 budget.

▶ KEY DELIVERABLES



Community Goal

Supporting an exceptional quality of life for all.

- Implementation of alternate Animal Control and Shelter Service Delivery in partnership with neighbouring municipalities (Commencing Q1)

Invest in sustainable infrastructure

- Update IT Strategic Plan including development of a software and mobility strategy (Q3)

Strengthening the fabric of our community.

- Continue to expand CRM (customer relationship management) and telephony tools to track and report on trends within the community (Ongoing)
- Execution of Customer Experience Plan (Ongoing)

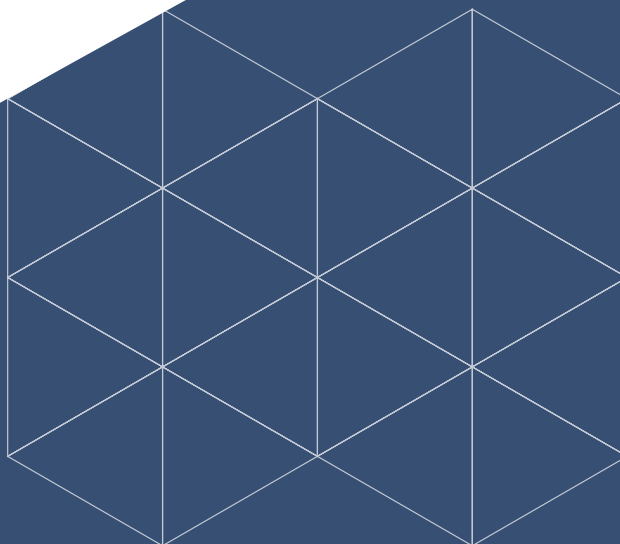


Organizational Excellence

- Focus on the Employee Experience. Conduct employee engagement survey and develop strategy to ensure a positive engaging employee experience (Q4/2019)
- Creation of ACE (Aurora Centre of Excellence) for project management. Develop and implement corporate-wide project management and process mapping systems (Q4/2018)

Good Governance

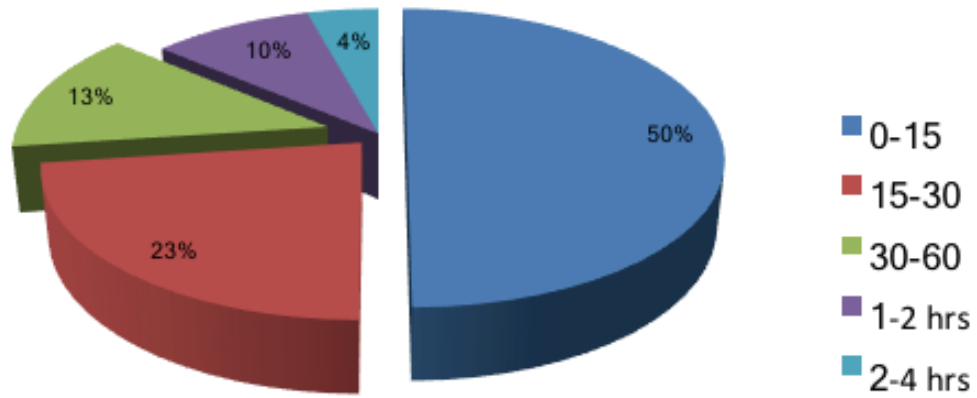
- Facilitate and oversee the 2018 Election including implementation of Internet Voting (Q4)
- Revise and update Emergency Management Plan including development of a post-emergency Recovery Plan in partnership with neighbouring municipalities (Q4)
- Review and update existing policies and procedures to ensure they are relevant and meet corporate values (Ongoing)
- Review and update Risk Management Program (Q4)
- Implementation of Human Resources Information System





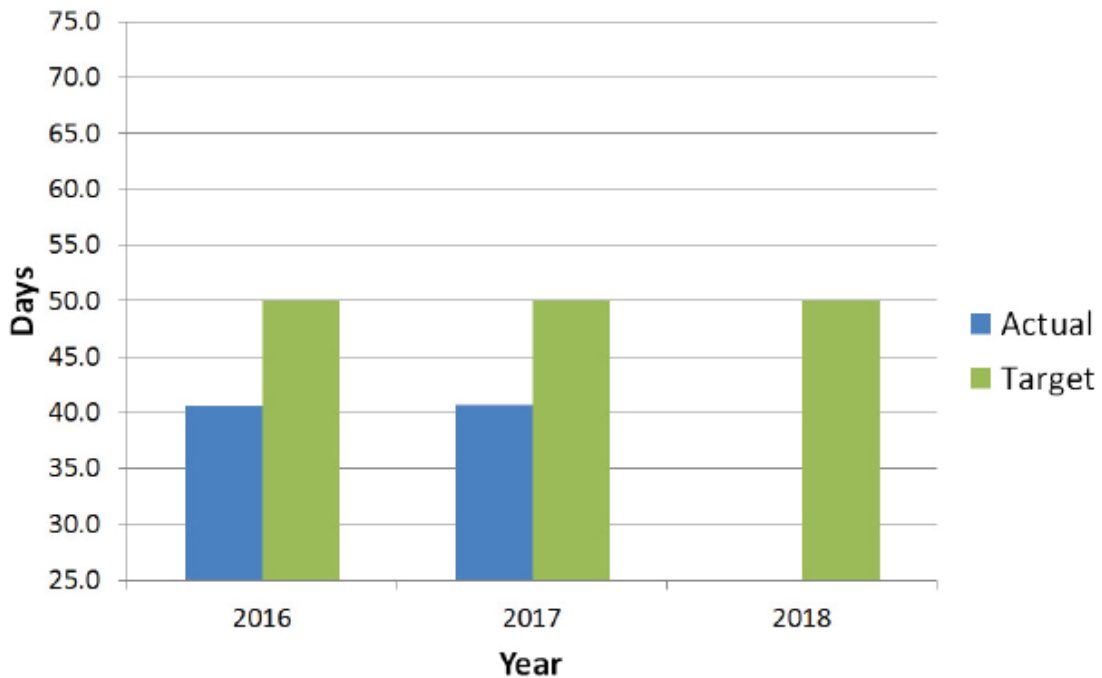
KEY PERFORMANCE MEASURES

Legislative Services Time spent on records requests

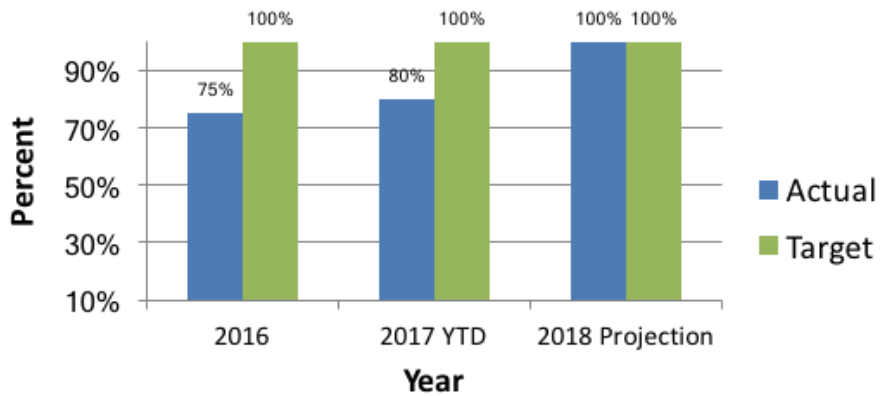


Total records requested = 110
Target = 30 - 60 minutes

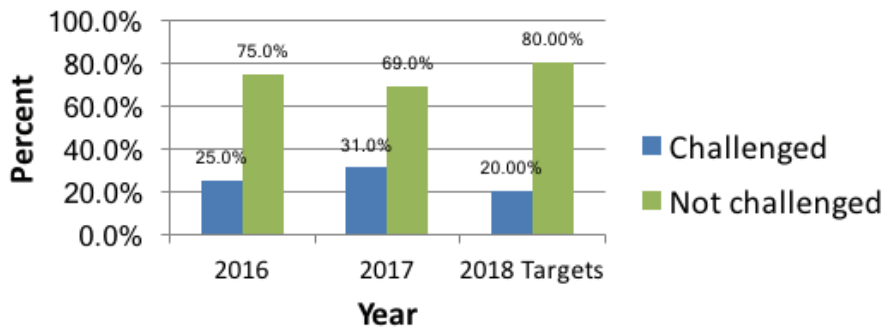
Average Time to hire - Full time staff



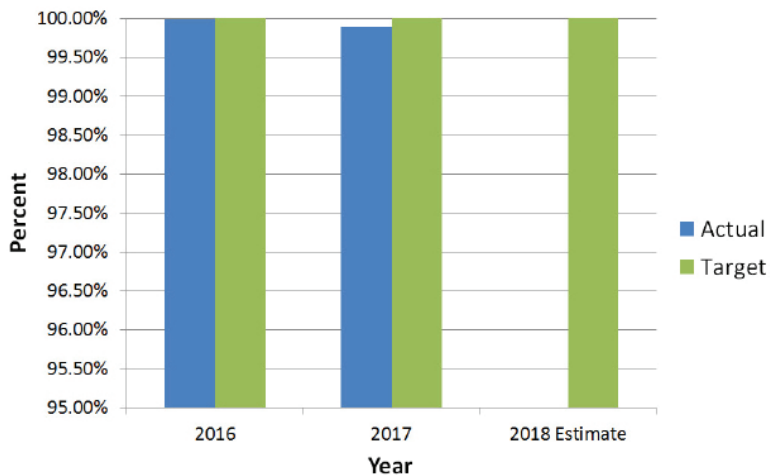
Accessibility barriers removed As identified in the Corporate Accessibility Plan



By-law Tickets Challenged vs Not Challenged



Network Availability

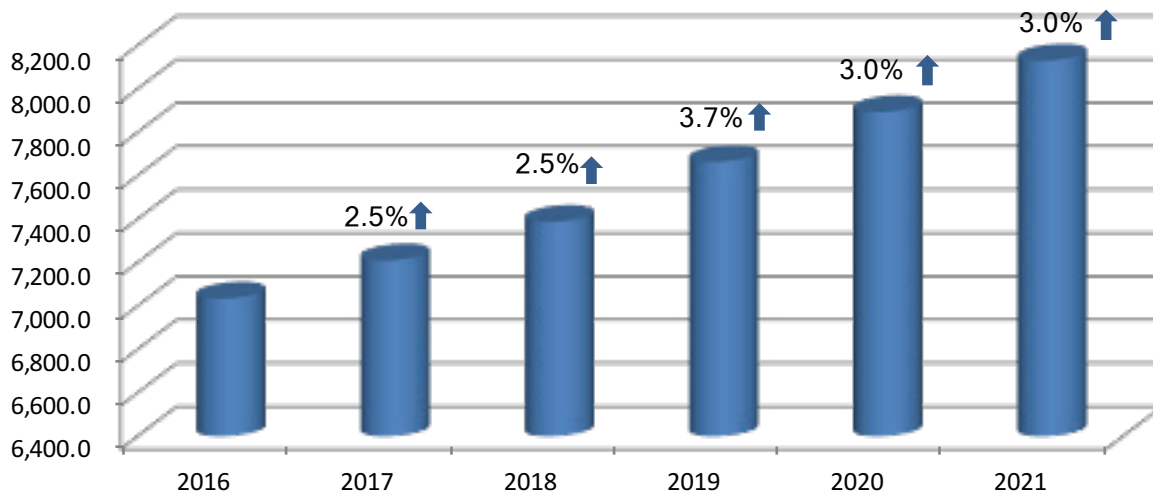


▶ 2018 BUDGET OVERVIEW

Corporate Services Department (shown in \$'000's)	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2018 Budget vs 2017 Budget		2019 Outlook	2020 Outlook	2021 Outlook
					Fav / (UnFav) \$	%			
Personnel Costs	4,168.5	5,012.1	4,920.6	5,339.5	(327.5)	(6.5%)	5,411.1	5,555.2	5,700.8
Other Costs:									
Contracts	2,163.9	2,227.7	2,028.9	2,502.0	(274.3)	(12.3%)	2,200.9	2,280.6	2,378.0
Materials & Supplies	201.5	257.9	281.4	291.4	(33.5)	(13.0%)	321.9	332.6	327.4
Contribution to Election Reserve	82.5	82.5	82.5	-	82.5	100.0%	105.0	105.0	105.0
Other	4.6	1.5	2.1	1.5	(0.0)	(1.7%)	1.6	1.6	1.6
Revenues	(469.7)	(372.3)	(335.1)	(747.3)	375.1	100.8%	(377.1)	(382.3)	(383.5)
Net Operating	6,151.4	7,209.4	6,980.4	7,387.1	(177.8)	(2.5%)	7,663.4	7,892.7	8,129.3

KEY CHANGES TO 2018 OPERATING BUDGET		
VARIANCE	DESCRIPTION	AMOUNT (\$000's)
Salary Related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	\$209.6
Election Pressure	Net Election pressure to the tax levy in order to accommodate hybrid election format	25.0
Licenses	Increased cost of software and telecom licenses	15.7
Insurance Premium	Anticipated Insurance premium increase	16.6
Training	Increased budget for specialized IT and position specific training	10.4
Animal Control	Savings from change in Animal Control Services	(56.0)
Other minor variances		(43.5)
TOTAL		\$ 177.8

Net Operating Budget Requirement





Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

FINANCIAL SERVICES



▶ FINANCIAL SERVICES

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

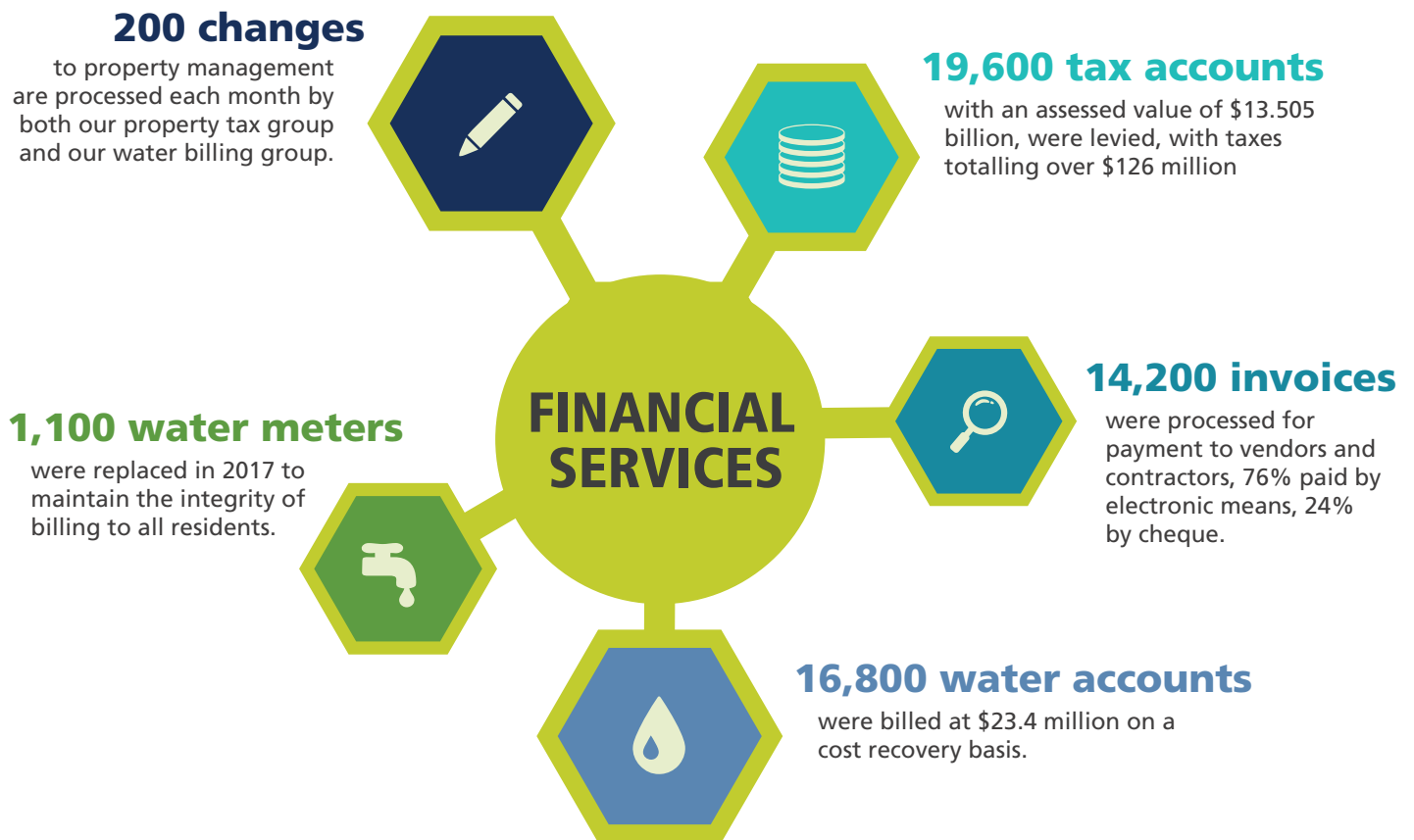
Internally, our clients include the Mayor and Council, the Chief Administrative Officer, Directors of each department, and all departmental staff. Our services include providing Council with sound professional financial and procurement advice, strategic corporate financial planning, financial reporting and business information. Further we provide our departmental clients with planning advice, financial reporting, payroll processing, and process support while guarding and maintaining compliance with our internal controls. All procurement processes are centrally managed by the department. We ensure statutory compliance in financial and related legislative matters. The department also coordinates the annual corporate business planning and budget process from start to finish.

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



FINANCIAL SERVICES

For more information on the wide-range of services provided by Financial Services, visit: aurora.ca/FS



FINANCIAL SERVICES

▶ KEY PRIORITIES



OUR FOCUS

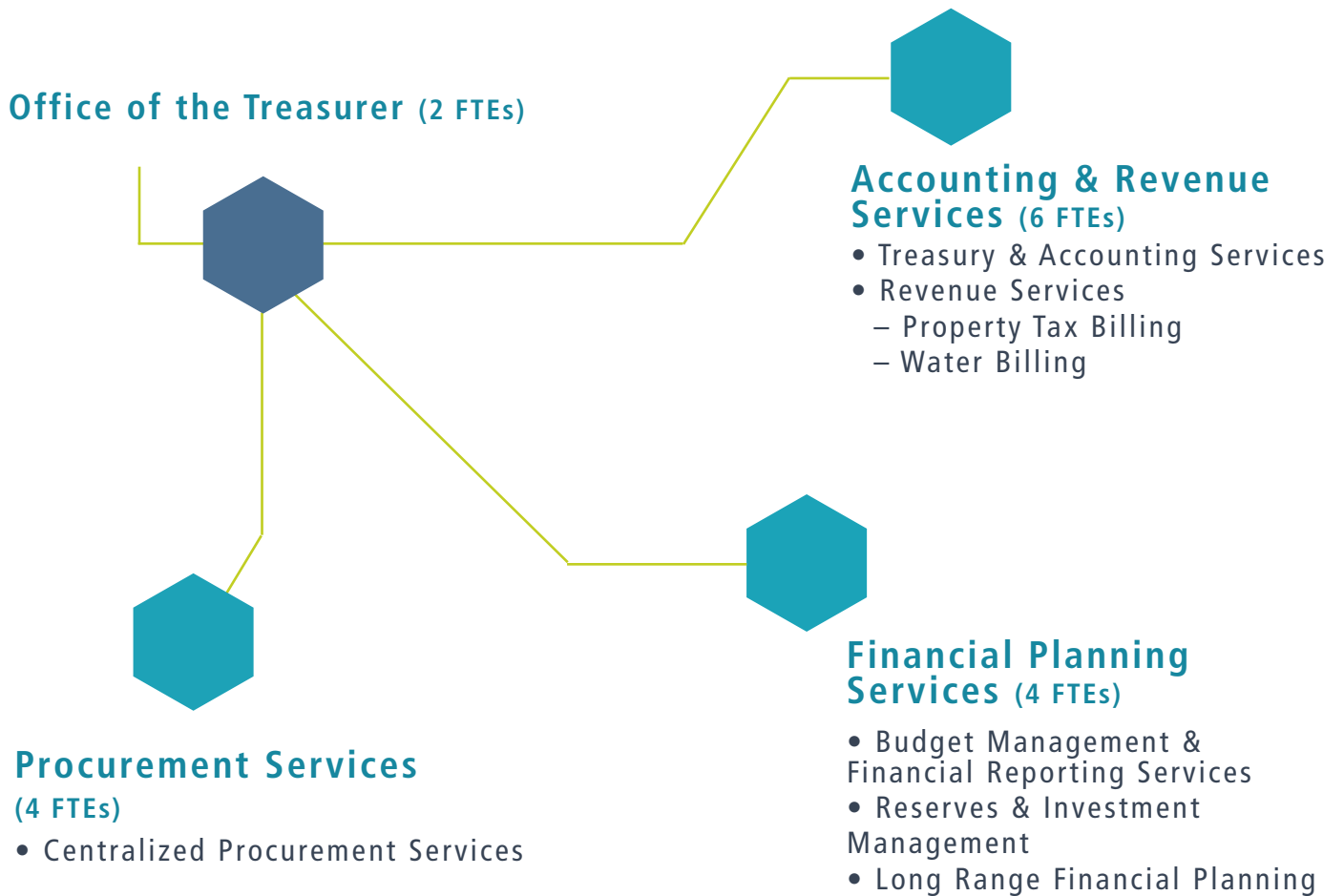
The Financial Services Department continues to focus on fiscal accountability and looks forward to implementing a new financial information system in the coming years to assist with efficiency and service improvements. Staff regularly monitors new and emerging technologies and systems to identify opportunities to increase productivity while reducing overall costs. The department will continue to see cost increases due to inflationary pressures, affecting both operating costs, salaries and benefits. In the coming years, we anticipate requiring additional staff to process the increasing volume of transactions arising from a growing community and the evolving range of services provided.





DEPARTMENTAL ORGANIZATION

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



- In 2016, the Procurement Division transferred to the Financial Services Department. The full procurement process and bylaw are the subject of on-going internal reviews. Once these reviews and applicable process revisions are made updated process cycle times for various procurement activities will be developed and tracked.

- The Financial Services Department will see continuing cost increases due to inflationary pressures, affecting both operating costs, salaries and benefits costs.

In coming years, the department will require additional operational staff to process the increasing volume of transactions arising from a growing community, and range of services. A new financial information system is being planned, and efficiencies and improvements are expected. Staff regularly monitor new and emerging technologies and systems for ways to improve efficiencies and productivity while reducing overall total costs.



DEPARTMENTAL INITIATIVES THAT ADVANCE THE STRATEGIC PLAN



Community Goal

Supporting an exceptional quality of life for all.

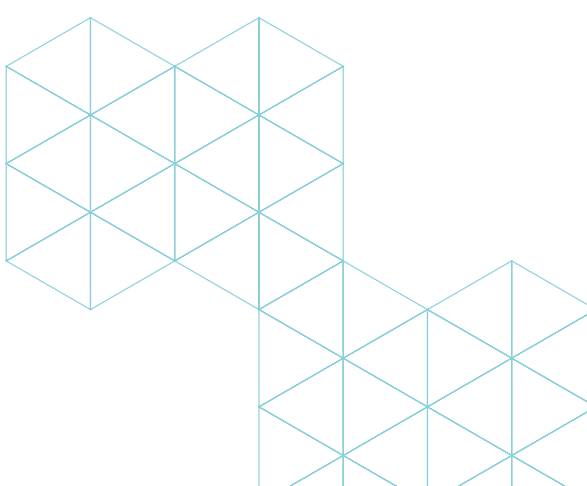
- Introduce multi-year budgeting and other budget process changes to improve accountability, and streamline budget preparation and review cycles. (Q4)



Natural Environment Goal

Supporting environmental stewardship and sustainability.

- Implementation of paperless billing (e-billings) for water utilities (Q4)





▶▶▶ OTHER DEPARTMENTAL INITIATIVES

Internal Needs

- Develop long-term plan for financial systems software (Q4)

Internal Efficiencies

- Complete procurement process review and address role of Council and delegated authorities to award contracts (Q1)

Financial Accountability

- Continue refinement of internal reporting framework and processes (Ongoing)

Internal Collaboration

- Financial Services is working with each department's management team to increase their financial management knowledge and skills; ensuring each group has access to the timely financial information required to manage budgets and operational needs.

Regulatory Change

- Monitor emerging statutory changes in property tax and municipal reporting and respond with necessary procedural changes as required

Efficiency and Customer Service

- Continuously monitor customer trends and expectations and evolve services where appropriate, always seeking efficiencies in process and outcomes.





KEY PERFORMANCE MEASURES

Measure: Cash to capital as % of Amortization – Tax Levy Funded Capital Asset Categories (%)

2016		2017		2018
Target	Actual	Target	Fcst	Target
100	80	100	80	85

Comments: Amortization represents the consumption or depreciation of long term capital assets in a year, based on historical cost and estimated life. Cash to capital is the annual financial contribution to reserves intended to replace or rehabilitate these assets at the end of their life. Ideally, due to inflation, cash to capital should exceed amortization. This shortfall is often referred to as the infrastructure funding deficit. The Town's long range financial plan calls for annual increases to the cash to capital amount, based on a rolling ten year capital asset replacement plan.

Measure: Cash to capital as % of Amortization – Rate Funded Capital Asset Categories (%)

2016		2017		2018
Target	Actual	Target	Fcst	Target
80	69	90	83	90

Comments: The measure is the same as above, however is strictly related to the utility rate funded assets of water, sanitary sewer and storm water systems.

Measure: Debt payments as % of Debt Payments Limit (%)

2016		2017		2018
Target	Actual	Target	Fcst	Target
<14.0	2.9	<13.9	3.3	<5.0

Comments: Town continues to responsibly manage its debt load well within established provincial limit.

▶ 2018 BUDGET OVERVIEW

Financial Services Department (shown in \$'000's)	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2018 Budget vs 2017 Budget Fav / (UnFav)		2019 Outlook	2020 Outlook	2021 Outlook
					\$	%			
Personnel Costs	1,392.0	1,816.8	1,902.8	1,931.9	(115.0)	(6.3%)	1,929.8	1,983.3	2,034.1
Other Costs:									
Contracts	96.3	96.3	86.4	95.8	0.5	0.5%	97.0	98.0	98.6
Materials & Supplies	(14.8)	12.8	13.6	6.7	6.2	47.9%	6.7	6.7	6.7
Other	20.3	22.7	21.6	23.3	(0.6)	(2.8%)	24.0	24.7	24.7
Revenues	(263.7)	(181.4)	(241.3)	(202.7)	21.3	11.7%	(202.7)	(204.3)	(205.5)
Net Operating	1,230.2	1,767.3	1,783.0	1,855.0	(87.7)	(5.0%)	1,854.7	1,908.4	1,958.6

KEY CHANGES TO 2018 OPERATING BUDGET		
VARIANCE	DESCRIPTION	AMOUNT (\$000's)
Salary Related COLA & Step Increases	Incremental cost of living allowance & step increases in relation to existing positions	\$8.7
2017 Position Annualization	Annualization of Procurement Consultant	42.0
Contract Position	Water Administrative Assistant 1 year contract (Recovered from water via Corporate Accounts - TAX LEVY NEUTRAL)	61.9
Increased Revenues	Anticipated increase in various administrative fee revenues	(21.3)
Other minor savings		(3.6)
TOTAL		\$ 87.7

Net Operating Budget Requirement





Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

CORPORATE REVENUES & EXPENSES



► CORPORATE EXPENSES & REVENUES

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

For clarity there is a detailed description of each item following the financial chart and table.

Corporate Revenue & Expenses \$,000's	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2019 Outlook	2020 Outlook	2021 Outlook
Personnel Costs	44.6	21.3	39.7	633.3	634.7	634.4	632.3
Other Expenditures	7,756.3	7,028.7	7,249.6	7,118.4	7,575.4	7,792.1	7,731.3
Total Expenditures	7,800.9	7,050.1	7,289.4	7,751.6	8,210.0	8,426.4	8,363.5
Revenues	(6,733.6)	(6,589.3)	(6,773.6)	(7,142.6)	(7,845.6)	(7,762.2)	(6,123.9)
Net	1,067.3	460.8	515.8	609.0	364.4	664.2	2,239.6

KEY CHANGES TO 2018 OPERATING BUDGET		
VARIANCE	DESCRIPTION	AMOUNT (\$000's)
Provincial Legislation	New Provincial Legislation impact	605.0
Cash to Capital	Increased cash to capital allocation	215.6
Reduced Reliance	Reduced reliance on Hydro reserve & Supplemental Taxes	175.0
Council Contingency	Reduction in contingency budget	(15.0)
Overhead Recovery	Increase overhead recovery from Building Department & Water Budget	(556.6)
Rate Stabilization	Net increase of draw upon Rate Stabilization Reserve for phase in of new solid waste contract & labour legislation	(172.9)
Other minor variances		(102.8)
TOTAL		\$ 148.3

▶ 2018 BUDGET HIGHLIGHTS

2018 Expenditures:

Corporate Expenses	\$,000's	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget
Personnel Costs:					
Town Wide Gapping		-	-		-
Retiree Benefits		44.6	21.3	39.7	28.3
Anticipated Labour Legislation Change Incremental Costs		-	-	-	605.0
Total Personnel Costs		44.6	21.3	39.7	633.3
Other Expenditures:					
Cost Reallocations		(476.6)	(1,036.3)	(1,394.4)	(1,694.2)
External Audit Fees		9.8	40.9	40.9	40.9
Council Contingency Amount		20.3	35.0	35.0	20.0
W.S.I.B. Claims Costs		97.0	85.0	106.3	85.0
Capital Loan Payment		318.2	320.5	320.5	320.5
Contribution to Reserves		2,892.3	2,408.9	2,916.6	2,692.8
Contribution to Reserves of Excess SUPP Revenues		-	136.9	136.9	400.0
Contributions to Capital		4,644.7	4,837.8	4,837.8	5,053.4
In-Year Tax Adjustments		250.6	200.0	250.0	200.0
Total Other		7,756.3	7,028.7	7,249.7	7,118.4
Total Expenditures		7,800.9	7,050.1	7,289.4	7,751.7

2018 Budget vs 2017 Budget	
Fav / (UnFav)	
\$	%
-	n/a
(6.9)	(32.5%)
(605.0)	n/a
(611.9)	-
657.9	63.5%
-	-
15.0	42.9%
-	-
-	-
(283.9)	(11.8%)
(263.1)	(192.2%)
(215.6)	(4.5%)
-	-
(89.7)	(1.3%)
(701.6)	(10.0%)

Town-Wide Gapping - \$150,000:

All existing staff positions are budgeted for a full fiscal year. The amount planned for 2018 has been maintained at a similar level to that of 2017 being \$150,000. This amount anticipates savings arising from normal employee turnover; savings of not paying the salary during the recruitment period for the replacement staff member. NEW for 2018, this Town-wide gapping amount has been allocated across all of the corporation's departments on a proportionate basis.

2018 Expenditures:

Retiree Benefits - \$28,300:

The on-going costs of dental and health benefits for employees who have retired early must continue to be borne by the Town until such time that the employee reaches their normal retirement age, then benefits cease. Consequently, the corporation must set aside a sufficient amount for this purpose. The value in 2018 of this segregated amount has been set at \$ 28,300, representing an amount that is \$ 6,900 higher than the 2017 amount.

Proposed Labour Legislation Estimated Financial Impact - \$605,000:

The anticipated financial impacts resulting from the province's proposed changes to Employment Standards legislation via its "Fair Workplaces, Better Jobs Act, 2017" ("Bill 148") is estimated at \$605,000. The full amount of this estimated cost has been temporarily captured under Corporate Expenses until such time that these proposed legislative changes are approved and final impacts can be determined and apportioned to the affected departments.

Cost Reallocations - \$1,694,200:

Overhead cost allocations are charged each year to the Building Services and Water Operations divisions whose operations are funded entirely by Building Services fees and water rates, respectively. This amount which reflects an estimated value of the total support services that are provided to both of these divisions includes: Council administration, CAO Support, legal services, facility management, IT support, accounting services, financial planning services, human resources; as well as, amounts for their share of insurance costs and for building plan and field inspections provided by Central York Fire Services. These estimated support costs are re-visited each year. New for 2018, the cost reallocations relating to the Water Operations division have been consolidated under the Corporate Revenues & Expenses category as well. In addition, the total water division allocation has been increased by \$544,300 over 2017 as a result of the alignment of its previous allocation methodology with that of the Building Services division which has been accepted as the standard for the Town.

External Audit Fees - \$40,900:

This amount reflects the cost of undertaking a mandatory external audit of the Town's Financial Statements. Fees for 2017 remain unchanged from 2016.

Council Contingency Amount - \$20,000:

It is always difficult for departments and Financial Services to consider and include in the budget every possible expense that may arise during the coming fiscal year. In an effort to mitigate the impact of some of these unforeseen costs, or to meet other corporate or community needs, the Town sets aside a contingency amount each year to be used only by approval of Council. This amount remains unchanged from 2017.



WSIB Claims Costs - \$85,000:

The Town of Aurora is a 'Schedule 2 Employer' with the Workplace Safety and Insurance Board (WSIB). This simply means that the Town pays for all of its costs incurred through the WSIB itself. In order to mitigate the risk of high claim costs, the Town utilizes a 3rd party insurance provider in order to cover any extreme costs of this nature. The WSIB Claims Costs account is utilized for the payment of any claims and costs experienced, which are not covered by the Town's "excess-loss" insurance. An equal and offsetting account in the Revenues section draws a contribution from the WSIB Reserve in order to fund these payments. There is no change to the planned claims cost amount for 2018. The WSIB Reserve is funded directly by a charge to each operating group through the payroll system, which appears in each department cost center under their salaries and benefits sections.

SARC Debt Payment - \$320,500:

In 2006, two debentures, one being a ten year and the other a twenty year in duration, were issued (through the Region) totaling \$16.9 million in order to finance a portion of the Stronach Aurora Recreation Complex (SARC). For 2018, only the twenty year debenture remains outstanding. The 2018 debt repayment amount includes \$229,300 in principal and \$91,300 interest. An equal and offsetting account in the Revenues section draws a contribution from the Development Charges Reserve to fully fund this payment with no impact on the tax levy.

Contributions to Reserves - \$2,692,800:

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

- The transfer to reserves of \$1,694,600 in anticipated Gas Tax revenue to be received in 2018. There is a fully offsetting revenue item for this amount. This item flows through the Town's "operating" accounts in order to comply with financial statement requirements.
- The transfer to reserves of \$687,700 in anticipated Ontario Community Infrastructure Program (OCIP) Formula revenue to be received in 2018. There is a fully offsetting revenue item for this amount. This item flows through the Town's "operating" accounts in order to comply with financial statement requirements.
- The transfer of \$289,500 to pay down the internally financed portion of the Library expansion. There is a fully offsetting revenue item being drawn from Development Charge Reserve Funds for this same amount.
- The annual contribution of \$20,000 to the Environmental Initiatives Reserve.
- A nominal amount of \$1,000 relating to the transfer of any revenues received from the Bell cellular small cell technology pilot project to the Economic Initiatives Reserve.

2018 Expenditures:

Tax Cash to Capital - \$5,053,400:

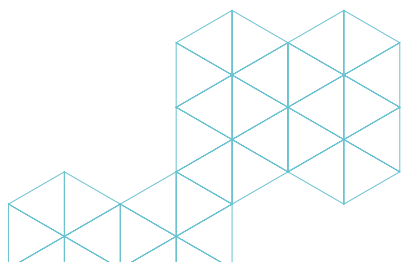
The 'Cash to Capital' component represents last year's amount of \$4,837,800, plus a \$215,600 increase representing 0.5% of annual tax revenue as per the Town's approved ten year capital investment plan. These funds are moved to the Town's reserve funds to be used for replacement and updating of existing town infrastructure, or for new capital purposes.

In-Year Tax Adjustments - \$200,000:

Every year, the Town receives notices and decisions relating to assessments and reassessments of properties within the Town's borders. Most of these decisions have a small impact on the amount of tax charged to a given property and some have a very large impact. The 2018 planned expense of \$200,000 which remains unchanged from 2017, includes only the Town's share of such tax adjustments, all of which are approved by the Municipal Property Assessment Corporation (MPAC), as part of the Ontario Assessment Review Board (ARB) appeal process.

2018 Revenues:

Corporate Revenue	\$,000's	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2018 Budget vs 2017 Budget	
						Fav / (UnFav)	
						\$	%
Penalties on Taxes		(877.5)	(900.0)	(900.0)	(850.0)	(50.0)	(5.6%)
Investment Income		(1,499.7)	(1,550.0)	(1,550.0)	(1,600.0)	50.0	3.2%
Interest from Hydro Funds		(200.0)	(100.0)	(100.0)	-	(100.0)	100.0%
Federal Grants - Federal Gas Tax		(1,617.5)	(1,617.5)	(1,617.5)	(1,694.6)	77.1	4.8%
Provincial Grants - OCIF, Other		(234.6)	(481.9)	(481.9)	(687.7)	205.8	42.7%
Trans From DC Reserves		(610.0)	(610.0)	(610.0)	(610.0)	-	-
Trans From Other Reserves		(499.8)	(482.0)	(657.9)	(654.9)	172.9	35.9%
Payments in Lieu of Taxes		(294.4)	(286.0)	(294.4)	(294.4)	8.4	2.9%
Supplementary Taxes		(899.4)	(561.9)	(561.9)	(750.0)	188.1	33.5%
Other		(0.5)	-	-	(1.0)	1.0	n/a
Total Revenues		(6,733.6)	(6,589.3)	(6,773.6)	(7,142.6)	553.3	8.4%
Net Overall Operating		1,067.3	460.8	515.8	609.0	(148.3)	(32.2%)



Penalties on Taxes - \$850,000:

The Town imposes late charge penalties and interest on late or unpaid tax installments. Revenues of this nature are referred to as Penalties on Taxes. 2018 revenues are anticipated to be lower than 2017 as the Town was able to successfully conclude some of its more material outstanding balances owing in 2017.



Investment Income - \$1,600,000:

It is anticipated that investment income will increase in 2018 versus the previous year as the economy's recovery continues to improve at a slow rate. This low rate of growth continues to place little pressure on inflation rates which subsequently create little incentive for interest rates to climb in the short term. However, they are expected to increase minimally in 2018. The Town's investment portfolio continues to earn a competitive rate of return on its investments comprised of all of the Town's funds that are not required for the day-to-day operations. They are invested in the most appropriate investment vehicle available, balancing cash needs forecasts with market yields. All portfolio investments must comply with strict and highly conservative provincial and local regulations in an effort to protect the public funds that are being invested. The portfolio includes a mix of long and short term products to meet our expected cash flow requirements.

Reliance upon interest from Hydro Funds - \$0:

The other historical source of Town investment income has been a draw from the interest earned by the Town's Hydro Funds. A fiscal strategy of the Town has been to reduce operating budget reliance on this source through methodical planned reductions each year. This amount has been reduced by a final \$100,000 in 2018 thus reducing the Town's reliance upon this source of revenue to zero. This final reduction successfully achieves Council's desire to eliminate its reliance upon this revenue source.

Grants - Federal Gas Tax - \$1,694,600:

The provision of the Gas Tax from the Federal Government has been an integral part of the Town's budget since 2006 when the program was initiated. The Town expects to receive an increase of \$77,100 in its gas tax funding amount for 2018 over the amount received in 2017. These funds are received as income through the operating budget which is then subsequently transferred to the Federal Gas Tax Reserve, now considered as an infrastructure repair & replacement funding source. All investments made are in compliance with the terms of the Federal Gas Tax program.

Grants - Ontario Community Infrastructure Funding Program (OCIF) - \$687,700:

In 2014, the province of Ontario introduced a new grant program in recognition of the province's infrastructure funding gap. This program's total available funding is made available to municipalities in two components. One component being an allocation based upon a formula which factors in multiple variables such as a municipality's population, its total assessment base and average household income among others. These funds are received as income through the operating budget which is then subsequently transferred to an OCIF Reserve, now considered as an infrastructure repair & replacement funding source. The second component of this funding program is allocated based upon a project specific application basis. No revenue is budgeted for this second component. The formula amount for 2018 is expected to grow by \$205,800 over the amount received in 2017.

2018 Revenues:

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

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

Transfers from Other Reserves - \$654,900:

This category identifies funds that are coming from reserves in order to fund specific expenditures of a corporate-wide nature. For 2018, there are two planned funding transfers, one is in relation to the Town's normal \$85,000 transfer from the WSIB reserve to fund WSIB claims costs as outlined in the Expenses portion of this section and the other relates to a \$569,900 funding draw from the rate stabilization reserve in relation to the Town's strategy to phase in required total operating budget pressures in relation to the anticipated financial impacts resulting from the province's proposed changes to Employment Standards legislation and anticipated increased waste collection contract costs over two years.

Payments in Lieu of Taxes - \$294,400:

Payments in Lieu of Taxes represents assessment based revenue from federal and provincial owned properties. The federal and provincial governments are not technically subject to formal property taxes; however they must remit an equal amount as though they were fully taxable. These amounts paid are referred to as Payments in Lieu of Taxes or 'PILs'. This amount is expected to increase by an equivalent amount to staff's recommended 3.1% tax levy increase.

Supplementary Taxes - \$350,000:

Supplementary taxes (SUPPs) represent property taxes for new properties and construction which become newly assessed during the year, including some portions of taxation related to prior years where applicable. All supplementary taxation is retroactive to the date of occupancy. The 2018 budget amount of \$350,000 is down by \$75,000 from 2017. The \$350,000 net budget amount is achieved through the planned contribution of \$400,000 in excess anticipated SUPP revenues to reserves. This reduction in planned reliance upon supplementary tax revenues is part of the fiscal strategy approved in January 2014. That strategy's goal is reducing operating budget reliance on this source over a period of several years. The Town plans to continue its annual reduction of \$75,000 of this revenue source over the next three year period as growth is expected to slow to long term levels.





Ready For The Future

TOWN OF AURORA



2018

BUSINESS PLAN & BUDGET

FIRE SERVICES



► FIRE SERVICES

Overview:

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

► CENTRAL YORK FIRE SERVICES

Overview:

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

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

Expenditures:

Under the joint services agreement between Newmarket and Aurora, the operating costs of CYFS are shared on a proportional basis, using three factors combined: share of call volume, share of combined population, share of combined assessment values. The sharing formula is based upon a multi-year weighted averaging of the above factors, alleviating the severity of annual fluctuations in any of the three factors or their average. This year, Aurora's share increased from 40.6% in 2017 to 40.65% of the total cost for 2018 fire services. This change in share results in an additional cost to the Town of Aurora of \$125,000.

For 2015, a new Fire Master Plan was approved by the Joint Council Committee (JCC) resulting in a significant impact on the cost of fire services, due primarily to the addition of a new fire hall and pumper truck, including a new 20 person crew to staff this new apparatus. Over the next six years, operational costs for CYFS are expected to increase by just over \$8 million, with Aurora's share of this amount estimated at \$3.25 million. Although the exact timing of the on-lining of these costs is at the control of the JCC, Aurora Council has agreed to phase this tax pressure in over the next six years at a pace of 1.3% dedicated tax rate increase per year for fire services in order to avoid a significant tax rate pressure that may otherwise arise.

For 2018, the JCC is considering a total draft operating budget of \$25,776,600 representing an increase of \$1,105,100 or a 4.5% increase over 2017's approved budget. The Town of Aurora's share of this draft budget is \$10,478,200, representing an amount that is equal to the Town's planned phased in tax rate increase amount. As per the strategy any excess amount, if any, will be contributed to the Rate Stabilization Reserve for the future funding of the full \$3.25m impact anticipated over the next five years.

▶ 2018 BUDGET HIGHLIGHTS

Fire Services Department (shown in \$'000's)	2016 Actual	2017 Budget (adjusted)	2017 Projected Year End Actuals	2018 Final Budget	2018 Budget vs 2017 Budget Fav / (UnFav)		2019 Outlook	2020 Outlook	2021 Outlook
					\$	%			
					Personnel Costs	-			
Other Costs:									
Contracts	9,625.8	10,114.0	10,022.6	10,484.2	(370.2)	(3.7%)	11,074.2	11,694.7	11,933.3
Materials & Supplies	-	-	-	-	-	-	-	-	-
Other	149.0	111.0	202.4	-	111.0	100.0%	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net Operating	9,774.8	10,225.0	10,225.0	10,484.2	(259.2)	(2.5%)	11,074.2	11,694.7	11,933.3

KEY CHANGES TO 2018 OPERATING BUDGET		
VARIANCE	DESCRIPTION	AMOUNT (\$'000's)
Fire Increase	Increase in funding requirements	\$259.2
	TOTAL	\$ 259.2

