

Town of Aurora

Final NET Tax Levy Funded Operations Results as at December 31, 2019

Shown in \$,000's	NET ADJUSTED BUDGET	FINAL ACTUAL	Variance Favourable / (Unfavourable)	
<u>COUNCIL</u>				
Council Administration	\$ 564.1	\$ 552.0	\$ 12.1	2.1 %
Council Programs/Grants	4.0	-	4.0	100.0 %
Advisory Committees	8.0	2.7	5.3	66.3 %
Council Office Total	\$ 576.1	\$ 554.7	\$ 21.4	3.7 %
<u>CHIEF ADMINISTRATIVE OFFICE</u>				
CAO Administration	\$ 545.6	\$ 523.5	\$ 22.1	4.1 %
Communications	786.5	789.5	(3.0)	(0.4 %)
Chief Administrative Office Total	\$ 1,332.1	\$ 1,313.0	\$ 19.1	1.4 %
Council and C.A.O. Combined	\$ 1,908.2	\$ 1,867.7	\$ 40.5	2.1 %
<u>CORPORATE SERVICES</u>				
Corporate Services Administration	\$ 407.7	\$ 564.8	(157.1)	(38.5 %)
Legal Services	1,487.0	1,527.4	(40.4)	(2.7 %)
Legislative & Administrative Services	709.8	658.1	51.7	7.3 %
Human Resources	836.4	802.4	34.0	4.1 %
Elections	92.5	107.7	(15.2)	(16.4 %)
Information Technology	2,043.7	2,025.2	18.5	0.9 %
Telecommunications	165.1	144.3	20.8	12.6 %
By-law Services	561.2	434.5	126.7	22.6 %
Animal Control	259.2	242.7	16.5	6.4 %
Customer Service	874.6	876.6	(2.0)	(0.2 %)
Emergency Preparedness	35.7	16.1	19.6	54.9 %
Corporate Services Total	\$ 7,472.9	\$ 7,399.8	\$ 73.1	1.0 %
<u>FINANCIAL SERVICES</u>				
Policy & Planning Administration	\$ 342.2	\$ 216.3	\$ 125.9	36.8 %
Accounting & Revenue	469.7	447.4	22.3	4.7 %
Financial Management	517.4	552.8	(35.4)	(6.8 %)
Procurement Services	508.2	495.6	12.6	2.5 %
Financial Services Total	\$ 1,837.5	\$ 1,712.1	\$ 125.4	6.8 %
<u>FIRE SERVICES</u>				
Central York Fire	11,188.1	11,188.1	-	-
Total Fire Services	11,188.1	11,188.1	-	-
<u>Operational Services</u>				
Operational Services Administration	\$ 258.4	\$ 329.0	\$ (70.6)	(27.3 %)
Fleet & Equipment	758.8	845.5	(86.7)	(11.4 %)
Winter Management	1,584.1	2,191.6	(607.5)	(38.3 %)
Road Network Operations	2,721.6	2,472.8	248.8	9.1 %

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Parks/Open Spaces	2,603.8	2,554.1	49.7	1.9 %
Waste Collection & Recycling	2,069.4	2,160.5	(91.1)	(4.4 %)
Operational Services Total	\$ 9,996.1	\$ 10,553.5	\$ (557.4)	(5.6 %)
<u>Community Services</u>				
Community Services Administration	\$ 1,135.1	\$ 1,176.0	\$ (40.9)	(3.6 %)
Business Support	(529.4)	(285.8)	(243.6)	(46.0 %)
Recreational Programming/Community Dev.	2,042.7	1,596.5	446.2	21.8 %
Facilities	6,781.3	6,585.9	195.4	2.9 %
Community Services Total	\$ 9,429.7	\$ 9,072.6	\$ 357.1	3.8 %
<u>PLANNING & DEVELOPMENT SERVICES</u>				
Development Planning	\$ (321.5)	\$ (277.4)	\$ (44.1)	(13.7 %)
Long Range & Strategic Planning	879.3	851.0	28.3	3.2 %
Engineering Service Operations	490.0	21.9	468.1	95.5 %
Net Building Department Operations	390.8	\$ 147.7	243.1	62.2 %
Contribution from Building Reserve	(390.8)	(147.7)	(243.1)	(62.2 %)
Total Building Services	-	-	-	-
Planning & Development Services Total	\$ 1,047.8	\$ 595.5	\$ 452.3	43.2 %
<u>CORPORATE REVENUE & EXPENSE</u>				
Supplementary Taxes & Payments-in-Lieu	\$ (1,050.3)	\$ (1,773.5)	\$ 723.2	68.9 %
Contribution of Excess SUPPs to reserves	400.0	1,082.3	(682.3)	(170.6 %)
Penalties on Unpaid Property Taxes	(900.0)	(1,444.1)	544.1	60.5 %
Overhead Cost Re-allocation to Building Services	(1,815.3)	(1,815.3)	-	-
All Other Revenue	(5,879.6)	(8,442.3)	2,562.7	43.6 %
Cash to Capital	5,263.9	5,263.9	-	-
All Other Expense	8,359.4	11,071.4	(2,712.0)	(32.4 %)
	\$ 4,378.1	\$ 3,942.4	\$ 435.7	10.0 %
<u>TOTAL TAX LEVY FUNDED OPERATIONS</u>	\$ 47,258.4	\$ 46,331.7	\$ 926.7	2.0 %
<u>TOTAL TAX LEVY</u>	\$ (47,258.4)	\$ (47,281.0)	\$ 22.6	0.0 %
OPERATING (SURPLUS) DEFICIT	-	\$ (949.3)	\$ 949.3	1.6 %
		Surplus	Surplus	

Town of Aurora

Final Net User Rate Funded Operations Results

as at December 31, 2019

Shown in \$,000's	ADJUSTED BUDGET	FINAL ACTUAL	Variance Favourable / (Unfavourable)	
Water Services				
Retail Revenues	(11,105.4)	(9,846.4)	\$ (1,259.0)	(11.3 %)
Penalties	(175.0)	(175.9)	0.9	0.5 %
Other	(210.1)	(290.7)	80.6	38.4 %
Total Revenues	(11,490.5)	(10,313.0)	\$ (1,177.5)	(10.2 %)
Wholesale water purchase	7,151.0	6,857.1	293.9	4.1 %
Operations and maintenance	1,029.6	1,109.9	(80.3)	(7.8 %)
Administration and billing	899.5	607.7	291.8	32.4 %
Corporate overhead allocation	710.4	710.4	-	-
Infrastructure sustainability reserve contributions	1,700.0	1,700.0	-	-
Total Expenditures	11,490.50	10,985.1	\$ 505.4	4.4 %
Net Operating Water Services	-	672.1	\$ (672.1)	n/a
Waste Water Services				
Retail Revenues	(13,839.1)	(12,331.2)	\$ (1,507.9)	(10.9 %)
Penalties	-	-	-	n/a
Other	(90.0)	(28.2)	(61.8)	(68.6 %)
Total Revenues	(13,929.1)	(12,359.4)	\$ (1,569.7)	(11.3 %)
Sewer discharge fees	10,944.0	10,493.9	\$ 450.1	4.1 %
Operations and maintenance	868.8	532.5	\$ 336.3	38.7 %
Administration and billing	261.4	261.4	\$ -	-
Corporate overhead allocation	554.9	554.9	-	-
Infrastructure sustainability reserve contributions	1,300.0	1,300.0	-	-
Total Expenditures	13,929.1	13,142.7	\$ 786.4	5.6 %
Net Operating Waste Water Services	-	783.3	\$ (783.3)	n/a
Total Water and Waste Water Services	-	1,455.4	\$ (1,455.4)	n/a
Storm Water Services				
Retail Revenues	(2,069.1)	(1,700.5)	\$ (368.6)	(17.8 %)
Penalties	-	-	-	n/a
Other	-	(354.9)	354.9	n/a
Total Revenues	(2,069.1)	(2,055.4)	\$ (13.7)	(0.7 %)
Operations and maintenance	529.2	586.9	(57.7)	(10.9 %)
Administration and billing	105.4	105.5	(0.1)	(0.1 %)
Corporate overhead allocation	34.5	34.5	-	-
Infrastructure sustainability reserve contributions	1,400.0	1,754.9	(354.9)	(25.4 %)
Total Expenditures	2,069.1	2,481.8	\$ (412.7)	(19.9 %)

Net Operating Storm Water Services	<u>-</u>	<u>426.4</u>	<u>\$ (426.4)</u>	<u>n/a</u>
OPERATING (SURPLUS) DEFICIT	<u>-</u>	<u>\$ 1,881.8</u>	<u>\$ (1,881.8)</u>	<u>(7.8 %)</u>
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2019 Departmental Accomplishments

2019 was another very successful year. The Town's department's had many accomplishments of note over the course of 2019. Each department's top five accomplishments are listed below.

CAO/Communications

- Redesign and launch of Town's new website
- Increased community engagement at the 2019 Aurora Home Show and 2019 Aurora Chamber Street Sale
- Increased use of animation and live video to support various projects and programs
- Communications support for Stanley Cup event July 2019 (media relations, photos, social media, event promotion etc.)
- Communications support for the Armoury grand opening November 2019 (photos, media relations, social media, speeches, event coordination, event promotion etc.)

Corporate Services

- Completion and approval of the Corporate Technology Strategic Plan
- Successful start up of Animal Services partnership with Newmarket and Georgina with improved service delivery to all three communities
- Received Excellence Canada Silver Certification for Excellence, Innovation and Wellness standard
- Development of Project Management Office focussed on standardizing project management framework for all projects
- Enactment of various new by-laws and amendments to existing by-laws to meet community and organizational needs.

Finance

- Implementation of a new Development Charge Bylaw
- Development of the Town's first multi-year budget for years 2020 to 2022
- Overdue Account Collection Activities:
 - a. Reduced Property Tax Arrears by approx. 64%
 - b. Reduced Water Bill Arrears by approx. 43%
 - c. Reduced overdue general accounts receivable by approx. 10%
- 228 procurements processed including 147 awarded with a total value of \$18,133,928
- Managing and continuing to adapt to legislative changes relating to the Development Charges Act and the Construction Lien Act

Community Services

- Hiring of two positions, Sport and Community Development Specialist which has allowed for significant progress on the Sport Plan and hiring of Program Manager – Facility Capital Projects, has provided ability to enhance project management
- The Town was recognized as a Platinum Youth Friendly community and by Festivals and Events Ontario as top municipality in the 50-100K category for best festivals and events
- Swift & Bold: The Queen's York Rangers exhibition and documentary film
- Completed implementation of strategies arising from the recreation customer service review, supporting our ongoing commitment to providing excellent customer service
- Completed the Sports Field Development Strategy which will help guide our sports field development for the next 10 years
- Finalized Library Square design and received approval to proceed to develop tender ready construction documentation

Operational Services

- Completion of the Armoury renovation
- Completion of the final phase of Stewart Burnett Park
- Commenced construction of the Wildlife Park
- Completed a Fleet Management Strategy
- Partnered with the LSRCA on a Storm water Management Pond maintenance strategy
- Commenced Infrastructure condition inventory program
- Correct over 2000 sidewalk trip hazards
- Received two Healthy Water Awards from the LSRCA for reduced winter salt on our roads and for stream rehabilitation at Saw Mill Dam

Planning & Development

- Council Approval of a new zoning by-law for Stable Neighborhoods
- Completion of the Town's Economic Development Strategic Plan
- Completion of the Stream Management Master Plan and the Tannery Creek Flood Relief Study
- Completion of the Corporate Energy Management Plan
- Established a dormant building permit process to eliminate open building permits.