



**Town of Aurora
Finance Advisory Committee
Meeting Agenda**

Date: Tuesday, September 12, 2023
Time: 5:45 p.m.
Location: Holland Room

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To participate, please visit [aurora.ca/participation](https://www.aurora.ca/participation).

	Pages
1. Call to Order	
2. Land Acknowledgement	
3. Approval of the Agenda	
4. Declarations of Pecuniary Interest and General Nature Thereof	
5. Receipt of the Minutes	
5.1 Finance Advisory Committee Meeting Minutes of June 13, 2023	1
1. That the Finance Advisory Committee meeting minutes of June 13, 2023, be received for information.	
6. Delegations	
7. Matters for Consideration	
7.1 Memorandum from Manager, Financial Management: Re: Finance Advisory Committee Updated 2-Year Work Plan	6
1. That the memorandum regarding Finance Advisory Committee Updated 2-Year Work Plan be received; and	
2. That the Finance Advisory Committee comments regarding Finance Advisory Committee Updated 2-Year Work Plan be received and referred to staff for consideration and further action as appropriate.	
7.2 Memorandum from Financial Management Advisor; Re: Budget Review of Council Administration and Office of the CAO	10

1. That the memorandum regarding Budget Review of Council Administration and Office of the CAO be received; and
2. That the Finance Advisory Committee comments regarding Budget Review of Council Administration and Office of the CAO be received and referred to staff for consideration and further action as appropriate.

7.3 Memorandum from Project Management Office; Re: Town's Major Capital Projects Performance Update

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1. That the memorandum regarding Town's Major Capital Projects Performance Update be received for information.

8. New Business

9. Adjournment



**Town of Aurora
Finance Advisory Committee
Meeting Minutes**

Date: Tuesday, June 13, 2023
Time: 5:45 p.m.
Location: Holland Room, Aurora Town Hall

Committee Members: Mayor Tom Mrakas (Chair)
Councillor Michael Thompson (Vice Chair)
Councillor Ron Weese

Other Attendees: Councillor Wendy Gaertner
Councillor Rachel Gilliland
Doug Nadorozny, Chief Administrative Officer
Robin McDougall, Director, Community Services
Rachel Wainwright-van Kessel, Director, Finance
Jason Gaertner, Manager, Financial Management
Phil Rose, Manager, Cultural Services
Palak Mehta, Council/Committee Coordinator

1. Call to Order

Mayor Mrakas called the meeting to order at 5:45 p.m.

2. Land Acknowledgement

The Committee acknowledged that the meeting took place on Anishinaabe lands, the traditional and treaty territory of the Chippewas of Georgina Island, recognizing the many other Nations whose presence here continues to this day, the special relationship the Chippewas have with the lands and waters of this territory, and that Aurora has shared responsibility for the stewardship of these lands and waters. It was noted that Aurora is part of the treaty lands of the Mississaugas and Chippewas, recognized through Treaty #13 and the Williams Treaties of 1923.

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3. Approval of the Agenda

Moved by Councillor Weese

Seconded by Councillor Thompson

That the agenda as circulated by Legislative Services be approved.

Carried

4. Declarations of Pecuniary Interest and General Nature Thereof

There were no declarations of pecuniary interest under the *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*.

5. Receipt of the Minutes

5.1 Finance Advisory Committee Meeting Minutes of May 9, 2023

Moved by Councillor Weese

Seconded by Councillor Thompson

1. That the Finance Advisory Committee Meeting Minutes of May 9, 2023 be received for information.

Carried

6. Delegations

None.

7. Matters for Consideration

7.1 Memorandum from Manager of Cultural Services; Re: Aurora Town Square Budget Update

Phil Rose, Manager, Cultural Services, accompanied by Robin McDougall, Director, Community Services, presented an overview of the memorandum outlining relevant background information, the original business plan and financial strategy for Town Square approved in March 2019, which was based upon a Municipal Services Board (MSB) model, versus a Not-for-Profit/Municipal Hybrid Model, budget summary and strategy.

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The Committee inquired about the key expenditure and revenue differences between the original business and the proposed version. Feedback was provided to staff asking that more information about the Aurora Cultural Centre (ACC) and Aurora Public Library, community partner organizations, and differences between the Municipal Services MSB model and Not-for-Profit/Municipal Hybrid model be included in a future report. The Committee also requested additional details regarding the breakdown of the net incremental funding requirement.

The Committee sought clarity of the Aurora Town Square's (ATS) revenue model and suggested reviewing its business plan and projections over a 2 to 3-year planning horizon would be more beneficial in understanding the ATS' cost recovery performance.

The Committee inquired about the potential effects on the Town's service agreement with the ACC and sought clarification on the ACC's and Library's roles in the ATS' ongoing operations. Staff provided information regarding ongoing discussions with the ACC about the business plan and financial strategy, resources needed to operate the Town Square facility, and the Cultural Services Agreement.

The Committee inquired if the noted \$350,000 pressure included any additional resources for the ACC. Staff advised that the draft multi-year budget to be presented to Council in the fall will include incremental requirements for the ACC, and that there will be opportunities for the ACC to consider service expansion possibilities and all associated incremental costs.

The Committee and staff further discussed the inclusion of donations and public sponsorships revenues in the operating budget. Staff confirmed that no proceeds of this nature have been included in the presented budget plan. Staff advised that as per previous Council direction, these proceeds have been allocated in support of the ATS' capital costs.

The Committee inquired about the operating budget, and staff provided a breakdown of the approved Aurora Museum and Archives and facility funding. The Committee also provided feedback on the number of events being planned identified in the budget.

Moved by Councillor Thompson

Seconded by Councillor Weese

1. That the memorandum regarding the Aurora Town Square Budget Update be received; and
2. That the Finance Advisory Committee comments regarding the Aurora Town Square Budget Update be received and referred to staff for consideration and further action as appropriate.

Carried

7.2 Memorandum from Project Management Office; Re: Town's Major Capital Projects Update

The Committee and staff discussed various aspects of the Town Square project including: the remaining project scope, accuracy of project timelines regarding substantial report completion by summer 2023 and total project completion by fall 2023, and the potential budget overruns due to post-project claims that Chandos will submit due to the schedule extension.

The Committee and staff further discussed the financial system project, and staff confirmed that Phase III(a) and its implementation was completed on May 31, 2023.

Moved by Councillor Weese

Seconded by Councillor Thompson

1. That the memorandum regarding Town's Major Capital Projects Update be received; and
2. That the Finance Advisory Committee comments regarding the Town's Major Capital Projects Update be received and referred to staff for consideration and further action as appropriate.

Carried

7.3 Memorandum from Senior Financial Management Advisor; Re: Reserve Management Policy

Staff provided an overview of the memorandum regarding the Reserve Management Policy, including items recommended as part of the fiscal

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strategy as it relates to the reserve management pillar, documenting practices to ensure healthy reserves, and advised that the capital plan would be adequately funded and supported.

The Committee inquired about the included graph representing an examination of the Town's year end capital reserve balances over a ten-year time horizon. Staff provided additional information regarding the expected draws on these reserves based on the current capital plan, asset cycles, growth of reserves, and funds available to replace assets.

The Committee further inquired about the potential capital reserve risk factors. Staff identified areas of risk, such as the Town's collection of future development charges in support of Parks and Recreation requirements like the proposed Stronach Aurora Recreation Complex (SARC). Staff provided a response with respect to project revaluation and growth.

Moved by Councillor Weese

Seconded by Councillor Thompson

1. That the memorandum regarding Reserve Management Policy be received; and
2. That the Finance Advisory Committee comments regarding the Reserve Management Policy be received and referred to staff for consideration and further action as appropriate.

Carried

8. New Business

None.

9. Adjournment

Moved by Councillor Weese

Seconded by Councillor Thompson

That the meeting be adjourned at 6:35 p.m.

Carried



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Town of Aurora
Memorandum
Finance

Re: Finance Advisory Committee Updated 2-Year Work Plan

To: Finance Advisory Committee

From: Jason Gaertner, Manager, Financial Management

Date: September 12, 2023

Recommendation

1. That the memorandum regarding the Finance Advisory Committee's Updated 2-Year Work Plan be received; and
2. That the Finance Advisory Committee comments regarding the Finance Advisory Committee's Updated 2-Year Work Plan be received and referred to staff for consideration and further action as appropriate.

Background

To ensure that the Finance Advisory Committee is reviewing and offering feedback on the Town's highest priority subject areas, the Committee's 2-year workplan has been updated for the Committee's endorsement. This workplan outlines its subject discussion areas, as well as the order in which they will be reviewed.

Analysis

Attached for the Finance Advisory Committee's review and endorsement is its updated draft workplan for 2023 and 2024.

Attachments

Attachment #1 – Updated 2023 – 2024 Finance Advisory Committee Workplan

2023 to 2024 FAC Workplan

2023

April 11, 2023

- Finance Advisory Committee Terms of Reference Review and re-approval
- Two Year Finance Advisory Committee workplan
- Council budget principles policy review

May 9, 2023

- Policy 57 review which will include eligible ward expenditures.
 - Discussion of what might be an appropriate budget in support of eligible ward expenses.
- ERP Financial System Update

June 13, 2023

- Major project update
- Reserve policy and strategy
- Aurora Town Square operating budget requirements

July 2023

No meeting

August 2023

No meeting

September 12, 2023

- Major project update
- Line by line budget review
 - Council Administration
 - Office of the CAO

October 10, 2023

Cancelled

November 14, 2023

- Major project update
- Service delivery review update
- Annual audit plan update
- Line by line budget review
 - Aurora Sports Hall of Fame

2024

January 2024

- 2024 Finance Advisory Committee workplan revisit and endorsement
- Possible extension of the Town's existing diversity/exclusion policies into all Town organization funding agreements Major project update
- Line by line budget review
 - Aurora Historical Society

February 2024

- Water / Wastewater rate study recommendations
- Line by line budget review
 - Aurora Public Library

March 2024

- 2024 Asset management plan modernization update
- Major project update
- Line by line budget review
 - Operational Services

April 2024

- Line by line budget review
 - Community Services

May 2024

- Review of Council 2025 budget direction
- Major project update
- Line by line budget review
 - Corporate Services

June 2024

- Investment policy
- Line by line budget review
 - Planning & Development Services

July 2024

No meeting

August 2024

No meeting

September 2024

- Major project update
- Annual audit plan update
- Line by line budget review
 - Finance
 - Corporate Accounts

October 2024

- 2025 draft budget preview
- Grant policy

November 2024

- Revenue policy



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Town of Aurora
Memorandum
Finance

Re: Budget review of Council Administration & the Office of the CAO

To: Finance Advisory Committee

From: Tracy Evans, Financial Management Advisor

Date: September 12, 2023

Recommendation

1. That the memorandum regarding the budget review of Council Administration & the Office of the CAO be received; and
2. That the Finance Advisory Committee comments regarding budget review of Council Administration & the Office of the CAO be received and referred to staff for consideration and further action as appropriate.

Background

As per its budget process document, the Finance Advisory Committee is required to undertake a detailed review of each department and community service partner's core operating budgets prior to the conclusion of the Council term. These detailed reviews allow for a more strategic review of the Town's draft operating budgets by the Budget Committee. During the course of these detailed reviews any arising budget concern areas can be explored and addressed as part of a future town budget process.

Attachments

- 1 - Council Administration & the Office of the CAO detailed budget materials

FAC Line-by-Line
3CAO: Office of the CAO
Report Run: August 24, 2023 8:33 AM



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2023 Forecast vs 2022 Actual	2023 Forecast vs 2022 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	343,847	365,414	439,005	369,317	342,408	(96,597)	(22.0%)	Charges for Communications position were charged here in error in 2022.
61002: SALARIES - O/T	-	-	326	-	-	(326)	(100.0%)	
61004: VACATION PAY	-	-	-	-	1,288	1,288	-	
61090: YEAR END ACCRUALS	14,764	4,947	8,946	-	-	(8,945)	(100.0%)	
61101: BENEFITS - OMERS	45,097	47,796	48,124	46,562	49,416	1,293	2.7%	
61102: BENEFITS - EHT	6,901	7,332	8,765	7,202	8,852	87	1.0%	
61103: BENEFITS - WSIB	1,375	1,529	2,077	2,770	3,404	1,328	63.9%	
61104: BENEFITS - CPP	5,796	7,120	11,401	7,402	11,344	(57)	(.5%)	
61105: BENEFITS - EI	2,398	2,799	4,430	2,694	4,324	(107)	(2.4%)	
61106: BENEFITS - DENTAL	3,607	3,879	3,562	3,704	3,849	287	8.1%	
61107: BENEFITS - HEALTH	6,059	5,999	5,738	5,814	6,242	504	8.8%	
61108: BENEFITS - LTD/ADD	4,664	6,227	9,376	9,468	9,610	234	2.5%	
61109: BENEFITS - OTHER	1,643	809	-	1,407	925	925	-	
61902: SALARY SAVINGS	-	-	-	(54,301)	-	-	-	
Subtotal: 61000: SALARIES AND BENEFITS	436,149	453,850	541,751	402,040	441,663	(100,088)	(18.5%)	
62001: OFFICE SUPPLIES	630	128	561	1,300	1,300	739	131.8%	
62003: RECEPTIONS	-	-	28	5,000	2,500	2,472	8687.3%	
62005: SUBSCRIPTIONS/PUBLICATIONS	16	361	317	1,000	796	479	151.1%	
62044: STAFF INITIATIVES	-	637	5,625	6,000	6,000	375	6.7%	
62045: MEETING EXPENSES	3,921	4,349	8,043	3,100	5,679	(2,364)	(29.4%)	

62999: CLEARING/SUSPENSE ACCOUNT	8,427	16	1,092	-	809	(283)	(25.9%)	
Subtotal: 62000: MATERIALS AND SUPPLIES	12,995	5,492	15,666	16,400	17,085	1,418	9.1%	
64008: MOBILE PLAN CHARGES	7,060	6,249	2,211	1,575	1,575	(636)	(28.8%)	
64013: COURSES & SEMINARS	(75)	111	2,012	6,527	6,527	4,515	224.5%	
64015: MEMBERSHIPS	1,444	1,282	2,833	2,800	749	(2,084)	(73.6%)	
64016: MILEAGE	664	-	27	100	100	73	270.1%	
64017: VEHICLE ALLOWANCE	8,400	8,723	8,400	11,700	11,700	3,300	39.3%	
64018: GENERAL OFFICE EQUIPMENT	895	218	2,140	1,300	1,300	(840)	(39.2%)	
64030: CONSULTING	44,522	51,319	21,252	86,600	75,299	54,047	254.3%	Due to COVID,ELT training and Regional Audits did not take place in 2022
64032: PHOTOCOPIER CHARGES	6,402	6,736	6,801	6,600	6,600	(201)	(3.0%)	
64045: CONTRACTS	-	-	-	9,500	-	-	-	
Subtotal: 64000: SERVICES AND CONSULTANTS	69,312	74,639	45,675	126,702	103,850	58,174	127.4%	
Expenses Budgeted	518,456	533,981	603,092	545,142	562,597	(40,495)	(6.7%)	
Revenues:								
Total Levy	518,456	533,981	603,092	545,142	562,597	(40,495)	6.7%	

FAC Line-by-Line
 3COM: Communications
 Report Run: August 24, 2023 8:40 AM



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2023 Forecast vs 2022 Actual	2023 Forecast vs 2022 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	380,394	538,192	527,314	687,632	708,841	181,527	34.4%	Marketing position is charged to Communications and offset by cost recovery below from the ATS budget. Also, charges for additional Communications resources were charged to the CAO budget which reflects why 2022 is low.
61002: SALARIES - O/T	-	3,459	5,031	-	353	(4,678)	(93.0%)	
61003: SALARIES - P/T	71,300	74,326	-	10,363	7,210	7,210	-	
61004: VACATION PAY	-	-	69	-	5,192	5,124	7453.7%	
61005: SICK PAY	-	14,080	22,558	-	2,231	(20,327)	(90.1%)	This variance represents a change in how charges are recorded
61090: YEAR END ACCRUALS	5,003	(6,634)	14,343	-	-	(14,344)	(100.0%)	
61101: BENEFITS - OMERS	40,730	49,002	55,083	64,945	56,953	1,870	3.4%	
61102: BENEFITS - EHT	8,239	12,296	10,928	11,813	10,791	(137)	(1.3%)	
61103: BENEFITS - WSIB	3,169	4,340	4,006	4,544	4,048	42	1.1%	
61104: BENEFITS - CPP	15,899	22,086	23,537	22,579	18,267	(5,270)	(22.4%)	
61105: BENEFITS - EI	6,659	8,646	9,004	8,299	6,392	(2,613)	(29.0%)	
61106: BENEFITS - DENTAL	8,042	10,176	8,752	11,111	9,835	1,083	12.4%	
61107: BENEFITS - HEALTH	13,449	16,646	15,359	17,442	15,770	411	2.7%	
61108: BENEFITS - LTD/ADD	9,483	12,216	17,654	15,281	14,299	(3,355)	(19.0%)	
61109: BENEFITS - OTHER	2,016	1,167	-	2,271	1,588	1,588	-	
Subtotal: 61000: SALARIES AND BENEFITS	564,384	759,999	713,638	856,279	861,768	148,130	20.8%	
62001: OFFICE SUPPLIES	33	33	233	500	500	267	114.6%	
62005: SUBSCRIPTIONS/PUBLICATIONS	23,876	52,139	47,411	31,212	31,212	(16,199)	(34.2%)	

62007: OFFICE EQUIPMENT	141	6,248	1,624	7,350	7,350	5,726	352.7%	
62045: MEETING EXPENSES	-	-	515	450	451	(64)	(12.5%)	
62046: WEB SITE MANAGEMENT	6,164	11,630	10,948	10,000	10,257	(691)	(6.3%)	
Subtotal: 62000: MATERIALS AND SUPPLIES	30,213	70,050	60,731	49,512	49,771	(10,960)	(18.0%)	
64008: MOBILE PLAN CHARGES	3,300	3,861	2,422	2,722	2,409	(13)	(.5%)	
64013: COURSES & SEMINARS	7,500	4,309	1,871	1,070	1,070	(801)	(42.8%)	
64015: MEMBERSHIPS	-	1,771	-	1,000	1,000	1,000	-	
64016: MILEAGE	-	-	-	500	-	-	-	
64029: ADVERTISING SERVICES	79,431	100,311	87,473	124,120	124,120	36,647	41.9%	Less advertising in 2022 vs 2023 due to COVID
64077: EVENTS AND PROMOTIONS	4,044	151	27,993	22,472	22,472	(5,522)	(19.7%)	
65901: COST RECOVERY	(19,807)	(77,101)	(19,089)	(99,283)	(46,873)	(27,784)	(145.6%)	Cost Recovery was for Marketing position and is based on actual charges for the position.
Subtotal: 64000: SERVICES AND CONSULTANTS	74,468	33,301	100,671	52,601	104,198	3,527	3.5%	
67001: COMMUNITY GRANTS	28,500	18,875	41,637	-	-	(41,637)	(100.0%)	This budget has been moved to CMS, therefore the forecast will be in CMS for 2023
Subtotal: 67000: GRANTS AND EXTERNAL TRANSFERS	28,500	18,875	41,637	-	-	(41,637)	(100.0%)	
Expenses Budgeted	697,565	882,225	916,677	958,392	1,015,737	99,060	10.8%	
Revenues:								
54001: FEDERAL GRANTS/CONTRIBUTION	-	-	(4,200)	-	-	4,200	(100.0%)	
54005: PROVINCIAL GRANTS/CONTRIBUTIONS	-	-	(92,025)	-	-	92,025	(100.0%)	Safe Restart funding in 2022 was to offset additional Communications staff resources
56401: SPONSORSHIPS	-	-	(500)	-	-	500	(100.0%)	
56002: MERCHANDISE SALES	(148)	-	(263)	(300)	(300)	(37)	14.3%	
Subtotal: 50000: REVENUES	(148)	-	(96,988)	(300)	(300)	96,688	(99.7%)	
41003: TRANSFERS FROM RESERVES	(12,000)	-	-	-	-	-	-	
Subtotal: 41000: TRANSFERS FROM RESERVE	(12,000)	-	-	-	-	-	-	
Revenues Budgeted	(12,148)	-	(96,988)	(300)	(300)	96,688	99.7%	
Total Levy	685,417	882,225	819,689	958,092	1,015,437	195,748	(23.9%)	

FAC Line-by-Line
1000: COUNCIL ADMINISTRATION
 Report Run: August 24, 2023 8:28 AM



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2023 Forecast vs 2022 Actual	2023 Forecast vs 2022 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	468,959	485,574	476,574	426,057	444,163	(32,411)	(6.8%)	
61005: SICK PAY	-	557	2,037	-	-	(2,037)	(100.0%)	
61090: YEAR END ACCRUALS	6,589	(11,555)	6,000	-	-	(6,000)	(100.0%)	
61101: BENEFITS - OMERS	30,800	32,004	31,075	21,210	24,330	(6,745)	(21.7%)	
61102: BENEFITS - EHT	9,635	9,992	9,836	8,308	8,809	(1,027)	(10.4%)	
61103: BENEFITS - WSIB	652	687	670	682	681	10	1.5%	
61104: BENEFITS - CPP	15,325	17,032	17,251	19,860	19,141	1,891	11.0%	
61105: BENEFITS - EI	1,199	1,320	1,337	1,347	1,284	(53)	(4.0%)	
61106: BENEFITS - DENTAL	3,462	3,879	3,283	3,704	3,421	138	4.2%	
61107: BENEFITS - HEALTH	6,059	5,999	5,274	5,814	5,503	229	4.3%	
61108: BENEFITS - LTD/ADD	2,106	2,941	3,565	2,330	2,413	(1,152)	(32.3%)	
61109: BENEFITS - OTHER	898	439	-	745	490	490	-	
61901: WAGE RECOVERY	(66,086)	(33,806)	(102,960)	-	(20,177)	82,783	80.4%	The 2023 forecast only represents the amount paid in Regional salary as of the Interim Forecast vs 2022 is full-year actuals.
Subtotal: 61000: SALARIES AND BENEFITS	479,597	515,062	453,942	490,058	490,058	36,115	8.0%	
62001: OFFICE SUPPLIES	979	1,591	1,786	1,995	1,857	71	4.0%	
62005: SUBSCRIPTIONS/PUBLICATIONS	-	406	-	600	-	-	-	
62007: OFFICE EQUIPMENT	5,030	1,172	922	210	595	(328)	(35.5%)	
62045: MEETING EXPENSES	776	1,089	1,981	2,000	1,802	(179)	(9.0%)	
62999: CLEARING/SUSPENSE ACCOUNT	-	196	263	-	-	(263)	(100.0%)	
Subtotal: 62000: MATERIALS AND SUPPLIES	6,785	4,453	4,952	4,805	4,254	(699)	(14.1%)	
64001: SPECIAL FUNCTIONS	1,142	37,598	50,144	6,000	7,008	(43,136)	(86.0%)	The Mayor's Golf tournament expenses are run thru this account and then offset by revenue in Other User Fees below.

64002: CONFERENCES	(949)	-	12,713	22,470	19,557	6,844	53.8%	
64008: MOBILE PLAN CHARGES	5,408	5,626	4,592	5,446	4,989	397	8.6%	
64013: COURSES & SEMINARS	-	-	-	210	-	-	-	
64015: MEMBERSHIPS	12,314	12,473	12,753	10,200	13,090	338	2.6%	
64017: VEHICLE ALLOWANCE	20,906	21,904	21,527	22,200	22,766	1,240	5.8%	
64029: ADVERTISING SERVICES	-	261	1,328	2,140	-	(1,328)	(100.0%)	
64032: PHOTOCOPIER CHARGES	4,249	4,615	4,831	4,400	4,358	(474)	(9.8%)	
64053: OPERATING CONTINGENCIES	-	-	-	10,000	10,000	10,000	-	
64076: CIVIC RESPONSIBILITIES	1,338	3,963	4,818	10,000	7,293	2,475	51.4%	
Subtotal: 64000: SERVICES AND CONSULTANTS	44,408	86,440	112,705	93,066	89,062	(23,643)	(21.0%)	
Expenses Budgeted	530,790	605,956	571,600	587,929	583,373	11,773	2.1%	
Revenues:								
56126: OTHER USER FEES	-	(36,414)	(46,194)	-	-	46,194	(100.0%)	Mayor's Golf tournament revenue - did not know forecast for 2023 at the time forecast was completed
Subtotal: 50000: REVENUES	-	(36,414)	(46,194)	-	-	46,194	(100.0%)	
Revenues Budgeted	-	(36,414)	(46,194)	-	-	46,194	100.0%	
Total Levy	530,790	569,542	525,406	587,929	583,373	57,967	(11.0%)	



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2023 Forecast vs 2022 Actual	2023 Forecast vs 2022 Actual	Variance Explanation
Gross Expenditures:								
62045: MEETING EXPENSES	101	-	806	1,500	1,340	534	66.2%	
Subtotal: 62000: MATERIALS AND SUPPLIES	101	-	806	1,500	1,340	534	66.2%	
64029: ADVERTISING SERVICES	705	-	-	-	160	160	-	
64045: CONTRACTS	254	-	-	-	-	-	-	
65901: COST RECOVERY	-	-	-	100,000	100,000	100,000	-	
Subtotal: 64000: SERVICES AND CONSULTANTS	959	-	-	100,000	100,160	100,160	-	
67001: COMMUNITY GRANTS	121	-	-	-	-	-	-	
Subtotal: 67000: GRANTS AND EXTERNAL TRANSFERS	121	-	-	-	-	-	-	
Expenses Budgeted	1,181	-	806	101,500	101,500	100,694	12486.4%	
Revenues:								
41003: TRANSFERS FROM RESERVES	-	-	-	(100,000)	(100,000)	(100,000)	-	
Subtotal: 41000: TRANSFERS FROM RESERVE	-	-	-	(100,000)	(100,000)	(100,000)	-	
Revenues Budgeted	-	-	-	(100,000)	(100,000)	(100,000)	-	
Total Levy	1,181	-	806	1,500	1,500	694	(86.0%)	



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2023 Forecast vs 2022 Actual	2023 Forecast vs 2022 Actual	Variance Explanation
Gross Expenditures:								
62045: MEETING EXPENSES	1,526	(1,695)	134	500	500	366	274.1%	
Subtotal: 62000: MATERIALS AND SUPPLIES	1,526	(1,695)	134	500	500	366	274.1%	
65901: COST RECOVERY	-	-	-	-	5,000	5,000	-	
Subtotal: 64000: SERVICES AND CONSULTANTS	-	-	-	-	5,000	5,000	-	
67001: COMMUNITY GRANTS	1,272	-	3,053	5,000	-	(3,053)	(100.0%)	
Subtotal: 67000: GRANTS AND EXTERNAL TRANSFERS	1,272	-	3,053	5,000	-	(3,053)	(100.0%)	
Expenses Budgeted	2,798	(1,695)	3,186	5,500	5,500	2,314	72.6%	
Revenues:								
Total Levy	2,798	(1,695)	3,186	5,500	5,500	2,314	(72.6%)	



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2023 Forecast vs 2022 Actual	2023 Forecast vs 2022 Actual	Variance Explanation
Gross Expenditures:								
62045: MEETING EXPENSES	-	-	-	500	500	500	-	
Subtotal: 62000: MATERIALS AND SUPPLIES	-	-	-	500	500	500	-	
Expenses Budgeted	-	-	-	500	500	500	-	
Revenues:								
Total Levy	-	-	-	500	500	500	-	

FAC Line-by-Line
2CCG: Council Community Grants
Report Run: August 24, 2023 8:30 AM



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2023 Forecast vs 2022 Actual	2023 Forecast vs 2022 Actual	Variance Explanation
Gross Expenditures:								
67005:EDUCATION GRANTS	-	-	-	4,000	4,000	4,000	-	
Subtotal: 67000: GRANTS AND EXTERNAL TRANSFERS	-	-	-	4,000	4,000	4,000	-	
Expenses Budgeted	-	-	-	4,000	4,000	4,000	-	
Revenues:								
Total Levy	-	-	-	4,000	4,000	4,000	-	



	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Forecast	2023 Forecast vs 2022 Actual	2023 Forecast vs 2022 Actual	Variance Explanation
Gross Expenditures:								
62045: MEETING EXPENSES	-	-	270	500	500	230	85.1%	
Subtotal: 62000: MATERIALS AND SUPPLIES	-	-	270	500	500	230	85.1%	
Expenses Budgeted	-	-	270	500	500	230	85.1%	
Revenues:								
Total Levy	-	-	270	500	500	230	(85.1%)	



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Town of Aurora
Memorandum
Corporate Services

Re: Town's Capital Projects Performance Update
To: Finance Advisory Committee
From: Project Management Office, Corporate Services
Date: September 12, 2023

Recommendation

1. That the memorandum regarding Town's Major Capital Projects Performance Update be received for information.

Background

The Town manages a portfolio of approximately 200 capital projects at varying stages of completion and complexity. The Town's Project Management Office sees an opportunity to leverage the reporting benefits of the newly implemented Oracle financial system for reporting to FAC on the Town's project portfolio. The key performance indicators (KPIs) are based on Earned Value Management, are internationally recognized and standard in project portfolio reporting (Exhibit 1- Sample Dashboard & Exhibit 2 – Sample KPI List). These KPIs will enable the Town to gain important insights into the project portfolio and support the FAC's mandate of prudent financial management.

Analysis

Implementing the proposed KPIs for our capital project portfolio management is a strategic decision that supports good governance and aims to provide the following advantages to the Town;

1. **Enhanced Project Performance Visibility:**

Utilizing the internationally recognized KPIs will provide us with real-time and comprehensive visibility into each project's performance. The ability to monitor progress at various stages of completion and complexity will enable us to identify potential bottlenecks, assess project health, and ensure timely project

delivery. With this enhanced visibility, we can proactively address any challenges that arise, minimizing risks and optimizing project outcomes.

2. Informed Data-Driven Decision Making

Data is the foundation of informed decision-making. By employing Oracle which is in the process of consolidating all project information we can employ standardized KPIs, and rely on accurate and relevant data to make important choices regarding project prioritization, resource allocation, and risk management.

3. Early Issue Identification and Mitigation

KPIs serve as early warning indicators, allowing us to identify and mitigate potential issues before they escalate. With timely insights into project performance, we can take proactive measures to address challenges and avoid costly delays. This early issue identification will enable us to maintain project timelines and stay within budgetary constraints.

4. Alignment with Organizational Objectives

The proposed KPIs are internationally recognized and standardized in project portfolio reporting. By employing these indicators, we ensure that our project management practices align with best industry practices and global standards. This alignment will strengthen our credibility as an organization committed to excellence and continuous improvement.

5. Enhanced Accountability and Transparency

Transparency is a cornerstone of effective project management. The adoption of KPIs fosters a culture of accountability among stakeholders, ensuring that project performance data is accessible to all relevant parties. This transparency promotes better communication, collaboration, and trust, both within our organization and with external stakeholders. The KPIs will be adopted into the Town's performance management system (Viva Goals).

6. Support for Strategic Planning

Data obtained through the KPIs will empower us to make informed strategic decisions. By analyzing project trends and performances, we can begin to anticipate future needs, further support the prioritization of projects that align

Town's Major Capital Projects Update

August 28, 2023

with our long-term vision, and assist us with allocating resources optimally. This strategic planning will enable us to be proactive in addressing emerging opportunities and challenges.

Draft Development/Implementation Timeline

Timeline (2023/24)	Milestone(s)
August	<ul style="list-style-type: none"> • Develop FAC memo describing approach • Develop sample dashboard
September	<ul style="list-style-type: none"> • Present FAC Status Memo • Confirm data availability • Collect sample data • Confirm calculations
October	<ul style="list-style-type: none"> • Test the system and refine as needed
November	<ul style="list-style-type: none"> • Prepare/present FAC Report with live data
January 2024	<ul style="list-style-type: none"> • Begin reporting to management team

Conclusion

By leveraging internationally recognized indicators, the Town will gain the means to proactively monitor project performance, make data-driven decisions, and align with the FAC's mandate of prudent financial management. The benefits of adopting these KPIs are evident: enhanced visibility, informed decision-making, early issue identification, alignment with best practices, increased transparency, and support for strategic planning. Embracing the proposed KPI system will enable us to foster a culture of excellence, ensuring the successful execution of our projects and the continued growth and prosperity of the Town.

Attachments

Exhibit 1 - Sample Dashboard

Exhibit 2 - Sample KPI List

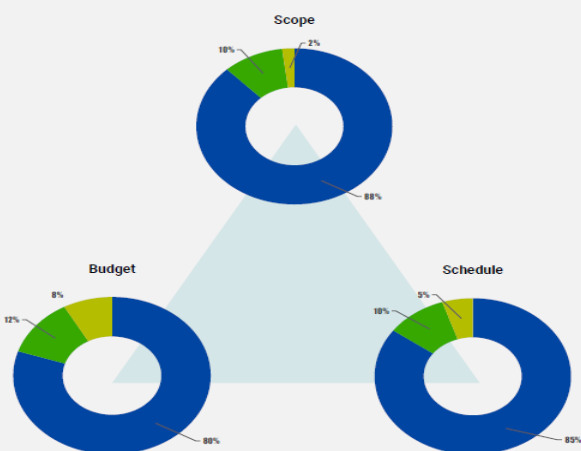
Exhibit 1- Sample Dashboard – For Illustrative purposes only

Note: Dashboard can be scaled from organizational level to departmental, divisional as needed

PROJECT PORTFOLIO PERFORMANCE MEASUREMENT

Projects	Project Health	Actual	Target	Spend (Actual to Target)
120		\$38.5M	\$95.0M	

Projects Performance Snapshot



Projects Completion Timeline

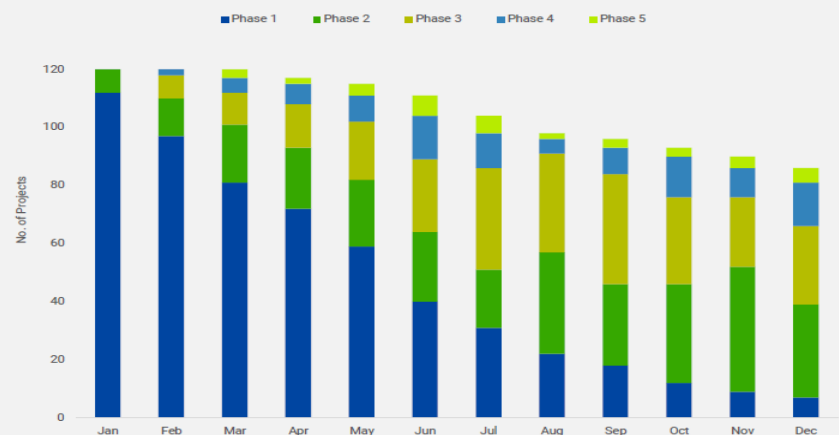


Exhibit 2 – Sample KPI List

Earned Value Management: is a project management methodology that keeps track of how well a project is doing by comparing the work that was planned to be done with the actual work that has been finished. It helps project managers see if the project is on time and on budget, and if any changes are needed to stay on track. EVM uses a number of KPIS to show if a project is going well or if adjustments need to be made.

Term	Description
Planned Value (PV)	How much work was supposed to be done by now.
Actual Cost (AC)	How much money we've actually spent so far.
Earned Value (EV)	How much work we've actually finished.
Schedule Variance (SV)	Whether we're ahead or behind the schedule.
Cost Variance (CV)	Whether we're under or over the budget.
Schedule Performance Index (SPI)	How well we're sticking to the timeline.
Cost Performance Index (CPI)	How well we're staying within the budget.