



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

Date: Tuesday, January 21, 2025
Time: 5:45 p.m.
Location: Holland Room, Aurora Town Hall

Meetings are available to the public in person and via live stream on the [Town's YouTube channel](#). To participate, please visit aurora.ca/participation.

	Pages
1. Call to Order	
1.1 Appointment of Committee Chair	
1. That a Committee member be appointed as Chair of the Finance Advisory Committee for a two-year term (2025-2026) .	
1.2 Appointment of Committee Vice Chair	
1. That a Committee member be appointed as Vice Chair of the Finance Advisory Committee for a two-year term (2025-2026) .	
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 October 8, 2024	1
1. That the Finance Advisory Committee Meeting Minutes of October 8, 2024, be received for information.	
6. Delegations	
7. Matters for Consideration	
7.1 Memorandum from Manager, Financial Reporting and Revenue; Re: 2024 Audit Planning Report	4

(Presentation to be provided by Maria Khoushnood, Lead Audit Engagement Partner, and Andrew Grossi, Audit Senior Manager, KPMG)

1. That the memorandum regarding 2024 Audit Planning Report be received; and
2. That the Finance Advisory Committee comments regarding 2024 Audit Planning Report be received and referred to staff for consideration and further action as appropriate.

7.2 Memorandum from Senior Advisor, Financial Management; Re: Line by Line Budget Review of Operational Services

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(Deferred from Finance Advisory Committee meeting of October 8, 2024)

Note: An updated Operational Services Line by Line Budget Review has been added as Attachment 2.

1. That the memorandum regarding Line by Line Budget Review of Operational Services be received; and
2. That the Finance Advisory Committee comments regarding Line by Line Budget Review of Operational Services be received and referred to staff for consideration and further action as appropriate.

7.3 Memorandum from Manager, Financial Management; Re: 2025 Finance Advisory Committee Workplan

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1. That the memorandum regarding 2025 Finance Advisory Committee Workplan be received; and
2. That the Finance Advisory Committee comments regarding 2025 Finance Advisory Committee Workplan be received and referred to staff for consideration and further action as appropriate.

8. New Business

9. Adjournment



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

Date: Tuesday, October 8, 2024
Time: 5:45 p.m.
Location: Holland Room, Aurora Town Hall

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

Other Attendees: Rachel Wainwright-van Kessel, Director, Finance
Jason Gaertner, Manager, Financial Management
Emily Freitas, Council/Committee Coordinator

1. Call to Order

The Chair 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.

3. Approval of the Agenda

Moved by Councillor Thompson
Seconded by Councillor Weese

Finance Advisory Committee Meeting Minutes
Tuesday, October 8, 2024

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That the agenda as circulated by Legislative Services be approved.

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 September 10, 2024

Moved by Councillor Weese

Seconded by Councillor Thompson

1. That the Finance Advisory Committee Meeting Minutes of September 10, 2024, be received for information.

Carried

6. Delegations

None.

7. Matters for Consideration

7.1 Memorandum from Financial Management Senior Advisor; Re: Line by Line Budget Review of Operational Services

Moved by Councillor Thompson

Seconded by Councillor Weese

That the Memorandum from Financial Management Senior Advisor; Re: Line by Line Budget Review of Operational Services be deferred to a future Finance Advisory Committee meeting.

Motion to defer
Carried

Finance Advisory Committee Meeting Minutes
Tuesday, October 8, 2024

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8. New Business

None.

9. Adjournment

The meeting was adjourned at 5:47 p.m.



100 John West Way
Aurora, Ontario
L4G 6J1
(905) 727-3123
aurora.ca

Town of Aurora
Memorandum
Finance

Re: 2024 Audit Planning Report

To: Finance Advisory Committee

From: Elizabeth Adams-Quattrociocchi, Manager, Financial Reporting and Revenue

Date: January 21, 2025

Recommendation

1. That the memorandum regarding 2024 Audit Planning Report be received; and
2. That the Finance Advisory Committee comments regarding 2024 Audit Planning Report be received and referred to staff for consideration and further action as appropriate.

Background

As part of the Town's annual external financial audit, the Finance Advisory Committee is required to review the audit planning report prior to the commencement of the external audit work. The 2024 external audit is planned to commence April 21, 2025. The attached audit planning report has been prepared by the Town's external auditor, KPMG LLP.

Attachments

1. 2024 Aurora Audit Planning Report



The Corporation of The Town of Aurora

**Audit Planning Report
for the year ending December 31, 2024**



Licensed Public Accountants

Prepared on November 19, 2024 for presentation on January 21, 2025

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement



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Digital use information

This Audit Planning Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

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The purpose of this report is to assist you, as a member of the Audit Committee, in your review of the plan for our audit of the financial statements. This report is intended solely for the information and use of Management, the Audit Committee, and Town Council and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Audit Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit highlights



No matters to report



Matters to report – see link for details

Scope

Our audit of the consolidated financial statements (“financial statements”) of the Corporation of the Town of Aurora (“the Town”) as of and for the year ended December 31, 2024 will be performed in accordance with Canadian generally accepted auditing standards (CAS).

Audit strategy

Materiality
Group: \$3.3 million
Non-consolidated Town: \$3.14 million



Involvement of others



Updates to our prior year audit plan



Risk assessment



Risk of management override of controls



Presumption of the risk of fraud involving improper revenue recognition



Other risks of material misstatement



- Cash, investments and debt
- Tangible capital assets
- Revenue
- Deferred revenues – obligatory reserve funds
- Employee future benefits (EFBs)
- Expenses – salaries and benefits
- Accounts payable, accrued liabilities and expenses
- Contingencies
- Consolidation





Updates to our prior year audit plan

New significant risks

No new significant financial reporting risks identified.

Other significant changes



Newly effective accounting standards



Assess the impact to the financial statements and related disclosures for the changes to accounting standards effective 2024. Refer to Appendix B for new standards impacting the fiscal 2024 audit and for future changes in accounting standards.

Newly effective accounting standards



Newly effective auditing standards



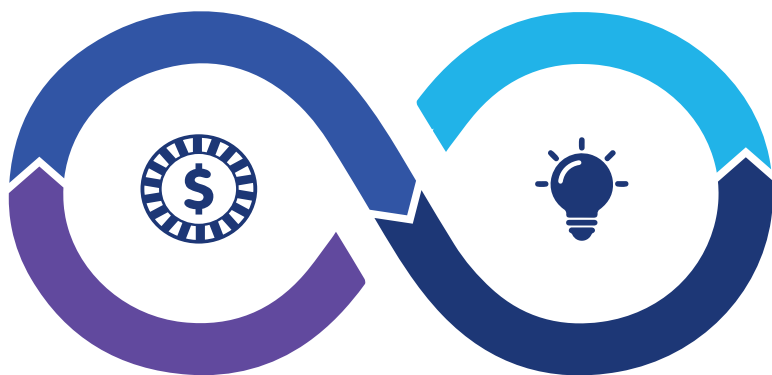
Refer to Appendix C for new standards impacting the fiscal 2024 audit.

Newly effective auditing standards





Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

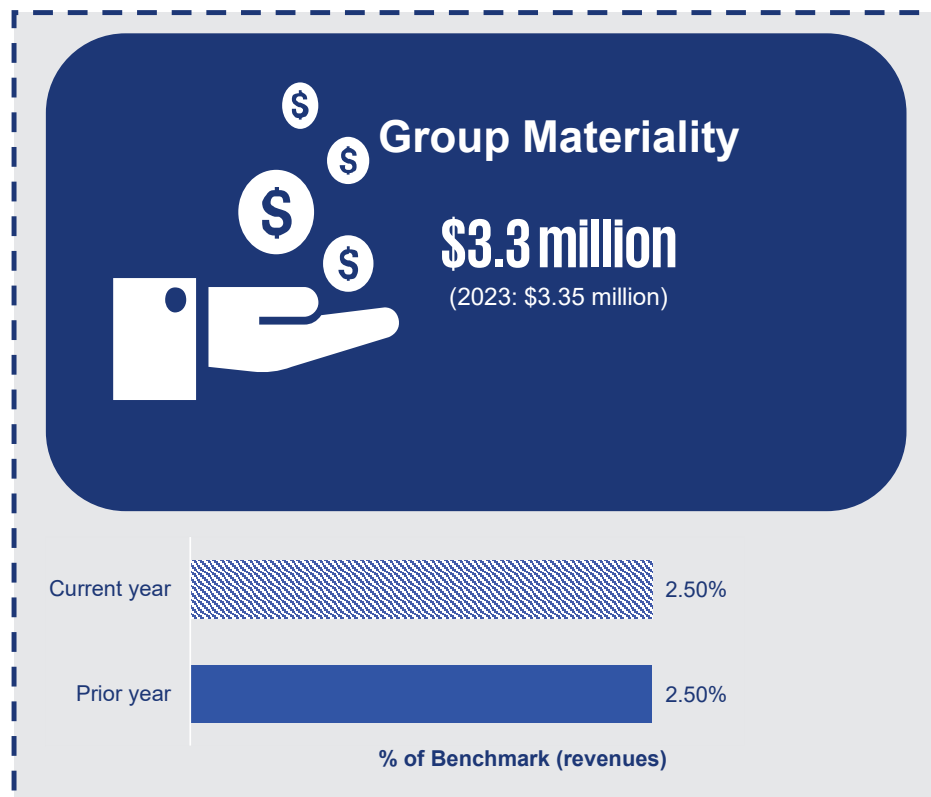
Evaluate the effect of misstatements

We also **use materiality** to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



Initial Group Materiality



Total Forecasted Revenues
\$134 million
 (2023 actual: \$157 million)

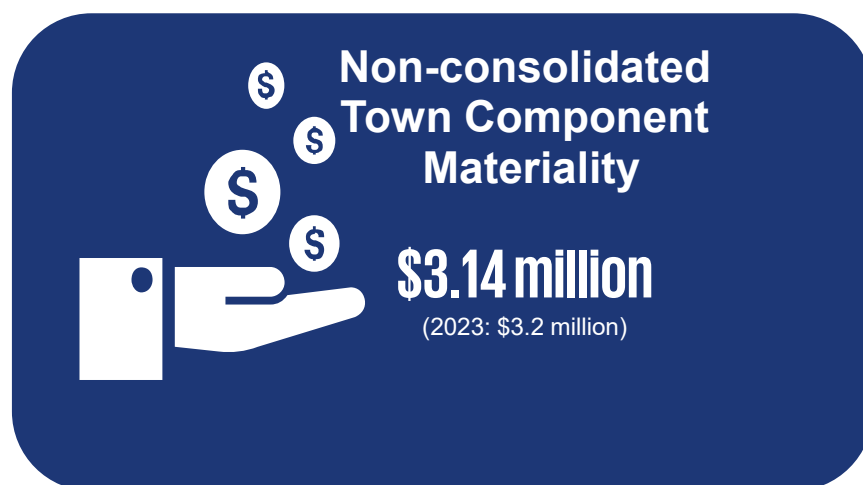
Group Performance Materiality
\$2.47 million
 (2023: \$2.51 million)

Group Audit Misstatement Posting Threshold
\$165K
 (2023: \$167K)





Initial Component Materiality: Non-consolidated Town



**Non-consolidated Town Component
Performance Materiality**

\$2.35 million

(2023: \$2.4 million)

**Non-consolidated Town Component
Audit Misstatement Posting Threshold**

\$157K

(2023: \$160K)



Involvement of others

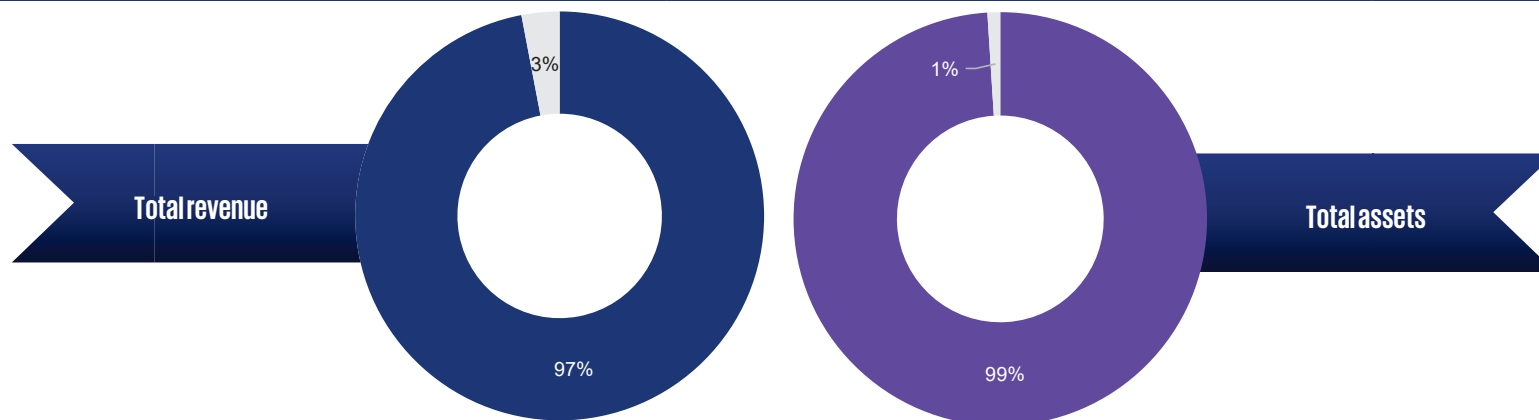
The following parties are involved in the audit of the financial statements:

Involved party	Nature and extent of planned involvement
Management's specialist	<ul style="list-style-type: none"> Management uses actuary for valuation of employee future benefit obligations. KPMG has decided to validate the report provided by the actuary and involve internal pension actuarial specialist for the same.
KPMG professionals with specialized skill or knowledge who are involved in performance of audit procedures	<p>Actuarial Specialist – Employee Future Benefits:</p> <ul style="list-style-type: none"> The employee future benefits liability is a significant accounting estimate and management relies on an actuary for the valuation of its employee future benefits. We will use an employed KPMG specialist throughout the audit cycle in assessing the assumptions and estimates used in the funding valuation and year end extrapolated accrued benefit liability. Refer to audit approach under the employee future benefit area of focus.



Group audit - Scoping

Type of work performed	Total revenue	Total assets
Total in-scope audits	97%	99%
Total: In-scope audit, audit of account balance(s) and/or disclosure(s), specified audit procedures	97%	99%
Not subject to further audit procedures (i.e., untested) (Note 1)	3%	1%
Total consolidated	100%	100%



Note 1: The following components are not significant for the purpose of issuing the auditor's opinion on the group audit of the consolidated financial statements of the Corporation of the Town of Aurora. We are engaged to perform standalone audits for these components for statutory reporting purposes:

- Aurora Public Library Board
- Aurora Business Improvement Association





Risk assessment summary

Our planning begins with an assessment of risks of material misstatement in your financial statements.

We draw upon our understanding of the Town and its environment (e.g. the sector, the wider economic environment in which the Town operates, etc.), our understanding of the Town’s components of its system of internal control, including our business process understanding.

We use advanced technologies in performing our risk assessment procedures.

	Risk of fraud	Risk of error	Risk level
● Management override of controls	✓		Significant
● Presumption of the risk of fraud involving improper revenue recognition	✓	✓	Significant
● Cash, investments and debt		✓	Base
● Tangible capital assets		✓	Base
● Revenue		✓	Base
● Deferred revenues – obligatory reserve funds		✓	Base
● Employee future benefits (EFB)		✓	Base
● Expenses – salaries and benefits		✓	Base
● Accounts payable, accrued liabilities and expenses		✓	Base
● Contingencies		✓	Base
● Consolidation		✓	Base

● PRESUMED RISK OF MATERIAL MISSTATEMENT ● OTHER RISK OF MATERIAL MISTATEMENT

Advanced Technologies

Our **KPMG Clara Dynamic Risk Assessment** tool gives us a more sophisticated, forward-looking and multi-dimensional approach to assessing audit risk.

[Learn more](#)

Our **KPMG Clara Business Process Mining** provides immediate visualization of how 100% of your transactions are processed to complement your process narratives & flow charts.

[Learn more](#)

KPMG Clara Account Analysis allows us to analyze the flow of transactions through your business to drive a more meaningful risk assessment.

[Learn more](#)

KPMG Clara AI allows us to layer AI into our auditing platform, allowing us to scan 100% of your data and pull all of the risky transactions and anomalies out for further analysis.

[Learn more](#)

The **Clara Asset Impairment Tool** delivers advanced analysis of long-lived assets and goodwill impairment models (based on discounted cash flows) through the use of predictive analytics, enabling a more robust and independent challenge of management’s assumptions.

[Learn more](#)





Significant risks



Management Override of Controls (non-rebuttable significant risk of material misstatement)

Presumption of the risk of fraud resulting from management override of controls

Why is it significant?

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Our planned response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

We will also:

- evaluate the design and implementation and test operating effectiveness of selected relevant controls
- take a risk-based approach tailored to the City when designing substantive procedures and selecting specific transactions for testing
- continue to make use of technology to extract our risk-based sample from the entire population of journal entries
- continue to identify areas which may be subject to additional risk whether due to fraud or error in this regard.

Advanced technologies

Our **KPMG Clara Journal Entry Analysis Tool** assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.



[Click to learn more](#)





Significant risks



Presumption of the risk of fraud involving improper revenue recognition

RISK OF



FRAUD

Why is it significant?

Presumption of the risk of fraud resulting from fraudulent revenue recognition

This is a presumed risk of material misstatement due to fraud. This risk has not been rebutted. Audit standards require us to assume there are generally pressures/incentives on management to commit fraudulent financial reporting through inappropriate revenue recognition.

The primary risk of fraudulent revenue recognition resides with manual journal entries for revenue transactions not in the normal course of business, specifically related to management’s calculation of the deferred revenue –obligatory reserve funds.

Our planned response

Our audit methodology incorporates the required procedures in professional standards to address this risk.

Our audit approach consists of evaluating the design and implementation and test operating effectiveness of selected relevant controls.

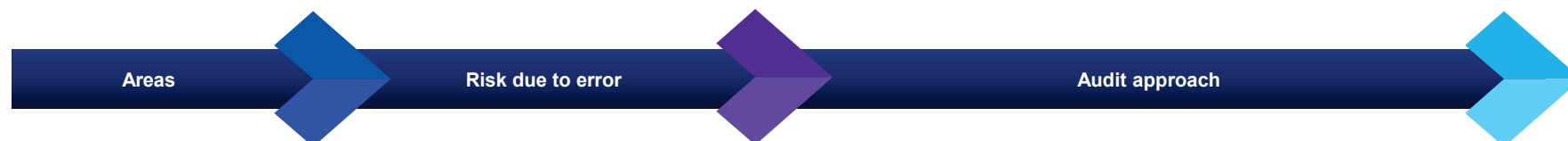
We test journal entries that meet specific criteria. These criteria are designed during the planning phase of the audit and are based on areas and accounts that are susceptible to manipulation through management override and we design search filters that allow us to identify any unusual journal entries.

The fraud risk from revenue recognition is limited to revenues recognized from deferred revenue –obligatory reserve funds.



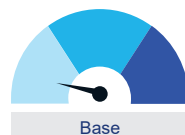


Other risks of material misstatement



Cash, investments and debt

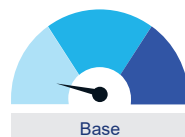
Risk of material misstatement due to valuation of investments and disclosures.



- To assess any loss in value of the portfolio investments, and if such a decline is other than temporary. Perform audit procedures to assess whether a write-down is necessary.
- Inspect year-end bank and investment reconciliations and substantive testing of significant reconciling items.
- Substantive tests of details over additions and disposals of investments.
- Obtain confirmations from third party financial institutions.
- Review of long-term debt agreements
- Complete valuation assessment for any financial instruments reported at fair value.
- Evaluate financial statement note disclosures in accordance with Public Sector Accounting Standards (PSAS).

Tangible capital assets

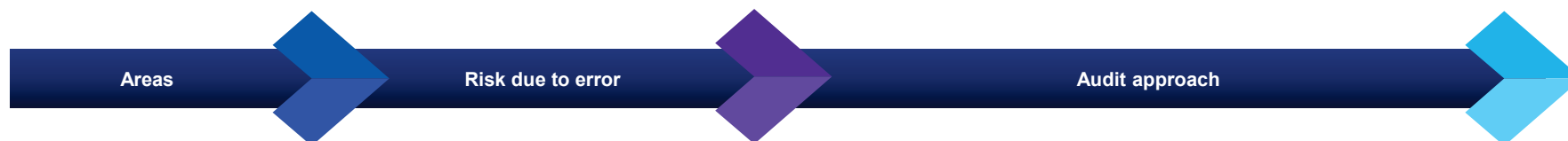
Risk of material misstatement related to existence and accuracy of tangible capital assets and accuracy of timing of revenue recognition, particularly related to funds intended for tangible capital assets additions and contributed assets.



- Substantive tests of details over additions (including contributed tangible capital assets) and disposals.
- Inspect amortization policy and perform recalculations.
- Examine construction in progress to ensure amounts are properly transferred to correct capital asset classes and amortization expense commences on a timely basis.
- Evaluate financial statement note disclosure in accordance with PSAS.
- We will agree fair value estimates of contributed tangible capital assets to supporting third party documentation or as estimated by the Town; we will perform procedures to address the relevant auditing standards related to valuation estimates.
- We will also perform required procedures to assess the potential risks with respect to impairment of assets. Based on the nature of the Town's operations, it is not expected that this will be a significant risk during the audit.

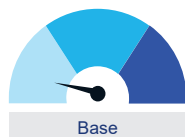


Other risks of material misstatement



Revenue

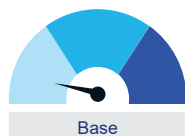
Risk of material misstatement related to the existence and completeness of revenue and accuracy of timing of revenue recognition (except revenue recognized from deferred revenue obligatory discussed on page 13 which is at significant risk level).



- We will test the design and operating effectiveness of anti-fraud controls over the revenue process
- We will review revenue recognition compliance
- We will substantively vouch revenue transactions to invoices and supporting documents
- We will perform analytical procedures over revenues

Deferred revenues –obligatory reserve funds

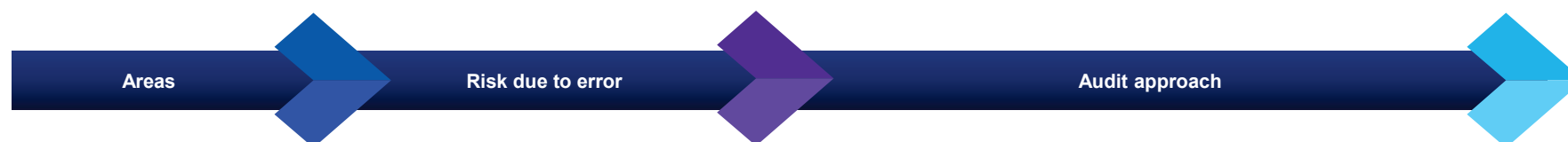
Risk of material misstatement due to management assessment and judgment involved.



- Evaluate and test the design and operating effectiveness of selected controls over the initiation, authorization, processing, recording and reporting process activities.
- Examine the City-prepared calculation of deferred revenue balance and vouch receipts and expenditures on a sample basis. As part of our testing, we ensure recognition of revenue is based on project spending in accordance with the purpose of the obligatory reserve.
- Recalculation of interest allocation.
- Inquire with management if there were any concessions given to developers and perform audit procedures on the financial reporting impact, if relevant.



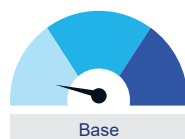
Other risks of material misstatement



Employee future benefits (EFBs)

Risk of material misstatement related to accuracy and valuation of the estimate involved in employee future benefits.

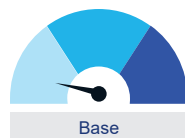
Involvement of management's third party expert, the actuary, as well as KPMG's specialists.



- Reliance on actuaries engaged by the Town; update our understanding of the activities over the quality of information used, the assumptions made, the qualifications, competence and objectivity of the preparer of the estimate, and the historical accuracy of the estimates.
- Assess method, data, and assumptions used by the actuary and management in the calculation of the EFB liability for reasonableness.
- We will perform audit procedures in accordance with the relevant auditing standards and related disclosure requirements for the estimates involved.
- Communicate with actuaries and test HR data provided to the actuaries, as applicable.
- Evaluate financial statement disclosures in accordance with PSAS.

Expenses – salaries and benefits

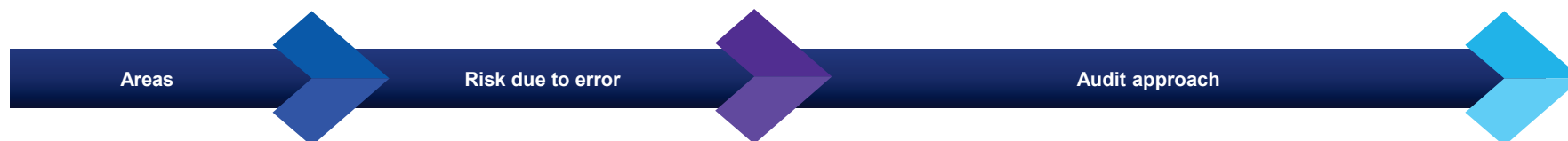
Risk of material misstatement related to accuracy and occurrence of expenses.



- Test and evaluate the design and operating effectiveness of selected controls over payroll.
- Test of employment expenses for a sample of employees by verifying payroll records to HR contracts and collective agreements.
- Substantive verification and recalculation of payroll-related accruals.
- Obtain new or amended collective bargaining agreements. Assess if management has evaluated these agreements for implications of retroactive application. Such retroactive application can result in additional financial obligations for the Town that are required to be reported in the financial statements.

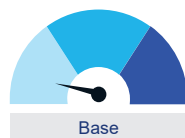


Other risks of material misstatement



Accounts payable, accrued liabilities and expenses

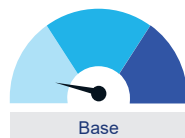
Risk of material misstatement related to completeness of liabilities, and accuracy and occurrence of expenses.



- Test and evaluate the design and operating effectiveness of selected controls over payables and procurement cycle.
- Perform a search for unrecorded liabilities.
- Examine significant accrued liabilities for existence, accuracy and completeness.
- Perform substantive tests of details on selected non-payroll expenditures.

Contingencies

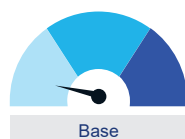
Risk of material misstatement related to completeness of contingencies and corresponding disclosures.



- Inspect Council meeting minutes for potential contingencies.
- Direct communication with internal legal counsel (and external as necessary) to ensure that all significant contingent liabilities are appropriately disclosed and/or recorded.
- Significant findings assessment with management during planning and completion stages of the audit.

Consolidation (Town and All Components)

Risk of material misstatement related to the accuracy and completeness of intercompany eliminations and consolidation adjustments.



- Perform consolidation procedures, as required, on the entities getting consolidated, including the Aurora Public Library.
- Review the eliminating entries as prepared by management for accuracy and completeness.
- Review financial statement note disclosures, including the information related to the components such as Town's share of net income, dividends, etc.





Required inquiries of the Audit Committee



Inquiries regarding risk assessment, including fraud risks

- What are the Audit Committee's views about fraud risks, including management override of controls, in the Town? And have you taken any actions to respond to any identified fraud risks?
- Is the Audit Committee aware of, or has the Audit Committee identified, any instances of actual, suspected, or alleged fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets?
 - If so, have the instances been appropriately addressed and how have they been addressed?
- How does the Audit Committee exercise oversight of the Town's fraud risks and the establishment of controls to address fraud risks?



Inquiries regarding company processes

- Is the Audit Committee aware of tips or complaints regarding the Town's financial reporting (including those received through the Committee's internal whistleblower program, if such programs exist)? If so, the Audit Committee's responses to such tips and complaints?



Inquires regarding related parties and significant unusual transactions

- Is the Audit Committee aware of any instances where the Town entered into any significant unusual transactions?
- What is the Audit Committee's understanding of the Entities' relationships and transactions with related parties that are significant to the Town?
- Is the Audit Committee concerned about those relationships or transactions with related parties? If so, the substance of those concerns?



Key milestones and deliverables

Apr - June 2025

Final Fieldwork & Reporting

Nov - Dec 2024

Interim work

Nov 2024

Risk assessment & Interim work

Oct 2024

Planning & Risk Assessment

- Debrief prior year with management
 - Kick-off with management
 - Planning and initial risk assessment procedures, including:
 - Involvement of others
 - Identification and assessment of risks of misstatements and planned audit response for certain processes
 - Obtain and update an understanding of the Entity and its environment
 - Inquire of the Audit Committee, management and others within the Entity about risks of material misstatement
- Evaluate the Entity's components of internal control, other than the control activities component
 - Perform process walkthroughs for certain business processes
 - Identify process risk points for certain business processes
 - Complete initial risk assessment
 - Communicate audit plan
 - Identify IT applications and environments
- Perform process walkthroughs for business processes
 - Evaluate D&I of controls for remaining business processes
 - Complete interim data extraction and processing activities
 - Perform interim substantive audit procedures
 - Provide update on audit progress
- Complete year-end data extraction and processing activities
 - Perform remaining substantive audit procedures
 - Evaluate results of audit procedures, including control deficiencies and audit misstatements identified
 - Assess financial statement disclosures
 - Present audit results to Council and perform required communications
 - Issue audit report on financial statements
 - Closing meeting with Board
 - Issue audit reports on financial statements



How do we deliver audit quality?

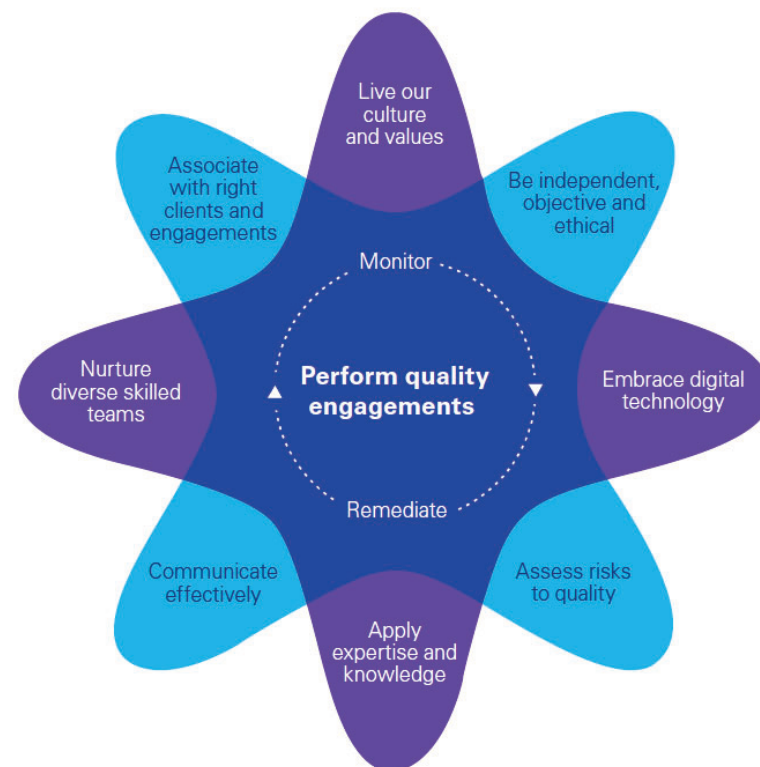
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm's Statement on the Effectiveness of our SoQM.

 [KPMG Canada Transparency Report](#)

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.



Appendices



Regulatory communications



New accounting standards



New auditing standards



Insights



Technology



Climate risk



Municipal Government Service Offerings



Unleashing tomorrow- today with AI



Cyber Security



Audit Technology



Continuous Evolution





Appendix A: Regulatory communications



CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2022 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2023 Interim Inspections Results](#)
- [CPAB Regulatory Oversight Report: 2023 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2024 Interim Inspections Results](#)





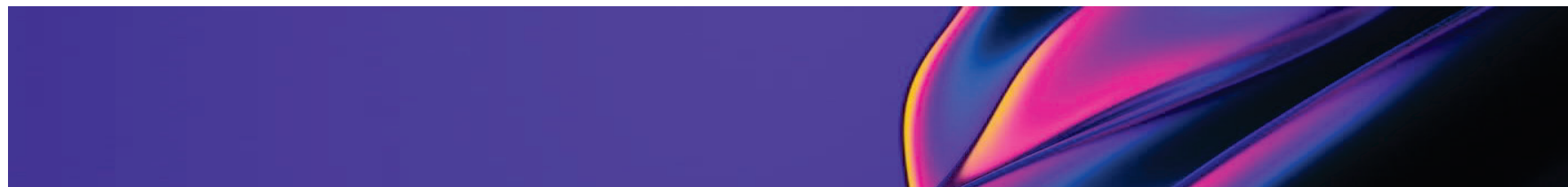
Appendix B: New accounting standards (current)

Standard	Summary and implications
Revenue	<ul style="list-style-type: none"> • The new standard PS 3400 <i>Revenue</i> is effective for fiscal years beginning on or after April 1, 2023 (<i>The Town's December 31, 2024 year-end</i>). • The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. • The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. • The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
Purchased Intangibles	<ul style="list-style-type: none"> • The new Public Sector Guideline 8 <i>Purchased intangibles</i> is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted (<i>The Town's December 31, 2024 year-end</i>). • The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles. • Narrow scope amendments were made to PS 1000 <i>Financial statement concepts</i> to remove the prohibition to recognize purchased intangibles and to PS 1201 <i>Financial statement presentation</i> to remove the requirement to disclose purchased intangibles not recognized. • The guideline can be applied retroactively or prospectively.



Appendix B: New accounting standards (current continued)

Standard	Summary and implications
Public Private Partnerships	<ul style="list-style-type: none"> • The new standard PS 3160 <i>Public private partnerships</i> is effective for fiscal years beginning on or after April 1, 2023 (<i>The Town's December 31, 2024 year-end</i>). • The standard includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. • The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the public private partnership ends. • The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. • The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project. • The standard can be applied retroactively or prospectively.





Appendix B: Changes in accounting standards – Future

Standard	Summary and implications
Employee Benefits	<ul style="list-style-type: none"> The Public Sector Accounting Board has initiated a review of sections PS 3250 Retirement benefits and PS 3255 Post-employment benefits, compensated absences and termination benefits. It will apply to fiscal years beginning on or after April 1, 2026. Early adoption will be permitted and guidance applied retroactively. The intention is to use principles from International Public Sector Accounting Standard 39 Employee benefits as a starting point to develop the Canadian standard. Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. The proposed section PS 3251 Employee benefits will replace the current sections PS 3250 Retirement benefits and PS 3255 Post-employment benefits, compensated absences and termination benefits. This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations. The Public Sector Accounting Board is in the process of evaluating comments received from stakeholders on the exposure draft.
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 with earlier adoption permitted. The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.



Appendix B: Changes in accounting standards - Future (continued)

Standard	Summary and implications
Financial Statement Presentation	<ul style="list-style-type: none"> • The proposed section PS 1202 Financial statement presentation will replace the current section PS 1201 Financial statement presentation. PS 1202 Financial statement presentation will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted. • The proposed section includes the following: <ul style="list-style-type: none"> • Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. • Separating liabilities into financial liabilities and non-financial liabilities. • Restructuring the statement of financial position to present total assets followed by total liabilities. • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). • Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called "accumulated other". • A new provision whereby an entity can use an amended budget in certain circumstances. • Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position. • The Public Sector Accounting Board is currently deliberating on feedback received on exposure drafts related to the reporting model.
Government not-for-profit strategy	<ul style="list-style-type: none"> • The Public Sector Accounting Board has approved its government not-for-profit ("GNFP") strategy implementation plan. All proposed changes to the PS 4200 series, PSAS, and potential customizations will be subject to due process before PSAB finalizes any changes to the PS Handbook. There is no tentative date for the change. • The approved strategy option is to incorporate the PS 4200 series of standards with potential customizations into public sector accounting standards. This means reviewing the existing PS 4200 series of standards to determine if they should be retained and added to public sector accounting standards. Incorporating the updated or amended PS 4200 series standards in public sector accounting standards would make the guidance available to any public sector entity. Accounting and/or reporting customizations may be permitted if there are substantive and distinct accountabilities that warrant modification from public sector accounting standards.

Appendix C: Newly effective and upcoming changes to auditing standards

For more information on newly effective and upcoming changes to auditing standards - see Current Developments 

Effective for periods beginning on or after December 15, 2023

ISA 600/CAS 600

.....
Revised special considerations – Audits of group financial statements

Effective for periods beginning on or after December 15, 2024

ISA 260/CAS 260

.....
Communications with those charged with governance

ISA 700/CAS 700

.....
Forming an opinion and reporting on the financial statements





Appendix D: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Assurance & Related Services, Canadian Securities Matters, and US Outlook reports.



Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

Sustainability Reporting

Resource centre on implementing the new Canadian reporting standards

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on accounting, financial reporting and sustainability reporting.





Appendix E: Our technology story



Streamlined client experience

And deeper insights into your business, translating to a better audit experience.



Secure

A secure client portal provides centralized, efficient coordination with your audit team.



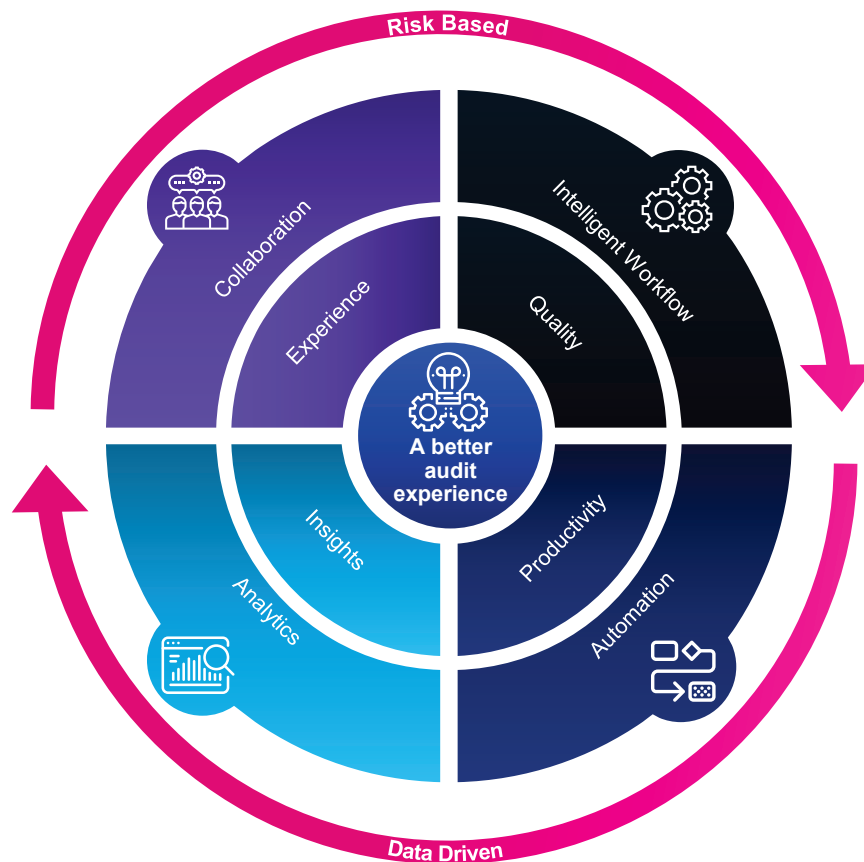
Intelligent workflow

An intelligent workflow guides audit teams through the audit.



Increased precision

Advanced data analytics and automation facilitate a risk-based audit approach, increasing precision and reducing your burden.





Appendix F: Climate risk in the financial statements

All entities are facing climate-related risks and opportunities – and are making strategic decisions in response. The impacts of climate-related risks in the financial statements are broad, potentially complex and will depend on industry-specific risks.

How might
climate-
related risks
impact the
financial
statements?

01

Assets

Consider the useful lives and residual values of PP&E and intangible assets, cash flow projections used for impairment testing of non-financial assets, and the potential impacts on inventories.

02

Liabilities

Consider the recognition of environmental and decommissioning obligations, accounting for emissions or 'green' schemes, impact on employee-benefit arrangements, and restructuring provisions.

03

Borrowers

Consider the accounting for different forms of government assistance, potential for embedded derivatives in green bonds, lease of green technology, impacts of leasing polluting assets.

04

Lenders

Consider how climate-related risks impact operating and financing leases, the potential impact on expected credit losses, and whether green loans meet the solely payments of principal and interest (SPPI) criterion.

05

Disclosures

Consider the impact on the going concern assessment and related disclosures and whether the impacts of climate-related matters have been disclosed clearly.

[See here for more information](#) 





Appendix F: Climate risk in the financial statements (Continued)

All entities are facing climate-related risks and opportunities – and are making strategic decisions in response. The impacts of climate-related risks in the financial statements are broad, potentially complex and will depend on industry-specific risks.





Appendix F: Greenwashing and Bill C-59: Key Facts & Considerations

Key Facts



Competition Act

Bill C-59 came into force on June 20, 2024.



Penalties

Penalties can range up to three times the value of the benefit derived from the claim, or 3% of the company's global annual gross revenue, whichever is greater.

Scope

Bill C-59 includes prohibitions relating to:

1. **Environmental claims re: products or services** *E.g. Low carbon fuels*
2. **Social claims re: products or services** *E.g. Indigenous Reconciliation; diversity, equity and inclusion (DEI); responsible supply chain / modern slavery*
3. **Environmental claims relating to a company** *E.g. Net-zero or Carbon-Neutral*
4. **Burden of proof on companies:**
 - Environmental / Social product or service claims: "adequate and proper test"
 - Company / Brand claims: in accordance with an "internationally recognized methodology"

Key Considerations

Assess your ability to substantiate environmental or social claims about your products, services and business by considering:

- What claims do we make that are specific to the company, brand or its products and services?
- What *methodologies* do we use to calculate emissions or other environmental and social effects?
- Is our net-zero plan realistic, operationally feasible, and can it be validated or proven?
- Have we allocated appropriate resources and personnel to our ESG initiatives?



Appendix F: Bill C-59: Key Facts & Considerations

Assess

- Identify and review ESG communications (ESG report, website, social media, press releases etc.)
- Assess ESG communications (product, service and company claims) against legal requirements
- Develop recommendations and action plans to mitigate ESG legal risk

Substantiate

- Analyze the feasibility of ESG targets and initiatives from technical, financial, commercial and regulatory perspectives
- Develop comprehensive plans to ensure effective implementation of ESG initiatives
- Establish metrics and manage ESG data to track performance and potential risks

Implement

- Prepare for new and emerging risks and requirements
- Enhance ESG reporting governance, processes and controls
- Incorporate ESG legal risk considerations into enterprise risk management program

In case you missed our recent webinar on this topic:

- Webinar [recording](#) and [slides](#)





Appendix F: Frequently Asked Questions

When is Bill C-59 in force?

The section specific to greenwashing (s. 236 of Bill C-59 and Subsection 74.01(1) of the Competition Act) came into force upon receiving Royal Assent on June 20, 2024. There is a one-year grace period against private rights of action with respect to s. 74.01(1). Although the Bureau has the authority to take enforcement action sooner, according to witness testimony, it is unlikely to do so prior to issuing guidelines following consultation. Some suggest this may occur in January 2026.

Can the Bureau investigate complaints retroactively (claims made before the Amendment comes into force)?

Not easily. There is a safeguard in the proposed bill, called the public interest 'leave test' (103.1 of the Act). The Tribunal will have to decide whether the case has merit (is in the public's interest) and requires investigation retroactively.

What does “adequate and proper test” and “internationally recognized methodologies” mean?

This is yet to be determined, and it is not defined in the Bill or the Act. This is something the Bureau has committed to define following consultation and further research. Importantly, the Senate Committee believes that the analysis should also include federal and other Canadian best practices, such as those set by Environment and Climate Change Canada.

What corporate documents and communications does this affect?

The Act applies to performance claims about a service, product or business interest including “any form of statement, warranty or guarantee of a product’s performance, efficacy or length of life.” which make take the form of “messages, pictures, or verbal communications, including online and in-store advertisements, social media messages, promotional emails”. The Act does not apply in the case of collective bargaining, amateur sports, securities underwriting, or activities subject to other federal or provincial legislation. The Canadian Securities Administrators may provide guidance and national instruments related to greenwashing in securities disclosures.





Appendix G: Municipal Government Service Offerings

Overview

KPMG’s Governance, Risk and Compliance services team has vast experience working with clients across the municipal government sector, assessing organizations risk management, internal control and governance processes and providing value adding insight across our municipal government clients. KPMG has a successful track record and are the leading service provider of municipal government services across a variety of audit areas including operations, finance, service delivery reviews, cyber security and HR. KPMG also provides full outsourced and co-sourced audit services to a number of municipalities, helping clients to identify more efficient and effective ways of delivering their services and streamlining costs. Below we have provided further details of our service offerings to municipalities.

Experience

KPMG brings a wealth of practical experience delivering services to municipal government clients. We have listed some example audited areas below.

• Absence Management	• Cyber Security	• Insurance	• Real Estate
• Accounts Payable	• Enforcement	• IT Governance	• Reserves
• Accounts Receivable and Cash Handling	• Facility Management	• Overtime	• Recruitment and Retention
• Asset Management	• Fleet Inventory	• Parks and Recreation	• Remuneration
• By-Law Compliance	• Fleet Management	• Physical Security	• Snow Clearing
• Councillor Budgets	• Health and Safety	• Procurement	• Support Functions

Client list

We are the leading municipal government advisor in Ontario in relation to internal audit, compliance, service delivery and process reviews. We have shown below a summary of the municipalities we have provided services to.





Appendix G: Municipal Government Service Offerings (Continued)

Review areas

Below we have shown an examples of the types of reviews we have conducted through our work with Ontario Municipalities

Internal Audit reviews

- Review of the design and operation of key business controls
- Identifying recommendations to improve and optimize the control environment
- Using data analytics and visualization to test large data sets
- Examples include AP, cash handling and Fleet Inventory

Service delivery/process reviews

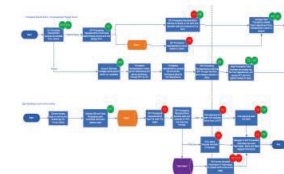
- Review of the operational efficiency and effectiveness of a service area
- Using lean methodologies to identify more efficient and effective ways of delivering services.
- Creation of process maps and identification of opportunities to streamline processes and create cost savings
- Examples include Snow Clearing, Parks & Recreation and Security

Specialist reviews

- Using specialist KPMG resources to provide assurance and recommendations across specialist service areas
- Using best practice methodologies and frameworks to provide value adding insights and recommendations
- Examples include, Cyber Security, IT Risk Assessments, Facilities and Real Estate



Control Testing Analysis



Process Flow Charts



Opportunity Scorecard





Appendix G: Municipal Government Service Offerings (Continued)

Additional Services

Service Profiles	Data Analytics	Benchmarking																								
<p>Service Profile Roads – Operations and Maintenance</p> <p>Department and Service Description The City handles and operates roadway design, construction, maintenance, and repair services for all roads within the City. The City also handles and operates all other roadway services, including snow clearing, street lighting, and maintenance of roadways.</p> <p>Service and activity areas Roads, Parks, IT, Finance</p> <p>Budget & Activity Budget: \$10,000,000 Activity: \$10,000,000</p>	<p>Data Analytics</p> <p>Map of Snow Clearing Complaints A map showing the geographic locations of snow clearing complaints received by the organization. The map is color-coded by the number of complaints received in each area, with red indicating the highest number of complaints and blue indicating the lowest.</p>	<p>Benchmarking</p> <p>Security Coverage A bar chart comparing the number of municipalities surveyed that provide continuous, year-round security coverage (24 hours/day, 365 days/year). The chart shows that 5 out of 7 municipalities surveyed provide this level of coverage.</p> <p>Security Coverage Table</p> <table border="1"> <thead> <tr> <th>Rank</th> <th>Security manager?</th> <th>Staff?</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Yes</td> <td>1,000-1,500</td> </tr> <tr> <td>2</td> <td>Yes</td> <td>1,500-2,000</td> </tr> <tr> <td>3</td> <td>Yes</td> <td>2,000-2,500</td> </tr> <tr> <td>4</td> <td>Yes</td> <td>2,500-3,000</td> </tr> <tr> <td>5</td> <td>Yes</td> <td>3,000-3,500</td> </tr> <tr> <td>6</td> <td>Yes</td> <td>3,500-4,000</td> </tr> <tr> <td>7</td> <td>No</td> <td>4,000-4,500</td> </tr> </tbody> </table>	Rank	Security manager?	Staff?	1	Yes	1,000-1,500	2	Yes	1,500-2,000	3	Yes	2,000-2,500	4	Yes	2,500-3,000	5	Yes	3,000-3,500	6	Yes	3,500-4,000	7	No	4,000-4,500
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5	Yes	3,000-3,500																								
6	Yes	3,500-4,000																								
7	No	4,000-4,500																								
<p>E.g. We use service profiles as part of our organizational service delivery reviews across areas such as roads, parks, IT and finance. These show the key staffing and budget requirements, service levels, activity, metrics and improvement opportunities.</p>	<p>E.g. We used data analytics to plot complaints received relating to snow clearing, showing the types of complaints received and their geographic locations. This enabled the organization to track complaints more proactively and follow up on any hotspot areas.</p>	<p>E.g. We used benchmarking to provide comparable analysis on how security services are provided, including costs to deliver services, types of services, staffing levels and service delivery models.</p>																								





Appendix H: Unleashing tomorrow - today with AI

Turn AI into a cornerstone of sustainable, competitive growth.

A comprehensive business strategy can seamlessly intertwine technology with your business's goals, transform AI from a concept into a key driver of your objectives, strategy and ROI.

It's not just about tech; it's about people, striving to ensure smooth transitions and unlocking human potential alongside AI innovations.

This holistic approach can extend to governance, supply chain, data analytics, implementation and more, solidifying your operations against future challenges.



Assessing opportunities

Seek to understand how AI can impact or disrupt your business and what the existing opportunities are.



Scaling AI initiatives

Scaling up existing AI projects, aligned to the overall business strategy to help ensure success.

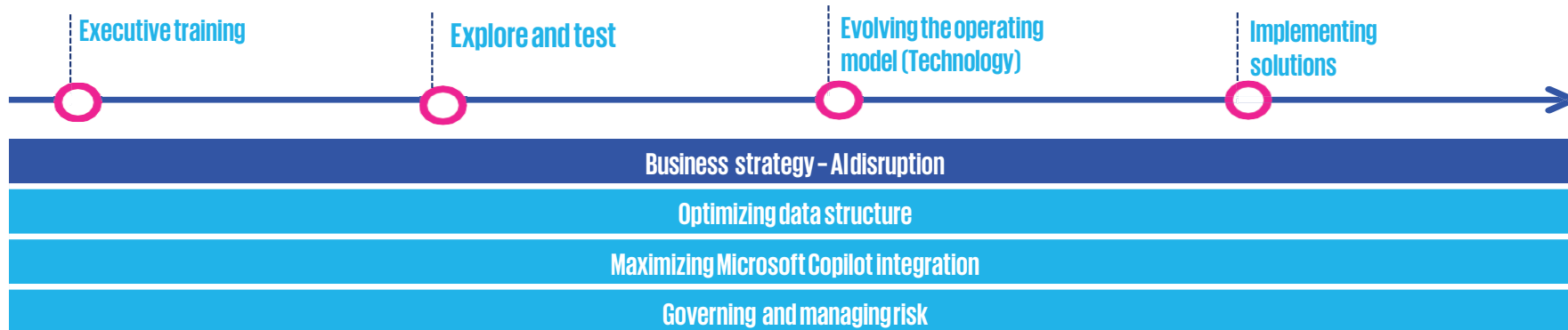


Competitive edge

Staying competitive in a rapidly evolving market where AI is disrupting business operations is key.

Brighter business intelligence, powered by AI

Your company's strategy and business intelligence are at the heart of your business decisions. It should be intimately linked to your artificial intelligence (AI) strategy, efforts, and goals.





Appendix H: Unleashing tomorrow - today with AI (Continued)

4 key phases of a successful AI strategy



Understand

Hyper Diagnostic

Demonstrate the "art of the possible" and the current AI landscape, explore diverse use cases, and assess peer adoption.

AI readiness assessment

Deploy AI readiness assessment to ensure the company is prepared from a tech, data, governance and people perspective.

Perspective on AI strategy

Assess AI's disruptive potential across core and support functions, demonstrate its impact on operations and costs, and establish an initial AI strategy aligned with company priorities.



Design

Risk Assessment

Discuss the potential risks and opportunities associated with the key scenarios.

Opportunity assessment

Pinpoint quick wins, evaluating their potential benefits, and conduct a high-level feasibility assessment.

Present available subsidy and grant options for relevant AI projects.



Initiate

Stakeholder involvement

Provide recommendations for engaging internal stakeholders and collect insights on AI adoption throughout the company's value chain.

Financial implications and opportunity validation Quantify the impact of various AI scenarios, calculating ROI. Identify and engage necessary people, processes, and technologies for execution.

Strategic roadmap

Create a concise strategic plan, encompassing vision, values, competitive advantage, key initiatives, and a roadmap with resource allocation and KPIs.



Operationalize

Transform technology services with generative AI

Assessment of current IT capabilities and the foundations necessary for the implementation of the selected generative AI solutions

Define the IT delivery model for solutions.

Enterprise architecture adapted to AI

Support for the integration of Gen AI into the enterprise architecture and into the organization's roadmap.

Define a Target Operating Model

Orchestrate business capabilities

Orchestration of all business practices and underlying IT capabilities necessary for operationalization.



Appendix H: AI Education and Training for executives & boards

Embrace the future with AI, the driving force of the new economy, set to help transform your business model. This transformative power can drive your organization's position in the market. Consider the impending changes and strategize for the years ahead, helping to ensure a seamless and secure integration of this groundbreaking technology.

60%

of organizations plan to adopt generative AI within 6 to 12 months*.

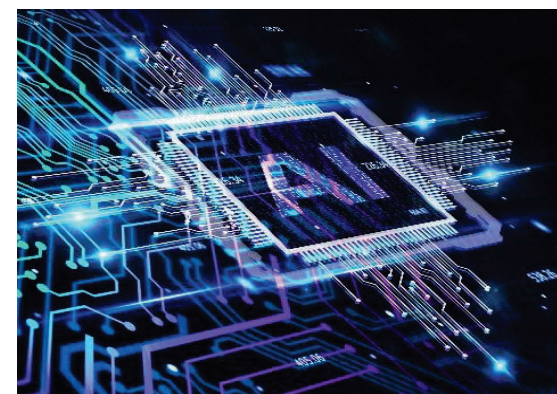
Change starts with you

<p>01</p> <p>Understand the impact and trends of generative AI adoption in your organization and industry</p>	<p>02</p> <p>Foster a continuous learning culture and manage change for successful AI implementation</p>	<p>03</p> <p>Discover the commercial and competitive potential of working with AI</p>	<p>04</p> <p>Learn how to manage AI risk and governance as a business leader</p>	<p>05</p> <p>Identify your productivity and automation challenges and take corrective action</p>	<p>06</p> <p>Redefine your business model holistically</p>
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A first step in the adoption of AI in your business

Implementing generative AI starts with your business priorities, supported by executive and board engagement to drive a transformation aligned with your corporate ambitions.

<p>Executive and board training</p> <ul style="list-style-type: none"> • Presentation to various executive committees • Presentation to the Board of Directors • Role and responsibilities around AI as a board member and executive • Workshop on concrete business potential • AI strategic plan 	<p>AI strategy and value</p>	<p>Use case development</p>	<p>Implement AI solutions</p>
--	-------------------------------------	------------------------------------	--------------------------------------



<p>Governing and managing risk (Trusted AI)</p>
<p>Workforce transformation and adoption</p>
<p>AI Data & Cloud infrastructure</p>

*KPMG survey of 300 executives on generative AI, March 2023





Appendix H: AI Education and Training for executives and boards (Continued)

A three-part training program Discover real-life uses of generative AI, tailored to your business sector



Updated overview of this fast-paced technology

- Learn what is new in the world of AI
- Explore industry-specific use cases that could benefit your organization
- Manage AI risk and governance adequately



Technology demonstrations

- See the impact of generative AI on the future of your organization through concrete, contextualized demonstrations
- Assess the potential benefits for your organization



Brainstorming workshops

- Identify organizational priorities for AI adoption and how to prepare your teams for change upstream
- Educate and empower key stakeholders to drive AI strategy and the governance framework at the executive level

KPMG, a leader in generative AI

200+

Professionals dedicated to generative AI recognized for their technical skills and innovative strategic vision.

800+

Tailor-made use cases for all business sectors.

50+

Board and executive education and training sessions delivered in the last year. Our team understands the challenges you face as an executive or board member and can help you build confidence and accelerate the value AI can bring to your business.





Appendix I: Cyber Security

Hamilton cyberattack shows municipalities need to shore up digital defences: expert

TORONTO – A recent ransomware attack that knocked out several online services in one of Ontario's largest cities has brought into sharp focus the need for municipalities to have a plan to respond to what's become an unavoidable – and increasingly sophisticated – threat, a top cybersecurity expert said.

By Paola Loriggio The Canadian Press
Monday, March 11, 2024 3 min to read
Article was updated Mar 11, 2024

NORTHERN ONTARIO News
'It's really a coin flip': Experts weigh in on if Sudbury will recover \$1.5M lost to fraud

Cyberattack cost local town \$1.3M, including \$290k in Bitcoin ransom

A cyberattack on the Town of St. Marys that encrypted municipal systems and stole sensitive data cost the local government roughly \$1.3 million, including a \$290,000 Bitcoin ransom payment made to the hackers, officials have revealed.

Galen Simmons · Stratford Beacon Herald
Published Apr 13, 2023 · Last updated Apr

Nova Scotia

Hamilton cybersecurity breach continues to paralyze city services

Public, councillors left in the dark as to nature of incident that has hampered communications, transit and payment processing

Canadian city says timeline for recovery from ransomware attack 'unknown'

The city of Hamilton, Canada, is still recovering from a ransomware attack that has affected nearly every facet of government functions.

Personal information 'likely stolen' in Kings County cyberattack

Councillors, staff and others impacted by July incident

Haley Ryan · CBC News · Posted: Aug 14, 2023 4:38 PM EDT | Last Updated: August 14, 2023





Appendix I: How can a cyber attack impact you?



Organizational Disruption

Technology is a main enablement tool used in our cities, many core services rely on technology to deliver services.

When access to technology is disrupted it can have severe impacts to public services, emergency services, infrastructure and sensitive information.



Associated Costs

Cyber incidents have a variety of costs associated with recovery, which include:

- Ransom Payments
- System Restoration
- Security Upgrades
- Legal & Professional Services
- Follow-on Monitoring
- Loss of Revenue
- Financial Fraud/Theft

These costs start to balloon quickly and can have long lasting effects.



Reputational Damage & Residents Impact

A cyber incident can cause significant reputational damage to a town, leading to a loss of trust among residents and potential investors, which can indirectly impact the town's financial health. For residents, the breach of their personal information can lead to a loss of confidence in the town's ability to protect their data, potentially resulting in decreased use of town services that require personal information.



Appendix I: What is a cyber resilient

Preparation

This involves understanding your organization's risk profile, identifying business critical assets, and developing a comprehensive cybersecurity strategy. It includes training employees on cybersecurity best practices and implementing robust security measures where possible.

Protection

This entails implementing measures to prevent cyber attacks. It includes maintaining up-to-date security software, regularly patching vulnerabilities, and controlling access to sensitive information. Protecting your organization requires cybersecurity to be a part of all business conversations.

Detection

This includes continuously monitoring systems and networks for signs of a cyber attack. It calls for the use of security tools, conducting regular security audits and making consistent updates to improve detection capabilities.

Response & Recovery

This consists of having a plan in place to respond to a cyber attack and recover from it. It is made up of incident response plans, disaster recovery plans, and business continuity plans. These plans should be regularly tested and improved upon.

What is a cyber resilient municipality?

01

Risk Prioritization

To be a cyber resilient municipality, you must be able to prioritize your resources to address the risks that threaten you. To prioritize risks, you must understand all the risks currently facing your organization.

02

Implement the Basics

Implementing basic cyber security practices like training, maintaining security software, regularly patching and multifactor authentication can be cost effective ways to dramatically improve cybersecurity resilience.

03

Defence in Depth

This is a crucial strategy for municipalities as it reduces the risk of a single point of failure, enhances efficiency in threat detection and response, increase resilience to attacks, and provide protection against advanced cyber threats.



Appendix I: Steps to building cyber resilience

The following principles serve as the bedrock for establishing a continuous lifecycle that fosters cyber resilience. These principles provide a consistent framework of actions to progressively build and enhance cyber resilience.

1 – Understand Current State

To build a robust cyber resilience framework, it is imperative to start with a comprehensive understanding of your current cybersecurity status. This includes an evaluation of the protective measures already implemented, identification of critical assets, understanding the policies and procedures that regulate your operations, and an assessment of system vulnerabilities. By gaining these insights, you can make risk informed decisions that protect your organization and efficiently allocate the resources available.

4 – Increase Resilience

Increasing resilience and developing business continuity is an important part of building cyber resilience. It ensures uninterrupted business operations even in the face of cyber threats and allows organizations to quickly recover from cyber incidents, minimizing downtime and associated costs. Furthermore, a robust business continuity plan demonstrates an organization's commitment to security, which can enhance its reputation among stakeholders.



2 – Test your Technology

Testing technology is crucial for building cyber resilience as it helps identify potential vulnerabilities and weaknesses in the system that could be exploited by cyber threats. It also allows organizations to evaluate the effectiveness of their current security measures and protocols. By testing your technology, you can deepen the understanding of risks your organization faces and perform ongoing risk management. These tests allow for an unbiased look at your infrastructure and contribute to a proactive prevention of unauthorized users.

3 – Validate Response

Validating response efforts is a crucial part of building cyber resilience as it ensures that the organization's incident response plan is effective and efficient. It allows for the identification of any gaps or weaknesses in the response strategy, enabling improvements to be made. Furthermore, it provides an opportunity for staff to practice and refine their skills in a controlled environment, enhancing their readiness for real cyber incidents.



Appendix J: Expanding the use of audit technology



Analytics

- AI Transaction Scoring
- Audit Routine Catalogue
- Data Visualization
- Group Scoping Tool
- Matching Routines
- Process Mining Analytics
- KPMG Forecast Analytics Suite



Automation

- Automated Industry Routines
- Confirmation
- Data Extraction Scripts
- DataShare
- DataSnipper
- Inventory Counter App
- iRadar and iNav
- Offset Remover



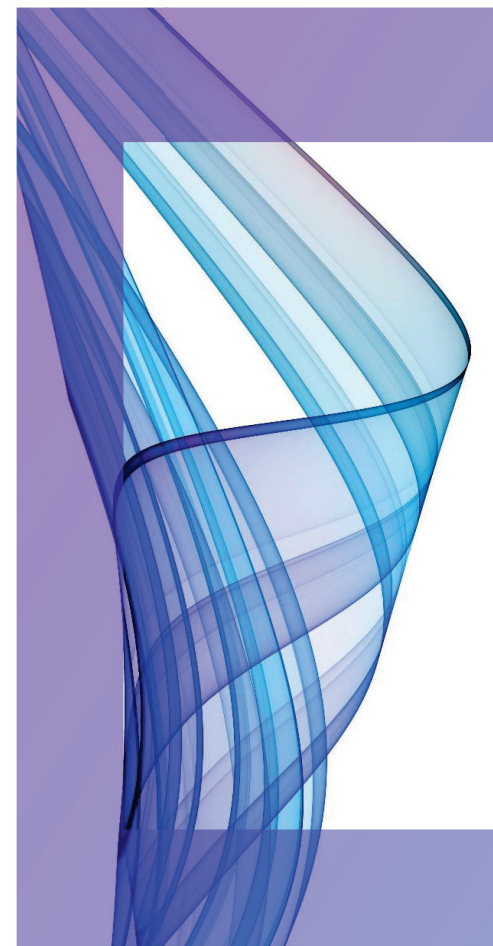
Collaboration

- DocuSign™
- KPMG Clara for Clients



Workflow

- KPMG Clara Workflow
- Account Analysis
- Journal Entry Analysis
- Planning Analytics





Appendix K: Continuous evolution

Our investment: \$5B

We are in the midst of a five-year investment to develop our people, digital capabilities, and advanced technology.

Responsive delivery model

Tailored to you to drive impactful outcomes around the quality and effectiveness of our audits.

Result: A better experience

Enhanced quality, reduced disruption, increased focus on areas of higher risk, and deeper insights into your business.





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100 John West Way
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Town of Aurora
Memorandum
Finance

Re: Line by Line Budget Review of Operational Services

To: Finance Advisory Committee

From: Mohamedali Kamalia, Senior Advisor, Financial Management

Date: January 21, 2025

Recommendation

1. That the memorandum regarding Line by Line Budget Review of Operational Services be received; and
2. That the Finance Advisory Committee comments regarding Line by Line Budget Review of Operational Services 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 – Operational Services detailed budget materials



FAC Line-by-Line
 20PA: Operational Services Director's Office
 Report Run: August 28, 2024 4:11 PM

+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	247,874	252,618	229,771	275,641	304,338	74,566	32.5%	2024 forecast to be revised to match 2024 budget of \$275,641. Savings incurred in 2023 due to transition from outgoing Director to new Director.
61004: VACATION PAY	-	-	7,071	-	-	(7,071)	(100.0%)	
61005: SICK PAY	1,059	4,972	3,340	-	323	(3,017)	(90.3%)	
61090: YEAR END ACCRUALS	(20,572)	(6,186)	13,947	-	-	(13,947)	(100.0%)	
61101: BENEFITS - OMERS	29,818	31,377	26,326	33,381	35,916	9,590	36.4%	
61102: BENEFITS - EHT	4,899	5,257	4,778	5,452	6,033	1,255	26.3%	
61103: BENEFITS - WSIB	1,243	1,321	2,194	2,097	2,320	126	5.8%	
61104: BENEFITS - CPP	6,385	7,011	7,609	8,016	12,287	4,678	61.5%	
61105: BENEFITS - EI	2,512	2,647	2,824	2,947	3,628	803	28.4%	
61106: BENEFITS - DENTAL	3,589	3,240	3,135	3,696	3,820	685	21.8%	
61107: BENEFITS - HEALTH	5,551	5,213	5,378	5,808	6,109	730	13.6%	
61108: BENEFITS - LTD/ADD	5,016	4,535	5,714	7,157	7,615	1,901	33.3%	
61109: BENEFITS - OTHER	671	-	-	1,062	720	720	-	
61902: SALARY SAVINGS	-	-	-	(32,150)	-	-	-	
Subtotal: 61000: SALARIES AND BENEFITS	288,045	312,006	312,088	313,108	383,108	71,020	22.8%	
62001: OFFICE SUPPLIES	5,589	3,219	5,955	3,225	2,725	(3,230)	(54.2%)	
62005: SUBSCRIPTIONS/PUBLICATIONS	-	-	-	100	100	100	-	
62007: OFFICE EQUIPMENT	-	-	2,143	-	-	(2,143)	(100.0%)	
62008: COMPUTER SUPPLIES	-	-	4,888	-	-	(4,888)	(100.0%)	
62019: LICENSES	-	-	5,176	-	-	(5,176)	(100.0%)	
62045: MEETING EXPENSES	1,171	3,720	4,345	1,730	1,730	(2,615)	(60.2%)	
62999: CLEARING/SUSPENSE ACCOUNT	1,189	370	69	-	700	630	907.4%	
Subtotal: 62000: MATERIALS AND SUPPLIES	7,949	7,309	22,577	5,055	5,255	(17,322)	(76.7%)	
64002: CONFERENCES	-	-	-	450	450	450	-	
64008: MOBILE PLAN CHARGES	1,553	773	312	1,375	75	(236)	(75.8%)	
64013: COURSES & SEMINARS	4,487	14,104	11,832	15,850	15,850	4,018	34.0%	
64015: MEMBERSHIPS	3,551	1,202	5,977	4,500	4,500	(1,477)	(24.7%)	
64016: MILEAGE	414	-	8	500	-	(8)	(100.0%)	
64017: VEHICLE ALLOWANCE	803	3,606	3,942	3,942	3,942	-	-	
64022: EQUIPMENT SERVICE CONTRACTS	2,650	1,872	1,856	-	700	(1,156)	(62.3%)	
64032: PHOTOCOPIER CHARGES	9,646	9,717	9,113	9,717	9,717	604	6.6%	
Subtotal: 64000: SERVICES AND CONSULTANTS	23,104	31,273	33,039	36,334	35,234	2,195	6.6%	
Expenses Budgeted	319,097	350,588	367,703	354,497	423,597	55,893	15.2%	
Revenues:								
Total Levy	319,097	350,588	367,703	354,497	423,597	55,893	(15.2%)	

FAC Line-by-Line
 2FLT: Vehicle And Equipment Maintenance
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	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	368,991	396,868	426,790	412,666	408,752	(18,038)	(4.2%)	
61002: SALARIES - O/T	8,700	15,960	17,073	-	1,357	(15,715)	(92.0%)	
61003: SALARIES - P/T	-	-	51	-	-	(51)	(100.0%)	
61004: VACATION PAY	-	-	-	-	3,960	3,960	-	
61005: SICK PAY	28,330	10,666	8,269	-	7,338	(931)	(11.3%)	
61090: YEAR END ACCRUALS	(1,023)	(3,411)	3,978	-	-	(3,978)	(100.0%)	
61101: BENEFITS - OMERS	41,359	41,101	44,040	41,293	42,554	(1,486)	(3.4%)	
61102: BENEFITS - EHT	8,210	8,307	8,854	8,047	8,225	(629)	(7.1%)	
61103: BENEFITS - WSIB	3,158	3,195	3,406	3,095	3,164	(242)	(7.1%)	
61104: BENEFITS - CPP	17,096	17,710	19,056	20,004	21,662	2,605	13.7%	
61105: BENEFITS - EI	6,756	6,751	7,194	7,368	7,623	429	6.0%	
61106: BENEFITS - DENTAL	8,993	8,196	7,645	9,240	8,120	475	6.2%	
61107: BENEFITS - HEALTH	14,162	13,410	13,245	14,520	12,937	(308)	(2.3%)	
61108: BENEFITS - LTD/ADD	9,462	11,153	10,129	9,327	8,685	(1,444)	(14.3%)	
61109: BENEFITS - OTHER	903	-	-	1,568	1,052	1,052	-	
Subtotal: 61000: SALARIES AND BENEFITS	515,096	529,906	569,730	527,128	535,427	(34,303)	(6.0%)	
62011: CLOTHING ALLOWANCE	2,129	3,153	3,898	3,450	3,450	(448)	(11.5%)	
62016: OPERATING MATERIALS	16,438	26,330	32,276	14,425	14,425	(17,851)	(55.3%)	
62019: LICENSES	54,794	44,807	60,748	40,000	40,000	(20,749)	(34.2%)	MTO vehicle sticker renewals vary due to light and medium equipment can be two year renewals vs annually.
62020: VEHICLE SUPPLIES	263,922	354,819	369,999	316,500	316,500	(53,498)	(14.5%)	Parts can vary annually based on equipment use and price increases due to global economy.
62021: EQUIPMENT - OTHER	40,205	66,383	96,360	66,701	66,701	(29,659)	(30.8%)	Fleet has grown yearly resulting in more equipment repairs and maintenance costs.
62022: TOOLS	4,920	9,315	4,799	5,400	5,400	601	12.5%	
62048: FUEL COSTS	284,292	419,543	381,936	408,000	380,000	(1,936)	(0.5%)	
63902: INTERNAL EQUIPMENT RENTAL	(306,600)	(322,600)	(322,600)	(322,600)	(322,600)	-	-	
63903: INTERNAL FUEL	(29,851)	(81,017)	(78,610)	(60,000)	(60,000)	18,610	23.7%	
Subtotal: 62000: MATERIALS AND SUPPLIES	330,250	520,733	548,806	471,876	443,877	(104,929)	(19.1%)	
64008: MOBILE PLAN CHARGES	830	784	668	713	713	45	6.8%	
64013: COURSES & SEMINARS	-	-	68	-	-	(68)	(100.0%)	
64019: VEHICLE REPAIRS	185,672	155,336	148,981	152,670	152,670	3,689	2.5%	
64026: INSURANCE FEES	30,323	36,151	30,568	39,774	39,774	9,206	30.1%	
64036: POLICE SEARCHES	-	-	200	-	-	(200)	(100.0%)	
Subtotal: 64000: SERVICES AND CONSULTANTS	216,826	192,271	180,484	193,157	193,157	12,673	7.0%	
45003: TRANSFERS TO RESERVES	266,863	228,391	29,360	45,000	45,000	15,640	(53.3%)	
Subtotal: 45000: TRANSFERS TO	266,863	228,391	29,360	45,000	45,000	15,640	(53.3%)	
Expenses Budgeted	1,329,035	1,471,301	1,328,379	1,237,161	1,217,461	(110,919)	(8.3%)	
Revenues:								
56126: OTHER USER FEES	(261,015)	(97,539)	(29,360)	(52,000)	(52,000)	(22,640)	77.1%	Asset disposal revenues were lower than what is expected in 2024.
Subtotal: 50000: REVENUES	(261,015)	(97,539)	(29,360)	(52,000)	(52,000)	(22,640)	77.1%	

FAC Line-by-Line
 2FLT: Vehicle And Equipment Maintenance
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	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
41003: TRANSFERS FROM RESERVES	-	-	(8,200)	-	-	8,200	(100.0%)	
Subtotal: 41000: TRANSFERS FROM RESERVE	-	-	(8,200)	-	-	8,200	(100.0%)	
Revenues Budgeted	(261,015)	(97,539)	(37,560)	(52,000)	(52,000)	(14,440)	(38.4%)	
Total Levy	1,068,020	1,373,763	1,290,820	1,185,161	1,165,461	(125,359)	9.7%	

FAC Line-by-Line
 2PRK: Parks
 Report Run: August 28, 2024 4:09 PM



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	1,567,643	1,625,346	1,783,218	1,707,228	1,673,140	(110,078)	(6.2%)	
61002: SALARIES - O/T	59,999	93,201	65,443	48,753	50,297	(15,146)	(23.1%)	
61003: SALARIES - P/T	221,066	231,537	273,962	511,303	446,388	172,426	62.9%	1. Union agreement included in 2024 budget. 2. Seasonal and summer positions are budgeted under PT salaries but charged to FT salaries. 3. 2023 summer positions were not all filled due to shortfall of willing applicants.
61004: VACATION PAY	-	1,958	1,899	-	-	(1,899)	(100.0%)	
61005: SICK PAY	21,716	33,223	29,348	-	17,023	(12,325)	(42.0%)	
61090: YEAR END ACCRUALS	2,580	(16,221)	(1,816)	-	-	1,816	100.0%	
61101: BENEFITS - OMERS	148,870	147,872	170,376	160,923	165,209	(5,167)	(3.0%)	
61102: BENEFITS - EHT	37,393	38,886	42,129	43,492	42,074	(54)	(0.1%)	
61103: BENEFITS - WSIB	14,033	14,437	15,968	16,863	16,317	349	2.2%	
61104: BENEFITS - CPP	81,609	90,295	100,917	107,571	110,014	9,097	9.0%	
61105: BENEFITS - EI	32,869	35,756	38,847	44,147	42,782	3,935	10.1%	
61106: BENEFITS - DENTAL	28,479	22,667	25,752	38,808	32,270	6,517	25.3%	
61107: BENEFITS - HEALTH	44,871	38,269	44,189	60,984	51,145	6,956	15.7%	
61108: BENEFITS - LTD/ADD	35,604	43,982	39,648	38,520	35,383	(4,265)	(10.8%)	
61109: BENEFITS - OTHER	3,146	-	-	6,318	4,256	4,256	-	
Subtotal: 61000: SALARIES AND BENEFITS	2,299,878	2,401,206	2,629,879	2,784,910	2,686,297	56,418	2.1%	
62001: OFFICE SUPPLIES	1,972	756	568	2,040	1,540	972	171.1%	
62010: SAFETY SUPPLIES	5,993	9,257	6,147	7,800	7,800	1,653	26.9%	
62011: CLOTHING ALLOWANCE	9,514	11,543	19,075	12,000	12,000	(7,076)	(37.1%)	
62014: UTILITIES	105,637	87,921	80,412	85,000	85,000	4,588	5.7%	
62016: OPERATING MATERIALS	95,715	84,489	83,880	75,740	75,740	(8,140)	(9.7%)	
62020: VEHICLE SUPPLIES	-	-	1,174	-	-	(1,174)	(100.0%)	
62021: EQUIPMENT - OTHER	29,058	20,091	25,452	12,500	12,500	(12,952)	(50.9%)	
62022: TOOLS	4,171	934	1,139	3,775	3,775	2,636	231.4%	
62023: PATHWAY MAINTENANCE MATERIALS	40,813	49,856	37,759	48,650	48,650	10,891	28.8%	
62024: FENCE MATERIALS	9,468	18,751	16,337	12,950	12,950	(3,387)	(20.7%)	
62025: PROGRAM MATERIALS	-	-	360	-	-	(360)	(100.0%)	
62045: MEETING EXPENSES	14	458	1,487	460	460	(1,026)	(69.0%)	
62049: SIGNAGE	12,107	2,085	14,778	5,400	5,400	(9,378)	(63.5%)	
62050: FIELD PAINT	5,535	15,478	15,667	27,600	22,600	6,933	44.2%	
62051: HORTICULTURE PROGRAM	41,868	30,994	30,065	46,800	46,800	16,736	55.7%	
62052: FERT/GRASS SEED	28,867	36,664	24,748	35,700	30,700	5,952	24.0%	
62053: PARK ELEC/LIGHTING	37,450	24,610	58,571	23,650	23,650	(34,922)	(59.6%)	Updates to several key electrical infrastructure components required for special events, and upgrades to park utility boxes at sport fields/ walkway lights.
62054: IRRIGATION	1,722	5,028	-	5,500	5,500	5,500	-	
Subtotal: 62000: MATERIALS AND SUPPLIES	429,903	398,914	417,619	405,565	395,066	(22,554)	(5.4%)	

FAC Line-by-Line
 2PRK: Parks
 Report Run: August 28, 2024 4:09 PM



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
64002: CONFERENCES	-	-	-	-	150	150	-	
64008: MOBILE PLAN CHARGES	14,580	9,060	8,905	12,073	12,073	3,167	35.6%	
64013: COURSES & SEMINARS	1,134	2,499	2,790	-	2,138	(652)	(23.4%)	
64015: MEMBERSHIPS	1,937	2,465	5,272	1,560	4,031	(1,241)	(23.5%)	
64016: MILEAGE	223	429	358	750	500	142	39.5%	
64024: PROPERTY IMPROVEMENT	40,931	33,137	63,563	43,350	43,350	(20,214)	(31.8%)	New skating rink liners were required in in 2023 (11K) and electrification of automated locking of washroom facilities to improve efficiency.
64025: BUILDING REPAIR & MAINTENANCE	38,121	83,326	101,937	82,200	82,200	(19,737)	(19.4%)	
64030: CONSULTING	8,237	-	3,053	16,050	16,050	12,997	425.7%	
64032: PHOTOCOPIER CHARGES	4,663	4,696	4,502	4,930	4,930	428	9.5%	
64034: PURCHASE OF TREES	184,420	71,507	121,949	89,000	89,000	(32,949)	(27.0%)	One-time replacement of trees in 2023 that were damaged from 2022 storm.
64036: POLICE SEARCHES	-	-	595	-	170	(426)	(71.5%)	
64045: CONTRACTS	11,783	6,361	10,669	10,100	10,100	(569)	(5.3%)	
64048: WASTE DISPOSAL FEE	4,406	9,668	17,240	28,000	24,000	6,760	39.2%	
64049: CONTRACTS - GRASS CUTTING	23,816	5,742	12,196	24,000	24,000	11,804	96.8%	
64062: REALTY TAXES	5,176	-	5,810	5,200	5,200	(610)	(10.5%)	
64071: SECURITY	82,587	41,377	44,940	41,000	41,000	(3,940)	(8.8%)	
64072: ARBORCULTURAL CONTRACT	84,654	203,145	105,512	81,600	81,600	(23,913)	(22.7%)	Completion of 2022 work that included stumping of trees in 2023 so that new trees could be planted .
64073: SHRUB BED MAINT	106,713	96,809	131,088	134,000	134,000	2,911	2.2%	
64137: ACTIVE NET CHARGES & FEES	1,056	1,537	2,908	3,000	3,000	91	3.1%	
64139:ABORETUM SERVICES	-	-	72,488	68,350	68,350	(4,138)	(5.7%)	
64141: EAB TREE REMOVAL & REPLACE	-	754	245,648	220,900	220,900	(24,748)	(10.1%)	Fewer tree removals and replacements expected in 2024.
Subtotal: 64000: SERVICES AND CONSULTANTS	614,438	572,511	961,423	866,063	866,739	(94,685)	(9.8%)	
45003: TRANSFERS TO RESERVES	415,051	581,618	493,281	124,500	180,101	(313,180)	63.5%	
Subtotal: 45000: TRANSFERS TO	415,051	581,618	493,281	124,500	180,101	(313,180)	63.5%	
Expenses Budgeted	3,759,269	3,954,250	4,502,202	4,181,038	4,128,202	(374,000)	(8.3%)	
Revenues:								
52303: BALL DIAMOND/SOCCER USER FEES	(149,620)	(213,184)	(283,377)	(319,500)	(319,500)	(36,123)	12.7%	Increase in field rental fees to bring them more in line with neighbouring municipalities and to better reflect the increasing cost of field maintenance.
52106: PARKS PLANNING - LANDSCAPE FEES	(24,976)	(12,868)	(10,676)	(1,000)	(60,000)	(49,324)	462.0%	2024 YTD Parks planning revenue totals \$17,600. 2024 forecast to be revised lower to reflect YTD actuals.
52125:SUBDIVISION ENTRY FEATURES MTCE FEES	-	-	-	(1,000)	(1,000)	(1,000)	-	
52601: CONTRIBUTIONS FROM DEVELOPERS	(115,600)	(115,600)	(182,600)	(115,600)	(77,067)	105,533	(57.8%)	1. 2024 Budget moved to line below - 41003 Transfers From Reserves (\$68,350) 2. 2024 forecast to be revised to match 2024 budget (\$115,600)
54001: FEDERAL GRANTS/CONTRIBUTION	(90,839)	(31,500)	(2,170)	-	-	2,170	(100.0%)	
54005: PROVINCIAL GRANTS/CONTRIBUTIONS	(17,460)	-	-	-	-	-	-	
54100: OTHER GRANTS	-	-	(5,062)	-	-	5,062	(100.0%)	
56004: PLANTING COMPENSATION FEES	(18,781)	(199,746)	(302,657)	(26,000)	(26,600)	276,057	(91.2%)	2024 YTD street tree planting fee revenues total \$9,900. 2024 forecast to be revised higher to reflect YTD actuals. Amounts collected vary annually.
56402: DONATIONS	(50,000)	(10,809)	(16,148)	(10,000)	(10,000)	6,148	(38.1%)	
56112: SUBDIVISION APPLICATION FEES	(189,012)	(155,976)	(75,481)	(50,000)	(70,000)	5,482	(7.3%)	

FAC Line-by-Line
 2PRK: Parks
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	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
56113: SITE PLAN APPLICATION FEES	(150,782)	(125,446)	(97,967)	(40,000)	(75,000)	22,967	(23.4%)	2024 YTD site plan application fee revenues total \$57K. Amounts collected vary annually
56126: OTHER USER FEES	(30,825)	(42,380)	(41,027)	(36,370)	(36,370)	4,657	(11.4%)	
56501: DO NOT USE - CONTRIBUTIONS FROM DEVELOPERS	115,600	-	-	-	-	-	-	
Subtotal: 50000: REVENUES	(722,295)	(907,508)	(1,017,164)	(599,470)	(675,537)	341,627	(33.6%)	
41003: TRANSFERS FROM RESERVES	(75,000)	(75,000)	(159,267)	(143,350)	(118,350)	40,917	(25.7%)	1. 2024 Budget moved from line above - 52601 Contributions from Developers (\$68,350) 2. 2024 forecast to be revised to match 2024 budget (\$75,000).
Subtotal: 41000: TRANSFERS FROM RESERVE	(75,000)	(75,000)	(159,267)	(143,350)	(118,350)	40,917	(25.7%)	
Revenues Budgeted	(797,295)	(982,508)	(1,176,431)	(742,820)	(793,887)	382,544	32.5%	
Total Levy	2,961,975	2,971,741	3,325,771	3,438,218	3,334,315	8,544	(0.3%)	

FAC Line-by-Line

FAC Line-by-Line
 2SNM: Winter Maintenance
 Report Run: August 28, 2024 4:14 PM



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	445,520	126,792	106,138	282,026	158,595	52,457	49.4%	Fewer weather events in 2023 resulted in less staff time charged to Winter Maintenance.
61002: SALARIES - O/T	13,943	16,978	7,977	15,982	10,961	2,984	37.4%	
61003: SALARIES - P/T	42,637	-	-	164,538	164,538	164,538	-	
61004: VACATION PAY	1,057	-	-	-	-	-	-	
61005: SICK PAY	-	562	966	-	-	(966)	(100.0%)	
61090: YEAR END ACCRUALS	(1,284)	-	-	-	-	-	-	
61101: BENEFITS - OMERS	51,423	17,532	13,880	25,247	19,159	5,278	38.0%	
61102: BENEFITS - EHT	10,945	2,815	2,250	6,095	4,419	2,169	96.4%	
61103: BENEFITS - WSIB	4,208	1,039	830	2,344	1,700	869	104.7%	
61104: BENEFITS - CPP	26,989	5,806	5,235	14,600	10,782	5,547	106.0%	
61105: BENEFITS - EI	11,342	2,234	2,080	6,183	4,228	2,148	103.3%	
61106: BENEFITS - DENTAL	10,047	2,367	1,740	6,838	4,755	3,016	173.3%	
61107: BENEFITS - HEALTH	16,206	3,882	3,053	10,745	7,514	4,461	146.1%	
61108: BENEFITS - LTD/ADD	9,250	3,768	2,460	6,326	4,624	2,165	88.0%	
61109: BENEFITS - OTHER	1,665	-	-	1,066	715	715	-	
Subtotal: 61000: SALARIES AND BENEFITS	643,948	183,776	146,609	541,990	391,990	245,380	167.4%	
62016: OPERATING MATERIALS	432,394	549,191	499,570	444,460	444,460	(55,110)	(11.0%)	Higher salt purchases than budgeted in 2023
Subtotal: 62000: MATERIALS AND SUPPLIES	432,394	549,191	499,570	444,460	444,460	(55,110)	(11.0%)	
64045: CONTRACTS	963,281	854,269	713,149	766,100	766,100	52,952	7.4%	
Subtotal: 64000: SERVICES AND CONSULTANTS	963,281	854,269	713,149	766,100	766,100	52,952	7.4%	
45003: TRANSFERS TO RESERVES	4,711	228,237	37,667	4,711	4,711	(32,956)	87.5%	
Subtotal: 45000: TRANSFERS TO	4,711	228,237	37,667	4,711	4,711	(32,956)	87.5%	
Expenses Budgeted	2,044,334	1,815,473	1,396,995	1,757,261	1,607,261	210,266	15.1%	
Revenues:								
56126: OTHER USER FEES	(10,363)	(10,363)	(13,500)	(13,500)	(13,500)	-	-	
Subtotal: 50000: REVENUES	(10,363)	(10,363)	(13,500)	(13,500)	(13,500)	-	-	
41003: TRANSFERS FROM RESERVES	-	-	(4,896)	(150,000)	-	4,896	(100.0%)	
Subtotal: 41000: TRANSFERS FROM RESERVE	-	-	(4,896)	(150,000)	-	4,896	(100.0%)	
Revenues Budgeted	(10,363)	(10,363)	(18,397)	(163,500)	(13,500)	4,896	26.6%	
Total Levy	2,033,971	1,805,110	1,378,599	1,593,761	1,593,761	215,163	(15.6%)	

FAC Line-by-Line
 2RDM: Non-Winter Maintenance
 Report Run: August 28, 2024 4:13 PM



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	742,188	1,038,657	1,273,054	1,220,081	1,150,796	(122,259)	(9.6%)	
61002: SALARIES - O/T	25,302	49,237	36,492	6,382	27,899	(8,592)	(23.5%)	
61003: SALARIES - P/T	15,409	-	3,986	14,538	9,639	5,652	141.8%	
61004: VACATION PAY	1,923	-	-	-	-	-	-	
61005: SICK PAY	38,105	58,506	37,472	-	17,189	(20,283)	(54.1%)	
61090: YEAR END ACCRUALS	3,927	(14,063)	5,813	-	-	(5,813)	(100.0%)	
61101: BENEFITS - OMERS	75,370	101,719	127,025	112,929	130,176	3,151	2.5%	
61102: BENEFITS - EHT	16,131	22,344	26,358	24,036	27,655	1,297	4.9%	
61103: BENEFITS - WSIB	6,153	8,488	9,311	9,380	10,771	1,460	15.7%	
61104: BENEFITS - CPP	33,539	52,298	55,597	60,667	71,422	15,824	28.5%	
61105: BENEFITS - EI	12,688	19,972	22,810	23,891	28,334	5,524	24.2%	
61106: BENEFITS - DENTAL	19,543	21,844	23,073	28,736	28,006	4,933	21.4%	
61107: BENEFITS - HEALTH	30,580	36,713	41,629	45,157	45,049	3,420	8.2%	
61108: BENEFITS - LTD/ADD	19,383	27,645	28,999	28,051	28,378	(621)	(2.1%)	
61109: BENEFITS - OTHER	1,078	-	-	4,562	3,097	3,097	-	
Subtotal: 61000: SALARIES AND BENEFITS	1,041,320	1,423,359	1,691,621	1,578,410	1,578,410	(113,211)	(6.7%)	
62011: CLOTHING ALLOWANCE	8,858	10,871	14,172	14,000	14,000	(172)	(1.2%)	
62016: OPERATING MATERIALS	97,960	83,390	105,757	81,050	91,050	(14,708)	(13.9%)	
62045: MEETING EXPENSES	-	-	11,835	-	-	(11,835)	(100.0%)	
Subtotal: 62000: MATERIALS AND SUPPLIES	106,817	94,262	131,764	95,050	105,050	(26,714)	(20.3%)	
64008: MOBILE PLAN CHARGES	12,266	9,819	10,871	12,400	12,400	1,529	14.1%	
64045: CONTRACTS	617,768	729,477	727,558	803,650	803,651	76,093	10.5%	2023 Contracted service savings of \$65K and 2024 contracted budget increases of \$10K.
Subtotal: 64000: SERVICES AND CONSULTANTS	630,035	739,296	738,429	816,050	816,051	77,622	10.5%	
Expenses Budgeted	1,778,172	2,256,916	2,561,814	2,489,510	2,499,511	(62,303)	(2.4%)	
Revenues:								
54001: FEDERAL GRANTS/CONTRIBUTION	-	(2,100)	-	-	-	-	-	
56126: OTHER USER FEES	(100,557)	(132,738)	(116,796)	(115,700)	(115,700)	1,096	(0.9%)	
Subtotal: 50000: REVENUES	(100,557)	(134,838)	(116,796)	(115,700)	(115,700)	1,096	(0.9%)	
41003: TRANSFERS FROM RESERVES	(200,000)	(194,649)	(300,000)	(300,000)	(300,000)	-	-	
Subtotal: 41000: TRANSFERS FROM RESERVE	(200,000)	(194,649)	(300,000)	(300,000)	(300,000)	-	-	
Revenues Budgeted	(300,557)	(329,488)	(416,796)	(415,700)	(415,700)	1,096	0.3%	
Total Levy	1,477,615	1,927,429	2,145,018	2,073,810	2,083,811	(61,208)	2.9%	

FAC Line-by-Line
 2TRF: Traffic
 Report Run: August 28, 2024 4:15 PM



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61003: SALARIES - P/T	6,344	18,945	15,139	28,552	27,852	12,713	84.0%	
61101: BENEFITS - OMERS	590	2,154	1,372	-	347	(1,025)	(74.7%)	
61102: BENEFITS - EHT	128	369	295	-	75	(220)	(74.5%)	
61103: BENEFITS - WSIB	49	142	113	-	29	(85)	(74.5%)	
61104: BENEFITS - CPP	233	751	620	-	160	(460)	(74.2%)	
61105: BENEFITS - EI	145	420	346	-	90	(256)	(74.1%)	
Subtotal: 61000: SALARIES AND BENEFITS	7,489	22,781	17,884	28,552	28,552	10,668	59.6%	
62014: UTILITIES	353,712	336,738	359,470	405,000	405,000	45,530	12.7%	Savings realized under Streetlights in 2023. Forecasting to spend full budget in 2024
62016: OPERATING MATERIALS	14,842	8,732	8,713	24,300	24,300	15,587	178.9%	
Subtotal: 62000: MATERIALS AND SUPPLIES	368,554	345,470	368,183	429,300	429,300	61,117	16.6%	
64045: CONTRACTS	277,502	409,027	475,330	360,000	460,000	(15,331)	(3.2%)	
Subtotal: 64000: SERVICES AND CONSULTANTS	277,502	409,027	475,330	360,000	460,000	(15,331)	(3.2%)	
66002: DEBENT INT & CHGS	(2,496)	33,476	27,442	33,889	33,889	6,446	23.5%	
66001: BANK CHARGES	41,399	-	-	-	-	-	-	
Subtotal: 66000: FINANCIAL CHARGES	38,903	33,476	27,442	33,889	33,889	6,446	23.5%	
45007: TRANSFERS TO DEBT	-	-	341,265	333,582	333,582	(7,683)	2.3%	
Subtotal: 45000: TRANSFERS TO	-	-	341,265	333,582	333,582	(7,683)	2.3%	
Expenses Budgeted	692,447	810,753	1,230,105	1,185,323	1,285,322	55,217	4.5%	
Revenues:								
56126: OTHER USER FEES	(36,026)	(22,841)	(8,261)	(30,000)	(30,000)	(21,739)	263.2%	Lower insurance payments for Streetlight repairs in 2023. Forecasting to budget in 2024 (\$19K collected as of Sep 2024)
Subtotal: 50000: REVENUES	(36,026)	(22,841)	(8,261)	(30,000)	(30,000)	(21,739)	263.2%	
Revenues Budgeted	(36,026)	(22,841)	(8,261)	(30,000)	(30,000)	(21,739)	(263.2%)	
Total Levy	656,420	787,913	1,221,844	1,155,323	1,255,322	33,478	(2.7%)	

FAC Line-by-Line
 2RCY: Recycling Operations
 Report Run: August 28, 2024 4:20 PM



	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	78,672	99,007	87,940	87,585	87,075	(865)	(1.0%)	
61002: SALARIES - O/T	119	-	-	-	-	-	-	
61003: SALARIES - P/T	30,639	-	-	-	-	-	-	
61004: VACATION PAY	1,057	-	-	-	-	-	-	
61005: SICK PAY	7,826	691	316	-	-	(316)	(100.0%)	
61090: YEAR END ACCRUALS	9,690	(8,130)	(73)	-	-	73	100.0%	
61101: BENEFITS - OMERS	8,688	10,975	9,201	8,996	8,906	(295)	(3.2%)	
61102: BENEFITS - EHT	2,379	1,952	1,728	1,708	1,712	(16)	(0.9%)	
61103: BENEFITS - WSIB	916	734	665	657	658	(6)	(0.9%)	
61104: BENEFITS - CPP	5,839	4,221	4,072	4,008	4,311	239	5.9%	
61105: BENEFITS - EI	2,353	1,608	1,530	1,474	1,488	(42)	(2.7%)	
61106: BENEFITS - DENTAL	2,384	1,970	1,792	1,848	1,725	(68)	(3.8%)	
61107: BENEFITS - HEALTH	3,686	3,165	3,078	2,904	2,749	(330)	(10.7%)	
61108: BENEFITS - LTD/ADD	2,532	3,457	2,679	26	689	(1,990)	(74.3%)	
61109: BENEFITS - OTHER	164	-	-	333	224	224	-	
Subtotal: 61000: SALARIES AND BENEFITS	156,945	119,651	112,928	109,538	109,538	(3,390)	(3.0%)	
62016: OPERATING MATERIALS	56,727	49,785	50,902	54,100	54,100	3,198	6.3%	
62025: PROGRAM MATERIALS	-	72	5,482	1,600	1,600	(3,882)	(70.8%)	
Subtotal: 62000: MATERIALS AND SUPPLIES	56,727	49,857	56,384	55,700	55,700	(684)	(1.2%)	
64008: MOBILE PLAN CHARGES	230	-	-	550	550	550	-	
64029: ADVERTISING SERVICES	15,406	37,014	25,037	26,400	26,400	1,362	5.4%	
64045: CONTRACTS	786,912	814,316	747,197	859,000	759,000	11,802	1.6%	
64047: COLLECTION CONTRACTS	1,821,648	1,707,638	1,787,120	1,879,800	1,779,800	(7,320)	(0.4%)	
65901: COST RECOVERY	-	(1,606)	(125)	-	-	125	100.0%	
Subtotal: 64000: SERVICES AND CONSULTANTS	2,624,195	2,557,363	2,559,230	2,765,750	2,565,749	6,519	0.3%	
Expenses Budgeted	2,837,866	2,726,870	2,728,542	2,930,988	2,730,987	2,445	0.1%	
Revenues:								
54100: OTHER GRANTS	(345,238)	(323,756)	(322,818)	(260,000)	(260,000)	62,818	(19.5%)	2024 forecast to be revised to reflect expected grant funding of \$320K.
56125: BLUE BOX SALES	(1,879)	(20,002)	(12,647)	(21,000)	(16,000)	(3,353)	26.5%	
56126: OTHER USER FEES	(14,174)	(63,132)	(68,852)	(61,180)	(48,181)	20,672	(30.0%)	2024 forecast to be revised to match 2024 budget of \$61,180.
Subtotal: 50000: REVENUES	(361,291)	(406,891)	(404,317)	(342,180)	(324,180)	80,137	(19.8%)	
Revenues Budgeted	(361,291)	(406,891)	(404,317)	(342,180)	(324,180)	80,137	19.8%	
Total Levy	2,476,574	2,319,980	2,324,225	2,588,808	2,406,807	82,582	(3.6%)	

FAC Line-by-Line
ZOPA: Operational Services Director's Office
 Report Run: January 17, 2025 12:17 PM



Attachment 2

+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	247,874	252,618	229,771	275,641	275,641	45,870	20.0%	Savings incurred in 2023 due to transition from outgoing Director to new Director.
61002: SALARIES - O/T	-	-	-	-	71	71	-	
61004: VACATION PAY	-	-	7,071	-	-	(7,071)	(100.0%)	
61005: SICK PAY	1,059	4,972	3,340	-	986	(2,355)	(70.5%)	
61090: YEAR END ACCRUALS	(20,572)	(6,186)	13,947	-	(15,889)	(29,836)	(213.9%)	Reversal of 2023 year-end accrual offset under S&B lines in 2024.
61101: BENEFITS - OMERS	29,818	31,377	26,326	33,381	33,381	7,055	26.8%	
61102: BENEFITS - EHT	4,899	5,257	4,778	5,452	5,452	674	14.1%	
61103: BENEFITS - WSIB	1,243	1,321	2,194	2,097	2,097	(97)	(4.4%)	
61104: BENEFITS - CPP	6,385	7,011	7,609	8,016	8,016	407	5.4%	
61105: BENEFITS - EI	2,512	2,647	2,824	2,947	2,948	123	4.4%	
61106: BENEFITS - DENTAL	3,589	3,240	3,135	3,696	3,696	561	17.9%	
61107: BENEFITS - HEALTH	5,551	5,213	5,378	5,808	5,808	430	8.0%	
61108: BENEFITS - LTD/ADD	5,016	4,535	5,714	7,157	7,157	1,443	25.3%	
61109: BENEFITS - OTHER	671	-	-	1,062	1,062	1,062	-	
61902: SALARY SAVINGS	-	-	-	(32,150)	-	-	-	
Subtotal: 61000: SALARIES AND BENEFITS	288,045	312,006	312,088	313,108	330,427	18,339	5.9%	
62001: OFFICE SUPPLIES	5,589	3,219	5,955	3,225	1,886	(4,069)	(68.3%)	
62005: SUBSCRIPTIONS/PUBLICATIONS	-	-	-	100	-	-	-	
62007: OFFICE EQUIPMENT	-	-	2,143	-	-	(2,143)	(100.0%)	
62008: COMPUTER SUPPLIES	-	-	4,888	-	708	(4,181)	(85.5%)	
62019: LICENSES	-	-	5,176	-	-	(5,176)	(100.0%)	
62045: MEETING EXPENSES	1,171	3,720	4,345	1,730	1,730	(2,615)	(60.2%)	
62999: CLEARING/SUSPENSE ACCOUNT	1,189	370	69	-	3,718	3,648	5,250.5%	
Subtotal: 62000: MATERIALS AND SUPPLIES	7,949	7,309	22,577	5,055	8,041	(14,536)	(64.4%)	
64002: CONFERENCES	-	-	-	450	-	-	-	
64008: MOBILE PLAN CHARGES	1,553	773	312	1,375	17	(294)	(94.4%)	
64013: COURSES & SEMINARS	4,487	14,104	11,832	15,850	15,191	3,360	28.4%	
64015: MEMBERSHIPS	3,551	1,202	5,977	4,500	3,736	(2,241)	(37.5%)	
64016: MILEAGE	414	-	8	500	-	(8)	(100.0%)	
64017: VEHICLE ALLOWANCE	803	3,606	3,942	3,942	3,941	-	-	
64022: EQUIPMENT SERVICE CONTRACTS	2,650	1,872	1,856	-	-	(1,856)	(100.0%)	
64032: PHOTOCOPIER CHARGES	9,646	9,717	9,113	9,717	7,000	(2,113)	(23.2%)	
Subtotal: 64000: SERVICES AND CONSULTANTS	23,104	31,273	33,039	36,334	29,886	(3,153)	(9.5%)	
Expenses Budgeted	319,097	350,588	367,703	354,497	368,353	650	0.2%	
Revenues:								
Total Levy	319,097	350,588	367,703	354,497	368,353	650	(0.2%)	

FAC Line-by-Line
2FLT: Vehicle And Equipment Maintenance
 Report Run: January 17, 2025 12:17 PM



+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	368,991	396,868	426,790	412,666	412,666	(14,124)	(3.3%)	
61002: SALARIES - O/T	8,700	15,960	17,073	-	12,570	(4,503)	(26.4%)	
61003: SALARIES - P/T	-	-	51	-	-	(51)	(100.0%)	
61004: VACATION PAY	-	-	-	-	3,960	3,960	-	
61005: SICK PAY	28,330	10,666	8,269	-	23,784	15,515	187.6%	
61090: YEAR END ACCRUALS	(1,023)	(3,411)	3,978	-	(16,257)	(20,235)	(508.6%)	Reversal of 2023 year-end accrual offset under S&B lines in 2024.
61101: BENEFITS - OMERS	41,359	41,101	44,040	41,293	41,294	(2,746)	(6.2%)	
61102: BENEFITS - EHT	8,210	8,307	8,854	8,047	8,047	(808)	(9.1%)	
61103: BENEFITS - WSIB	3,158	3,195	3,406	3,095	3,095	(310)	(9.1%)	
61104: BENEFITS - CPP	17,096	17,710	19,056	20,004	20,004	948	5.0%	
61105: BENEFITS - EI	6,756	6,751	7,194	7,368	7,368	175	2.4%	
61106: BENEFITS - DENTAL	8,993	8,196	7,645	9,240	6,610	(1,035)	(13.5%)	
61107: BENEFITS - HEALTH	14,162	13,410	13,245	14,520	11,964	(1,281)	(9.7%)	
61108: BENEFITS - LTD/ADD	9,462	11,153	10,129	9,327	8,986	(1,143)	(11.3%)	
61109: BENEFITS - OTHER	903	-	-	1,568	-	-	-	
Subtotal: 61000: SALARIES AND BENEFITS	515,096	529,906	569,730	527,128	544,092	(25,638)	(4.5%)	
62011: CLOTHING ALLOWANCE	2,129	3,153	3,898	3,450	3,450	(449)	(11.5%)	
62016: OPERATING MATERIALS	16,438	26,330	32,276	14,425	8,561	(23,715)	(73.5%)	Higher expenses recognized in 2023. Actual expenses in 2024 will be closer to budget.
62019: LICENSES	54,794	44,807	60,748	40,000	40,000	(20,748)	(34.2%)	MTO vehicle sticker renewals vary due to light and medium equipment can be two year renewals vs annually.
62020: VEHICLE SUPPLIES	263,922	354,819	369,999	316,500	316,500	(53,498)	(14.5%)	Parts can vary annually based on equipment use and price increases due to global economy.
62021: EQUIPMENT - OTHER	40,205	66,383	96,360	66,701	66,701	(29,659)	(30.8%)	Fleet has grown yearly resulting in more equipment repairs and maintenance costs.
62022: TOOLS	4,920	9,315	4,799	5,400	5,400	601	12.5%	
62048: FUEL COSTS	284,292	419,543	381,936	408,000	408,000	26,064	6.8%	
63902: INTERNAL EQUIPMENT RENTAL	(306,600)	(322,600)	(322,600)	(322,600)	(322,600)	-	-	
63903: INTERNAL FUEL	(29,851)	(81,017)	(78,610)	(60,000)	(71,469)	7,141	9.1%	
Subtotal: 62000: MATERIALS AND SUPPLIES	330,250	520,733	548,806	471,876	454,543	(94,262)	(17.2%)	
64008: MOBILE PLAN CHARGES	830	784	668	713	488	(180)	(26.9%)	
64013: COURSES & SEMINARS	-	-	68	-	-	(68)	(100.0%)	
64019: VEHICLE REPAIRS	185,672	155,336	148,981	152,670	152,670	3,689	2.5%	
64026: INSURANCE FEES	30,323	36,151	30,568	39,774	39,774	9,206	30.1%	
64036: POLICE SEARCHES	-	-	200	-	-	(200)	(100.0%)	
Subtotal: 64000: SERVICES AND CONSULTANTS	216,826	192,271	180,484	193,157	192,932	12,448	6.9%	
45003: TRANSFERS TO RESERVES	266,863	228,391	29,360	45,000	139,574	110,214	(375.4%)	
Subtotal: 45000: TRANSFERS TO RESERVES	266,863	228,391	29,360	45,000	139,574	110,214	(375.4%)	
Expenses Budgeted	1,329,035	1,471,301	1,328,379	1,237,161	1,331,141	2,762	0.2%	
Revenues:								
56126: OTHER USER FEES	(261,015)	(97,539)	(29,360)	(52,000)	(139,575)	(110,215)	375.4%	Higher asset disposal revenues in 2024 compared to 2023.
Subtotal: 50000: REVENUES	(261,015)	(97,539)	(29,360)	(52,000)	(139,575)	(110,215)	375.4%	
41003: TRANSFERS FROM RESERVES	-	-	(8,200)	-	-	8,200	(100.0%)	

FAC Line-by-Line
2FLT: Vehicle And Equipment Maintenance
 Report Run: January 17, 2025 12:17 PM



+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Subtotal: 41000: TRANSFERS FROM RESERVE	-	-	(8,200)	-	-	8,200	(100.0%)	
Revenues Budgeted	(261,015)	(97,539)	(37,560)	(52,000)	(139,575)	(102,015)	(271.6%)	
Total Levy	1,068,020	1,373,763	1,290,820	1,185,161	1,191,567	(99,253)	7.7%	

FAC Line-by-Line

2PRK: Parks

Report Run: January 17, 2025 12:17 PM



+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	1,567,643	1,625,346	1,783,218	1,707,228	1,913,765	130,547	7.3%	
61002: SALARIES - O/T	59,999	93,201	65,443	48,753	79,939	14,497	22.2%	
61003: SALARIES - P/T	221,066	231,537	273,962	511,303	345,941	71,979	26.3%	1. Union agreement included in 2024 budget. 2. Seasonal and summer positions are budgeted under PT salaries but charged to FT salaries. 3. 2023 summer positions were not all filled due to shortfall of willing applicants.
61004: VACATION PAY	-	1,958	1,899	-	3,404	1,505	79.3%	
61005: SICK PAY	21,716	33,223	29,348	-	37,731	8,383	28.6%	
61090: YEAR END ACCRUALS	2,580	(16,221)	(1,816)	-	(34,274)	(32,458)	(1,786.9%)	Reversal of 2023 year-end accrual offset under S&B lines in 2024.
61101: BENEFITS - OMERS	148,870	147,872	170,376	160,923	170,390	14	-	
61102: BENEFITS - EHT	37,393	38,886	42,129	43,492	47,809	5,681	13.5%	
61103: BENEFITS - WSIB	14,033	14,437	15,968	16,863	18,519	2,551	16.0%	
61104: BENEFITS - CPP	81,609	90,295	100,917	107,571	118,633	17,716	17.6%	
61105: BENEFITS - EI	32,869	35,756	38,847	44,147	48,805	9,958	25.6%	
61106: BENEFITS - DENTAL	28,479	22,667	25,752	38,808	31,354	5,602	21.8%	
61107: BENEFITS - HEALTH	44,871	38,269	44,189	60,984	51,424	7,234	16.4%	
61108: BENEFITS - LTD/ADD	35,604	43,982	39,648	38,520	39,679	31	0.1%	
61109: BENEFITS - OTHER	3,146	-	-	6,318	-	-	-	
Subtotal: 61000: SALARIES AND BENEFITS	2,299,878	2,401,206	2,629,879	2,784,910	2,873,117	243,239	9.2%	
62001: OFFICE SUPPLIES	1,972	756	568	2,040	1,249	680	119.8%	
62010: SAFETY SUPPLIES	5,993	9,257	6,147	7,800	11,390	5,243	85.3%	
62011: CLOTHING ALLOWANCE	9,514	11,543	19,075	12,000	12,000	(7,075)	(37.1%)	
62014: UTILITIES	105,637	87,921	80,412	85,000	70,263	(10,149)	(12.6%)	
62016: OPERATING MATERIALS	95,715	84,489	83,880	75,740	75,740	(8,140)	(9.7%)	
62020: VEHICLE SUPPLIES	-	-	1,174	-	-	(1,174)	(100.0%)	
62021: EQUIPMENT - OTHER	29,058	20,091	25,452	12,500	19,972	(5,480)	(21.5%)	
62022: TOOLS	4,171	934	1,139	3,775	1,611	472	41.4%	
62023: PATHWAY MAINTENANCE MATERIALS	40,813	49,856	37,759	48,650	69,585	31,826	84.3%	\$10K in expenses posted here to be reallocated to AM0356 Playground Replacement - Town Park
62024: FENCE MATERIALS	9,468	18,751	16,337	12,950	12,950	(3,387)	(20.7%)	
62025: PROGRAM MATERIALS	-	-	360	-	-	(360)	(100.0%)	
62045: MEETING EXPENSES	14	458	1,487	460	(212)	(1,699)	(114.3%)	
62049: SIGNAGE	12,107	2,085	14,778	5,400	5,400	(9,379)	(63.5%)	
62050: FIELD PAINT	5,535	15,478	15,667	27,600	21,666	5,999	38.3%	
62051: HORTICULTURE PROGRAM	41,868	30,994	30,065	46,800	36,057	5,992	19.9%	
62052: FERT/GRASS SEED	28,867	36,664	24,748	35,700	11,296	(13,453)	(54.4%)	
62053: PARK ELEC/LIGHTING	37,450	24,610	58,571	23,650	49,272	(9,300)	(15.9%)	
62054: IRRIGATION	1,722	5,028	-	5,500	4,128	4,128	-	
Subtotal: 62000: MATERIALS AND SUPPLIES	429,903	398,914	417,619	405,565	402,365	(15,255)	(3.7%)	
64008: MOBILE PLAN CHARGES	14,580	9,060	8,905	12,073	8,863	(42)	(0.5%)	
64013: COURSES & SEMINARS	1,134	2,499	2,790	-	-	(2,790)	(100.0%)	
64015: MEMBERSHIPS	1,937	2,465	5,272	1,560	1,560	(3,711)	(70.4%)	
64016: MILEAGE	223	429	358	750	347	(11)	(3.2%)	
64024: PROPERTY IMPROVEMENT	40,931	33,137	63,563	43,350	57,516	(6,047)	(9.5%)	
64025: BUILDING REPAIR & MAINTENANCE	38,121	83,326	101,937	82,200	86,994	(14,943)	(14.7%)	

FAC Line-by-Line

2PRK: Parks

Report Run: January 17, 2025 12:17 PM



+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
64030: CONSULTING	8,237	-	3,053	16,050	16,050	12,997	425.7%	
64032: PHOTOCOPIER CHARGES	4,663	4,696	4,502	4,930	4,930	428	9.5%	
64034: PURCHASE OF TREES	184,420	71,507	121,949	89,000	89,000	(32,949)	(27.0%)	One-time replacement of trees in 2023 that were damaged from 2022 storm.
64036: POLICE SEARCHES	-	-	595	-	-	(595)	(100.0%)	
64045: CONTRACTS	11,783	6,361	10,669	10,100	10,990	322	3.0%	
64048: WASTE DISPOSAL FEE	4,406	9,668	17,240	28,000	12,539	(4,702)	(27.3%)	
64049: CONTRACTS - GRASS CUTTING	23,816	5,742	12,196	24,000	17,123	4,927	40.4%	
64062: REALTY TAXES	5,176	-	5,810	5,200	5,200	(610)	(10.5%)	
64071: SECURITY	82,587	41,377	44,940	41,000	36,267	(8,673)	(19.3%)	
64072: ARBORCULTURAL CONTRACT	84,654	203,145	105,512	81,600	85,620	(19,892)	(18.9%)	
64073: SHRUB BED MAINT	106,713	96,809	131,088	134,000	102,795	(28,293)	(21.6%)	Maintenance completed in 2024 was less than originally planned
64137: ACTIVE NET CHARGES & FEES	1,056	1,537	2,908	3,000	5,537	2,629	90.4%	
64139: ABORETUM SERVICES	-	-	72,488	68,350	68,350	(4,138)	(5.7%)	
64141: EAB TREE REMOVAL & REPLACE	-	754	245,648	220,900	154,665	(90,983)	(37.0%)	Fewer tree removals and replacements expected in 2024.
Subtotal: 64000: SERVICES AND CONSULTANTS	614,438	572,511	961,423	866,063	764,346	(197,077)	(20.5%)	
45003: TRANSFERS TO RESERVES	415,051	581,618	493,281	124,500	319,121	(174,160)	35.3%	
Subtotal: 45000: TRANSFERS TO	415,051	581,618	493,281	124,500	319,121	(174,160)	35.3%	
Expenses Budgeted	3,759,269	3,954,250	4,502,202	4,181,038	4,358,949	(143,253)	(3.2%)	
Revenues:								
52303: BALL DIAMOND/SOCCER USER FEES	(149,620)	(213,184)	(283,377)	(319,500)	(310,623)	(27,246)	9.6%	
52106: PARKS PLANNING - LANDSCAPE FEES	(24,976)	(12,868)	(10,676)	(1,000)	(40,320)	(29,644)	277.7%	2024 YTD Parks planning revenue higher than 2023 totals.
52125: SUBDIVISION ENTRY FEATURES MTCE FEES	-	-	-	(1,000)	(1,000)	(1,000)	-	
52601: CONTRIBUTIONS FROM DEVELOPERS	(115,600)	(115,600)	(182,600)	(115,600)	(134,867)	47,733	(26.1%)	2024 Budget moved to line below - 41003 Transfers From Reserves (\$68,350)
54001: FEDERAL GRANTS/CONTRIBUTION	(90,839)	(31,500)	(2,170)	-	-	2,170	(100.0%)	
54005: PROVINCIAL GRANTS/CONTRIBUTIONS	(17,460)	-	-	-	-	-	-	
54100: OTHER GRANTS	-	-	(5,062)	-	-	5,062	(100.0%)	
56004: PLANTING COMPENSATION FEES	(18,781)	(199,746)	(302,657)	(26,000)	46,337	348,994	(115.3%)	Higher tree compensation fees in 2023, refund issued in 2024 for fees collected in 2022.
56402: DONATIONS	(50,000)	(10,809)	(16,148)	(10,000)	(19,344)	(3,196)	19.8%	
56112: SUBDIVISION APPLICATION FEES	(189,012)	(155,976)	(75,481)	(50,000)	(230,043)	(154,562)	204.8%	Fees collected in 2024 are greater than in 2023.
56113: SITE PLAN APPLICATION FEES	(150,782)	(125,446)	(97,967)	(40,000)	(87,595)	10,372	(10.6%)	
56126: OTHER USER FEES	(30,825)	(42,380)	(41,027)	(36,370)	(39,528)	1,498	(3.7%)	
56501: DO NOT USE - CONTRIBUTIONS FROM DEVELOPERS	115,600	-	-	-	-	-	-	
Subtotal: 50000: REVENUES	(722,295)	(907,508)	(1,017,164)	(599,470)	(816,982)	200,182	(19.7%)	
41003: TRANSFERS FROM RESERVES	(75,000)	(75,000)	(159,267)	(143,350)	(143,350)	15,917	(10.0%)	
Subtotal: 41000: TRANSFERS FROM RESERVE	(75,000)	(75,000)	(159,267)	(143,350)	(143,350)	15,917	(10.0%)	
Revenues Budgeted	(797,295)	(982,508)	(1,176,431)	(742,820)	(960,332)	216,099	18.4%	

FAC Line-by-Line

2PRK: Parks

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+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Total Levy	2,961,975	2,971,741	3,325,771	3,438,218	3,398,617	72,846	(2.2%)	

FAC Line-by-Line
2SNM: Winter Maintenance
 Report Run: January 17, 2025 12:17 PM



+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	445,520	126,792	106,138	282,026	52,336	(53,802)	(50.7%)	Fewer weather events in 2023 resulted in less staff time charged to Winter Maintenance.
61002: SALARIES - O/T	13,943	16,978	7,977	15,982	4,015	(3,963)	(49.7%)	
61003: SALARIES - P/T	42,637	-	-	164,538	164,538	164,538	-	
61004: VACATION PAY	1,057	-	-	-	-	-	-	
61005: SICK PAY	-	562	966	-	-	(966)	(100.0%)	
61090: YEAR END ACCRUALS	(1,284)	-	-	-	-	-	-	
61101: BENEFITS - OMERS	51,423	17,532	13,880	25,247	7,456	(6,424)	(46.3%)	
61102: BENEFITS - EHT	10,945	2,815	2,250	6,095	1,079	(1,171)	(52.1%)	
61103: BENEFITS - WSIB	4,208	1,039	830	2,344	419	(412)	(49.6%)	
61104: BENEFITS - CPP	26,989	5,806	5,235	14,600	1,612	(3,623)	(69.2%)	
61105: BENEFITS - EI	11,342	2,234	2,080	6,183	584	(1,496)	(71.9%)	
61106: BENEFITS - DENTAL	10,047	2,367	1,740	6,838	741	(999)	(57.4%)	
61107: BENEFITS - HEALTH	16,206	3,882	3,053	10,745	1,303	(1,750)	(57.3%)	
61108: BENEFITS - LTD/ADD	9,250	3,768	2,460	6,326	1,392	(1,068)	(43.4%)	
61109: BENEFITS - OTHER	1,665	-	-	1,066	-	-	-	
Subtotal: 61000: SALARIES AND BENEFITS	643,948	183,776	146,609	541,990	235,475	88,866	60.6%	
62016: OPERATING MATERIALS	432,394	549,191	499,570	444,460	444,460	(55,110)	(11.0%)	Higher salt purchases than budgeted in 2023
Subtotal: 62000: MATERIALS AND SUPPLIES	432,394	549,191	499,570	444,460	444,460	(55,110)	(11.0%)	
64045: CONTRACTS	963,281	854,269	713,149	766,100	766,100	52,951	7.4%	
Subtotal: 64000: SERVICES AND CONSULTANTS	963,281	854,269	713,149	766,100	766,100	52,951	7.4%	
45003: TRANSFERS TO RESERVES	4,711	228,237	37,667	4,711	104,711	67,044	(178.0%)	
Subtotal: 45000: TRANSFERS TO	4,711	228,237	37,667	4,711	104,711	67,044	(178.0%)	
Expenses Budgeted	2,044,334	1,815,473	1,396,995	1,757,261	1,550,746	153,751	11.0%	
Revenues:								
56126: OTHER USER FEES	(10,363)	(10,363)	(13,500)	(13,500)	(17,434)	(3,934)	29.1%	
Subtotal: 50000: REVENUES	(10,363)	(10,363)	(13,500)	(13,500)	(17,434)	(3,934)	29.1%	
41003: TRANSFERS FROM RESERVES	-	-	(4,896)	(150,000)	(150,000)	(145,104)	2,963.6%	Contribute \$150K in estimated surplus to winter management reserve in 2024.
Subtotal: 41000: TRANSFERS FROM RESERVE	-	-	(4,896)	(150,000)	(150,000)	(145,104)	2,963.6%	
Revenues Budgeted	(10,363)	(10,363)	(18,397)	(163,500)	(167,434)	(149,038)	(810.1%)	
Total Levy	2,033,971	1,805,110	1,378,599	1,593,761	1,383,312	4,713	(0.3%)	

FAC Line-by-Line
2RDM: Non-Winter Maintenance
 Report Run: January 17, 2025 12:17 PM



+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	742,188	1,038,657	1,273,054	1,220,081	1,361,700	88,645	7.0%	
61002: SALARIES - O/T	25,302	49,237	36,492	6,382	55,856	19,364	53.1%	
61003: SALARIES - P/T	15,409	-	3,986	14,538	-	(3,986)	(100.0%)	
61004: VACATION PAY	1,923	-	-	-	-	-	-	
61005: SICK PAY	38,105	58,506	37,472	-	33,241	(4,231)	(11.3%)	
61090: YEAR END ACCRUALS	3,927	(14,063)	5,813	-	(31,819)	(37,632)	(647.4%)	Reversal of 2023 year-end accrual offset under S&B lines in 2024.
61101: BENEFITS - OMERS	75,370	101,719	127,025	112,929	142,240	15,215	12.0%	
61102: BENEFITS - EHT	16,131	22,344	26,358	24,036	28,475	2,117	8.0%	
61103: BENEFITS - WSIB	6,153	8,488	9,311	9,380	10,779	1,468	15.8%	
61104: BENEFITS - CPP	33,539	52,298	55,597	60,667	66,382	10,784	19.4%	
61105: BENEFITS - EI	12,688	19,972	22,810	23,891	28,542	5,732	25.1%	
61106: BENEFITS - DENTAL	19,543	21,844	23,073	28,736	27,125	4,052	17.6%	
61107: BENEFITS - HEALTH	30,580	36,713	41,629	45,157	46,532	4,903	11.8%	
61108: BENEFITS - LTD/ADD	19,383	27,645	28,999	28,051	29,421	422	1.5%	
61109: BENEFITS - OTHER	1,078	-	-	4,562	-	-	-	
Subtotal: 61000: SALARIES AND BENEFITS	1,041,320	1,423,359	1,691,621	1,578,410	1,798,472	106,851	6.3%	
62011: CLOTHING ALLOWANCE	8,858	10,871	14,172	14,000	11,356	(2,816)	(19.9%)	
62016: OPERATING MATERIALS	97,960	83,390	105,757	81,050	81,050	(24,708)	(23.4%)	Higher expenses recognized in 2023. Forecasting to budget in 2024.
62045: MEETING EXPENSES	-	-	11,835	-	559	(11,275)	(95.3%)	
Subtotal: 62000: MATERIALS AND SUPPLIES	106,817	94,262	131,764	95,050	92,966	(38,799)	(29.4%)	
64008: MOBILE PLAN CHARGES	12,266	9,819	10,871	12,400	12,400	1,529	14.1%	
64045: CONTRACTS	617,768	729,477	727,558	803,650	906,779	179,221	24.6%	\$100K unbudgeted repairs to sidewalk trip ledges exceeding 20mm and \$60K unbudgeted road repair on Vandorf Sideroad in 2024.
Subtotal: 64000: SERVICES AND CONSULTANTS	630,035	739,296	738,429	816,050	919,179	180,750	24.5%	
Expenses Budgeted	1,778,172	2,256,916	2,561,814	2,489,510	2,810,616	248,802	9.7%	
Revenues:								
52126: MORTGAGE ADMIN FEE	-	-	-	-	393	393	-	
54001: FEDERAL GRANTS/CONTRIBUTION	-	(2,100)	-	-	-	-	-	
56126: OTHER USER FEES	(100,557)	(132,738)	(116,796)	(115,700)	(262,804)	(146,008)	125.0%	Higher road access permit fee revenue in 2024.
Subtotal: 50000: REVENUES	(100,557)	(134,838)	(116,796)	(115,700)	(262,411)	(145,615)	124.7%	
41003: TRANSFERS FROM RESERVES	(200,000)	(194,649)	(300,000)	(300,000)	(300,000)	-	-	
Subtotal: 41000: TRANSFERS FROM RESERVE	(200,000)	(194,649)	(300,000)	(300,000)	(300,000)	-	-	
Revenues Budgeted	(300,557)	(329,488)	(416,796)	(415,700)	(562,411)	(145,615)	(34.9%)	
Total Levy	1,477,615	1,927,429	2,145,018	2,073,810	2,248,205	103,187	(4.8%)	

FAC Line-by-Line

2TRF: Traffic

Report Run: January 17, 2025 12:17 PM



+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61003: SALARIES - P/T	6,344	18,945	15,139	28,552	10,280	(4,859)	(32.1%)	
61101: BENEFITS - OMERS	590	2,154	1,372	-	745	(627)	(45.7%)	
61102: BENEFITS - EHT	128	369	295	-	161	(134)	(45.3%)	
61103: BENEFITS - WSIB	49	142	113	-	62	(51)	(45.3%)	
61104: BENEFITS - CPP	233	751	620	-	281	(339)	(54.7%)	
61105: BENEFITS - EI	145	420	346	-	192	(153)	(44.3%)	
Subtotal: 61000: SALARIES AND BENEFITS	7,489	22,781	17,884	28,552	11,722	(6,163)	(34.5%)	
62014: UTILITIES	353,712	336,738	359,470	405,000	405,000	45,530	12.7%	Savings realized under Streetlights in 2023. Forecasting to spend full budget in 2024
62016: OPERATING MATERIALS	14,842	8,732	8,713	24,300	13,266	4,552	52.2%	
Subtotal: 62000: MATERIALS AND SUPPLIES	368,554	345,470	368,183	429,300	418,265	50,082	13.6%	
64045: CONTRACTS	277,502	409,027	475,330	360,000	435,378	(39,952)	(8.4%)	
Subtotal: 64000: SERVICES AND CONSULTANTS	277,502	409,027	475,330	360,000	435,378	(39,952)	(8.4%)	
66002: DEBENT INT & CHGS	(2,496)	33,476	27,442	33,889	33,889	6,446	23.5%	
66001: BANK CHARGES	41,399	-	-	-	-	-	-	
Subtotal: 66000: FINANCIAL CHARGES	38,903	33,476	27,442	33,889	33,889	6,446	23.5%	
45007: TRANSFERS TO DEBT	-	-	341,265	333,582	349,124	7,860	(2.3%)	
Subtotal: 45000: TRANSFERS TO	-	-	341,265	333,582	349,124	7,860	(2.3%)	
Expenses Budgeted	692,447	810,753	1,230,105	1,185,323	1,248,378	18,273	1.5%	
Revenues:								
56126: OTHER USER FEES	(36,026)	(22,841)	(8,261)	(30,000)	(35,304)	(27,043)	327.4%	Lower insurance payments for Streetlight repairs in 2023.
Subtotal: 50000: REVENUES	(36,026)	(22,841)	(8,261)	(30,000)	(35,304)	(27,043)	327.4%	
Revenues Budgeted	(36,026)	(22,841)	(8,261)	(30,000)	(35,304)	(27,043)	(327.4%)	
Total Levy	656,420	787,913	1,221,844	1,155,323	1,213,074	(8,770)	0.7%	



FAC Line-by-Line
2RCY: Recycling Operations
 Report Run: January 17, 2025 12:17 PM

+/- \$20,000 AND +/- 10% Change

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 Forecast	2024 Forecast vs 2023 Actual	2024 Forecast vs 2023 Actual	Variance Explanation
Gross Expenditures:								
61001: SALARIES - F/T	78,672	99,007	87,940	87,585	98,760	10,820	12.3%	
61002: SALARIES - O/T	119	-	-	-	-	-	-	
61003: SALARIES - P/T	30,639	-	-	-	-	-	-	
61004: VACATION PAY	1,057	-	-	-	-	-	-	
61005: SICK PAY	7,826	691	316	-	341	25	8.0%	
61090: YEAR END ACCRUALS	9,690	(8,130)	(73)	-	(13,792)	(13,719)	(18,881.0%)	
61101: BENEFITS - OMERS	8,688	10,975	9,201	8,996	8,996	(205)	(2.2%)	
61102: BENEFITS - EHT	2,379	1,952	1,728	1,708	1,708	(20)	(1.1%)	
61103: BENEFITS - WSIB	916	734	665	657	657	(7)	(1.1%)	
61104: BENEFITS - CPP	5,839	4,221	4,072	4,008	4,008	(65)	(1.6%)	
61105: BENEFITS - EI	2,353	1,608	1,530	1,474	1,473	(57)	(3.7%)	
61106: BENEFITS - DENTAL	2,384	1,970	1,792	1,848	1,848	56	3.1%	
61107: BENEFITS - HEALTH	3,686	3,165	3,078	2,904	2,904	(174)	(5.7%)	
61108: BENEFITS - LTD/ADD	2,532	3,457	2,679	26	2,635	(44)	(1.6%)	
61109: BENEFITS - OTHER	164	-	-	333	-	-	-	
Subtotal: 61000: SALARIES AND BENEFITS	156,945	119,651	112,928	109,538	109,539	(3,389)	(3.0%)	
62016: OPERATING MATERIALS	56,727	49,785	50,902	54,100	54,100	3,198	6.3%	
62025: PROGRAM MATERIALS	-	72	5,482	1,600	4,197	(1,285)	(23.4%)	
Subtotal: 62000: MATERIALS AND SUPPLIES	56,727	49,857	56,384	55,700	58,297	1,912	3.4%	
64008: MOBILE PLAN CHARGES	230	-	-	550	688	688	-	
64029: ADVERTISING SERVICES	15,406	37,014	25,037	26,400	15,672	(9,365)	(37.4%)	
64045: CONTRACTS	786,912	814,316	747,197	859,000	847,500	100,303	13.4%	Forecasting waste collection to budget in 2024
64047: COLLECTION CONTRACTS	1,821,648	1,707,638	1,787,120	1,879,800	1,879,800	92,680	5.2%	
65901: COST RECOVERY	-	(1,606)	(125)	-	-	125	100.0%	
Subtotal: 64000: SERVICES AND CONSULTANTS	2,624,195	2,557,363	2,559,230	2,765,750	2,743,660	184,430	7.2%	
Expenses Budgeted	2,837,866	2,726,870	2,728,542	2,930,988	2,911,496	182,953	6.7%	
Revenues:								
54100: OTHER GRANTS	(345,238)	(323,756)	(322,818)	(260,000)	(334,325)	(11,507)	3.6%	
56125: BLUE BOX SALES	(1,879)	(20,002)	(12,647)	(21,000)	(7,274)	5,373	(42.5%)	
56126: OTHER USER FEES	(14,174)	(63,132)	(68,852)	(61,180)	(73,908)	(5,055)	7.3%	
Subtotal: 50000: REVENUES	(361,291)	(406,891)	(404,317)	(342,180)	(415,507)	(11,190)	2.8%	
Revenues Budgeted	(361,291)	(406,891)	(404,317)	(342,180)	(415,507)	(11,190)	(2.8%)	
Total Levy	2,476,574	2,319,980	2,324,225	2,588,808	2,495,989	171,764	(7.4%)	



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Town of Aurora
Memorandum
Finance

Re: 2025 Finance Advisory Committee Workplan
To: Finance Advisory Committee
From: Jason Gaertner, Manager, Financial Management
Date: January 21, 2025

Recommendation

1. That the memorandum regarding 2025 Finance Advisory Committee Workplan be received; and
2. That the Finance Advisory Committee comments regarding 2025 Finance Advisory Committee Workplan 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 will endorse a workplan that outlines the subject discussion areas, as well as the order in which they will them to be reviewed.

Analysis

Attached for the Finance Advisory Committee's review and endorsement is its draft workplan for 2025.

Attachments

Attachment 1 – 2025 FAC Workplan – As of January 21, 2025

Attachment 1

January 21, 2025

- 2025 FAC Workplan
- 2025 Audit Plan
- Line by line budget review
 - Operational Services

February 18, 2025

- Major project update
- ONE JIB Annual Review & OCIO model
- Service delivery review update

March 18, 2025

- Line by line budget review
 - Corporate Services
- Annual audit plan update
- Water / Wastewater rate review update

April 15, 2025

- Revenue management policy
- ONE JIB Investment Policy review
- Major project update

May 20, 2025

- Review of the Council 2026 budget direction
- Review of proposed 2026 budget survey
- Line by line budget review
 - Planning & Development Services

June 17, 2025

- Major project update
- Historical review of operating budget supporting reserve health
 - A 3-year analysis of the historical balances of the tax levy funded operating budget supporting reserves being:
 - Landscape inspection fees
 - Parks & Recreation development charges
 - Tree compensation fee reserve
 - Tax rate stabilization reserve
 - Election reserve
 - John West Memorial Scholarship Award
 - Economic development reserve

Attachment 1

July 2025

No meeting

August 2025

No meeting

September 16, 2025

- Prudent Investor Update
- Annual Community Partner Reserve Review
- Grant Policy

October 21, 2025

- Major project update
- Annual audit plan update

November 18, 2025

No meeting

December 2025

No meeting