

The Corporation of the Town of Ajax
GENERAL GOVERNMENT COMMITTEE



2015 OPERATING BUDGET

Monday, February 2, 2015
7:00 p.m.
Council Chambers, Town Hall
65 Harwood Avenue South

Confirmed by: *[Signature]*

AGENDA

Online Agenda: Anything in **blue** denotes an attachment/link. By clicking the links on the agenda page, you can jump directly to that section of the agenda.

J. Dies, Chair

1. Call To Order
2. Disclosure of Pecuniary Interest
3. Opening Comments

Brian Skinner
Rob Ford
Councillor Dies

CAO
Director of Finance/Treasurer
Budget Chair

4. Opening Public Comments/Questions
5. Review of Budget

Section 1 - Budget Report	2-8
Section 2 - Operating Budget	9-52
Section 3 – New/Expanded Programs & Initiatives	53-56
Section 4 - Full Time Staff Requests	57-62
Section 5 - Ajax Public Library	63

6. Closing Public Comments/Questions
7. Budget Recommendation
8. Adjournment

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Brian Skinner
Chief Administrative Officer

Rob Ford, CPA, CMA, AMCT
Director of Finance/Treasurer

PREPARED BY: Rob Ford, CPA, CMA, AMCT
Director of Finance/Treasurer

SUBJECT: 2015 Operating Budget

WARD(S): All

DATE OF MEETING: February 2, 2015

REFERENCE: Financial Sustainability Plan (FSP)
2011-2014 Community Action Plan Strategy
GGC Report June 19, 2014; 2015 Budget & Forecast Timetable
GGC Report December 4, 2014; 2014 Operating Budget Forecast
GGC Report December 4, 2014; Funding - TO2015 Pan Am Games
Operating Costs/Revenue Losses
Council Report December 5, 2014; 2015-2018 General Levy Forecast
Council Report December 5, 2014; 2015 Budget Builder Survey Results
Strategic Planning Session 2015-2018 Staffing Forecast Report

RECOMMENDATION:

That the following 2015 Budgets be approved:

Budget Item	Amount
Town of Ajax	
Net Operating Budget	\$49,090,200
New/Expanded Programs & Initiatives	65,000
Full Time Staff Requests	205,400
Total Town	49,360,600
Ajax Public Library	
Operating Grant	4,035,300
New/Expanded Programs & Initiatives	40,000
Total Library	\$4,075,300
Overall Total	\$53,435,900

BACKGROUND:

At their December 5, 2014 meeting, Council approved a 2015 target tax rate increase of 2.75% for the Town's 29% share of the property tax bill. With the exception of 2013, when an additional 1% increase was approved to partially fund the opening of the Audley Recreation Centre, 2.75% has been the tax rate increase approved by Council since 2010.

During the last Council term, Ajax's average annual increase was 3.00% for the Town's portion of the tax bill. Ajax's increase was just below the average increase of 3.14% for the eight municipalities within Durham Region.

DISCUSSION:

Impact on Average Residential Taxpayer (Estimated)

The following estimated numbers are based on an average residential assessment of \$348,000 and exclude the impact of re-assessment.

a) Town Portion of Tax Bill

The 2.75% increase will result in an average increase of \$35.62 on the Town's share of the property tax bill.

b) Total Tax Bill (Town, Region, Education)

	% of Tax Bill	Individual % Inc.	Effective % Inc.	\$ Increase
Town	29%	2.75%	0.80%	\$35.62
Region	55%	1.00%	0.55%	24.27
Education	16%	0.00%	0.00%	0.00
Total	100%		1.35%	\$59.89

General (Tax) Levy Total

Item	Amount
Town Net Operating Budget	\$49,090,200
Reserve Allocations	4,892,200
New/Expanded Programs & Initiatives	65,000
Full Time Staff	205,400
Total Town	\$54,252,800
Library Operating Grant	4,035,300
New/Expanded Programs & Initiatives	40,000
Total Library	\$4,075,300
Combined General Levy	\$58,328,100
Less: Supplementary Taxes	(425,000)
Payments in Lieu of Taxes, Rights of Way	(1,409,300)
Total General (Tax) Levy	\$56,493,800

General Levy Funded Reserve Allocations

The 2015 reserve allocations of \$4,892,200 were approved on January 12, 2015, along with the 2015 Capital Budget/2016-2019 Long Range Capital Forecast. As detailed in section 4 of FSP Policy No. 121, these allocations “cannot be changed as part of the Annual Operating Budget review and approval process.”

Veridian Revenues

As detailed in the 2015 Capital Budget/2016-2019 Long Range Capital Forecast, 100% of the \$2,624,800 in dividends and promissory note interest is allocated to six discretionary capital reserves. As a result, these revenues do not impact the operating budget.

Slots Revenues

Similar to Veridian, the Slots Revenues do not impact the operating budget. Of the estimated annual slots revenues of \$6,817,500, 96% is allocated to seven capital reserves. The remaining 4% funds the “Grandfathered” Grants Program, Ajax Community Fund contributions and the Town administered IMPACT Ajax Fund (formerly Social Infrastructure Funds.)

Supplementary Taxes

This revenue source is very unpredictable and as a result, a very difficult budget to estimate. Events that trigger the addition of new properties and businesses to the tax roll are beyond the Town’s control. These include the level, type and timing of development activity in current and prior years, as well as the timing for MPAC to process the information.

Under the FSP, the budget for supplementary taxes is capped at \$500,000, with any surplus allocated to the Post Growth Capital Reserve. Total revenues dropped from \$905,000 in 2013 to just \$554,000 in 2014, the lowest level since 2002. This reduction is consistent with the reduction in assessment growth from 2.50% to 1.31%.

The forecast for lower future assessment growth well into the future, is also a predictor of declining supplementary revenues. Taking a conservative approach, the budget has been reduced by \$75,000, down to \$425,000 for 2015.

Payments in Lieu of Taxes (PIL’s)

The construction of the new GO Station parking garage has generated \$67,300 in additional PIL’s payable by Metrolinx. The PIL from Veridian has increased by \$50,300 due to infrastructure improvements at their head office. This \$117,600 increase in sustainable PIL revenue played a significant role in providing partial funding for new staff, as well as meeting the 2.75% target without negatively affecting service levels.

Operating Budget Inflationary Increases

All municipalities continue to experience annual cost increases that are well above both the target tax rate increase and the current Consumer Price Index (CPI).

Budget Item	% Inc.	\$ Inc.
Hydro Electricity Rate	7.1%-15.4%	\$292,300
WSIB Premiums	28.5%	207,500
Natural Gas Rates	34.6%	144,300
Insurance Premiums/Deductibles	10.0%	96,400
Total		\$740,500

On a more positive deflationary note, the reduction in the price of gasoline and diesel fuel has generated a budget saving of \$29,100.

Funding for TO2015 Pan Am Games Operating Costs

As approved by Council on December 4, 2014, the estimated games expenditures of \$420,100 that are the Town's responsibility, are being funded through the Strategic Initiatives Reserve. A portion of the 2014 Operating Budget Surplus was transferred to the reserve for this purpose. Other games operating costs and revenue losses were expected to be fully recovered from TO2015 under the Municipal Services Agreement (MSA).

As noted throughout the December 4, 2014 GGC report, there is and continues to be much uncertainty around responsibility for games related costs and revenue losses. The report stated that "staff's understanding was that the Town's \$64,000 revenue losses at Sportsplex Ball Diamonds would be covered under the Municipal Services Agreement (MSA)." However, at a January 8, 2015 meeting, all municipalities were officially informed that revenue losses will not be covered under the MSA.

In keeping with Council's approved strategy, an additional \$64,000 will be allocated to the Strategic Initiatives Reserve from the 2014 operating budget surplus. That brings the Town's total estimated operating funding commitment to \$484,100 for hosting the games.

This strategy eliminates a tax rate increase of just under 1.00%. Without this strategy, significant cuts, including service level reductions and a staff hiring freeze, would have been required in order to meet the target tax rate increase of 2.75%.

Full & Part Time Staff Requests

Identified at the December 2014 Strategic Planning session, was a draft strategy to dedicate a portion of assessment growth to fund additional full and part time staff resources. A "soft" target of 35% of growth (\$248,100) was used to guide the development of the budget.

Staff were able to slightly exceed that target, with a total of \$263,300 included in the budget for additional positions and increased hours. It's important to note that the hiring of new staff impacts both the current year and subsequent year's budget. The 2016 increase due to annualization of salary, paid benefits and statutory payroll costs, is an additional \$219,500.

Full & Part Time Staff Requests (cont'd)

a) Full Time

A total of 11 new staff (9 New and 4 Converted from Part Time), with a 2015 budget impact of \$522,200 were identified as part of the 2015-2019 General Levy Forecast. The details on the 4.5 staff included in the budget, at a 2015 cost of \$205,400, are included in Section 4 - Full Time Staff Requests.

b) Part Time

Thirteen new part time staff, as well as an increase in hours for some existing positions, were requested through the General Levy Forecast. The following new positions and increased hours are included in the recommended operating budget.

Department	Position(s)	2015 Budget	2016 Budget
Library **	Additional hours for existing staff	\$18,100	\$24,800
Library	Custodian - Main Branch	11,000	11,000
Operations & Env. Serv.	Crossing Guard Supervisor	10,700	22,300
Rec. & Culture - Facilities	Custodian - Kinsmen Her. Centre	10,300	10,300
Rec. & Culture - NPAL	Inclusion Councillors	7,800	7,800
	Total	\$57,900	\$76,200

** Extends Main Branch Friday night hours to 7:00 pm on a year round basis

New/Expanded Programs & Initiatives (Section 3)

Finding the budget capacity to fund initiatives in this category is challenging in any budget. It is even more difficult in a financial environment that includes very low assessment growth and the need to add additional staff resources to maintain services at their current levels.

The \$105,000 in initiatives that are being recommended include a new Youth Entrepreneur & Employment Program, as well as increased funding for Pickering Village CIP Façade & Signage Grant Program and the Library Collection.

Assessment Growth

The 2014 growth of 1.31% is by far the lowest in the last ten years, well below the average annual growth of 3.55% during that 10 year period. From 2005 through 2014, only two years (2012 and 2014) were under 2.00%. This drop in growth is not unique to Ajax and is being experienced by most, if not all municipalities within Durham Region.

While considerably lower than in recent years, the assessment growth still adds \$708,700 in additional taxation revenue for use in the 2015 budget. Under the FSP, a portion of the forecasted growth is allocated to the Post Growth Capital Reserve (15%) and to increase the annual General Levy funded reserve allocations (25%).

Assessment Growth (cont'd)

The remaining revenue from the actual assessment growth is utilized in the budget to fund additional expenditures. The allocation of the growth is summarized in the following chart.

Budget Item	Amount
Additional Full/Part Time Staff	\$263,300
Increase in Reserve Allocations	\$198,000
Operating Budget	128,600
Allocation to Post Growth Reserve	118,800
Total	\$708,700

Stabilization Reserve

There are no temporary economic conditions or other events/circumstances, that would require the use of this reserve, as defined under Policy No. 121 Discretionary Stabilization Reserves.

Reassessment

2015 is the third year of the Province's four year reassessment cycle. Reassessment decreases were implemented immediately in 2013, while reassessment increases are phased-in equally over four years.

The Town does not receive any additional revenue as a result of reassessment (i.e. it is revenue and budget neutral). After calculating assessment growth, the existing tax rates are lowered to reflect the higher assessment values.

Residential homeowners will see their property taxes affected by reassessment through a combination of two different impacts:

1) **Tax Shift Between Non-Residential and Residential Property Classes**

In the most recent reassessment, the increases for residential properties were higher than the reassessment increases for non-residential properties. As a result, there is an assessment related tax increase in 2015 for all residential properties in Ajax, due to this shift between property classes.

2) **Reassessment Increase Compared to Average Increase**

- a) Town Taxes - properties above the Town wide average of 3.61% will have a reassessment related tax increase on the Town share of the tax bill; those below the Town average may see a decrease. The property owners may still experience an overall reassessment related increase due to the tax shift impact detailed in 1).
- b) Region Taxes - similar to a), properties above or below the Region's average reassessment increase will see a reassessment related tax increase or decrease.
- c) Education Taxes (Provincial) Taxes – there is also a reassessment tax impact on Education taxes. However, unlike the Town and Region, the Province does not calculate a Provincial wide average.

Other Factors Affecting the Total Final Tax Bill

- Region of Durham tax rate increase
- Provincial Education tax rates
- Provincial Business Protection Program (“Capping”) for non-residential properties

COMMUNICATION ISSUES:

The results of the 2015 Budget Builder Survey were reported to Council on December 5, 2014. The second year of the survey saw a 51% increase in the number of submissions (from 138 in 2014 to 208 in 2015).

The entire budget document was posted on the Town’s website in advance of this meeting. In addition, reference copies of the budget were made available at all Library branches, at the three main Community/Recreation Centres and the Information Desk at Town Hall.

The 2015 Budget/Forecast Timetable, 2015-2018 General Levy Forecast and 2014 Operating Budget Forecast reports/presentations were posted on the Town’s website. As well, prior year budgets and the Town’s information packages, “Understanding the Budget Process”, “Slots Revenue Facts” and the “Financial Sustainability Plan Tutorial” remain on the website throughout the year.

A notice about today’s budget meeting was posted on the Town’s website and was subsequently advertised on the New Advertiser Community Page for seven weeks beginning December 17, 2014.

New for this year’s public meeting process, is the opportunity for members of the public to participate twice during the meeting. As in prior years, the public may make comments and/or ask questions prior to Council’s debate and discussion on the budget. Added to the agenda is the opportunity for additional public questions/comments before Council votes on the budget.

CONCLUSION:

The 2015 budget recommended by staff:

- Meets Council’s 2.75% target tax rate increase
- Maintains existing services and service levels
- Provides funding for new and expanded programs and initiatives
- Funds the TO2015 Pan Am Games without negatively affecting taxes or services
- Adds new staff to help maintain and deliver services
- Aligns with the Financial Sustainability Plan.

Rob Ford, CPA, CMA, AMCT
Director of Finance/Treasurer

Brian Skinner
Chief Administrative Officer

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
ALL DEPARTMENTS**

	2014 Budget*	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	64,708,200	66,621,000	1,912,800	3.0
<i>Revenues/Recoveries</i>	17,079,700	17,530,800	451,100	2.6
Net Operating Budget	47,628,500	49,090,200	1,461,700	3.1

**Restated to facilitate year over year comparison*

BUDGET SUMMARY

Full Time Wages & Benefits

Salary/wage rate increases	473,900		
Progressions/Recognition Pay/Overtime	61,900		
Annualization of staff approved in 2014	61,200		
Statutory payroll costs/benefit premiums	247,100		
Total Full Time Wages & Benefits		844,100	1.8%

Part Time Wages & Statutory Payroll Costs

Wage Rate Increases	239,900		
Annualization of staff approved in 2014	60,200		
New Positions net of changes in hours for existing positions	(27,100)		
Statutory Payroll Costs	59,200		
Total Part Time Wages & Payroll Costs		332,200	0.7%

Major Operating Expenditure Increases/(Decreases)

Natural Gas, Hydro, Water & Sewer	369,800		
Streetlighting hydro, repairs, maintenance and operating costs	150,000		
Insurance premiums and deductible payments	141,700		
Payroll liability accrual	(120,000)		
Infrastructure maintenance due to growth and cost increases	118,400		
Elimination of Fire radio system transitional operating costs	(106,700)		
Salt usage based on three year average, excluding 2013 ice storm	78,000		
Pan Am Games fully funded from Strategic Initiatives Reserve	(55,500)		
Total Major Operating Expenditures		575,700	1.2%

Major Operating Revenue Decreases/(Increases)

Investment income; Budget neutral as fully allocated to capital reserves	(200,000)		
Development fees, building permit revenue and road occupancy permits	(173,300)		
Decline in Fitness revenues due to increased competition	129,600		
POA Revenues based Region of Durham projections	50,000		
Recoveries through Pickering Dispatch agreement	(21,500)		
Total Major Operating Revenues		(215,200)	(0.4%)

Other Operating Revenues/Expenditures

(75,100) (0.2%)

Net Increase in 2015 Operating Budget

1,461,700 3.1%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
General Legislative	749,200	19,900	729,300	719,600	-	719,600	(9,700)
Office of the CAO	1,536,600	3,000	1,533,600	1,916,300	435,100	1,481,200	(52,400)
Non-Departmental	2,154,300	1,370,700	783,600	2,120,600	1,552,000	568,600	(215,000)
Finance	3,025,500	2,119,300	906,200	3,052,800	2,118,600	934,200	28,000
HR Services	1,058,500	-	1,058,500	1,125,000	5,000	1,120,000	61,500
Legislative & Information Services	4,791,800	967,700	3,824,100	4,672,300	712,300	3,960,000	135,900
Fire & Emergency Services	16,337,700	902,700	15,435,000	16,587,700	907,400	15,680,300	245,300
Ops & Env. Services - Administration	2,094,200	75,000	2,019,200	2,289,200	89,200	2,200,000	180,800
Ops & Env. Services - Operations*	3,384,900	20,300	3,364,600	3,572,800	20,300	3,552,500	187,900
Ops & Env. Services - Environmental Services*	4,204,200	407,000	3,797,200	4,204,100	495,500	3,708,600	(88,600)
Ops & Env. Services - Fleet Maintenance	1,339,600	920,900	418,700	1,329,000	927,500	401,500	(17,200)
Ops & Env. Services - Building Maintenance	370,300	-	370,300	381,800	-	381,800	11,500
Ops & Env. Services - Infrastructure Maintenance*	2,805,500	4,400	2,801,100	3,154,000	4,400	3,149,600	348,500
Recreation & Culture - Administration	1,309,100	40,000	1,269,100	1,326,000	40,000	1,286,000	16,900
Recreation & Culture - Facilities	11,650,800	6,202,800	5,448,000	12,099,700	5,967,800	6,131,900	683,900
Recreation & Culture - Neighbourhood Programs & Active Living	1,949,800	1,134,700	815,100	2,042,200	1,188,200	854,000	38,900
Recreation & Culture - Community & Cultural Development	721,000	65,500	655,500	719,400	66,300	653,100	(2,400)
Planning & Development Services	5,225,200	2,825,800	2,399,400	5,308,500	3,001,200	2,307,300	(92,100)
TOTAL	64,708,200	17,079,700	47,628,500	66,621,000	17,530,800	49,090,200	1,461,700

* 2014 budget restated to facilitate year over year comparison

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
GENERAL LEGISLATIVE**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	724,100	749,200	719,600	(29,600)	(4.0)
<i>Revenues/Recoveries</i>	12,000	19,900	0	(19,900)	(100.0)
Net Operating Budget	712,100	729,300	719,600	(9,700)	(1.3)

BUDGET SUMMARY

Mayor and Council Salaries & Benefits

<i>Salary Increase</i>	5,900	
<i>Car Allowance rate increase</i>	900	
<i>Statutory payroll costs/benefit premiums</i>	1,600	
Total Mayor and Council Salaries & Benefits	8,400	1.2%

Full Time Wages & Benefits

<i>Salary/Wage rate increases</i>	2,600	
<i>Vacancy replacement at lower starting wage rate</i>	(5,400)	
<i>Statutory payroll costs/benefit premiums</i>	1,100	
Total Full Time Wages & Benefits	(1,700)	(0.2%)

75th HMS Ajax Anniversary events held in 2014 **(16,600)** (2.3%)

Regional Mayor's Luncheon to be hosted by Ajax in 2015 **800** 0.1%

Insurance **200** -

Other operating expenditures/revenues **(800)** (0.1%)

Net Decrease in General Legislative 2015 Operating Budget **(9,700)** **(1.3%)**

TOWN OF AJAX
2015 OPERATING BUDGET

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
General Legislative							
General Legislative	278,800	19,900	258,900	240,100	-	240,100	(18,800)
Mayor's Office	122,200	-	122,200	125,300	-	125,300	3,100
Members of Council	348,200	-	348,200	354,200	-	354,200	6,000
Total General Legislative	749,200	19,900	729,300	719,600	-	719,600	(9,700)

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
OFFICE OF THE CAO**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,509,800	1,536,600	1,916,300	379,700	24.7
<i>Revenues/Recoveries</i>	19,000	3,000	435,100	432,100	0.0
Net Operating Budget	1,490,800	1,533,600	1,481,200	(52,400)	(3.4)

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	12,200		
<i>Progressions</i>	21,300		
<i>Statutory payroll costs/benefit premiums</i>	7,200		
Total Full Time Wages & Benefits		40,700	2.7%
Part Time Wages & Benefits			
<i>Wage rate increases</i>	700		
<i>Statutory payroll costs</i>	400		
Total Part Time Wages & Statutory Payroll Costs		1,100	0.1%
TO2015 Pan Am Games fully funded from Strategic Initiatives Reserve		(55,500)	(3.6%)
Budget neutral transfer of Corporate Training budget to HR Services		(45,000)	(2.9%)
Resident Guide is printed every other year		(6,200)	(0.4%)
ISO Audit - Triennial Assessment		5,300	0.3%
Community Action Plan; two public meetings and development of new interactive on-line consultation tool, "Rank It"		3,500	0.2%
One time 2015 purchases of video camera, monitor & iPad for Communications section		3,300	0.2%
Customer Service signage transferred to capital budget		(2,500)	(0.2%)
Service and support plan for new OLA intranet		1,800	0.1%
New service to collect mobile numbers for targeted event advertising		1,000	0.1%
Budget for website modifications reduced due to 2014 upgrade		(1,000)	(0.1%)
Other operating expenditures		1,100	0.1%
Net Decrease in Office of the CAO 2015 Operating Budget		(52,400)	(3.4%)

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Office of the CAO							
CAO's Office	1,478,100	-	1,478,100	1,481,200	-	1,481,200	3,100
2015 Pan Am Games	58,500	3,000	55,500	435,100	435,100	-	(55,500)
Total Office of the CAO	1,536,600	3,000	1,533,600	1,916,300	435,100	1,481,200	(52,400)

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
NON-DEPARTMENTAL

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,329,500	2,154,300	2,120,600	(33,700)	(1.6)
<i>Revenues/Recoveries</i>	1,874,400	1,370,700	1,552,000	181,300	13.2
<i>Net Operating Budget</i>	455,100	783,600	568,600	(215,000)	(27.4)

The Non-Departmental category captures revenues and expenditures that are corporate in nature and not under the direct control and management of a specific operating department.

BUDGET SUMMARY

Budget neutral increase in investment income. Under the Financial Sustainability Plan, 100% of the increased revenue is allocated to capital reserves	(200,000)	(25.5%)
Reduction in payroll liability accrual	(120,000)	(15.3%)
Increase in insurance premiums and deductible payments that fall within the Town's \$10,000 limit	102,200	13.1%
Increase in Town Hall operating and maintenance expenditures, primarily driven by utilities and one time improvements to customer service signs at Town hall	22,100	2.8%
Lower retiree benefits due to a net reduction in the number of commitments in 2015 and a rate decrease	(15,600)	(2.0%)
Reallocation of Operations labour charges - no overall budget impact	(4,000)	(0.5%)
Other operating expenditures/revenues	300	-
Net Decrease in Non-Departmental 2015 Operating Budget	(215,000)	(27.4%)

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Non-Departmental							
Municipal Building - Harwood	1,195,900	435,300	760,600	1,215,900	435,400	780,500	19,900
Non-Payroll Liabilities	284,100	-	284,100	177,500	-	177,500	(106,600)
Payroll Liability Accrual	(131,200)	-	(131,200)	(160,200)	-	(160,200)	(29,000)
Insurance	774,600	-	774,600	876,800	-	876,800	102,200
General Revenue / Investment Income	28,300	935,400	(907,100)	9,800	1,116,600	(1,106,800)	(199,700)
Home Week	2,600	-	2,600	800	-	800	(1,800)
Total Non-Departmental	2,154,300	1,370,700	783,600	2,120,600	1,552,000	568,600	(215,000)

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
FINANCE**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,934,700	3,025,500	3,052,800	27,300	0.9
<i>Revenues/Recoveries</i>	2,224,300	2,119,300	2,118,600	(700)	0.0
Net Operating Budget	710,400	906,200	934,200	28,000	3.1

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	25,700		
<i>Statutory payroll costs/benefit premiums</i>	19,500		
Total Full Time Wages & Benefits		45,200	5.0%
Part Time Wages & Statutory Payroll Costs			
<i>Wage rate increases</i>	1,500		
<i>Statutory payroll costs</i>	4,300		
Total Part Time Wages & Statutory Payroll Costs		5,800	0.6%
Reduction in consultants used for financial system changes and Assessment Base Management (ABM), as more work being done in house by staff		(12,100)	(1.3%)
Major tri-annual Public Sector Accounting Board (PSAB) actuarial costing and reporting for post employment benefits and asset valuations completed in 2014		(9,100)	(1.0%)
No longer charging bid document fees due to move to electronic documents		5,000	0.6%
Net increase in Tax Section revenues, driven primarily by number of account statements and taxes paid through mortgage companies		(4,300)	(0.5%)
Lower pricing on tax bill printing contract, net of increase in postage costs		(1,400)	(0.2%)
Purchase of filing cabinet completed in 2014		(800)	(0.1%)
Other operating expenditures/revenues		(300)	-
Net Increase in Finance 2015 Operating Budget		28,000	3.1%

TOWN OF AJAX
2015 OPERATING BUDGET

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Finance							
Administration	453,000	5,000	448,000	437,000	-	437,000	(11,000)
Budgets & Accounting Services	1,145,100	-	1,145,100	1,170,600	-	1,170,600	25,500
Tax Billing & Collection	986,900	2,114,300	(1,127,400)	993,700	2,118,600	(1,124,900)	2,500
Purchasing	440,500	-	440,500	451,500	-	451,500	11,000
Total Finance	3,025,500	2,119,300	906,200	3,052,800	2,118,600	934,200	28,000

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
HR SERVICES**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,172,200	1,058,500	1,125,000	66,500	6.3
<i>Revenues/Recoveries</i>	9,000	0	5,000	5,000	0.0
Net Operating Budget	1,163,200	1,058,500	1,120,000	61,500	5.8

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	8,100		
<i>Statutory payroll costs/benefit premiums</i>	5,400		
Total Full Time Wages & Benefits		13,500	1.3%
Part Time Wages & Benefits			
<i>Wage rate increases</i>	600		
<i>Increase in hours for special projects</i>	1,400		
<i>Statutory payroll costs</i>	3,800		
Total Part Time Wages & Statutory Payroll Costs		5,800	0.5%
Budget neutral transfer of Corporate Training budget from CAO's Office		45,000	4.3%
Exempt Job Evaluation System Update and Compensation Review started in 2014. Remaining work of \$23,000 to be completed in 2015		(40,000)	(3.8%)
Online WHIMIS training program to meet regulatory compliance		15,000	1.4%
HR Leadership Council membership cancelled		(14,500)	(1.4%)
CUPE Job Evaluation System pay equity review and update		10,000	0.9%
Annual maintenance of Exempt Salary system requires involvement of specialized external expertise		6,000	0.6%
Third party resources required for investigation of potential internal harassment and discrimination complaints		6,000	0.6%
Fire 24 Hour Shift survey; offset by 50% recovery through APFFA approved in 2014		5,000	0.5%
New HR Strategic Capability Network Program; membership, seminars, forums		3,000	0.3%
Reinstatement of wage surveys not required in 2014 due to Exempt Review		3,000	0.3%

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
HR SERVICES**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,172,200	1,058,500	1,125,000	66,500	6.3
<i>Revenues/Recoveries</i>	9,000	0	5,000	5,000	0.0
<i>Net Operating Budget</i>	1,163,200	1,058,500	1,120,000	61,500	5.8

Research and refresh employee recognition program	3,000	0.3%
Purchase of shredder	2,500	0.2%
Other operating expenditures	(1,800)	(0.2%)
Net Increase in HR Services 2015 Operating Budget	61,500	5.8%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
HR Services							
HR Services	1,058,500	-	1,058,500	1,125,000	5,000	1,120,000	61,500
Total HR Services	1,058,500	-	1,058,500	1,125,000	5,000	1,120,000	61,500

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
LEGISLATIVE AND INFORMATION SERVICES

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	4,763,600	4,791,800	4,672,300	(119,500)	(2.5)
<i>Revenues/Recoveries</i>	977,200	967,700	712,300	(255,400)	(26.4)
Net Operating Budget	3,786,400	3,824,100	3,960,000	135,900	3.6

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	26,800		
<i>On Call rate increase</i>	2,700		
<i>Statutory payroll costs/benefit premiums</i>	32,500		
Total Full Time Wages & Benefits		62,000	1.6%

Part Time Wages & Benefits

<i>Wage rate increases</i>	4,900		
<i>Annualization of 2 additional MLEO's approved in 2014</i>	42,700		
<i>MLEO progression, on call rate increase and new winter standby</i>	(4,300)		
<i>Additional hours for vacation and sick leave coverage</i>	5,400		
<i>Statutory payroll costs</i>	6,000		
Total Part Time Wages & Statutory Payroll Costs		54,700	1.4%

New Internet communications contract has resulted in substantial savings **(65,300)** (1.7%)

POA revenue significantly lower based on Region's 2015 projections **50,000** 1.3%

Net increase in software maintenance and licensing fees

<i>New software installed in 2014</i>	23,400		
<i>Existing software; upgrades, additional licenses, new modules</i>	38,700		
<i>Price increases and revised cost sharing agreements</i>	12,800		
<i>Biannual review and update of corporate software licenses</i>	(21,700)		
<i>Elimination of obsolete software</i>	(7,000)		
		46,200	1.2%

Reduced IT consulting as corporate upgrades for Integrated Communication Platform (telephone) and voice mail completed every other year **(16,000)** (0.4%)

Lower hardware maintenance costs due to a decrease in number of servers through use of virtualization technology **(14,000)** (0.4%)

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
LEGISLATIVE AND INFORMATION SERVICES

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	4,763,600	4,791,800	4,672,300	(119,500)	(2.5)
<i>Revenues/Recoveries</i>	977,200	967,700	712,300	(255,400)	(26.4)
<i>Net Operating Budget</i>	3,786,400	3,824,100	3,960,000	135,900	3.6

Education and training; primarily for new and replacement MLEOs hired in 2014 and technical training for IT staff	6,500	0.2%
Higher Contracted Animal Services costs due to increase in calls from residents about coyotes and general wild life issues	4,200	0.1%
Annual legal fee retainer increase	4,100	0.1%
Animal Shelter agreement annual increase	2,900	0.1%
Increase in By-Law uniform costs due to new protective vests and replacement staff	2,800	0.1%
Other operating expenditures/revenues	(2,200)	-
Net Increase in Legislative/Information Services 2015 Operating Budget	135,900	3.6%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Legislative & Information Services							
Legislative Services	1,212,900	36,100	1,176,800	1,256,400	36,500	1,219,900	43,100
Copy Room	9,900	-	9,900	7,500	-	7,500	(2,400)
Elections	226,700	226,700	-	15,200	15,200	-	-
By-Law Administration	900,500	234,300	666,200	971,500	183,700	787,800	121,600
Animal Services	368,300	100,000	268,300	370,500	100,000	270,500	2,200
Parking Enforcement	86,500	300,000	(213,500)	92,200	300,000	(207,800)	5,700
Licencing	12,000	70,600	(58,600)	18,000	76,900	(58,900)	(300)
By-Law Vehicles	30,200	-	30,200	29,500	-	29,500	(700)
Information Technology	1,938,600	-	1,938,600	1,906,200	-	1,906,200	(32,400)
Advisory Committees	6,200	-	6,200	5,300	-	5,300	(900)
Total Legislative & Information Services	4,791,800	967,700	3,824,100	4,672,300	712,300	3,960,000	135,900

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
FIRE AND EMERGENCY SERVICES**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	16,096,000	16,337,700	16,587,700	250,000	1.5
<i>Revenues/Recoveries</i>	884,600	902,700	907,400	4,700	0.5
Net Operating Budget	15,211,400	15,435,000	15,680,300	245,300	1.6

BUDGET SUMMARY

Full Time Wages & Benefits		
<i>Salary/wage rate increases</i>	230,700	
<i>Progressions/Recognition Pay/Overtime/Lieu Pay</i>	7,800	
<i>Statutory payroll costs/benefit premiums</i>	54,500	
Total Full Time Wages & Benefits	293,000	1.9%
Part Time Wages & Statutory Payroll Costs	800	-
Net decrease in system radio operating costs; elimination of transitional costs of \$118,700; offset by new paging service costs of \$12,000 required for integration with new NextGen system	(106,700)	(0.7%)
Reallocation of Operations labour & equipment charges - no overall budget impact	30,800	0.2%
Pickering Dispatch Agreement - net increase in recoveries due to higher salaries and Crisys maintenance costs; offset by decrease in net radio system operating costs and one-time capital costs	(21,500)	(0.1%)
Additional Crisys software maintenance costs for 4th communications station console installed in 2014	19,500	0.1%
Higher utility costs for stations, primarily from increases in all rates	15,400	0.1%
No recoveries from Training Tower rentals in 2015; expected full year closure due to health & safety issues with artificial smoke	9,300	0.1%
Insurance	6,300	-
Decrease in vehicle operating costs, mainly as a result of lower fuel prices	(5,800)	-
Increase in minor building repairs and maintenance at Fire Stations required for aging infrastructure and equipment	5,500	-

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
FIRE AND EMERGENCY SERVICES**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	16,096,000	16,337,700	16,587,700	250,000	1.5
<i>Revenues/Recoveries</i>	884,600	902,700	907,400	4,700	0.5
<i>Net Operating Budget</i>	15,211,400	15,435,000	15,680,300	245,300	1.6

Net reduction in one time purchases in 2014 and 2015. Major purchase in 2015 is replacement fire extinguisher training unit.	(2,400)	-
Decrease in Uninterrupted Power Supply maintenance contract	(2,100)	-
Net increase in one-time uniform replacement costs arising from retirements	1,900	-
Increase in membership costs, including new contribution to Durham Regional Critical Incident Support Group	1,700	-
Budget neutral transfer to Opn's & Environmental Services - Env. Services	(1,300)	-
Other operating expenditures/revenues	900	-
Net Increase in Fire & Emergency Services 2015 Operating Budget	245,300	1.6%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Fire & Emergency Services							
Administration	957,400	-	957,400	975,100	-	975,100	17,700
Fire Suppression	11,444,600	40,200	11,404,400	11,645,000	40,200	11,604,800	200,400
Fire Training	397,200	16,800	380,400	398,500	-	398,500	18,100
Fire Prevention	778,900	9,000	769,900	809,600	9,000	800,600	30,700
Communications / Alarm Systems	1,756,700	836,700	920,000	1,704,600	858,200	846,400	(73,600)
Station #1 - Westney	54,300	-	54,300	68,000	-	68,000	13,700
Station #2 - Monarch	84,100	-	84,100	93,300	-	93,300	9,200
Fire Headquarters - Salem	579,100	-	579,100	597,700	-	597,700	18,600
Fire Vehicles	285,400	-	285,400	295,900	-	295,900	10,500
Total Fire & Emergency Services	16,337,700	902,700	15,435,000	16,587,700	907,400	15,680,300	245,300

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - ADMINISTRATION

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,059,600	2,094,200	2,289,200	195,000	9.3
<i>Revenues/Recoveries</i>	75,400	75,000	89,200	14,200	18.9
Net Operating Budget	1,984,200	2,019,200	2,200,000	180,800	9.0

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	41,400		
<i>Annualization of Operator approved in 2014</i>	45,600		
<i>Overtime</i>	42,400		
<i>Progressions/Reclassifications</i>	19,500		
<i>On Call/Winter Standby</i>	7,200		
<i>Statutory payroll costs/benefit premiums</i>	22,300		
Total Full Time Wages & Benefits		178,400	8.8%
Part Time Wages & Statutory Payroll Costs			
<i>Wage rate increases</i>	1,700		
<i>Annualization of Administrative Assistant approved in 2014</i>	17,500		
Total Part Time Wages & Statutory Payroll Costs		19,200	1.0%
Reallocation of Operations labour - no overall budget impact		(155,900)	(7.7%)
Budget neutral transfers within Operations department		123,400	6.1%
Increase in price and consumption for Operations Centre natural gas and hydro		19,400	1.0%
Higher revenue from Micro Feed In Tariff (MFIT) program, plus new recovery from Bell for hydro used on telecommunications tower		(14,200)	(0.7%)
One time purchases in 2015 include hazardous and propane storage containers		9,000	0.4%
Increase in Operations Centre maintenance, repair and other operating costs		3,200	0.2%
Other operating expenditures		(1,700)	(0.1%)
Net Increase in Administration 2015 Operating Budget		180,800	9.0%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Administration							
Administration	590,800	-	590,800	692,100	-	692,100	101,300
Training / Meetings	47,700	-	47,700	55,700	-	55,700	8,000
Operations Centre	492,000	75,000	417,000	528,400	89,200	439,200	22,200
General Operations	963,700	-	963,700	1,013,000	-	1,013,000	49,300
Total Operations & Env. Services - Administration	2,094,200	75,000	2,019,200	2,289,200	89,200	2,200,000	180,800

TOWN OF AJAX
2015 DEPARTMENTAL BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - OPERATIONS

	2014 Forecast	2014 Budget *	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	3,820,600	3,384,900	3,572,800	187,900	5.6
<i>Revenues/Recoveries</i>	33,000	20,300	20,300	0	0.0
Net Operating Budget	3,787,600	3,364,600	3,552,500	187,900	5.6

* Note - 2014 Budget and Forecast have been restated to facilitate year over year comparison

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	3,000		
<i>Statutory payroll costs/benefit premiums</i>	1,700		
Total Full Time Wages & Benefits		4,700	0.1%
Part Time Wages & Statutory Payroll Costs			
<i>New Crossing Guard Supervisor</i>	10,700		
<i>Statutory payroll costs</i>	3,400		
Total Part Time Wages & Benefits		14,100	0.4%
Reallocation of Operations labour and equipment charges - no overall budget impact		189,900	5.7%
Budget neutral changes within Operations & Environmental Services		(134,100)	(3.9%)
Salt usage for winter control based on three year average (excluding ice storm); partially offset by the elimination of contracted winter patrols now completed in house		78,000	2.3%
New street sweeping contract includes growth and disposal of waste collected		17,600	0.5%
Higher maintenance expenditures due to growth and inflation on a number of contracts, including catch basin cleaning, storm sewers, and asphalt patching		16,700	0.5%
Increase in hydro costs for traffic signals partially offset by transfer of one signal to Regional responsibility		3,800	0.1%
Reduction in dust control budget with paving of Ravenscroft Road		(2,700)	(0.1%)
Introduction of new cell phones and plans with the decommissioning of existing push to talk phones		1,700	0.1%
Other operating expenditures/revenues		(1,800)	(0.1%)
Net Increase in Operations 2015 Operating Budget		187,900	5.6%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Operations *							
Crossing Guards	575,600	-	575,600	589,800	-	589,800	14,200
General Operations	580,900	-	580,900	468,700	-	468,700	(112,200)
Sidewalk Snow Clearing	190,700	-	190,700	206,200	-	206,200	15,500
Traffic Signals	208,500	-	208,500	212,300	-	212,300	3,800
Bridges & Culverts	20,600	4,000	16,600	25,900	4,000	21,900	5,300
Ditching	2,300	-	2,300	2,300	-	2,300	-
Catch Basins	113,800	-	113,800	155,700	-	155,700	41,900
Storm Sewers	28,900	-	28,900	35,300	-	35,300	6,400
Patching	130,200	-	130,200	157,000	-	157,000	26,800
Sweeping / Flushing / Cleaning	307,500	-	307,500	286,200	-	286,200	(21,300)
Gravel Road Maintenance	11,800	-	11,800	18,800	-	18,800	7,000
Snow Plowing & Removal	437,900	8,700	429,200	477,100	8,700	468,400	39,200
Sanding & Salting	581,800	7,600	574,200	718,300	7,600	710,700	136,500
Winter Standby	64,300	-	64,300	79,500	-	79,500	15,200
Signs / Pavement Markings	118,900	-	118,900	129,400	-	129,400	10,500
Railroad Crossing Maintenance	11,200	-	11,200	10,300	-	10,300	(900)
Total Operations & Env. Services - Operations	3,384,900	20,300	3,364,600	3,572,800	20,300	3,552,500	187,900

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - ENVIRONMENTAL SERVICES

	2014 Forecast	2014 Budget*	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	4,057,000	4,204,200	4,204,100	(100)	0.0
<i>Revenues/Recoveries</i>	737,300	407,000	495,500	88,500	21.7
Net Operating Budget	3,319,700	3,797,200	3,708,600	(88,600)	(2.3)

**Note - 2014 Budget and Forecast have been restated to facilitate year over year comparison*

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	4,000		
<i>Statutory payroll costs/benefit premiums</i>	2,800		
Total Full Time Wages & Benefits	<u>6,800</u>	0.2%	
Reallocation of Operations labour - no overall budget impact	(74,900)	(2.0%)	
Increase in materials and supplies to maintain sportsfields town wide, primarily driven by upgraded ball diamonds at Sportsplex (\$40,000)	63,800	1.7%	
Budget neutral changes within Operations department and corporately	(50,400)	(1.3%)	
Decrease in park security costs based on new contract	(41,200)	(1.1%)	
Reduction in street tree removal program under the Emerald Ash Borer strategy due to the infected trees lost during the 2013 ice storm	(31,200)	(0.8%)	
Higher contracted parkette maintenance costs due to growth	9,600	0.3%	
Reduction in walkway lighting repairs based on historical data	(9,500)	(0.3%)	
Net increase in boulevard grass cutting, driven primarily by additional hectares for Town and Region	5,700	0.2%	
Higher utility costs for parks and sportsfields, mostly related to hydro	5,300	0.1%	
Collaboration with the Region, TRCA, and LEAF (Local Enhancement and Appreciation of Forest) to support backyard tree plantings and stewardship initiatives	5,000	0.1%	
Fewer participants in Ajax in Bloom has resulted lower event costs	(4,700)	(0.2%)	
Introduction of new cell phones and plans with the decommissioning of existing push to talk phones	3,600	0.1%	
Net decrease in ball diamond and soccer user fees	3,300	0.1%	
New pricing on flowers/shrubs and picnic tables	3,100	0.1%	

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - ENVIRONMENTAL SERVICES

	2014 Forecast	2014 Budget*	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	4,057,000	4,204,200	4,204,100	(100)	0.0
<i>Revenues/Recoveries</i>	737,300	407,000	495,500	88,500	21.7
Net Operating Budget	3,319,700	3,797,200	3,708,600	(88,600)	(2.3)

**Note - 2014 Budget and Forecast have been restated to facilitate year over year comparison*

One time expenditures in 2015 including epoxy flooring for the Sportsplex washroom & working with TRCA to enhance waterfront meadow, net of 2014 one time expenditures	2,700	0.1%
Cost increase for portable toilet rental contract	2,700	0.1%
Increase in dedication park benches and tables, net of recoveries	2,600	0.1%
Crane rental for removal of canoe dock in the Spring and Fall	2,000	0.1%
Additional block pruning and tree purchase/planting partially offset by stumping rate reduction	1,800	-
Increase in uniform costs based on new contracts	1,500	-
Insurance	1,100	-
Other operating revenues/expenditures	2,700	0.1%
Net Decrease in Environmental Services 2015 Operating Budget	(88,600)	(2.3%)

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Environmental Services *							
General Operations	576,000	3,000	573,000	499,400	4,000	495,400	(77,600)
Boulevards / Grounds Maintenance	52,600	-	52,600	56,400	-	56,400	3,800
Litter Pick-Up	377,300	5,300	372,000	398,000	5,300	392,700	20,700
General Parks Maintenance	1,131,000	20,800	1,110,200	939,000	22,500	916,500	(193,700)
Sports Fields - Ball Diamonds	227,700	141,700	86,000	285,400	130,700	154,700	68,700
Sports Fields - Soccer Pitches	215,100	107,700	107,400	305,600	201,100	104,500	(2,900)
Showmobile	8,800	5,600	3,200	3,700	5,600	(1,900)	(5,100)
Satellite Washrooms	54,300	-	54,300	58,000	-	58,000	3,700
Forestry	933,000	-	933,000	962,700	-	962,700	29,700
Greenwood Conservation	83,400	42,000	41,400	96,900	42,000	54,900	13,500
Region Land Maintenance	81,000	28,500	52,500	89,200	31,900	57,300	4,800
Waterfront Land Maintenance	245,400	14,000	231,400	234,000	14,000	220,000	(11,400)
Holiday Decorations	9,800	-	9,800	4,400	-	4,400	(5,400)
Seniors Snow Removal	32,300	31,400	900	36,300	31,400	4,900	4,000
Horticulture	28,000	-	28,000	57,300	-	57,300	29,300
Pickering Village Maintenance	20,600	-	20,600	10,300	-	10,300	(10,300)
Special Events	87,300	5,000	82,300	123,900	5,000	118,900	36,600
Ajax Plaza Snow Clearing	23,200	-	23,200	19,800	-	19,800	(3,400)
Ajax Plaza Maintenance	17,400	2,000	15,400	23,800	2,000	21,800	6,400
Total Operations & Env. Services - Environmental Services	4,204,200	407,000	3,797,200	4,204,100	495,500	3,708,600	(88,600)

* 2014 budget restated to facilitate year over year comparison

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - FLEET MAINTENANCE

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,290,100	1,339,600	1,329,000	(10,600)	(0.8)
<i>Revenues/Recoveries</i>	920,900	920,900	927,500	6,600	0.0
Net Operating Budget	369,200	418,700	401,500	(17,200)	(4.1)

BUDGET SUMMARY

Full Time Wages & Benefits		
<i>Salary/wage rate increases</i>	3,800	
<i>Reclassification</i>	(11,600)	
<i>Statutory payroll costs/benefit premiums</i>	1,700	
Total Full Time Wages & Benefits		(6,100) (1.4%)
Reallocation of Operations labour and equipment charges - no overall budget impact		(7,400) (1.8%)
Net decrease in vehicle operating costs, primarily driven by fuel price reduction		(9,500) (2.3%)
Insurance		9,200 2.2%
Budget neutral changes within Operations & Environmental Services		(2,200) (0.5%)
One time purchase of laser headlight aimer in 2014		(1,500) (0.4%)
Other operating expenditures		300 0.1%
Net Decrease in Fleet Maintenance 2015 Operating Budget		(17,200) (4.1%)

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Fleet Services							
General Operations	421,000	-	421,000	401,900	-	401,900	(19,100)
Operations Vehicles & Equipment	918,600	920,900	(2,300)	927,100	927,500	(400)	1,900
Total Operations & Env. Services - Fleet Services	1,339,600	920,900	418,700	1,329,000	927,500	401,500	(17,200)

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - BUILDING MAINTENANCE

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	371,500	370,300	381,800	11,500	3.1
<i>Revenues/Recoveries</i>	0	0	0	0	0.0
Net Operating Budget	371,500	370,300	381,800	11,500	3.1

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	2,900		
<i>Statutory payroll costs/benefit premiums</i>	2,000		
Total Full Time Wages & Benefits		4,900	1.3%
Reallocation of Operations labour charges - no overall budget impact		4,000	1.0%
Purchase of trailer for scissor lift, net of 2014 purchase of Thermo image camera		1,300	0.4%
Other operating expenditures		1,300	0.4%
Net Increase in Building Maintenance 2015 Operating Budget		11,500	3.1%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Building Maintenance							
General Operations	354,700	-	354,700	370,600	-	370,600	15,900
Pickering Beach Garage	1,600	-	1,600	1,700	-	1,700	100
Mill Street Building	14,000	-	14,000	9,500	-	9,500	(4,500)
Total Operations & Env. Services - Building Maintenance	370,300	-	370,300	381,800	-	381,800	11,500

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - INFRASTRUCTURE MTCE.

	2014 Forecast	2014 Budget *	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,750,000	2,805,500	3,154,000	348,500	12.4
<i>Revenues/Recoveries</i>	21,100	4,400	4,400	0	0.0
Net Operating Budget	2,728,900	2,801,100	3,149,600	348,500	12.4

* Note - 2014 Budget and Forecast have been restated to facilitate year over year comparison

BUDGET SUMMARY

Full Time Wages & Benefits			
Salary/wage rate increases	4,300		
Statutory payroll costs/benefit premiums	2,900		
Total Full Time Wages & Benefits		7,200	0.3%
Reallocation of Operations labour charges - no overall budget impact		(12,000)	(0.4%)
Increase in operating costs and maintenance of Town streetlights		150,000	5.4%
Hydro - primarily driven by rate increase	90,000		
Annualization of legislated Ontario One Call for utility locates	55,100		
Contracted rate increase for streetlight maintenance	4,900		
Higher costs for the maintenance and repairs of sidewalks and curbs due to continued growth and contract rate increases		86,900	3.1%
Budget neutral changes within Operations & Environmental Services		82,400	2.9%
One time review and update of road classifications to ensure compliance with Minimum Maintenance Standards and improve risk management		15,000	0.5%
One time purchases of storm pond signage and streetlight pole rack		13,600	0.5%
New contracted service to raise/lower Church St. pedestrian bridge to prevent ice jams		4,000	0.1%
Insurance		1,000	-
Other operating expenditures		400	-
Net Increase in Infrastructure Maintenance 2015 Operating Budget		348,500	12.4%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Infrastructure Maintenance *							
General Operations	432,100	-	432,100	524,400	-	524,400	92,300
Sidewalk Maintenance	396,100	4,400	391,700	423,900	-	423,900	32,200
Curbs & Gutters	145,600	-	145,600	180,500	4,400	176,100	30,500
Trails	91,800	-	91,800	112,100	-	112,100	20,300
Sportsfields - Playgrounds	195,400	-	195,400	182,000	-	182,000	(13,400)
Stormwater Management Ponds	-	-	-	7,400	-	7,400	7,400
Streetlights	1,414,500	-	1,414,500	1,569,300	-	1,569,300	154,800
Infrastructure Inspections	96,200	-	96,200	100,100	-	100,100	3,900
Road Resurfacing / Reconstruction	33,800	-	33,800	54,300	-	54,300	20,500
Total Operations & Env. Services - Infrastructure Mtce.	2,805,500	4,400	2,801,100	3,154,000	4,400	3,149,600	348,500

* 2014 budget restated to facilitate year over year comparison

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - ADMINISTRATION**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,302,300	1,309,100	1,326,000	16,900	1.3
<i>Revenues/Recoveries</i>	42,500	40,000	40,000	0	0.0
<i>Net Operating Budget</i>	1,259,800	1,269,100	1,286,000	16,900	1.3

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	10,900		
<i>Statutory payroll costs/benefit premiums</i>	7,500		
Total Full Time Wages & Benefits		18,400	1.5%
Part Time Wages & Benefits			
<i>Wage rate increases</i>	900		
<i>Additional hours for vacation and sick leave coverage</i>	900		
Total Part Time Wages & Statutory Payroll Costs		1,800	0.1%
Increased use of e-mail and other electronic media for special event and membership promotion		(2,200)	(0.2%)
Continued increasing demand for financial assistance under the Access to Recreation and Culture Services policy		1,500	0.1%
Other operating expenditures/revenues		(2,600)	(0.2%)
Net Increase in Recreation & Culture Admin. 2015 Operating Budget		16,900	1.3%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Recreation & Culture - Administration							
Administration	1,221,300	7,000	1,214,300	1,239,500	7,000	1,232,500	18,200
Marketing	87,800	33,000	54,800	86,500	33,000	53,500	(1,300)
Total Recreation & Culture - Administration	1,309,100	40,000	1,269,100	1,326,000	40,000	1,286,000	16,900

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - FACILITIES

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	11,655,700	11,650,800	12,099,700	448,900	3.9
<i>Revenues/Recoveries</i>	6,021,400	6,202,800	5,967,800	(235,000)	(3.8)
Net Operating Budget	5,634,300	5,448,000	6,131,900	683,900	12.6

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	31,100		
<i>Annualization of ARC CSR approved in 2014</i>	15,600		
<i>Progressions/Overtime</i>	3,900		
<i>Statutory payroll costs/benefit premiums</i>	27,300		
Total Full Time Wages & Benefits		77,900	1.4%

Part Time Wages & Benefits

<i>Wage rate increases/progressions</i>	187,100		
<i>New Custodian position - Kinsmen Heritage Centre</i>	10,300		
<i>Schedule adjustments for Aquatic programs based on registrations</i>	(32,200)		
<i>Realignment of CSR & Facility staff duty and hours to achieve efficiencies</i>	(23,600)		
<i>Reduction in change room attendant hours at ARC due to size and design</i>	(13,300)		
<i>Now required to have two lifeguards at Aquafit</i>	6,200		
<i>Net decrease in hours for Fitness & Group Fitness - due to competition</i>	(6,100)		
<i>Community Schools Security due to loss of permits</i>	(4,500)		
<i>Statutory payroll costs</i>	24,000		
Total Part Time Wages & Statutory Payroll Costs		147,900	2.7%

Increase in Natural Gas, Hydro and Water & Sewer; rate increase and consumption

	ACC	ARC	MCC	Other		
Hydro	80,300	72,100	2,700	8,000		
Natural Gas	72,400	8,400	25,200	5,700		
Water & Sewer	8,300	33,000	1,900	7,900		
Total	161,000	113,500	29,800	21,600	325,900	6.0%

Overall decrease in facility operating revenues

Fitness & Health	129,600		
<i>Decline in membership revenues</i>	73,800		
<i>Overall decrease in Group Fitness program registration</i>	33,300		
<i>Decrease daily usage of Fitness & Health Centre</i>	15,900		
<i>Interest in personal training/fitness assessments declining</i>	6,600		
<i>Ice Rental revenues based on approved 2015 rates</i>	(48,300)		
<i>Lower aquatic revenues due to decrease in registrations</i>	45,400		
<i>Net increase in hall rentals and other facility revenues</i>	(25,200)		
<i>Lower daily visits to pools</i>	15,100		
<i>Loss of lacrosse festival and ball hockey at Village Arena</i>	12,600		
<i>St. Francis; increased hall rentals and AV tech recoveries</i>	(11,600)		
<i>Community School; loss of indoor soccer permits</i>	3,400		
<i>Annual Library rent increase</i>	(2,000)	119,000	2.2%

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - FACILITIES**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	11,655,700	11,650,800	12,099,700	448,900	3.9
<i>Revenues/Recoveries</i>	6,021,400	6,202,800	5,967,800	(235,000)	(3.8)
<i>Net Operating Budget</i>	5,634,300	5,448,000	6,131,900	683,900	12.6

Twin ice pad operating surplus transferred to reserve to fund final debenture debt payments which end in 2015. Ice user surcharge ended in 2014.	(47,600)	(0.9%)
Reallocation of Operations labour charges - no overall budget impact	38,300	0.7%
Net annual costs for operating Kinsmen Heritage Centre	20,200	0.4%
Insurance	13,700	0.3%
Expiry of warranty period for ARC Heating & Cooling system	9,500	0.2%
Decreased requirements for general aquatic supplies due to lower program registration	(7,800)	(0.1%)
Pan AM one year countdown was in 2014	(7,000)	(0.1%)
Increase in one time equipment purchases and expenditures required in 2015	6,300	0.1%
Pad 2 & Village Arena Structural inspections completed in 2014	(6,000)	(0.1%)
Facility repairs, maintenance and operating supplies	4,800	0.1%
Budget neutral transfer to Opn's & Environmental Services - Env. Services	(4,800)	(0.1%)
Reduction in Community School shared expenses	(3,400)	(0.1%)
Other operating expenditures/revenues	(3,000)	(0.1%)
Net Increase in Recreation & Culture Facilities 2015 Operating Budget	683,900	12.6%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Recreation & Culture - Facilities							
General Operations	1,635,300	1,200	1,634,100	1,697,000	1,200	1,695,800	61,700
Ajax Community Centre	4,117,200	3,177,400	939,800	4,096,500	3,079,300	1,017,200	77,400
Ajax Community Centre - Snack Bar	-	43,000	(43,000)	-	39,300	(39,300)	3,700
Ajax Community Centre - Group Fitness	112,100	150,500	(38,400)	122,800	147,600	(24,800)	13,600
Ajax Community Centre - Vehicles & Equipment	31,200	-	31,200	27,600	-	27,600	(3,600)
St. Andrews Community Centre	143,100	47,300	95,800	152,800	36,300	116,500	20,700
Carruthers Marsh Pavillion	49,500	22,100	27,400	65,900	23,800	42,100	14,700
Village Arena	332,100	295,900	36,200	349,900	296,800	53,100	16,900
Village / MCC - Vehicles & Equipment	9,400	-	9,400	8,700	-	8,700	(700)
Paulynn Park	54,400	2,000	52,400	60,900	3,000	57,900	5,500
Outdoor Pool	104,900	39,500	65,400	108,400	31,700	76,700	11,300
Rotary Park Pavillion	71,000	23,600	47,400	84,300	24,700	59,600	12,200
Greenwood Discovery Pavillion	38,100	16,100	22,000	50,200	20,100	30,100	8,100
St. Francis Centre	170,800	64,500	106,300	167,100	74,300	92,800	(13,500)
McLean Community Centre (MCC)	2,157,400	1,440,900	716,500	2,285,400	1,341,500	943,900	227,400
MCC - Group Fitness	95,100	192,200	(97,100)	90,700	174,900	(84,200)	12,900
Audley Recreation Centre (ARC)	2,376,600	611,900	1,764,700	2,560,800	623,200	1,937,600	172,900
ARC - Group Fitness	47,700	52,200	(4,500)	36,600	25,100	11,500	16,000
ARC - Vehicles & Equipment	1,900	-	1,900	1,800	-	1,800	(100)
Kinsmen Heritage Center	-	-	-	37,200	5,900	31,300	31,300
Westney Heights Community School	21,300	2,200	19,100	21,200	500	20,700	1,600
Lakeside Community School	60,000	2,000	58,000	56,600	2,100	54,500	(3,500)
Denis O'Connor Community School	3,300	3,300	-	-	-	-	-
Lincoln Alexander Community School	18,400	15,000	3,400	17,300	16,500	800	(2,600)
Total Recreation & Culture - Facilities	11,650,800	6,202,800	5,448,000	12,099,700	5,967,800	6,131,900	683,900

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - NEIGHBOURHOOD PROGRAMS
AND ACTIVE LIVING

	2014 Forecast	2014 Budget	2015 GLF	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,822,500	1,949,800	2,042,200	92,400	4.7
<i>Revenues/Recoveries</i>	1,066,200	1,134,700	1,188,200	53,500	4.7
<i>Net Operating Budget</i>	756,300	815,100	854,000	38,900	4.8

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	6,500		
<i>Progressions</i>	(18,400)		
<i>Statutory payroll costs/benefit premiums</i>	2,500		
Total Full Time Wages & Benefits		(9,400)	(1.1%)
Part Time Wages & Statutory Payroll Costs			
<i>Wage rate increases</i>	34,000		
<i>Additional hours for Inclusion Councilors</i>	7,800		
<i>Net reduction in wage recovery with Run Ajax divested to community group</i>	7,100		
<i>Increase in training hours due to staff turnover</i>	7,100		
<i>Statutory payroll costs</i>	11,500		
Total Part Time Wages & Statutory Payroll Costs		67,500	8.3%
Net increase in program revenues due to higher registration numbers and approved fees increases		(22,600)	(2.8%)
Other operating expenditures/revenues		3,400	0.4%
Net Increase in Recreation & Culture NPAL 2015 Operating Budget		38,900	4.8%

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Recreation & Culture -							
Neighbourhood Programs & Active Living							
General Operations	844,400	700	843,700	866,400	900	865,500	21,800
Run Ajax 1/2 Marathon	16,500	23,600	(7,100)	-	-	-	7,100
Inclusion Services	67,400	3,800	63,600	76,800	3,800	73,000	9,400
Youth Programs	37,200	32,800	4,400	37,100	30,800	6,300	1,900
Youth Events	17,900	2,900	15,000	17,800	2,900	14,900	(100)
Youth Spaces	98,000	-	98,000	104,900	-	104,900	6,900
Pre-School Activity	100,600	150,800	(50,200)	102,700	159,300	(56,600)	(6,400)
Dance - Children	16,600	44,500	(27,900)	17,600	45,600	(28,000)	(100)
Dance - Adults	9,300	14,000	(4,700)	11,700	18,400	(6,700)	(2,000)
Arts & Culture - Children	32,800	54,900	(22,100)	28,800	43,900	(15,100)	7,000
Arts & Culture - Adults	21,100	30,500	(9,400)	22,800	29,000	(6,200)	3,200
Karate - Children	10,400	24,500	(14,100)	10,400	24,800	(14,400)	(300)
Sports - Children	90,700	128,600	(37,900)	102,600	147,300	(44,700)	(6,800)
Sports - Adults	21,800	34,600	(12,800)	21,900	33,800	(11,900)	900
Youth Camps	41,900	48,100	(6,200)	44,900	48,500	(3,600)	2,600
Day Trippers	47,500	66,900	(19,400)	57,500	82,400	(24,900)	(5,500)
Mad Science Camp	19,500	26,400	(6,900)	22,300	29,400	(7,100)	(200)
Children's Theatre Camp	8,400	12,000	(3,600)	7,400	10,500	(3,100)	500
Paulynn Park Camps	56,800	70,600	(13,800)	62,900	72,600	(9,700)	4,100
Playgrounds	174,600	9,200	165,400	187,600	12,000	175,600	10,200
Waterfront Adventure Camp	36,000	61,000	(25,000)	37,200	67,200	(30,000)	(5,000)
We Got Game	22,800	42,300	(19,500)	25,800	46,400	(20,600)	(1,100)
Sunset Camp	8,600	16,700	(8,100)	11,600	21,500	(9,900)	(1,800)
Kindercamp	9,800	19,100	(9,300)	10,000	20,500	(10,500)	(1,200)
ARC - Camps	21,800	40,900	(19,100)	31,700	56,700	(25,000)	(5,900)
Friday Night Youth	31,400	52,900	(21,500)	31,200	54,500	(23,300)	(1,800)
School Break	22,400	34,800	(12,400)	25,400	37,600	(12,200)	200
Greenwood Camps	20,900	30,400	(9,500)	17,900	27,400	(9,500)	-
General Interest - Adult	10,000	15,100	(5,100)	11,200	15,100	(3,900)	1,200
Riverbreeze	5,600	3,500	2,100	7,200	4,000	3,200	1,100
Multimedia & Technology - Children	27,100	38,600	(11,500)	28,900	41,400	(12,500)	(1,000)
Total Recreation & Culture -							
Neighbourhood Programs & Active Living	1,949,800	1,134,700	815,100	2,042,200	1,188,200	854,000	38,900

TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - COMMUNITY &
CULTURAL DEVELOPMENT

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	692,200	721,000	719,400	(1,600)	(0.2)
<i>Revenues/Recoveries</i>	62,800	65,500	66,300	800	1.2
Net Operating Budget	629,400	655,500	653,100	(2,400)	(0.4)

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	4,700	
<i>Progressions/reclassifications/overtime</i>	(2,200)	
<i>Statutory payroll costs/benefit premiums</i>	3,100	
Total Full Time Wages & Benefits	5,600	0.9%

Part Time Wages & Benefits

<i>Wage rate increases</i>	2,800	
<i>Statutory payroll costs</i>	2,100	
Total Part Time Wages & Statutory Payroll Costs	4,900	0.7%

Reallocation of Recreation and Operations labour and equipment - no overall budget impact **(9,500)** (1.5%)

Net Decrease in cost of Community Events and Festivals **(3,600)** (0.5%)

Volunteer Recognition banners & awards purchased bi annually	(6,400)
Taste Ajax - New Bus Shuttle Service plus increased costs due to popularity; dumpsters, security and portable washrooms	2,800
Community Group Affiliates - additional portable washrooms	2,600
Doors Open held on a bi-annual basis; Heritage event in off year	(2,600)
Promotion of NEW Ajax on the Map resource tool	1,500
Additional Sponsorship	(1,500)

Other operating expenditures/revenues **200** -

Net Decrease in Recreation & Culture C&CD 2015 Operating Budget **(2,400)** **(0.4%)**

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Recreation & Culture - Community & Cultural Development							
General Operations	433,000	-	433,000	442,700	-	442,700	9,700
Festivals & Events - General Operations	6,100	-	6,100	5,700	-	5,700	(400)
Older Adults	20,700	4,800	15,900	23,300	5,000	18,300	2,400
Canada Day & Pumpkinville	92,100	28,900	63,200	87,800	29,500	58,300	(4,900)
Taste Ajax / Santa Parade	44,100	13,700	30,400	45,800	13,700	32,100	1,700
New Years & Winterfest	29,100	7,400	21,700	27,000	7,400	19,600	(2,100)
Summer Events	31,400	3,700	27,700	28,900	3,700	25,200	(2,500)
Community Development	56,300	5,500	50,800	56,600	7,000	49,600	(1,200)
Doors Open	8,200	1,500	6,700	1,600	-	1,600	(5,100)
Total Recreation & Culture - Community & Cultural Development	721,000	65,500	655,500	719,400	66,300	653,100	(2,400)

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
PLANNING & DEVELOPMENT SERVICES**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	5,664,300	5,225,200	5,308,500	83,300	1.6
<i>Revenues/Recoveries</i>	3,014,300	2,825,800	3,001,200	175,400	6.2
Net Operating Budget	2,650,000	2,399,400	2,307,300	(92,100)	(3.8)

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	49,300	
<i>Progressions/reclassifications/overtime</i>	(6,200)	
<i>Statutory payroll costs/benefit premiums</i>	51,500	
Total Full Time Wages & Benefits	94,600	3.9%

Part Time Wages & Statutory Payroll Costs

<i>Wage rate increases/reclassifications</i>	5,700	
<i>Statutory payroll costs</i>	2,900	
Total Part Time Wages & Statutory Payroll Costs	8,600	0.4%

Higher development revenues due to an increase in planning fees and additional applications anticipated in 2015 **(204,500)** (8.5%)

Lower residential and non-residential building permit revenues, partially offset by transfer from statutory Building Approvals Reserve **41,200** 1.7%

Reduction in number and length of OMB hearings on development issues **(20,000)** (0.8%)

One time purchases in 2015 including two trail counters and Pickering Village Heritage Conservation District sign **17,900** 0.7%

Rental revenue from two new Bell telecommunications towers **(17,000)** (0.7%)

External expertise required to review complex building applications **10,000** 0.4%

Higher road occupancy permit revenue due to increased public education and enforcement **(10,000)** (0.4%)

Replacement mobile speed boards eliminate need for external installation costs **(7,800)** (0.3%)

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
PLANNING & DEVELOPMENT SERVICES**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	5,664,300	5,225,200	5,308,500	83,300	1.6
<i>Revenues/Recoveries</i>	3,014,300	2,825,800	3,001,200	175,400	6.2
<i>Net Operating Budget</i>	2,650,000	2,399,400	2,307,300	(92,100)	(3.8)

Lower prosecution costs and legal fees as more Building Code violations are being resolved prior to taking legal action	(5,100)	(0.2%)
Reduction in office supplies/stationery with changes to inventory management	(2,600)	(0.1%)
New public education campaign regarding use of roundabouts	2,500	0.1%
New membership required for Building Officials, plus increases in other membership fees	2,200	0.1%
Periodic reprinting of building inspection forms	1,000	-
Lower costs to purchase and refurbish Heritage and Historical plaques	(700)	-
Other operating expenditures/revenues	(2,400)	(0.1%)
Net Decrease in Planning & Dev 2015 Operating Budget	(92,100)	(3.8%)

**TOWN OF AJAX
2015 OPERATING BUDGET**

	2014 Expenditures	2014 Revenues & Recoveries	2014 Net Operating Budget	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	Budget Increase / (Decrease)
Planning & Development Services							
Administration	438,600	200	438,400	441,000	100	440,900	2,500
Planning	1,965,800	689,000	1,276,800	1,971,800	865,500	1,106,300	(170,500)
Engineering	1,119,200	349,800	769,400	1,158,300	373,000	785,300	15,900
Engineering Vehicles	15,000	-	15,000	15,000	-	15,000	-
Building Approvals	1,156,900	1,763,800	(606,900)	1,178,500	1,722,600	(544,100)	62,800
Building Approvals Vehicles	13,200	-	13,200	13,800	-	13,800	600
Economic Development	516,500	23,000	493,500	530,100	40,000	490,100	(3,400)
Total Planning & Development Services	5,225,200	2,825,800	2,399,400	5,308,500	3,001,200	2,307,300	(92,100)

**TOWN OF AJAX
2015 BUDGET
NEW/EXPANDED PROGRAMS & INITIATIVES**

Item	2015 Budget Impact	2016 Budget Impact
Village CIP Façade & Sign Grant Program	\$35,000	\$35,000
Youth Entrepreneur & Employment Program	30,000	0
Library Collection Expansion	40,000	40,000
Total	\$105,000	\$75,000

**TOWN OF AJAX
2015 BUDGET
NEW/EXPANDED PROGRAMS & INITIATIVES**

DEPT./SECTION:	685 - Planning Development Services	BUSINESS UNIT NO:	5400
DESCRIPTION:	Pickering Village CIP Façade & Sign Grant Program		
START DATE:	2015	SUBMITTED BY:	Christy Chrus

JUSTIFICATION

The Pickering Village Community Improvement Plan (CIP) was adopted by Council on November 25, 2013. The CIP includes two programs, the Façade Improvement Program and Sign Grant Program. Both programs provide a 50% matching grant up to a certain amount, for property owners to make improvements to the exterior of their building and to provide for new heritage style signage to promote their business.

A proposed budget of \$75,000 was recommended within the approved CIP. Due to budget constraints, the 2014 budget amount was limited to \$40,000. Staff are requesting that the total grant funding be increased to the program's full budget amount of \$75,000.

BUDGET	2015	2016
EXPENDITURE:	\$ 35,000	\$ 35,000
LESS: REVENUE/RECOVERIES		
NET BUDGET	\$ 35,000	\$ 35,000

**TOWN OF AJAX
2015 BUDGET
NEW/EXPANDED PROGRAMS & INITIATIVES**

DEPT./SECTION:	685 - Planning Development Services	BUSINESS UNIT NO:	5700
DESCRIPTION:	Youth Entrepreneur & Employment Program		
START DATE:	2015	SUBMITTED BY:	Lisa Hausz

JUSTIFICATION

Program affiliated with a business center, to provide meaningful collaborative training, mentoring and business experience for Ajax's Youth and Young Professionals. Workforce development and recent, significant, unemployment statistics are the key drivers in bringing this targeted combined program to Ajax and the Durham Region.

Workforce (human capital/talent) availability is the number one criteria for businesses searching for a location to expand their business. The key is to attract, train and retain talent in Ajax and the region that enables further business investment. The Town of Ajax is one of the fastest growing municipalities in Ontario, and the recent 21% increase in population growth, and changing demographic landscape of the community, encourages the development of ongoing strategies and program implementation. Several current Town strategies identify a need for a youth and business connection, including: the Economic Development & Tourism Strategy, Integrated Community Sustainability Plan, and the Youth Spaces Study. All strategies recommend a specific program to build a young professionals network, and the creation of a collaborative space for business engagement.

With a Durham Region unemployment rate among young people at 16%, and Ajax leading this percentage at 19%, this project is designed to connect with youth (18-24) to encourage meaningful engagement in the community, while providing a path to increased economic opportunities. The project model is based on the Town's successful collaboration for business support programming, including award-winning process support programs and networking opportunities. This similarly modeled youth & business-focused program will incorporate regional partner programming, streamlined to meet the needs of a specific segment of the population.

The one-year pilot program is in collaboration with several public, private and not-for-profit partners within the Region of Durham. The program is ideally targeting 25-50 youth between the age of 18-24 that are not employed, nor currently enrolled in an education or training program. Success and best practices of the program will be reported.

The Youth Entrepreneur & Employment Program is the collection of various new and existing youth and business workshops, seminars and training sessions offered by various organizations throughout the region. It is a pilot program based on an application/intake model that consists of required soft skills training, entrepreneurship and social marketing. The training sessions are to be offered in a streamlined approach, in an exciting new business centre space, that will encourage and support youth and small businesses.

Partner collaboration and support in the delivery of the program are in four main areas of concentration:

- Youth & Business Recruitment (In Take)
- Program Delivery & Mentorship
- Finance & Administration
- Marketing, Metrics & Reporting

Expected Outcomes:

- A 'one-stop' resource to help youth navigate programs and opportunities to become employable and/or entrepreneurs;
- A dedicated space with access to skills, knowledge and experience to help youth become and stay employed;
- Mentorship and connection to local business leaders that may encourage youth employability and/or entrepreneurship;
- A collaborative resource for small business owners to access programs and future employees;
- A model that can be scaled and replicated in other municipalities and regions.

BUDGET	2015	2016
EXPENDITURE:	\$30,000	\$ 0
LESS: REVENUE/RECOVERIES		
NET BUDGET	\$30,000	\$ 0

**TOWN OF AJAX
2015 BUDGET
NEW/EXPANDED PROGRAMS & INITIATIVES**

DEPT./SECTION:	690 - Library	BUSINESS UNIT NO:	5800
DESCRIPTION:	Library Collection Expansion		
START DATE:	2015	SUBMITTED BY:	Donna Bright

JUSTIFICATION

This project will provide funds for increased library materials, to meet increasing customer demand for materials in multiple formats and in alternate languages. There are two pressure points for the Library with regard to its collections:

1. Historically, increases to the Library's collection budgets have, for the most part, been intended to cover the annual price increases for traditional media (hard copy materials - books, magazines, audiobooks, etc).

These traditional collections are still in demand and represent the bulk of our annual lending. However the use of library materials in e-formats increased by 60% between 2012 and 2013, and by an additional 15% in 2014 over 2013. This is significant given that the e-collection sizes available to customers are significantly smaller, and also given that there are weekly or monthly limits to the number of e-downloads that customers can access for the e-music and e-movie collections.

Finding the appropriate balance between the purchase of traditional media, and the purchase of e-media is complicated by the extraordinary costs of e-materials, and by the limitations that publishers place on the sale/lease of e-media to public libraries. Public libraries do not pay the same cost for e-materials as do individuals. Licensing rules restrict libraries from purchasing materials through bookstores and therefore we are unable to leverage the lower retail prices.

The cost differentials can be illustrated by the costs the Library has recently paid for these high demand titles:

	Hard Copy Print	e-book	e-audio	Audiobook
The Escape (Baldacci)	\$31	\$98	\$70	\$44
Hope to Die (Patterson)	\$32	\$101	\$65	\$39
The Goldfinch (Tartt)	\$33	\$105	\$73	\$49
Leaving Time: A Novel (Picoult)	\$30	\$85	\$110	\$52
Gone Girl (Flynn)	\$30	\$36	\$110	\$62

When the Library purchases a hard copy item, we own it and we can keep it as long as we want. When the Library purchases an electronic item, the publishers establish different, and differing, rules as to their use and retention. For example, electronic materials purchased from Harper Collins Publishing 'disappear' after 26 loans. MacMillan Publishers restricts the loan of their e-materials to 52 loans OR 24 months. Penguin Publishers limit the lending of its e-materials to 12 months. If we wish to continue to lend the same title, we must purchase new copies. Without additional funding for the collections, the combination of the increased costs and the limitations to use reduce the Library's ability to provide a broad range of materials to customers.

2. The other pressure point is the purchase of materials in other languages. In order to satisfy the needs of the Library's diverse customer base, we purchase materials in 10 languages other than English or French. These collections increasingly are in high demand and although we do not collect extensively in alternate languages, the cost per item is more expensive than materials in the 'official' languages. These collections are an important resource for customers who are more comfortable using materials in their 'first' language; for customers that wish to retain their linguistic skills; for customers who do not yet speak an 'official' language, and for customers who wish to teach their first language to their children.

BUDGET	2015	2016
EXPENDITURE:	\$ 40,000	\$ 40,000
LESS: REVENUE/RECOVERIES		
NET BUDGET	\$ 40,000	\$ 40,000

**TOWN OF AJAX
2015 BUDGET
FULL TIME STAFF**

Department	Position	# of Staff	2015 Budget	2016 Budget
HR Services	Compensation & Benefits Specialist	1	\$58,600	\$103,700
Legislative & Information Services	Municipal Law Enforcement Officer	1	\$43,400	86,500
Fire & Emergency Services	Administrative Assistant	0.5	16,800	32,200
Operations & Environmental Services	Journeyman Plumber	1	45,500	97,700
Planning & Development Services	Transportation Technologist	1	41,100	86,500
Total		4.5	\$205,400	\$406,600

**TOWN OF AJAX
2015 BUDGET
FULL TIME STAFF REQUEST**

DEPT./SECTION:	622 - Human Resources	BUSINESS UNIT NO:	1200
POSITION TITLE:	Compensation & Benefits Specialist		

JUSTIFICATION

The practice and oversight of Total Rewards (the design of Compensation & Benefits Plans) has become more complex and is a foundational and significant component of the HR Strategy in support of attracting and retaining a skilled workforce. Ensuring that the design of the Town's Total Rewards programs and principles are cost effective, equitable and fair, while ensuring Pay Equity Compliance in accordance with the Pay Equity Act is of utmost importance.

The current HR model has 3 employees and a third party benefits consultant accountable for various components of the administration and oversight of the compensation and benefits programs at any one time. As noted above, the field of Total Rewards, from a strategic and compliance perspective, has significantly evolved and requires a combined expertise to efficiently and cost effectively evolve programs.

In addition to each employee's current responsibility for a component of the Total Rewards program, they also have other accountabilities which include corporate recruitment and workforce planning, learning and development and human resource information systems. Each of these fields has also become increasingly specialized and corporately more demanding year over year, requiring greater attention, thought and oversight.

The use of a benefits consultant for administration is driven by the lack of HR capacity to take on increased accountability on top of demanding portfolios. The consolidated oversight that one specialist will provide going forward will serve the corporation well.

Going forward, the New HR Service Model includes a Compensation & Benefits Specialist position. With the implementation of other HR strategic initiatives in 2014-2015, such as the new Recruitment/ Applicant Tracking Technology and Performance Management Technology, the timing is right to disentangle several HR roles (primarily for the Compensation & Recruitment Manager, and Pension, Benefits and Training Coordinator). By doing this we will strengthen other HR core service delivery in the areas of learning & development, recruitment and workforce planning and HRIS data base administration. In addition, to strengthening these key functions, Human Resources will be better aligned and positioned to support the needs of front-line managers.

In closing, a Compensation and Benefits Specialist will provide for greater oversight in the areas of monitoring comparator groups against compensation philosophy, reviewing premium costs and adjudication of claims, Pay Equity compliance, advising on compensation trends for union and Exempt positions, informing benefit program design and reducing benefits administration costs. Foundational HR programs will be delivered in a more cost effective manner, while increasing HR capacity through the realignment of roles and responsibilities.

BUDGET		2015	2016
STAFF COSTS:		\$ 58,600	\$ 103,700
NET BUDGET		\$ 58,600	\$ 103,700

**TOWN OF AJAX
2015 BUDGET
FULL TIME STAFF REQUEST**

DEPT./SECTION:	624 – Legislative & Info. Services	BUSINESS UNIT NO:	1310
POSITION TITLE:	Municipal Law Enforcement Officer (MLEO)		

JUSTIFICATION

An MLEO's scope of responsibility includes Town Regulatory By-laws and enforcement related to matters such as Property Standards, Parking, Business Licensing, Entertainment Establishments, Temporary Sign Permits, Swimming Pool Enclosure Permits, Lottery Licensing, and many other job requirements.

This position will increase the full-time Municipal Law Enforcement Officer complement in the By-Law Services section from three to four. The last full-time MLEO position was added in 2002, although some part-time positions have been added in recent years to address specific enforcement needs.

The volume and complexity of this work has increased substantially, with annual complaints requiring investigation increasing from 1,474 in 2002 to 4,417 in 2014. This has resulted in MLEOs now attending court over 60 times per year, compared to 10 times in 2002. As previously reported to Council, the increasing amount of time required for basic MLEO case file management, court attendance, etc., has been partially addressed by decreasing service levels through extended, Council-approved, timelines for complaint resolution. For example, the compliance period for Zoning and Property Standards infractions has been increased from 45 to 75 days.

Increasing the full-time MLEO complement to four will allow the current approved Council timelines for incident resolution to be maintained. Each MLEO will be assigned to a specific quadrant of the Town, generally the same as the existing Ward structure.

BUDGET	2015	2016
STAFF COSTS:	\$43,400	\$ 86,500
NET BUDGET	\$ 43,400	\$ 86,500

**TOWN OF AJAX
2015 BUDGET
FULL TIME STAFF REQUEST**

DEPT./SECTION:	Fire and Emergency Services	BUSINESS UNIT NO:	2000
POSITION TITLE:	Administrative Assistant		

JUSTIFICATION

This is a conversion of a part time position (24 hours) to full time (35 hours).

Historically, as the staffing of Fire and Emergency Services has grown, the resources of the Administration section have not kept pace. Since 1983, staffing in the Suppression division has grown more than 400 percent. Further, the department has expanded with the addition of dispatch responsibilities for the Town of Pickering. During this time frame, staffing of the Administration area has only increased from 2 to 3.5 positions.

The demands of the division are many and vary from processing MTO invoices for calls on the 401 to processing user fees, data reporting and record keeping, and ensuring compliance with the Quality Standards.

The current increased workload has greatly overtaxed the capacity of the current administration staff resources. Recent ISO audits, have resulted in compliance, but with the caveat that resources are stretched too thin, and that there is a very real danger of a significant non-compliance.

The conversion of this position to full time will result in a more manageable distribution of the workload, the ability for the Department to ensure continued ISO compliance, more prompt invoicing and processing of fees and will add a much needed resource to monitor the effects of the implementation of the 24 hour shift trial and the metrics we have set to determine the overall impact associated with the new work schedule.

Preliminary assessments of the Department by the new Fire Chief indicate that investment in and modernization of the administration division is overdue. This conversion is the first step in that ongoing process and will make business processes more efficient and best position the department to be a proactive leader in Fire and Life Safety.

BUDGET	2015	2016
STAFF COSTS:	\$ 34,700	\$ 68,600
PART TIME CONVERSION	\$(7,900)	\$(36,400)
NET BUDGET	\$16,800	\$32,200

**TOWN OF AJAX
2015 BUDGET
FULL TIME STAFF REQUEST**

DEPT./SECTION:	647 – Ops & Env. Services - Building Maintenance	BUSINESS UNIT NO:	3600
POSITION TITLE:	Journeyman - Plumber		

JUSTIFICATION

The Town of Ajax has experienced significant growth with respect to the construction of new Town facilities in the past five (5) years. In particular, the following facilities have been added to the Town's list of growing assets:

- Fire Hall Headquarters
- Operations Centre
- Audley Recreation Centre
- Carruthers Marsh Pavilion
- St. Francis Centre
- Greenwood Discovery Pavilion

In addition to recent construction, existing Town facilities continue to age, requiring increasing maintenance. Currently, the Town has no Plumber within its complement of staff resources. The addition of a Plumber would provide in-house expertise that would not only increase service delivery, but would also reduce the Town's reliance on a contracted service.

The following are a summary of tasks that the Journeyman – Plumber would perform at all Town facilities:

- i) Repairs to showers, sinks and urinals in Town washroom facilities
- ii) Maintain and inspect floor drains
- iii) Backflow preventer testing
- iv) Maintain domestic water system
- v) Switch-over to high efficiency plumbing fixtures

BUDGET	2015	2016
STAFF COSTS:	\$ 45,500	\$ 97,700
NET BUDGET	\$ 45,500	\$ 97,700

**TOWN OF AJAX
2015 BUDGET
FULL TIME STAFF REQUEST**

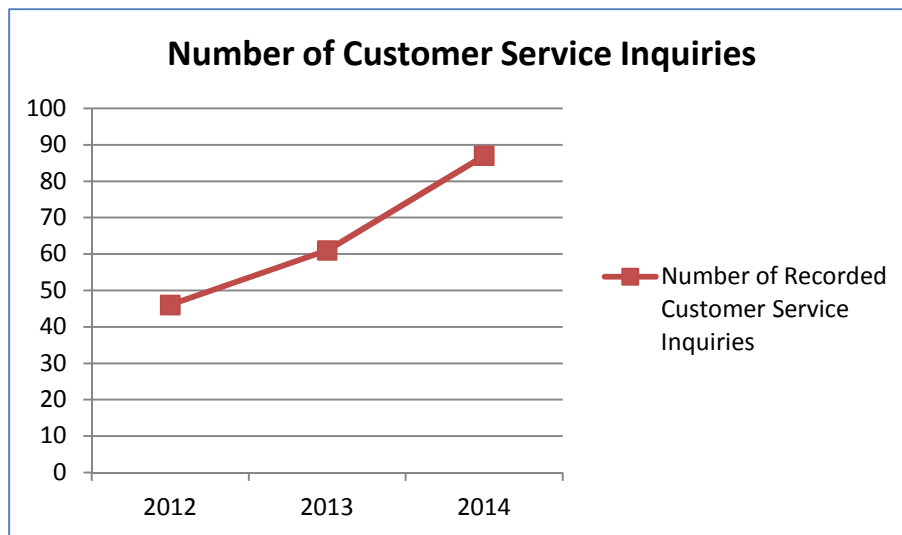
DEPT./SECTION:	Planning and Development Services	BUSINESS UNIT NO:	5400
POSITION TITLE:	Transportation Technologist		

JUSTIFICATION

According to an Environics Research poll, traffic and transportation is the most significant social issue affecting Ajax residents. With traffic and transportation becoming ever more important within the Town of Ajax, the Transportation area has experienced significant increases in project responsibilities. There is also demand for technical analysis, public consultation, report development and presentation delivery, in order to achieve successful outcomes.

In addition, the Transportation area has fielded a growing number of public inquiries via the front counter, telephone and email largely that relate to traffic operations. Since 2012, inquiries related to transportation have averaged an increase of 37% per year. The trends are presented in Figure 1. These inquiries largely relate to the need for traffic calming, issues related to the Town's Traffic By-Law, sight line issues and other operational needs. Responding to each inquiry is labour intensive, which requires traffic data collection, site visit(s), and a technical review to provide and implement appropriate recommendations. The timeline to close some inquiries can take weeks.

Figure 1: Number of Customer Service Inquiries



A Transportation Technologist is necessary in order to address significant public inquiries, provide assistance in the review of planning applications, undertaking development inspections, execute traffic calming design projects and administer the traffic data collection program.

BUDGET		2015	2016
	STAFF COSTS:	\$41,100	\$86,500
	NET BUDGET	\$41,100	\$86,500

**TOWN OF AJAX
2015 OPERATING BUDGET SUMMARY
AJAX PUBLIC LIBRARY**

	2014 Forecast	2014 Budget	2015 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	4,239,800	4,239,800	4,400,900	161,100	3.1
<i>Revenues/Recoveries</i>	304,200	304,200	365,600	61,400	20.2
<i>Town Operating Grant</i>	3,935,600	3,935,600	4,035,300	99,700	2.5%

BUDGET SUMMARY

Full & Part Time Wages & Benefits

<i>Salary/wage rate increases</i>	24,900		
<i>Annualization of Coordinator of Marketing & Communications approved in 2014</i>	19,200		
<i>Part time wages to extend Friday night Main Branch operating hours</i>	18,100		
<i>Additional hours for Main Branch cleaning</i>	11,000		
<i>Statutory payroll costs/benefit premiums</i>	<u>(6,200)</u>	67,000	1.7%

New contracted security services for Main Branch **10,000** 0.4%

Increase in collection costs due to inflationary pressures on unit prices **20,200** 0.5%

Higher interest, room rentals and other miscellaneous revenues **(6,000)** (0.1%)

Insurance **4,900** 0.1%

Net increase in one time purchases in 2015, including replacement of public furniture
and new accessibility hardware/software **4,100** 0.1%

Decrease in software & licensing annual maintenance fees **(2,700)** (0.1%)

Budget neutral transfer to Opn's & Environmental Services - Env. Services **(1,600)** -

Higher postage costs primarily due to price increase **1,500** -

Additional training funds required for front line library staff **1,000** -

Growth in outreach programming, plus higher licensing fees for library film events **1,000** -

Other operating expenditures/revenues **300** -

Net Increase in Library 2015 Operating Grant **99,700** 2.6%