


The Corporation of the Town of Ajax
GENERAL GOVERNMENT COMMITTEE



2016 OPERATING BUDGET

Monday, February 1, 2016
7:00 p.m.
Council Chambers, Town Hall
65 Harwood Avenue South

Confirmed by: 

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.

M.Crawford, Chair

1. Call To Order

2. Disclosure of Pecuniary Interest

3. Opening Comments

Sheila Strain
Councillor Crawford

Director of Finance/Treasurer
Budget Chair

4. Opening Public Comments/Questions

5. Review of Budget

<i>Section 1 - Budget Report</i>	2 - 9
<i>Section 2 - Operating Budget</i>	10 - 53
<i>Section 3 – New/Expanded Programs & Initiatives</i>	54 - 57
<i>Section 4 - Staff Requests</i>	58 - 63
<i>Section 5 - Ajax Public Library</i>	64

6. Closing Public Comments/Questions

7. Budget Recommendation

8. Adjournment

TOWN OF AJAX REPORT



REPORT TO: General Government Committee

SUBMITTED BY: Sheila Strain, CPA, CGA
Director of Finance/Treasurer

SUBJECT: 2016 Operating Budget

WARD(S): All

DATE OF MEETING: February 1, 2016

REFERENCE: GGC Report June 25, 2015; 2016 Budget & Forecast Timetable
GGC Report November 5, 2015; 2015 Operating Budget Forecast
GGC Report November 5, 2015; 2016-2019 General Levy Forecast
GGC Report November 5, 2015; 2016 Budget Builder Survey Results
GGC Report December 14, 2015; 2016 Capital Budget/2017-2020 Long
Range Capital Forecast
Financial Sustainability Plan (FSP)

RECOMMENDATION:

That the following 2016 Budgets be approved:

Budget Item	Amount
Town of Ajax	
Net Operating Budget	\$51,116,300
New/Expanded Programs & Initiatives	51,000
Full and Part Time Staff Requests	268,400
Total Town	51,435,700
Ajax Public Library	
Operating Grant	4,253,900
New/Expanded Programs & Initiatives	60,000
Part Time Staff Requests	34,800
Total Library	\$4,348,700
Overall Total	\$55,784,400

BACKGROUND:

Since 2010, 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.

Over the last 5 years, Ajax's average annual increase has been 2.95% for the Town's portion of the tax bill. Ajax's increase was just below the average increase of 3.07% for the eight municipalities within Durham Region.

At the November 5, 2015 GGC meeting, Council approved the 2016 target tax rate increase of 2.75% for the Town's share of the property tax bill. At the same time direction was provided to ultimately reduce the annual tax rate increase to 1.75%, which staff will be reporting back on prior to the summer break.

DISCUSSION:

2016 Tax Rate Increase

The setting of the tax rate increase is based on information as of September/October with the completion of the General Levy Forecast (GLF). Subsequent to the GLF, new or changing information may occur that will impact the annual operating budget.

Since the GLF was completed a number of changing factors have allowed staff to recommend a lower 2016 tax rate increase of 2.52%. Main contributing factors include higher than forecasted assessment growth, lower collective agreement settlement and wage increases.

General (Tax) Levy Total

Item	Amount
Town Net Operating Budget	\$51,116,300
Reserve Allocations	5,333,000
New/Expanded Programs & Initiatives	51,000
Full and Part Time Staff	268,400
Total Town	\$56,768,700
Library Operating Grant	4,253,900
New/Expanded Programs & Initiatives	60,000
Part Time Staff	34,800
Total Library	\$4,348,700
Combined General Levy	\$61,117,400
Less: Supplementary Taxes	(425,000)
Payments in Lieu of Taxes, Rights of Way	(1,555,100)
Total General (Tax) Levy	\$59,137,300

Impact on Average Residential Taxpayer (Estimated)

The following estimated numbers are based on an average residential assessment of \$363,000 and exclude the impact of re-assessment.

a) Town Portion of Tax Bill

The 2.52% increase will result in an average increase of \$33.89 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	30%	2.52%	0.76%	\$33.89
Region	55%	1.75%	0.96%	43.16
Education	15%	0.00%	0.00%	0.00
Total	100%		1.72%	\$77.05

Town Net Operating Budget (Section 2) - Major Drivers

Full and Part Time Staff

As with all municipalities staffing costs represent the largest share of operating budget expenditures. The Town's staffing costs represent 68% of the 2016 budgeted expenditures. The budget for full and part time staff costs are based on current and anticipated collective agreement settlements, statutory payroll costs, benefit premiums and approved increases for Council and non-union staff. The 2016 budget increase includes \$190,700 for the annualization of 5 new full time staff added in 2015.

Maintenance – Infrastructure and Town Facilities

The 2016 Budget Builder, in part, identified the following themes and messages on the operating budget:

- The need to ease traffic and maintain roads and related infrastructure is key
- The importance of maintaining or expanding Recreation facilities and services

The 2016 operating budget continues to focus on maintaining town assets. For the roads network, approximately \$235,000 has been added for new (growth) and expanded maintenance including street sweeping, sidewalks, curbs, and storm sewer repairs.

For town facilities an additional \$72,400 is required to maintain the day to day needs and repairs which increase as the facilities age.

Town Net Operating Budget (Section 2) - Major Drivers- continued

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	6.5%-8.0%	\$176,400
Insurance Premiums/Deductibles	10.0%	108,500
Total		\$284,900

2016 Budget Changes Based on Estimated 2015 Operating Budget Surplus

Each year staff review and report on the forecasted operating budget surplus followed by a report on the actual operating budget surplus. Surplus can be generated by sustainable changes to an established budget, which are then incorporated into the next year's budget. For 2015 there were five significant surplus generators that have been added to the 2016 budget:

Item	Amount
Office of the CAO Efficiencies Review	(\$81,400)
Parking Fines	(\$75,000)
Corporate Cell/Smartphone Program & Contract	(\$48,600)
Tax Revenues	(\$28,100)
In year vacancies/collective agreement settlement/wage increases	(\$88,500)
Savings/Reductions included in 2016 Operating Budget	(\$321,600)

Fitness Revenues

Fitness revenues include fitness and health club memberships, personal training, fitness assessment fees, and group fitness classes. In the last two years, the net budget has decreased by \$191,500 with less demand as a result of growing alternative choices available to the community. Staff have continually adjusted programs based on feedback and client requests to offer flexible and trending classes growing group fitness participation.

Financial Sustainability Plan

The Town of Ajax Financial Sustainability Plan (FSP) was approved by Council to ensure the Town's short and long term financial strength and sustainability. The FSP includes policies supporting the Town's operating budget including reserve allocations, revenues used to fund capital reserves, use of reserves and supplementary taxes. These policies mitigate any negative impact on the operating budget and minimize financial vulnerability during economic downturns. In June 2015, the plan was updated to provide more flexibility to balance the needs between reserves, operating budget and managing tax rate increases.

- General Levy Funded Reserve Allocations
 - The 2016 reserve allocations of \$5,333,000 were approved on December 14, 2015, along with the 2016 Capital Budget/2017-2020 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."
- Slots / Veridian Revenues
 - Neither the Slots nor Veridian revenue impact the operating budget
- Supplementary Taxes
 - The 2016 budget remains unchanged at \$425,000
- 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.

Payments in Lieu of Taxes (PIL's)

The 2016 Payments in Lieu of Taxes has increased by \$145,800 with the annualization of the new GO Station parking garage and increased assessment for Canada Post. This increase directly offsets the general (tax) levy.

New/Expanded Programs & Initiatives (Section 3)

For 2016, \$111,000 in new/expanded programs & initiatives are being recommended as follows:

New/Expanded Programs & Initiatives	2016
Enhancement to Canada Day Celebrations	\$16,000
Youth Entrepreneur & Employment Program – Phase 2	\$35,000
Expansion of Library Collection	\$60,000
Total	\$111,000

Full & Part Time Staff Requests (Section 4)

New Full and Part Time staff requests for 2016 are included in Section 4 of the Budget. The recommendations are consistent with the November 5, 2015 report to GGC, 2016-2019 Staffing Forecast.

A total of \$303,200 is included in the budget for 3 full time and 5 part time additional positions and increased hours. The hiring of new staff impacts both the current year and subsequent years' budget. The 2017 increase due to annualization of staffing costs is an additional \$93,900.

Department	Position	2016 Budget	2017 Budget
Full Time			
Office of the CAO	Corporate Graphic Designer	\$25,600	\$53,800
Operations	Operator	\$53,400	\$88,300
Recreation & Culture	Community Recreation Coordinator – Volunteer Management	\$94,300	\$95,200
Subtotal – Full Time		\$173,300	\$237,300
Part Time			
Operations	Seasonal (3); Summer Student (2)	\$95,100	\$94,800
Library	Customer Service Staff – Increase in hours	\$34,800	\$65,000
Subtotal – Part Time		\$129,900	\$159,800
Total New Full and Part Time Staff		\$303,200	\$397,100

Included in the part time base budget is \$32,300 for two crossing guards and custodian for the Doric Masonic Hall, which are required due to existing commitments / approvals. As well, six additional part time staff to complete senior snow removal are identified with the costs being fully offset by the current budget and fee increase approved in 2015.

Assessment Growth

The experience in Durham Region over the last few years has been a drop in growth as a result of overall slowing of development. Ajax's current assessment growth of 2.1% is not considered a reversal of the recent trends.

The assessment growth, as indicated, has played a key in role in delivering a lower than directed tax increase and enabled recommendations of the new / expanded programs & initiatives, while maintaining service levels to the growing community.

MPAC has advised the Town that there are a number of properties at risk for assessment appeals scheduled for decisions in 2016, some of which go back to 2012. It is not possible to quantify the potential impact on the tax base or the future net assessment growth.

Reassessment

2016 is the last 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 2016 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 3.50% 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 2016 Budget Builder Survey were reported to Council on November 5, 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 2016 Budget/Forecast Timetable, 2016-2019 General Levy Forecast and 2015 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 eight weeks beginning November 18, 2015.

The Budget agenda continues to include two opportunities for public questions/comments before Council votes on the budget. The public may make comments and/or ask questions prior to Council's debate and discussion on the budget and before Council votes on the budget.

CONCLUSION:

The 2016 budget recommended by staff:

- Provides a 2.52% tax rate increase, lower than the 2.75% target
- Maintains existing services and service levels
- Provides funding for new and expanded programs and initiatives
- Adds new staff to help maintain and deliver services
- Aligns with the Financial Sustainability Plan.

Sheila Strain, CPA, CGA
Director of Finance/Treasurer

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
ALL DEPARTMENTS**

	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	66,451,300	67,952,200	1,500,900	2.3
<i>Revenues/Recoveries</i>	17,095,700	16,835,900	(259,800)	(1.5)
Net Operating Budget	49,355,600	51,116,300	1,760,700	3.6

BUDGET SUMMARY

Full Time Wages & Benefits

Salary/wage rate increases	524,700		
Progressions/Overtime	62,100		
Annualization of staff approved in 2015	190,700		
Statutory payroll costs/benefit premiums	152,900		
Total Full Time Wages & Benefits		930,400	1.9%

Part Time Wages & Statutory Payroll Costs

Wage Rate Increases	151,200		
New Positions and additional hours for existing positions	48,200		
Statutory Payroll Costs	32,900		
Total Part Time Wages & Payroll Costs		232,300	0.5%

Major Operating Expenditure Increases/(Decreases)

Road network maintenance (sweeping and disposal, storm sewer repairs, sidewalks and curbs) due to growth and cost increases	287,400		
Retirement of Twin Ice Pads debt; Budget neutral as fully allocated	(200,200)		
Building Maintenance capital reserve			
Street lighting hydro rate and consumption	116,200		
Insurance premiums and deductible payments	108,500		
Cost savings from efficiencies review by the Office of the CAO	(81,400)		
Maintenance of town facilities; new rates on contract renewals	72,400		
Natural Gas, Hydro, Water & Sewer	69,000		
Vehicle maintenance and repair / new vehicle operating costs	59,800		
Winter control primarily driven by more salting events	59,600		
Lower telephone costs with new contract and implementation of corporate mobile phone strategy	(48,600)		
Increased attendance at special events and new Volunteer event	25,700		
Total Major Operating Expenditures		468,400	0.9%

Major Operating Revenue Decreases/(Increases)

Decline in Fitness revenues with lower demand	72,100		
Increase in parking ticket revenues	(75,000)		
New rates approved for ice and floor rentals	(43,500)		
Total Major Operating Revenues		(46,400)	(0.1%)

Other Operating Revenues/Expenditures

176,000 0.4%

Net Increase in 2016 Operating Budget

1,760,700 3.6%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Mayor & Council [^]	719,600	-	719,600	514,100	-	514,100	(205,500)
Office of the CAO*	2,606,200	5,000	2,601,200	2,358,100	5,000	2,353,100	(248,100)
Finance	3,052,800	2,118,600	934,200	3,294,900	2,146,700	1,148,200	214,000
Non-Departmental*	901,200	1,116,600	(215,400)	1,021,600	1,116,600	(95,000)	120,400
Legislative & Information Services	4,716,800	712,300	4,004,500	4,988,300	784,900	4,203,400	198,900
Fire & Emergency Services	16,604,100	907,400	15,696,700	17,035,100	910,600	16,124,500	427,800
Ops & Env. Services - Administration	2,289,200	89,200	2,200,000	2,366,400	89,200	2,277,200	77,200
Ops & Env. Services - Operations	3,572,800	20,300	3,552,500	3,736,000	20,300	3,715,700	163,200
Ops & Env. Services - Environmental Services	4,204,100	495,500	3,708,600	4,498,300	500,700	3,997,600	289,000
Ops & Env. Services - Fleet Maintenance	1,329,000	927,500	401,500	1,420,600	1,009,600	411,000	9,500
Ops & Env. Services - Building Maintenance*	1,644,600	435,400	1,209,200	1,653,800	435,700	1,218,100	8,900
Ops & Env. Services - Infrastructure Maintenance	3,154,000	4,400	3,149,600	3,261,300	103,700	3,157,600	8,000
Recreation & Culture - Administration	1,326,000	40,000	1,286,000	1,366,600	40,000	1,326,600	40,600
Recreation & Culture - Facilities	12,099,700	5,967,800	6,131,900	11,696,800	5,429,700	6,267,100	135,200
Recreation & Culture - Neighbourhood Programs & Active Living	2,042,200	1,188,200	854,000	2,135,900	1,184,800	951,100	97,100
Recreation & Culture - Community & Cultural Development	773,300	66,300	707,000	971,100	130,200	840,900	133,900
Planning & Development Services	5,415,700	3,001,200	2,414,500	5,633,300	2,928,200	2,705,100	290,600
TOTAL	66,451,300	17,095,700	49,355,600	67,952,200	16,835,900	51,116,300	1,760,700

[^] Previously called "General Legislative"

* 2015 budget restated to facilitate year over year comparison

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
MAYOR & COUNCIL**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	710,400	719,600	514,100	(205,500)	(28.6)
<i>Revenues/Recoveries</i>	3,400	-	-	-	-
<i>Net Operating Budget</i>	707,000	719,600	514,100	(205,500)	(28.6)

BUDGET SUMMARY

Mayor and Council Salaries & Benefits			
<i>Salary and benefits</i>		5,200	0.7%
Design and installation of Memorial Wall at Veterans' Point Gardens		10,000	1.4%
Potential follow up economic development & investment mission to China		2,500	0.3%
Home internet costs no longer reimbursed under Councillor expense policy		(1,200)	(0.2%)
Mayor's Charity Golf hospital fundraising event		1,000	0.1%
Other operating revenues & expenses		(500)	(0.1%)
Net Increase, before budget neutral changes		17,000	2.2%
Budget neutral changes - no overall budget impact			
Staff transferred to Office of the CAO	(222,100)		
Volunteer recognition awards budget to Recreation	(400)	(222,500)	(30.8%)
Net Decrease in Mayor & Council 2016 Operating Budget		(205,500)	(28.6%)

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Mayor & Council[^]							
General Legislative	240,100	-	240,100	28,200	-	28,200	(211,900)
Mayor's Office	125,300	-	125,300	131,500	-	131,500	6,200
Members of Council	354,200	-	354,200	354,400	-	354,400	200
Total Mayor & Council	719,600	-	719,600	514,100	-	514,100	(205,500)

[^] Previously called "General Legislative"

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OFFICE OF THE CAO**

	2015 Forecast	2015 Budget*	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,119,500	2,606,200	2,358,100	(248,100)	(9.5)
<i>Revenues/Recoveries</i>	5,000	5,000	5,000	-	-
<i>Net Operating Budget</i>	2,114,500	2,601,200	2,353,100	(248,100)	(9.5)

* Restated to reflect consolidation of Office of the CAO and HR Services and to exclude Pan Am 2015 one-time program expenditures & recoveries

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary and wage increase</i>	27,900		
<i>Progressions</i>	16,700		
<i>Statutory payroll costs/benefit premiums</i>	12,500		
Total Full Time Wages & Benefits		57,100	2.3%
Part Time Wages & Benefits			
<i>Wage rate increases</i>	1,500		
<i>Statutory payroll costs</i>	700		
Total Part Time Wages & Benefits		2,200	0.1%
Cost savings achieved based on efficiencies review:			
Reduction in use of consultants, plus elimination of other costs required for implementation of HR Strategy	(39,100)		
Net reduction in Community Action Plan funding	(28,100)		
Realigned corporate Education & Training program	(8,500)		
Reduction in contribution to Large Urban Mayors Caucus	(4,000)		
Other expenditures	(1,700)	(81,400)	(3.1%)
Contract increases for existing Employee and Family Assistance Program and new Health & Wellness initiatives		33,900	1.3%
Reduction in WHIMS training with course being developed in-house		(11,000)	(0.4%)
Increased eligibility for staff long service awards		8,200	0.3%

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OFFICE OF THE CAO**

	2015 Forecast	2015 Budget*	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,119,500	2,606,200	2,358,100	(248,100)	(9.5)
<i>Revenues/Recoveries</i>	5,000	5,000	5,000	-	-
Net Operating Budget	2,114,500	2,601,200	2,353,100	(248,100)	(9.5)

* Restated to reflect consolidation of Office of the CAO and HR Services and to exclude Pan Am 2015 one-time program expenditures & recoveries

BUDGET SUMMARY - continued

One time costs for 75th Anniversary of DIL & 40th Anniversary of the visit of HMS Ajax	6,500	0.2%
New filing cabinet net of one time purchases completed in 2015	(4,800)	(0.2%)
Expansion of social media tracking program	3,800	0.1%
Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy	(2,800)	(0.1%)
Health & Safety supplies required to create 10 new WHIMS stations	1,500	0.1%
Other operating revenues & expenses	2,800	0.1%
Net Increase, before budget neutral changes	16,000	0.7%
Budget neutral changes		
2015 Restructuring & Realignment Plan	(457,200)	
Staff transferred from Mayor & Council	222,100	
DACE, Community Safety Strategy budget to Recreation	(14,000)	
IMPACT Ajax event sponsorship budget to Recreation	(15,000)	
	(264,100)	(10.2%)
Net Decrease in Office of the CAO 2016 Operating Budget	(248,100)	(9.5%)

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Office of the CAO*							
CAO's Office	1,481,200	-	1,481,200	1,292,400	-	1,292,400	(188,800)
HR Services	1,125,000	5,000	1,120,000	1,065,700	5,000	1,060,700	(59,300)
Total Office of the CAO	2,606,200	5,000	2,601,200	2,358,100	5,000	2,353,100	(248,100)

* 2015 budget restated to facilitate year over year comparison

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
FINANCE**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,878,600	3,052,800	3,294,900	242,100	7.9
<i>Revenues/Recoveries</i>	2,249,200	2,118,600	2,146,700	28,100	1.3
<i>Net Operating Budget</i>	629,400	934,200	1,148,200	214,000	22.9

BUDGET SUMMARY

Full Time Wages & Benefits

Salary/wage rate increases

30,400

Progression

(17,300)

Statutory payroll costs/benefit premiums

3,500

Total Full Time Wages & Benefits

16,600

1.8%

Part Time Wages & Statutory Payroll Costs

Wage rate increases

5,800

Statutory payroll costs

600

Total Part Time Wages & Statutory Payroll Costs

6,400

0.7%

Net increase in Tax Section revenues primarily driven by penalty and interest charges

(28,100)

(3.0%)

Increase in tax adjustments allowance based on Municipal Property Assessment Corporation identification of at risk property assessments

25,000

2.7%

Evaluation costs to implement Public Sector Accounting Board (PSAB) standards and consulting fees for the final phase of purchasing system implementation; partially offset by lower Assessment Base Management fees as work completed in house

17,500

1.8%

Bi-annual procurement of pay statements

3,500

0.4%

Postage rate increase in 2016

2,300

0.2%

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
FINANCE**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,878,600	3,052,800	3,294,900	242,100	7.9
<i>Revenues/Recoveries</i>	2,249,200	2,118,600	2,146,700	28,100	1.3
<i>Net Operating Budget</i>	629,400	934,200	1,148,200	214,000	22.9

BUDGET SUMMARY - continued

One time expenditure to modify existing workstation & 2 new cabinets		1,800	0.2%
Other operating expenditures		1,500	0.2%
Net Increase, before budget neutral changes		46,500	5.0%
Budget neutral changes - no overall budget impact			
Financial position moved from P&D to Finance	71,200		
Financial Analyst position moved from Recreation to Finance	96,300	167,500	17.9%
Net Increase in Finance 2016 Operating Budget		214,000	22.9%

TOWN OF AJAX
2016 OPERATING BUDGET

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Finance							
Administration	437,000	-	437,000	460,000	-	460,000	23,000
Budgets & Accounting Services	1,170,600	-	1,170,600	1,357,300	-	1,357,300	186,700
Tax Billing & Collection	993,700	2,118,600	(1,124,900)	1,022,100	2,146,700	(1,124,600)	300
Purchasing	451,500	-	451,500	455,500	-	455,500	4,000
Total Finance	3,052,800	2,118,600	934,200	3,294,900	2,146,700	1,148,200	214,000

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
NON DEPARTMENTAL**

	2015 Forecast	2015 Budget*	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	901,200	901,200	1,021,600	120,400	13.4
<i>Revenues/Recoveries</i>	1,116,600	1,116,600	1,116,600	-	-
<i>Net Operating Budget</i>	(215,400)	(215,400)	(95,000)	120,400	55.9

*Restated - Municipal Building budget moved to Building Maintenance

BUDGET SUMMARY

Increase in insurance premiums and deductible payments that fall within the Town's \$10,000 limit	73,300	34.0%
Higher retiree benefits due to additional retirements and rate increases	26,500	12.3%
Net increase in payroll liability accrual	20,000	9.3%
Other operating expenditures	600	0.3%
Net Increase in Non Departmental 2016 Operating Budget	120,400	55.9%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Non-Departmental*							
Non-Payroll Liabilities	177,500	-	177,500	204,000	-	204,000	26,500
Payroll Liability Accrual	(163,700)	-	(163,700)	(143,700)	-	(143,700)	20,000
Insurance	876,800	-	876,800	950,100	-	950,100	73,300
General Revenue / Investment Income	9,800	1,116,600	(1,106,800)	10,400	1,116,600	(1,106,200)	600
Home Week	800	-	800	800	-	800	-
Total Non-Departmental	901,200	1,116,600	(215,400)	1,021,600	1,116,600	(95,000)	120,400

* 2015 budget restated to facilitate year over year comparison

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
LEGISLATIVE AND INFORMATION SERVICES**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	4,690,900	4,716,800	4,988,300	271,500	5.8
<i>Revenues/Recoveries</i>	806,900	712,300	784,900	72,600	10.2
<i>Net Operating Budget</i>	3,884,000	4,004,500	4,203,400	198,900	5.0

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	34,800	
<i>Annualization of MLEO approved in 2015</i>	42,100	
<i>Progression/reclassification</i>	17,500	
<i>Statutory payroll costs/benefit premiums</i>	11,100	
Total Full Time Wages & Benefits	105,500	2.6%

Part Time Wages & Benefits

<i>Wage rate increases</i>	4,600	
<i>Progression</i>	6,000	
<i>Additional hours for after hours and full time coverage</i>	7,700	
<i>Statutory payroll costs</i>	(2,300)	
Total Part Time Wages & Statutory Payroll Costs	16,000	0.4%

Net increase in parking ticket revenues with added staff resources	(75,000)	(1.9%)
Education and training on new and enhanced technology for IT staff and upgrade training for quality system lead auditor and document management system	20,500	0.5%
Increase in IT consulting primarily due to needs identified in the quality system audit and cyber insurance coverage	20,300	0.5%
Software maintenance and licensing fees eliminated for obsolete software, partially offset by new or upgraded software fees	(16,500)	(0.4%)
Lower commission fees paid on sale of animal licenses with new contract	(10,800)	(0.3%)
One time Integrity Commissioner professional services provided in 2015	(10,000)	(0.2%)
Reduced computer communication costs due to new plan	(9,000)	(0.2%)

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
LEGISLATIVE AND INFORMATION SERVICES**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	4,690,900	4,716,800	4,988,300	271,500	5.8
<i>Revenues/Recoveries</i>	806,900	712,300	784,900	72,600	10.2
<i>Net Operating Budget</i>	3,884,000	4,004,500	4,203,400	198,900	5.0

BUDGET SUMMARY - continued

Higher hardware maintenance costs for added components related to virtualization technology	9,000	0.2%
Triennial quality system audit completed in 2015	(5,600)	(0.1%)
One time purchases completed in 2015 including new workstation	(5,400)	(0.1%)
Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy	(5,300)	(0.1%)
By-Law Vehicle costs; repairs, fuel, licenses, parts and retrofit costs for new van	3,600	0.1%
Animal Shelter agreement annual increase	2,900	0.1%
Fewer lottery license and pool permits being requested	2,200	0.1%
Increase in By-Law uniform costs due to new contract pricing	1,800	-
Insurance	1,400	-
Other operating expenditures/revenues	(600)	-
Net Increase, before budget neutral changes	45,000	1.2%
Budget neutral changes - no overall budget impact		
2015 Restructure and Realignment	153,900	3.8%
Net Increase in Legislative & Information Services 2016 Operating Budget	198,900	5.0%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Legislative & Information Services							
Legislative Services	1,256,400	36,500	1,219,900	1,396,800	36,500	1,360,300	140,400
Copy Room	7,500	-	7,500	7,700	-	7,700	200
Elections	15,200	15,200	-	4,000	4,000	-	-
By-Law Administration	1,016,000	183,700	832,300	1,076,100	188,000	888,100	55,800
Animal Services	370,500	100,000	270,500	369,200	100,000	269,200	(1,300)
Parking Enforcement	92,200	300,000	(207,800)	94,700	380,000	(285,300)	(77,500)
Licencing	18,000	76,900	(58,900)	19,200	76,400	(57,200)	1,700
By-Law Vehicles	29,500	-	29,500	31,500	-	31,500	2,000
Information Technology	1,906,200	-	1,906,200	1,983,200	-	1,983,200	77,000
Advisory Committees	5,300	-	5,300	5,900	-	5,900	600
Total Legislative & Information Services	4,716,800	712,300	4,004,500	4,988,300	784,900	4,203,400	198,900

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
FIRE AND EMERGENCY SERVICES**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	16,281,000	16,604,100	17,035,100	431,000	2.6
<i>Revenues/Recoveries</i>	886,800	907,400	910,600	3,200	0.4
<i>Net Operating Budget</i>	15,394,200	15,696,700	16,124,500	427,800	2.7

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	240,900		
<i>Annualization of Admin Assistant conversion to FT approved in 2015</i>	17,900		
<i>Progressions / Recognition Pay / Overtime / Lieu Pay</i>	41,400		
<i>Statutory payroll costs/benefit premiums</i>	64,300		
Full Time Wages & Benefits		364,500	2.4%

One time 2016 purchases including memorial wall and security cameras at Fire Headquarters **23,500** 0.1%

Net increase in vehicle operating and maintenance costs based on comprehensive review of vehicles and equipment in 2015 **10,100** 0.1%

Higher communication system operating costs including maintenance fees for the radio system and the new Emergency 911 server; offset by a decrease in the cost of paging system maintenance **9,100** 0.1%

Insurance **7,600** 0.1%

New uniforms & bunker gear needed with scheduled 2016 retirements **6,900** -

Higher utility costs for stations, driven by both rate and consumption increases **5,800** -

Increase in minor building repairs and maintenance at Fire Stations with aging infrastructure and equipment **5,600** -

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
FIRE AND EMERGENCY SERVICES**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	16,281,000	16,604,100	17,035,100	431,000	2.6
<i>Revenues/Recoveries</i>	886,800	907,400	910,600	3,200	0.4
<i>Net Operating Budget</i>	15,394,200	15,696,700	16,124,500	427,800	2.7

BUDGET SUMMARY - continued

Medical supplies to implement enhanced medical services protocols for first responders	4,500	-
Purchase of National Fire Protection Association required manuals	4,200	-
Other operating expenditures/revenues	4,500	-
Net increase, before budget neutral changes	446,300	2.8%
Budget neutral changes - no overall budget impact		
Distributable Labour and Equipment	(18,500)	(0.1%)
Net Increase in Fire & Emergency Services 2016 Operating Budget	427,800	2.7%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Fire & Emergency Services							
Administration	991,500	-	991,500	1,030,100	-	1,030,100	38,600
Fire Suppression	11,645,000	40,200	11,604,800	11,959,200	40,200	11,919,000	314,200
Fire Training	398,500	-	398,500	408,500	-	408,500	10,000
Fire Prevention	809,600	9,000	800,600	826,400	9,000	817,400	16,800
Communications / Alarm Systems	1,704,600	858,200	846,400	1,713,500	861,400	852,100	5,700
Station #1 - Westney	68,000	-	68,000	60,200	-	60,200	(7,800)
Station #2 - Monarch	93,300	-	93,300	84,900	-	84,900	(8,400)
Fire Headquarters - Salem	597,700	-	597,700	640,100	-	640,100	42,400
Fire Vehicles	295,900	-	295,900	312,200	-	312,200	16,300
Total Fire & Emergency Services	16,604,100	907,400	15,696,700	17,035,100	910,600	16,124,500	427,800

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - ADMINISTRATION

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,436,300	2,289,200	2,366,400	77,200	3.4
<i>Revenues/Recoveries</i>	100,700	89,200	89,200	0	0.0
Net Operating Budget	2,335,600	2,200,000	2,277,200	77,200	3.5

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	48,900		
<i>Annualization of Journeyman approved in 2015</i>	43,800		
<i>Winter standby period extended by 2 weeks/overtime</i>	12,200		
<i>Progressions</i>	12,100		
<i>Statutory payroll costs/benefit premiums</i>	28,200		
Total Full Time Wages & Benefits		145,200	6.5%

Part Time Wages & Statutory Payroll Costs

<i>Part time wage increase</i>	16,300		
<i>Statutory payroll costs</i>	3,400		
Total Part Time Wages & Statutory Payroll Costs		19,700	0.9%

Higher maintenance and repair costs for the Operations Centre primarily driven by renewal of janitorial contract **27,800** 1.3%

In house development of the Town's asset management plan will require some external expertise/review **15,000** 0.7%

Purchases of hazardous and propane storage containers completed in 2015 **(7,500)** (0.3%)

Increase in utility costs for Operations Centre driven by natural gas consumption **4,200** 0.2%

Other operating expenditures **2,100** 0.1%

Net Increase, before budget neutral changes **206,500** **9.4%**

Budget neutral changes - no overall budget impact

Distributable Labour and Equipment	(53,700)		
Staff position moved to Operations - Infrastructure	(75,600)	(129,300)	(5.9%)

Net Increase in Operations Administration 2016 Operating Budget **77,200** **3.5%**

TOWN OF AJAX
2016 OPERATING BUDGET

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Administration							
Administration	692,100	-	692,100	720,800	-	720,800	28,700
Training / Meetings	55,700	-	55,700	44,300	-	44,300	(11,400)
Operations Centre	528,400	89,200	439,200	571,100	89,200	481,900	42,700
General Operations	1,013,000	-	1,013,000	1,030,200	-	1,030,200	17,200
Total Operations & Env. Services - Administration	2,289,200	89,200	2,200,000	2,366,400	89,200	2,277,200	77,200

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - OPERATIONS

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	3,516,700	3,572,800	3,736,000	163,200	4.6
<i>Revenues/Recoveries</i>	31,700	20,300	20,300	0	0.0
<i>Net Operating Budget</i>	3,485,000	3,552,500	3,715,700	163,200	4.6

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	3,600		
<i>Progressions</i>	(13,600)		
<i>Statutory payroll costs/benefit premiums</i>	5,800		
Total Full Time Wages & Benefits		(4,200)	(0.1%)

Part Time Wages & Statutory Payroll Costs

<i>Part time wage increase</i>	5,900		
<i>Two additional crossing guards</i>	22,900		
<i>Statutory payroll costs</i>	1,800		
Total Part Time Wages & Statutory Payroll Costs		30,600	0.9%

Increased sweeping (\$45,200) and disposal costs (\$43,500) due to growth, rate increases and alignment of service Town wide **88,700** 2.5%

Additional storm sewer repairs costs primarily driven by growth and manhole adjustments not previously budgeted **52,200** 1.5%

Increased frequency of salting events plus higher costs for plowing, salt and brine **30,200** 0.9%

Reduction in traffic signals hydro partially due to signals assumed by the Region **(7,000)** (0.2%)

Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy **(5,300)** (0.1%)

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - OPERATIONS

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	3,516,700	3,572,800	3,736,000	163,200	4.6
<i>Revenues/Recoveries</i>	31,700	20,300	20,300	0	0.0
<i>Net Operating Budget</i>	3,485,000	3,552,500	3,715,700	163,200	4.6

BUDGET SUMMARY - continued

New annual fee for railway crossing at Carruthers Creek pedestrian pathway	3,200	0.1%
Replacement of crossing guard vests and mileage increase for crossing guard supervisor	3,100	0.1%
Other operating expenditures/revenues	2,200	-
Net increase, before budget neutral changes	193,700	5.6%
Budget neutral changes - no overall budget impact		
Distributable Labour and Equipment	(30,500)	(1.0%)
Net increase in Operations - Operations 2016 Operating Budget	163,200	4.6%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Operations							
Crossing Guards	589,800	-	589,800	623,500	-	623,500	33,700
General Operations	468,700	-	468,700	386,900	-	386,900	(81,800)
Sidewalk Snow Clearing	206,200	-	206,200	222,500	-	222,500	16,300
Traffic Signals	212,300	-	212,300	205,300	-	205,300	(7,000)
Bridges & Culverts	25,900	4,000	21,900	25,900	4,000	21,900	-
Ditching	2,300	-	2,300	2,300	-	2,300	-
Catch Basins	155,700	-	155,700	155,500	-	155,500	(200)
Storm Sewers	35,300	-	35,300	87,600	-	87,600	52,300
Patching	157,000	-	157,000	161,700	-	161,700	4,700
Sweeping / Flushing / Cleaning	286,200	-	286,200	333,100	-	333,100	46,900
Gravel Road Maintenance	18,800	-	18,800	18,600	-	18,600	(200)
Snow Plowing & Removal	477,100	8,700	468,400	515,300	8,700	506,600	38,200
Sanding & Salting	718,300	7,600	710,700	729,100	7,600	721,500	10,800
Winter Standby	79,500	-	79,500	88,100	-	88,100	8,600
Signs / Pavement Markings	129,400	-	129,400	153,000	-	153,000	23,600
Railroad Crossing Maintenance	10,300	-	10,300	27,600	-	27,600	17,300
Total Operations & Env. Services - Operations	3,572,800	20,300	3,552,500	3,736,000	20,300	3,715,700	163,200

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - ENVIRONMENTAL SERVICES

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	3,948,200	4,204,100	4,498,300	294,200	7.0
<i>Revenues/Recoveries</i>	613,700	495,500	500,700	5,200	1.0
<i>Net Operating Budget</i>	3,334,500	3,708,600	3,997,600	289,000	7.8

BUDGET SUMMARY

Full Time Wages & Benefits

Salary/wage rate increases

4,600

Statutory payroll costs/benefit premiums

(2,400)

Total Full Time Wages & Benefits

2,200

0.1%

Replacement of holiday decorations; previously funded in capital and last replaced in 2009

50,000

1.4%

Increase in block pruning and stumping due to growth and higher contracted prices

28,600

0.8%

Net decrease in soccer user fees - fewer permits due to the reduction of one rep team combined with field restoration of Monarch North

18,500

0.5%

Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy

(18,100)

(0.5%)

Increase in tree purchase/planting due mainly to growth, partially offset by reduction in number of trees requiring Emerald Ash Borer treatment

12,200

0.3%

Reduction in waste consulting costs as work being completed in-house

(10,400)

(0.3%)

Weed eaters/string trimmers not required in 2016 based on current inventory

(10,200)

(0.3%)

One time expenditures in 2016 including epoxy flooring for Cedar Park washroom & roundabout planting, net of 2015 one time expenditures

(9,700)

(0.3%)

Sidewalk snow removal and salting for Ajax Plaza not fully budgeted in 2015

9,100

0.2%

Increase in materials & supplies to maintain sports fields town wide, mainly driven by premium ball diamonds at Sportsplex

9,000

0.3%

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - ENVIRONMENTAL SERVICES

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	3,948,200	4,204,100	4,498,300	294,200	7.0
<i>Revenues/Recoveries</i>	613,700	495,500	500,700	5,200	1.0
<i>Net Operating Budget</i>	3,334,500	3,708,600	3,997,600	289,000	7.8

BUDGET SUMMARY - continued

Pilot weed spraying program on Rossland Road discontinued based on results	(6,300)	(0.2%)
Net increase in boulevard grass cutting due to contracted rate increase and growth	6,500	0.2%
Cost increases for various contracts including portable toilet rental, flowers/shrubs, park maintenance and park security.	5,800	0.2%
Increased recovery for dedication park benches and tables as per new fee by-law	(3,600)	(0.1%)
Increase in Greenwood house rental revenue with renewal of agreement	(1,800)	-
Insurance	1,700	-
Other operating expenditures	(3,100)	(0.1%)
Net increase, before budget neutral changes	80,400	2.2%
Budget neutral changes - no overall budget impact		
Distributable Labour and Equipment	208,600	5.6%
Net increase in Operations - Env Services 2016 Operating Budget	289,000	7.8%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Environmental Services							
General Operations	499,400	4,000	495,400	538,200	4,000	534,200	38,800
Boulevards / Grounds Maintenance	56,400	-	56,400	62,600	-	62,600	6,200
Litter Pick-Up	398,000	5,300	392,700	398,300	5,300	393,000	300
General Parks Maintenance	939,000	22,500	916,500	1,028,900	27,100	1,001,800	85,300
Sports Fields - Ball Diamonds	285,400	130,700	154,700	327,900	140,900	187,000	32,300
Sports Fields - Soccer Pitches	305,600	201,100	104,500	308,500	180,600	127,900	23,400
Showmobile	3,700	5,600	(1,900)	3,700	5,600	(1,900)	-
Satellite Washrooms	58,000	-	58,000	53,700	-	53,700	(4,300)
Forestry	962,700	-	962,700	936,500	2,300	934,200	(28,500)
Greenwood Conservation	96,900	42,000	54,900	105,500	43,800	61,700	6,800
Region Land Maintenance	89,200	31,900	57,300	83,500	34,100	49,400	(7,900)
Waterfront Land Maintenance	234,000	14,000	220,000	212,000	14,000	198,000	(22,000)
Holiday Decorations	4,400	-	4,400	53,800	-	53,800	49,400
Seniors Snow Removal	36,300	31,400	4,900	36,000	36,000	-	(4,900)
Horticulture	57,300	-	57,300	154,300	-	154,300	97,000
Pickering Village Maintenance	10,300	-	10,300	10,100	-	10,100	(200)
Special Events	123,900	5,000	118,900	131,500	5,000	126,500	7,600
Ajax Plaza Snow Clearing	19,800	-	19,800	25,900	-	25,900	6,100
Ajax Plaza Maintenance	23,800	2,000	21,800	27,400	2,000	25,400	3,600
Total Operations & Env. Services - Environmental Services	4,204,100	495,500	3,708,600	4,498,300	500,700	3,997,600	289,000

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - FLEET MAINTENANCE

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,311,500	1,329,000	1,420,600	91,600	6.9
<i>Revenues/Recoveries</i>	916,200	927,500	1,009,600	82,100	8.9
Net Operating Budget	395,300	401,500	411,000	9,500	2.4

BUDGET SUMMARY

Full Time Wages & Benefits

Salary/wage rate increases

4,100

Statutory payroll costs/benefit premiums

2,400

Total Full Time Wages & Benefits

6,500

1.6%

Increase in vehicle operating and maintenance costs driven primarily by new vehicles

29,300

7.3%

One time 2016 purchases including auto greaser, mini float trailer, plate tamper and road cover plates/racking

27,600

6.9%

Change in MTO fee structure, licencing based on vehicle weight

16,800

4.2%

Insurance

8,500

2.1%

Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy

(2,300)

(0.6%)

Other operating expenditures/revenues

1,200

0.3%

Net Increase, before budget neutral changes

87,600

21.8%

Budget neutral changes - no overall budget impact

Distributable Labour and Equipment

(78,100)

(19.4%)

Net Increase in Operations - Fleet Maintenance 2016 Operating Budget

9,500

2.4%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Fleet Maintenance							
General Operations	401,900	-	401,900	411,000	-	411,000	9,100
Operations Vehicles & Equipment	927,100	927,500	(400)	1,009,600	1,009,600	-	400
Total Operations & Env. Services - Fleet Maintenance	1,329,000	927,500	401,500	1,420,600	1,009,600	411,000	9,500

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - BUILDING MAINTENANCE

	2015 Forecast	2015 Budget*	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,596,900	1,644,600	1,653,800	9,200	0.6
<i>Revenues/Recoveries</i>	436,700	435,400	435,700	300	0.1
<i>Net Operating Budget</i>	1,160,200	1,209,200	1,218,100	8,900	0.7

*Restated to include Municipal Building

BUDGET SUMMARY

Full Time Wages & Benefits

Salary/wage rate increases

3,400

Statutory payroll costs/benefit premiums

(8,800)

Total Full Time Wages & Benefits

(5,400) (0.5%)

Increase in Town Hall operating and maintenance expenditures, primarily driven by renewal of janitorial contract

24,400 2.0%

Increase in utilities for Town Hall driven hydro and gas rate and consumption

15,900 1.3%

One time purchases of scissor lift trailer & Town Hall signage completed in 2015

(14,800) (1.2%)

Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy

(1,400) (0.1%)

Sidewalk snow removal and salting for Town Hall not fully budgeted in 2015

4,500 0.4%

Insurance

800 0.1%

Other operating expenditures

600 -

Net Increase, before budget neutral changes

24,600 2.0%

Budget neutral changes - no overall budget impact

Distributable Labour and Equipment

(15,700) (1.3%)

Net Increase in Operations - Building Mtnce 2016 Operating Budget

8,900 0.7%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Building Maintenance*							
General Operations	417,500	-	417,500	383,900	-	383,900	(33,600)
Municipal Building - 65 Harwood Ave.	1,215,900	435,400	780,500	1,260,700	435,700	825,000	44,500
Pickering Beach Garage	1,700	-	1,700	1,800	-	1,800	100
Mill Street Building	9,500	-	9,500	7,400	-	7,400	(2,100)
Total Operations & Env. Services - Building Maintenance	1,644,600	435,400	1,209,200	1,653,800	435,700	1,218,100	8,900

* 2015 budget restated to facilitate year over year comparison

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
OPERATIONS & ENVIRONMENTAL SERVICES - INFRASTRUCTURE

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	2,877,500	3,154,000	3,261,300	107,300	3.4
<i>Revenues/Recoveries</i>	4,100	4,400	103,700	99,300	0.0
<i>Net Operating Budget</i>	2,873,400	3,149,600	3,157,600	8,000	0.3

BUDGET SUMMARY

Full Time Wages & Benefits

Salary/wage rate increases

6,200

Progressions/reclassifications

(19,700)

Statutory payroll costs/benefit premiums

4,300

Total Full Time Wages & Benefits

(9,200) (0.3%)

Increase in hydro rate and consumption for streetlights

116,200 3.7%

Higher costs for the maintenance/repairs of sidewalks and curbs mainly due to growth and contract rate increases; partially offset by reduction in trip hazard repairs

93,400 3.0%

Review and update of road classifications for Minimum Maintenance Standards compliance completed in 2015

(15,000) (0.5%)

Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy

(5,600) (0.2%)

One time 2015 expenditures complete, net of 2016 purchase and installation of storm water sign posts

(2,900) (0.1%)

Other operating expenditures

(1,100) -

Net Increase, before budget neutral changes

175,800 5.6%

Budget neutral changes - no overall budget impact

2015 Restructuring & Realignment Plan

(86,600)

Staff position moved from Operations - Administration

75,600

Distributable Labour and Equipment

(57,500)

Road Occupancy & Municipal Consents revenues from P&D

(99,300)

(167,800) (5.3%)

Net Increase in Operations - Infrastructure 2016 Operating Budget

8,000 0.3%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Operations & Env. Services - Infrastructure Maintenance							
General Operations	524,400	-	524,400	482,500	-	482,500	(41,900)
Sidewalk Maintenance	423,900	-	423,900	504,100	-	504,100	80,200
Curbs & Gutters	180,500	4,400	176,100	204,900	4,400	200,500	24,400
Trails	112,100	-	112,100	76,700	-	76,700	(35,400)
Sportsfields - Playgrounds	182,000	-	182,000	177,100	-	177,100	(4,900)
Stormwater Management Ponds	7,400	-	7,400	12,500	-	12,500	5,100
Streetlights	1,569,300	-	1,569,300	1,677,900	-	1,677,900	108,600
Infrastructure Inspections	100,100	-	100,100	116,300	99,300	17,000	(83,100)
Road Resurfacing / Reconstruction	54,300	-	54,300	9,300	-	9,300	(45,000)
Total Operations & Env. Services - Infrastructure Mtce.	3,154,000	4,400	3,149,600	3,261,300	103,700	3,157,600	8,000

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - ADMINISTRATION**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,392,100	1,326,000	1,366,600	40,600	3.1
<i>Revenues/Recoveries</i>	41,200	40,000	40,000	0	0.0
<i>Net Operating Budget</i>	1,350,900	1,286,000	1,326,600	40,600	3.2

BUDGET SUMMARY

Full Time Wages & Benefits

Salary/wage rate increases

11,100

Statutory payroll costs/benefit premiums

1,700

Total Full Time Wages & Benefits

12,800 1.0%

Part Time Wages

Wage increase

500 -

Education & training for staff focused on community development, volunteer management and diversity

10,000 0.8%

Replacement of office chairs

3,100 0.2%

New membership fee for the Canadian Institute for Diversity and Inclusion

3,000 0.2%

Other operating expenditures/revenues

2,200 0.2%

Net Increase, before budget neutral changes

31,600 2.4%

Budget neutral changes - no overall budget impact

2015 Restructuring & Realignment Plan

105,300

Financial Analyst position moved from Recreation to Finance

(96,300)

9,000 0.8%

Net Increase in Recreation & Culture Admin 2016 Operating Budget

40,600 3.2%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Recreation & Culture - Administration							
Administration	1,239,500	7,000	1,232,500	1,279,600	7,000	1,272,600	40,100
Marketing	86,500	33,000	53,500	87,000	33,000	54,000	500
Total Recreation & Culture - Administration	1,326,000	40,000	1,286,000	1,366,600	40,000	1,326,600	40,600

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - FACILITIES

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	11,786,000	12,099,700	11,696,800	(402,900)	(3.3)
<i>Revenues/Recoveries</i>	5,854,600	5,967,800	5,429,700	(538,100)	(9.0)
Net Operating Budget	5,931,400	6,131,900	6,267,100	135,200	2.2

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage increase</i>	34,600	
<i>Progressions</i>	(1,800)	
<i>Overtime</i>	1,300	
<i>Statutory payroll costs/benefit premiums</i>	12,200	
Total Full Time Wages & Benefits	46,300	0.8%

Part Time Wages & Statutory Payroll Costs

<i>Wage rate increases/annualizations/progressions</i>	75,900	
<i>Lifeguard hours adjusted to programming/permitted needs</i>	(16,600)	
<i>New Custodian for Doric Masonic Hall and additional hours for Carruthers Marsh Pavilion</i>	15,200	
<i>Aquatics - Additional hours to accommodate new programs</i>	12,500	
<i>Reduced hours for Fitness due to lower demand</i>	(11,400)	
<i>Statutory payroll costs</i>	11,700	
Total Part Time Wages & Statutory Payroll Costs	87,300	1.4%

Increase in utilities for facilities primarily driven by hydro rate and consumption **43,100** 0.7%

Increase in one time equipment/facility expenditures required in 2016 (e.g. flooring, tables, chairs, door operators) **32,900** 0.5%

Overall decrease in facility operating revenues **24,800** 0.4%

<i>Fitness & Health, memberships & personal training, group fitness</i>	72,100
<i>Ice & Floor revenues based on approved 2016 rates</i>	(43,500)
<i>Higher Aquatic registration for new Lifesaving programs</i>	(16,800)
<i>Reduction in pool rentals due to lower permitted hours</i>	17,200
<i>Other facility revenues</i>	(4,200)

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - FACILITIES**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	11,786,000	12,099,700	11,696,800	(402,900)	(3.3)
<i>Revenues/Recoveries</i>	5,854,600	5,967,800	5,429,700	(538,100)	(9.0)
Net Operating Budget	5,931,400	6,131,900	6,267,100	135,200	2.2

BUDGET SUMMARY - continued

Insurance		15,900	0.3%
Sidewalk snow removal and salting not fully budgeted in 2015		15,800	0.3%
Increased building maintenance, repair and upkeep for aging infrastructure		14,600	0.2%
Annual operating and programming costs for Doric Masonic Hall		9,200	0.1%
St. Francis Centre net increased revenue with new Toronto International Film Festival screenings, special event nights and additional rentals		(6,900)	(0.1%)
Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy		(2,900)	-
Other operating expenditures		2,800	-
Net increase, before budget neutral changes		282,900	4.6%
Budget neutral changes - no overall budget impact			
2015 Restructuring & Realignment Plan	8,600		
Retired debt payment to reserve allocations as per FSP	(200,200)		
Distributable Labour and Equipment	43,900	(147,700)	(2.4%)
Net Increase in Rec & Culture Facilities 2016 Operating Budget		135,200	2.2%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Recreation & Culture - Facilities							
General Operations	1,697,000	1,200	1,695,800	1,618,400	1,200	1,617,200	(78,600)
Ajax Community Centre	4,096,500	3,079,300	1,017,200	3,437,600	2,530,000	907,600	(109,600)
Ajax Community Centre - Snack Bar	-	39,300	(39,300)	-	39,300	(39,300)	-
Ajax Community Centre - Group Fitness	122,800	147,600	(24,800)	125,000	149,600	(24,600)	200
Ajax Community Centre - Vehicles & Equipment	27,600	-	27,600	29,900	-	29,900	2,300
St. Andrews Community Centre	152,800	36,300	116,500	142,600	36,600	106,000	(10,500)
Carruthers Marsh Pavillion	65,900	23,800	42,100	66,600	25,700	40,900	(1,200)
Village Arena	349,900	296,800	53,100	367,000	295,600	71,400	18,300
Village / MCC - Vehicles & Equipment	8,700	-	8,700	10,000	-	10,000	1,300
Masonic Hall	-	-	-	26,400	7,800	18,600	18,600
Paulynn Park	60,900	3,000	57,900	57,900	5,000	52,900	(5,000)
Outdoor Pool	108,400	31,700	76,700	110,900	35,800	75,100	(1,600)
Rotary Park Pavillion	84,300	24,700	59,600	82,200	24,700	57,500	(2,100)
Greenwood Discovery Pavillion	50,200	20,100	30,100	57,500	17,000	40,500	10,400
St. Francis Centre	167,100	74,300	92,800	173,000	86,300	86,700	(6,100)
McLean Community Centre (MCC)	2,285,400	1,341,500	943,900	2,433,300	1,272,800	1,160,500	216,600
MCC - Group Fitness	90,700	174,900	(84,200)	95,800	177,100	(81,300)	2,900
Audley Recreation Centre (ARC)	2,560,800	623,200	1,937,600	2,685,500	661,200	2,024,300	86,700
ARC - Group Fitness	36,600	25,100	11,500	39,700	30,700	9,000	(2,500)
ARC - Vehicles & Equipment	1,800	-	1,800	2,400	-	2,400	600
Kinsmen Heritage Center	37,200	5,900	31,300	40,500	11,800	28,700	(2,600)
Westney Heights Community School	21,200	500	20,700	20,300	500	19,800	(900)
Lakeside Community School	56,600	2,100	54,500	56,600	3,500	53,100	(1,400)
Lincoln Alexander Community School	17,300	16,500	800	17,700	17,500	200	(600)
Total Recreation & Culture - Facilities	12,099,700	5,967,800	6,131,900	11,696,800	5,429,700	6,267,100	135,200

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - NEIGHBOURHOOD PROGRAMS
AND ACTIVE LIVING**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	1,937,100	2,042,200	2,135,900	93,700	4.6
<i>Revenues/Recoveries</i>	1,130,600	1,188,200	1,184,800	(3,400)	(0.3)
<i>Net Operating Budget</i>	806,500	854,000	951,100	97,100	11.4

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	6,000		
<i>Progression</i>	22,100		
<i>Statutory payroll costs/benefits premium</i>	8,300		
Total Full Time Wages & Benefits		36,400	4.2%
Part Time Wages & Benefits			
<i>Wage rate increases</i>	36,300		
<i>Additional hours to support new programs plus additional week of camp</i>	7,900		
<i>Statutory Payroll costs</i>	16,000		
Total Part Time Wages & Statutory Payroll Costs		60,200	7.0%
Net increase in program revenues with higher registrations & approved 2016 fee increases		(8,000)	(0.9%)
Loss of grant from Durham Regional Police for Riverbreeze community programming		4,000	0.5%
Purchase of replacement youth room furniture/program equipment		3,900	0.5%
Other operating expenditures/revenues		600	0.1%
Net Increase in Recreation & Culture NPAL 2016 Operating Budget		97,100	11.4%

TOWN OF AJAX **2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Operating Budget	Budget Increase / (Decrease)
Recreation & Culture -							
Neighbourhood Programs & Active Living							
General Operations	866,400	900	865,500	913,300	900	912,400	46,900
Inclusion Services	76,800	3,800	73,000	88,000	3,800	84,200	11,200
Youth Programs	37,100	30,800	6,300	39,600	31,800	7,800	1,500
Youth Events	17,800	2,900	14,900	17,800	2,900	14,900	-
Youth Spaces	104,900	-	104,900	112,000	-	112,000	7,100
Pre-School Activity	102,700	159,300	(56,600)	105,300	160,000	(54,700)	1,900
Dance - Children	17,600	45,600	(28,000)	17,800	45,600	(27,800)	200
Dance - Adults	11,700	18,400	(6,700)	13,700	18,400	(4,700)	2,000
Arts & Culture - Children	28,800	43,900	(15,100)	30,800	49,200	(18,400)	(3,300)
Arts & Culture - Adults	22,800	29,000	(6,200)	21,600	22,800	(1,200)	5,000
Karate - Children	10,400	24,800	(14,400)	10,500	22,400	(11,900)	2,500
Sports - Children	102,600	147,300	(44,700)	105,300	154,100	(48,800)	(4,100)
Sports - Adults	21,900	33,800	(11,900)	23,900	36,300	(12,400)	(500)
Youth Camps	44,900	48,500	(3,600)	45,400	52,700	(7,300)	(3,700)
Day Trippers	57,500	82,400	(24,900)	57,600	84,800	(27,200)	(2,300)
Mad Science Camp	22,300	29,400	(7,100)	22,300	29,400	(7,100)	-
Children's Theatre Camp	7,400	10,500	(3,100)	7,400	10,500	(3,100)	-
Paulynn Park Camps	62,900	72,600	(9,700)	66,000	69,400	(3,400)	6,300
Playgrounds	187,600	12,000	175,600	204,400	12,000	192,400	16,800
Waterfront Adventure Camp	37,200	67,200	(30,000)	37,500	66,700	(29,200)	800
We Got Game	25,800	46,400	(20,600)	26,000	47,100	(21,100)	(500)
Sunset Camp	11,600	21,500	(9,900)	11,000	20,800	(9,800)	100
Kindercamp	10,000	20,500	(10,500)	10,000	19,800	(9,800)	700
ARC - Camps	31,700	56,700	(25,000)	32,700	54,600	(21,900)	3,100
Friday Night Youth	31,200	54,500	(23,300)	33,100	45,800	(12,700)	10,600
School Break	25,400	37,600	(12,200)	21,800	33,200	(11,400)	800
Greenwood Camps	17,900	27,400	(9,500)	17,400	33,700	(16,300)	(6,800)
General Interest - Adult	11,200	15,100	(3,900)	10,800	14,700	(3,900)	-
Riverbreeze	7,200	4,000	3,200	3,900	-	3,900	700
Multimedia & Technology - Children	28,900	41,400	(12,500)	29,000	41,400	(12,400)	100
Total Recreation & Culture -							
Neighbourhood Programs & Active Living	2,042,200	1,188,200	854,000	2,135,900	1,184,800	951,100	97,100

TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
RECREATION & CULTURE - COMMUNITY & CULTURAL DEVELOPMENT

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	766,200	773,300	971,100	197,800	25.6
<i>Revenues/Recoveries</i>	72,400	66,300	130,200	63,900	96.4
<i>Net Operating Budget</i>	693,800	707,000	840,900	133,900	18.9

BUDGET SUMMARY

Full Time Wages & Benefits			
<i>Salary/wage rate increases</i>	6,400		
<i>Annualization of DACE Coordinator approved in 2015</i>	48,500		
<i>Statutory payroll costs/benefits premiums</i>	2,200		
Total Full Time Wages & Benefits		57,100	8.1%
Part Time Wages & Statutory Payroll Costs			
<i>Wage rate increases</i>	1,500		
<i>Additional hours for special events due to increased attendance and new events</i>	6,000		
<i>Statutory payroll costs</i>	700		
Total Part Time Wages & Statutory Payroll Costs		8,200	1.2%
Implementation and support costs for the Diversity & Community Engagement Plan, Diversity Conference, Community Capacity Building and Community Safety Strategy		10,000	1.4%
Net Increase in cost of Community Events and Festivals primarily driven by increased attendance at Winterfest and New Years Eve, new Volunteer Appreciation Event, and bi-annual event Doors Open		25,700	3.6%
Creation of display case, storyboard and unveiling ceremony for Pat Bayly bust		3,500	0.5%
Net increase, before budget neutral changes		104,500	14.8%
Budget neutral changes - no overall budget impact			
DACE, Community Safety Strategy budget from Office of the CAO	14,000		
IMPACT Ajax event sponsorship budget from Office of the CAO	15,000		
Volunteer recognition awards budget from Mayor & Council	400	29,400	4.1%
Net Increase in Recreation & Culture C&CD 2016 Operating Budget		133,900	18.9%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Recreation & Culture - Community & Cultural Development							
General Operations	496,600	-	496,600	552,500	-	552,500	55,900
Festivals & Events - General Operations	5,700	-	5,700	9,000	-	9,000	3,300
Older Adults	23,300	5,000	18,300	26,100	5,300	20,800	2,500
Canada Day & Pumpkinville	87,800	29,500	58,300	89,600	29,500	60,100	1,800
Taste Ajax / Santa Parade	45,800	13,700	32,100	46,900	13,700	33,200	1,100
New Years & Winterfest	27,000	7,400	19,600	35,000	7,400	27,600	8,000
Summer Events	28,900	3,700	25,200	31,100	3,700	27,400	2,200
Community Development	56,600	7,000	49,600	90,600	5,000	85,600	36,000
Impact Ajax	-	-	-	81,500	64,100	17,400	17,400
Doors Open	1,600	-	1,600	8,800	1,500	7,300	5,700
Total Recreation & Culture - Community & Cultural Development	773,300	66,300	707,000	971,100	130,200	840,900	133,900

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
PLANNING & DEVELOPMENT SERVICES**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	5,714,200	5,415,700	5,633,300	217,600	4.0
<i>Revenues/Recoveries</i>	3,170,300	3,001,200	2,928,200	(73,000)	(2.4)
<i>Net Operating Budget</i>	2,543,900	2,414,500	2,705,100	290,600	12.0

BUDGET SUMMARY

Full Time Wages & Benefits

<i>Salary/wage rate increases</i>	56,600	
<i>Annualization of Transportation Technician approved in 2015</i>	38,400	
<i>Progressions/reclassifications/overtime</i>	(8,800)	
<i>Statutory payroll costs/benefit premiums</i>	7,600	
Total Full Time Wages & Benefits	93,800	3.9%

Part Time Wages & Statutory Payroll Costs

<i>Wage rate increases/reclassifications</i>	900	
<i>Statutory payroll costs</i>	300	
Total Part Time Wages & Statutory Payroll Costs	1,200	-

Rental revenue from new Bell telecommunications towers	(15,000)	(0.6%)
Higher residential and non-residential building permit revenues net of statutory Building Approvals Reserve transfer	(12,800)	(0.5%)
Printing of street maps, guides and reports	7,500	0.3%
Potential follow up economic development & investment mission to China	7,500	0.3%
Lower telephone costs as a result of new negotiated corporate plan and implementation of new corporate mobile phone strategy	(4,900)	(0.2%)
Higher development revenues due to fee increases and additional applications anticipated in 2016	(4,000)	(0.2%)
Additional traffic counts driven by public requests/complaints	3,000	0.1%

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
PLANNING & DEVELOPMENT SERVICES**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	5,714,200	5,415,700	5,633,300	217,600	4.0
<i>Revenues/Recoveries</i>	3,170,300	3,001,200	2,928,200	(73,000)	(2.4)
<i>Net Operating Budget</i>	2,543,900	2,414,500	2,705,100	290,600	12.0

BUDGET SUMMARY - continued

Insurance		1,300	0.1%
Other operating expenditures/revenues		2,000	0.1%
Net Increase, before budget neutral changes		79,600	3.3%
Budget neutral changes - no overall budget impact			
2015 Restructuring & Realignment Plan	212,900		
Financial position moved from P&D to Finance	(71,200)		
Youth Entrepreneur and Employment pilot program completed in 2015	(30,000)		-
Road Occupancy & Municipal Consents revenues to Ops	99,300	211,000	8.7%
Net Increase in Planning & Dev 2016 Operating Budget		290,600	12.0%

**TOWN OF AJAX
2016 OPERATING BUDGET**

	2015 Expenditures	2015 Revenues & Recoveries	2015 Net Operating Budget	2016 Expenditures	2016 Revenues & Recoveries	2016 Net Operating Budget	Budget Increase / (Decrease)
Planning & Development Services							
Administration	441,000	100	440,900	353,500	100	353,400	(87,500)
Planning	2,049,000	865,500	1,183,500	2,126,800	800,800	1,326,000	142,500
Engineering	1,158,300	373,000	785,300	1,363,300	336,400	1,026,900	241,600
Engineering Vehicles	15,000	-	15,000	16,300	-	16,300	1,300
Building Approvals	1,178,500	1,722,600	(544,100)	1,206,800	1,735,400	(528,600)	15,500
Building Approvals Vehicles	13,800	-	13,800	15,200	-	15,200	1,400
Economic Development	560,100	40,000	520,100	551,400	55,500	495,900	(24,200)
Total Planning & Development Services	5,415,700	3,001,200	2,414,500	5,633,300	2,928,200	2,705,100	290,600

**TOWN OF AJAX
2016 BUDGET
NEW/EXPANDED PROGRAMS & INITIATIVES**

Item	2016 Budget Impact	2017 Budget Impact
Canada Day Celebrations - Evening Event Enhancement	\$16,000	\$26,000
Youth Entrepreneur & Employment Program - Year 2	35,000	0
Library Collection Expansion	60,000	60,000
Total	\$111,000	\$86,000

**TOWN OF AJAX
2016 BUDGET
NEW/EXPANDED PROGRAMS & INITIATIVES**

DEPT./SECTION:	676 - Recreation Culture - CCD	BUSINESS UNIT	4410
DESCRIPTION:	Canada Day Celebrations - Evening Event Enhancement		
START DATE:	July 1, 2016	SUBMITTED BY:	Robert Gruber

JUSTIFICATION

The 2015 Pan Am / Parapan Games provided a unique opportunity for the Town to showcase Canada Day celebrations with added sponsorships. The celebration was enhanced in a number of ways including moving the event to the evening, changing of venue to increase capacity, providing fireworks and expanding the event entertainment. To continue to provide the level of programming, including extending the event day, additional funds would be required to secure similar talent to provide the magnitude of entertainment (e.g. musical performers, variety acts, cirque, roving entertainment/buskers) and pyrotechnics (\$14,500). The 2015 Canada Day celebrations also saw a significant increase in participation, therefore, additional security would be required for health and safety reasons (\$1,500).

In 2017 additional funds are requested to expand event programming to commemorate Canada's Sesquicentennial. The event will include special heritage programing with cultural performances, Canadian pageantry, special commemorative giveaways and interactive activities.

BUDGET	2016	2017
EXPENDITURE:	\$ 16,000	\$ 26,000
LESS: REVENUE/RECOVERIES		
NET BUDGET	\$ 16,000	\$ 26,000

**TOWN OF AJAX
2016 BUDGET
NEW/EXPANDED PROGRAMS & INITIATIVES**

DEPT./SECTION:	685 - Planning & Development Services	BUSINESS UNIT	5700
DESCRIPTION:	Youth Entrepreneur & Employment Program – Year 2		
START DATE:	January 1, 2016	SUBMITTED BY:	Lisa Hausz

JUSTIFICATION

A second year pilot program 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 continuing the 2015 pilot program targeted to the needs of Ajax young adults.

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.

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 both the Town's successful collaboration for business support programming, including award-winning process support programs and networking opportunities, as well as a successful year-one pilot program.

After the successful pilot year, branded as upNextAjax, a second year will enable the application of best practices and incorporate feedback from participants, businesses and partners. The year-two pilot program will continue collaboration with several public, private and not-for-profit partners within the Region of Durham. The program will again target 25-50 youth between the age of 18-24 that are not employed or underemployed. Success and best practices of the program will be reported.

The upNextAjax 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 2nd year pilot program based on the tested 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 that will encourage and support young adults 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 continuation of the success of year-one, while incorporating feedback, best practices and continued networking between Ajax young professionals and enabling partners in the community to continue with an ongoing program.

BUDGET	2016	2017
EXPENDITURE:	\$35,000	\$ 0
LESS: REVENUE/RECOVERIES		
NET BUDGET	\$35,000	\$ 0

**TOWN OF AJAX
2016 BUDGET
NEW/EXPANDED PROGRAMS & INITIATIVES**

DEPT./SECTION:	690 - Library	BUSINESS UNIT	5800
DESCRIPTION:	Library Collection Expansion		
START DATE:	2016	SUBMITTED BY:	Donna Bright

JUSTIFICATION

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, by an additional 15% in 2014 over 2013 and by 33% from November 2014 to the end of November 2015. 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.

The cost differentials are illustrated by the costs the Library has recently paid for these high demand titles.

2015	Hard Copy Print	e-book	e-audio	Audiobook
The Memory Man (Baldacci)	\$36	\$111	\$79	\$44
China Rich Girlfriend (Kwan)	\$32	\$85	\$125	\$58
Cross Justice (Patterson)	\$38	\$115	\$N/A	\$39
FBI Profile (Gardner) – ebook only	N/A	\$141	N/A	N/A
Make Me (Child)	\$38	\$85	\$125	\$58
Uprooted (Novik)	\$30	\$125	\$85	N/A

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. In 2015, in response to customer requests we expanded the juvenile French collections. Additional funds are also included for the purchase of materials in Arabic.

BUDGET	2016	2017
EXPENDITURE:	\$ 60,000	\$ 60,000
LESS: REVENUE/RECOVERIES		
NET BUDGET	\$ 60,000	\$ 60,000

**TOWN OF AJAX
2016 BUDGET
FULL AND PART TIME STAFF**

Department	Position	# of Staff	2016 Budget	2017 Budget
Full Time				
Office of the CAO	Corporate Graphic Designer	1	\$25,600	\$53,800
Operations & Environmental Services	Operator	1	\$53,400	\$88,300
Recreation & Culture	CRC - Volunteer Management	1	\$94,300	\$95,200
Part Time				
Operations & Environmental Services	Seasonal	3	\$75,000	\$74,700
Operations & Environmental Services	Student	2	\$20,100	\$20,100
Library	Customer Service Staff - Increase in hours		\$34,800	\$65,000
Total		8	\$303,200	\$397,100

**TOWN OF AJAX
2016 BUDGET
FULL TIME STAFF REQUEST**

DEPT./SECTION:	610 - Office of the CAO	BUSINESS UNIT	1100
POSITION TITLE:	Corporate Graphic Designer		

JUSTIFICATION

The new Graphic Designer would be responsible for providing print/digital graphic support corporately with the goal of increasing awareness of programs, services, and initiatives, as well as managing the Town's Visual Identity Program. The position would be the lead designer for all Town brochures, flyers, info graphics, newsletters, ads, signage, promotional items, etc. It is crucial that we continually present a credible corporate brand that is attractive and clearly recognized as the Town's by the public and extended community. The position would build much needed capacity in other departments while allowing Corporate Communications to expand its scope. For example, the Recreation Marketing Coordinator designs 75+ creative pieces annually of which the majority is outside their scope. The extra time (30%) could be devoted to pursuing new marketing strategies to grow key revenue streams (e.g. fitness, St. Francis & programming).

In consultation with other departments, the position would also positively benefit the following portfolios: Sustainability, Environmental Services, Transportation Demand Management, and Business Development and Marketing. In addition, it would assist the Digital Media Specialist (DMS) with web promotion, creating visuals, advertisements and banners. The DMS is at capacity managing 16 websites & 4 social media feeds. Finally, this new position would eliminate significant operating costs.

The position would also be responsible for a Corporate Image Library and Graphic Design Collection for convenient access to past designs.

BUDGET	2016	2017
STAFF COSTS:	\$ 40,900	\$ 78,300
DEPARTMENTAL COST SAVINGS:	(15,300)	(24,500)
NET BUDGET	\$ 25,600	\$ 53,800

**TOWN OF AJAX
2016 BUDGET
FULL TIME STAFF REQUEST**

DEPT./SECTION:	Operations and Environmental Services	BUSINESS UNIT	3301
POSITION TITLE:	Operator		

JUSTIFICATION

This position is required to assist in the maintenance of the sportsfield infrastructure that exists within the Town of Ajax. With the addition of the Audley Ball Park (formerly known as the Pan-Am Ball Park), combined with new artificial turf fields, higher levels of service and maintenance are required. Specific to baseball, the frequency of grass-cutting, edging, lining of fields, fertilizing, maintenance of pitcher's mound and batter's boxes etc. require enhanced resources.

Furthermore, staff will be scheduled to work until midnight during the week, and on weekends to provide user group support and close the fields each evening (ARC Ball Park and ACC artificial turf fields).

During the winter months, this position will support the Town's winter control program.

BUDGET	2016	2017
STAFF COSTS:	\$ 53,400	\$ 88,300
NET BUDGET	\$ 53,400	\$ 88,300

**TOWN OF AJAX
2016 BUDGET
FULL TIME STAFF REQUEST**

DEPT./SECTION:	Recreation & Culture/Community & Cultural Development	BUSINESS UNIT	4401
POSITION TITLE:	Community Recreation Coordinator – Volunteer Management		

JUSTIFICATION

In 2015, the Town of Ajax was the host municipality for baseball and softball events for the Toronto 2015 Pan Am Games. As baseball and softball are two of the premier sports of the Games, and with an estimated 125,000 spectators, the Town of Ajax embarked on an extensive community excitement and community engagement plan. In order to provide the most successful Games experience possible to residents, visitors, athletes and the Games family, over 300 volunteers were estimated to be needed which resulted in the largest call for volunteers in Ajax's history. Approximately 320 volunteers were selected to assist with the Games, along with 35 volunteer members of the Pan Am Ajax Local Host Committee, who provided input, feedback and support to staff delivering Games' initiatives. Over half of these individuals had never volunteered for the Town before. The Pan Am Games in Ajax provided a revitalized sense of volunteering in our community. The Town was also successful in receiving a provincial grant which allowed staff to purchase a volunteer database and management solution.

The 2015 – 2018 Town of Ajax Community Action Plan speaks to developing and engaging volunteers under Goal 3 – "Strong Sense of Community". Many of the priorities listed under "Strong Sense of Community" will benefit from an enhanced roster of screened and well trained volunteers, including implementing new strategies & partnerships to support seniors, expanding youth career programming & services, and continuing to implement the Town's Diversity & Community Engagement Plan.

This individual will focus primarily on:

- Creating corporate standards, policies and procedures for volunteer management addressing recruitment, screening, placement, orientation, scheduling, and review.
- Continuing to engage the 350+ volunteers as well as actively recruit, screen, place, orient and review new volunteers.
- Managing the online volunteer database and management software, tracking volunteer information and qualifications, disseminating volunteer opportunities (both internal opportunities and opportunities from local community groups & organizations), tracking time sheets, and providing annual reports.
- Continuing to monitor volunteer roles and working with staff to create a volunteer needs assessment and develop enhanced volunteer opportunities.
- Enhancing volunteer recognition and stewardship through the annual Volunteer Recognition Awards and through developing an annual volunteer appreciation program.
- Develop volunteer recruitment information booth materials and take a lead role in attending Volunteer Fairs.

Building on the staffing and success from the Pan Am games this position will commence January 1, 2016.

BUDGET	2016	2017
STAFF COSTS:	\$ 94,300	\$ 95,200
NET BUDGET	\$ 94,300	\$ 95,200

**TOWN OF AJAX
2016 BUDGET
PART TIME STAFF REQUEST**

DEPT./SECTION:	Operations and Environmental Services	BUSINESS UNIT	3301
POSITION TITLE:	Seasonal Employees (3) and Summer Students (2)		

JUSTIFICATION

2 Seasonals - Sports fields

These positions are required to assist in the maintenance of the sports field infrastructure that exists within the Town of Ajax. With the addition of the ARC Ballpark, combined with new artificial turf fields, higher levels of service and maintenance are required. Specific to baseball, the frequency of grass-cutting, edging, lining of fields, pitcher's mound and batters boxes require enhanced maintenance.

Furthermore, with the sports field infrastructure that exists, staff are required to provide more after hour support to user groups. Starting in 2016, staff will be scheduled to work until midnight during the week, on weekends to provide user group support and close the fields each evening (ARC Ballpark and ACC artificial turf fields).

1 Seasonal, 2 Students – Horticulture

The Town has also experienced significant growth with respect to shrub beds at various locations. Numerous shrubs beds have been assumed in recent years, including within the Town's park system, within entry features to new subdivisions, round-a-bouts, adjacent to newly acquired/constructed Town facilities etc. An additional shrub bed crew has been identified to maintain existing service levels.

BUDGET	2016	2017
STAFF COSTS:	95,100	94,800
NET BUDGET	\$ 95,100	\$ 94,800

**TOWN OF AJAX
2016 BUDGET
PART TIME STAFF REQUEST**

DEPT./SECTION:	Library	BUSINESS UNIT	5800
POSITION TITLE:	Front Line Customer Service Staff – Increase in Hours		

JUSTIFICATION

This request is for an increase of two (2) hours to the schedules of 23 part-time staff allowing the Library to:

- Offer morning service at the McLean Branch on Mondays and Fridays, and looking to provide the flexibility to open Main and McLean Branches at 9:30 a.m. instead of 10:00 a.m., six days per week.
- Provide sufficient coverage for increased vacation allotments due to long service and increasing absences due to illness.

BUDGET	2016	2017
STAFF COSTS:	\$ 34,800	\$ 65,000
NET BUDGET	\$ 34,800	\$ 65,000

**TOWN OF AJAX
2016 OPERATING BUDGET SUMMARY
AJAX PUBLIC LIBRARY**

	2015 Forecast	2015 Budget	2016 Budget	Increase/ (Decrease)	% Change
<i>Operating Expenditures</i>	4,440,900	4,440,900	4,604,400	163,500	3.7
<i>Revenues/Recoveries</i>	365,600	365,600	350,500	(15,100)	(4.1)
<i>Operating Grant</i>	4,075,300	4,075,300	4,253,900	178,600	4.4

BUDGET SUMMARY

Full and Part Time Wages & Benefits			
Salary/wage and benefit rate increases	4,700		
Annualization of additional hours for Main Branch cleaning	11,000		
Annualization of PT wages to extend Friday Main Branch operating hours	<u>9,400</u>	25,100	0.6%
Increase in collection budget due to inflationary and foreign exchange pressures		73,800	1.8%
Net increase in building maintenance expenditures primarily driven by specialized carpet cleaning and more frequent window cleaning		16,400	0.4%
Insurance		5,400	0.1%
Annualization of contracted security services for Main Branch introduced in 2015		4,000	0.1%
Impact of lost sponsorship revenues related to library programming		2,000	0.1%
Net increase in one-time purchases including a 3-D printer and new text messaging software for user notifications		1,700	-
Higher projected room rentals		(1,500)	-
Other operating expenditures/revenues		1,800	0.1%
Net increase, before budget neutral changes		128,700	3.2%
Budget neutral changes - no overall budget impact			
2015 Restructuring & Realignment Plan		49,900	1.2%
Net Increase in 2016 Library Grant		178,600	4.4%