



▶▶▶ 2018

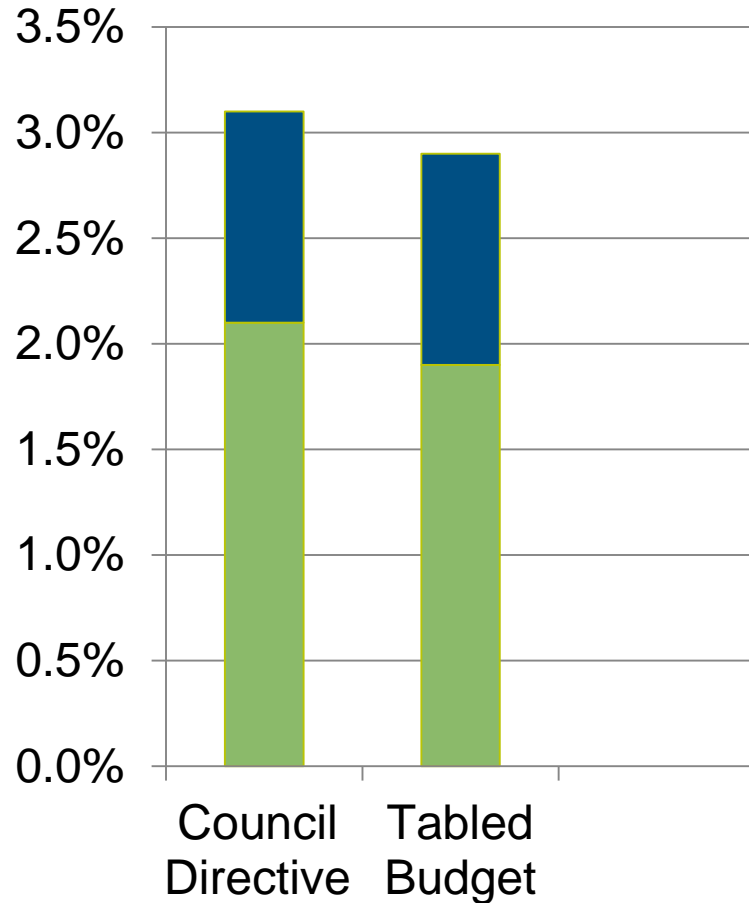
# BUDGET OVERVIEW



*Ready For The Future*

November 7, 2017

# Directives and Levy Increase



Council Directive =  
2.1% levy increase + 1%  
fiscal strategy

■ Fiscal Strategy  
■ Levy Increase

# Ongoing Process Improvements



Early consultation  
with community



Further gains in  
accuracy



Line by line  
reviews  
ongoing by  
FAC



Revamped  
budget binder

# Continued Work on KPIs

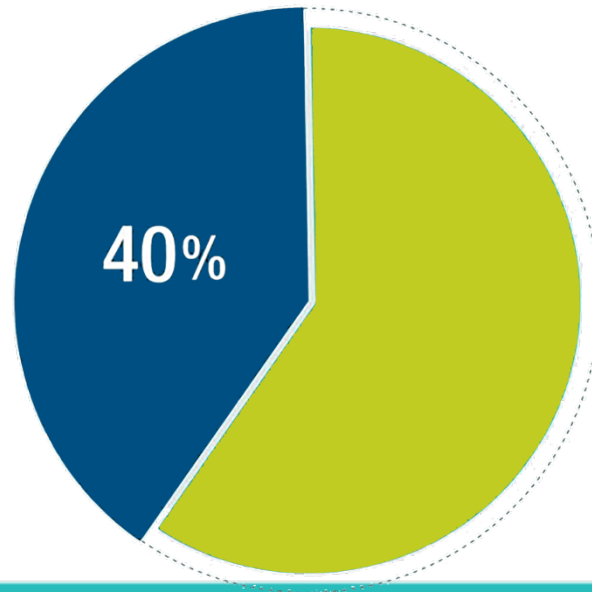


*Ready For The Future*

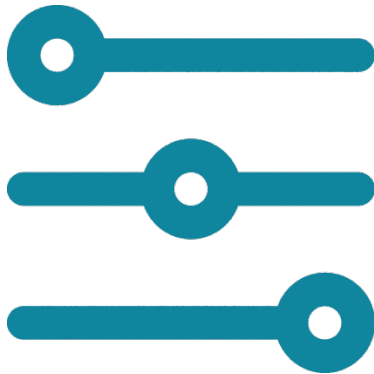
# Budget Line Rightsizing



- Some budget line items historically materially misstated
- Sixty per cent of rightsizing took place in 2017. Forty per cent carried over into 2018.
- Additional areas identified in 2017.



# Adjustments and Challenges



- Maintaining service levels
- Growth demanding more of same services
- Decreasing reliance on supplemental tax revenues
- Inflation and contractual obligations
- Impact of Bill 148 provincial labour legislation

# Three new staff positions

- No Net Tax levy pressure



# Options

- .2% (\$94,800) of proposed tax increase set aside for Council funding decisions
- Will be considered, ranked and voted on by Councillors







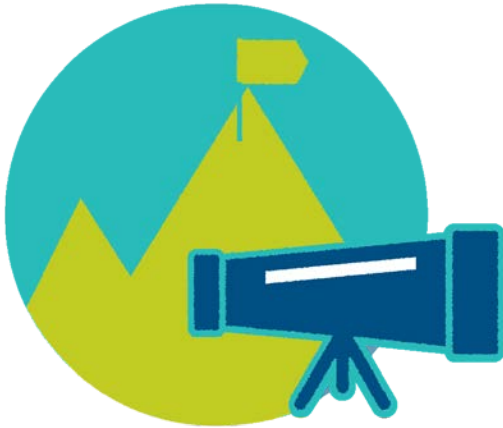
# Impact on Taxpayers

Annual tax bill increase per household based on average home value of \$770,000:

**\$76**

increase for the Town  
share of residential  
property tax bill.

# 2019 Budget



- Remaining Bill 148 labour legislation impacts
- Phase-in of waste contract price increase – part 2 of 2
- Revenue decreases related to development
- Consistent with Council's Budget Principles and Budget Process
- Committed to inflation +1%

# Continuing to Manage Taxes

# ▶▶▶ 2018 BUDGET

## SCHEDULE OF MEETINGS



Budget meetings are held at Aurora Town Hall, located at 100 John West Way.  
Public input is welcome at the beginning of each meeting.

### COMPLETE

- ▶ Wednesday, May 31, 2017 • 6 p.m.  
Special Budget Consultation

### COMPLETE

- ▶ Tuesday, September 26, 2017 • 7 p.m. to 10:30 p.m.  
Capital Budget Review

### COMPLETE

- ▶ Saturday, October 14, 2017 • 9 a.m. to 4 p.m.  
Capital Budget Review

### TONIGHT

- ▶ Tuesday, November 7, 2017 • 7 p.m. to 10:30 p.m.  
Operating Budget

### UPCOMING

- ▶ Tuesday, November 14, 2017 • 7 p.m. to 10:30 p.m.  
Council - Capital Budget Approval

### UPCOMING

- ▶ Saturday, November 18, 2017 • 9 a.m. to 4 p.m.  
Operating Budget

### UPCOMING

- ▶ Monday, November 20, 2017 • 7 p.m. to 10:30 p.m.  
Operating Budget

### UPCOMING

- ▶ Monday, November 27, 2017 • 7 p.m. to 10:30 p.m.  
Operating Budget

### UPCOMING

- ▶ Tuesday, December 12, 2017 • 7 p.m. to 10:30 p.m.  
Council - Operating Budget Approval

# Context

- Transitioning from Sub-urban to urban; from greenfield dependent to intensification
- ✓ 2C Secondary Plan Approval
  - Residential build out progressing more rapidly than expected
- ✓ Promenade plan in place to direct infill/intensification and strengthen downtown
  - new Economic Development Board in formation
  - Cultural Precinct work continues
  - Library Square design work underway

# Context

- Stable local economy
  - Increasing interest rates, continued slow growth, stable inflation
  - Recent adjustment in local real estate market
- Need to focus on serving the growing community

# Ongoing Achievements in Financial Sustainability



- ✓ Annually updated consolidated 10 year capital investment plan valued at \$234 Million
- ✓ Building annual cash to capital reserve contributions for infrastructure
- ✓ Approved Council Budget Principles and Council Budget Process documents
- ✓ 2018 planned update to the Town's Asset Management Plan

# Council Set Direction for 2018



- Tax increase of inflation (2.1%)
  - Maintain services
  - Fund required increases in Fire Services
  - Meet service needs of growth community
  - Contain inflation where possible
  - Index non-tax revenues for inflation
- Additional 1% for Fiscal Strategies
  - Eliminate hydro interest reliance
  - Reduce supplementary tax reliance
  - Increase cash to capital for infrastructure sustainability



# 2018 Budget Pressures

- Solid waste contract price increase
  - Bill 148 labour cost implications
  - Budget understatements surfaced
  - Steps and COLA for staff
  - Reduced development revenues
- 
- Pressures exceeded new revenues from growth and tax increase target before line by line budget began

# Staff Responded

- Draft Budget of 1.9% plus 1%; with 0.2% remaining for subsequent Council decisions
- Indexed all fees, rates and charges for inflation where allowable
- Estimated assessment growth at 3.1% based on construction activity
- Set funding targets for each department, Library Board, Cultural Centre Board and Historical Society
- Utilized stabilization reserve to phase-in impacts from Bill 148 and solid waste contract

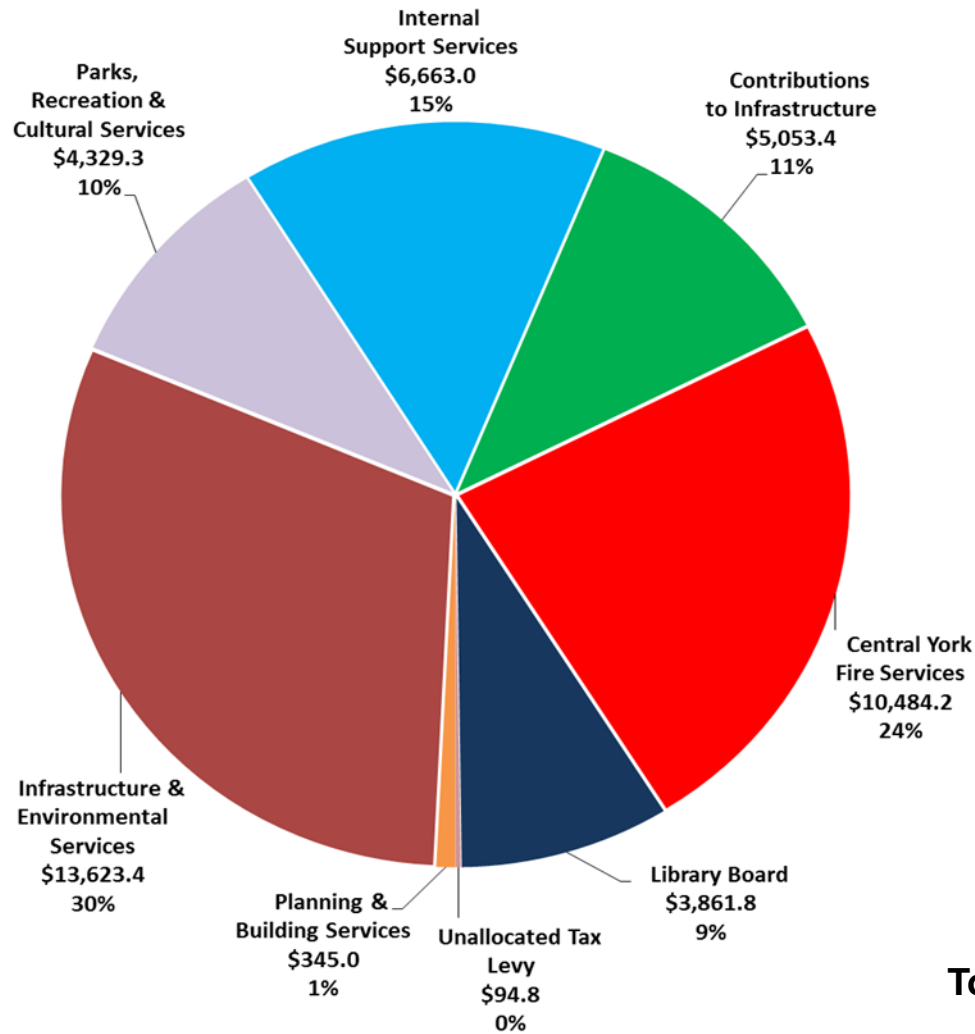
# New or Enhanced Services



- Draft Budget meets service expansion to new growth community
- Higher levels of service or new programs are NOT included
  - Six options totalling \$235,800 for Council's consideration
    - Details of each in Tab #3
  - \$94,800 of funding room under Council's tax increase ceiling available

# 2018 Proposed Tax Funding by Service

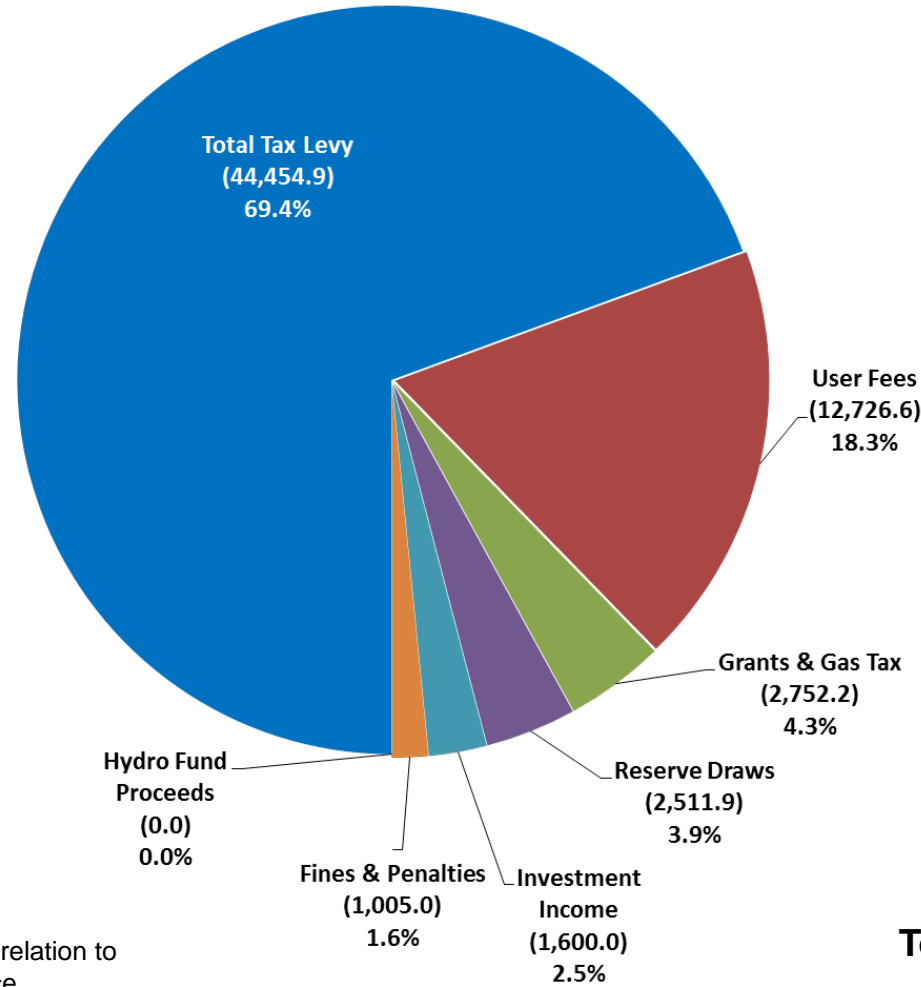
(\$000's)



**Total: \$ 44,454.9**

# 2018 Proposed Gross Revenue Composition

(\$000's)



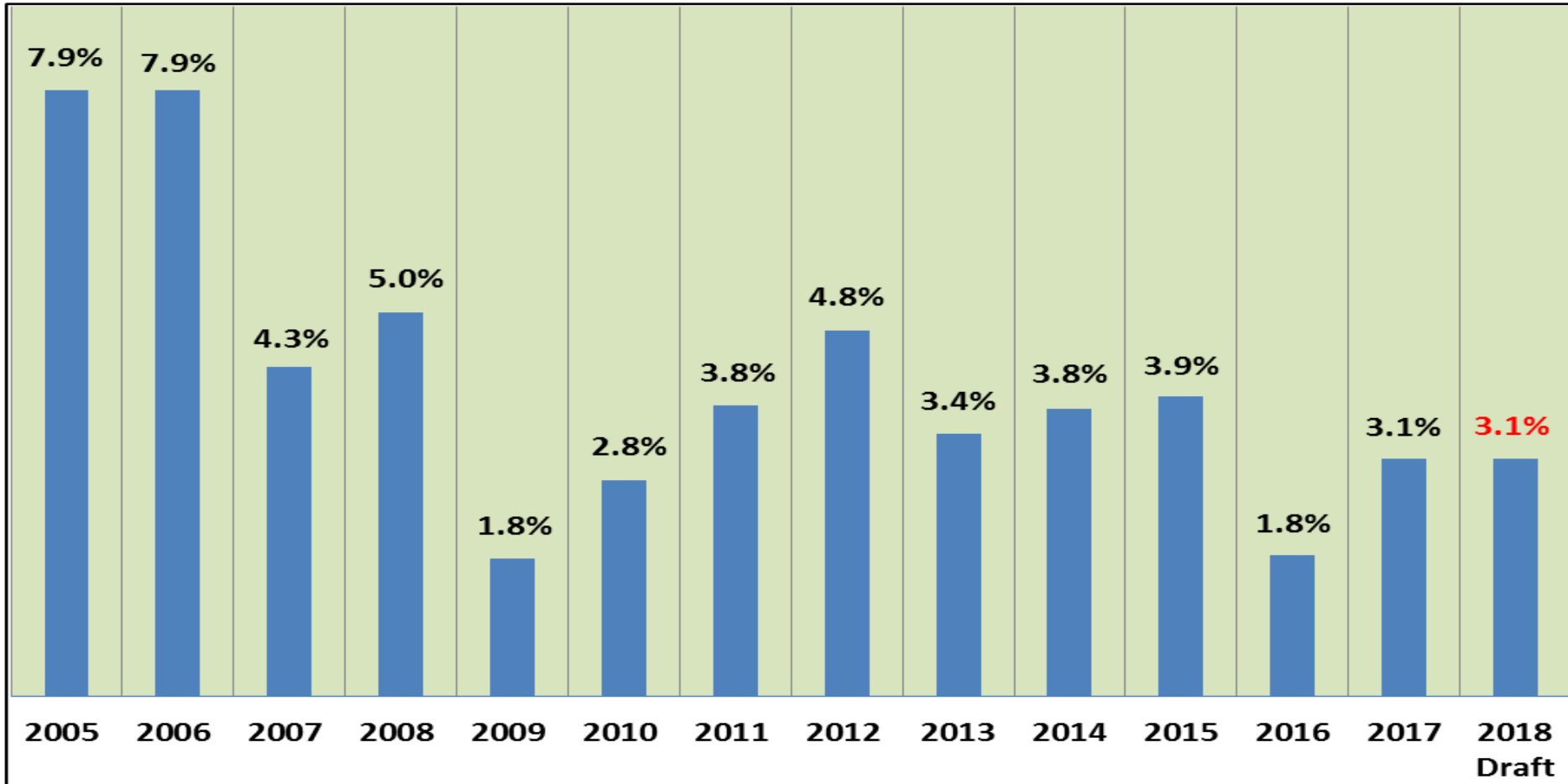
**Total: \$ 64,050.6**

\* User Fees include revenue received in relation to the utilization of the town's various service

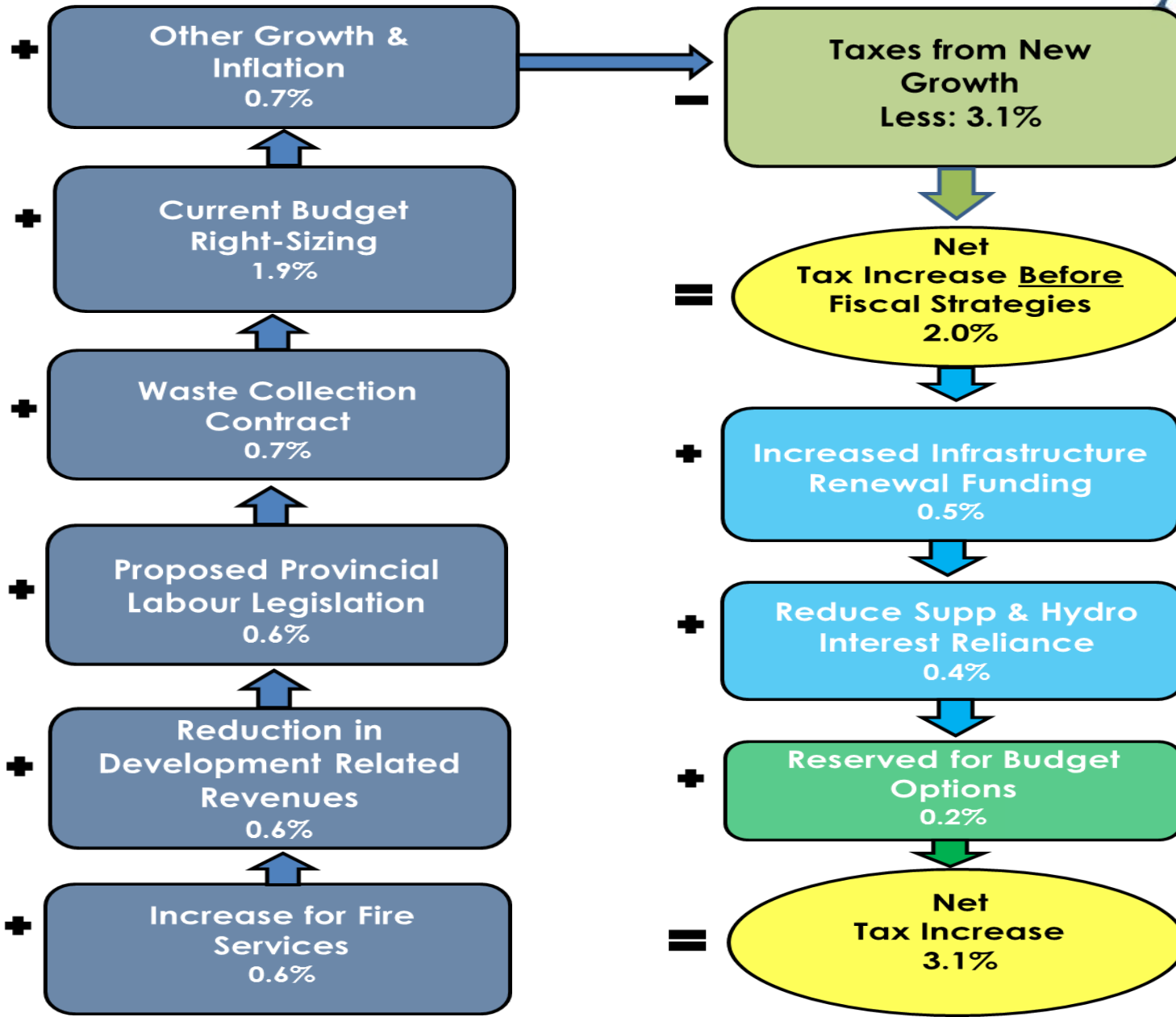
# What do you get?

- Well maintained infrastructure
- Sustained service levels
- Award winning community events
- Great variety of recreation and cultural opportunities for all ages
- Well managed, fiscally sustainable community

# History of Aurora Tax Increases



# Key Contributing Tax Pressures





# Aurora Proposed Tax Increase



## Impact to Overall Tax Bill

	% Share of 2017 Tax Bill	Estimated 2018 Tax Rate Pressure	Weighted Rate Pressure
Aurora	36.5%	3.10%	1.13%
York Region	42.9%	2.35%	1.01%
Education	20.6%	0.0%	0.00%
			2.14%

# Aurora Proposed Tax Increase



## Impact to Overall Tax Bill

Estimated annual incremental impact on an average assessed home in Aurora of \$770,000 would be:

Town of Aurora Share	\$ 75.61
York Region Share	67.29
Education Share	<u>0.00</u>
Total	<u>\$142.90</u>

# Questions