

2021 - 2022 BUDGET

10-YEAR CAPITAL PLAN

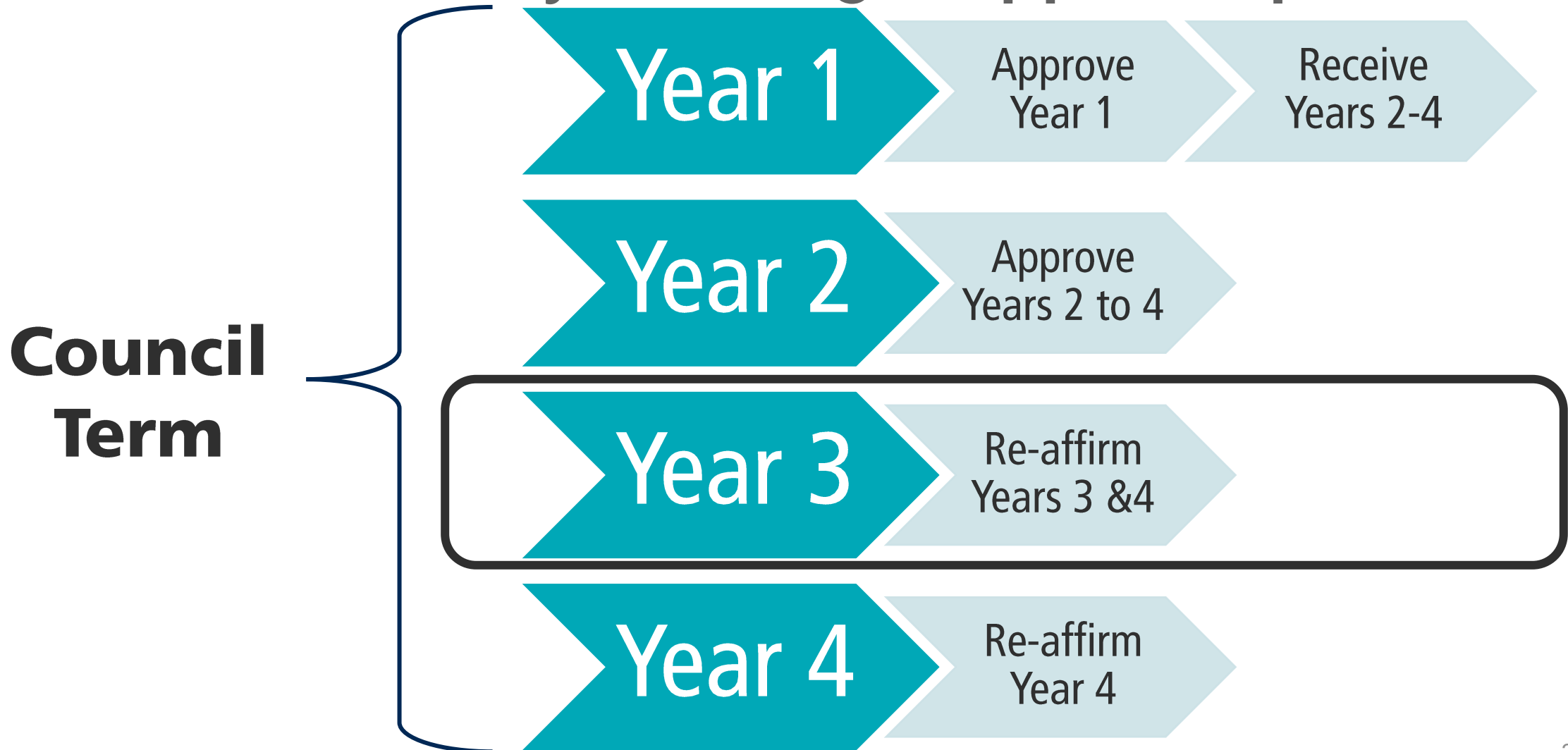


Agenda

- Budget Overview
- Survey Results
- Operating Budget
- Capital Budget
- Reserves
- Looking Ahead and Next Steps



Aurora's multi-year budget approval process



2021 to 2022 proposed budget at a glance

Operating Budget:

	2021	2022
Gross Expenditures	\$102.6M	\$107.6M
Net Levy	\$52.6M	\$55.4M
Tax Increase	2.9%	2.9%

Capital Budget:

2021 Expenditures	\$85.7M
New: Capital Budget Authority	\$189.7M
10-Year Plan	\$296.4M
New: 2021 Debt Authority	\$10.6M – 2 Projects

Budget impact for the average household

Annual 2.9% tax increase

Quarterly water bill increase* with average consumption of 54m³/quarter

Average house assessed at \$800,000



*Includes water, wastewater and stormwater charge



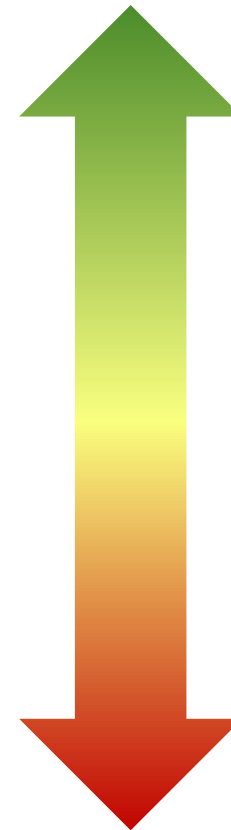
Survey Results

Budget engagement survey

Satisfaction with how tax dollars are spent

60

56
live in
Aurora



39%

satisfied or
extremely satisfied

27%

neutral

34%

unsatisfied or
very unsatisfied

Where the Town should invest tax \$

Top 5

- Parks, trails and open spaces
- Winter maintenance
- Road network operations
- Community programs
- Community planning

Residents looking for more online

- Purchasing services
- Real-time and historical water usage monitoring
- E-billing for tax and water

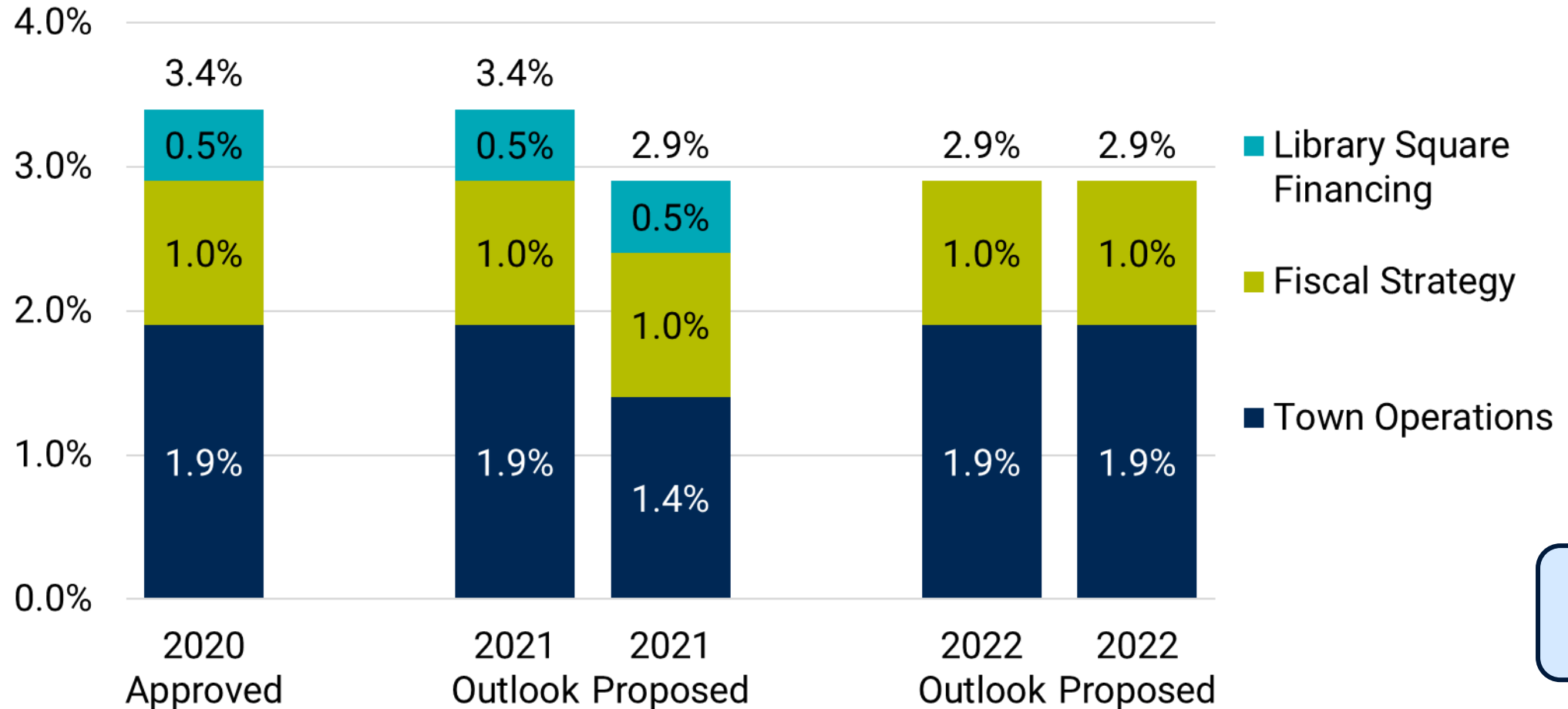


Operating Budget

2021 to 2022 proposed budget to outlook

	2021			2022		
	Outlook	Proposed	Change	Outlook	Proposed	Change
Gross Expenditures (\$000s)	105,428	102,579	(2,849)	109,181	107,558	(1,623)
Non-Tax Revenues (\$000s)	(52,358)	(49,971)	2,387	(53,350)	(52,203)	1,147
Net Tax Levy (\$000s)	53,070	52,608	(461)	55,831	55,355	(476)
Assessment Growth	2.4%	2.0%	(0.4%)	2.2%	2.2%	-
Tax Increase	3.4%	2.9%	(0.5%)	2.9%	2.9%	-
New Permanent FTE	8.0	8.0	-	5.0	5.0	-

Reductions focused on operational savings

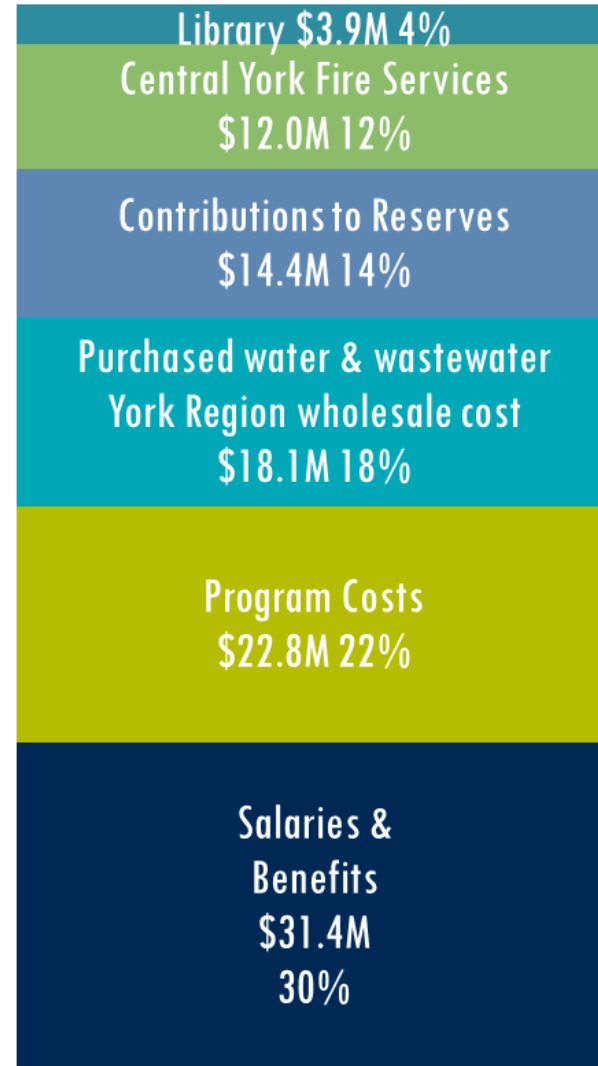


Changes to the tax funded budget

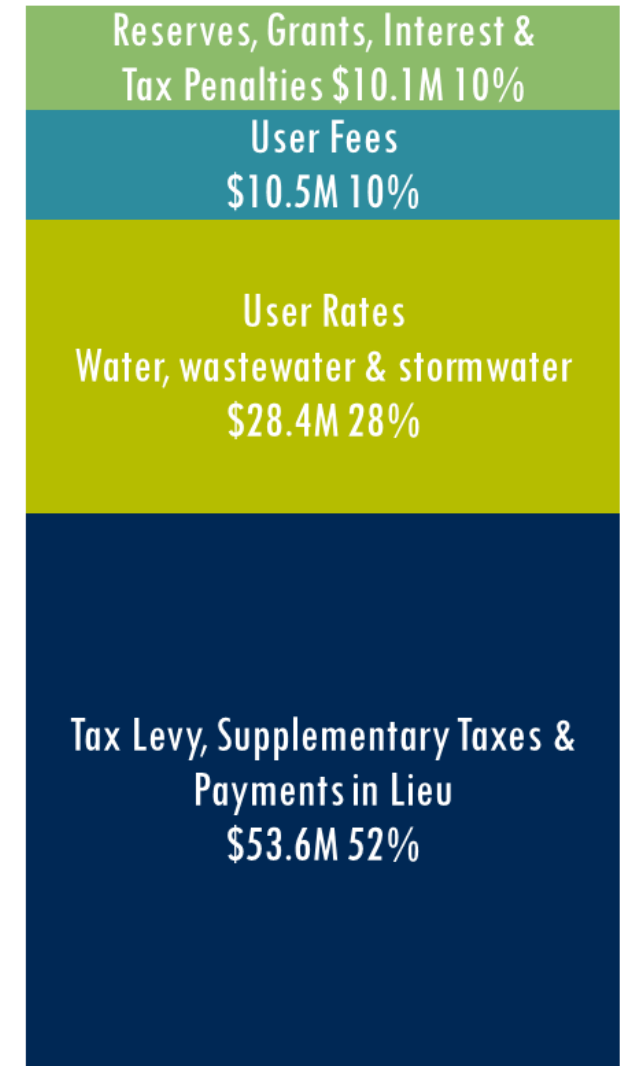
(\$000s)	2021	2022
Approved Outlook	53,069.5	55,831.0
Non-COVID related changes	(461.3)	(476.0)
COVID-19 related pressures	783.3	-
One-time Savings & COVID Funding	(783.3)	-
Proposed Budget	52,608.2	55,355.0

The budget is balanced in each year

2021 Expenditures \$102.6M

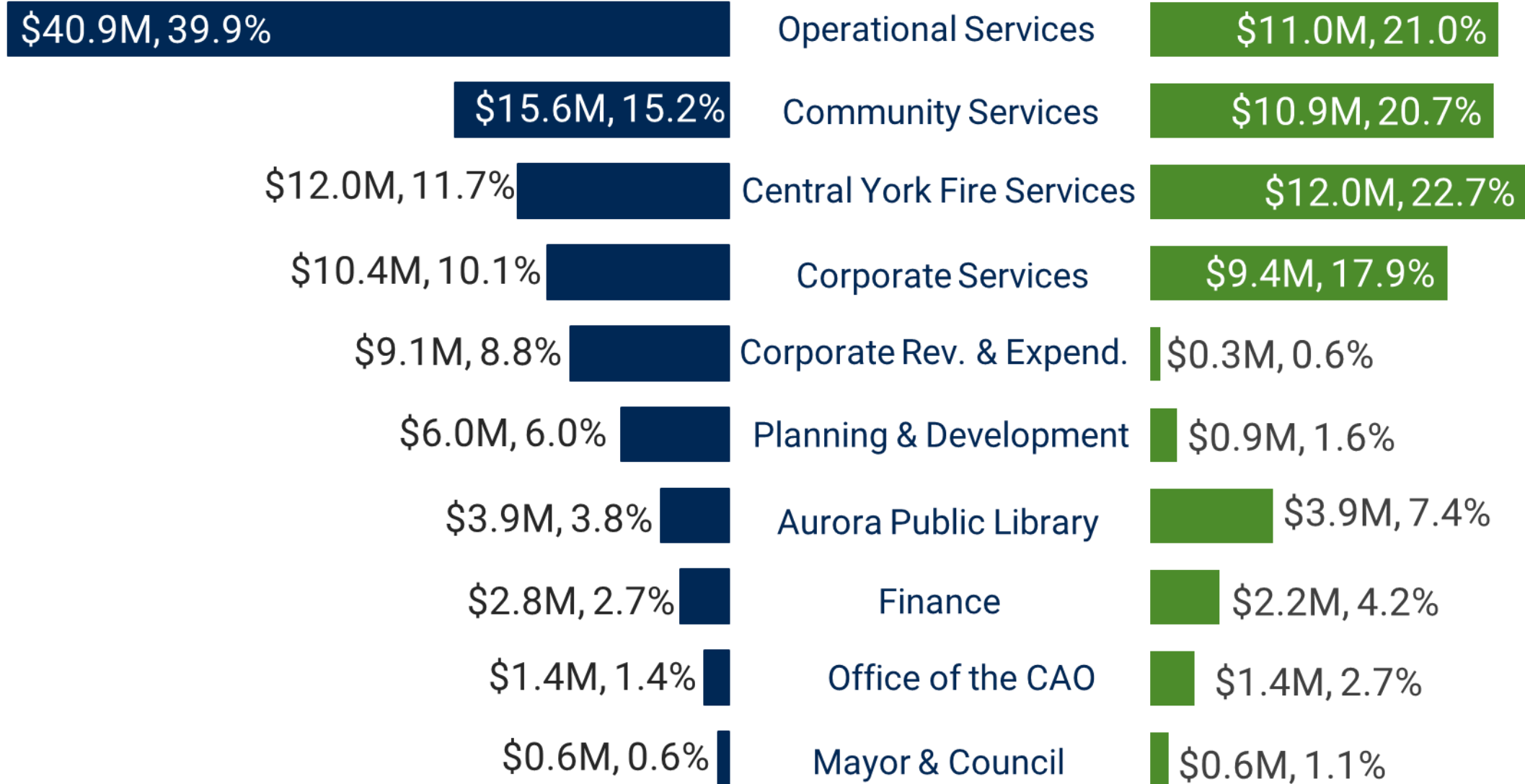


2021 Funding \$102.6M



Gross spending vs.....

Net budget



Proposed user rates

	2020	2021			2022		
	Current	Outlook	Proposed	Change	Outlook	Proposed	Change
Water and Wastewater (\$/m³):							
Water Rate	\$ 2.18	\$ 2.45	\$ 2.34	(4.5%)	\$ 2.48	\$ 2.34	(5.6%)
Wastewater Rate	\$ 2.77	\$ 3.11	\$ 2.89	(7.1%)	\$ 3.15	\$ 2.90	(7.9%)
Combined Rate	\$ 4.95	\$ 5.56	\$ 5.23	(5.9%)	\$ 5.63	\$ 5.24	(6.9%)
Stormwater Rate (\$/month):							
Residential	\$ 7.09	\$ 8.01	\$ 9.18	14.6%	\$ 9.32	\$ 11.69	25.4%
Non-Residential	\$90.07	\$101.73	\$ 116.64	14.7%	\$118.31	\$ 148.51	25.5%

Average residential bill

	2020		2021		2022		
	Revised	Outlook	Proposed	Change	Outlook	Proposed	Change
Water 54m ³	\$117.72	\$132.30	\$126.36	(\$5.94)	\$133.92	\$126.36	(\$7.56)
Wastewater 54m ³	\$149.58	\$167.94	\$156.06	(\$11.88)	\$170.10	\$156.60	(\$13.50)
Stormwater 3 months	\$21.27	\$24.03	\$27.54	\$3.51	\$27.96	\$35.07	\$7.11
Average Quarterly Bill	\$288.57	\$324.27	\$309.96	(\$14.31)	\$331.98	\$318.03	(\$13.95)
Average Annual Bill	\$1,154.28	\$1,297.08	\$1,239.84	(\$57.24)	\$1,327.92	\$1,272.12	(\$55.80)

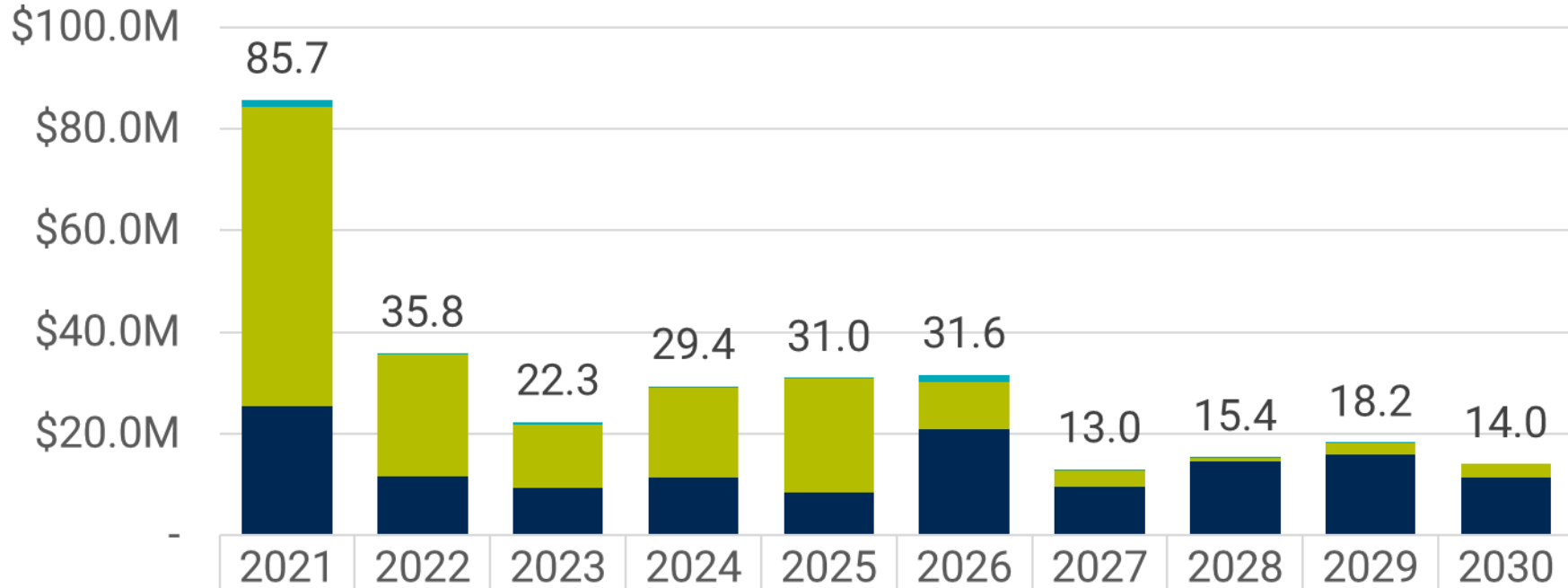
Key budget assumptions

- Initiatives included in the multi-year budget will continue
- York Region will increase water rates by 2.9% in each year
- COVID-19 pressures will continue in 2021 but not 2022
- Penalties on taxes will return to the normal practice in 2021
- Assessment growth revenue for 2022 will stay at 2.2%

A photograph of a modern playground with various climbing structures, including a large circular frame and a slide. The equipment is set on a red safety mat. In the background, there are green trees and multi-story residential buildings under a clear blue sky.

Capital Budget

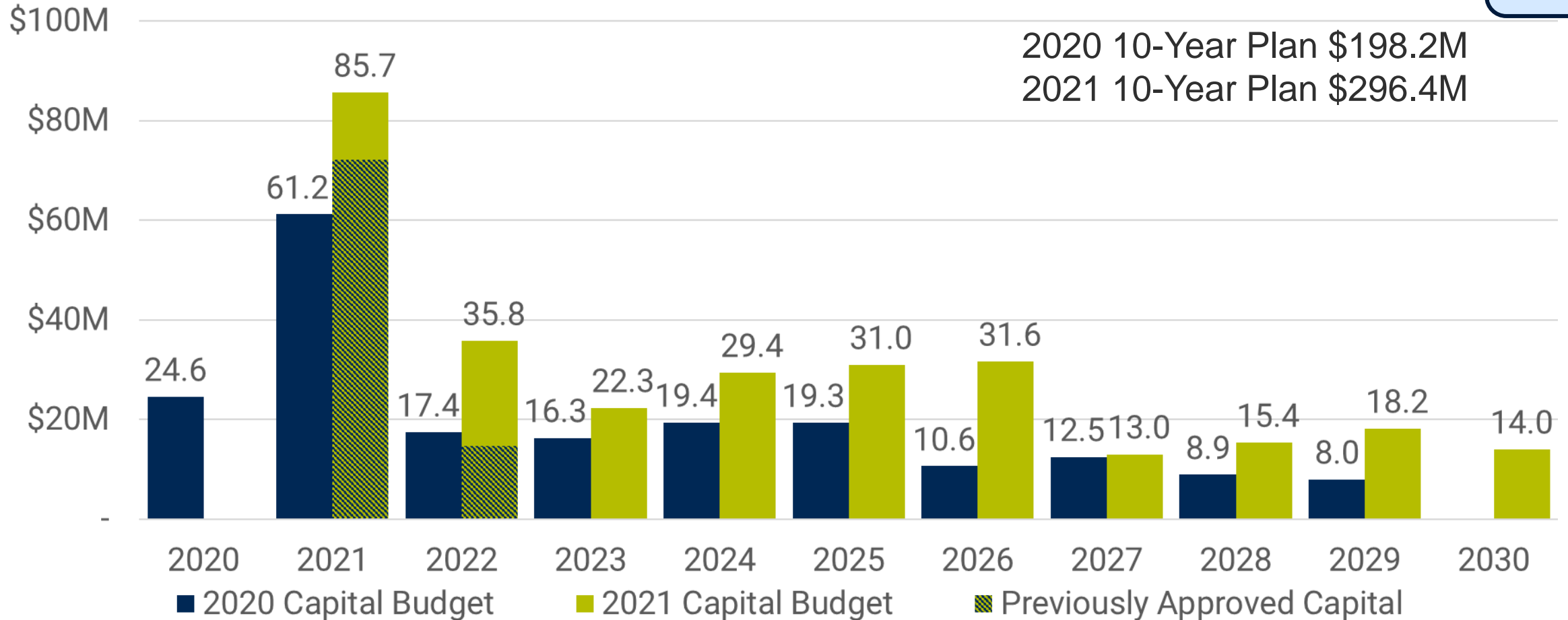
Growth & New makes up 52% of the plan



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Studies & Other	1.3	0.3	0.6	0.4	0.1	1.4	0.3	0.2	0.0	-
Growth & New	58.9	23.8	12.5	17.5	22.4	9.3	3.2	0.7	2.1	2.7
Repair & Replacement	25.4	11.7	9.3	11.5	8.5	20.9	9.5	14.5	16.0	11.3
Total	85.7	35.8	22.3	29.4	31.0	31.6	13.0	15.4	18.2	14.0

10-year plan is \$98.2M higher this year

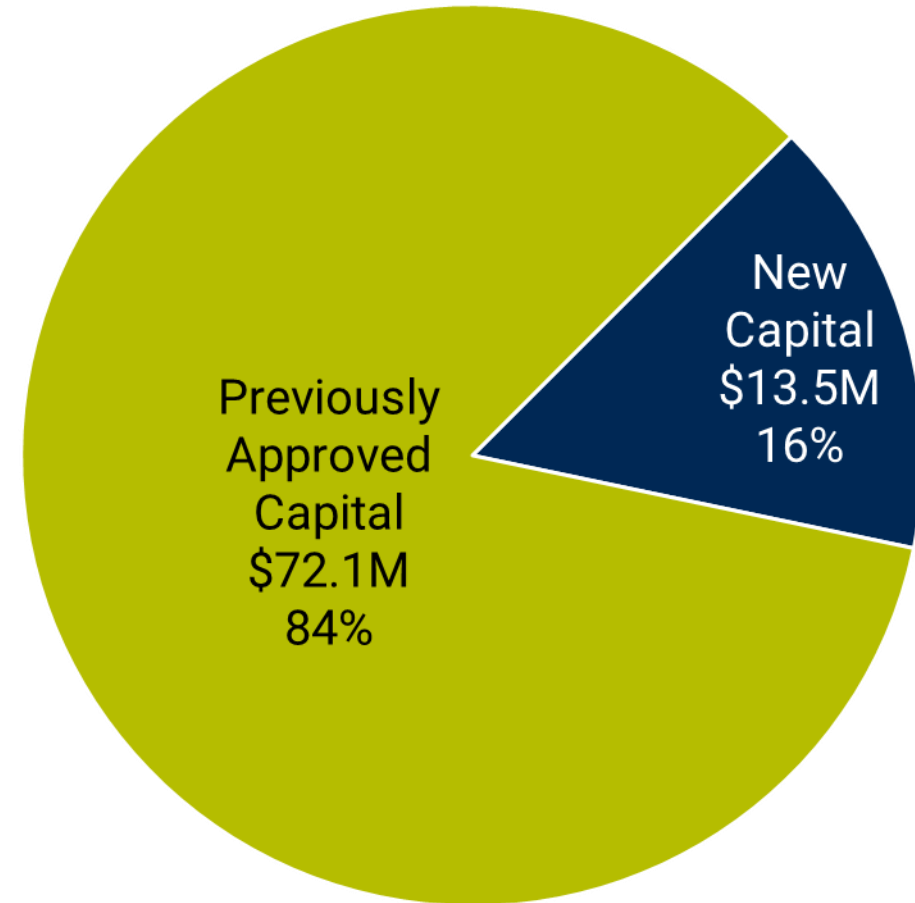
Page
4-3



84% of 2021 spending already approved

Larger projects include:

- \$30M Library Square
- \$12M Fire Hall 4-5
- \$6.6M Roads R&R
- \$3.2M Storm and sewer R&R



New: Capital Budget Authority



Proposed Capital Budget Authority

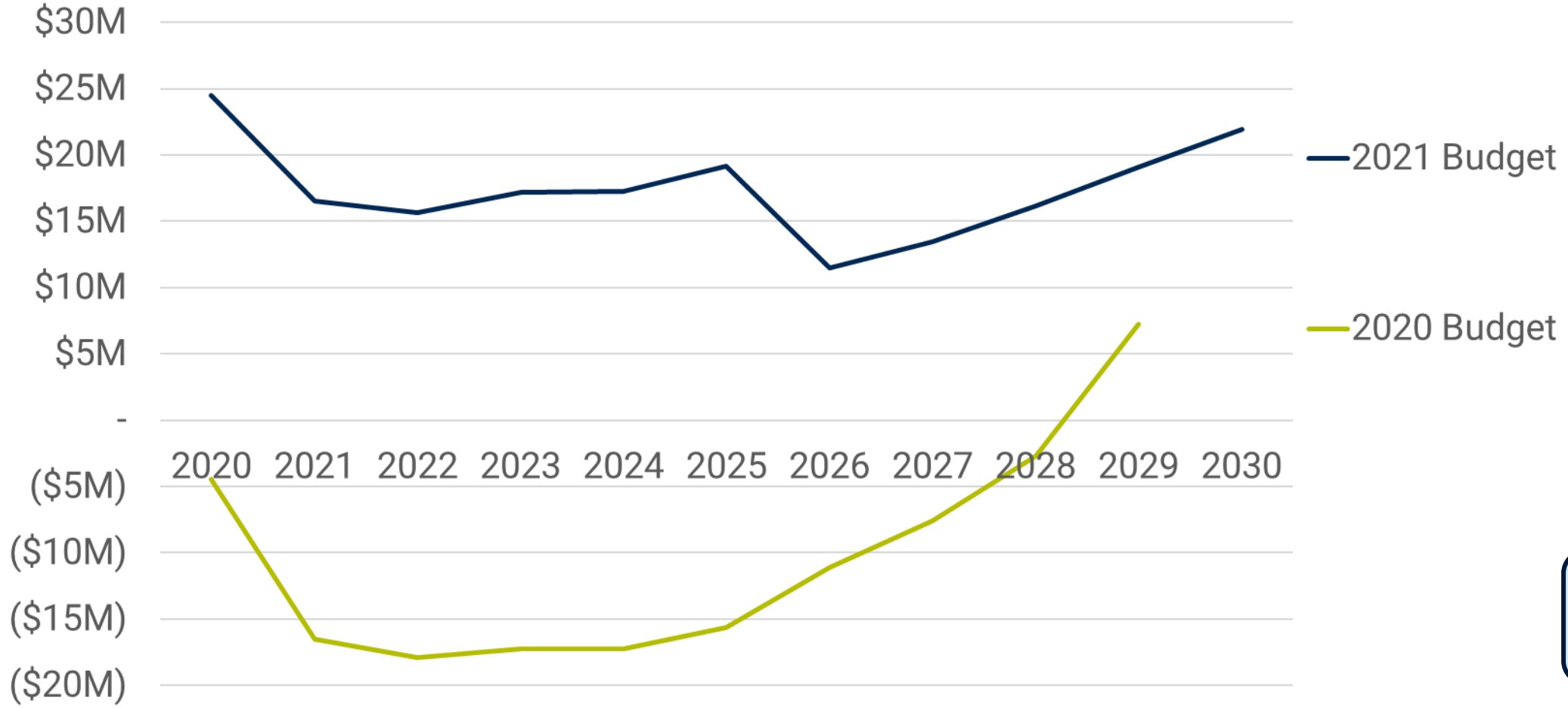
(\$000s)	Previously Approved Budget	2021 Proposed		Capital Budget Authority Cash Flow			
		Capital Budget Authority*	Budget Change	Actuals to Dec/19	2020 Forecast	2021	2022+
Repair & Replacement	59,814.8	72,701.8	12,887.0	22,347.8	20,521.5	25,440.6	4,391.9
Growth & New	100,295.6	113,057.5	12,761.9	15,654.8	16,072.5	58,872.6	22,457.7
Studies & Other	3,336.4	3,931.4	595.0	1,054.3	1,282.7	1,344.4	250.1
Proposed Budget	163,446.7	189,690.6	26,243.9	39,056.8	37,876.7	85,657.5	27,099.6

* Includes all active project budgets, adjustments to project budgets and new budget commitments

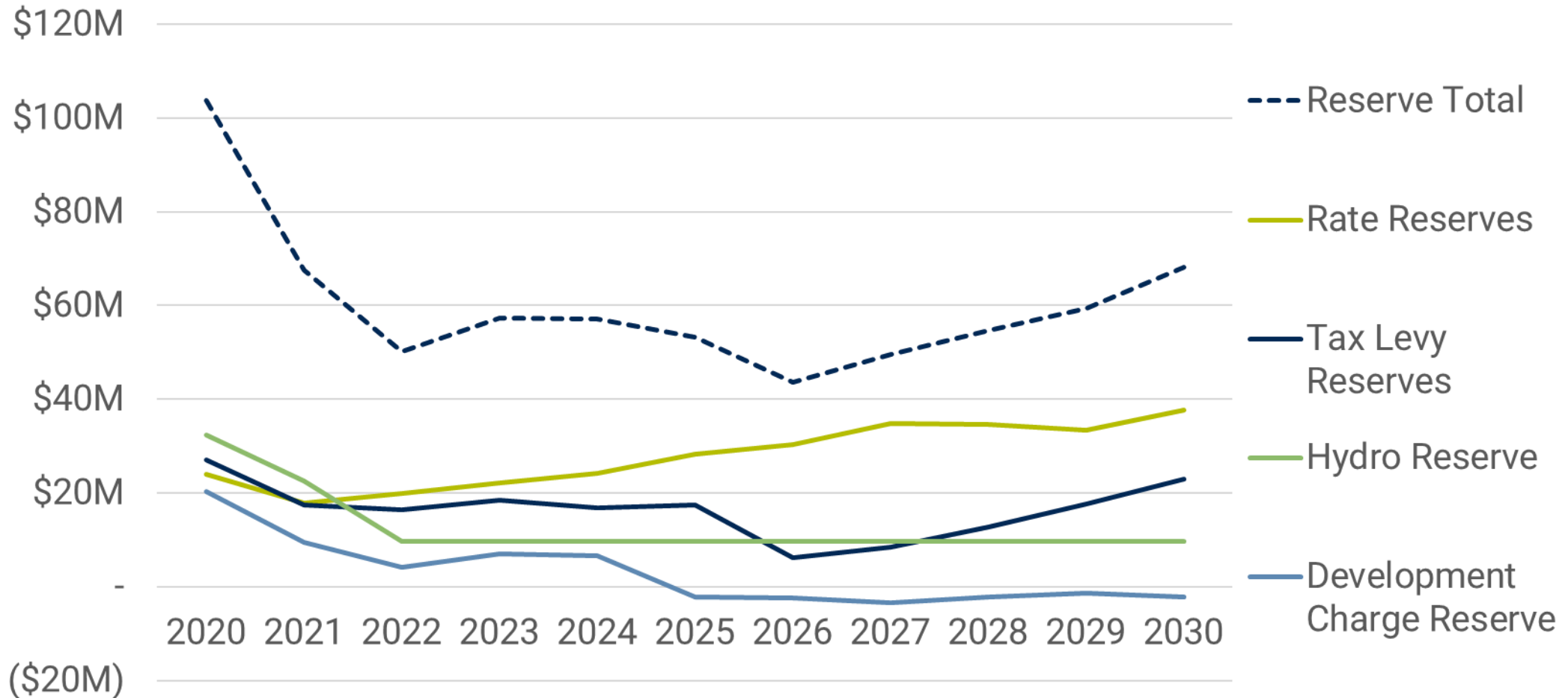


Reserves

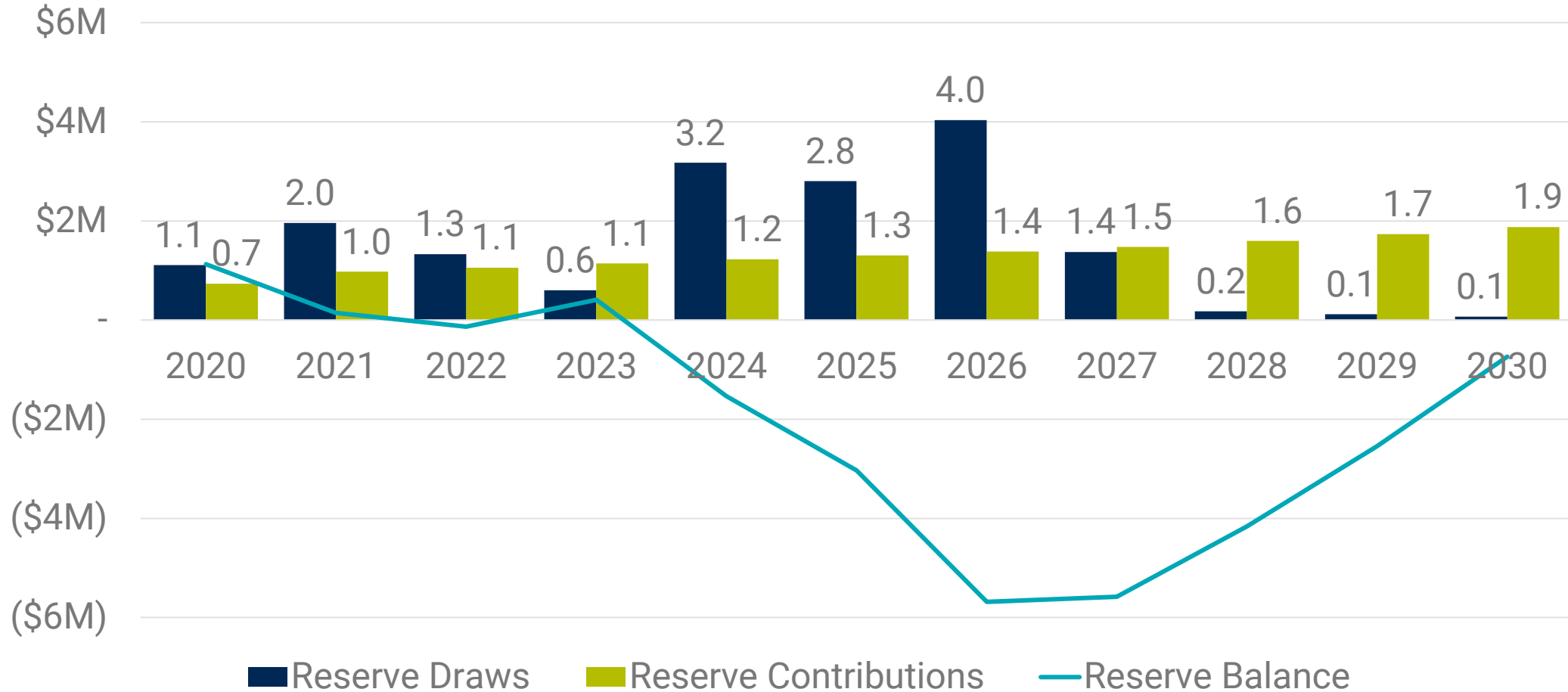
Tax funded R&R reserve balance is better



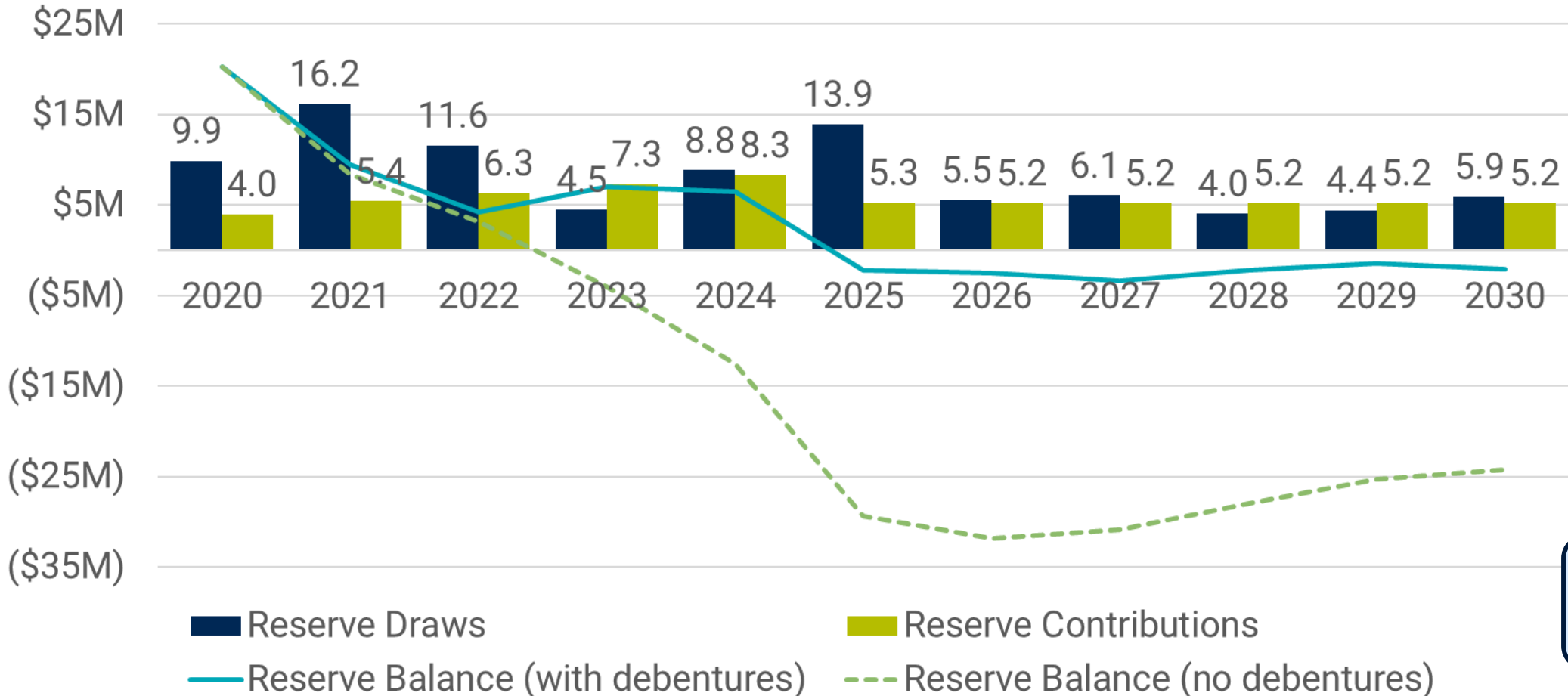
10-year capital reserve balances



Growth & New reserve forecast



Debt is proposed to manage the DC reserve



Growth capital challenges

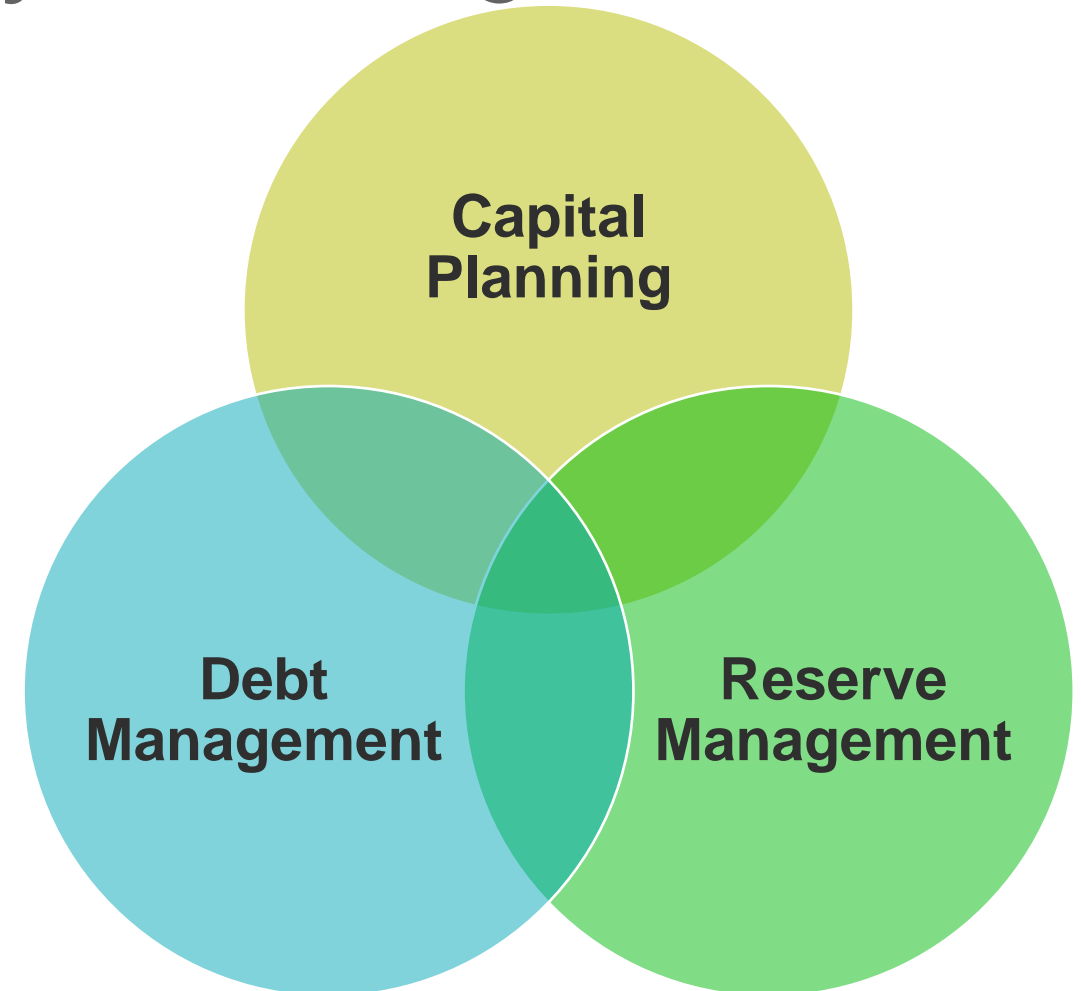
- Better planning for future timing of growth projects
- Development Charges are to maintain existing service levels for growth
- Post period benefit – projects benefiting growth in future DC studies
- Benefit to existing – funding for the tax funded portion of growth projects

A photograph of a dirt path winding through a dense forest of green trees. The path is covered in fallen leaves and leads into the distance. A semi-transparent teal banner is overlaid across the middle of the image, containing the text "Looking Ahead & Next Steps".

Looking Ahead & Next Steps

Fiscal strategy and policy – coming soon!

- Managing growth capital
- Asset management reserve funding plan
- Debt policy
- Avoiding “fiscal shocks”
- Use of investment income
- Prudent investor standard



Budget process next steps

