



*Ready For The Future*

TOWN OF AURORA



**2018**

**EXECUTIVE SUMMARY**



# MESSAGE FROM THE CAO



Budgets are about more than just numbers. Budgets represent possibilities and allow us to bring the ambitious dreams for our community's future to life. Aurora is a changing and growing place, one where staff, Council and the community all work together to make our Town truly unique. We are a community which embraces and celebrates our small Town charm and urban amenities. There are exciting things to come for Aurora. From the development of the former library and seniors' centre areas to the potential building of a new multi-use community centre, there is a lot to look forward to.

The theme of this year's budget is *Ready for the Future* and I am pleased to present a 2018 budget that delivers just that. 2018 represents a more sustainable budget, one that sees us reducing our reliance on development charges and development growth spikes and represents a more normalized income stream. This proposed budget positions the Town for success and will allow us to deliver on a long-term strategy that will meet the needs and expectations of our community.

We continue to be more accurate in our reporting by rightsizing in certain areas and are committed to presenting a budget that keeps pace with the changing needs of our growing community.

In June, the Finance Advisory Committee supported a budget direction of inflation on the operating budget, with an addition one per cent for fiscal sustainability. This budget responds to that request with a total proposed tax levy increase 3.1 per cent. For the average Aurora home valued at \$770,000, a 3.1 per cent increase will add \$76 per year to the Town share of the total 2018 tax bill.

The budget process this year involved multiple opportunities for residents to provide feedback on their priorities, whether through attending public meetings or providing input through our online budget consultation tool. Staff took to the community centres, GO station, Farmers' Market and the world of social media to gather input to help inform this proposed budget. This feedback is included in the presentation to Council to help them guide their budget considerations.

Our 2018 budget provides a good base of capital spending and ensures our assets are in good shape. The budget also addresses the unexpected costs related to provincial changes to minimum wage and includes no additional levy burden as a result of staffing.

I'm excited to move forward as we continue to build a healthy, sustainable and vibrant community.

Sincerely,

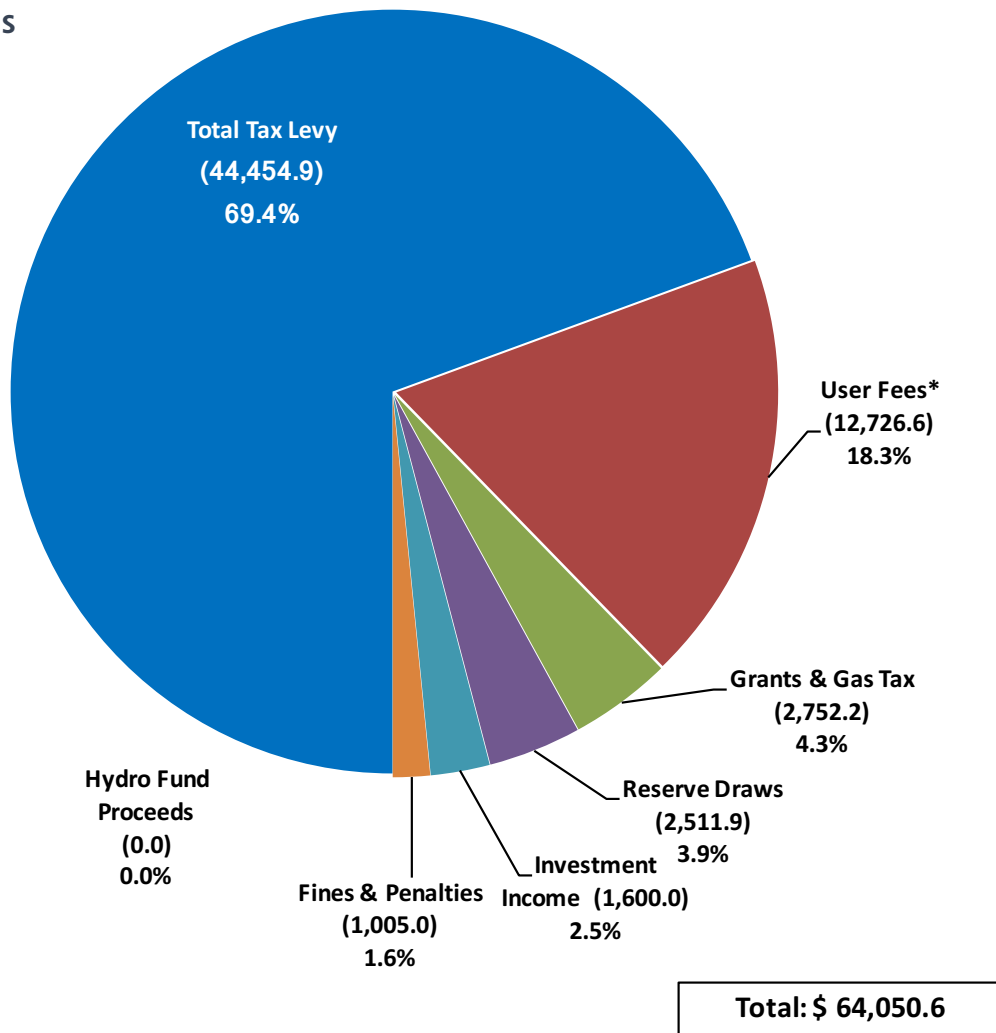
*Doug Nadorozny*  
Chief Administrative Officer  
Town of Aurora

# ▶ BREAKING IT DOWN

## Where the money comes from:

### Town of Aurora 2018 DRAFT Operating Budget Total Revenues by Source

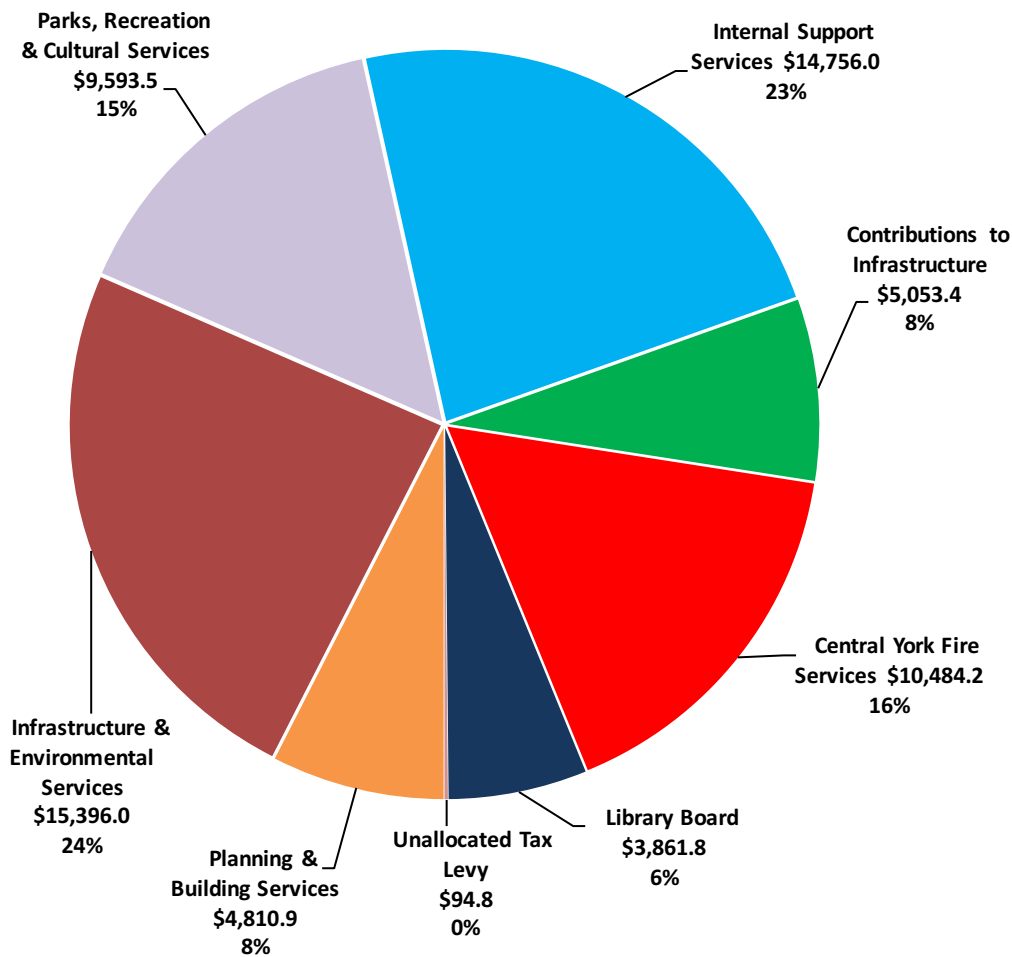
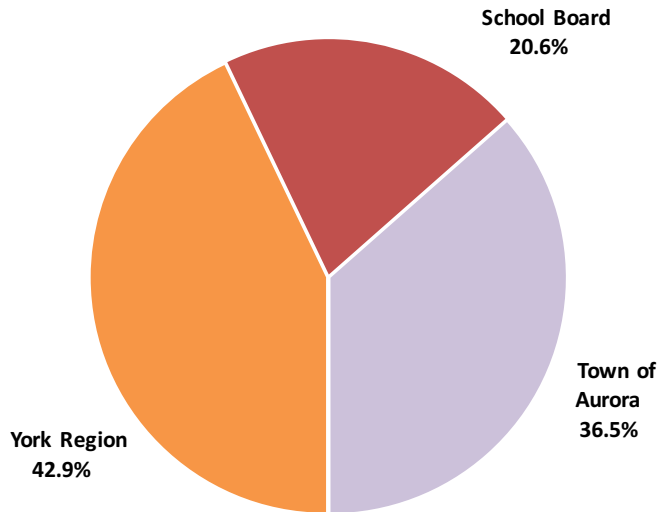
Shown in \$000's



# Where the money goes:

## Town of Aurora 2018 DRAFT Operating Budget Gross Operating Budget by Service

Shown in \$000's



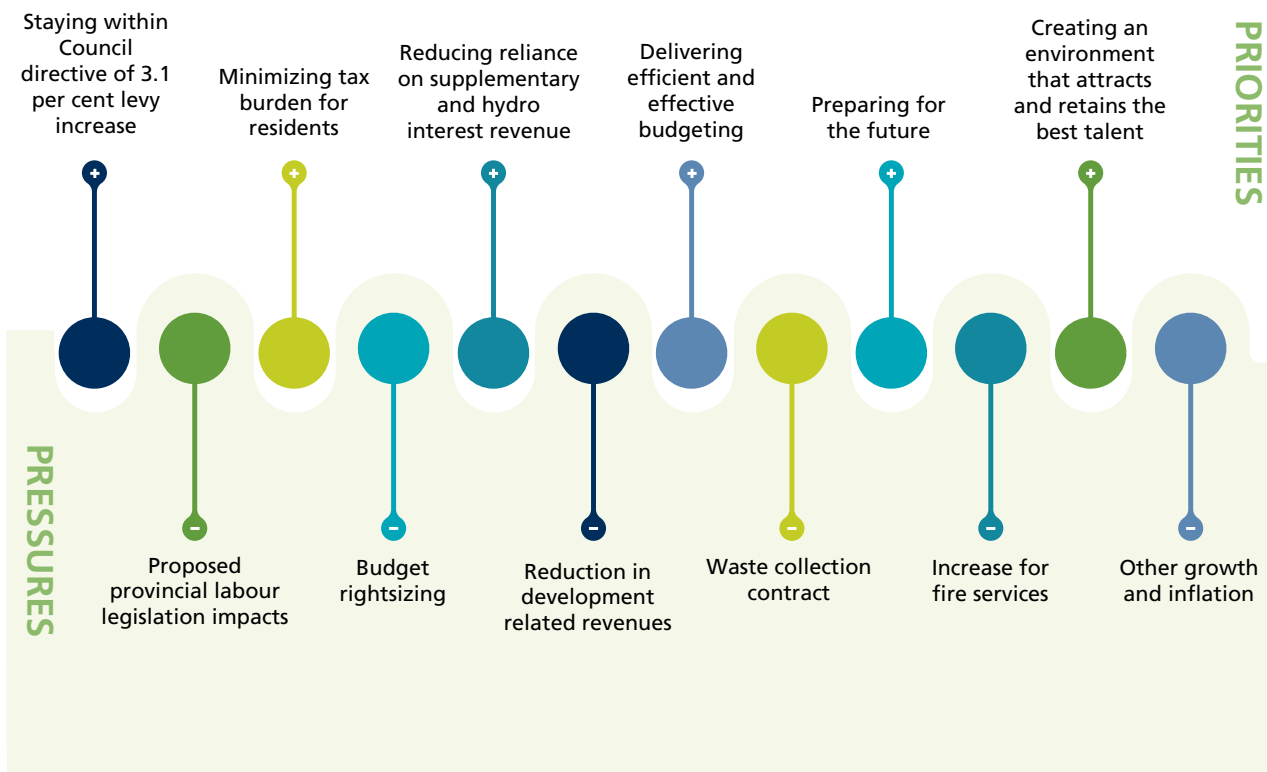
**Total: \$ 64,050.6**

# ▶ BUDGET SUMMARY

## Summary of Key Town 2018 Operating Budget Pressures

	Amount	Tax Impact (%)
<b>New Revenue for 2018 (As per Council's Direction)</b>		
Growth Revenue (3.1% assessment growth forecast)	\$ 1,296,500	3.0 %
Tax Levy Increase (based on CPI of 2.1% plus 1% – Total 3.1%)	1,336,700	3.1 %
Estimated New Revenue	\$ 2,633,200	6.1 %
<b>Allocation to Known Incremental Financial Requirements</b>		
<b>Core Operating Budget:</b>		
Current Budget Right-Sizing	(817,800)	(1.9 %)
Waste Collection Contract - Phase 1 of 2 Years	(283,000)	(0.7 %)
Proposed Provincial Labour Legislation Impacts - Phase 1 of 2 Years	(270,100)	(0.6 %)
Reduction in Developmental Related Revenues	(264,800)	(0.6 %)
Increase for Fire Services	(259,200)	(0.6 %)
Other Growth & Inflation	(252,900)	(0.6 %)
<b>Fiscal Strategies:</b>		
Increased Infrastructure Renewal Funding	(215,600)	(0.5 %)
Reduced Supplementary & Hydro Interest Revenue Reliance	(175,000)	(0.4 %)
<b>Reserved for Council Budget Options</b>	(94,800)	(0.2 %)
<b>Unresolved Budget Tax Pressure versus Council's Direction</b>		-

## Priorities and Pressures



# ▶ BUDGET SCHEDULE AND CITIZEN ENGAGEMENT

## ▶▶▶ 2018 BUDGET SCHEDULE OF MEETINGS

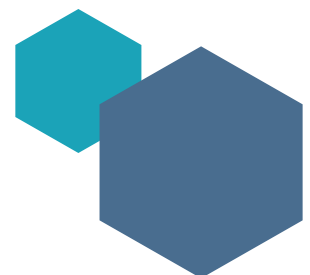
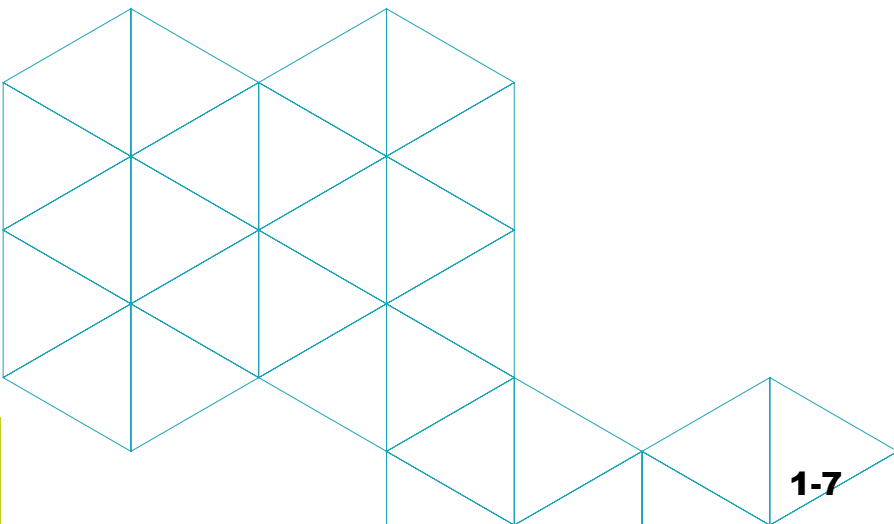
Budget meetings are held at Aurora Town Hall, located at 100 John West Way.

- |                       |  |
|-----------------------|--|
| <b>COMPLETE</b>       | ▶ Wednesday, May 31, 2017 • 6 p.m.<br>Special Budget Consultation                          |
| <b>COMPLETE</b>       | ▶ Tuesday, September 26, 2017 • 7 p.m. to 10:30 p.m.<br>Capital Budget Review              |
| <b>COMPLETE</b>       | ▶ Saturday, October 14, 2017 • 9 a.m. to 4 p.m.<br>Capital Budget Review                   |
| <b>COMPLETE</b>       | ▶ Tuesday, October 24, 2017 • 7 p.m. to 10:30 p.m.<br>Council - Capital Budget Approval    |
| ▶ <b>THIS MEETING</b> | ▶ Tuesday, November 7, 2017 • 7 p.m. to 10:30 p.m.<br>Operating Budget                     |
| <b>UPCOMING</b>       | ▶ Saturday, November 18, 2017 • 9 a.m. to 4 p.m.<br>Operating Budget                       |
| <b>UPCOMING</b>       | ▶ Monday, November 20, 2017 • 7 p.m. to 10:30 p.m.<br>Operating Budget                     |
| <b>UPCOMING</b>       | ▶ Monday, November 27, 2017 • 7 p.m. to 10:30 p.m.<br>Operating Budget                     |
| <b>UPCOMING</b>       | ▶ Tuesday, December 12, 2017 • 7 p.m. to 10:30 p.m.<br>Council - Operating Budget Approval |

In addition to public meetings, the Town actively sought out feedback through the community through an online budget consultation tool. The Balance the Budget tool (<http://aurora.citizenbudget.com>) asked residents to prioritize spending to balance the town's budget. The tool was actively promoted at community centres, the Aurora Farmers' Market, the GO train station, at town special events and online through the Town website and social media.

## ► CURRENT FINANCIAL CONDITION

- Net financial position, increased to \$530 million by the end of 2016 from \$488 million at the end of 2015
- Cash and financial investments increased to \$116.8 million by the end of 2016 from \$100.7 million at the end of 2015
- Amortized book value of our capital assets increased to \$453 million by the end of 2016 from \$435 million at the end of 2015
- Asset amortization of \$12.5 million (accounting value for consumption of assets in year)
- Total \$10.2 million, including gas tax and provincial infrastructure funding, contributed to reserve funds for infrastructure renewal
- Total external debt increased slightly to \$12.7 million by the end of 2016 due to the completion of the Joint Operations Centre from \$12.0 million at the end of 2015
- Total cost of servicing long-term debt, interest and principle, declined to \$504,300 from 2016 due to retirement of a 10-year debt
- Long-term debt service payments dropped to only 2.9% of allowable annual limit set by the province, due to retirement of a 10-year debt
- Long-term debt service payments annual limit unused for 2016 was \$16.8 million
- While the Town has a small amount of debt, its annual budgets are balanced, and the Net Financial position is \$530 million accumulated surplus, mostly in the form of capital infrastructure assets and cash and investments noted above. The Town is well-positioned financially currently, however, must continue its annual and long-term fiscal strategies to increase its contributions to infrastructure renewal relative to asset consumption.



# 2017 SUCCESSES



The Town rose to the challenge of Canada150 celebrations, which included the New Beginnings Pow Wow, the Canada Mosaic Project and additions to existing events and programs. The Town also made improvements and repairs to the Aurora Community Centre, Stronach Aurora Recreation Complex, and Fleury Park as a result of Canada 150 community infrastructure grants from the federal government.

In September, the Town hosted the grand opening of the Joint Operations Centre. The state-of-the-art building consolidates existing parks and public works operations into a single, environmentally-friendly, 66,00 square foot facility. Staff working out of the building maintain and support more than \$450 million in Town-owned assets.



The Town welcomed a delegation from our twin Town of Leksand, Sweden. The Towns have been twinned since 1976 and the visiting officials came to learn more about Aurora and municipal government best practices. Leksand Mayor Ulrike Liljeberg also joined Mayor Geoffrey Dawe for Aurora's Canada Day Parade.

In 2017, Aurora Town Council voted to demolish the old library and seniors' centre in order to redevelop the area. The Town continues to work with planners and architects to design an inviting and welcoming space that will bring together all members of the community in the heart of our historic downtown core.







Staff began conducting in-person engagement opportunities, reaching out to get citizen feedback on critical issues such as communication and budgeting. Staff have been conducting surveys and engagement at the GO station, Farmers' Market and special events throughout Town.

Following years of hard work by staff and elected officials, a new hotel is finally coming to Town. The Microtel by Wyndham is expected to open in late 2018 and will be located near Highway 404 at Leslie Street and Wellington Street. The hotel chose Aurora as their first location in the Greater Toronto Area due to our proximity to highways, business community, educated workforce and commitment to lowering development charges for hotels.



Bulk Barn was one of the first major companies to take advantage of the Town of Aurora's Business Concierge program. A unique concept in York Region, the program expanded to offer priority processing and personalized service for non-residential development projects.

In 2017, the Town also hired a full-time Economic Development Officer and began recruiting for a new Economic Development Corporation Board.

Plans for the new Central York Fire Services building began in 2017. The building, scheduled to be completed by 2019, will become the new headquarters for the fire service and will include training and administrative departments. The station will be built at Isaacson Crescent and Earl Stewart Drive.

