

2018 Preliminary Budget



Strategic Focus

Over this term of Council, the budget focus has been led by the goals of the Community Based Strategic Plan:

- Accountable Local Government
- Public Access to a Revitalized Waterfront
- Support for Economic Growth
- Healthy Lifestyle
- Culture and the Arts



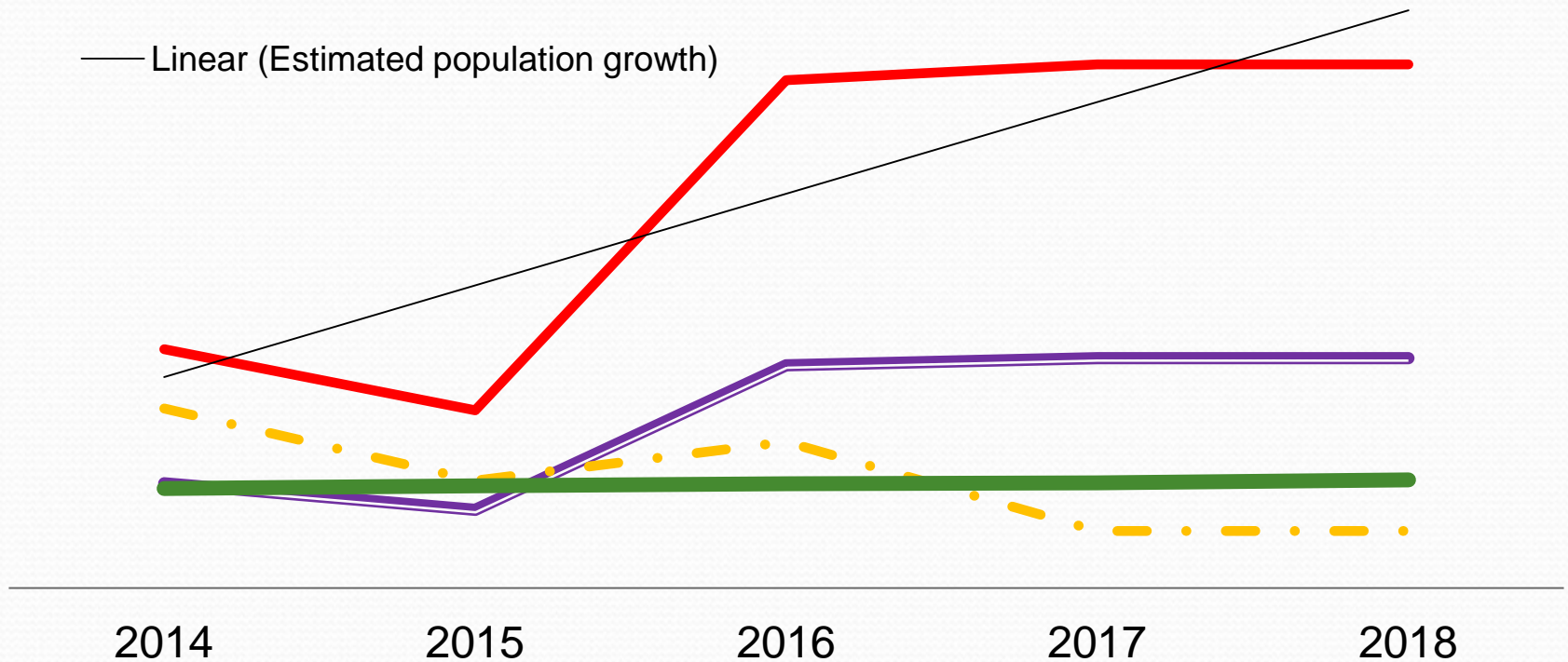
Pressures on Budgets

Departmental presentations will explain how the proposed 2018 budget addresses such pressures on Town operations as:

- Changing legislative requirements
- Growth
- Funding infrastructure related to growth
- Maintaining existing infrastructure
- Providing the same level of service to all taxpayers
- Mandated timeframes for processing applications, permits, requests and payments

Growth Estimates

- Units
- Estimated population growth
- Linear (Estimated population growth)
- Estimated growth in households
- Growth in full time staff



2018 Budget Overview

Expenditures

(\$ Millions)

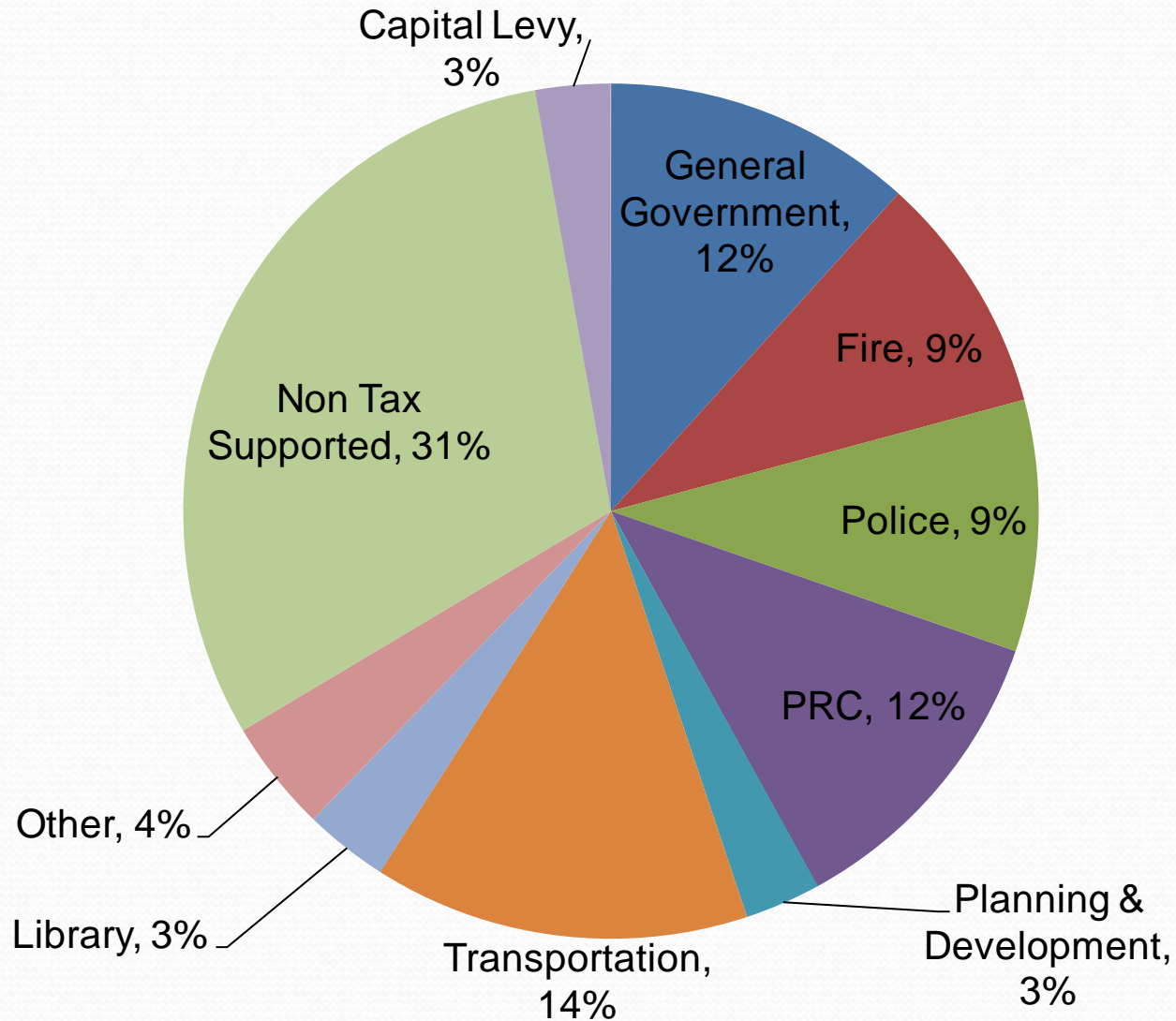
| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget |
|-----------|-------------|-------------|-------------|-------------|
| Operating | \$44.2 | \$52.1 | \$54.8 | \$55.3 |
| Capital | \$23.1 | \$15.0 | \$26.5 | \$27.0 |
| Total | \$67.3 | \$67.1 | \$81.3 | \$82.3 |

Funding

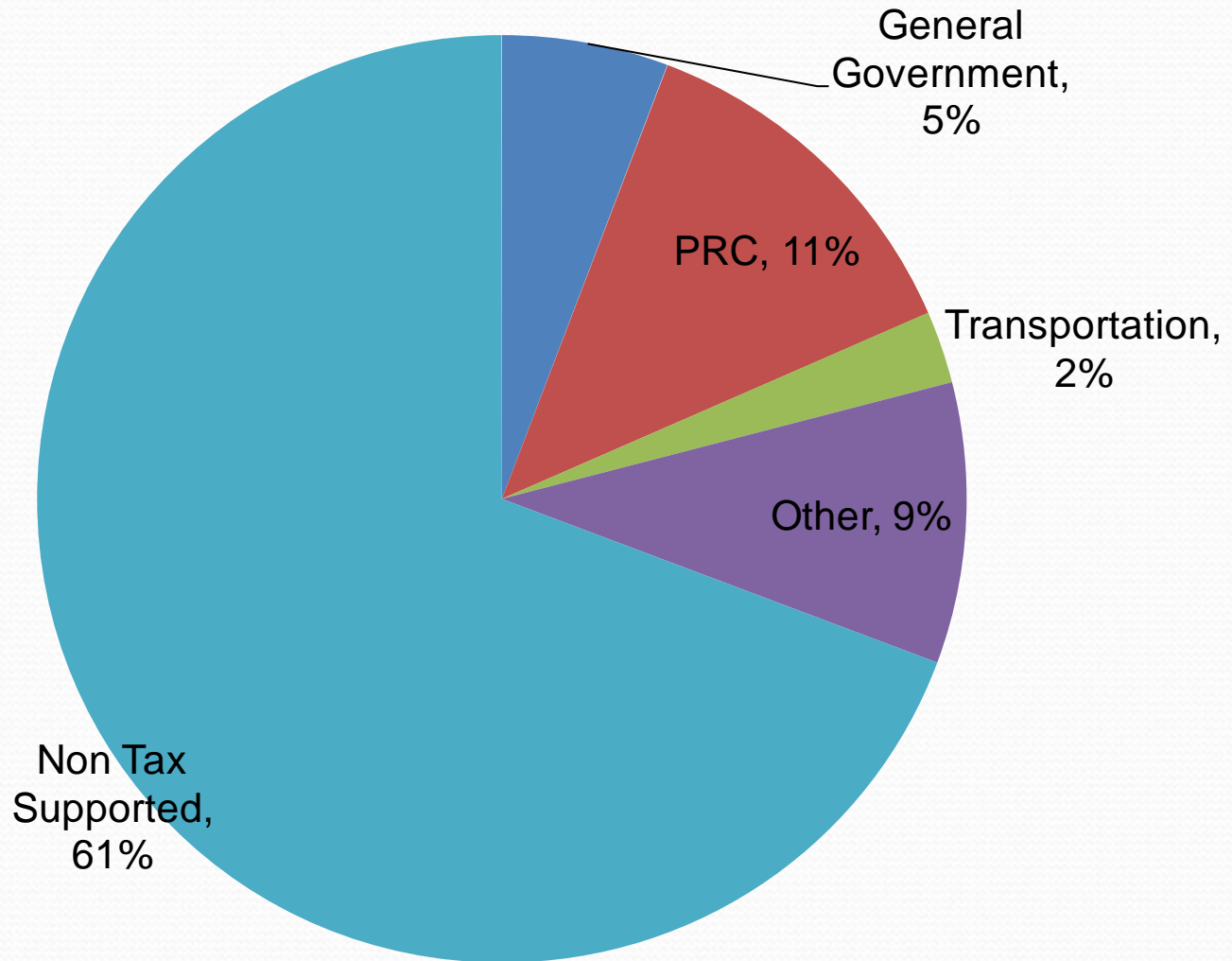
(\$ Millions)

| | 2015 Budget | 2016 Budget | 2017 Budget | 2018 Budget |
|-------------------------------------|----------------|----------------|----------------|----------------|
| User Fees and Other Non-Tax Revenue | \$17.6 | \$24.4 | \$24.9 | \$25.1 |
| Development Charges | \$ 5.0 | \$ 2.8 | \$ 7.7 | \$ 9.2 |
| Reserves & Reserve Funds | \$12.3 | \$ 8.9 | \$13.0 | \$14.0 |
| Federal & Provincial Grants | \$ 4.7 | \$ 2.1 | \$ 5.6 | \$ 3.4 |
| Total All Other Sources | \$39.6 | \$38.2 | \$51.2 | \$51.7 |
| Property Taxes | \$27.7 | \$28.9 | \$30.1 | \$30.6 |
| Total | \$67.3 | \$67.1 | \$81.3 | \$82.3 |

Operating Budget Summary



Capital Budget Summary



2018 Preliminary Budget

| Program | Actual 2016 | Budget 2017 | Inflation and Unavoidable Increases | Operating Efficiencies | Base Budget 2018 | % Change | Unmet Needs | TOTAL REQUEST | % |
|--------------------------------------|-------------------|-------------------|-------------------------------------|------------------------|-------------------|--------------|----------------|-------------------|--------------|
| General Government | 5,316,992 | 5,059,426 | (151,926) | (11,982) | 4,895,518 | -3.24% | 15,000 | 4,910,518 | -2.94% |
| Protection Services | 10,359,775 | 10,734,428 | 253,103 | (3,750) | 10,983,781 | 2.32% | 0 | 10,983,781 | 2.32% |
| Public Works | 6,172,660 | 5,809,128 | 290,541 | 0 | 6,099,669 | 5.00% | 70,250 | 6,169,919 | 6.21% |
| Housing | 105,541 | 104,235 | (30,674) | 0 | 73,561 | -29.43% | 0 | 73,561 | -29.43% |
| Parks, Recreation & Culture | 4,241,140 | 4,905,309 | (7,403) | (3,000) | 4,894,906 | -0.21% | 155,170 | 5,050,076 | 2.95% |
| Planning & Development | 1,183,406 | 1,381,230 | 2,528 | (40,000) | 1,343,758 | -2.71% | 15,000 | 1,358,758 | -1.63% |
| Airport | 319,567 | 113,583 | 125,224 | 0 | 238,807 | 110.25% | 0 | 238,807 | 110.25% |
| Library | 1,437,051 | 1,562,157 | 55,722 | 0 | 1,617,879 | 3.57% | 0 | 1,617,879 | 3.57% |
| Total Expenditures from Taxes | 29,136,131 | 29,669,496 | 537,115 | (58,732) | 30,147,879 | 1.61% | 255,420 | 30,403,299 | 2.47% |
| ¹ Tax Related Revenue | 30,384,889 | 929,275 | (129,000) | 0 | 1,058,275 | 13.88% | | 1,058,275 | 13.88% |
| ² Capital Levy | 1,247,000 | 1,402,000 | 149,000 | 0 | 1,551,000 | 10.63% | | 1,551,000 | 10.63% |
| To Be Raised From Taxes | (1,758) | 30,142,221 | 557,115 | (58,732) | 30,640,604 | 1.65% | 255,420 | 30,896,024 | 2.50% |

¹ Tax Related Revenue is comprised of estimated revenues from supplementary taxes and penalty and interest on tax arrears less Court of Revision reductions, ARB minutes of settlement, vacancy rebates and charity rebates.

² The Capital Levy of \$1,551,000 is based on the 2017 budget with the addition of \$145,000 (the anticipated increase in Supplementary Tax bills) and an estimated \$4,000 increase in the 0.75% Special Capital Levy.



The Unmet Needs figure of \$255,420 represents operating items only. There is an additional \$137,650 in Unmet Capital Needs

To Be Raised From Taxes Including Capital Unmet Needs:

30,640,604 1.65% 393,070 31,033,674 2.96%

Effect on the average property owner

- Average residential assessment is \$299,126.
- Average phase-in assessment increase is \$9,548.
- Considers only the Town portion of tax dollars.
- The 0.75% Capital Levy is not included.
- The Capital Levy for the average residential property will be \$16.95.

Effect on the average property

| | |
|---------------------------------|-------------------------|
| Value of average property | \$299,126 |
| Tax levy as presented | \$30,640,604 |
| Effect on the Tax Rate | (3.45%) Decrease |
| Funds available for Unmet Needs | \$0.00 |

Effect on the average property

| | |
|---------------------|------------|
| 2017 Actual Taxes | \$2,176.17 |
| 2018 Proposed Taxes | \$2,170.43 |

This increase is comprised of

| | |
|-------------------------------------|------------------|
| Increase due to phase-in assessment | \$69.28 |
| Reduction due to tax rate decrease | (\$75.02) |
| Total Tax Decrease | (\$5.74) |

Unmet Needs

| Including | Total tax increase on average property | Funds available |
|-----------------------------------|--|-----------------|
| Operating unmet needs | \$12.35 | \$255,420 |
| Capital & operating unmet needs | \$22.10 | \$393,070 |
| No unmet needs – Base budget only | (\$5.74) | \$0 |

Budget Package

- Preliminary Summary Budget
- Preliminary Detailed Budget
 - Includes Inflationary Needs
 - Includes Minimum Wage Effect
- Unavoidable Increases Explanation
- Capital Budget Summary
- Unmet Needs
- Staffing Complement

Next Steps

Staff will finalize business plans

Department Heads will meet with CAO to review budget submissions

Department Heads as a group will review full budget

Full-day SIC Meeting to be scheduled for departmental budget presentations to Council

Public consultation

Adoption of budget