



2020 Budget

Budget Framework Report
F-28-19

Committee of the Whole
July 8, 2019

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Agenda

1. 2020 Budget Book Presentation
2. Budget Development Process
3. Public Engagement
4. Timelines

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Staff Direction (SD-08-19)

“Direct the Director of Finance to schedule a committee workshop focusing on how to retool, rethink and reinvent the capital and operating budget process, management and delivery.”

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City Services – Current Alignment

Public Safety	Maintenance	Roads and Transportation	Leisure	Design and Build	Customer Relations and Citizen Representation	Internal Support and Administration
<ul style="list-style-type: none"> • Animal Control • Emergency Management • Fire Emergency Response • Fire 911 Communication • Fire Prevention and Public Education • Municipal Law Enforcement and Licensing 	<ul style="list-style-type: none"> • Cemetery • Environment and Energy • Parks and Open Space Maintenance • Road and Sidewalk Maintenance • Surface Water Drainage • Tree Management 	<ul style="list-style-type: none"> • Parking Management • Roads and Structures - Design and Construction • Specialized Transit • Traffic Operations Management • Transit • Transportation Planning 	<ul style="list-style-type: none"> • Arts and Culture • Organized Sport Support • Recreation 	<ul style="list-style-type: none"> • Building Code Permits and Inspection • Community Design and Development Review • Facilities and Buildings-Design and Construction • Parks and Open Space-Design and Development 	<ul style="list-style-type: none"> • Council and Citizen Committee • Service Burlington 	<ul style="list-style-type: none"> • Asset Management • Corporate Legal • Corporate Management • Financial Management • Fleet Management • Geographic Information and Mapping • Human Resources • Information Technology • Internal Audit • Sign Production • Strategic Communications and Government Relations

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Vision to Focus Workplan



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Alignment of Budget to Strategic Plan

What are we trying to achieve ...

1. A Customer Focused Complete Service Approach
2. Demonstrates City Investment in Focus Areas
 - Operating Investment
 - Capital Projects



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City Services – Revised Alignment

Focus Area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5		
A City that Grows	A City that Moves	A Healthy and Greener City	An Engaging City	A Safe City	Good Governance	Enabling Services
Building Code Permits and Inspection Community Design and Development Review BEDC	Road and Sidewalk Maintenance Parking Management Roads and Structures - Design and Construction Traffic Operations Management Transportation Planning Transit Specialized Transit	Parks and Open Space - Maintenance Tree Management Organized Sport Support Recreation Parks and Open Space - Design and Development Surface Water Drainage Environment and Energy Cemetery	Arts and Culture Strategic Communications and Government Relations Library Tourism BPAC Art Gallery Museums	Animal Control By-Law Enforcement Fire Prevention and Public Education Emergency Management Fire Emergency Response Fire Communication POA	Corporate Management Internal Audit Mayor and Council Council and Citizen Committee Corporate Legal	Facilities and Buildings - Design and Construction Human Resources Asset Management Service Burlington Financial Management Information Technology Geographic Information and Mapping Sign Production Service Fleet Management

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Capital Projects	Capital Projects	Capital Projects	Capital Projects	Capital Projects	Capital Projects	Capital Projects
Departmental Applications Fleet vehicles	Roads - Arterial Bridges and Culverts Roads - Collector Joint Road Projects - Region Roads - Local Sidewalks / Multiuse Pathways Storm Sewers Streetslights Transit Shelters Traffic Control Traffic Signals Parking Transit Facility Departmental Applications Conventional Transit Fleet Specialized Transit Fleet Fleet Vehicles other	Storm Water Creeks and Streams Storm Drainage Park Development Park Renewal Parkland Acquisition Arenas / Auditoriums Community Centres Pools Tyandaga Buildings - others Departmental Applications Fleet Vehicles Other	Art Gallery of Burlington Burlington Public Library Burlington Museums Burlington Performing Arts Centre Public Art Cultural Facilities Departmental Applications Fleet Vehicles - Culture	Animal Control Facility Fire Facilities Departmental Applications Fire Equipment Fleet Vehicles - Animal Control Fleet Vehicles - By-law Fire Vehicles	Departmental Applications CRM System - etc. Fleet Vehicles - Corporate	City Hall & Sims Sq RPS Facility Corporate Applications Electronic Services Technology Infrastructure Departmental Applications Fleet Vehicles other

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Combined Budget Book

Will include:

- Service Business Plans
- Operating Budgets for each Service
- Listing of all capital projects (10 years) for each Service Category

Capital and Operating Budgets approved together

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Future Initiatives

- Service Reviews
- Further Alignment of Capital and Operating Budgets to Service Business Plans
- Multi-year Budgeting
- New ERP System

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Questions?

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Capital Funding Pressures

- Tax Supported Capital - \$9.29 million reduction
- Transit Funding
 - Provincial Gas Tax
 - Public Transit Infrastructure Fund (PTIF)
- Development Related

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Operating Budget – Pressures

	20 Year Simulation (Appendix A F-28-19)	Forecasted City Tax Increase
Base Budget*	1.75%	1.75%
Infrastructure	1.25%	1.25%
Sub-total	3.0%	3.0%
"Net" Service Enhancements	1.27%	1.0%
Total City Increase	4.27%	4.0%
Estimated Overall Increase	2.67%	2.45%

*Includes estimated assessment growth of 0.6%

Local Boards – 1.75% increase over 2019 contribution

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Continuous Improvement Initiatives

- Annual communication to Council on Budget Efficiencies
- Service Reviews have not yet commenced
- Provincial 4% Efficiency Savings
 - ▣ Audit and Accountability Fund

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Business Cases

- Must demonstrate alignment to one or more of the following:
 - ▣ 4-year Workplan (Vision to Focus)
 - ▣ Approved policy
 - ▣ A new regulation or change in legislation
 - ▣ An operating impact from the implementation of a capital project
 - ▣ An enhancement to a service

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Items in addition to base budget

- Infrastructure levy – 1.25%
- Operating impacts from capital projects
- Service level enhancements

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Historical Tax Rate Changes

Year	City Tax Increase	Total (City, Region, Education)
2011	0.91%	0.94%
2012	3.29%	1.79%
2013	4.46%	1.81%
2014	3.50%	1.49%
2015	3.64%	2.08%
2016	3.14%	2.01%
2017	4.42%	2.60%
2018	4.36%	2.64%
2019	2.99%	1.96%
4-yr Avg.	3.73%	2.30%
9-yr Avg.	3.41%	1.92%



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Budget – Engagement

Telephone Town Hall



Online Engagement



Questica Open Book



Food for Feedback



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Council Information Session

November 12th & 14th

- Capital and Operating Budgets together
- Time slots arranged by Service Category

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Budget Review Timelines

Date	Action
November 4	COW – Budget Overview Report
November 12 & 14	Council Information Sessions
December 10 & 12	COW – Budget Review
December 16	Council – Approval of 2020 Budget

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Thank you



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