







Staff Direction (SD-08-19)

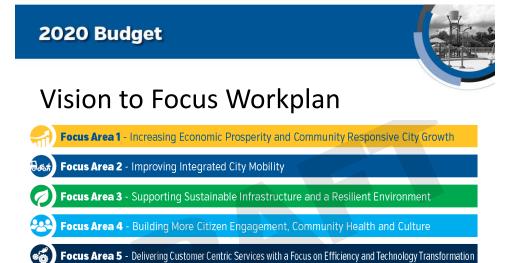
"Direct the Director of Finance to schedule a committee workshop focusing on how to retool, rethink and reinvent the capital and operating budget process, management and delivery."



City Services – Current Alignment

Public Safety	Maintenance	Roads and Transportation	Leisure	Design and Build	Customer Relations and Citizen Representation	Internal Support and Administration
Animal Control Emergency Management Fire Emergency Response Fire 911 Communication Fire Prevention and Public Education Municipal Law Enforcement and Licensing	Cemetery Environment and Energy Parks and Open Space Maintenance Road and Sidewalk Maintenance Surface Water Drainage Tree Management	Parking Management Roads and Structures Design and Construction Specialized Transit Traffic Operations Management Transit Transit Transportation Planning	Arts and Culture Organized Sport Support Recreation	Building Code Permits and Inspection Community Design and Development Review Facilities and Buildings-Design and Construction Parks and Open Space-Design and Development	Council and Citizen Committee Service Burlington	Asset Management Corporate Legal Corporate Management Financial Management Fleet Management Geographic Information and Mapping Human Resources Information

- Internal Audit
- Sign Production
- Strategic Communications and Government Relations







City Services – Revised Alignment

		A Hardeland and			, 	
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	Road and Sidewalk Maintenance	Parks and Open Space - Maintenance	Arts and Culture	Animal Control	Corporate Management	Facilities and Buildings - Desig and Construction
Community Design and Development Review	Parking Management	Tree Management	Strategic Communications and Government Relations	By-Law Enforcement	Internal Audit	Human Resources
BEDC	Roads and Structures - Design and Construction	Organized Sport Support	Library	Fire Prevention and Public Education	Mayor and Council	Asset Management
	Traffic Operations Management	Recreation	Tourism	Emergency Management	Council and Citizen Committee	Service Burlington
	Transportation Planning	Parks and Open Space - Design and Development	BPAC	Fire Emergency Response	Corporate Legal	Financial Management
	Transit	Surface Water Drainage	Art Gallery	Fire Communication		Information Technology
	Specialized Transit	Environment and Energy	Museums	POA		Geographic Information and Mapping
		Cemetery				Sign Production Service
						Fleet Management

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City Services – Revised Alignment

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		A Healthy and				
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	Parking Management	Tree Management	Strategic Communications and Government Relations	By-Law Enforcement	Internal Audit	Human Resources
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	Specialized Transit	Environment and Energy	Museums	POA		Geographic Information a Mapping
		Cemetery				Sign Production Service
						Fleet Management
Capital Projects	Capital Projects	Capital Projects	Capital Projects	Capital Projects	Capital Projects	Capital Projects
Departmental Applications	Roads - Arterial	Storm Water Creeks and Stream		Animal Control Facility	Departmental Applications	City Hall & Sims Sq
Fleet vehicles	Bridges and Culverts	Storm Drainage	Burlington Public Library	Fire Facilities	CRM System - etc	RPF Facility
	Roads - Collector	Park Development	Burlington Museums	Departmental Applications	Fleet Vehicles - Corporate	Corporate Applications
	Joint Road Projects - Region	Park Renewal	Burlington Performing Arts Cent	Fire Equipment		Electronic Services
	Roads - Local	Parkland Acquisition	Public Art	Fleet Vehicles - Animal Contro	d	Technology Infrastructure
	Sidewalks / Multiuse Pathway	Arenas / Auditoriums	Cultural Facilities	Fleet Vehicles - By-law		Departmental Application
			Departmental Applications	Fire Vehicles		Fleet Vehicles other
	Storm Sewers	Community Centres	Departmental Applications			
	Storm Sewers Streetlights	Community Centres Pools	Fleet Vehicles - Culture			
	Streetlights Transit Shelters					
	Streetlights Transit Shelters Traffic Control	Pools Tyandaga Buildings - others				
	Streetlights Transit Shelters Traffic Control Traffic Signals	Pools Tyandaga Buildings - others Departmental Applications				
	Streetlights Transit Shelters Traffic Control Traffic Signals Parking	Pools Tyandaga Buildings - others				
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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



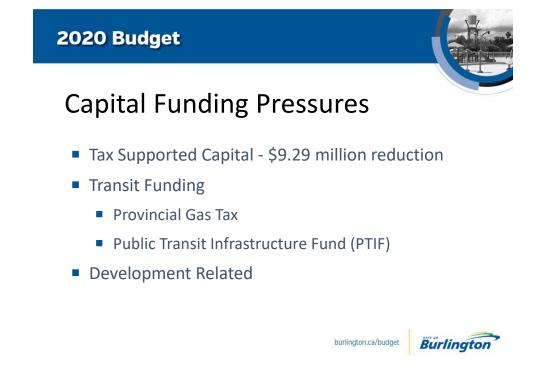


- Multi-year Budgeting
- New ERP System





Questions?





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







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





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





Burlington

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%





Council Information Session

November 12th & 14th

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

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2020 Budget



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





Thank you



