

# Phase 1 Financial Plan – Strategic Plan & 2017 Budget Framework

Community & Corporate Services Committee  
July 11, 2016

# Phase 1 Financial Plan

2015-2040 Strategic Plan



# 2015-2040 Strategic Plan

## Central Policy Document

- Guiding key activities, investments
- Managing our resources
- City-Build

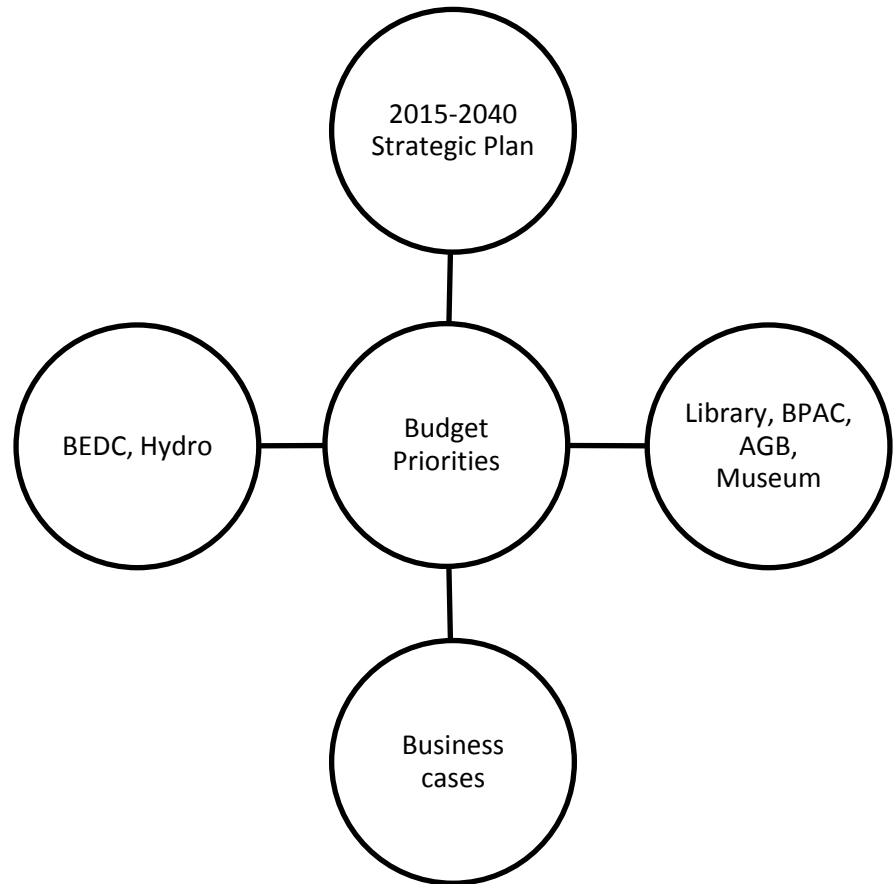
## Alignment

- Organizational objectives
- City Manager Work Plans
- Department Work Plans
- Other City Plans & priorities

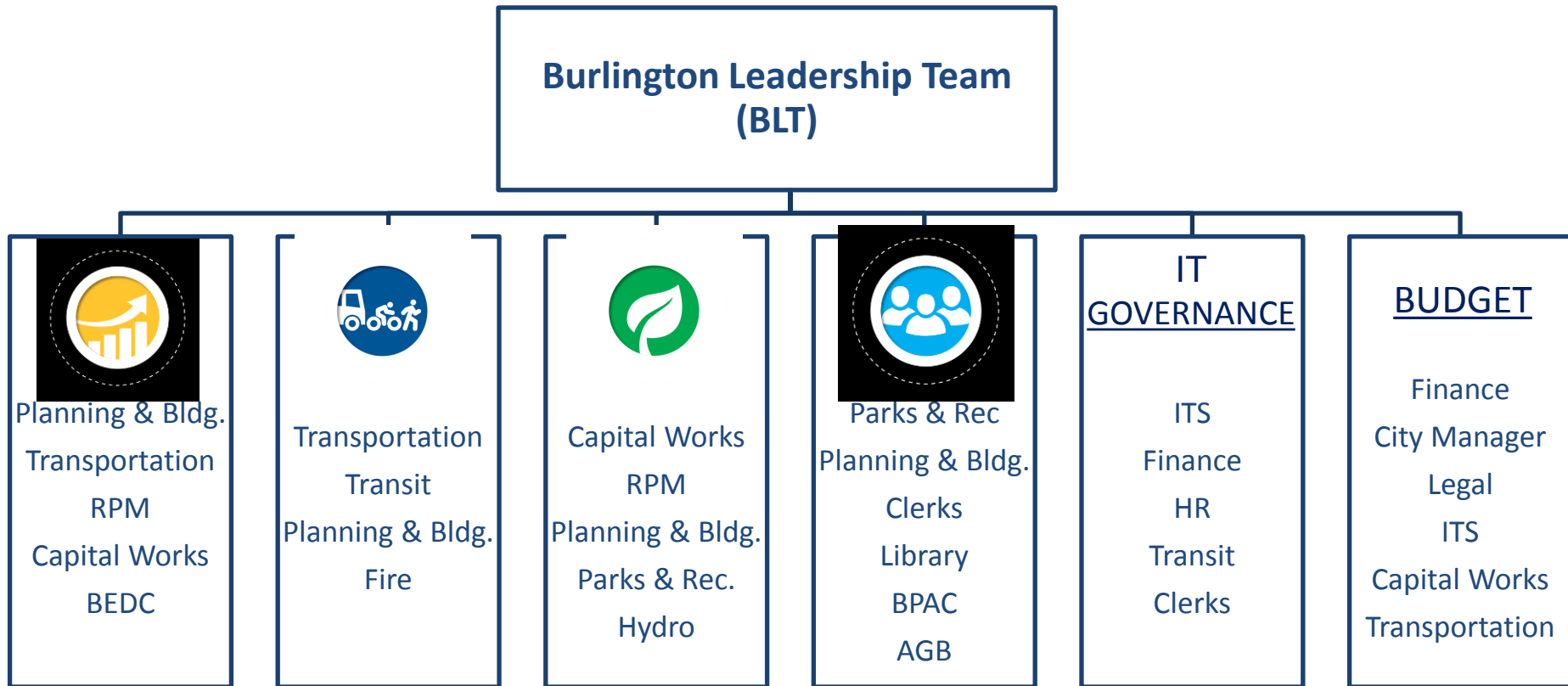


# Bringing the Strategic Plan to Life

- Preparation of the financial plan
  - Vertical Alignment with the Annual Budget
  - Lateral Alignment with Agencies & Boards



# BLT Strategic Leadership Groups



# Phase 1 Initiatives



## A City that Grows

Official Plan  
Mobility Hub Plans  
Age Friendly Strategy  
Prosperity Corridor (w/  
BEDC)



## A City that Moves

Transportation Master  
Plan  
Transit Review  
Cycling Infrastructure



## Healthy, Greener City

District Energy Plan (w/  
Hydro)  
Parks Master Plan  
Corporate Carbon  
Reduction Plan



## Engaging City

Youth & Newcomer  
Strategy  
Implement Cultural Action  
Plan

Develop Strategic Land  
Fund (w/ BEDC)  
Implement Architecture  
Design Awards  
Elgin Promenade (Ph1)

Bike & Car Share  
Transit Employment  
Improvements (w/BEDC)  
Bruce Trail/ Dundas  
Crossing

Expand Car Charging  
(Hydro)  
Green City Fleet  
Expand Community  
Gardens

Develop Charter of Good  
Governance  
Create Government  
Relations capacity

CRM, Business Analytics, Succession Planning, Staff Development

# Phased Financial Plan

## Phase 1A: Building a Foundation

- Comprehensive Planning period
- Develop framework for future works & decision-making
- Building community, building partnerships

## Phase 1B: Immediate Action

- Time-sensitive initiatives
- Realized in the short-term
- Continues momentum of plan

## Phase 2: Achieving the Plan

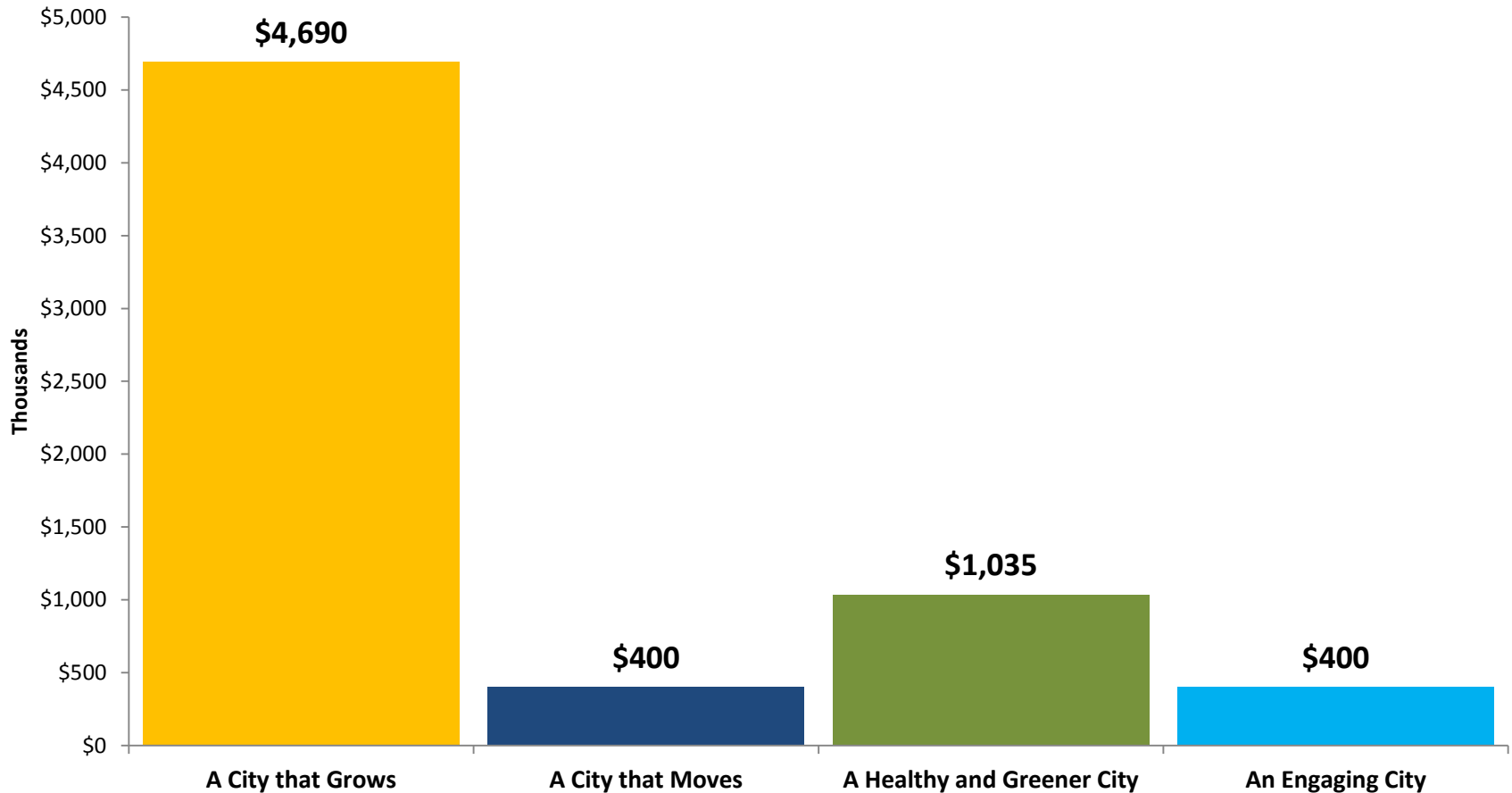
- Implementation period
- Timing & costing informed by phase 1 outcomes
- Concrete actions put into place

Measuring Success



# Phase 1 Costs by Strategic Direction

\$6.5M , 19 unfunded initiatives



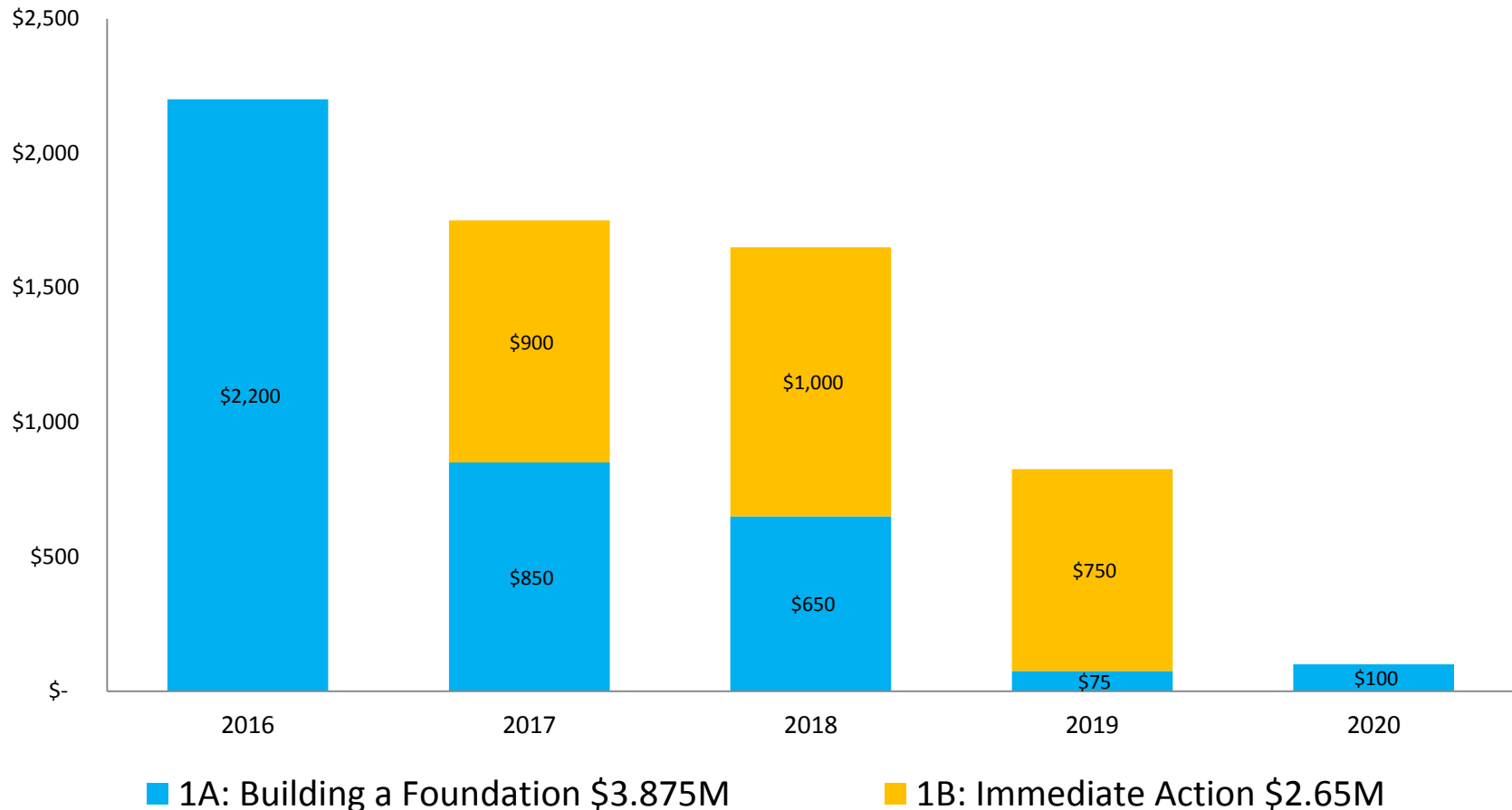
Figures in '000s





# Phase 1 Unfunded Costs by Year

\$6.5M , 19 unfunded initiatives



Figures in '000s



# Mobility Hub Plans

A City That Grows

Recommend approval in advance of the 2017  
Budget

\$2.2 million (4 Plans)

PB-48-16 (CoW, July 7, 2016)



# Long Term Funding Strategies

- Strategic plan reserve fund
- Retained savings
- Special Hydro Dividends
- Base Budget Funding



# 2017 Budget Framework

[www.burlington.ca/budget](http://www.burlington.ca/budget)



# 2017 Budget

## Capital Budget

- 10 yr. budget presented by asset category
- Projects to be defined by 1 of the 3 categories
  - New/ Enhanced (supported by business case)
  - Growth
  - Infrastructure renewal

## Operating Budget

- Service Based
  - 2 years of history
  - Enhanced Service Summary Form
  - Business Plans not included in the Proposed Budget Book

# Business Cases

- Capital and Operating business cases must demonstrate alignment to one or more of the following:
  - City's Strategic Plan
  - City Manager's work plan
  - Department work plan
  - Service Business Plan
  - or as a result of legislative changes

# 2017 Budget

2017 Forecast	Value (Millions)	% Change
Service Pressures*	\$3.08	2.11%
Corporate Expenditures / Revenues	\$0.59	0.40%
Assessment Growth	(\$1.32)	(0.90%)
<b>Base Budget</b>	<b>\$2.35</b>	<b>1.61%</b>
Infrastructure Renewal Funding	\$2.12	1.45%
Business Cases (estimate) **	\$1.25	0.85%
<b>Total Forecasted City Impact</b>	<b>\$5.72</b>	<b>3.91%</b>

\*includes Local Boards @ 2%

\*\* increased costs due to growth, impact related to prior approved capital, service changes, strategic initiatives

=> 0.9% ~ \$1.3M

# Historical Tax Rate Changes

Year	City*	Hospital	Total (City, Region, Education)
2011	0.91%	0.00%	0.94%
2012	3.29%	1.03%	1.79%
2013	4.46%	1.00%	1.81%
2014	3.50%	0.93%	1.49%
2015	3.64%	0.00%	2.08%
2016	3.14%	0.00%	2.01%
<b>Total</b>	<b>18.94%</b>	<b>2.96%</b>	<b>10.12%</b>
<b>3-yr Avg.</b>	<b>3.43%</b>	-	<b>1.86%</b>
<b>6-yr Avg.</b>	<b>3.16%</b>	-	<b>1.69%</b>

\* Includes the hospital



# Budget Engagement

Summer 2016



November 2016

Budget 2017 – Public Open House

# Budget Review Timelines

	Capital Budget	Operating Budget
November 21	C&CS Budget Overview	
November 24	Council Info Session	
December 8	Committee Review	C&CS Budget Overview
December 15		Council Info Session
December 19	Council Review/ Approval	
January 19		Committee Review
January 23		Council Review/ Approval

Thank you.

Any questions....