

Budget Framework Report F-25-21 CSSRA July 5, 2021





Agenda

- 1. Budget Principles
- 2. Budget Process Changes
- 3. 2022-2026 Pressures
 - 5-year Budget Simulation
- 4. Next Steps





Budget Principles

Budget is aligned with:

- Long-term Financial Plan
- Asset Management Plan
- Financial Condition Assessment
- Strategic Plan and Vision to Focus (V2F)



Budget Process Changes

Staff Directions

➤ Direct the Chief Financial Officer to plan a Council Workshop in June of 2020 with the subject matter of "Vision to Focus – Budget 2021

Direct the Chief Financial Officer to report back in July 2021 as part of the budget framework report on process changes reflecting a coordinated corporate integrated business planning, measurement, budget and performance management process.



Service Information Workshops



- 38 City Services
- 8 sessions in September

- Overview of investments 2019-2021 (Session1)
- Update on DEOO (Session8)





Enhanced Multi-Year Budget Simulation



- 5-year Simulation
 - > Estimated budget drivers
 - ➤ Known budget pressures
 - Forecasted risk mitigation measures

Reviewed by SRT





Budget Action Request Forms



- Covering memo
- Summary form totaling all proposed amendments

- Rationale for proposed budget amendment(s)
- Increased transparency for public



Future Budget Process Changes

2023 Budget and beyond

Monthly Service Operations Updates

Strategic Direction Business Plans

5 year Corporate Business Plan

Full Integration of DEOO





2022 – 2026 Budget Pressures

5-year Budget Simulation







1. Inflationary Pressures and User Fees

Base Budget including Assessment Growth 2.45%

2. Corporate Expenditures / Revenues

3. One-time Funding – Assessment Growth

4. Assessment Growth





5. Additional HR Base Pressures

Additional
Base
Pressures &
Infrastructure
2.57%

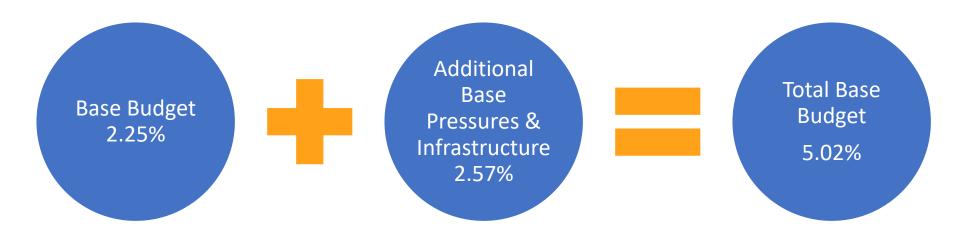
6. 2021 Budget Adjustments and Service Changes

7. Prior Approved Capital Projects

8. Infrastructure Funding











9a. Sustaining City Operations and Finances

Risk Mitigation Measures 0.55%

9b. Enhancing Services

9c. Modifications to Services to Address COVID









2022 Forecasted Tax Increase

	2022 Forecasted City Tax Increase
Base Budget*	2.45%
Additional Base Budget Pressures	1.32%
Infrastructure Levy	1.25%
Sub-total	5.02%
Risk Mitigation Measures	0.55%
Total City Increase	5.57%
Estimated Overall Increase	3.33%

^{*} Includes estimated assessment growth of 0.6%



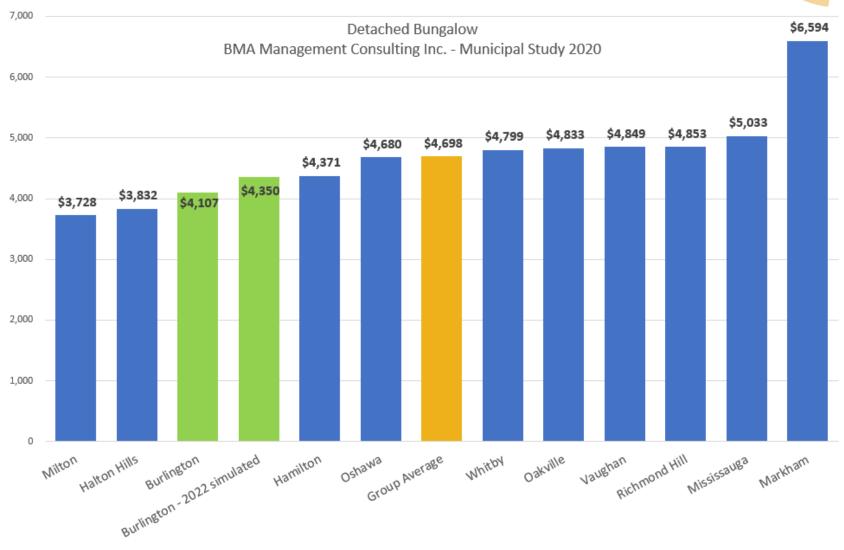
Budget Simulation 2022-2026

	2022	2023	2024	2025	2026	Average 2022-2026
City Tax Increase	5.57%	5.46%	5.33%	4.93%	4.58%	5.17%
Overall Tax Bill Impact	3.33%	3.37%	3.34%	3.19%	3.06%	3.26%

City Share of Overall						
Impact	2.53%	2.53%	2.52%	2.38%	2.25%	2.44%









Next Steps

Updates, Timelines and Engagement





Capital Funding Update

- 2021 Infrastructure Levy \$2.18M
- Canada Community Building Fund \$5.6M



Skyway Community Centre

- Green and Inclusive Community Building Fund
- Application July 6



Budget – Engagement

Virtual Town Hall



Online Engagement



Questica Open Book



Budget Simulation Tool







Timelines

Council Workshops	Service Presentations		
	September 22, 23, 28 & 30, 2021		
CSSRA	2022 Budget Overview		
	November 3, 2021		
Virtual Budget Townhall	November, 2021 (TBC)		
CSSRA	2022 Budget Review & Approval		
	November 30 & December 2, 2021		
Council	2022 Budget Approval		
	December 14, 2021		







