

# 2022 Budget

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Integrated Business Planning and Budgeting Phase 1  
Service Information Workshop  
Closing Remarks September 29

[burlington.ca/budget](https://burlington.ca/budget)



# Agenda



- Information Session Recap



- Key Priorities and Themes



- Human Capital Forecast

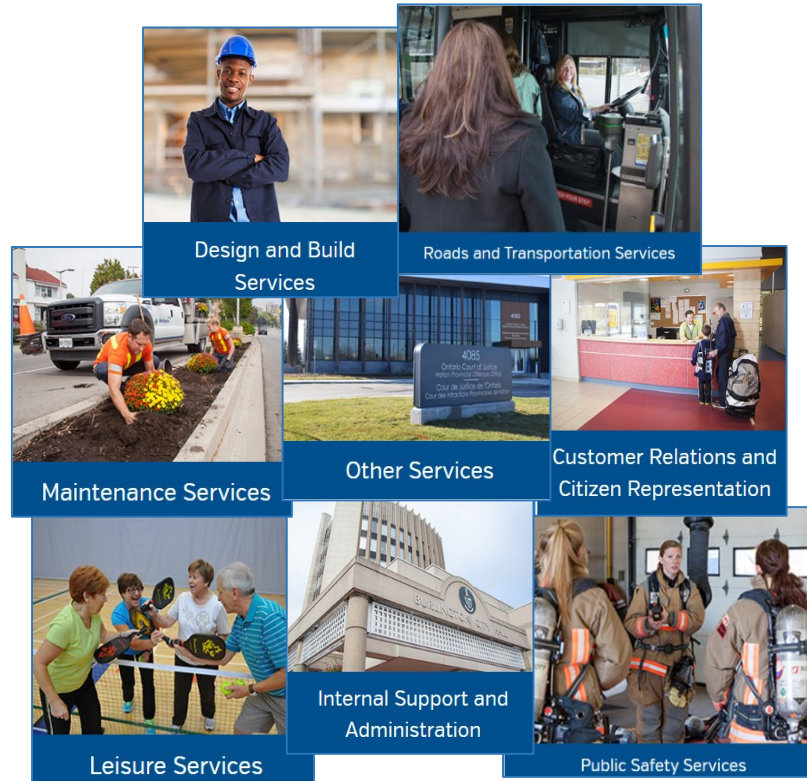
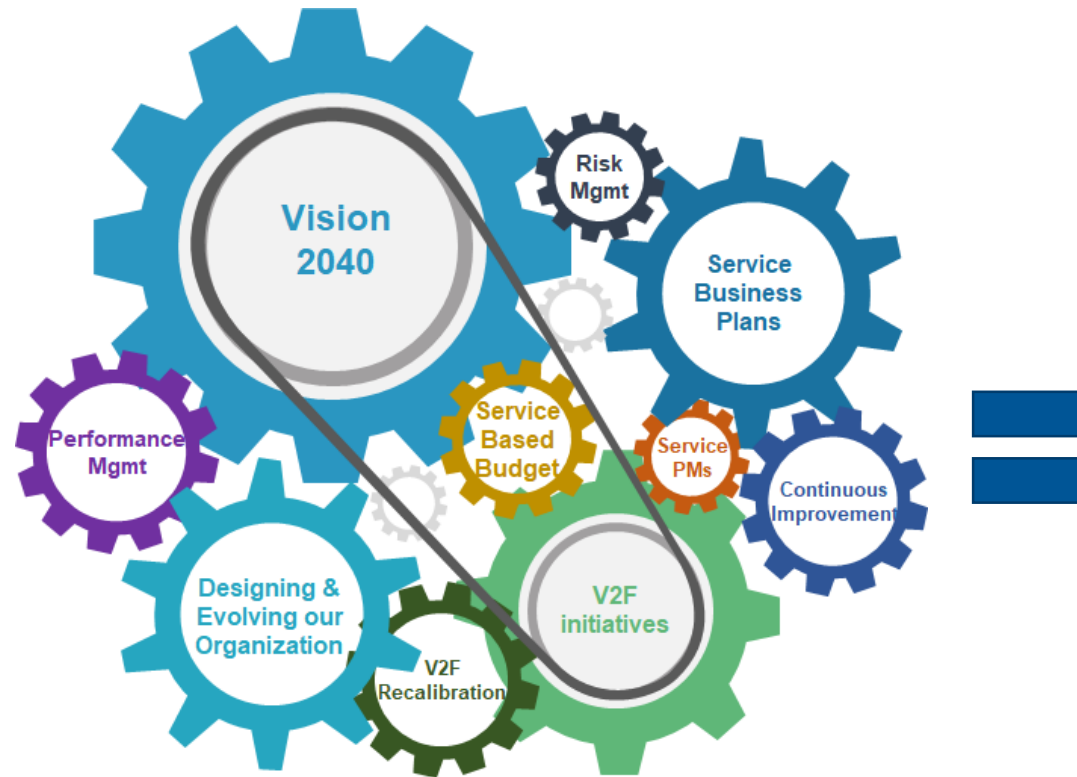


- Roadmap Forward



- Discussion

# 2022 Budget – Service Information Workshop





## Service Structure of the City



### A City that Grows

- Building Code Permits and Inspection
- Burlington Economic Development
- Community Design and Development Review



### A City that Moves

- Parking Management
- Road and Sidewalk Maintenance
- Roads and Structures - Design and Construction
- Traffic Operations Management
- Transportation Planning
- Transit
- Specialized Transit



### A Healthy and Greener City

- Cemetery
- Environment and Energy
- Organized Sport Support
- Parks and Open Space - Design and Development
- Parks and Open Space - Maintenance
- Recreation
- Surface Water Drainage
- Tree Management



### An Engaging City

- Art Gallery of Burlington
- Arts and Culture
- Burlington Museums
- Burlington Performing Arts Centre
- Burlington Public Library
- Corporate Communications and Engagement
- Tourism Burlington



### A Safe City

- Animal Services
- By-Law Enforcement and Licensing
- Emergency Management
- Fire Protection and Prevention
- Halton Court Services



### Good Governance

- Corporate Legal
- Corporate Strategy
- Internal Audit
- Legislative Services
- Mayor and Council



### Enabling Services

- Asset Management
- Corporate Customer Experiences - Service Burlington
- Facilities and Buildings - Design and Construction
- Financial Management
- Fleet Management
- Geographic Information and Mapping
- Human Resources
- Information Technology
- Sign Production Service



## Investment in City Services

The chart below illustrates where the City invests the revenue it receives from property taxes for these service categories.

	 A City that Grows	 A City that Moves	 A Healthy and Greener City	 An Engaging City	 A Safe City	 Good Governance	 Enabling Services
Total Operating Investment	\$12.3	\$53.0	\$40.1	\$18.5	\$36.7	\$8.0	\$24.4
Portion Funded by Property Taxes	\$3.2	\$37.6	\$31.4	\$18.1	\$32.9	\$7.1	\$17.8
Total Capital Investment	\$0.4	\$37.1	\$21.8	\$1.9	\$4.0	\$0.3	\$7.1

\*values in millions

## Key Service Priorities

**Deliver Excellent Customer Centric Services**



**Implement Technology Solutions**



**Investment in Our People and The Community**



**Environmental Stewardship**



**Financial Responsibility**



**Data Driven Decisions**



Service  
Investment

Current  
Service  
Delivery

Asset  
Investment

Service  
Delivery Risks

Key  
Performance  
Indicators

Service Goals  
and  
Objectives



## Key Themes

- Business Transformation is key through the implementation of new AVL, ERP, EAMS & CRM and other corporate systems and solutions.
- Investing in people and staff resources are critical to delivery of services. Ensuring staffing models and resource capacity matches the expected service levels.
- Infrastructure Plans, Master Plans and community plans are foundational to address responsive growth, good asset management and financial responsibility
- Investing in a Climate Resilient Burlington – a Plan for Adapting to Warmer, Wetter & Wilder Weather affects the future and service delivery of many services.
- Community engagement, recreation and sport participation and ease of access to city services increases community trust, healthy communities and value in government.

Service  
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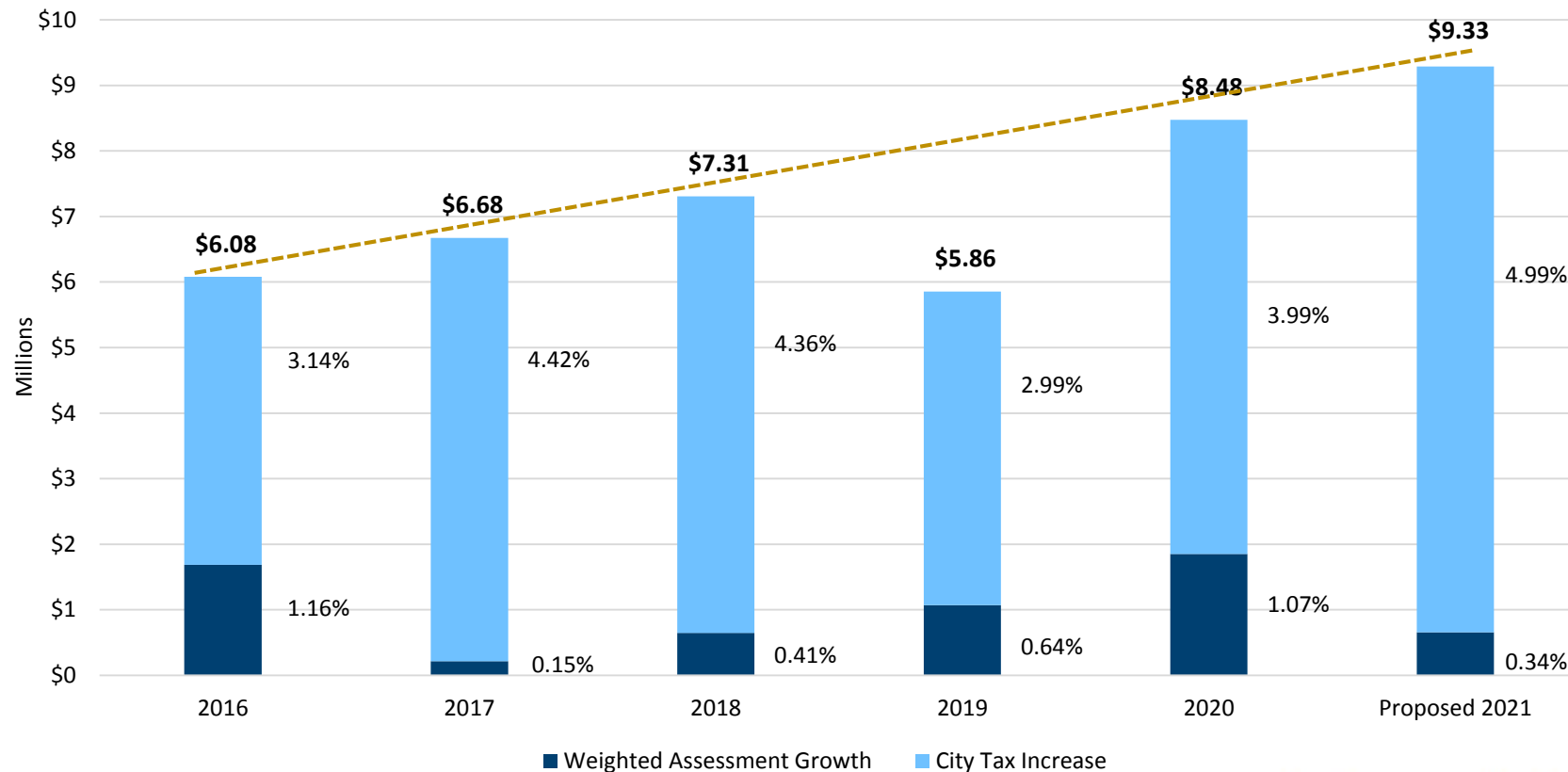
## Key Themes

- Leverage the investments in data and applications to support data driven decisions, corporate strategies, workplans and service delivery.
- Community safety addressed through planned strategies, innovative approaches and front-line service delivery.
- The delivery of many plans, initiatives, projects and processes rely heavily on coordinated efforts and streamlined processes.
- The speed of change and the need to shift approaches to match expected service delivery is complicated and necessary however takes time and money.



## Tax Increase versus Assessment

### 2016 - 2021 Tax and Assessment Growth Changes

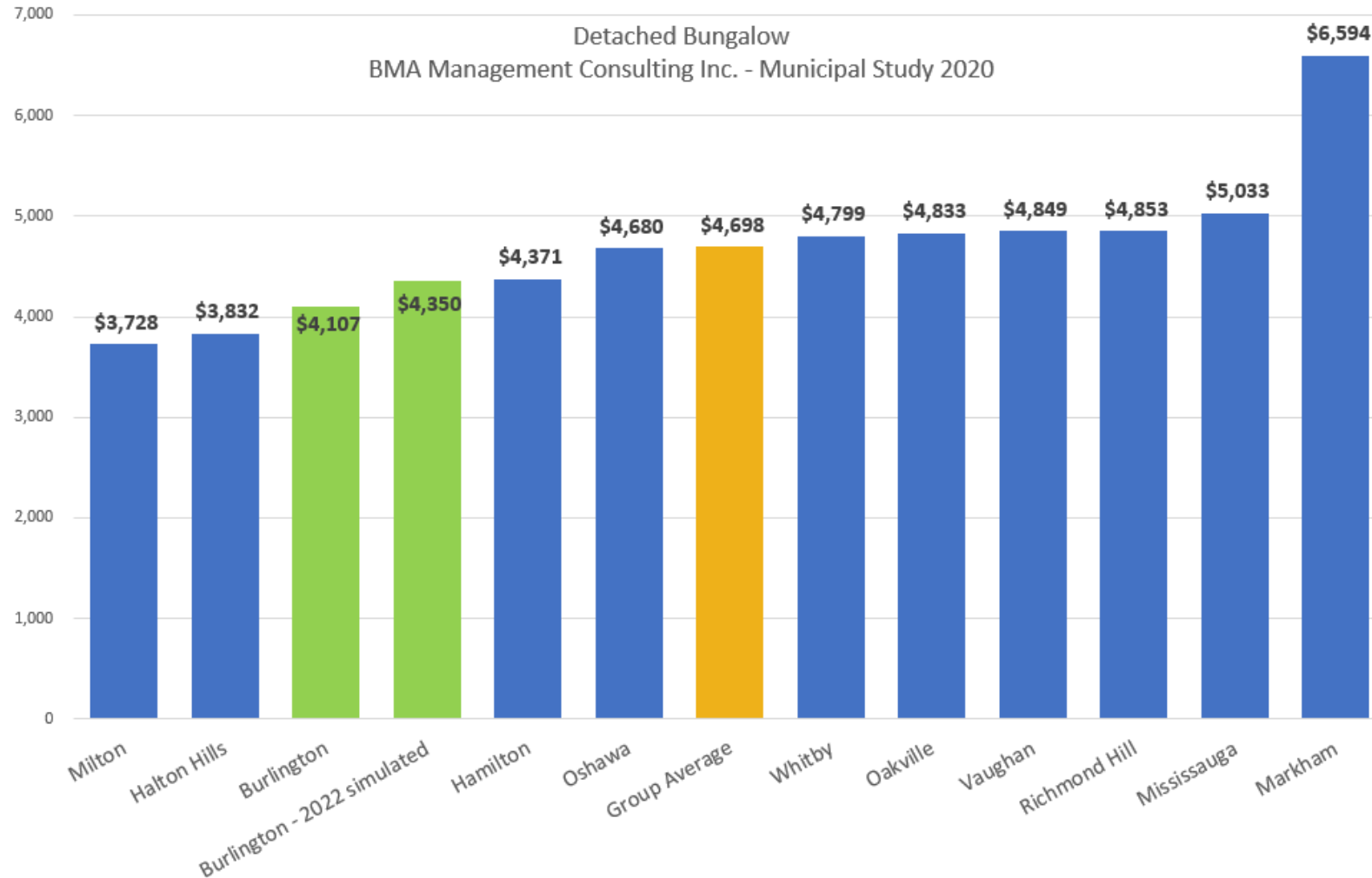


#### NOTES:

- Year-end weighted assessment growth for 2020 to be used in the 2021 budget is 0.34%
- As per 2021 Proposed Budget



## Competitive Property Taxes





# 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 (%)	3.23%	3.37%	3.35%	3.19%	3.06%	3.24%
City Tax Increase of Total Tax Bill (%)	2.53%	2.54%	2.52%	2.38%	2.25%	2.44%



## Human Capital Forecast

	2019-2021	2022		2023		2024		2025		2026		Total	
Stabilizing Operations <ul style="list-style-type: none"><li>• Over-complement positions addressed**</li><li>• Key Position Dependency Risk addressed**</li></ul>	70	12	\$645	19	\$2,320	11	\$1,040	9	\$870			51	\$4,875
		1		8	3								
		0		5									
Service Enhancements		4	\$205	14	\$1,324	19	\$1,990	33	\$3,150	33	\$2,605	103	\$9,274
Fee Funded (report PL-46-21 CPRM October 5, 2021) <ul style="list-style-type: none"><li>• Over-complement positions addressed**</li></ul>		18	\$1,770										
		1											

\* Based on 2022 compensation levels and job bands. These costs have yet to factor in the impact of the Job Evaluation system implementation or annual market adjustments.

\*\* included in total



## Next Steps to Continue Service Information Sharing

- A coordinated Q & A process for Council as follow up to the Service Information Workshops
- Budget Book inclusive of Service Business Plans
- Continuing the implementation of integrated business planning and budgeting
  - Further development of KPI's and use of Business Intelligence functionality
- Recalibrate V2F – Including engagement with Council and City Staff
- Converting the current COVID Verbal Updates to a regular Service Information Update



## Final Thoughts

Brave request of Council to be fully informed of service delivery gaps, needs and accomplishments.

This approach will accomplish;

1. Identification and defining the gaps
2. Solving the problems and fill the gaps
3. Determining the best strategies and solutions to prepare for the future

Through support, encouragement, appreciation and leadership you are supporting a culture of critical thinking, with solutions based and improvement mindsets.

