



**2024 Financial Needs and Multi-Year Forecast  
(F-35-23)**

**CSSRA Budget – October 30, 2023**

**2024 BUDGET**

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

# Agenda

1. Financial Needs Summary

2. Risks & Pressures

3. Key Investments

4. Property Tax Impacts

5. Budget Review and  
Approval Process

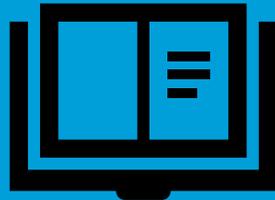


## Enterprise Portfolio Planning

**Resource  
Prioritization**



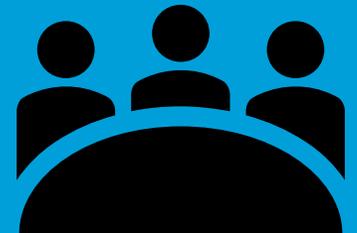
**Consolidated  
Report and  
Reference  
Book**

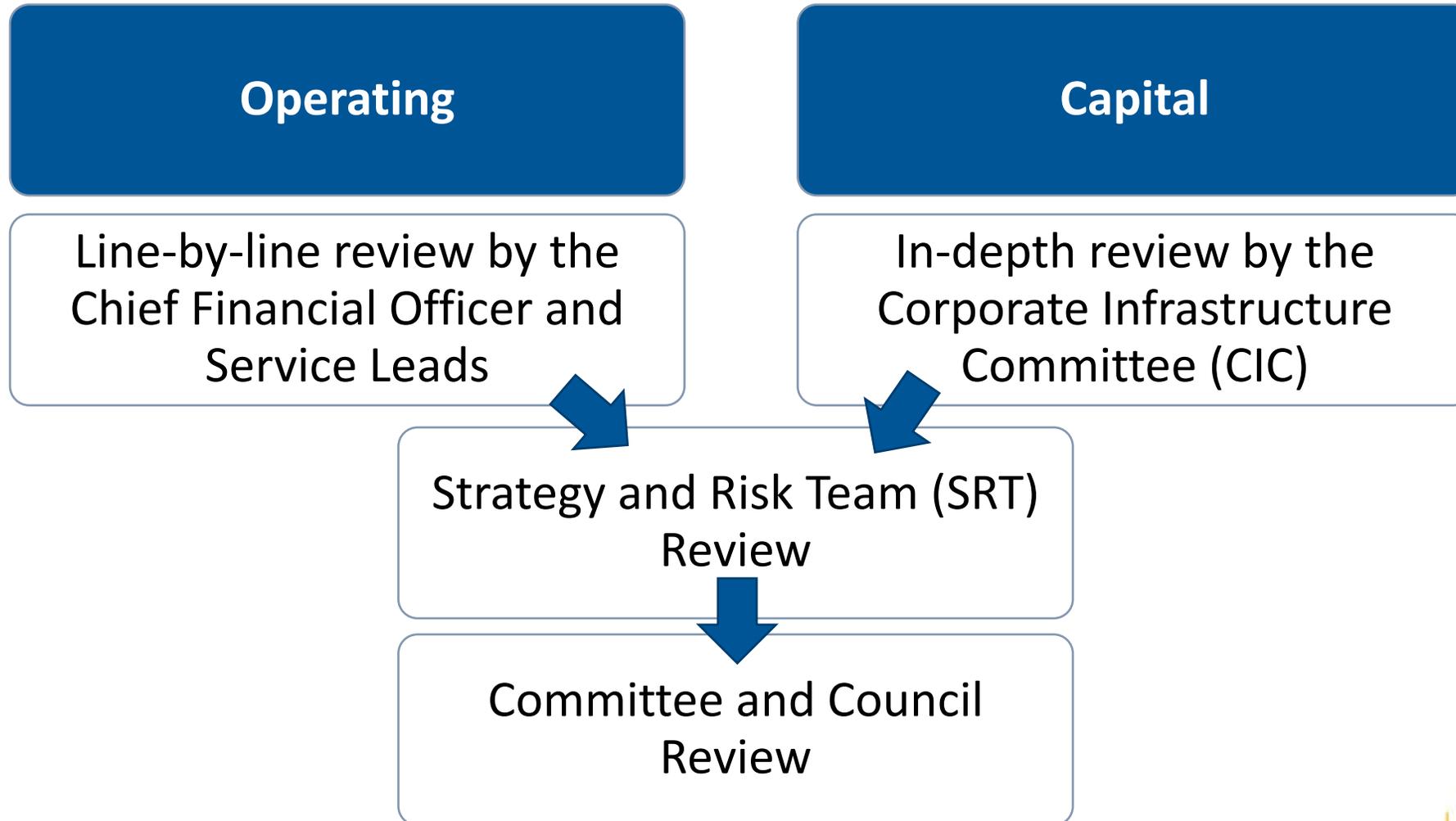


**Enhanced  
Multi-Year  
Simulation**



**Service  
Performance  
Workshops**





# Capital Program Summary

2024: \$88.6 Million  
2024-2033: \$947.5 Million

10-year breakdown by expenditure type:

Infrastructure Renewal	76.5%
Growth Related Capital	9.3%
New / Enhanced	9.7%
Green	4.5%



Adaptive re-use of the former Bateman High School



# Capital Budget Challenges

- Asset Renewal Needs
- Changing Service Standards
- Significant Community Investment Needs
- Growth Funding Tools
- Alignment with Regional Works
- Funding Shortfalls in short to mid-term



# Operating Summary

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Total investment:	\$350.0 M
Net tax levy :	\$249.2 M

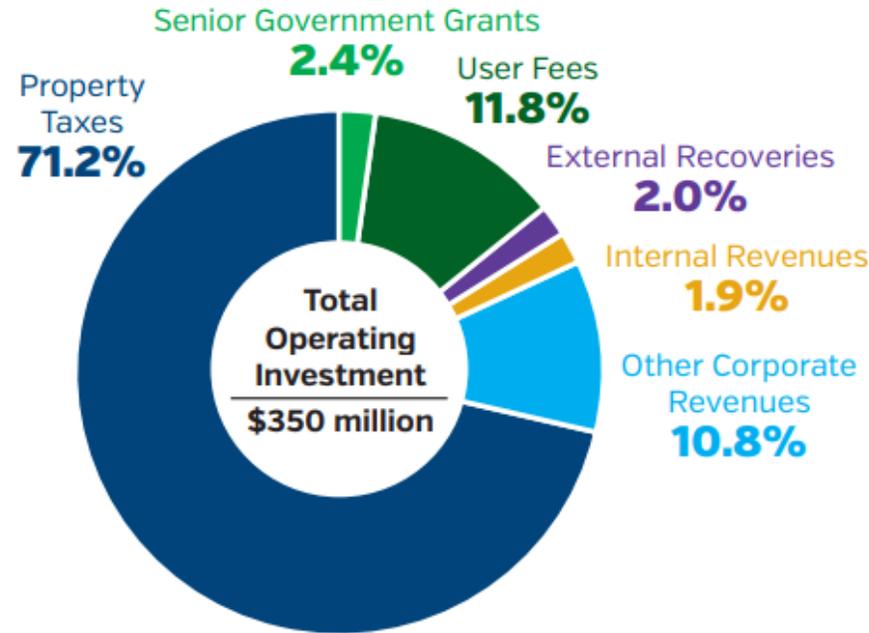
- Program focus on:
  - Stabilizing Service Delivery
  - Addressing community priorities

# Funding Summary

## Operating and Capital

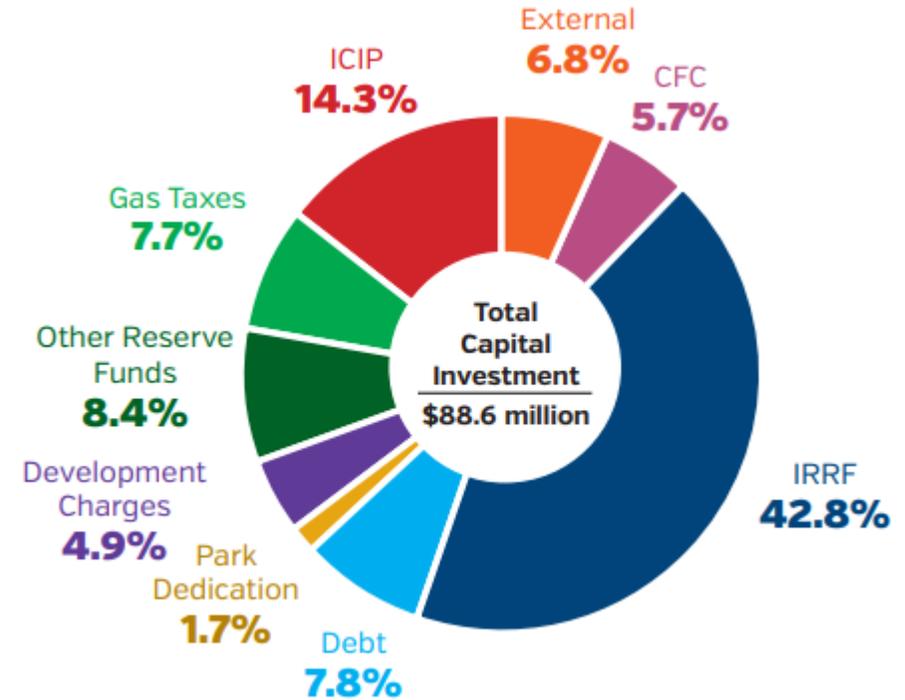
### Operating

#### Revenues



### Capital

#### Funding

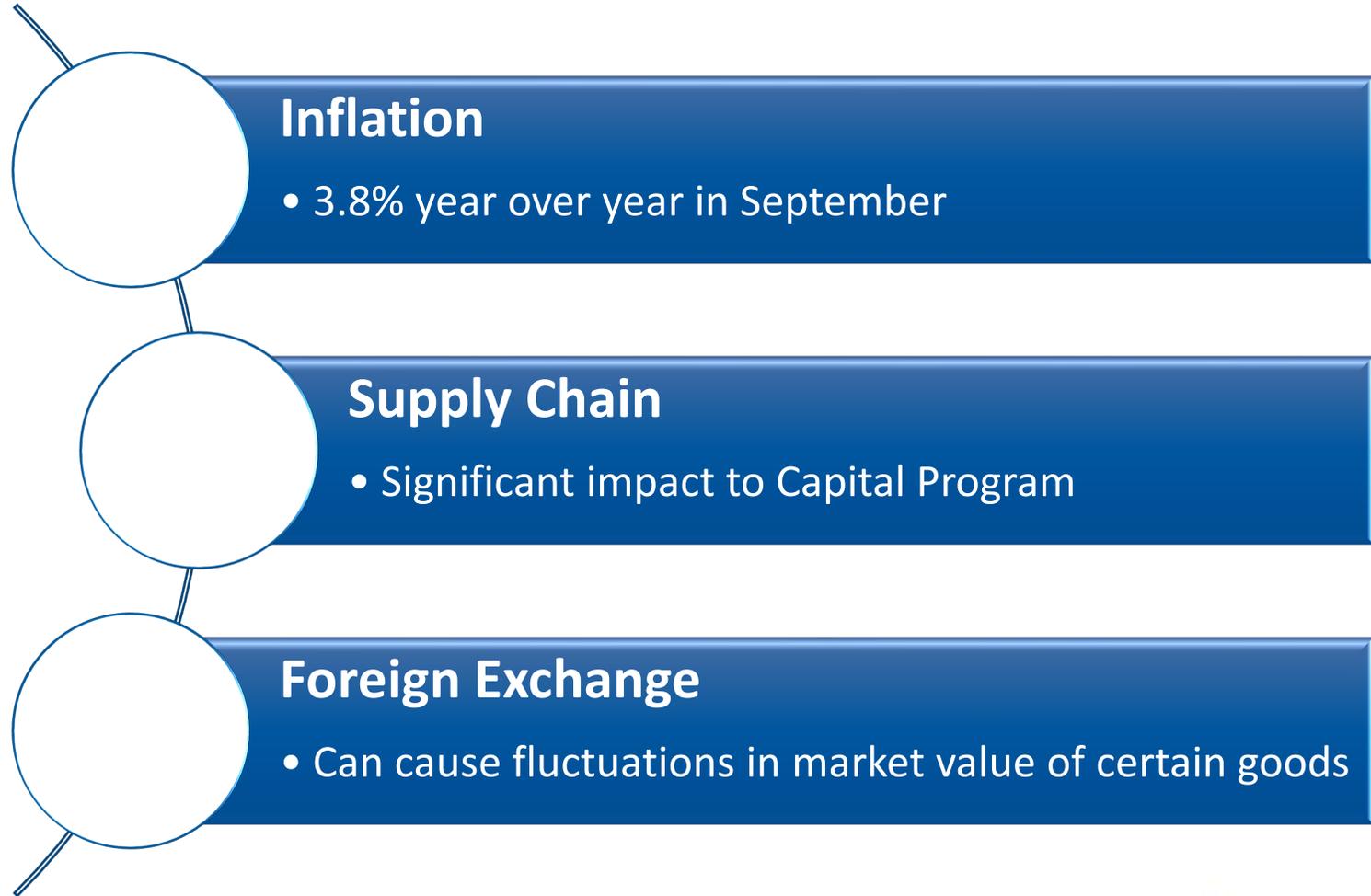




## Risks & Pressures



## Economic Impacts





## Human Resource Management & Labour Market

# Retention and Attraction Risks

## Mitigation strategies

- Updated non-union compensation program in 2023
- Refocused Performance Based Compensation
- Succession management, performance management and a diversity and inclusivity strategy





## Assessment Growth

5 –Year Range	Average Net Assessment Growth
2005-2009	2.03%
2010-2014	1.08%
2015-2019	0.67%

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	Actual					Forecast				
Net Assessment Growth	1.07%	0.34%	0.45%	0.60%	0.75%	0.75%	1.00%	1.00%	1.00%	1.00%
Average	0.65%					0.95%				



## Reserve & Reserve Funds

## Fiscal Sustainability

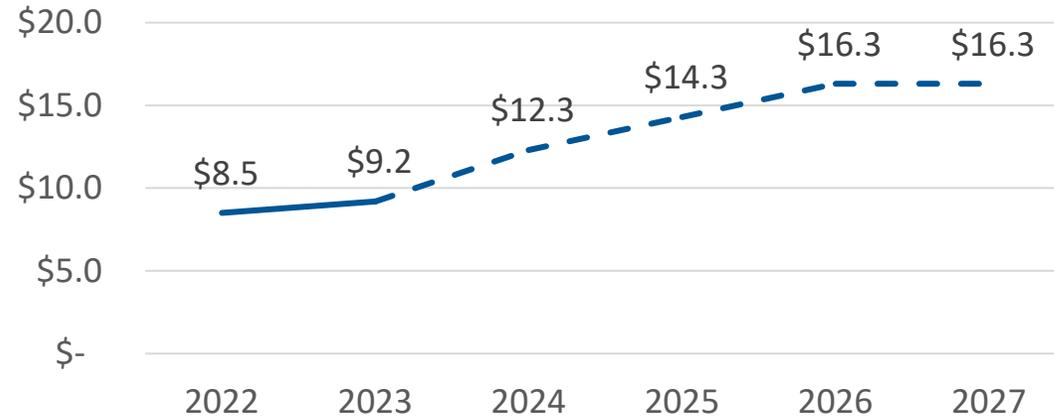
	Target	Actual*
Stabilization Reserve Funds	10-15% of net revenues	8.8% of net revenues
Capital Reserve Funds	\$126 million	\$20.6 million
Corporate Reserves and Reserve Funds	\$29.5 million	\$11.9 million

\*as of June 30, 2023

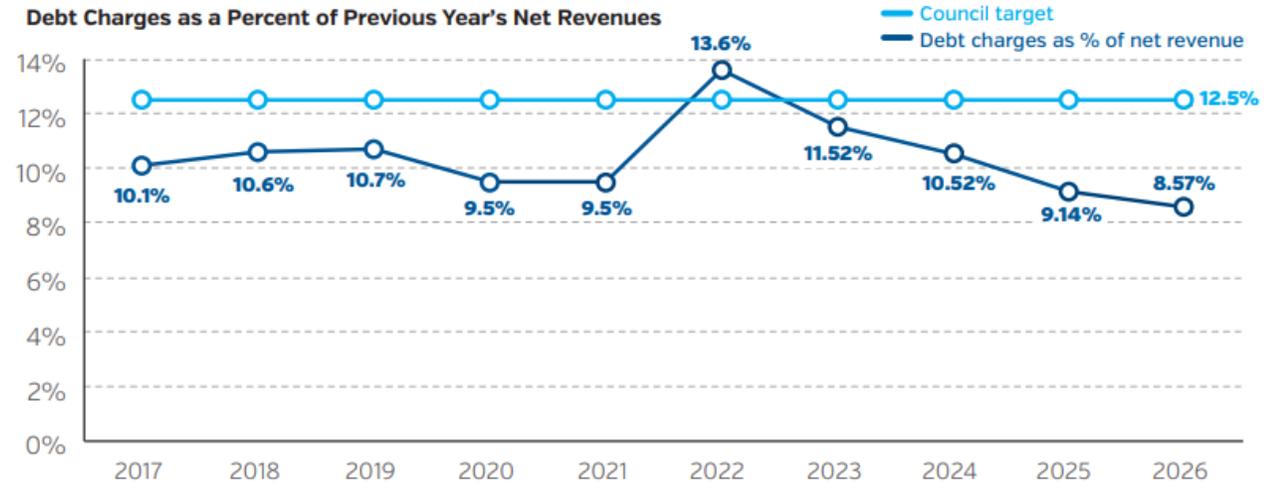


# Debt

### Tax-Supported Debt Charges (millions)



### Debt Charges as a Percent of Previous Year's Net Revenues

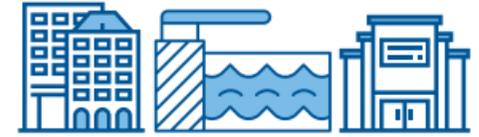


## Infrastructure Funding Gap



**\$134m**  
Fleet and Equipment

**\$6.3 billion**  
Total replacement value



**\$1.61b**  
Facilities and Buildings



**\$193m**  
Stormwater



**\$344m**  
Parks and Natural Assets



**\$3.9b**  
Roadways



**\$79.5m**  
Information Technology

## Emerging Pressures

### Inflation

- Labour & Supply Chain Issues

### Service Enhancements

- New Assets
- Green Infrastructure
- Lifecycle costs

### Climate Change

- Impacts Asset Condition

# Impacts of Prior Council Decisions



Financial Sustainability

Reserve Fund Stability  
BMA F-19-23



Maintaining Recreational Assets



Tax Based Support for  
Tyandaga Golf Course

Final phase of 3-year plan  
Report RCC-01-21



Canal Pier Maintenance

Report ES-43-22



Free Transit for Seniors

Report TR-04-23

Shoreline Restoration

# Impacts of Previously Approved Capital Projects



## Expansion of Transit

4 Conventional buses  
1 Specialized vehicle



## New Community Spaces

Skyway  
Bateman  
Mountainside



## Corporate Software Growth

Workday  
Cartegraph  
Microsoft 365



## Other New Infrastructure

McNally Foundation Donation  
Plains Road Bike Lanes & Rain Garden  
City View, Lansdown, Sherwood Forest



Plains Road Bike Lanes and Rain Garden  
(Green Infrastructure)



## Key Investments

- By-Law Compliance Department Phase 2
- Community Planning Housing Initiative
- Targeted Realignment – Burlington’s Official Plan
- Burlington Digital Services
- Enterprise Business Services Support
- Human Capital Investments in Stabilizing Operations
- Facilities and Environment – New Department for 2024
- Expansion and Customer Experience in Community Gardens



- Station 8 Firefighters – Year 2
- Revenue losses from Bill 109
- Winter Maintenance
  - School Crosswalks
  - Expanded Parking Lots
- Urban Forestry Service Adjustments
- Burlington Lands Partnership
- Multi-year Community Investment Plan Funding





## Additional Investments

### Fee Funded Staffing

- Transportation Planning Staff
- Building Department
- Right of Way Management (Engineering)

### One-time Funding

- Permit and Application Streamlining
- Planning Development Services Organizational Design
- Randle Reef City Contribution
- Performance Management Phase 1
- One Brand Project
- Vision 2050 Project



## Property Tax Impacts

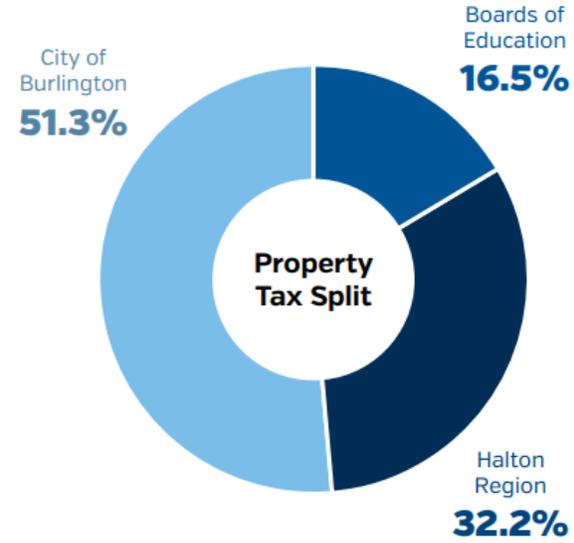


## Projected Tax Increase

	2023 Approved Budget	2024 Financial Needs	2024 \$ Change	2024 Overall Tax Impact
<b>Base Budget Impact including Assessment Growth @ 0.75%</b>	\$ 187,462,846	\$ 197,406,592	\$ 9,943,746	1.84%
<b>Infrastructure Renewal Levy</b>	31,743,700	\$ 36,127,700	\$ 4,384,000	0.97%
<b>Cumulative Impact including Infrastructure</b>	\$ 219,206,546	\$ 233,534,292	\$ 14,327,746	2.81%
<b>Impacts of Prior Council Decisions</b>	-	\$ 801,189	\$ 801,189	0.18%
<b>Impacts of Previously Approved Capital</b>	-	\$ 6,791,031	\$ 6,791,031	1.50%
<b>Cumulative Impact</b>	\$ 219,206,546	\$ 241,126,512	\$ 21,919,966	4.49%
<b>Key investments</b>				
Sustaining City Services and Finances	-	\$ 5,341,084	\$ 5,341,084	1.18%
Enhancing Services	-	\$ 2,725,000	\$ 2,725,000	0.60%
<b>Grand Total City</b>	\$ 219,206,546	\$ 249,192,596	\$ 29,986,050	6.28%
<b>Overall Tax Impact (City, Region, Education)</b>				7.61%



## Total Tax Bill Breakdown



	2023 Share of Tax Bill	2024 Share of Tax Bill	2023 Taxes	2024 Taxes	\$ Impact on Tax Bill	% Impact on Tax Bill
<b>Burlington</b>	48.90%	51.27%	\$ 421.25	\$ 475.31	\$ 54.06	6.28%
<b>Halton</b>	33.34%	32.22%	\$ 287.20	\$ 298.68	\$ 11.48	1.33%
<b>Education</b>	17.76%	16.51%	\$ 153.00	\$ 153.00	\$ -	0.00%
<b>TOTAL *</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$ 861.45</b>	<b>\$ 926.99</b>	<b>\$ 65.54</b>	<b>7.61%</b>

\* Per \$100,000 urban residential assessment. Numbers may not add due to rounding.



## Multi-Year Budget Simulation



## Budget Simulation 2025-2029

- 5-year Simulation
  - Estimated budget drivers
  - Known budget pressures and continued catch-up on investments

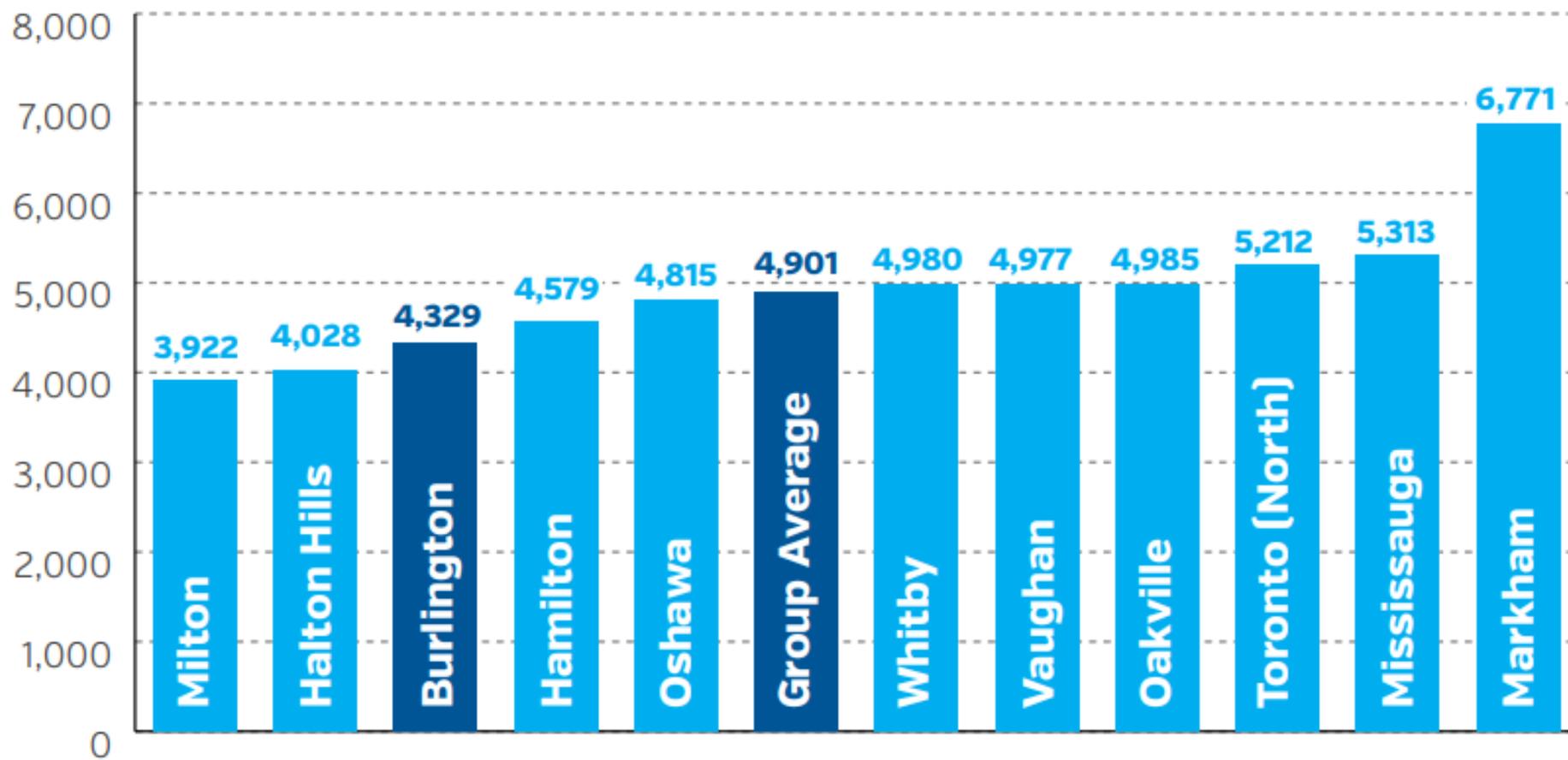
### 2024 – 2029 Financial Needs

	2021	2022	2023	2024 Draft	2025	2026	2027	2028	2029
	Actual				Forecast				
City Increase as % of Total	1.85%	2.10%	6.34%	6.28%	5.57%	4.98%	4.13%	3.79%	3.56%
Overall Tax Bill Impact	2.50%	2.84%	7.44%	7.61%	6.54%	5.92%	4.95%	4.59%	4.34%



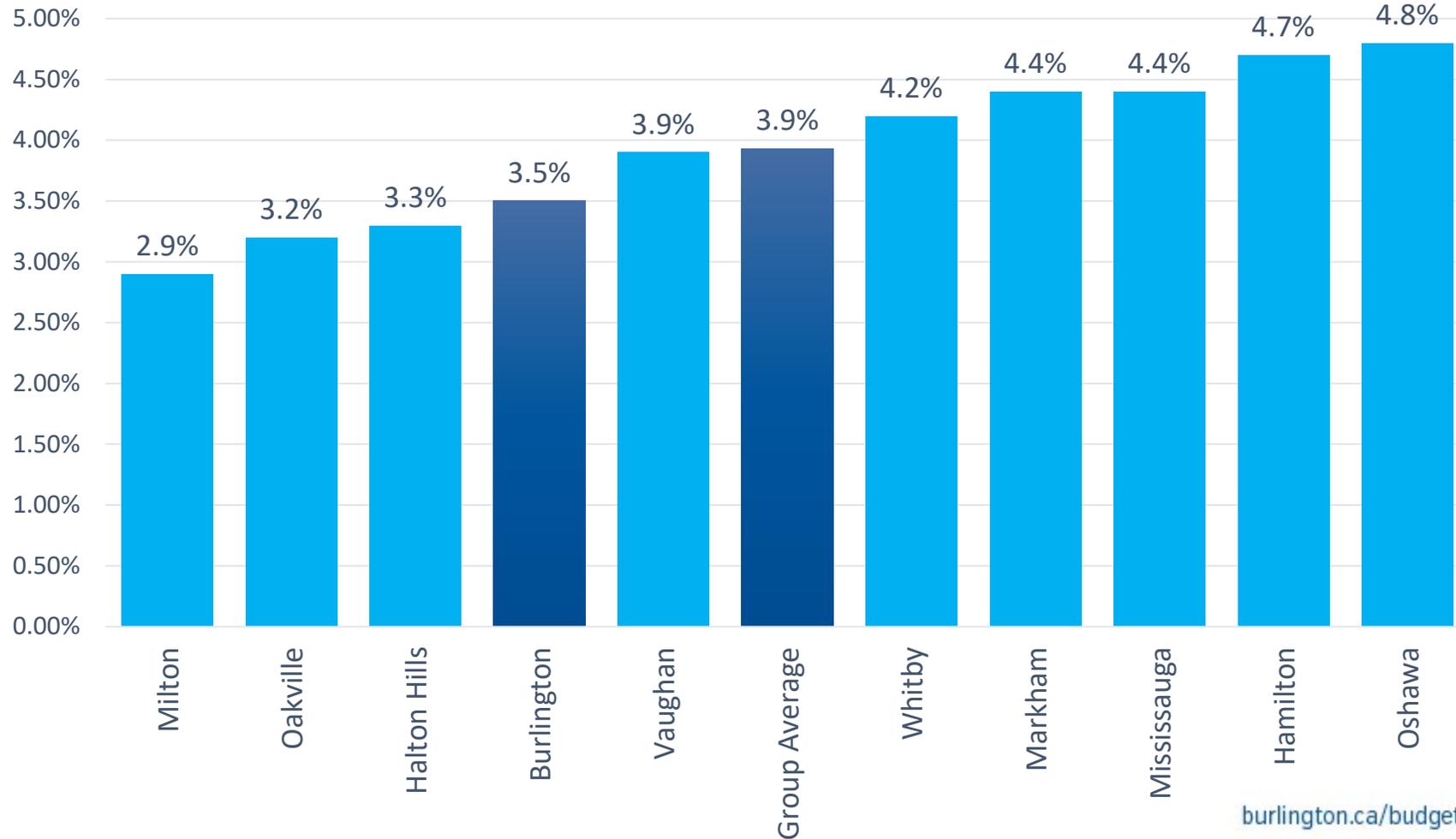
## Residential Property Tax Burdens

Detached Bungalow - BMA Management Consulting Inc. - Municipal Study 2022





## Property Taxes as a % of Income BMA Management Consulting Inc. - Municipal Study 2022





## Property Tax Programs

- Seniors tax rebate – currently \$550
  - reference document includes proposal to increase to \$575
- Older Adult Property Tax Deferral Program (OATDP) – interest free (Regional Program)
- Property tax increase deferral for low-income seniors & persons with disability – legislated program (Regional Program)
- Heritage Rebate
- Charity Rebate – legislated program
- Payment plans – 10 month and installment.
  - Staff reviewing possibility of 12-month plan for 2025 taxation

## Other Assistance Programs

- Windrow Program
  - expanded program to 1,000 spots \$125 plus HST
- Recreation Assistance – fee waiver program and community investment fund
- Free Transit Programs
  - Children, Seniors and Youth (Mon-Fri after 6pm and weekends)
- Residential Plumbing Permits Grants for basement flooding prevention
- Home Energy Retrofit program
  - interest free loan program



## Public Engagement & Budget Approval Process



## Public Engagement

**Virtual Town Hall**



**Get Involved Burlington Survey**



**Food for Feedback**



Visit [www.getinvolvedburlington.ca](http://www.getinvolvedburlington.ca) to provide your input

## Budget – Visualizations

[www.burlington.ca/en/your-city/Budget](http://www.burlington.ca/en/your-city/Budget)



Open Budget



**\$217.4**  
Million

**Operating**

**2023 Proposed Operating Budget**  
A breakdown of the 2023 Proposed Operating Budget by Service. Use this visualization to explore the net cost associated with each of the City's services.

Dec 2022

**340**  
Projects

**Capital**

**2023-2032 Capital Budget Projects**  
The 2023 - 2032 Capital Budget sums to \$878 million over the ten-year capital program and includes 340 projects....

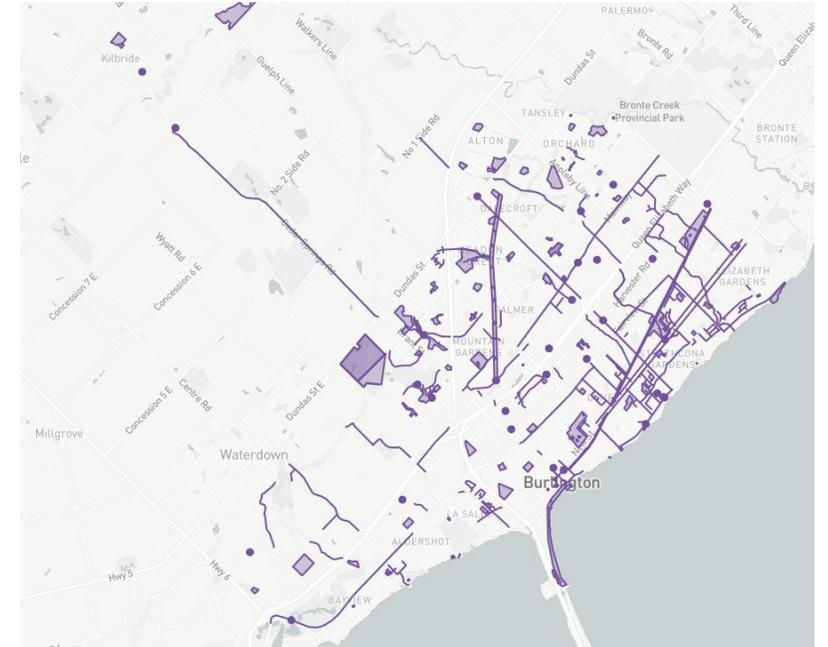
Nov 2022

**\$72.6**  
Million

**Capital**

**Capital Budget by Asset Category**  
A breakdown of the Capital Budget by Asset Category, Asset Type and Project.

Dec 2020





## Timelines

Council	Mayor's 2024 Proposed Budget November 2
Council Workshops	Service Performance Sessions November 6 & 7
Budget Telephone Townhall	November 7 7:00 - 8:30 pm
CSSRA - Budget	2024 Budget Review & Approval November 21 & 23
Council	2024 Budget Review November 23 to December 12*

\* Subject to any use of veto or override periods

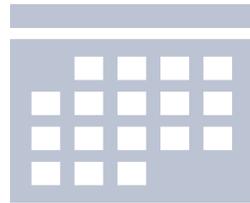


## Budget Motion Memorandums

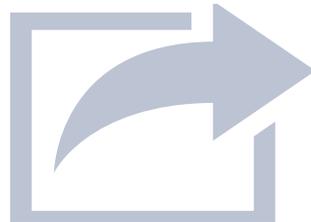


### Covering memo

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



Due to Finance by 4:30 pm on November 13



Staff directions that do not result in a budget amendment go to regular CSSRA meeting

2024

