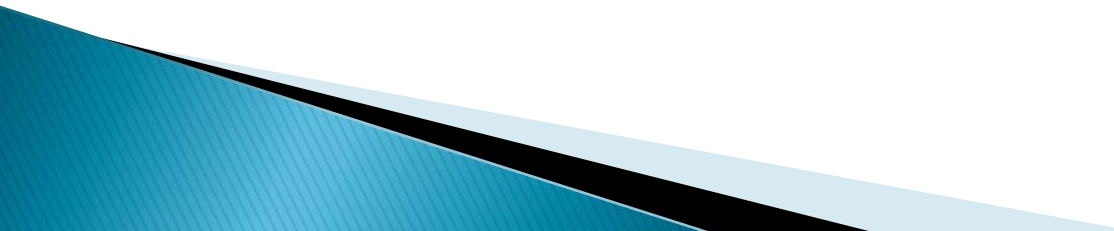


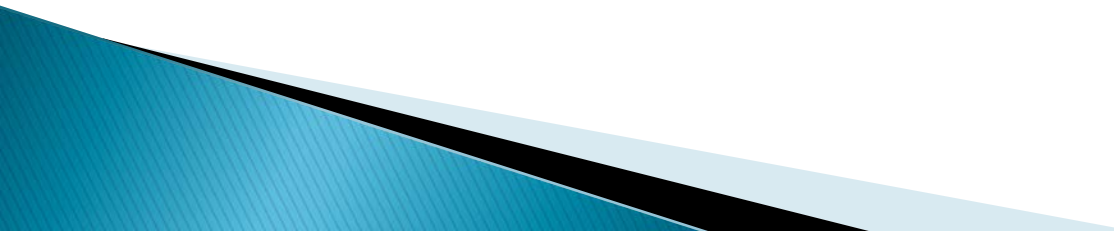
2014-2018 Financial Plan Process

2014-March-04

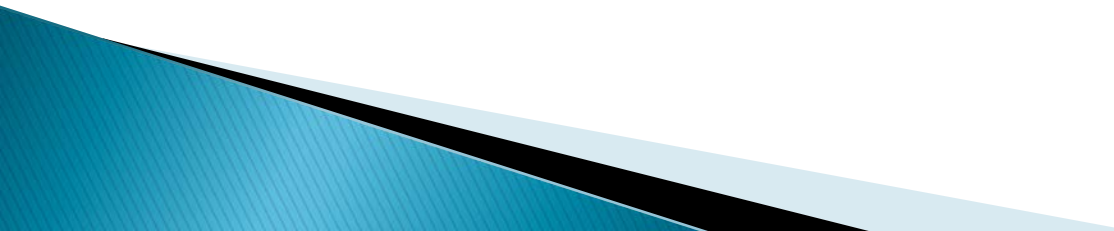
Old Budget Process

- ▶ Departmental staff prepare budget
 - ▶ Finance staff review
 - ▶ Senior staff review
 - ▶ Package assembled and presented to Council
 - ▶ Council review and discussion
 - ▶ Public consultation/Council deliberation & direction
 - ▶ Bylaw adoption – “provisional” and “annual” budgets
- 

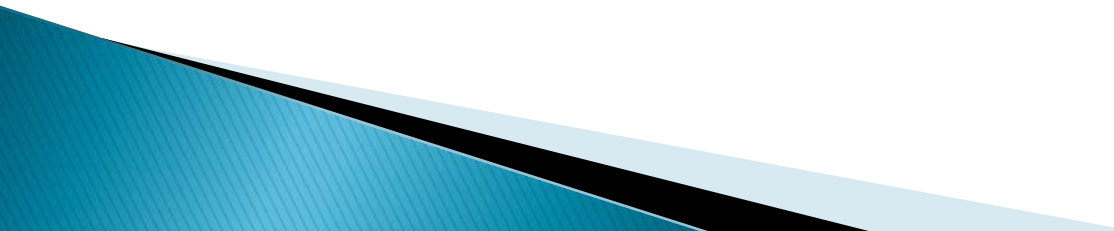
Revised Budget Process

- ▶ Service level review for each function
 - ▶ Operating and maintenance costs
 - ▶ Review of non-recurring expenses (projects, capital)
 - ▶ Service level adjustments
 - ▶ Priority setting for all non-recurring expenditures & service level adjustments (dept + organization)
- 

Pilot project lead to full review

- ▶ To determine whether this meets Council's needs, staff proposed a pilot
 - ▶ Parks, Recreation & Culture
 - ▶ Special meetings October on Wednesdays & Thursdays in SARC Board Room (open COW)
 - ▶ Rest of departments added – meetings until end of February
- 

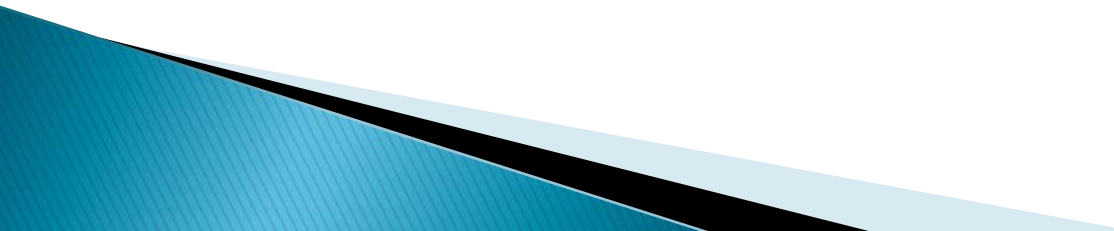
Service Level Reviews

- ▶ Departments divided into a number of service areas, e.g., arenas
 - ▶ Each service area described current service levels, including appropriate statistics
 - ▶ Included presentation to Council regarding services, with opportunity for Council to discuss, and provide direction if desired
- 

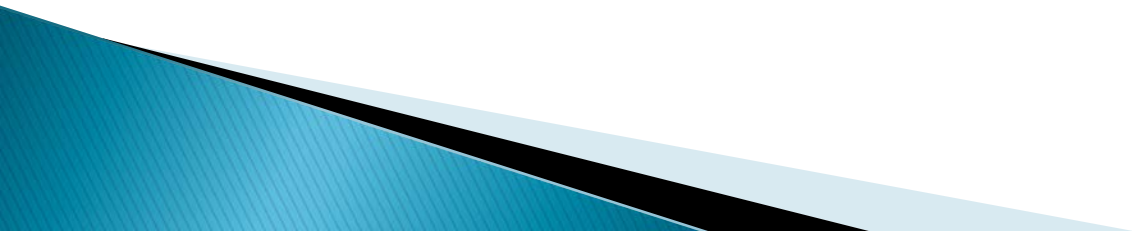
Operating & Maintenance Budgets

- ▶ Information about revenue and expenditures
- ▶ Special analysis customized for each service area
- ▶ FTE information

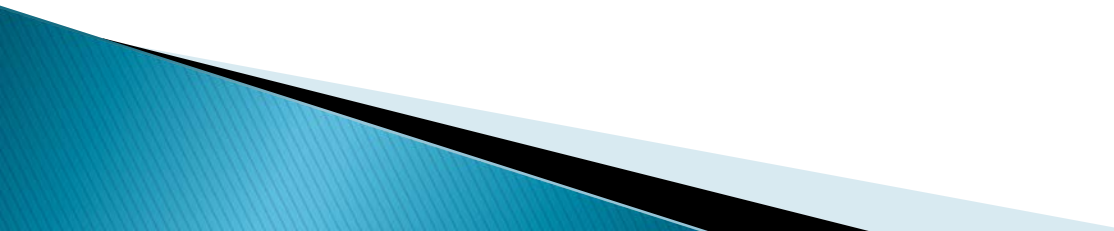
Decision Packages

- ▶ List of capital expenditures, projects and similar one time expenditures
 - ▶ Proposed Higher Service Levels, e.g., new plans or studies, internal auditor
 - ▶ Previously authorized increases, e.g., new RCMP members and support staff
 - ▶ Funding sources
 - ▶ Organizational priority is maintenance of existing assets
- 

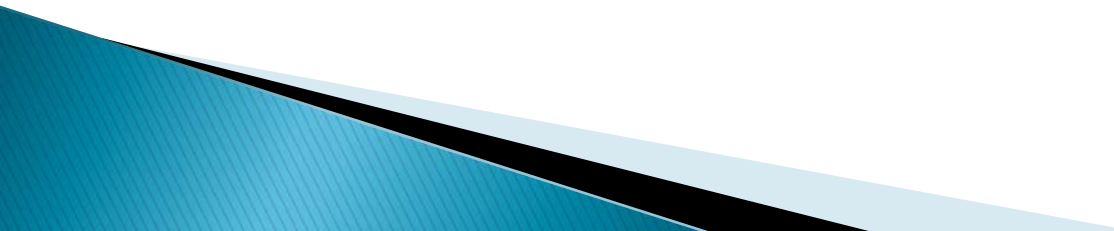
“Base” Operating Budget

- ▶ Base operating budget is down 1.7% from 2013
 - ▶ Early approvals and work in progress
 - ▶ If nothing further is approved, there would be a 6.1% tax decrease
 - ▶ This would have serious consequences, such as reduced service levels and increased maintenance costs – future tax increases
- 

Decision Package List

- ▶ Projects and other expenditures previously presented to Council
 - ▶ All are important and will be implications if they are not done
 - ▶ Ranked by staff in priority order according to predetermined principles
 - ▶ Concurrent projects (related) are ranked together
 - ▶ Where known, funding sources are applied
 - ▶ If all approved in 2014, tax increase would be 2.8%
- 

Early Approvals

- ▶ Jan 22, Staff brought a report to Council to get approval on some projects
 - ▶ Operational need to keep processes moving
 - ▶ Prepare for tender/RFP or meet early deadline
- 

2014 BUDGET & SERVICE LEVEL REVIEW



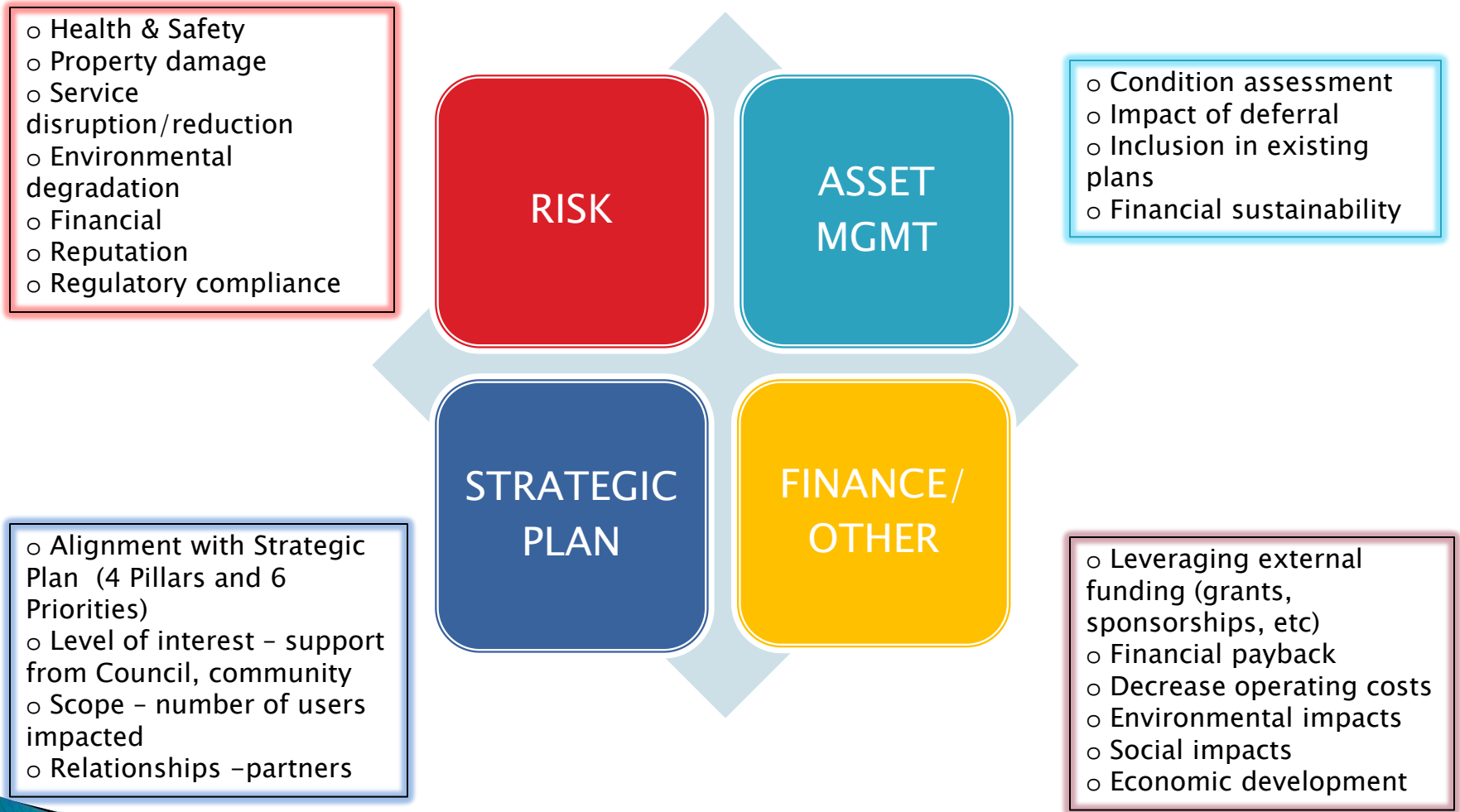
BASE
SERVICE
LEVEL
REVIEW
(Proposed to be
once per term)

INCREASES
AND/OR
DECREASES
IN
SERVICE

PROJECTS
OPERATING
+
CAPITAL

BUDGET PROCESS
(Annual)

RANKING CORPORATE PRIORITIES



CORPORATE PRIORITY SETTING PROCESS

