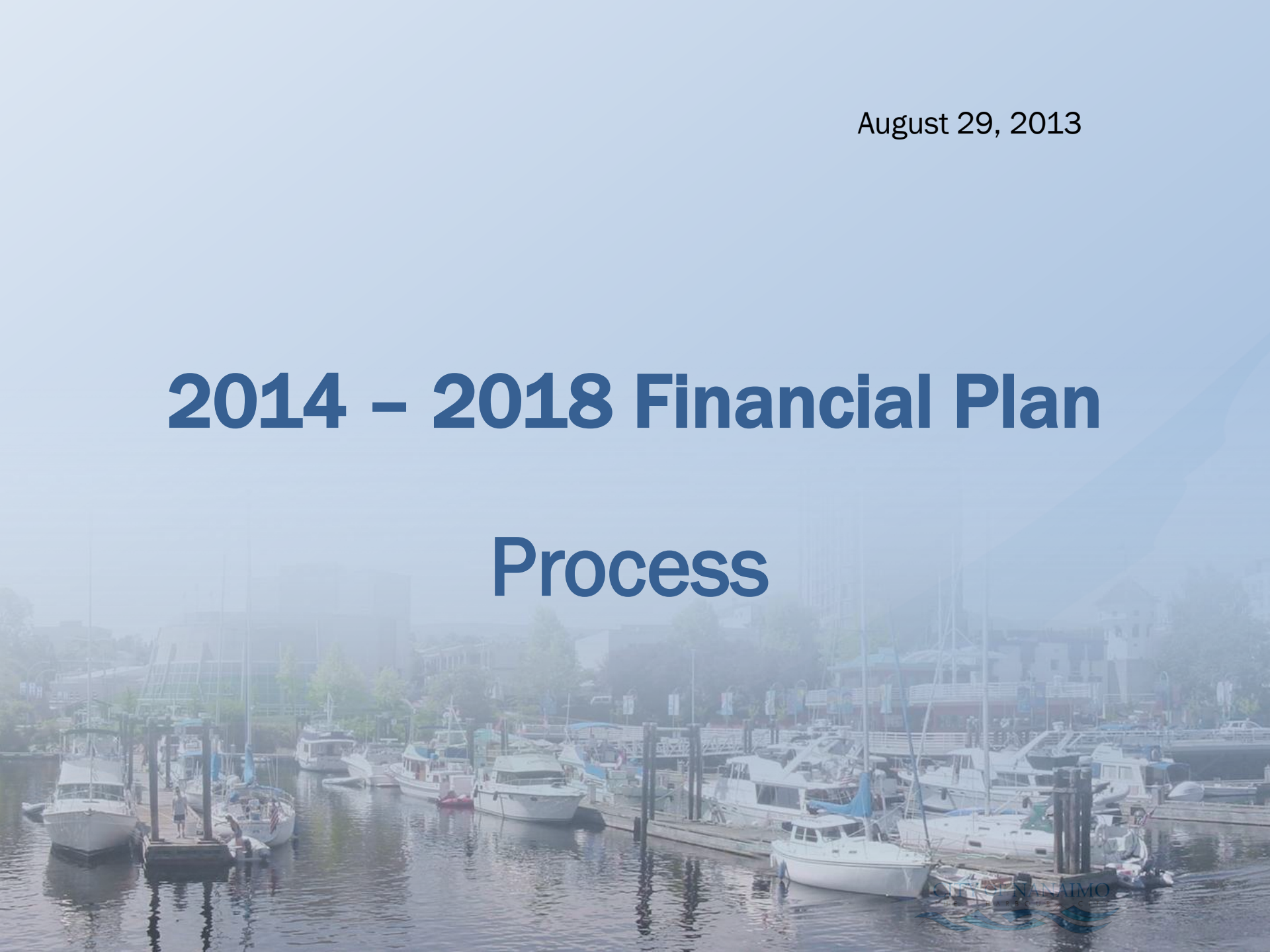


August 29, 2013

2014 – 2018 Financial Plan

Process



Objective

To develop a budget process
that meets Council's needs

Agenda

- Budget process - including proposed changes
- Council discussion

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 – do not intend to adopt a “provisional” budget

Modified budget process

**Work in
Progress**

- Concurrent with other 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)

2014 Pilot project

- To determine whether this meets Council's needs, staff propose a pilot
- Parks, Recreation & Culture
- Special meetings in October on Thursdays in SARC Board Room (open COW)
- 4 will be scheduled – more will be added if required
- Review success of pilot and determine if more departments will be reviewed

PR&C service areas

- Recreation & Culture Operations
- Arena Operations
- Aquatic Operations
- Parks Operations
- Civic properties
- Community Development (grants & VIRL)
- PRC Administration

Service level review

- Department divided into a number of service areas, e.g., arenas (example to follow)
- Each service area will have description of current service levels, including appropriate statistics
- Will include presentation to Council regarding services, with opportunity for Council to discuss, and amend if desired

Operating & Maintenance Budget

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

Projects

- List of capital expenditures, projects and similar one time expenditures
- Funding sources
- Supporting documentation for each expenditure

Service Level Adjustments

- Proposed Higher Service Levels, e.g., new plans or studies, internal auditor
- Previously authorized increases, e.g., new RCMP members and support staff
- Proposed reduction packages
- Council can add new items during the review process (including reduction packages)

Priority setting

- Priority - prioritized by staff for discussion
- Funding – funding sources identified, if not from general revenue
- Drivers – Renewal, Upgrade, New, Strategic
- Time – which year of the plan

Council can change any of the above except “Drivers”

DEMO

Discussion

1. How satisfied are you with the overall level and quality of City services?

2. What services would you like to adjust (up or down)?

3. Would you:

- a) Increase taxes to expand or enhance existing services;**
- b) increase taxes to maintain services at current levels;**
- c) cut services to maintain current tax levels; or**
- d) cut services to reduce taxes?**

4. Are you committed to the increased funding for asset management?

(1% tax increase, 2.5% water increase, 5% sewer increase)

5. Would you consider a service level decrease if it involved laying off existing staff?