

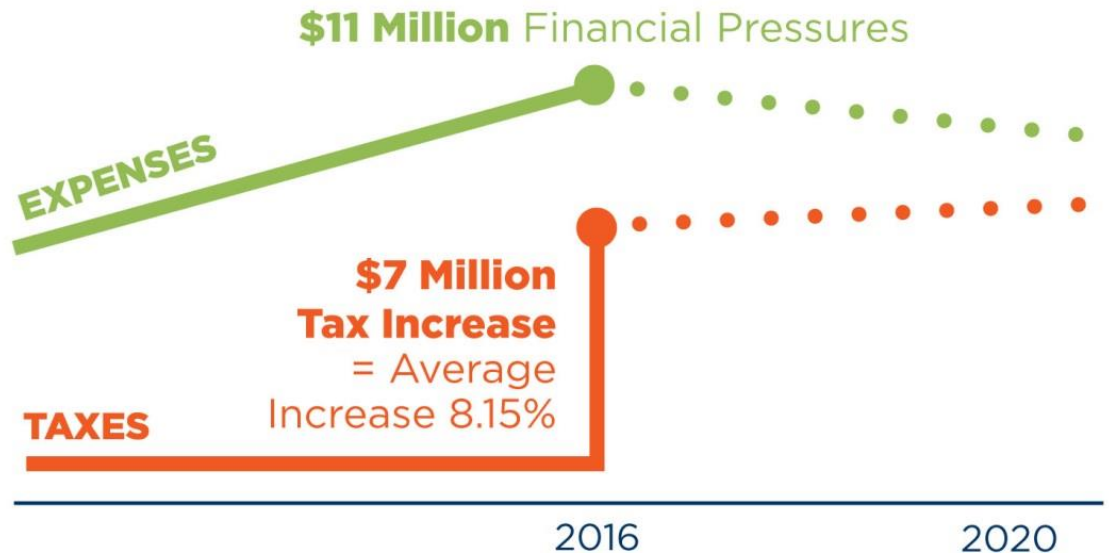
Update

2017 Budgets & Core Service Review



2016 Financial Pressures Addressed

How we narrowed the Financial Gap



Where the revenue comes from

Total City
Revenue
\$204,827,822



\$96,877,092 Taxation

\$26,905,000 Education Tax



TOTAL TAX
\$123,782,092

\$53,485,025 Grants

\$19,134,805 User Fees

\$8,425,900 Investment Income,
Municipal Transfers, Penalties
and Interest on Taxes, Infrastructure Levy

60%

of Total
Revenue comes
from Taxes

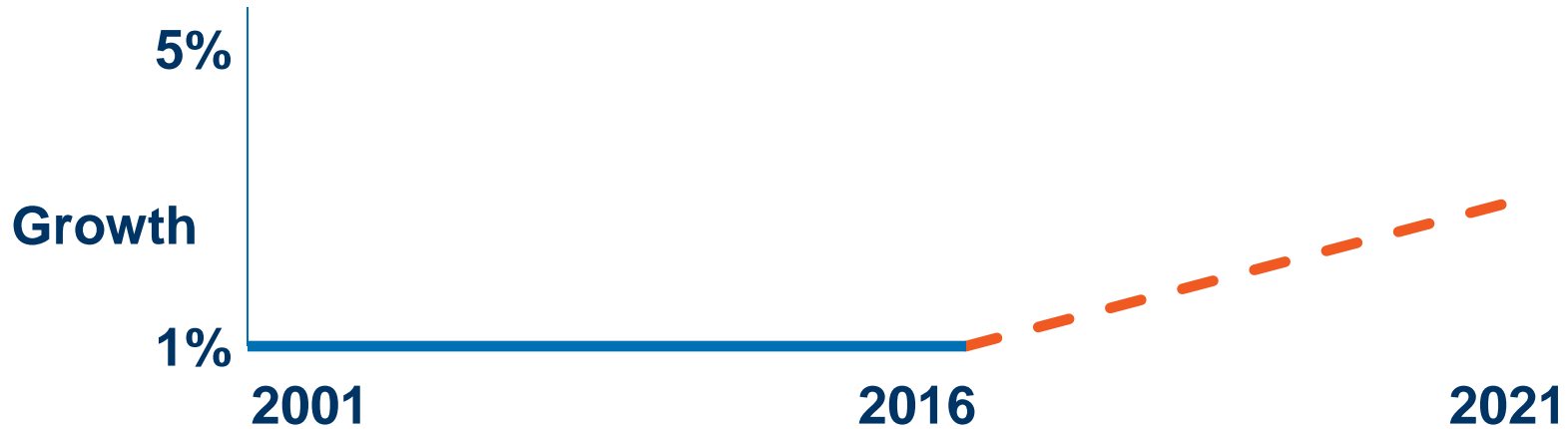
City Budget

- Total City Budget - \$177.9M
- Revenue Breakdown:
 - Tax Support - \$96.9M
 - Grants - \$53.5M
 - User fees - \$19.1M
 - Other - \$8.4M

Tax Projection

	2016	2017	2018	2019	2020	2021
Tax Support	96,877,093	102,660,610	108,444,127	114,227,644	120,011,161	125,794,678
Infrastructure Levy	890,000					
Total Increase (\$)	8,193,638	5,783,517	5,783,517	5,783,517	5,783,517	5,783,517
Total Increase (%)	9.15%	5.97%	5.63%	5.33%	5.06%	4.82%
Growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Tax Support Increase	8.15%	4.97%	4.63%	4.33%	4.06%	3.82%

Growth Strategy



2015 - 950 New building permits worth \$110 million

Growth Strategy

What are we doing:

- Asset Management and long-term budgets
- Implementing “Development Ready” infrastructure projects
- Implementing cost-recovery mechanisms
 - DC’s, Capital Charges, securities
- Planning Approval Task Force and process improvements

Administration and Operations

Operating Budget

- Total operating budget - \$150.5M (\$84.5M tax support)
- Operating – staff, operations & utilities, maintenance, equipment, agency funding and materials
- City payroll and benefits – approx. \$50.8M of total operating budget

Staffing

		1-Jan-08	31-Dec-08	31-Dec-09	31-Dec-10	31-Dec-11	31-Dec-12	31-Dec-13	31-Dec-14	31-Dec-15	10-May-16
TOTAL	FT	556	559	567	575	588	595	512	517	513	517
TOTAL	PT	130.11	127.79	124.97	128.43	128.54	133.8	74.56	75.16	76.38	74.22
TOTAL	Seasonal	23.1	23.1	23.1	23.9	24.6	25.36	26.61	22.41	22.41	21.7
TOTAL	Student	23.02	23.02	22.9	22.42	25.67	26.62	26.45	26.45	26.45	26.56
TOTAL	Other	2.58	2.4	7	7	6	8.2	8.1	11.5	6.5	5
OVERALL											
TOTAL		734.81	735.31	744.97	756.75	772.81	788.98	647.72	652.52	644.74	644.48

FTE Counts:

Excluding KLPS – 71 (60FT)

Excluding Victoria Manor – 123.3

Volunteer Firefighters

350 +/-

Human Resources

May 2016:

FT 517 (Union 406, Non-Union 111)

Non-Union 111 (87 Supervisory, 24 Non-Supervisory)

Total Head Count – 875 (FT 517, PT 214, Seasonal 34,
Student 106, Other 4)

+ 350 VFF

Supervisory:Non-Supervisory ratio 1:10, 1:14 w/ VFF count

Operating Budget

What are we doing:

2015 – reduction in FTE count of approx. 8 (12 total positions)

2015 – \$1.4M surplus – (Council reinvested \$936K back to capital and remainder to area reserves)

2016 – continued review of staffing concurrent with core service level definitions. Launched HR strategy, to include benchmarking with other similar municipal organizations

2016 – continued process improvements and efficiencies implementation

2016 – continued review of revenues, fees and funding

Goal is to stabilize budget in the long term to cost-of-living.

Asset Management

Capital Budget

- Total budget - \$27.4M (\$12.4M tax support)
- Includes buildings, equipment, fleet, land, roads and systems & technology

Capital Budget

What are we doing:

- Completing city-wide asset management plan in 2016
- Reviewing core services and recommendations to provide equitable and enhanced assets in an affordable and sustainable manner
- Core Service Review – save/rationalize through the current asset base to reinvest in future assets

Core Service Review

- Tough decisions are ahead but necessary to deliver demanded services city-wide in an affordable and sustainable manner
- All in this together – community, Council and administration
- Administration remains dedicated and committed to stabilizing budgets while maintaining and enhancing the delivery of core services and programs

Next Steps

- 2017 budget directions – August 9 Council meeting
- Updated budget format/template
- Formulate decision units for 2017 operating budget resulting in \$2.5M savings while maintaining minimal service disruption
- Formulate options/city-wide vision for asset rationalization by October 2016

Questions?

