



## **2010 Budget Process**

Budget Philosophy

Budget Preparation Assumptions

Service Levels & Other Budget Priorities

Confirming Performance Measures

Budget Timelines



## Budget Philosophy

### *“Ensuring long term financial stability.”*

- Confirm commitment to 3 year operating & 5 year capital budgeting process
- Adopt a 3 year economic forecast for budgeting purposes with development growth projections
- Discuss budget levels based upon constraint or controlled growth, and long term financial sustainability
- Discuss a higher level operating budget review based upon corporate-wide and departmental summaries vs a review of all line accounts
- Confirm a commitment to the growth of the capital budget and to a detailed review of all capital projects associated with the 3 year operating budget
- Discuss the merits of the disposal of Town owned lands as a budget tool
- Adopt the philosophy of a Council set “Based Level Budget” with proposed enhancements/reductions being debated through the Budget Process
- Endorse a Community Engagement Plan



## **Budget Preparation Assumptions**

### **a) Anticipated Budget Pressures With Financial Projections**

- 3 year COLA increase based upon established settlements in other jurisdictions
- Anticipated cost increases/decreases
  - Purchased water from Collus
  - Insurance
  - Energy
  - Capital Projects flowing from Stimulus and other Grants
  - Increased costs related to Parks & Trails Growth
  - Others
- Impacts of multi-year contracts or agreements
- Impacts of Pay Equity Plan
- Implementation of the Fire Master Plan

### **b) Projections For Major Revenue Sources**

- Provincial and Federal Funding projections
- All Service Fees increased annually at least by the rate of inflation
- Forecasted water consumption and wastewater generation – a trend analysis
- Engineering Works Fees
- Planning & Building Services Department Fees
- Project Grants
- Disposition of Town Owned Property

### **c) Litigation Threats, Personal Matters and Property Acquisition**

(Closed Session Discussions)



## Service Levels and Other Budget Priorities

- Council discusses service level increases or decreases department by department with the Senior Management Team and proposes any changes.
  - Department Head presents key statistical information for each service area including 3 year trends
  - Council agree upon any proposed service delivery changes
  - Senior Management Team present proposed organizational service delivery enhancements/efficiencies for Council's consideration
  - Council directs changes to be contained in the Proposed Budget Documents
- Implementing CAO's "Dare to Dream" Vision
  - Being Recognized as the best local government in Ontario
  - Being known as a preferred employer
  - Building a "Sustainable Community"
- Council reviews historical and proposed Staffing Levels complete with Departmental Organization Charts
- Staff review current status of reserves and long term debt forecasts with Council
- Council reflects on passed priorities and confirm current priorities
- High level discussion of major capital projects likely to be in the 3 year budget
- Review historical tax and user fee increases
- Council sets a "Base Budget Target" expressed as percentage increase or decrease for taxation and user fees for the years 2010, 2011 and 2012



## Confirming Performance Measures

- Proposed Performance Measures plus a reporting system based upon a continuous improvement model will be forwarded to Council for their review and approval
- Once approved by Council, the Performance Measures Report System will be populated with data from the past 3 years prior to finalizing the 2010 budgets



## Budget Timelines for 2010, 2011 and 2012 Budgets

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| Budget Philosophy & Budget Preparation Workshop  | Prior to July 31st   |
| Service Levels & Other Budget Priorities Workshop  | Prior to August 14 <sup>th</sup>   |
| Staff formally commences preparation of Budget numbers   | August 17 <sup>th</sup>  |
| Senior Management Team Report on Proposed Service Delivery Changes at a Special Meeting of Council                       | August 31 <sup>st</sup>  |
| Department Heads submit budgets to Financial Services  | Prior to September 11 <sup>th</sup>  |
| Draft Budget Documents for Senior Management Team Review   | Prior to October 16 <sup>th</sup>  |
| Senior Management Team Meetings  | October 22 <sup>nd</sup> and October 23 <sup>rd</sup>                                |
| Proposed Budget to Council for their Review  | Prior to November 7 <sup>th</sup>  |
| Council's Budget Meetings  | November 17 <sup>th</sup> , 19 <sup>th</sup> , 24 <sup>th</sup> and 26 <sup>th</sup> |
| Proposed Budgets released for public review and comment-<br>(a) Budget Newspaper Insert<br>(b) Public Information Centre | Week of November 30 <sup>th</sup><br>December 7 <sup>th</sup>                        |
| Budget Public Meetings at Special Council Meeting  | Week of December 16 <sup>th</sup>  |
| Council approves all Budgets   | January 11 <sup>th</sup>   |
| Necessary By-laws passed   | January 25 <sup>th</sup>   |