



2022 and 2023 **budget**

The Strategic Plan and the 2022-2025 budget

The Strategic Plan's five priorities lead this budget, setting us on a sustainable path for our economy, environment and transportation while supporting an efficient workforce and united community.

Powering our future



Sustaining our future



Navigating our future



Working together for our future

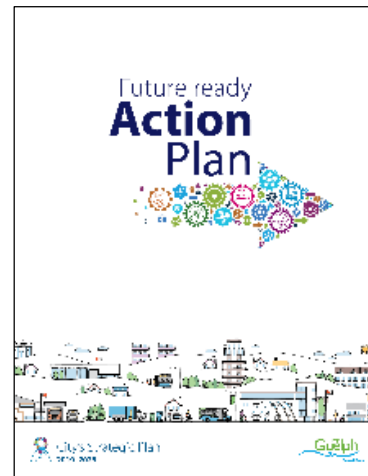
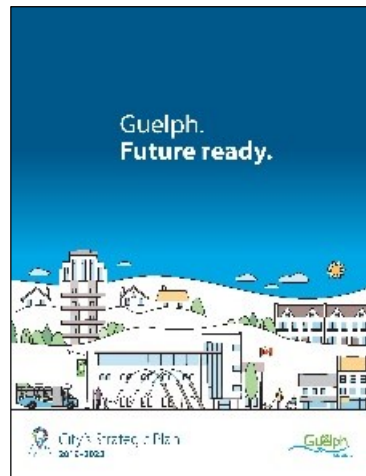


Building our future



Budget—the tool that dictates pace of being Future Ready

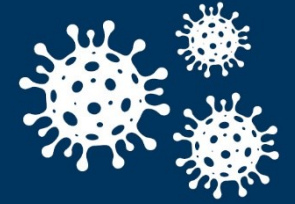
The budget is the affordability tool that dictates the pace of implementing the Future Ready Action Plan initiatives.



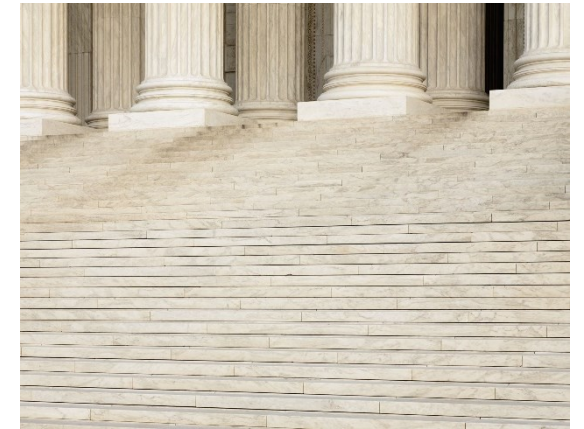
Our budget story: Pace and capacity



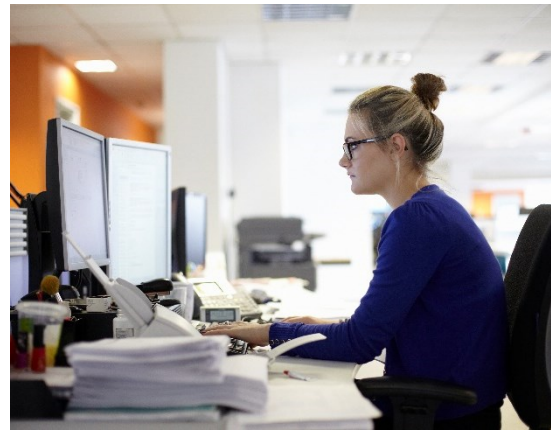
Our budget story: COVID-19 pandemic



Our budget story: Changing legislation



Our budget story: Modernizing and transforming the way we deliver services



Our budget story: Making energy and climate reduction impact



2022 and 2023 proposed operating and capital budget – total gross expenditures



Operating



Capital

Building the budget assumptions



- Compensation, contractual agreements, utilities, fuel – **escalated at inflation**
- Other base budget expenditures **0 per cent**
- User fee/rate revenue targets **2 per cent**
- Tax assessment growth **1 per cent annually**
- Operating budget impacts from capital projects in the **10-year forecast**
- Use of reserves for **one-time** expenses and phase in of significant price increases

2022 and 2023 City departments operating budget drivers

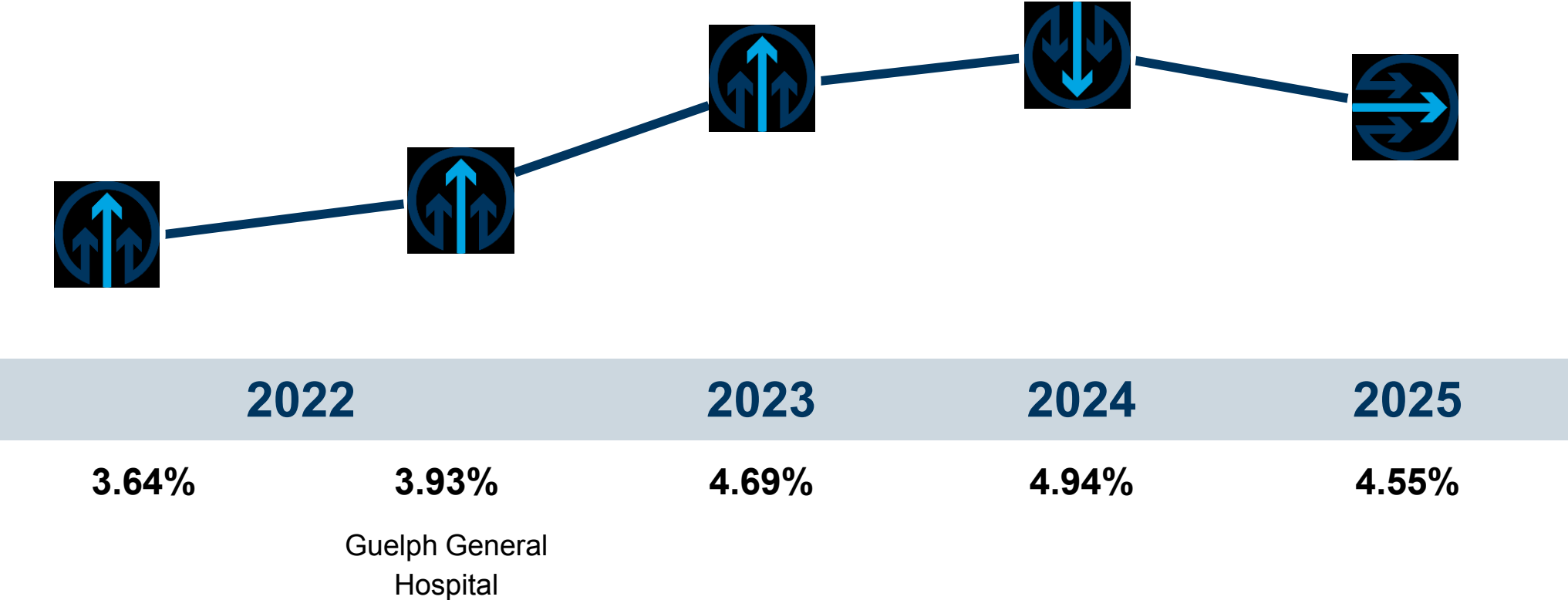


	2022 levy impact	2023 levy impact
Subtotal	\$7,346,432/2.77%	\$9,764,370/3.52%
Assessment growth revenue	(\$1,776,120)/(0.67%)	(\$1,858,451)/(0.67%)
Total requested	\$5,570,312/2.10%	\$7,905,919/2.85%

2022 and 2023 operating budget—tax levy by City and Local Boards Shared Services (LBSS)

Expense Category	2022 City	2022 LBSS	2023 City	2023 LBSS
Net Investment	\$4,199,562	\$4,728,647	\$7,758,370	\$4,047,538
Assessment Growth	(\$1,776,120)	(\$874,806)	(\$1,858,451)	(\$915,356)
Net Impact Before Capital	0.91%	1.45%	2.13%	1.13%
Capital Investment	\$3,146,870	\$213,000	\$2,006,000	\$1,961,000
Capital Impact	1.19%	0.08%	0.72%	0.71%
Total Net Tax Impact	2.10%	1.53%	2.85%	1.84%

Forecasted levy impact



Average residential bill impacts of proposed rate change

Water/Wastewater—based on average annual consumed water volume by a three-person household of 175 cubic meters.

Stormwater—based on average impervious area of a residential property of 188 m².

Rates will come into effect on January 1, 2022.



\$0.05



\$0.05



\$0.60

Forecasted average rates and projections on residential bills



\$971.20

\$998.94

\$1,033.43

\$1,062.80

2.61%

2.86%

3.45%

2.84%

Capital funding strategy



- Slowing the pace of Infrastructure Renewal Strategy for two years; focus on Capital Program Resourcing Strategy implementation
- City Building Strategy maintained; one-time increase from phase-in to address gap
- Increases to 100RE Strategy of \$500K per year; \$1M in 2025
- Maintaining Growth Strategy funding with inflation; updated development charge revenue outlook
- Leveraging other levels of government grant funding

Capital budget 10-year forecast



2022 and 2023 Capital budget



Reserve and Reserve Funds



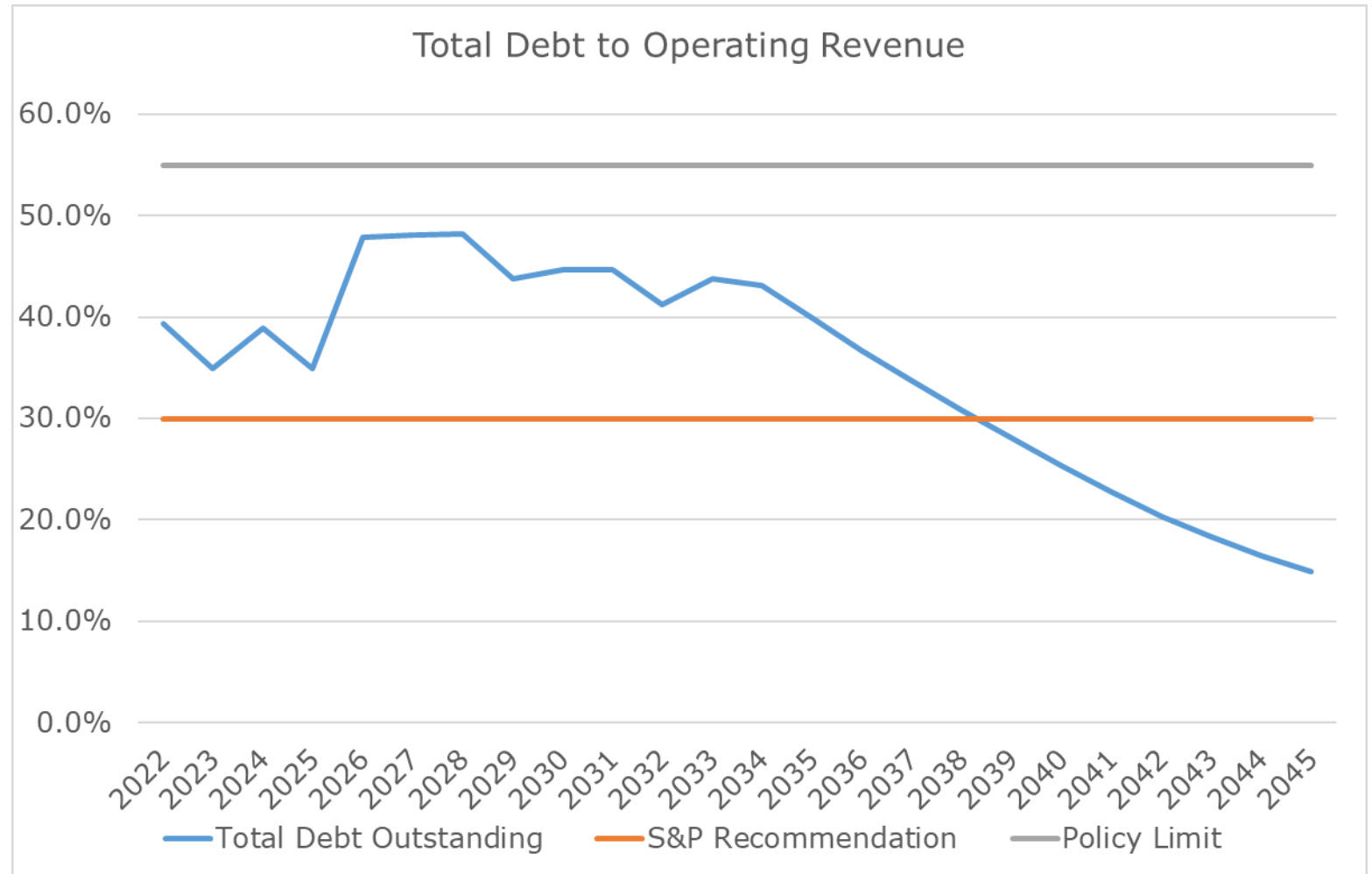
- Reserves and Reserve Funds have a purpose and use of funds has budget implications
- Contingency reserves for one-time expenses and to mitigate inflationary and market pressures
- Efficiency, Innovation and Opportunity Reserve for Service Rationalization
- City Building Strategy deficit; deferral of projects or funding increase
- Sale of Hanlon Creek Business Park phase 3

Debt forecast

Debt for large projects such as the South End Community Centre, Baker District and Operations Campus.

Debt limitations maintained throughout 10-year period.

No new debt identified in 2022/23.



Strategic City Building Investments

- Strategic investments are all necessary to meeting the vision of our City; pace consideration from affordability perspective.
- Service enhancements beyond current service level, sometimes combined with other strategies
- A mix of capital and operating funding requirements from 2022 through 2026 in order to fund investment over 25 years
- Capital funding deficit by 2031; priority deferral or funding increase required
- Point in time estimate, grants can reduce requirements

Strategic City Building Investments

- Base capital City Building funding \$4.75 million annually allocated to:
 - Baker District and South End Community Centre – per Council approval
 - Digital technology and customer service
 - City facility accessibility enhancements
 - Trails, urban forest and open space enhancements
 - Active transportation, cycling network and related enhancements
- Operating impact of these are included in the proposed budget and forecast
- Gap in annual City Building funding of \$3.99 million annually over 25 years

Strategic City Building Investments

- Net investment required attributed to:
 - Corporate customer experience improvement
 - Paramedic Service Master Plan implementation
 - Community benefit agreement expansion
 - Cultural Heritage Action Plan implementation
 - Transit Service system growth and digital investment
 - Business service agency agreements
 - Emerging Transportation Technology Office
 - Subsidy pilot program

Strategic City Building Investments

Net investment required over four years:

Investment (in millions)	2022	2023	2024	2025
Operating investment	\$ 4.23	\$1.66	\$1.86	\$2.84
FTEs	24.4	16.3	17.0	25.3
Capital investment	\$ 1.57	\$0.60	\$0.60	\$0.60
Total investment	\$ 5.79	\$2.26	\$2.46	\$3.44
Tax levy impact	2.18%	0.81%	0.84%	1.11%

- Additional capital investment in beyond 2025 for Operations Campus, Active Transportation Network, and Downtown Streetscaping required



Building our future



Affordable Housing



Facilities



Infrastructure and construction



Fleet



Fire and Paramedics



Capital Funding Strategies



Recreation and
community initiatives



Planning parks



Local Boards and
Shared Services

Building our future: Strategic initiatives

- Complete the Community Plan Refresh, Coalition of Inclusive Municipalities Action Plan to ensure that the City delivers equity in service delivery and policy
- Develop a Community Safety and Well-Being Plan
- Enhance Guelph's collaborative relationship with the County
- Implement the City of Guelph's Affordable Housing Strategy (2017)
- Build Operations Hub, Baker Street Development, South End Community Centre
- Implement the Corporate Asset Management Plan

Building our future: Key performance indicators

- Per cent of current assets that provide satisfactory levels of service
- Per cent of affordable residential units (ownership and rental)
- Per cent of residents who perceive themselves to be safe in the city
- Improvement in response time for Police and Fire Service
- Improvement in response time for Paramedic Service based on the Canadian Triage and Acuity Scale (CTAS)
- Per cent of citizens expressing a sense of belonging to Guelph

2022 and 2023 budget highlights

- Maintaining service delivery to a growing community; Capital Program Resourcing Strategy, engineering technical services, facilities maintenance
- Maintaining enhanced separated cycling network
- Affordable housing transfer maintained
- Guelph Sports Dome
- Community Paramedicine
- Infrastructure Renewal Strategy slowed to match pace of project execution

2022 budget requests



Request	Cost	FTE	Tax levy
774 – Construction Engineering Technologist	\$103,000	1.0	0.00%

2023 budget requests



Request	Cost	FTE	Tax levy
775 – Technical Services Supervisor	\$144,400	1.0	0.00%
842 – Maintenance Technician	\$100,000	1.0	0.04%

Capital budget

Program of Work	2022	2023	2024	2025
Corporate Projects	\$7,734,600	\$3,399,100	\$4,113,200	\$4,977,200
Emergency Services	\$4,089,600	\$5,165,000	\$7,771,200	\$7,716,800
Open Spaces, Recreation, Culture, Library	\$15,343,900	\$15,680,700	\$16,329,700	\$20,854,700
Total	\$27,168,100	\$24,244,800	\$28,214,100	\$33,548,700
Operating Impact from Capital	-	\$481,200	\$5,233,397	\$609,300

Strategic investment decisions

Gross expense	2022	2023	2024	2025
Paramedic Services Master Plan	\$610,800 FTE 4.0	\$343,800 FTE 2.0	\$47,700	\$619,300 FTE 4.0
Community Benefit Agreement expansion – Guelph Humane Society	\$150,000			
Community Benefit Agreement expansion – Guelph Neighbourhood Support Coalition	\$246,600			
City facility investment and Operations Campus		Additional investment required post - 2025, estimated at \$950,000		
Three-tier subsidy pilot program for affordable bus pass	\$385,000	(\$385,000)		

Local Boards and Shared Services



The Elliott long-term care



Wellington Dufferin Guelph Public Health



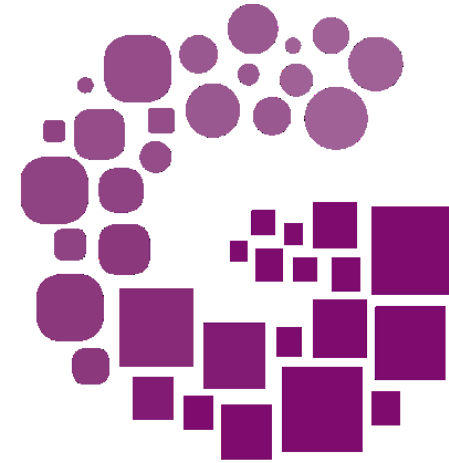
Guelph Public Library



County of Wellington Social Services and Social Housing



Guelph Police Service



Guelph Public Library

Explore • Connect • Thrive

2022 and 2023 budget summary

The proposed budget has been prepared taking the following into account:

- Guelph Public Library Strategic Plan 2018-2022
- City's Strategic Plan 2019-2023
- Guelph's Community Plan: A United Vision

To achieve the ambitious goals set out in these aspirational guiding documents the Guelph Public Library Board is requesting a 2.5 per cent budget increase.

2022 new requests

1 of 2 requests
\$175,000 total of requests

Request: Removal of Overdue Fines

- To reduce barriers to accessing materials and services.
- A fixed-rate fine policy is inequitable and disproportionately affects those experiencing financial insecurity.
- Rather than enforcing fine payments, library staff will be able to redirect their efforts towards providing meaningful interactions and engaging in public service.

2022 new requests

2 of 2 requests

\$137,200 total of requests funded at net zero with a reallocation from the base funding approved in 2021

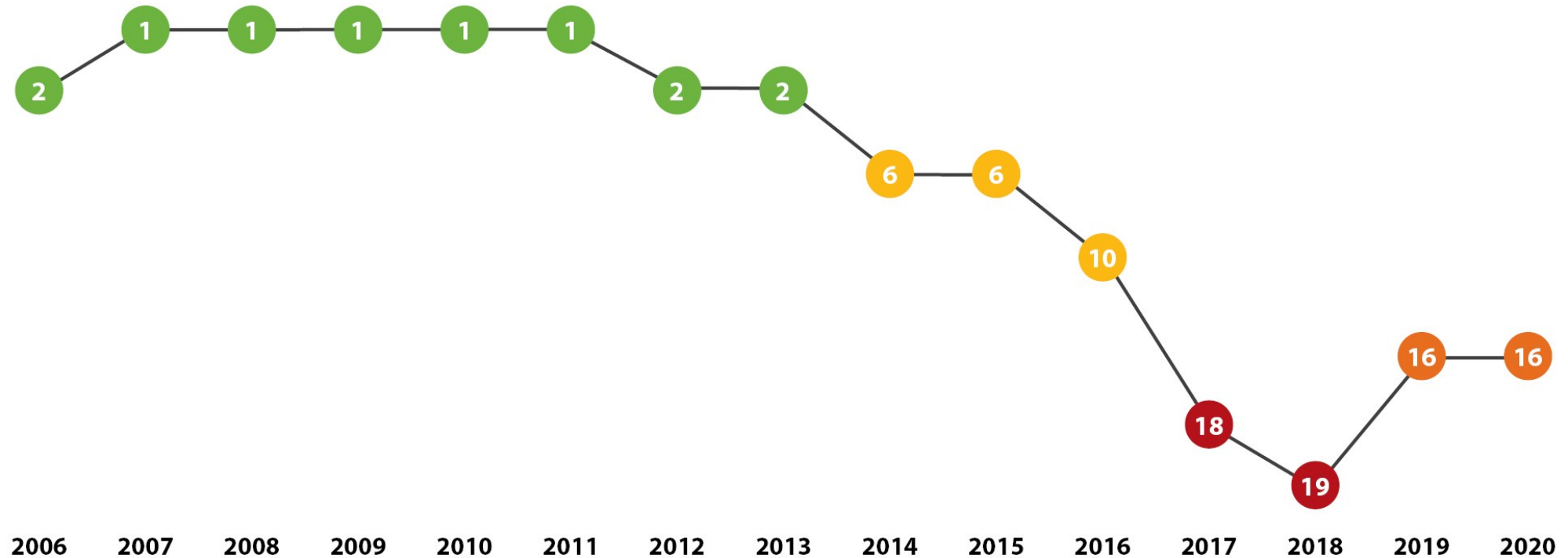
Request: Central Library Program Manager

- At the Public Library Board meeting on May 18, 2021 Board members agreed on the immediate need for a new Central Library Program Manager.
- The Program Manager will work with the City of Guelph to ensure a smooth transition to the new Central Library.



2022 and 2023 budget summary

Guelph Crime Severity National Ranking - CMAs



Source: Statistics Canada Table 35-10-0026-01 <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510002601>

2022 new requests

4.75 total
new Civilian FTEs

Request: New Civilian FTEs

- Ongoing optimization of existing resources
 - Body Camera Implementation – 3.0 FTEs
 - Health and Safety Coordinator – 1.0 FTE
- Support for Human Resources and Facilities – 0.75 FTE

2023 new requests

6.0 total
new FTEs

Request: New FTEs

- Required to accommodate continued growth and service demands in several areas
 - 4.0 Police
 - 2.0 Civilian

2022 and 2023 budget summary

- Grant Revenue – Court Security
- Existing services rely on longstanding Provincial Grant Revenues
- Unanticipated changes to grant revenue could result in negative variance
- Requesting GPS contingency reserve be increased in order to provide mitigation options if required



THE Elliott
COMMUNITY

*Quality choices in a caring and inclusive, home-like community.
A tradition of promoting dignity and independence for those we serve and
their families.*

2022 and 2023 budget summary

- Covid-19 continues to present challenges for the staff and residents of The Elliott
- Recruiting and retaining employees, both within and outside of the health sector, is harder than ever
 - Little to no new net staff entering the system
 - Compensation is extremely competitive in all areas
 - Current employees working extra hours to fill in for vacancies; stress/burnout are serious factors
 - Reinforces severe need to make wage adjustment funding permanent part of base funding
- Government funding low and slow
 - No base funding increases in 2020 whatsoever; only program specific funding (ie, Covid-19 & PSW wage enhancement)
 - 1.5 per cent increase in government funding in 2021, no increase in resident co-pay rates
 - PSW wage enhancement of \$3 per hour not made permanent; significant risk to operations
- Cost increases are significantly exceeding revenue growth
 - Some expenses exceeding 40 per cent increase (insurance up 43.5 per cent)
 - Continuing deficit budgeting for 2022 and 2023

2022 and 2023 budget summary

- Assumed no Covid impacts in 2022 & 2023
 - Always \$0 bottom line impact
- 2022: Revenue up 2.4%, costs up 3.4%
- 2023: Revenue up 1.3%, costs up 2.2%
- Deficits after proposed City of Guelph operations funding
 - Need wage funding to be permanent part of base

	Forecast 2021	Budget 2022	Year over year	Budget 2023	Year over year	
Revenue	Accommodation	\$2,243,043	\$2,283,667	1.8%	\$2,306,504	1.0%
	Government subsidy	\$4,668,460	\$4,757,204	1.9%	\$4,774,224,	0.4%
	COVID-19 funding	\$1,026,645	-	(100.0%)	-	n/a
	Other revenue	\$248,157	\$290,784	17.2%	\$342,651	17.8%
	Total revenue	\$8,186,305	\$7,331,655	(10.4%)	\$7,423,379	1.3%
Expenses	Employee costs	\$6,785,653	\$6,782,541	0.0%	\$6,889,382	1.6%
	COVID-19 wages and ben	\$523,247	-	(100.0%)	-	n/a
	Operating costs	\$2,268,576	\$2,507,517	10.5%	\$2,605,131	3.9%
	COVID-19 supplies	\$503,398	-	(100.0%)	-	n/a
	Total expenses	\$10,080,874	\$9,290,058	(7.8%)	\$9,494,513	2.2%
Surplus/(deficit)	(\$1,894,569)	(\$1,958,403)	3.4%	(\$2,071,134)	5.8%	
City of Guelph – LTC op'ns funding	\$1,871,261	\$1,939,138	3.6%	\$2,009,550	3.6%	
Surplus/(deficit)	(\$23,308)	(\$19,265)	(17.3%)	(\$61,584)	219.7%	

2022 and 2023 budget summary

- Provincial Government has openly committed to support the LTC sector
 - Announced 1.5 per cent funding increase for 2021; amounted to approximately 0.85 per cent of expenses
 - No announcement regarding co-pay rate increase; rates flat since 2019
 - PSW wage enhancement of \$3 per hour not made permanent
 - Healthcare Human Resource crisis pending
 - Advocacy by Council and City Staff would further efforts of our provincial LTC association
 - Recently announced funding for increased direct care hours; higher hours drives increased costs
 - LTC association is lobbying government for more funding
- Elections next year
 - May receive additional program specific funding; result will likely be higher costs
 - Uncertain as to whether government will increase co-pay rates

2022 and 2023 budget summary

- LTC Capital Plan supported by an asset management plan
- Capital needs spike in 2022 and then 2027 and 2028
- Culmination of many years of deferring much needed capital projects
- 2022 driven by nurse emergency lifeline system (regulatory requirement) and parking lot resurfacing; 2027 driven by hot water boiler replacements; 2028 driven by roof replacement
- Propose smooth funding level until at least 2028 to avoid peaks and valleys
 - Begins at \$788,006 and increases annually at 3.6 per cent for inflation

2022 and 2023 new requests

\$2,727,144
total for 2022

\$2,825,942
total for 2023

Request:

- Base operating funding to maintain The Elliott Community's high quality of care;
- Human Resource wage funding to minimize the impact of a human resource crisis;
- Capital funding to meet regulatory requirements and maintain the facility.
- Exploring efficiencies through:
 - Shared back office support services with the City of Guelph (per KPMG's Service Rationalization report);
 - An expansion of the LTC bedcount.



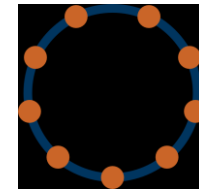
Powering our future



Equity, diversity and inclusion,
and Indigenous relations



Economic Development
and Tourism Strategy



Circular food economy



Culture programs



Redevelopment Incentives



Downtown Guelph
Business Association

Powering our future: Strategic initiatives

- Formalize the Workforce Development Partnership component of the City's Economic Development Strategy
- Tourism and Culture Rebuild and Museum and Culture planning
- Implement fibre optic network initiative
- Develop and implement new Economic Development and Tourism Strategy
- Implement Our Food Future circular economy five-year initiative and associated applicable elements of the Grow Back Better recovery 10-point plan to provide immediate support to three core priorities in our local food economy
- Implement the City's Innovation Work Plan
- Formalize the Grow Guelph Partnership initiative

Powering our future: Key performance indicators

- Number of new circular businesses and collaborations
- Per cent of businesses reporting Guelph as a good place to do business

2022 and 2023 budget highlights

- Equity, anti-racism, diversity and inclusion/Indigenous relations
- Community Plan and Strategic Plan updates
- Seasonal patio program
- Building back culture services post-COVID
- Redevelopment incentives – budget reduction
- Hanlon Creek Business Park
- Smart Cities – Circular Food Economy
- Guelph farmer’s market investment pending Council-approval

2022 budget requests



Request	Cost	FTE	Tax levy
1026 – Redevelopment Incentives	(\$2,000,000)	-	(0.75%)

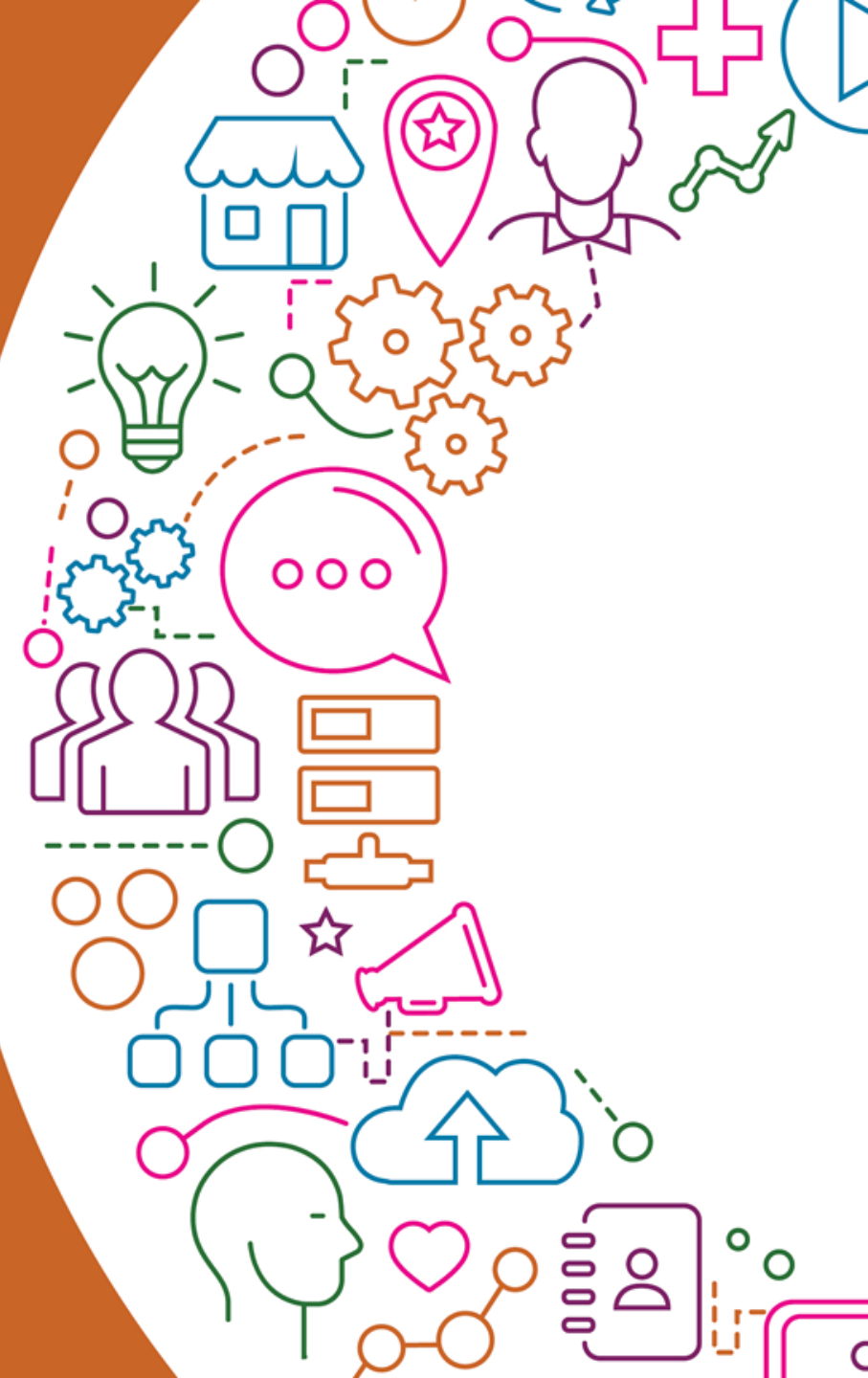
Capital budget

Program of Work	2022	2023	2024	2025
Corporate Projects	\$1,750,000	\$1,150,000	\$1,150,000	\$1,150,000
Operating Impact from Capital	-	-	-	-

Strategic investment decisions

Gross expense - 2022	2022	2023
Business Service Agencies Agreements	\$300,000	(\$300,000)

Questions





Navigating our future



Transportation



Parking



Transit

Navigating our future: Strategic initiatives

- Develop the Connectivity Index and support regional transit connectivity
- Implement the Community Road Safety Strategy
- Continue to develop and implement the Transportation Master Plan
- Continue to implement the electrification of the fleet and personal vehicles
- Establish Emerging Mobility Technologies Office (EMTO)

Navigating our future: Key performance indicators

- Per cent conversion of existing municipal fleet to clean and efficient technology
- Per cent change of non-auto mode share
- Per cent reduction in collision severity
- Connectivity Index

2022 and 2023 budget highlights

- Red light cameras and automated speed enforcement
- Maintaining services to growing community
 - Addition of new tandem salter/sander plow
 - Addition of new mobility bus
- Transit service fare management system
- Maintaining current hybrid tax/rate funding for Parking Services pending Downtown Parking Master Plan

2023 budget requests



Request	Cost	FTE	Tax levy
747 – Transportation Engineering Data Analyst	\$120,750	1.0	0.03%
893 – Automated Speed Enforcement Program	\$342,300	1.0	0.00%
915 – Electronic Fare Management System Specialist Position	\$126,300	1.0	0.05%

Capital budget

Program of Work	2022	2023	2024	2025
Transportation Systems	\$34,068,250	\$48,011,050	\$39,760,250	\$141,944,550
Operating Impact from Capital	-	\$1,639,740	\$2,316,300	\$2,313,510

Strategic investment decisions

Gross expense	2022	2023	2024	2025
Active Transportation Network including Cycling Master Plan			Additional investment required post-2025; estimated at \$525,000	
Transit Route Review and other Transit Services digital investment	\$3,330,260 FTE 17.4	\$1,257,690 FTE 13.3	\$1,897,500 FTE 16.0	\$2,115,500 FTE 20.3
Downtown Infrastructure Renewal Streetscape Upgrades			Additional investment likely required, estimated at \$1.8 million	
Emerging Transportation Technology Office		\$134,500 FTE 1.0	\$128,500 FTE 1.0	

Questions





Sustaining our future



Energy management



Water, wastewater and waste



Planning and building resources



Stormwater



Trails and forestry



Grand River
Conservation Authority

Sustaining our future: Strategic initiatives

- Develop and implement a Sustainability City Master Plan
- Continue to support the Community Energy Initiative (CEI)
- Implement the ISO 50001 Corporate Energy Management System
- Develop and implement Climate Adaptation Plan

Sustaining our future: Key performance indicators

- Per cent reduction of climate risk exposure for the City's built and natural assets
- Per cent increase in renewable energy resources to achieve corporate 100% renewable energy target (100RE)
- Per cent reduction in greenhouse gas emissions to achieve Community Net-Zero carbon target

2022 and 2023 budget highlights

- Planning Services resources – development application timeline legislation change
- Ontario Building Code volumes
- Maintaining services to growing community – addition of new waste packer, contractual haulage prices on increasing volumes
- Guelph Trails Master Plan and Urban Forest Management Plan implementation
- 100RE investments base investment; Transit services expansion investment
- Climate Adaptation Plan

2022 budget requests



Request	Cost	FTE	Tax levy
746 – Multi-residential Diversion Coordinator	\$92,100	1.0	0.00%
871 – 100RE Capital Funding	\$500,000	-	0.19%
792 – Residential Building Inspector	\$153,300	1.0	0.00%
1009 – Development Approvals Planning Resources	\$162,200	1.0	0.06%
1010 – Trails Technologist	\$85,000	1.0	0.03%

2023 budget requests



Request	Cost	FTE	Tax levy
871 – 100RE Capital Funding	\$500,000	-	0.18%
790 – Mechanical Inspector	\$166,300	1.0	0.00%
967 – Corporate Maintenance Management System Specialist (Water Services)	\$133,200	1.0	0.00%
1009 – Development Approvals Staffing Resources	\$175,800	1.0	0.06%

Capital budget

Program of Work	2022	2023	2024	2025
Contaminated Sites	\$3,715,000	\$3,570,000	\$3,695,000	\$3,670,000
Corporate Projects	\$1,972,000	\$2,804,200	\$2,681,400	\$2,840,000
Solid Waste Services	\$6,191,200	\$10,241,400	\$12,650,300	\$5,545,100
Stormwater Management	\$905,000	\$3,597,000	\$3,646,000	\$11,507,000
Wastewater Services	\$33,372,500	\$44,524,800	\$58,095,800	\$44,849,500
Water Services	\$26,451,500	\$19,211,900	\$39,789,700	\$37,069,300
Total	\$72,607,200	\$83,949,300	\$120,558,200	\$105,480,900
Operating Impact from Capital	-	\$227,700	\$44,800	\$376,800

Strategic investment decisions

Gross expense - 2022	2022	2023	2024	2025
Cultural Heritage Action Plan implementation	\$496,600 FTE 1.0	(\$2,400)	(\$123,400)	\$122,900 FTE 1.0
GTMP and UFMP implementation and other Open Spaces enhancements	No additional investment required			



Phase 1 Regulations

- Mandatory Program and Services Regulation (O.Reg. 686/21)
- Transition Plan and Agreements Regulation (O.Reg.687/21)
- Rules of Conduct in Conservation Areas Regulation (O.Reg.688/21)

Mandatory programs and services to be in place by **January 1, 2024**

O.Reg. 686/21: Mandatory Programs and Services

Category 1 Programs and Services:

- Natural Hazards
- Conservation Lands (including passive recreation)
- Duties, functions and responsibilities as a source protection authority Clean Water Act, 2006
- Prescribed in Regulation: Core Watershed-based Resource Management Strategy, Provincial Water Quality and Quantity Monitoring
- Lake Simcoe Act
- Ontario Building Code Act

O.Reg. 687/21: Transition Plan and Agreements

Category 2 Programs and Services delivered on behalf of a municipality:

- Restoration and Stewardship (Urban, Rural, Agriculture)
- Tree Planting (private lands)
- Planning (Natural Heritage, etc.)
- Invasive Species Management
- Species at Risk

O.Reg. 687/21: Transition Plan and Agreements

Category 3 Programs and Services GRCA determines are advisable:

- Education, Training and Cultural Purposes
- Resource development (hydro generations, etc.)
- Active recreation purposes
- Purchasing of land
- Non-mandatory research

O.Reg. 687/21: Transition Plan and Agreements

Category 1: Mandatory program and services

- Regulated, levy funded

Category 2: Municipal requested program and services

- Memorandum of Understanding (MOU)= Levy dollars, government grants, etc.

Category 3: Other (Board/Local requested) program and services

- MOU, special agreements (agencies, municipalities, etc.), government grants, GRCA revenue

O.Reg. 687/21: Transition Plan and Agreements

Prescribed Dates	Key Deliverables
December 31, 2021	Transition Plan
February 28, 2022	Inventory of Programs and Services (1 st quarterly report submission)
July 1, 2022 – October 1, 2023	Quarterly Progress Reports: status of inventory and agreement negotiations
October 1, 2023	Deadline for requests for extension of timelines
January 1, 2024	Transition Date: All required MOUs/Agreements to be in place
January 31, 2024	Final Report: final inventory and statement of compliance (re: agreements)

O.Reg. 688/21: Rules of Conduct in CAs

- Creation of one consolidated Minister's regulation
- No significant updates – business as usual
- Currently not in effect- will be enacted at the same time as Section 28 regulation

Next Steps

- 1) Establishment of key contacts at City
- 2) Circulation of Board approved Transition Plan and Inventory*
- 3) Input from Municipality on Inventory (ongoing)*
- 4) Discussion/development of process for negotiations of MOUs*
- 5) Negotiate/approval of MOUs (GRCA Board/Municipal Council)
- 6) New format for GRCA budget in 2024

*Phase II regulations pending: levy and fee policy

Questions





Working together for our future



Fleet repairs and maintenance



Digital modernization



Mayor and Council
resources



Internal Audit



Court resources



Customer and service delivery
resources

Working together for our future: Strategic initiatives

- Implement the Long-Term Financial Planning Framework
- Creation of a Digital Services Team that leads the digitization of service delivery
- Implement the Service Simplified Strategy
- Develop and implement Human Resources Strategy

Working together for our future: Key performance indicators

- Employee Engagement Index
- Per cent increase in citizen satisfaction
- Per cent of digital transactions
- City's Credit rating
- Total Tax and Rate Burden as a percentage of household income

2022 and 2023 budget highlights

- Digital and temporary customer service investment
- Red light camera and automated speed enforcement
- Legislative changes – Phase III
- Employee attraction and retention
- Corporate Fleet Services – repairs and maintenance
- Corporate insurance and long-term disability insurance
- Boards and committees – review
- 2022 Municipal election
- Phase in of Baker District and South End Community Centre

2022 budget requests



Request	Cost	FTE	Tax levy
769 – Prosecutor	\$56,800	0.5	0.00%
848 – Phase in operating impact from South End Community Centre	\$456,453	-	0.17%
1016 – Phase in operating impact from Baker District	\$450,000	-	0.17%
998 – Strategic Communications Advisor	\$140,000	1.0	0.00%

2023 budget requests



Request	Cost	FTE	Tax levy
771 – Integration Analyst	\$149,760	1.0	0.05%
772 – PACE LIC	\$41,800	0.5	0.00%
893 – Automated Speed Enforcement Program	\$586,200	2.2	0.00%
848 – Phase in operating impact South End Community Centre	\$457,000	-	0.16%
1016 – Phase in operating impact Baker District	\$950,000	-	0.34%

Capital budget

Program of Work	2022	2023	2024	2025
Corporate Projects	\$5,830,100	\$4,552,000	\$3,949,900	\$3,996,200
Operating Impact from Capital	-	\$731,100	\$237,900	\$14,400

Strategic investment decisions

Gross expense	2022	2023	2024	2025
Investment in digital services and customer service	\$87,205 FTE 2.0	\$180,500	(\$87,205)	(\$180,500)

Questions



Wrap up/next steps



Ongoing—Councillor ward town halls



September—Money Talk: Making Cents of the Municipal Budget workshop

- November 18—Budget delegations
- November 19—Budget board closes
- November 23—Budget town hall (virtual) event
- December 2—Budget deliberations and approval
- December—Post-budget survey (community)
- Reminder—Reach out to your budget buddy and use the budget board

Questions

