

# 2018 Operating Budget

Presented by:

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Angela Cifani, Director/Treasurer

Nov. 15, 2017

# Agenda

- 2018 Operating Budget pressures
- 2018 Operating Budget considerations
- Introduction to Department Budgets
- Council inquiries
- Next steps

# Introduction

Michael Kirkopoulos, CAO

# What is the intent of tonight's presentation?

- First Preview – we will be in front of you 3 more times
- What we've heard from Council regarding what you want to see ?
  - Appropriate detail on the appropriate topics, areas of focus, decision making, high-level input, transparency and accountability
- Pressures – highlighting drivers
- Budget Planning – year round process – we started in May providing budget information
- Council input – alignment to Council priorities, alignment to goals and associated outcomes

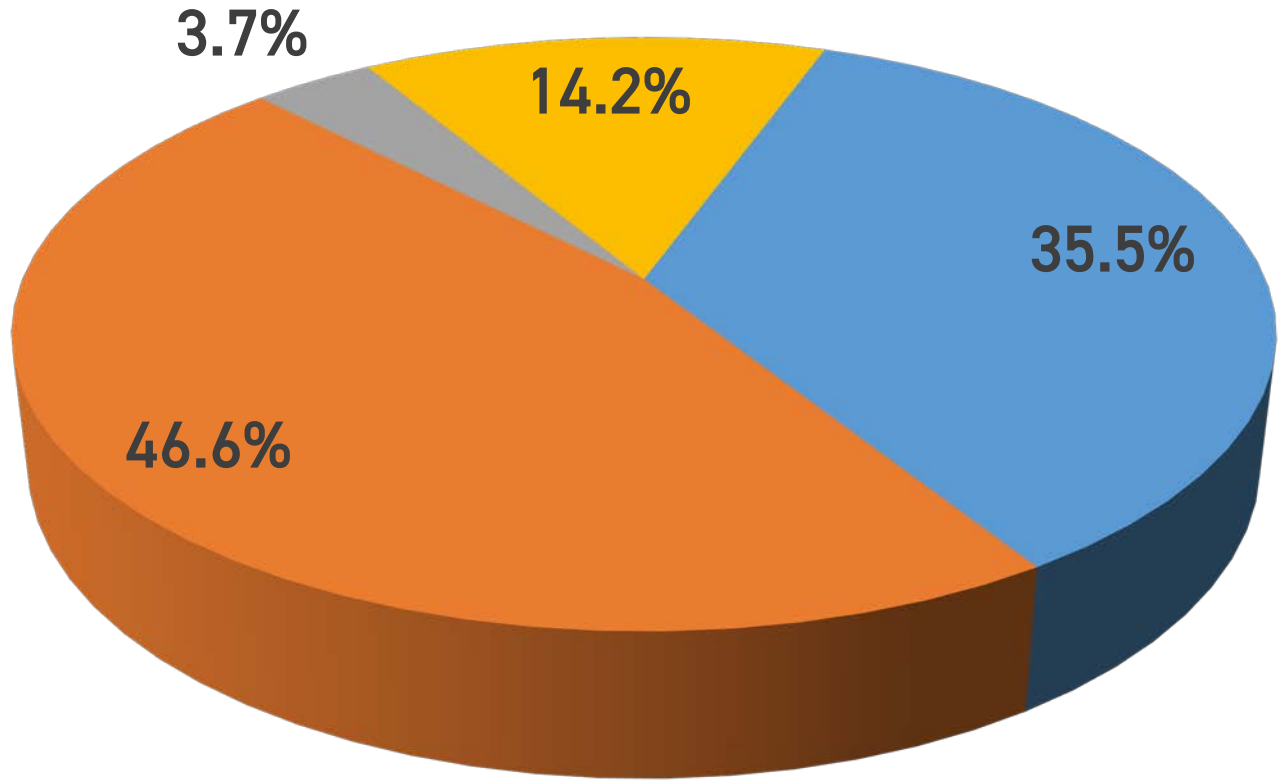
# Strategic Budgeting and Alignment

- Vision – importance of aligning our work plans to the co-created and collective Vision – *A Place to Grow, A Place to Prosper, A Place to Belong*
- Council input – alignment to Council priorities
- Focusing on the “CLIENT” i.e. residents – customer service – service excellence
- Communicating – continued communication which ties back to transparency – the right information for residents and for you as Council to make informed decisions
- We need a culture of continuous improvement
  - outcome based
  - informed and evidence based decision-making

# What is an Operating Budget?

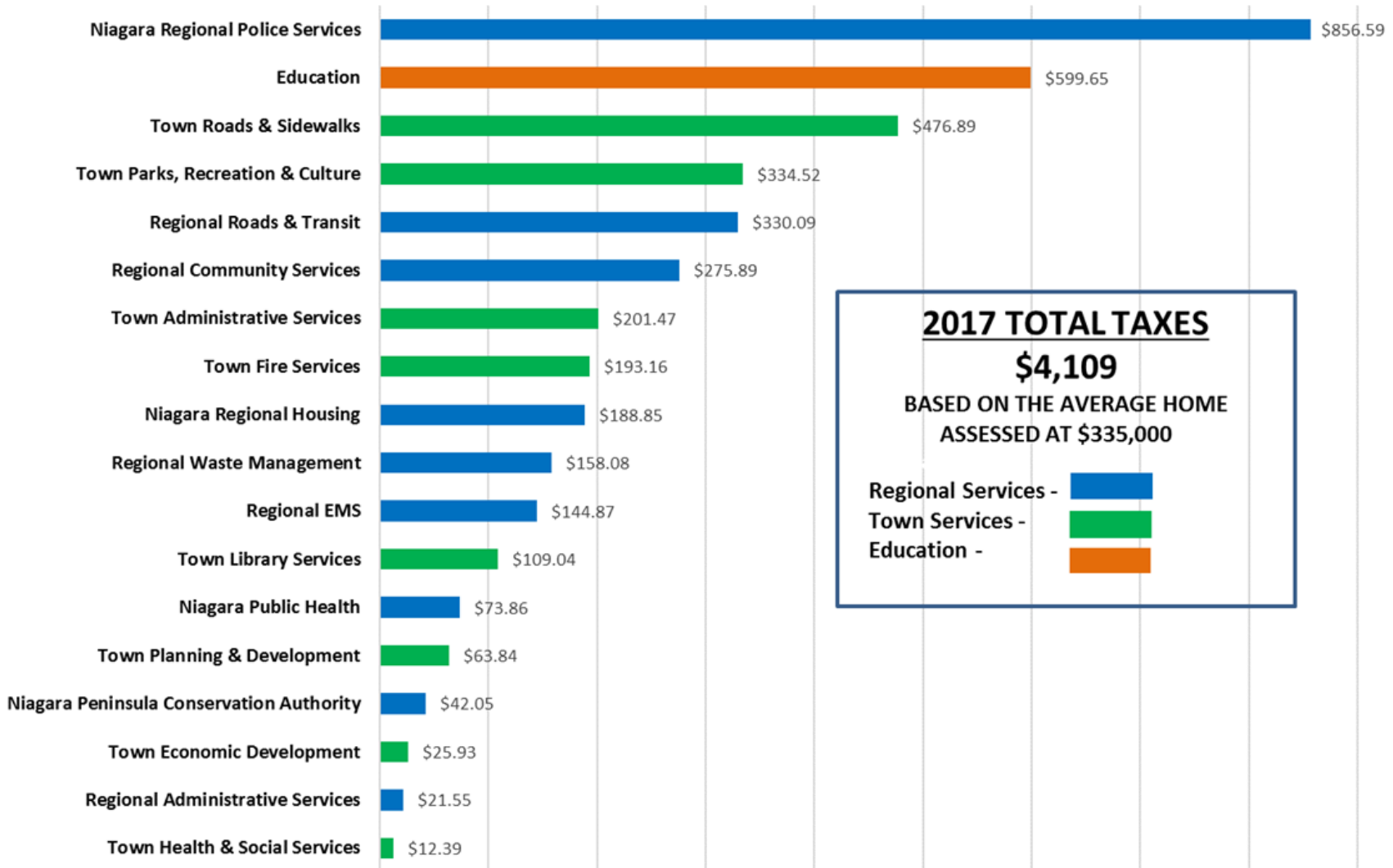
- It pays for all the day-to-day activities of the corporation
- Examples of operating expenses include:
  - Salaries and benefits
  - Insurance
  - Supplies
  - Fuel
  - Utilities
  - Professional services

Distribution of Taxes



■ Town ■ Region ■ Region Waste ■ Education

## WHERE DO YOUR TAX DOLLARS GO? SERVICES FOR YOUR MUNICIPAL TAXES BASED ON THE AVERAGE HOME





# 2018 Operating Budget Pressures

# 2018 Budget Pressures

## Maintaining service delivery levels

Human capital:

- Constant look and examination of staffing levels and aging staff makes completing projects challenging (e.g. seasonal change over of staff, “one person” departments)
- Continue to examine the changing and increasing statutory requirements for reporting, records management

# 2017 Budget Pressures

## Maintaining service delivery levels

### Community Growth:

- Balancing increasing service demands and customer expectations
  - 60% increase in building permits issued vs 2016 year-end totals
  - Maintaining facilities, recreational programming, community events/places to connect
- Public transit system – new budget item
- Ongoing beautification / investing in the basics

# 2018 Budget Pressures

Changing legislation & regulatory implications:

- Employment Standards Act (Better Jobs Act, Bill 148)
  - Minimum wage
  - Equal pay
- Municipal Elections legislation – regional change
- Implementation of a variety of new policy initiatives (code of conduct, integrity commissioner, etc.)

# 2018 Budget Pressures

## Long-term financial sustainability:

- Ongoing municipal need to identify sustainable revenue sources
  - Need to grow revenue at same rate as increased demand for service/programming
  - Increases to costs across the province (construction, inflation)
  - Balancing affordability for residents
- Ec. Dev. strategy to address need to shift residential tax base to industrial/commercial
  - Employment land use
  - Value added growth
  - Attraction of new / growth of existing

# 2018 Budget Pressures

**General resources:**

**Prioritization of projects, studies, & plans**

- Lean organization, need to best plan for & use resources for most community impact
- SMT undergoing 2018 work plan – prioritization, requirement for cross-departmental resources or special skill set/external expertise
- Currently 81 projects on list including:
  1. Corporate projects (cross-departmental) e.g., BDSS strategic site planning, site rationalization plan, Transit pilot, DC study
  2. Future Focus Work Plan action items, e.g., Museum, Prudhomme's, Parks Master Plan
  3. 2018 Capital projects

# 2018 Proposed Operating Budget

# Town of Lincoln - overview

- Staff complement:
  - 262 staff (Full time, Part Time, Library, & volunteer firefighters)
- Total proposed operating & capital budget ~ \$41 million
- Total replacement asset value ~ \$380 million



# Town of Lincoln - historical

- Since 2006 – 4.01% average tax increase, what does that say?
  - Growth and development has continued to grow and the budget increases have maintained the current operating needs
  - Limited accommodation for growth & economic development
  - Change comes at a cost
- Council, through last year's increase, has demonstrated an investment in the community
  - long-term community needs vs. by term
- This year, the budget proposed is a continued investment need in services, including the special infrastructure levy

# What's new this year

- Expenditure categories
  - Effort to keep the broader context, not the details as heard from Council at last meeting
- 2017/18 budget trend analysis for each department
- Overall budget snapshot for each department, including funding sources
  - Categorizing allows Council to observe consolidated vs. line-by-line, showing where budget changes/investments are occurring
- Restated – operational adjustments throughout budget year, aligns expenditures to operational area where expenditure will occur in 2018
- Inter-functional charges revised – charge backs for water/wastewater & building (rate funded, not levy)
  - Remove the internal back and forth and make budget clearer to understand

# Expenditure Categories in Budget Book

- Salaries, wages, & benefits
  - Here you will see the most increases in most departments – Bill 148 accommodations, wage grid progressions, hours, operational items
- Operational services & supplies
  - e.g., chemical, medical, waste management supplies and purchased services.
- Administrative
  - e.g., audit, advertising, consulting, insurance, training and related expenses, office supplies, memberships and other miscellaneous expenses
- Utilities
- Equipment, vehicles, technology
  - Costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support
- Financial expenditures
  - e.g., external agencies receiving subsidies (Lions, TVTA, BIA, etc.) – also includes tax write-offs
- Long-term debt charges

# Budget Factors/Overview

## Uncontrollable

- 1.5% negotiated collective agreement salary adjustment
- Wage progression through grid
- Inflationary increases
  - 2017 Inflation was 2.6% (CPI)
  - Projected 2.43% for 2018 (Bank of Canada)
  - Cost of construction is going up (bids/tenders)
- Utility increases ~ \$41,000

## Within Control

- Increase for materials in operations (parks, cemeteries, beautification)
- Service levels
- Professional services (consulting for master plans, Transit Pilot Project)

# Current landscape

- Constant, year long communication and outreach
  - One-on-one, social media, Council, focus groups, surveys
- Heard Council
  - Long-term sustainability
  - Focus on the basics
- Community Needs vs. Wants
- Strategic Investments that leverage other funding
- Currently sitting at an approx. **6+% tax increase** – overall
- Staff are finalizing the Agency, Boards, Commissions (ABC) information and needs to present to Council – TVTA, BIA, etc.
- Town Departments looking for efficiencies and looking to mitigate increases while ensuring work is completed

# Doing Business Differently

- Continuous Quality Improvement strategies – identifying efficiencies – workflow, expenditures, etc.
- Value for money
- Improved customer service – consistent customer satisfaction/constantly looking for efficiencies
- Ongoing identification of additional funding opportunities & partnerships – CWWF, etc.
- Accountability – when we set budgets and targets (expenditures and revenues)
- Innovation – exploring new approaches to operations or service delivery
- Continuing to ensure a clear connection between budget and the strategic plan – there are things that must happen in the short term to facilitate success in the longer term strategic plan

# Operating Budget – by Department

Angela Cifani, Director of Finance

# Budget Drivers – Council

- Increases for conference, delegations and missions
- Increase in Ward meeting advertising/printing/distribution



# Council

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Expense</b>				
Salaries, Wages & Benefits	231,063	231,063	232,928	1,865
Operational Services & Supplies	5,000	5,000	5,000	-
Administrative	63,133	63,133	74,633	11,500
Equipment, Vehicles, Technology	600	600	1,800	1,200
Financial Expenditures	5,000	5,000	-	(5,000)
<b>Expense Total</b>	<b>304,796</b>	<b>304,796</b>	<b>314,361</b>	<b>9,565</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>304,796</b>	<b>304,796</b>	<b>314,361</b>	<b>9,565</b>
<b>Interfunctional Charges Total</b>	<b>29,092</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Levy</b>	<b>333,888</b>	<b>304,796</b>	<b>314,361</b>	<b>9,565</b>

# Budget Drivers – CAO's Office

- Council priority areas in strategic plan – there were two new services started last year
  - Communications, Economic Development
- Drivers include salary and wages with positions in CAO's office
  - EA, Communications, Economic Development, and Human Resources
- Investment in overall organization & Council communications-related functions (marketing products, advertising, graphic design, printing)
- Trade mission/delegation expenditures
- Ec. Dev. Strategy & incentive programs

# CAO's Office

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Expense</b>				
Salaries, Wages & Benefits	597,711	597,711	683,165	85,454
Operational Services & Supplies	207,250	207,250	201,000	(6,250)
Administrative	41,800	69,598	149,898	80,300
Equipment, Vehicles, Technology	500	500	8,100	7,600
Financial Expenditures	65,000	65,000	75,000	10,000
<b>Expense Total</b>	<b>912,261</b>	<b>940,059</b>	<b>1,117,163</b>	<b>177,104</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>912,261</b>	<b>940,059</b>	<b>1,117,163</b>	<b>177,104</b>
<b>Interfunctional Charges Total</b>	<b>96,656</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Total</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>-</b>	<b>40,000</b>
<b>Net Levy</b>	<b>968,917</b>	<b>900,059</b>	<b>1,117,163</b>	<b>217,104</b>

# Budget Drivers - Corporate & Legislative Services

- Customer Service Priority as per Strategic Plan
  - Will be looking at service offerings this year – i.e. marriage licensing
- Key driver is election year expenses, enhanced for Regional Chair election at large
  - Legislative change to regional chair election

# Corporate & Legislative Services

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Revenue</b>				
User Fees & Service Charges	(10,500)	(10,500)	(11,400)	(900)
<b>Revenue Total</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>(11,400)</b>	<b>(900)</b>
<b>Expense</b>				
Salaries, Wages & Benefits	424,957	283,143	339,300	56,157
Operational Services & Supplies	35,250	35,250	136,508	101,258
Administrative	55,400	55,400	108,300	52,900
Equipment, Vehicles, Technology	2,950	2,950	3,790	840
<b>Expense Total</b>	<b>518,557</b>	<b>376,743</b>	<b>587,898</b>	<b>211,155</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>508,057</b>	<b>366,243</b>	<b>576,498</b>	<b>210,255</b>
<b>Interfunctional Charges Total</b>	<b>60,161</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Total</b>	<b>35,000</b>	<b>35,000</b>	<b>(126,008)</b>	<b>(161,008)</b>
<b>Net Levy</b>	<b>603,218</b>	<b>401,243</b>	<b>450,490</b>	<b>49,247</b>

# Budget Drivers – Finance & Administration

- Focus on efficiencies, accountability and transparency theme
  - Added FTE for Procurement
    - NEW Service for 2018 – this is shown in the proposed budget
    - Business case to be shared at Nov. 21, 2017
- Generally needing to ensure we are keeping up with technology
  - IT-related expenditures
  - IT co-op position transition into a year round Help Desk Analyst

# Finance & Administration

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Revenue</b>				
User Fees & Service Charges	(80,253)	(80,253)	(75,906)	4,347
Taxation - Other	(7,997)	(7,997)	(7,985)	12
<b>Revenue Total</b>	<b>(88,250)</b>	<b>(88,250)</b>	<b>(83,891)</b>	<b>4,359</b>
<b>Expense</b>				
Salaries, Wages & Benefits	755,283	755,283	951,210	195,927
Operational Services & Supplies	32,000	32,000	72,500	40,500
Administrative	276,553	276,553	278,888	2,335
Equipment, Vehicles, Technology	319,880	319,880	423,215	103,335
Financial Expenditures	4,100	4,100	4,100	-
Long-Term Debt Charges	17,915	17,915	12,116	(5,799)
<b>Expense Total</b>	<b>1,405,731</b>	<b>1,405,731</b>	<b>1,742,029</b>	<b>336,298</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>1,317,481</b>	<b>1,317,481</b>	<b>1,658,138</b>	<b>340,657</b>
<b>Interfunctional Charges Total</b>	<b>(585,793)</b>	<b>(161,618)</b>	<b>(254,782)</b>	<b>(93,164)</b>
<b>Transfers Total</b>	<b>69,447</b>	<b>69,447</b>	<b>42,729</b>	<b>(26,718)</b>
<b>Net Levy</b>	<b>801,135</b>	<b>1,225,310</b>	<b>1,446,085</b>	<b>220,775</b>

# Finance & Admin – General Gov't

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Revenue</b>				
Grants	(422,100)	(422,100)	(422,100)	-
Fines, Penalties & Interest	(595,000)	(595,000)	(555,000)	40,000
User Fees & Service Charges	(8,000)	(8,000)	(16,000)	(8,000)
Taxation - Other	(541,370)	(541,370)	(591,370)	(50,000)
Financial Revenue	(385,000)	(385,000)	(635,000)	(250,000)
<b>Revenue Total</b>	<b>(1,951,470)</b>	<b>(1,951,470)</b>	<b>(2,219,470)</b>	<b>(268,000)</b>
<b>Expense</b>				
Salaries, Wages & Benefits	22,141	22,141	49,112	26,971
Operational Services & Supplies	5,000	5,000	5,000	-
Administrative	57,200	45,000	40,000	(5,000)
Financial Expenditures	86,500	86,500	76,500	(10,000)
<b>Expense Total</b>	<b>170,841</b>	<b>158,641</b>	<b>170,612</b>	<b>11,971</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>(1,780,629)</b>	<b>(1,792,829)</b>	<b>(2,048,858)</b>	<b>(256,029)</b>
<b>Interfunctional Charges Total</b>	-	-	-	-
<b>Transfers Total</b>	<b>1,354,070</b>	<b>1,354,070</b>	<b>1,603,979</b>	<b>249,909</b>
<b>Net Levy</b>	<b>(426,559)</b>	<b>(438,759)</b>	<b>(444,878)</b>	<b>(6,119)</b>



# Budget Drivers - Fire Rescue & Emergency Services

- Strategic focus for Fire moving forward will be on needs assessment and stations
- Driving increases are 10-year planning – vehicle and equipment
  - Transfer to reserves

# Fire Rescue & Emergency Services

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Revenue</b>				
User Fees & Service Charges	(164,690)	(164,690)	(176,320)	(11,630)
<b>Revenue Total</b>	<b>(164,690)</b>	<b>(164,690)</b>	<b>(176,320)</b>	<b>(11,630)</b>
<b>Expense</b>				
Salaries, Wages & Benefits	1,206,588	1,206,588	1,180,309	(26,279)
Operational Services & Supplies	142,000	142,000	156,500	14,500
Administrative	127,364	127,364	113,544	(13,820)
Equipment, Vehicles, Technology	223,685	223,685	223,546	(139)
Long-Term Debt Charges	32,648	32,648	-	(32,648)
<b>Expense Total</b>	<b>1,732,285</b>	<b>1,732,285</b>	<b>1,673,899</b>	<b>(58,386)</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>1,567,595</b>	<b>1,567,595</b>	<b>1,497,579</b>	<b>(70,016)</b>
<b>Interfunctional Charges Total</b>	<b>242,003</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Total</b>	<b>127,623</b>	<b>127,623</b>	<b>249,366</b>	<b>121,743</b>
<b>Net Levy</b>	<b>1,937,221</b>	<b>1,695,218</b>	<b>1,746,945</b>	<b>51,727</b>

# Budget Drivers – Public Works

- Strategic Focus on Transportation Priority Areas
  - uLinc pilot project
- General Increases
  - Utility costs
  - Operational Services
    - Repairs and maintenance
    - Material cost increases
  - Wage adjustments
    - Impact of progression through grids, increased students for basic tasks
    - Change over of front line PT resources and increasing hours to accommodate needs (legislatively and service delivery driven)

# Public Works

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Revenue</b>				
Fines, Penalties & Interest	(500)	(500)	(500)	-
User Fees & Service Charges	(136,772)	(136,772)	(133,110)	3,662
<b>Revenue Total</b>	<b>(137,272)</b>	<b>(137,272)</b>	<b>(133,610)</b>	<b>3,662</b>
<b>Expense</b>				
Salaries, Wages & Benefits	2,112,482	2,112,482	2,174,038	61,556
Operational Services & Supplies	1,208,709	1,208,709	1,373,326	164,617
Administrative	234,771	232,771	197,702	(35,069)
Utilities	85,800	85,800	114,604	28,804
Equipment, Vehicles, Technology	332,615	332,615	316,717	(15,898)
Long-Term Debt Charges	595,999	595,999	443,668	(152,331)
<b>Expense Total</b>	<b>4,570,376</b>	<b>4,568,376</b>	<b>4,620,055</b>	<b>51,679</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>4,433,104</b>	<b>4,431,104</b>	<b>4,486,445</b>	<b>55,341</b>
<b>Interfunctional Charges Total</b>	<b>96,034</b>	<b>(85,460)</b>	<b>(85,494)</b>	<b>(34)</b>
<b>Transfers Total</b>	<b>259,045</b>	<b>259,045</b>	<b>47,517</b>	<b>(211,528)</b>
<b>Net Levy</b>	<b>4,788,183</b>	<b>4,604,689</b>	<b>4,448,469</b>	<b>(156,220)</b>

# Budget Drivers – Community Services

- Alignment and focus with user and community needs
- Strategic plan highlighted customer service, cultural planning specifically and Community Services ties back to Economic Development
  - Increased and improved programming – more hours for camps, etc.
  - Enhanced customer service hours for coverage
  - Investment in basic operational materials
  - Beautification
- Generally seeing salaries and wage being adjusted
  - i.e. impact of progression through grids, PT staffing, beautification focus, operational needs - increase in student hours to assist with shoulder seasons (coverage)
  - Legislative and service delivery driven - Bill 148
  - Transfer administrative assistant fully to CS budget from Corp. Services – internal reorg.

# Community Services

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Revenue</b>				
Grants	(67,500)	(67,500)	(67,000)	500
User Fees & Service Charges	(1,144,622)	(1,144,622)	(1,100,072)	44,550
Financial Revenue	(32,075)	(32,075)	(55,548)	(23,473)
<b>Revenue Total</b>	<b>(1,244,197)</b>	<b>(1,244,197)</b>	<b>(1,222,620)</b>	<b>21,577</b>
<b>Expense</b>				
Salaries, Wages & Benefits	2,375,030	2,516,844	3,063,165	546,321
Operational Services & Supplies	1,472,939	1,472,939	1,818,881	345,942
Administrative	120,906	107,308	112,287	4,979
Utilities	637,987	637,987	650,498	12,511
Equipment, Vehicles, Technology	68,985	68,985	71,105	2,120
Financial Expenditures	73,225	73,225	28,225	(45,000)
Long-Term Debt Charges	456,003	456,003	352,115	(103,888)
<b>Expense Total</b>	<b>5,205,075</b>	<b>5,333,291</b>	<b>6,096,276</b>	<b>762,985</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>3,960,878</b>	<b>4,089,094</b>	<b>4,873,656</b>	<b>784,562</b>
<b>Interfunctional Charges Total</b>	<b>(474,395)</b>	<b>(37,194)</b>	<b>(41,514)</b>	<b>(4,320)</b>
<b>Transfers Total</b>	<b>(18,309)</b>	<b>(18,309)</b>	<b>(455,665)</b>	<b>(437,356)</b>
<b>Net Levy</b>	<b>3,468,174</b>	<b>4,033,591</b>	<b>4,376,478</b>	<b>342,887</b>

# Budget Drivers – Planning & Development

- Alignment with strategic growth areas
  - Accommodation for development engineering works as a result of new developments
  - temporary up resourcing in 2018 for development – currently seeing this as temporary and will be funding as much through development related fees
- Wage adjustments
  - impact of progression through grids, increased students for basic tasks and research

# Planning & Development

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Revenue</b>				
Grants	(74,560)	(74,560)	(67,481)	7,079
Fines, Penalties & Interest	(28,350)	(28,350)	(31,000)	(2,650)
User Fees & Service Charges	(914,840)	(914,840)	(1,049,973)	(135,133)
<b>Revenue Total</b>	<b>(1,017,750)</b>	<b>(1,017,750)</b>	<b>(1,148,454)</b>	<b>(130,704)</b>
<b>Expense</b>				
Salaries, Wages & Benefits	1,104,246	1,104,246	1,401,349	297,103
Operational Services & Supplies	447,900	447,900	505,961	58,061
Administrative	93,400	93,400	120,750	27,350
Equipment, Vehicles, Technology	28,455	28,455	36,705	8,250
<b>Expense Total</b>	<b>1,674,001</b>	<b>1,674,001</b>	<b>2,064,765</b>	<b>390,764</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>656,251</b>	<b>656,251</b>	<b>916,311</b>	<b>260,060</b>
<b>Interfunctional Charges Total</b>	<b>191,861</b>	<b>76,071</b>	<b>95,000</b>	<b>18,929</b>
<b>Transfers Total</b>	<b>(202,260)</b>	<b>(202,260)</b>	<b>(275,418)</b>	<b>(73,158)</b>
<b>Net Levy</b>	<b>645,852</b>	<b>530,062</b>	<b>735,893</b>	<b>205,831</b>



# Lincoln Public Library - Board

	2017 Approved Budget	2017 Restated	2018 Proposed Budget	2018 Budget Change \$
<b>Revenue</b>				
Grants	(46,232)	(46,232)	(45,712)	520
User Fees & Service Charges	(22,170)	(22,170)	(24,920)	(2,750)
<b>Revenue Total</b>	<b>(78,402)</b>	<b>(78,402)</b>	<b>(80,632)</b>	<b>(2,230)</b>
<b>Expense</b>				
Salaries, Wages & Benefits	833,462	833,462	895,977	62,515
Operational Services & Supplies	146,527	146,527	156,327	9,800
Administrative	37,221	37,221	50,371	13,150
Equipment, Vehicles, Technology	27,950	27,950	44,315	16,365
<b>Expense Total</b>	<b>1,045,160</b>	<b>1,045,160</b>	<b>1,146,991</b>	<b>101,831</b>
<b>Net Before Transfers &amp; Interfunctional Charges</b>	<b>966,758</b>	<b>966,758</b>	<b>1,066,359</b>	<b>99,601</b>
<b>Interfunctional Charges Total</b>	<b>136,180</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Total</b>	<b>(9,345)</b>	<b>(9,345)</b>	<b>(23,394)</b>	<b>(14,049)</b>
<b>Net Levy</b>	<b>1,093,593</b>	<b>957,413</b>	<b>1,042,965</b>	<b>85,552</b>

# Library

- Library CEO in attendance to address budget questions
- Staff from Library and Town to answer questions next week (Nov. 21) on any facility or IT related questions
- Library increase currently sitting at approximately 0.6 % on levy

# Conclusion

Michael Kirkopoulos, CAO

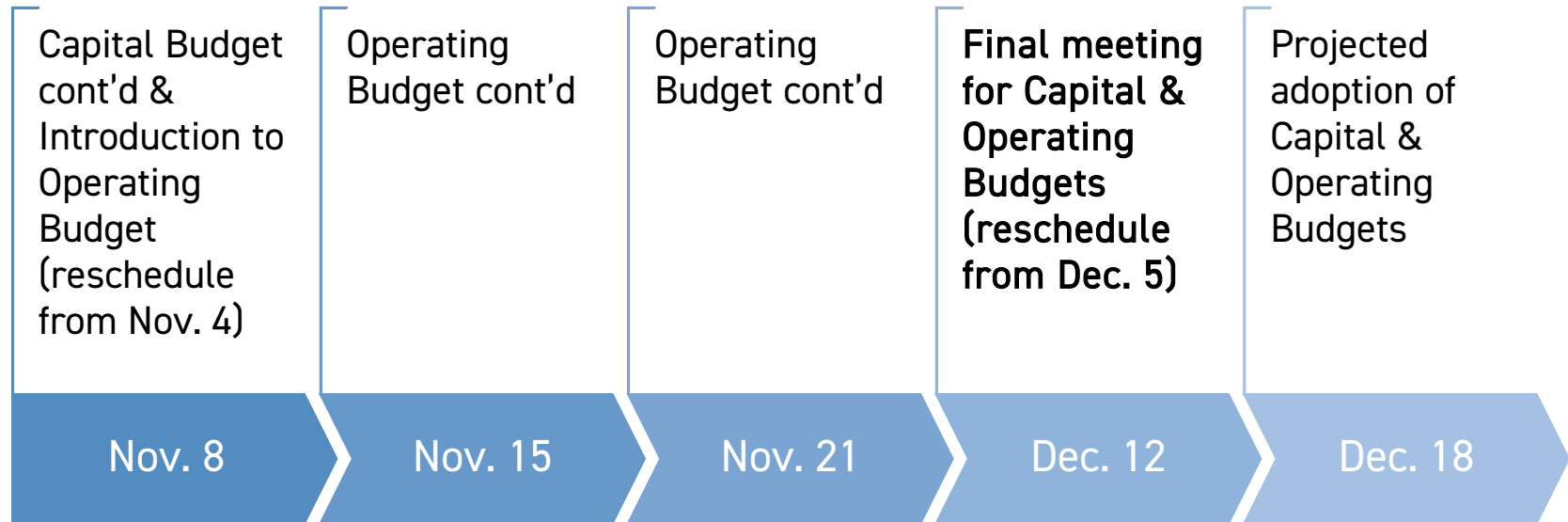
# Other Budget items

- Increased learning and development – have made small increases in this in all departments for 2018
  - Approx. \$20,000 increase for staff and Council
  - More is required, but will develop plan in 2018
- TVTA seeking an additional \$10,000
  - (\$30,000 base budget exists)
- Beamsville BIA was a multi-year commitment of \$35,000 – staff looking to work with BIA for long term sustainability and to change model – collaboration on Executive Director workplan, etc. support for all BIA's and Tourism functions
- Procurement is in this budget under Finance for 2018 – new function in organization

# Other Budget items for consideration

- Moving forward - 2019 Considerations
  - Front line assessment and review – PT compliment, continued look at efficiencies and service delivery, planning for retirements
  - Technology needs – efficiencies, implementation of existing systems
  - Customer service specific focus with customer service strategy
  - Support services (strategic look at needs)
  - Succession Planning
  - Continued look at competitiveness re: salaries, benefits

# 2018 Budget Timeline



# Next steps

- Next Operating Budget (Nov. 21)
  - Council inquires and follow up
  - Draft Water/Wastewater Rates Budget
- Regional Assumptions – 2% from Region
- Scenario calculations
- What else does Council want to see?