Budget Planning Policy
What we’re going to cover today:

- Current Affordability Policy
- Formalizing guiding principles
- Budget Planning Requirements
- Next Steps
Budget Planning Process

• In June Council presented with signal of next year budget pressures and opportunities
  – Year-to-date financial information
  – prior year’s multi-year budget
  – strategic documents
• Proposed new programs will be signaled to Committees
• Estimate assessment growth revenue from new development
Current Guidance Policy

- Policy establishes Guidance at Bank of Canada’s Core CPI target plus Assessment Growth
- Policy applies to Departments and ABCs
- Often new priorities cannot be supported

- Infrastructure Deficit Reserve
- Canada Summer Games
- Asset Management

Graph showing Core CPI Target, Guidance, Levy Increase, and data from 2014 to 2019.
Guiding Principles

Form a strong foundation for budget planning
Facilitate decision making
Shape corporate culture
Support financial accountability and transparency
Guiding Principles

• Currently have a Budget Control By-law
• Use of most recent quarterly results
• Respects current financial policies
• Recognition of pressures, risks, and opportunities
• Use of business cases for transparency
  – Thresholds
  – Staffing increases
Other Requirements for Budget Planning

BASE BUDGET DEVELOPMENT
CAPITAL FINANCING
ASSESSMENT GROWTH
NEW PROGRAMS
I. Base Budget Development

Current Position

- Base service budgets have been constrained
- Some budget line items are increasing in excess of CPI and new programs must be accommodated in the same limit

- Risks are accepted to keep within guidance
- Programs are delayed or deferred
1. Base Budget Development
Options for Planning

Three options have been investigated:
1.a. Core CPI Target

1.b. Municipal Price Index (MPI) for Levy, Waste Management, Water and Wastewater

1.c. Separate MPI for ABCs
Municipal Price Index

• A price index is the weighted average of prices of a basket of goods and services
• MPI represents the inflation on municipal purchases
• Informs the budgetary process of external economic conditions
• Used by municipalities, such as Calgary, Edmonton, York Region

Conference Board of Canada creates unique MPIs for different municipalities
2. Capital Financing

Current Position

• The 2016 Asset Management Plan identified a backlog of $546 million

• 2020 represents the deferral of capital need resulting from limits in guidance

• PW 4-2019 approved a strategy to fund Water and Wastewater asset replacement
2. Capital Financing
Options for Planning

Three options were investigated:

2.a. Separate Levy and Rate Increases

2.b. Incorporate into MPI

2.c. Assessment Growth apportionment to Capital Reserve
3. Assessment Growth

Current Position

• 2019 assessment growth was 1.65%, apportioned based on share of costs
  – 62% Region/38% NRPS

• Staff prioritize Region share to costs of growth
  – Regional Development Charge (RDC) grants in 2019
  – Tax increment grants (TIGs) in 2018

Historical Assessment Growth

$5.7 Million
3. Assessment Growth

Prioritization

Four priorities were ranked:

3.a. Tax Increment Grants
3.b. Operating costs of growth capital
3.c. Financing of new/growth capital
3.d. Development incentives

Policy Approved Commitments

Sustainment of Growth

Investing in Growth
4. New Programs

Current Position

• New programs are requested to support need, strategy, or opportunity

• Historically funded by assessment growth or reductions in base budget spending
4. New Programs

Options

4.a. Separate Increases in addition to base budget

4.b. Incorporate into MPI

4.c. Assessment Growth
Next Steps

• 2020 Budget Planning report to BRCOTW June 20th will incorporate guiding principals and recommended policy options

• **Budget Planning By-law** to be developed that incorporates Committee’s direction regarding guiding principals and budget requirements (to presented to Committee later this year)