



# Draft 2023 – 2027 Budget

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# Agenda

- Challenges
- Timeline
- Guiding Principles
- Priorities and budget
- Next steps

# Challenges

- Adjusting to new normal
- Inflation and capacity
- Regional decisions and emerging needs
- Financial flexibility

# Timeline

- Priorities and Draft Budget (Dec - Jan)
- 2023 – 2027 Financial Plan Approval (Q1)
- Council policy workshops (Q1-Q3)
- Development program review (Q2)
- Financial Plan amendments (spring and fall)

# Guiding Principles



Sustainable service delivery



Fairness in taxation and user fees



Stable and competitive rates



Growth management



Rolling long-term plan



Emerging  
Needs

# Draft Priorities

- Enhance transportation and mobility
- Address the community's housing needs
- Achieve a balanced and fair economy
- Lead in climate emergency action and environmental management
- Improve quality of life by fostering community safety, wellbeing and culture
- Foster a resilient organization

# Budget Approach

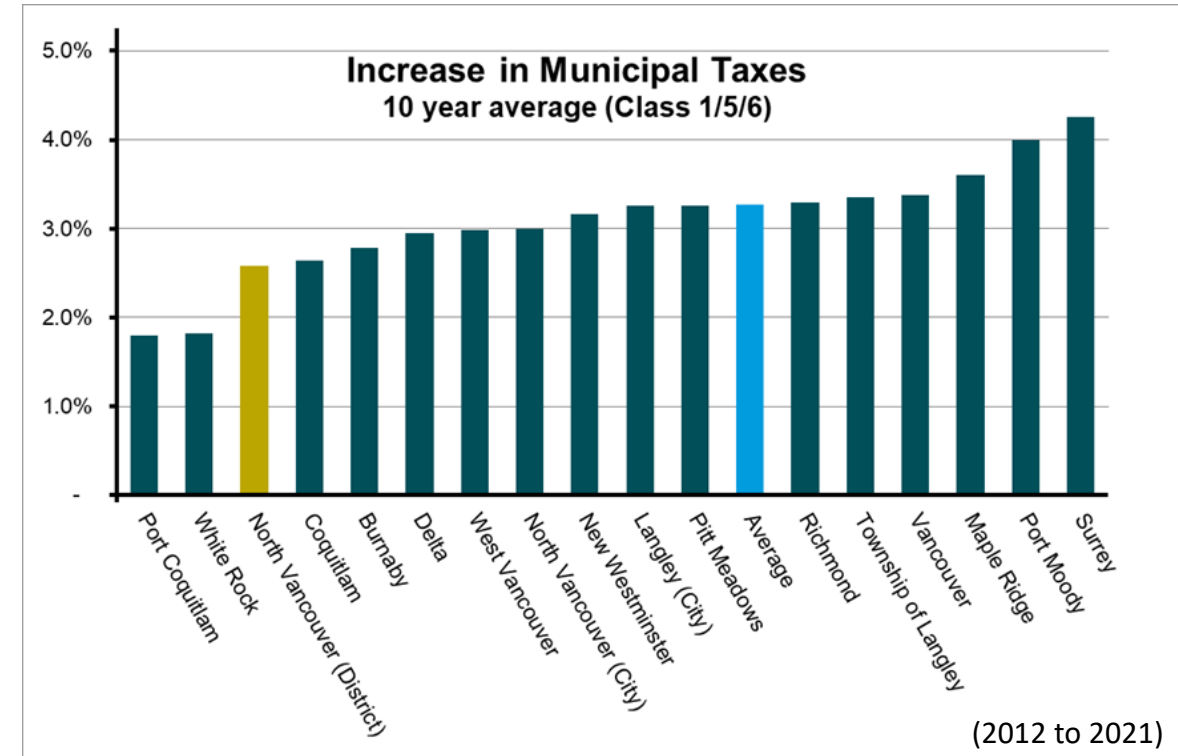
- Keep pace with inflation, smooth increases
- Focus on priorities and policy direction
- Define role in emerging services
- Manage expectations and financial risks
- Financially resilient and flexible



# Ratepayer Impacts

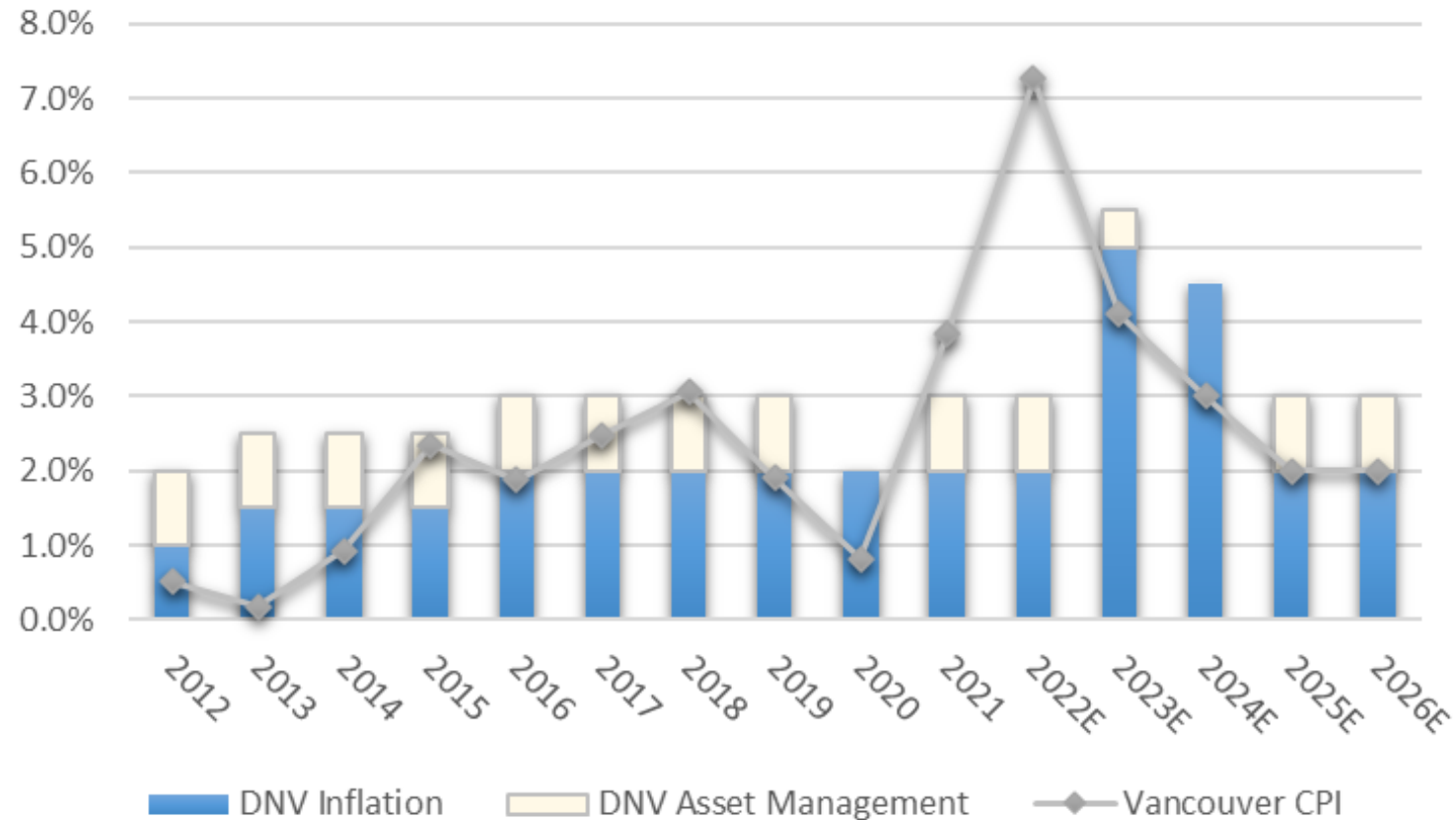
Average Residential Home	Change Over 2022		
Property Tax	5.5%	\$	138
Net Operations	5.0%	\$	125
Asset Management	0.5%	\$	13

*Average tax increase next four years estimated at 3.75%*





# Inflation and Taxes



# Draft Operating Base

	2022 Amended Budget	2023 Draft Budget	Y:Y	
			\$	%
<u>Revenue</u>				
Non-tax (recreation recovery)	39.7	42.6	2.9	7.4%
Tax base	122.3	122.7	0.4	0.3%
Tax increase (5.5%)		5.9	5.9	
Stabilization		1.9	1.9	
	162.0	173.1	11.1	6.9%
<u>Expenditures</u>				
Core Operations	80.2	83.4	3.2	4.0%
Partner Organizations	41.3	44.6	3.3	8.0%
General Government	40.5	45.1	4.6	11.4%
	162.0	173.1	11.1	6.9%

# Draft Capital Plan 2023 – 2027 Challenges

(millions \$)

	Existing Capital	New Capital	Total
Affordable Housing *	0.2	85.2	85.4
Child and Seniors Care	1.8	5.1	6.9
Civic Facilities and Equipment	26.2	26.6	52.7
Climate Action	-	22.1	22.1
Comm Facility, Arts & Culture	25.0	14.4	39.4
Contingency & Overhead	0.3	6.5	6.8
Lands and Real Estate	9.9	-	9.9
Parks and Open Spaces	20.5	44.0	64.6
Public Safety	9.1	24.5	33.6
Technology	13.5	1.8	15.2
Transportation	34.3	88.9	123.2
Utilities	86.1	15.8	101.9
<b>Total</b>	<b>227.0</b>	<b>334.8</b>	<b>561.8</b>

*Approximately \$65 million in capital will carryover from 2022; additional deferrals will be required*

\* Reflects the value of the contribution to housing

# Financing

- Limited new funding under our control in short term
- Balance affordability, fairness and benefits
- Maintain appropriate reserve levels
- Update development program
- New financial strategies

# Next Steps

- Priorities and balanced budget part 2 (Jan)
- Introduction of 2023 – 2027 Financial Plan (Feb)