



City of Niagara Falls
2012 Budget Overview
August 15, 2011

2012 Budget



- 1. Council Strategic Priorities**
- 2. Debt Management Plan**
- 3. 10 Year Capital Plan**
- 4. Zero Based Approach**
- 5. Operating Revenues**
- 6. Council's Direction**

Council Strategic Priorities



- 1. Develop asset management plans that prioritize projects based on needs**
- 2. Develop strategy for appropriate level of taxation:**
 - a) by ensuring long term sustainability of municipal infrastructure**
 - b) by ensuring efficient and effective delivery of core municipal services**
- 3. Develop strategy for appropriate level of utility rates**
- 4. Ensures resources focused on core programs & services**

Debt Management Plan



Intention: to identify for Council

- Existing Debt Level and Servicing Requirements
- Pre-existing Commitments – Museum Project
- Provincial Thresholds
- Impacts on Property Owners
 - General Purposes Budget – Taxation
 - Utility Budget – Water & Sewers Rates

Ten Year Capital Plan



1. Builds on PSAB 3150 work

- Asset valuations
- Condition assessments
- Life cycle

2. Identification of investment levels required

- Maintain existing infrastructure
- Replace infrastructure
- New infrastructure

3. Immediate Requirements vs. Long Term Needs

Zero Based Approach



- **Term of Council**
- **2012 approach**
 - identify current levels of service
 - identify zero based costs to provide that service
- **2013-2014**
 - Council directed reviews
- **Enhanced Analysis of Operating Costs**
 - Cartegraph
 - Budget Software

Zero Based Approach, cont'd



Each Department Outlines Services Provided

By Responsibility Centre

- **current service level provided by object**
 - labour costs and staffing requirements
 - materials & equipment
- **Revenue sources**
- **Reserves available and/or required**
- **Capital Investment Required**
- **Performance measures expected**

Revenues



General Purposes Budget

- Property Taxes 60%
- Assessment growth & appeals
- Waste management funding method
- User fee reviews

Utility Budgets

- Regional Rate Review
- City Rates Structure

Council Input



More Detailed Review

- Additional Council meetings addressing Zero Based discussions
- Hold discussion in Committee
- Same process include as part of existing meeting prior to regular agenda

Budget Schedule determined by Council approach

Next Steps



- **Debt Management Plan -
September 19th**