

# 2021 - 2022 BUDGET

## 2021 Work Plan, Operating Budget, and Staffing

Budget Committee  
November 23, 2020



# Purpose of Presentation

- Provide overview of how business plans, community outcomes, and budget are linked for 2021
  - 2021 Priorities and Outcomes
  - Drivers of Growth and Transformation
  - Business Outcomes and Staffing
  - Actions to Mitigate Costs
  - Tax Reduction Options

## 2021 Priorities: Building Community

- Lead construction of Library Square to open by end 2022
- Continue to explore and implement parks, aquatics and other sports-related studies
- Continue work on Official Plan Review to accommodate growth and diverse needs in community
- Continued enhancement of customer service through Access Aurora and Customer Experience initiative

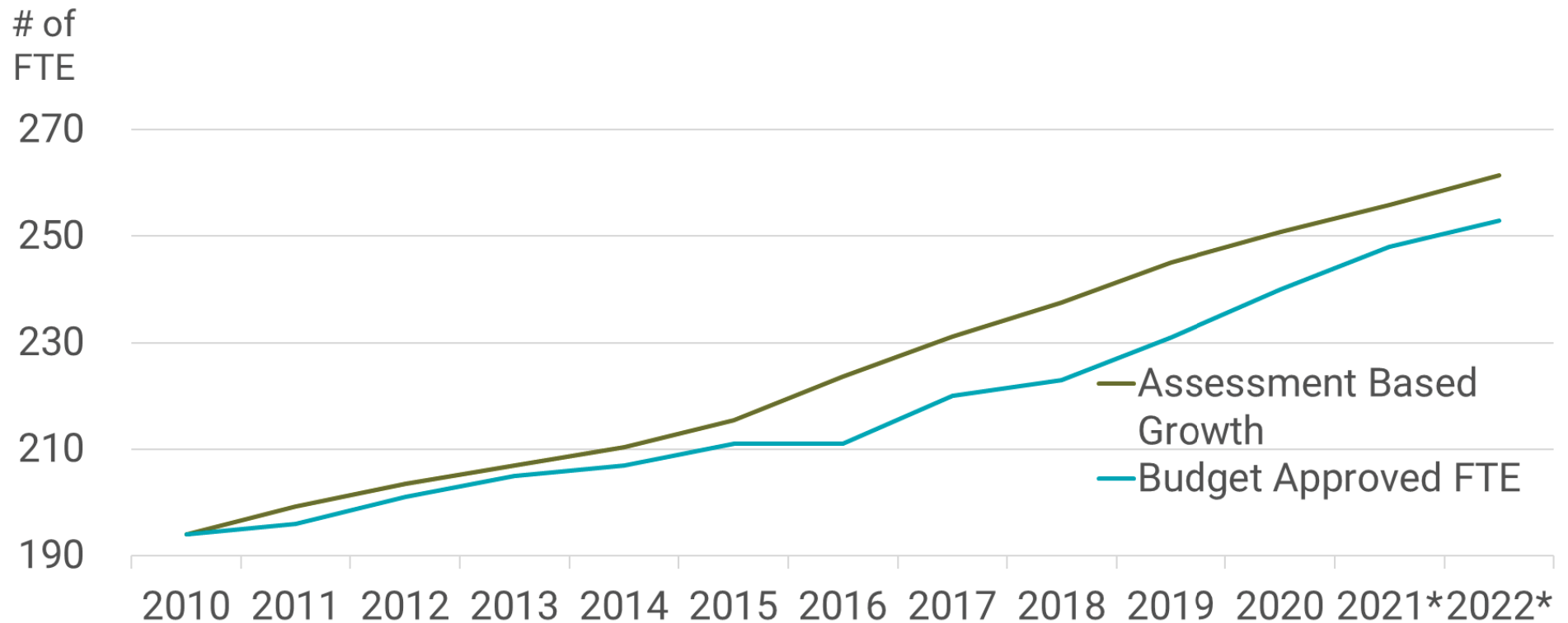
## 2021 Priorities: Organizational Efficiency

- New financial and HR system to keep up with procurement needs, modernize financial systems, and support efficient processes (internal & external)
- Implement action plans from Employee Engagement Survey 2020
- Minimize risk for organization by ensuring appropriate systems to manage contracts and legal issues
- Continued response to COVID-19

# Drivers for FTE growth

- Managing growth
  - Additional population, households or businesses
  - Adapting to urbanization needs (small town to big town)
- Business transformation
  - Modernization of business processes
  - In-house versus outsourcing
- Service level enhancements
  - New or improved services or facilities

# FTE growth compared to assessment growth



# Growth driven positions

- Facility Booking Administrator
  - Growth in demand for facility bookings
  - Complexity and demand increased with COVID
- Sport & Community Development Specialist
  - Adapting to a growing and urbanizing community
- Flex Serviceperson
  - Development driven growth in roads and parks

## Growth driven positions

- Customer Service Representative PT to FT uplift
  - Growth in number of calls and requests at Access Aurora
- Human Resources Consultant
  - Internal growth in Town staff
  - Modernization of recruitment practices and policies
- Legal Assistant
  - Increased number of insurance claims
  - More cost-effective to manage in-house



# Business transformation positions

- IT position
  - Continued implementation of the IT Strategic Plan
  - Enable business transformation across the organization
  - Supports work from anywhere
- Financial Systems & Policy Advisor
  - Modernization of finance policies and processes
  - Key role for the implementation of the new financial system

# Tax impact of 2021 new positions

Department	Position	FTE	Net \$000s
Community Services	Facility Booking Administrator	1.0	68.2
Community Services	Sport & Community Development Specialist (Conversion)	1.0	-
Corporate Services	IT Strategic Plan Positions	1.0	111.8
Corporate Services	Customer Service Representative (Uplift to F/T)	1.0	55.7
Corporate Services	Human Resources Consultant	1.0	108.8
Corporate Services	Legal Assistant	1.0	74.3
Finance	Financial Systems & Policy Advisor (Capital Recovery)	1.0	-
Operational Services	Flex Service Person	1.0	81.3
Corporate Rev. & Exp.	New position gapping (~3 months)		(122.6)
<b>Total</b>		<b>8.0</b>	<b>377.5</b>

## Managing existing vacancies

- Community Services Special Events Coordinator has been vacant since March 2020 and will remain so until August 2021
- Building Services has two vacancies for positions no longer required
- Other shorter-term decisions to manage staffing

## Options to defer in-year hiring

- Option A: Defer hiring of all new positions to July 1
- Option B: Defer hiring of new positions with tax impact only
- Option C: Phase in hiring of positions through in 2021
  - Authorize the CAO to strategically manage new hires along with vacancies on existing positions

All options result in additional gapping of  
\$127,000 or 0.2% savings on the 2021 tax levy

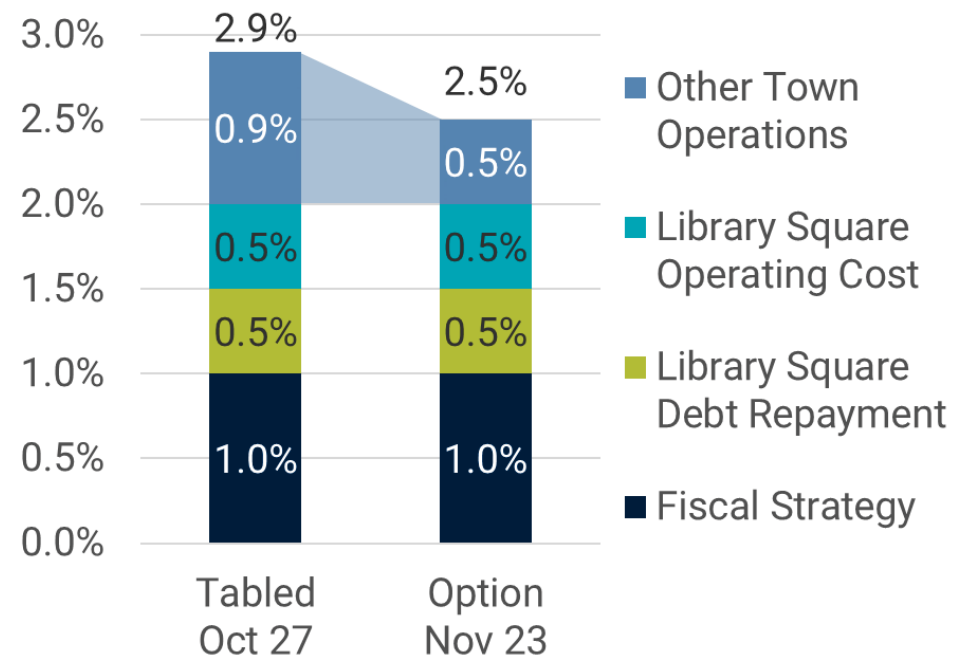
# Proposed tax levy and FTEs could be lowered

Category	Description	Budget Impact		
		FTE	Tax \$000s	Tax %
2021 Proposed Budget		248	52,608.2	2.9%
Staffing	Deferral of in-year staffing (option A/B/C)	-	(127.0)	(0.2%)
Staffing	Reduce headcount for building positions	(2)	-	
Risk	Take on more risk by reducing contingency	-	(100.0)	(0.2%)
Subtotal		(2)	(227.0)	(0.4%)
Revised Tax Levy		246	52,381.2	2.5%

Note: These savings would carry through 2022 and an additional reduction of \$8,000 would be required to the contingency in 2022 to maintain the 2.9% tax increase in that year

## Option to reduce 2021 tax increase by 0.4%

- Reductions focus on:
  - Timing of new hires
  - Taking on more risk
- The budget maintains:
  - The capital plan - fiscal strategy reserve contributions
  - Library Square debt repayment and phase-in of operating costs



## Recommendation

1. That this presentation be received; and
2. That salary gapping in 2021 be increased by \$127,000; and
3. That the CAO be directed to manage in-year staff to achieve the revised salary gapping target; and
4. That the total FTE count be reduced by two for the building services positions no longer required; and
5. That the multi-year budget contingency be reduced by \$100,000 in 2021 and a further \$8,000 in 2022.