



Multi-Year Budget

**2022-2023
PRELIMINARY
DETAILED OPERATING
& CAPITAL BUDGET**

Budget Themes

- A Transparent Budget and Budget Process;
- Balancing Covid-19 Impacts;
- Maintaining Core Services; and
- Continued focus on savings and efficiencies

Multi-Year Business Plan & Budget Vision

STRATEGIC PLAN

Outlines Council and Administrative priorities, short-term and long-term goals



BUSINESS PLAN

Outlines plans to achieve priorities and goals from the strategic plan



BUDGET

Provides the necessary resource allocations in order to operationalize the business plan



Step 1

Determine Cost to Maintain Service Levels

Balanced Budget Equation

Expenditure Estimate



Revenue Estimate




Funding Gap

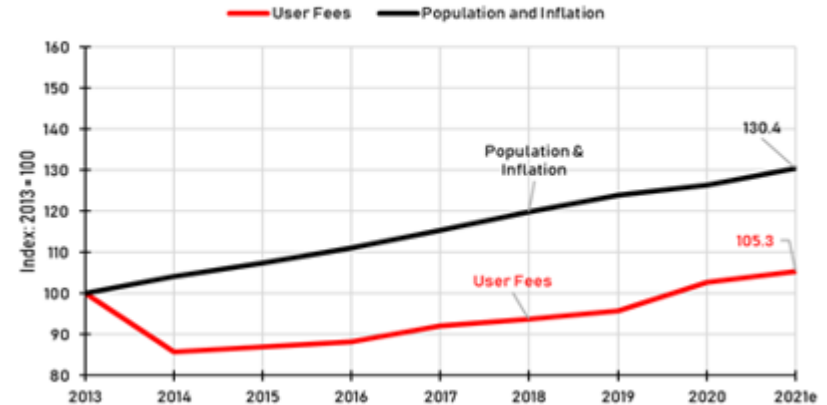
COVID-19 Impacts

- Covid-19 Financial Impacts of \$13.85 million in 2022 and \$10.02 million in 2023.
 - \$1.61M for Cleaning and personal protective equipment in each year
 - \$5.49M and \$4.21M in Transit and Access Transit revenue reductions
 - \$948,300 Parking revenue reduction in 2022
 - \$3.12M and \$2.14M Municipal Revenue Sharing revenue reduction
 - \$1.04M Fines and Penalties revenue reduction in 2022
- Covid-19 Impacts to be funded by Investing In Canada Infrastructure Program (ICIP) Reallocation Pool for 2022/2023

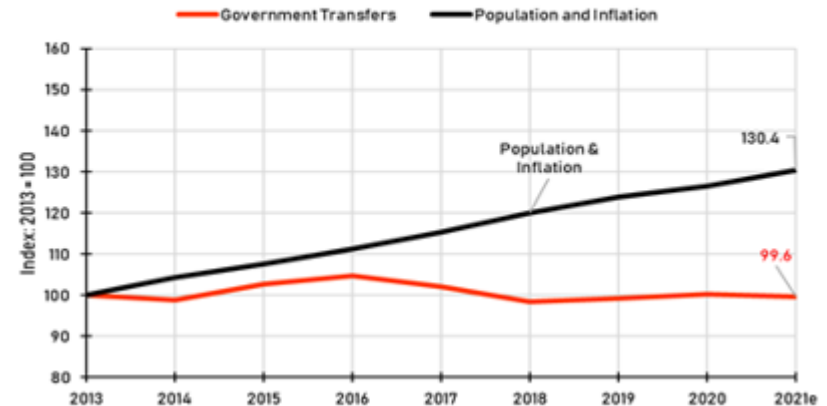
- 
- Inflation
 - Growth

- 
- User Fees
 - General Revenues

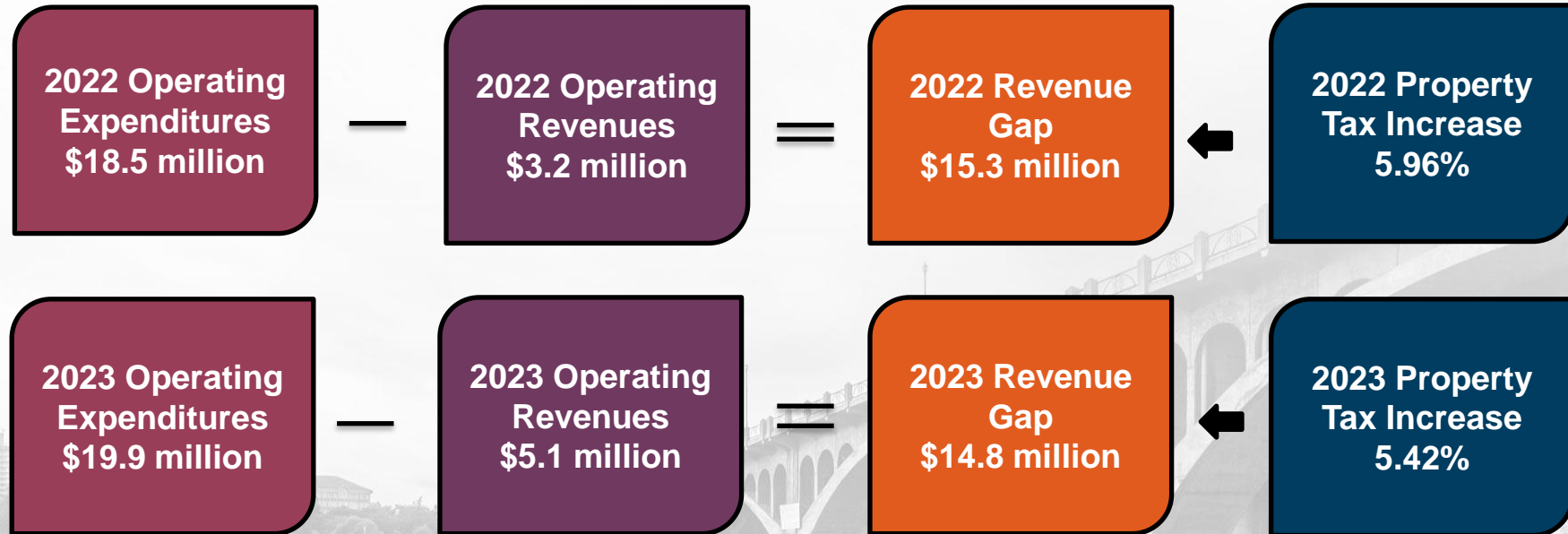
City of Saskatoon Operating Revenues Index
User Fee Revenues



Index: City of Saskatoon - Government Transfers
Revenues



Property Tax Increases to Maintain Existing Services





Step 2

Determine Property Tax Target

2022/2023 Property Tax Options

- Option 1 – Base Case Scenario (5.96%/5.42% Property Tax Increase)
- Option 2 – Base Case Minus Scenario
- Option 3 – Base Case Plus Scenario

Step 3

Develop Corporate Business Plans to Achieve City Council Priorities

August 31, 2021: SPC Finance requested an additional meeting for October 15, 2021, where further information was to be provided on the longer-term structural budget challenges facing the City, its stagnant revenue growth and increased reliance on property taxes.

October 15, 2021: Further information was requested from Committee which will be presented at City Council's 2022/2023 Budget Review.

Revisions to Proposed Property Tax Increase

The revisions as shown in the Multi-Year Business Plan and Budget Document are:

- Removal of the Bus Rapid Transit Phase-in
- Lower than anticipated Saskatoon Police operating budget
- Changes to Curbside Organics and Waste as a Utility Funding Model
- An increase in the Assessment Growth revenue amounts in 2022

Following these refinements, the revised proposed property tax increases are 3.64% for 2022, and 3.14% for 2023.

Revisions to Proposed Property Tax Increase

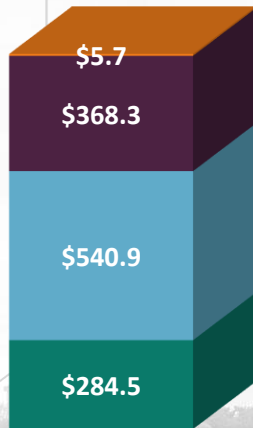
A further adjustment was made following the creation of the Multi-Year Business Plan and Budget Document:

- A further increase in the Assessment Growth revenue amounts in 2022
- **3.51% Property Tax increase for 2022**
- **3.14% Property Tax increase for 2023**

2022/2023 PRELIMINARY OPERATING BUDGET EXPENDITURES

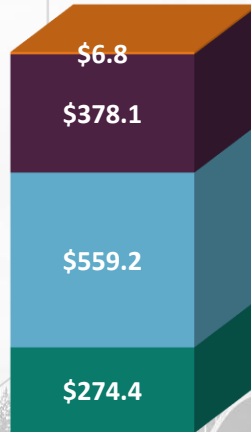
2022/2023 Preliminary Budget

Total: \$1.20B



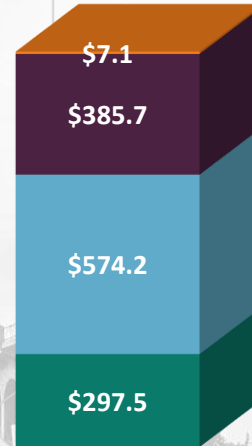
2021

Total: \$1.22B



2022

Total: \$1.26B



2023

- Land Development
- Utilities
- Operating
- Capital

PRELIMINARY OPERATING EXPENDITURES BY SERVICE

(VALUE IN THOUSANDS)



21.15% Police
15.91% Transportation
9.86% Fire
9.75% Transit
9.31% Recreation
8.71% Corporate Support
6.49% Other
4.85% Debt Servicing
3.99% Parks
3.86% Garbage & Waste Reduction	..
3.07% Urban Planning
3.05% Grants & Affordable Housing	..

2022

\$119,710.70
\$90,029.40
\$55,795.70
\$55,180.50
\$52,706.50
\$49,274.90
\$36,705.40
\$27,480.40
\$22,596.30
\$21,823.40
\$17,368.30
\$17,282.20

\$565.95M

2023

21.44%	\$124,620.50
15.85%	\$92,127.40
9.85%	\$57,268.80
9.67%	\$56,182.80
9.23%	\$53,666.60
8.99%	\$52,277.80
6.60%	\$38,393.20
4.73%	\$27,480.40
3.98%	\$23,106.80
3.39%	\$19,712.60
3.11%	\$18,064.10
3.16%	\$18,348.40

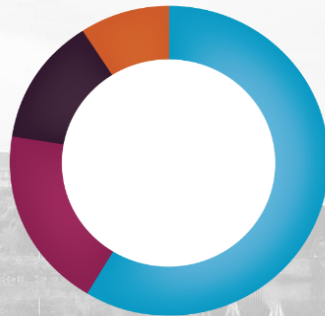
\$581.25M

2022 TOTAL OPERATING EXPENDITURES BY CATEGORY



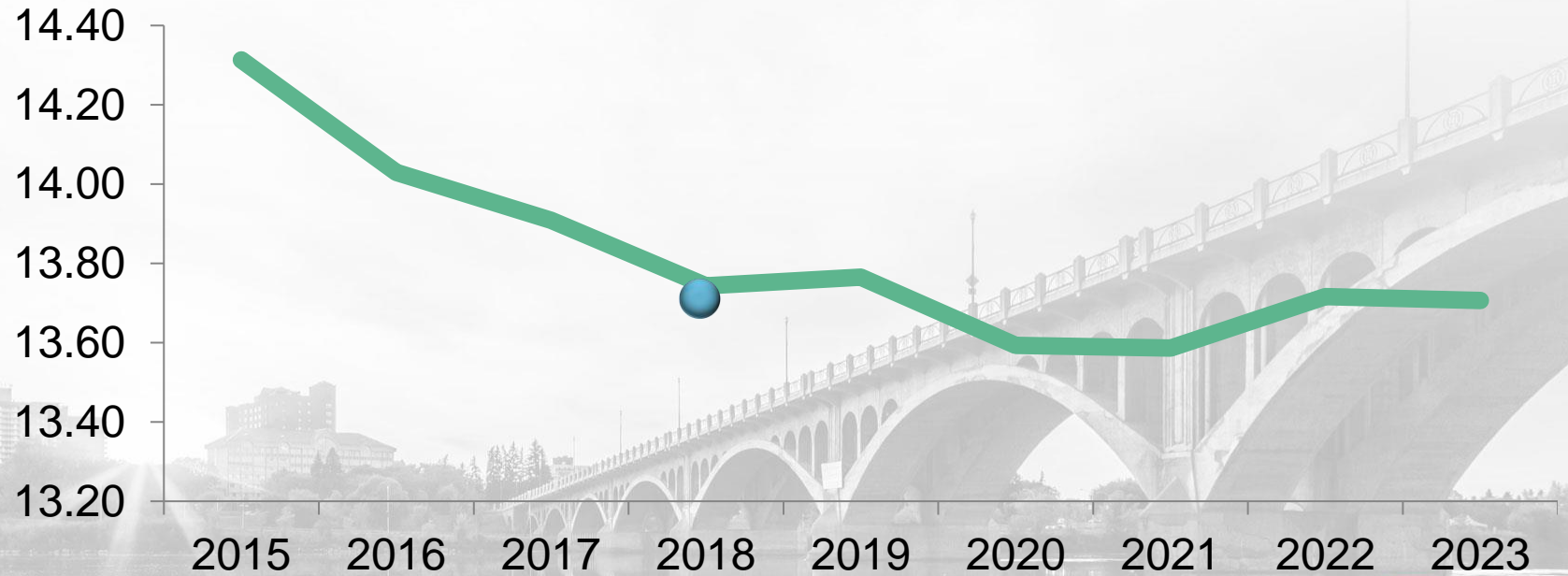
- 59.0% Staff Compensation
- 18.6% Operating Cost
- 13.3% Transfers to Capital/Reserve
- 9.1% Debt Charges

2023 TOTAL OPERATING EXPENDITURES BY CATEGORY

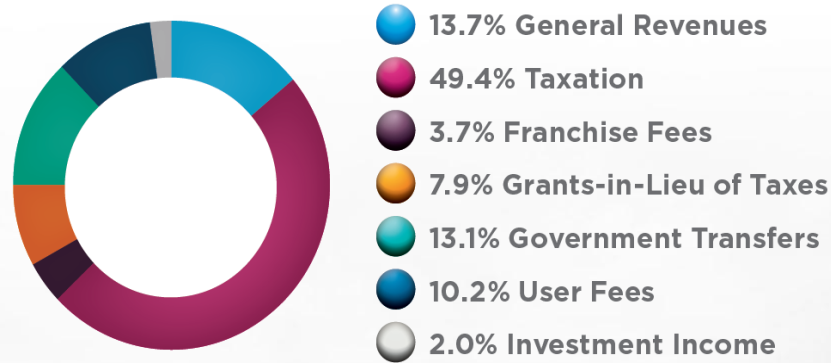


- 58.6% Staff Compensation
- 19.0% Operating Cost
- 13.4% Transfers to Capital/Reserve
- 8.9% Debt Charges

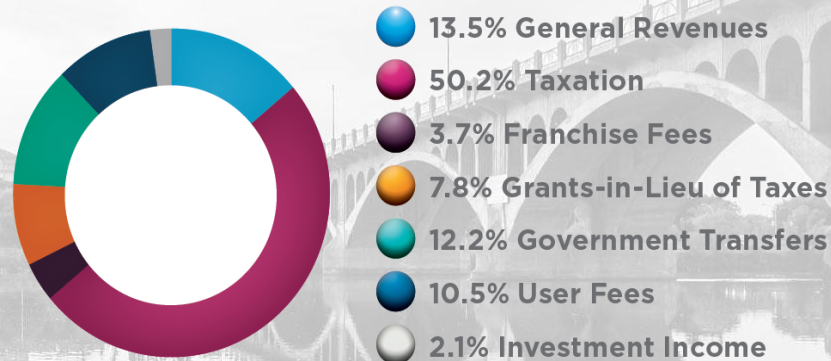
Historical Operating FTEs per 1,000 Population



SOURCES OF 2022 OPERATING REVENUES



SOURCES OF 2023 OPERATING REVENUES



PROPOSED DISTRIBUTION OF MUNICIPAL TAX TO SERVICES IN 2022

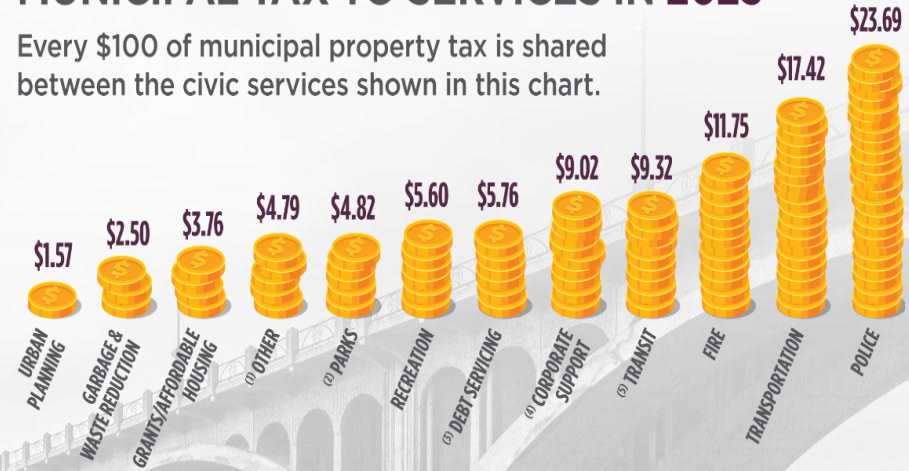
Every \$100 of municipal property tax is shared between the civic services shown in this chart.



- (1) Includes street lighting, animal services, cemeteries and facilities
- (2) Includes urban forestry and urban biological services
- (3) Includes provisions for current and future servicing
- (4) Includes the offices of the City Manager, City Clerk, City Solicitor, Finance, Revenue, Assessment & Taxation, Information Technology, Human Resources, General Administration, Legislative, and Service Saskatoon
- (5) Includes Access Transit

PROPOSED DISTRIBUTION OF MUNICIPAL TAX TO SERVICES IN 2023

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Impact of Proposed Multi-Year Property Tax Increase

Municipal Property Tax	2022	2023
Increase Per Average Household \$344,000 Assessment	Total City Services 3.51%	Total City Services 3.14%
Approximate Total Increase (\$ per year)	\$ 67.29	\$ 62.33
Approximate Total Increase (\$ per month)	\$ 5.61	\$ 5.19

Budget Risks

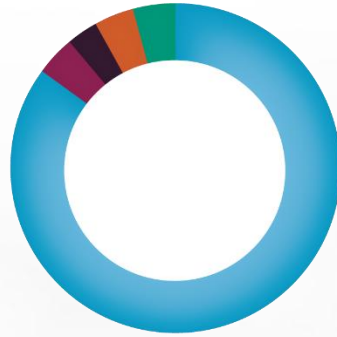
- \$13.85 and \$10.02 in Covid Impacts
- \$2.60 million for projected general expenditure decrease
- \$300,000 not included for insurance premium increase
- \$593,600 not included for interest revenue decrease
- \$1.25 million not included for software costs, and staffing

2022/2023 PRELIMINARY CAPITAL BUDGET

CAPITAL INVESTMENT BY BUSINESS LINE (\$000'S)

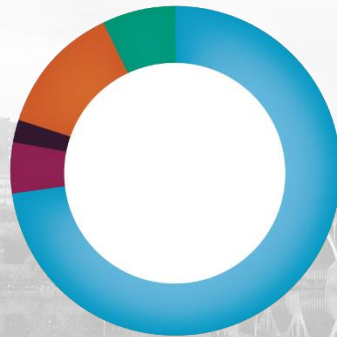


2022 CAPITAL BUDGET FUNDING SOURCES



- 85.0% Reserves
- 3.8% Internal Funding/Transfers/Debt
- 3.0% Private Contributions
- 4.3% Government Funding
- 3.9% All Other Sources

2023 CAPITAL BUDGET FUNDING SOURCES



- 73.0% Reserves
- 4.8% Internal Funding/Transfers/Debt
- 2.5% Private Contributions
- 13.0% Government Funding
- 6.7% All Other Sources

Key Capital Projects

- \$32.0M and \$33.0M for Roadway Preservation in 2022 and 2023
- \$10.5M and \$46.3M for the Bus Rapid Transit system in 2022 and 2023
- \$52.2M and \$46.9M for Land Development in 2022 and 2023
- \$107.1M and \$108.3M for Utility Infrastructure maintenance and improvements in 2022 and 2023



2022
23

Multi-Year Budget

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