

Modernizing Services – Digital Budget

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Budget Transformation

2017

- Stormwater utility
- Infra Levy
- Capital Plan Unfunded
- 4-budget presentations
- Tax budget fails

2019

- AM integration
- Intro to LT funding strategies
- More MYB
- FMW Budget Request Module
- AODA issues

2021

- Alignment to Strat Plan
- Fully Digital with FMW linked to Power BI / web
- One Budget, regardless of funding type
- Modified MYB with 3-year op forecast

2018

- One Capital Budget
- Op impacts approved with Cap Budget
- Intro to MYB
- Capital Plan Unfunded
- AODA issues

2020

- Parking utility
- FMW Salary Plan
- AODA issues
- More LT funding Strat and MYB
- Extended Op impact from Cap
- Extended Debt and Reserves forecast

Key Budget Principles

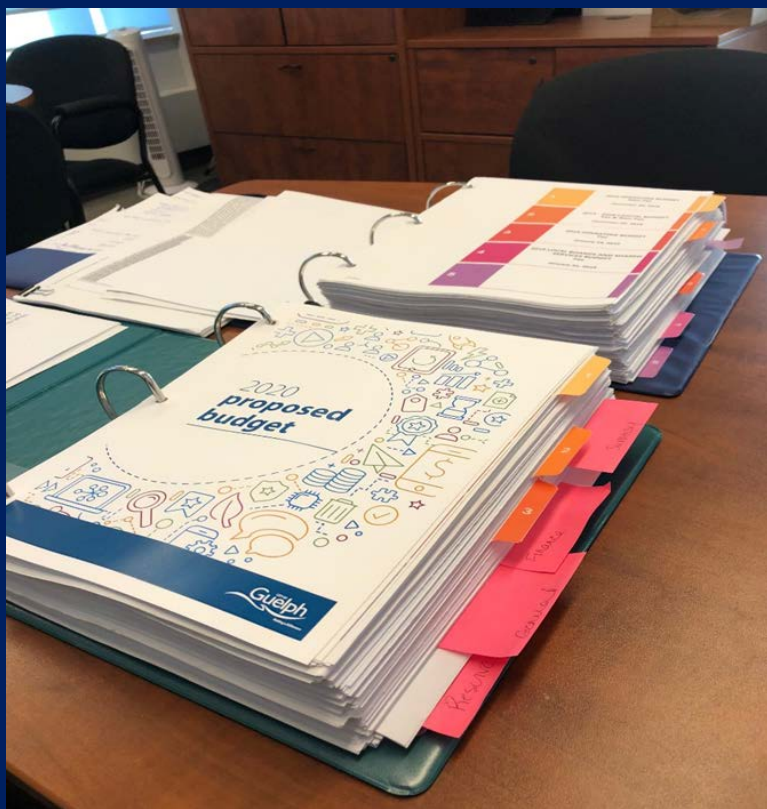
- Simplify, declutter budget decision
- Budget is an enabler of the Strategic Plan, not net new things
- Focus on governance, policy, strategies – not operational
- Building trust with Council takes time
- Continuous improvement
- Serve the customer

Trust = Permission to Change

Why was Budget Modernization a priority?

- AODA challenges
- Effective budgets link resourcing and strategy
- Reduce inefficiency and errors
- Address communication and Council decision challenges
- Embrace COVID timing and City focus on data

A Modern Budget Document



2021 proposed budget - City of Guelph

2021 City Budget

Our City Strategic Plan leads the way into our budget documents this year. The City's operating, capital, non-tax and local boards and shared services budgets are aligned to initiatives that support the respective strategic priority.

Navigate through each priority to see the proposed budget that supports the goals of our [Strategic Plan](#).

Powering our future

Sustaining our future

Navigating our future

Working together for our future

Building our future

Total operating expenditure				Total operating net			
\$462.18M				\$0.91			
Strategic Pillar	2020	2021	2021 Budget Change	2021 Budget Change %	2022	2023	2024
Building our Future	\$238,290,318	\$249,354,322	\$11,064,004	4.64%	\$280,389,019	\$272,956,203	\$284,163,799
Navigating our Future	\$42,290,932	\$41,004,268	(\$1,286,664)	-3.04%	\$44,242,933	\$49,384,580	\$55,551,710
Powering our Future	\$15,359,108	\$15,972,856	\$613,748	4.00%	\$16,951,629	\$16,980,086	\$15,943,958
Sustaining our Future	\$115,184,324	\$120,554,125	\$5,369,801	4.66%	\$124,972,095	\$130,247,113	\$135,306,787
Working Together for our Future	\$35,206,807	\$35,293,117	\$86,310	0.25%	\$37,538,132	\$38,613,922	\$39,082,887
Total	\$448,331,490	\$462,178,689	\$15,847,199	3.55%	\$484,093,809	\$608,181,905	\$630,049,142

Operating budget by category

Operating budget by department

What was different?

2020 Budget

- 4 distinct packages (Capital, Non-tax operating, tax operating, local boards operating)
- Organized by Service Area
- 4 presentation nights, 3 approval nights
- Delegations – 2 combined with presentation night and 1 stand alone meeting

2021 Budget

- 1 website (Capital and Operating)
- Organized by Strategic Pillar
- 1 presentation full day, 1 approval day
- 1 delegation night

What was different?

2020 Budget

- 100 page Pdfs on website
- Traditional comms tactics (press release, social)
- In person meetings – lots of wasted staff time
- Local boards on separate night; little coordination and guidance on content

2021 Budget

- Fully linked website
- New ways to connect – 5 town halls, podcasts, media web walkthrough
- Virtual meeting enabling staff to follow and jump in only when required.
- Local boards part of city presentation, given 10 mins, with consistent content

Challenges encountered

- Budget no longer primarily driven by Finance – takes a team and coordination/timing is challenging
 - Clerks, IT (data/web), Communications
- Council learning curve - created “budget buddies”
- Technology issues - data charts
- Media and community learning curve

Was it worth it?

	2020	2019	% Increase
Page Views	22,093	9,609	130%
Average per day	433	188	130%
Unique Page Views	13,137	3,397	287%
Average per day	258	67	285%
Peak Views	3,334	840	297%

- Significant increase in community access of budget
- Enhance ability to tell our budget story and reference other web content/meetings
- Eliminated 4,000 pages of printing
- Benefit of eliminating AODA challenges – Priceless (and about 150 hours of time)

Ingredients to Success

- Define primary goal, and/or challenge you are hoping to solve – For Guelph -MYB and AODA were driving forces
- Assess willingness of Senior Leadership – CAO was huge proponent
- Do you have a cross-functional team that wants to lead change?
- Culture of CI, incremental improvement
- Be patient, transformational change takes time – focus on building blocks early

People
+
Process
+
Technology
=
Success