



# 2025 Draft General Fund Operating Budget

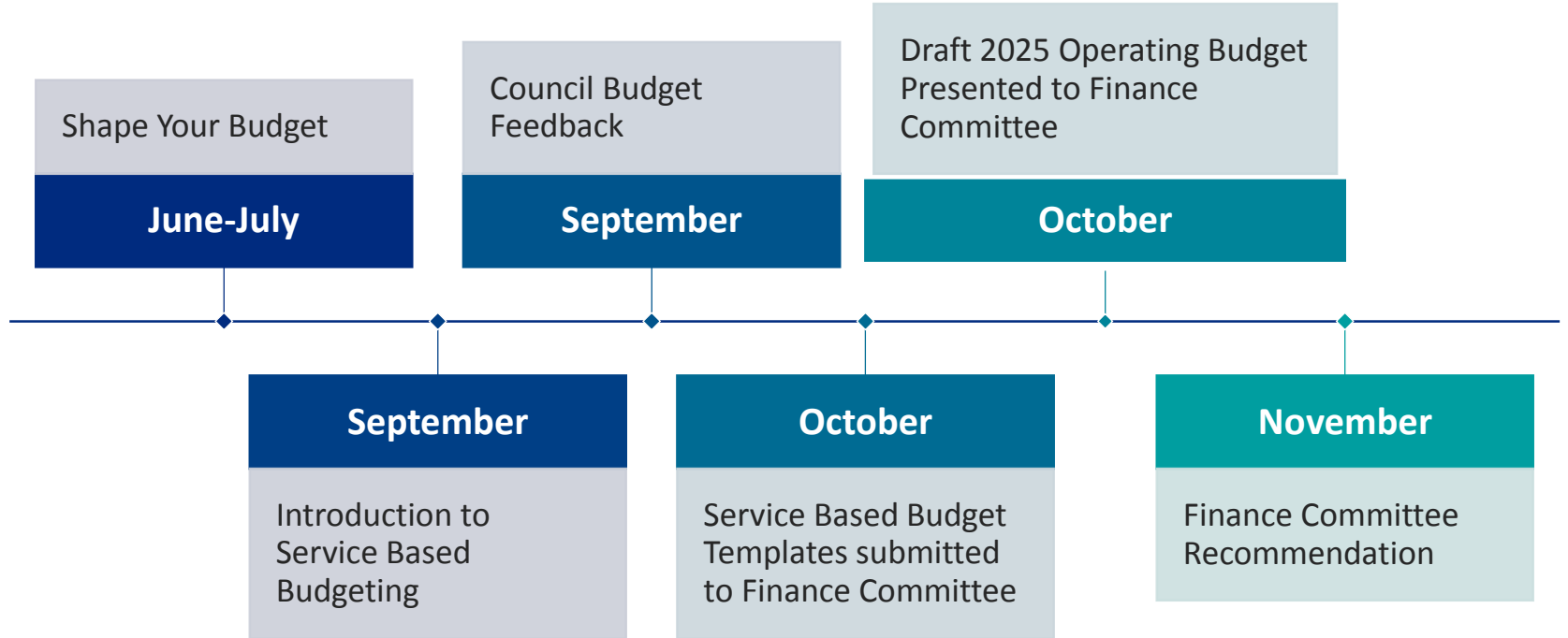
## Finance Committee – November 18, 2024



SAINT JOHN

# 2025 Budget Process

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# Key Dates

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**25 Nov.**

Common Council

- General Fund Budget for Receive and File
- Utility Fund Budget Approval and 1st and 2nd Reading of Updated Bylaw

**4 Dec.**

Finance Committee

- 2024 Annual Reserve Report
- 2024 Year to Date Results/Projections for General and Utility Fund

**9 Dec.**

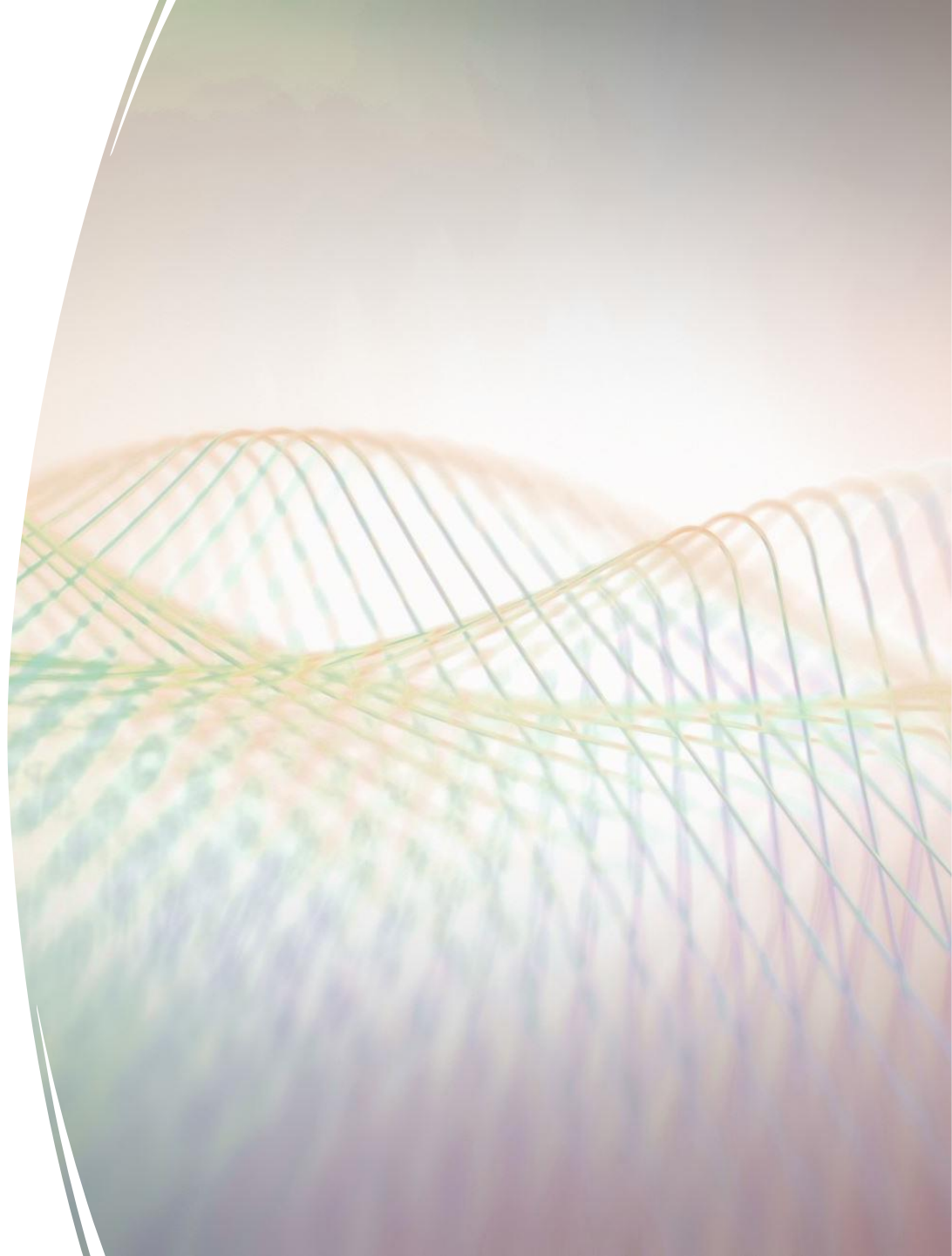
Common Council

- General Fund Operating Budget Approval
- Utility Fund – 3rd reading of Update Bylaw
- 2024 Annual Reserve Report for Approval

# AGENDA

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- Section 1 – Tax Base Growth and Community Funding Grant
- Section 2 – Fair Tax and Multiplier
- Section 3 – Summary of Council Feedback
- Section 4 – 2025 Draft Operating Budget Recommendations



**Section 1:** TAX BASE GROWTH  
& COMMUNITY FUNDING  
(EQUALIZATION)GRANT



# The Property Assessment and Taxation System in New Brunswick



## Provincial Government

Establishes assessment and taxation laws

Sets valuation date

Sets provincial tax rates



## Service New Brunswick

Assesses and classifies all real property in New Brunswick

Prepares Assessment Base\*

Mails Property Assessment Notices



## Local Governments

Determine budget and revenue requirements

Set tax rates

Collects taxes to provide services

Pay annual fee to SNB



## Finance & Treasury Board

Mails Property Tax Notices

Collects Property Taxes

Administers Tax Sales



## Property Owners

Pay local property taxes

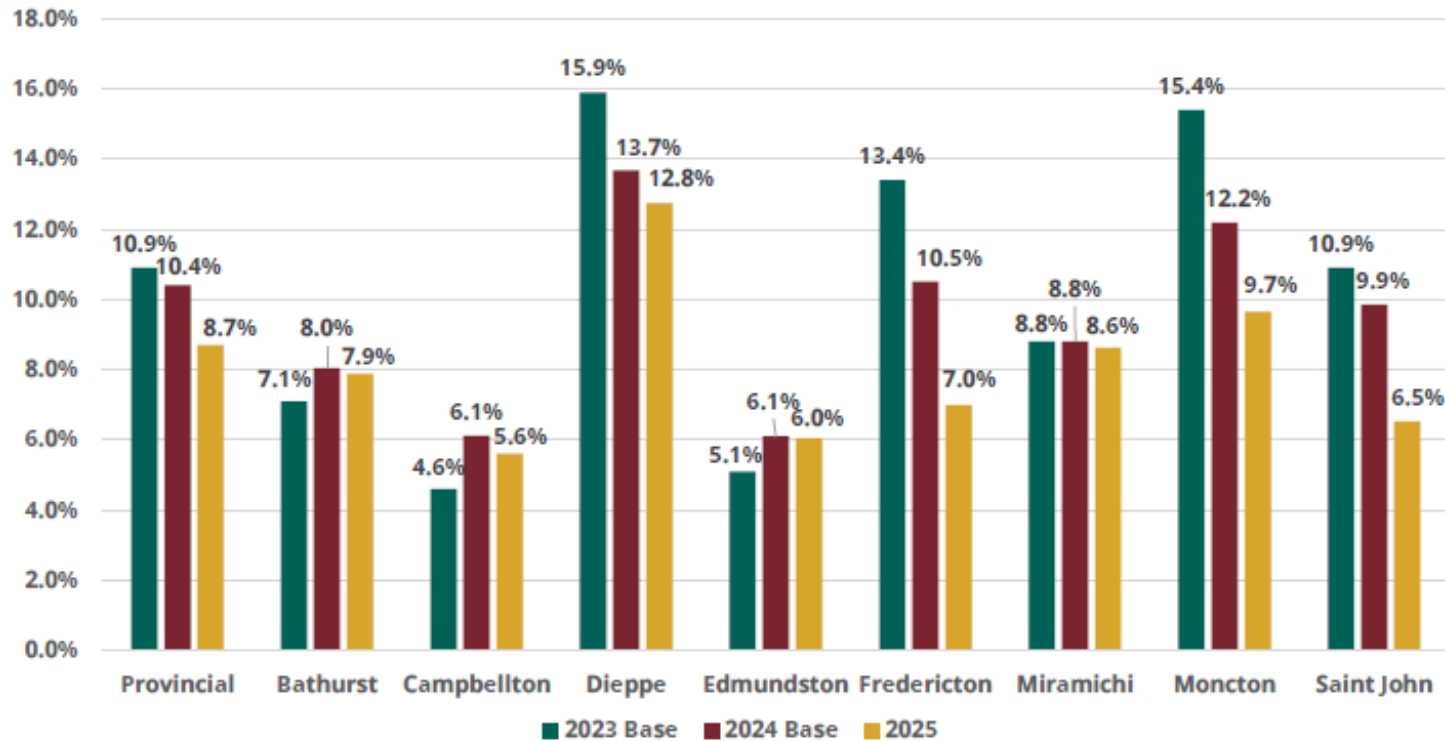
Pay provincial taxes on non-owner-occupied property



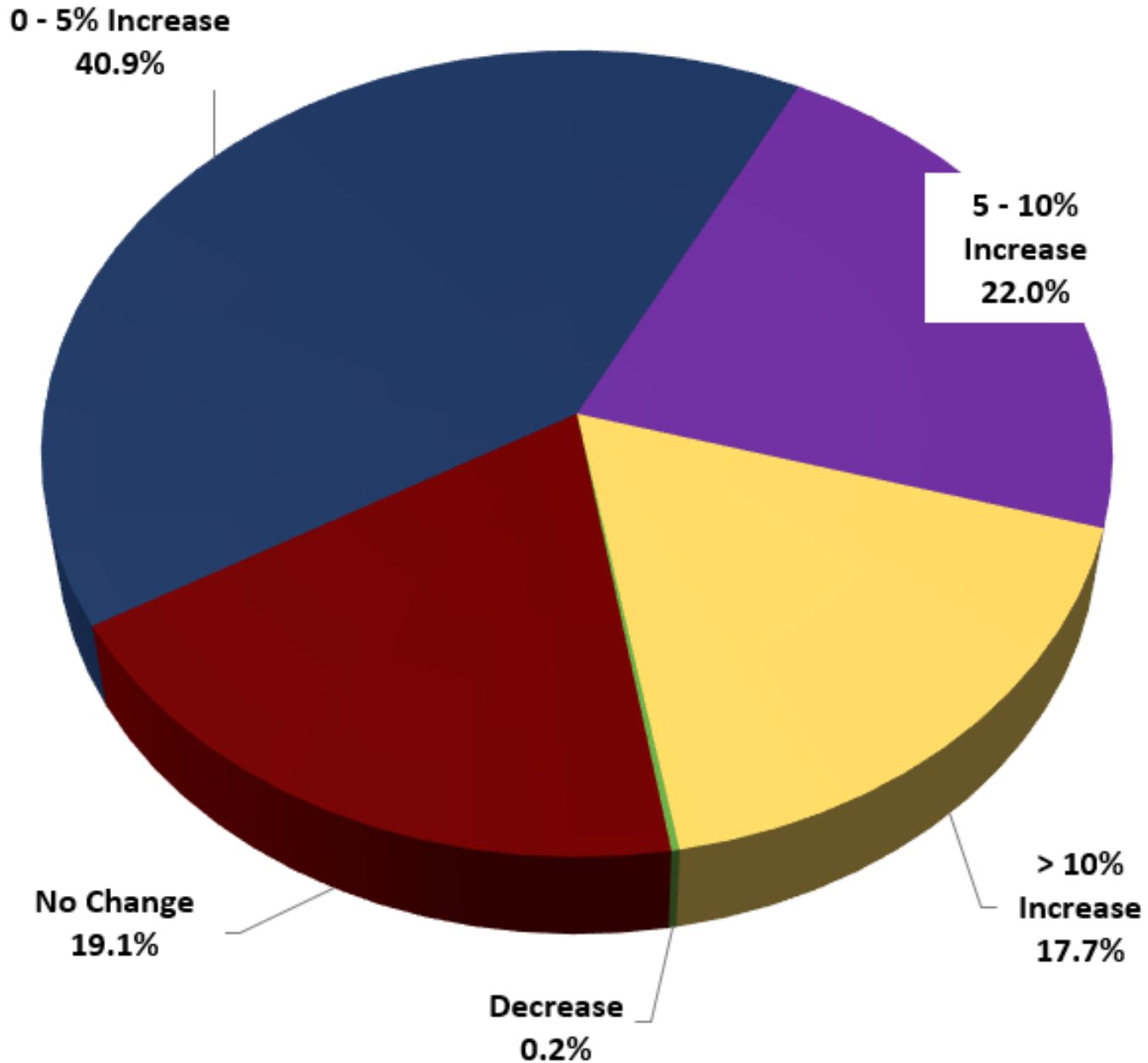
\*Tax base is delivered to local governments by Environment and Local Government (ELG)

# Assessment Base Growth Chart (%)

Assessment Base - Cities



# 2025 Assessment Change Breakdown





# 2025 Saint John Assessment Base and Tax Base

| <b>Assessment Base</b> |                         |                          |                 |                        |
|------------------------|-------------------------|--------------------------|-----------------|------------------------|
|                        | <b><u>2024</u></b>      | <b><u>2025</u></b>       | <b><u>%</u></b> | <b><u>Increase</u></b> |
| Residential            | \$ 5,964,110,600        | \$ 6,389,210,200         | 7.13%           | \$ 425,099,600         |
| Non Residential        | \$ 1,573,333,300        | \$ 1,661,594,900         | 5.61%           | \$ 88,261,600          |
| Heavy Industry         | \$ 524,452,600          | \$ 536,946,300           | 2.38%           | \$ 12,493,700          |
|                        | <b>\$ 8,061,896,500</b> | <b>\$ 8,587,751,400</b>  | <b>6.52%</b>    | <b>\$ 525,854,900</b>  |
| <b>Tax Base</b>        |                         |                          |                 |                        |
|                        | <b><u>2024</u></b>      | <b><u>2025</u></b>       | <b><u>%</u></b> | <b><u>Increase</u></b> |
| Residential            | \$ 5,964,110,600        | \$ 6,389,210,200         | 7.13%           | \$ 425,099,600         |
| Non Residential        | \$ 2,674,666,610        | \$ 2,824,711,330         | 5.61%           | \$ 150,044,720         |
| Heavy Industry         | \$ 891,569,420          | \$ 912,808,710           | 2.38%           | \$ 21,239,290          |
|                        | <b>\$ 9,530,346,630</b> | <b>\$ 10,126,730,240</b> | <b>6.26%</b>    | <b>\$ 596,383,610</b>  |

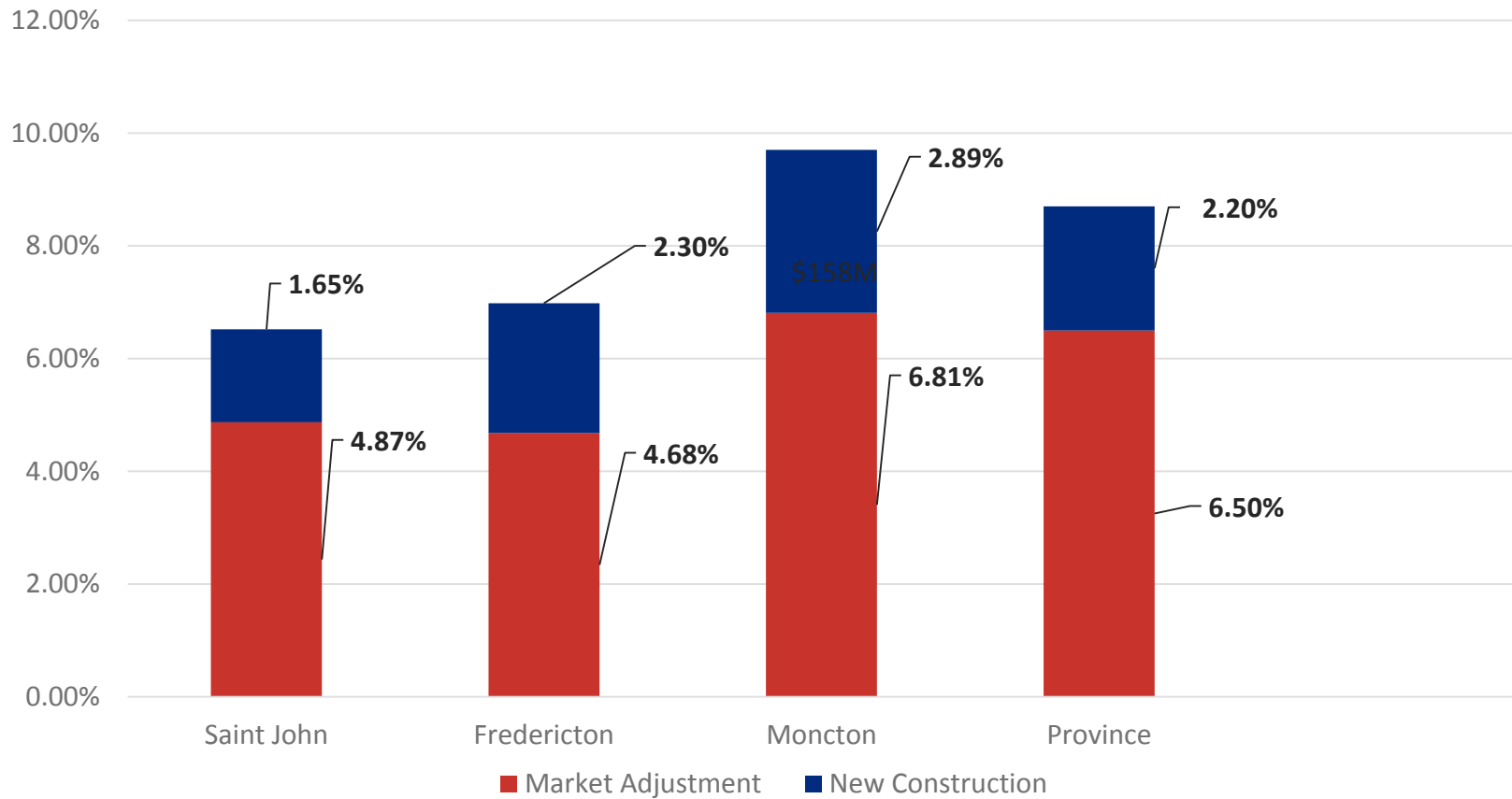


| <b>Tax Burden 1.58 Tax Rate</b> |                       |                       |                 |                           |                             |
|---------------------------------|-----------------------|-----------------------|-----------------|---------------------------|-----------------------------|
|                                 | <b><u>2024</u></b>    | <b><u>2025</u></b>    | <b><u>%</u></b> | <b><u>New Revenue</u></b> | <b><u>% of Increase</u></b> |
| Residential                     | \$ 94,232,947         | \$ 100,949,521        | 7.13%           | \$ 6,716,574              | 71.3%                       |
| Non Residential                 | \$ 42,259,732         | \$ 44,630,439         | 5.61%           | \$ 2,370,707              | 25.2%                       |
| Heavy Industry                  | \$ 14,086,797         | \$ 14,422,378         | 2.38%           | \$ 335,581                | 3.6%                        |
|                                 | <b>\$ 150,579,477</b> | <b>\$ 160,002,338</b> | <b>6.26%</b>    | <b>\$ 9,422,861</b>       |                             |

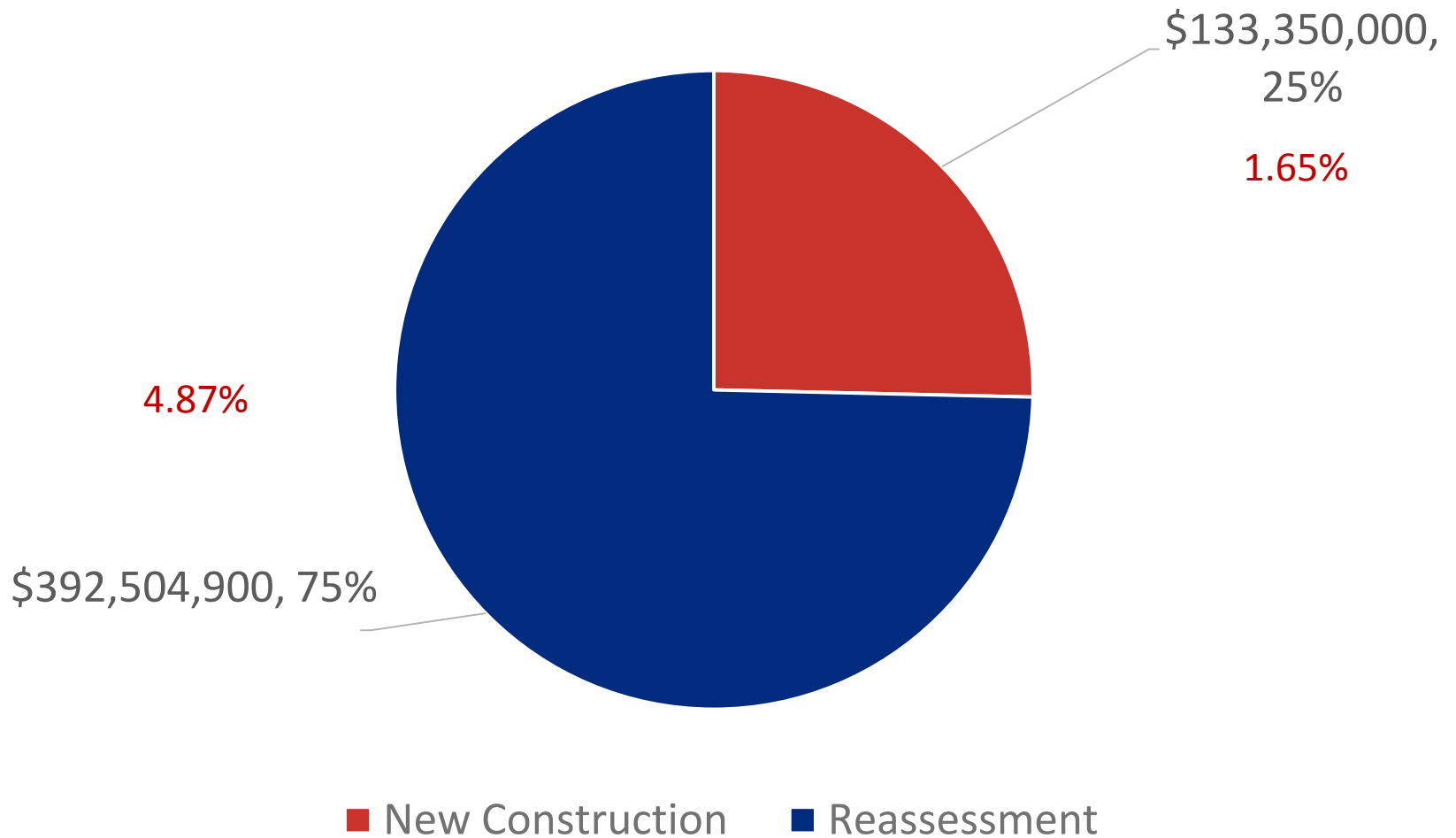
Approximately \$9.5M in New Tax Revenue if 1.58 Tax Rate is Maintained

# Benchmarking Performance

## 2025 Assessment Base Increase

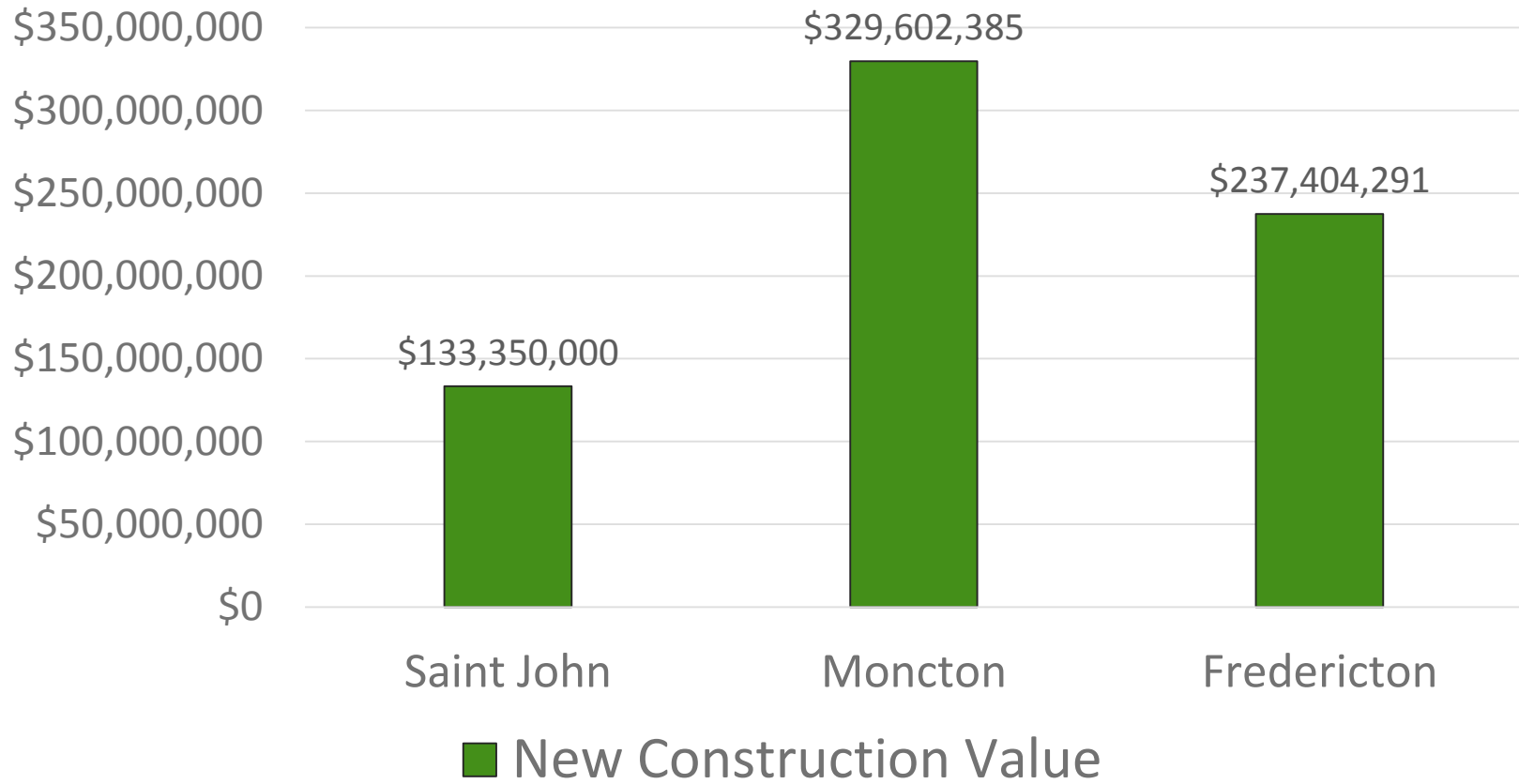


# 25% of Growth from New Construction (1.65%/6.52%)



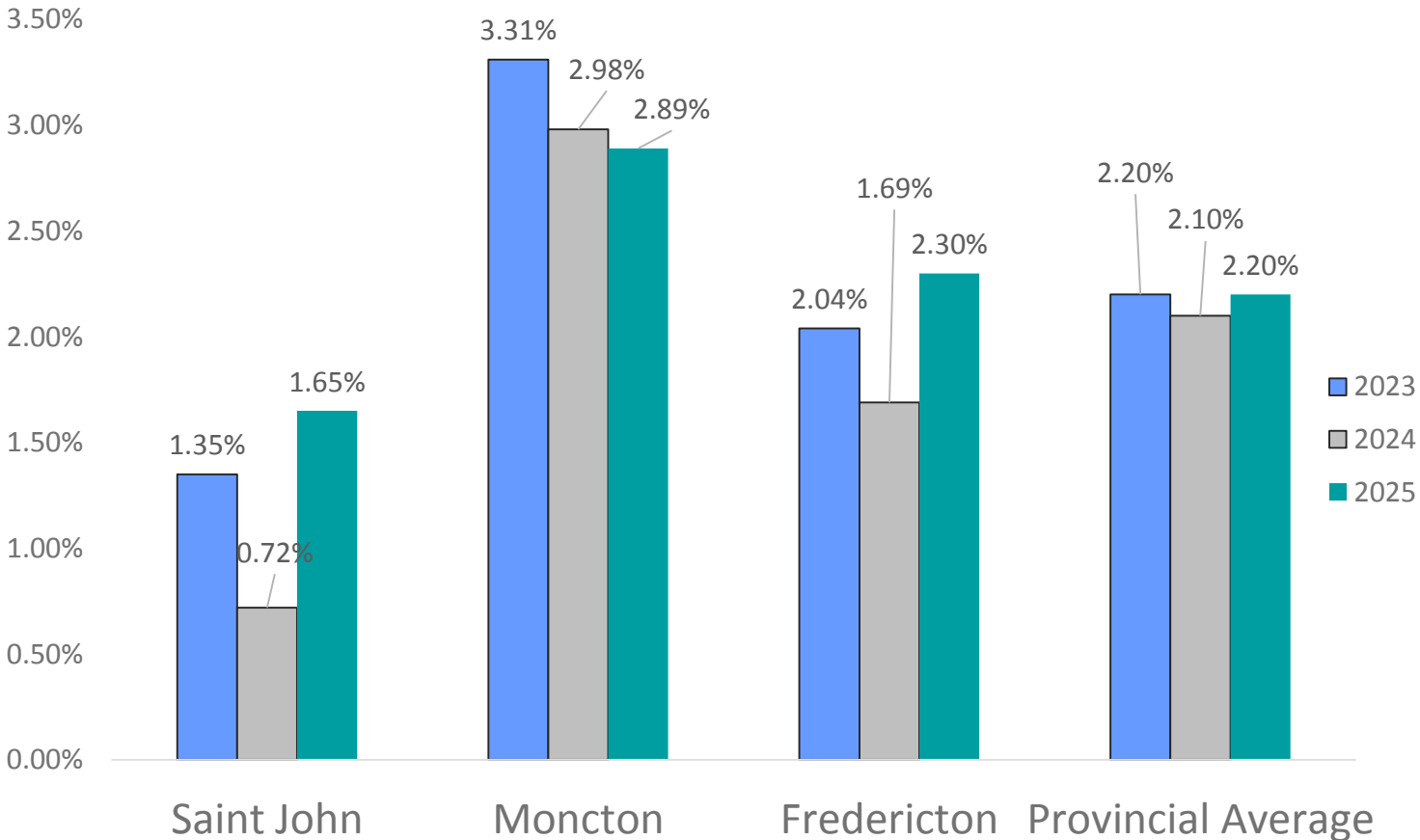
# New Construction Assessment Growth

## New Construction Value



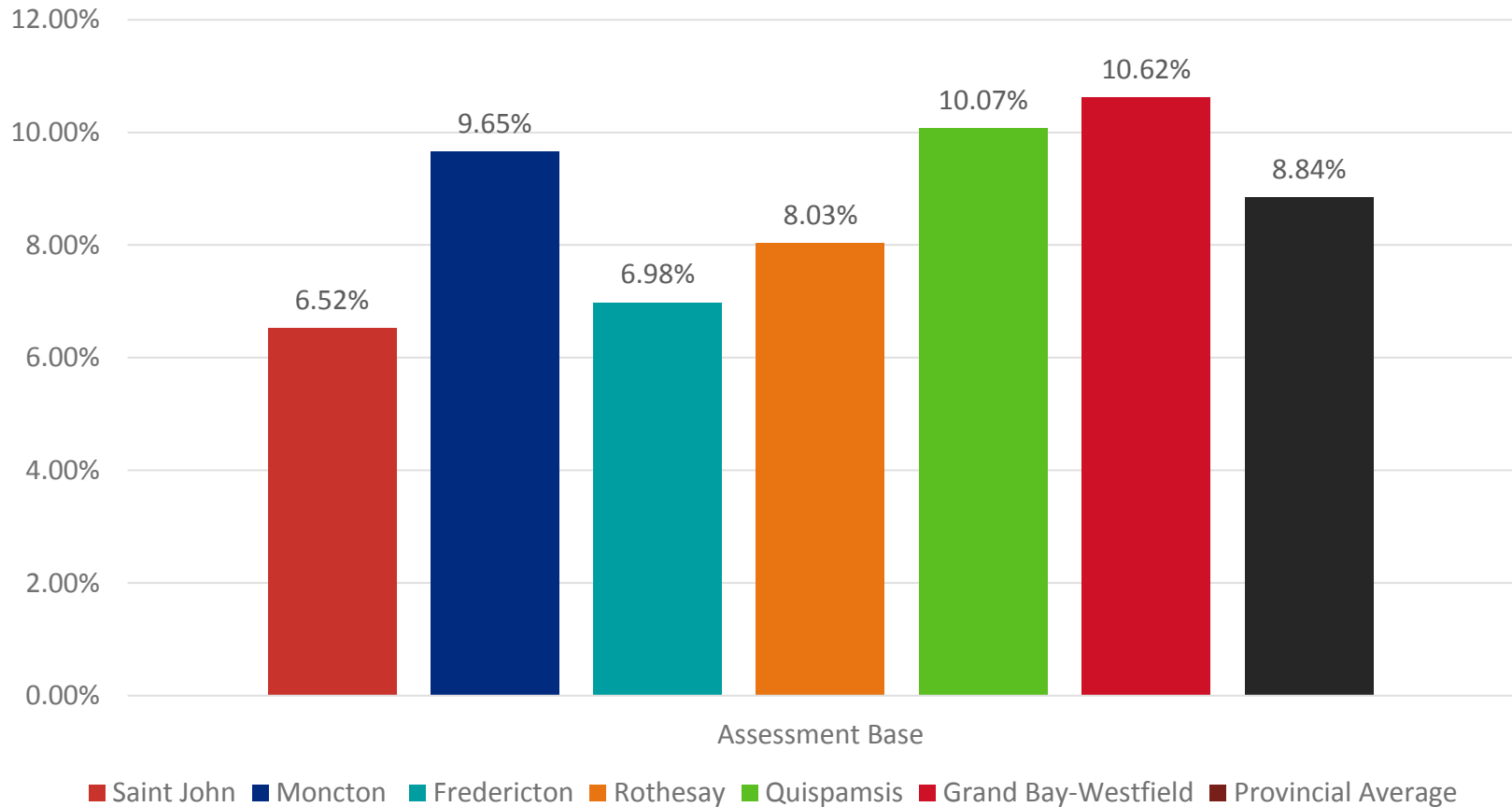
# Benchmark: New Construction % Increase last 3 Years

## 2025 New Construction % Tax Base Growth



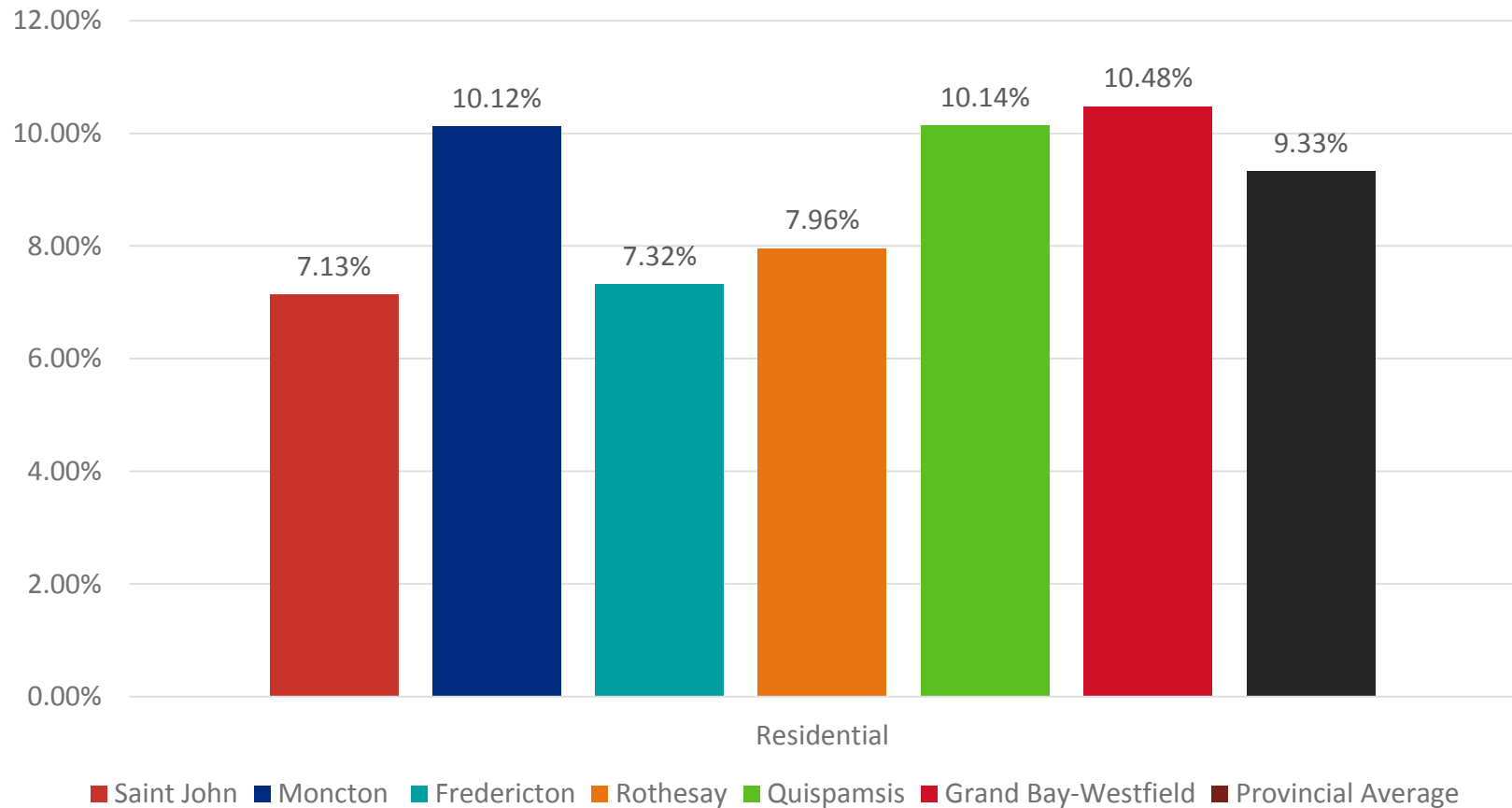
# Benchmarking Saint John Assessment Base Growth

## 2025 Assessment Base Growth



# Benchmarking Saint John Residential Assessment Base Growth

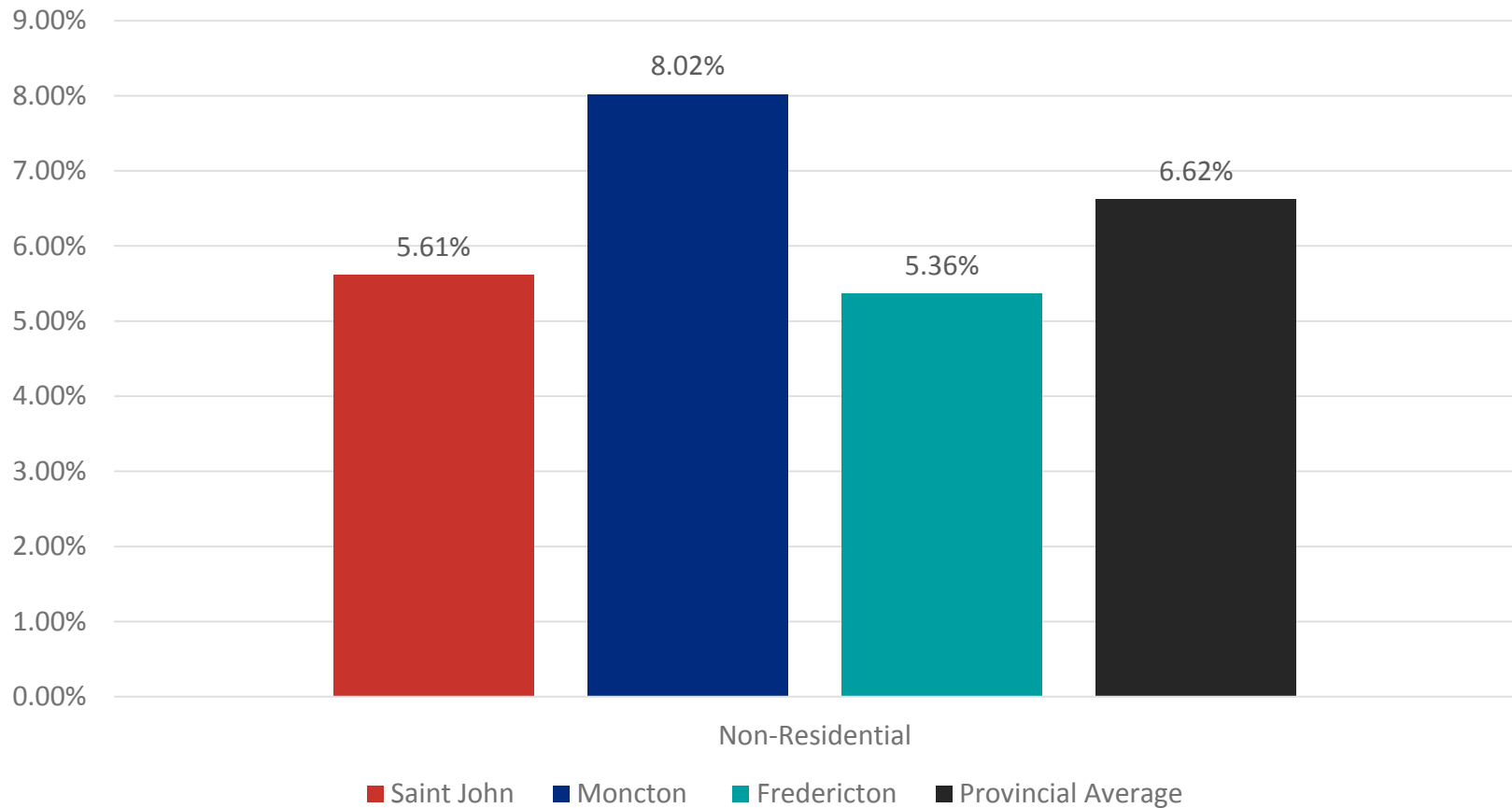
## 2025 Residential Assessment Base Growth





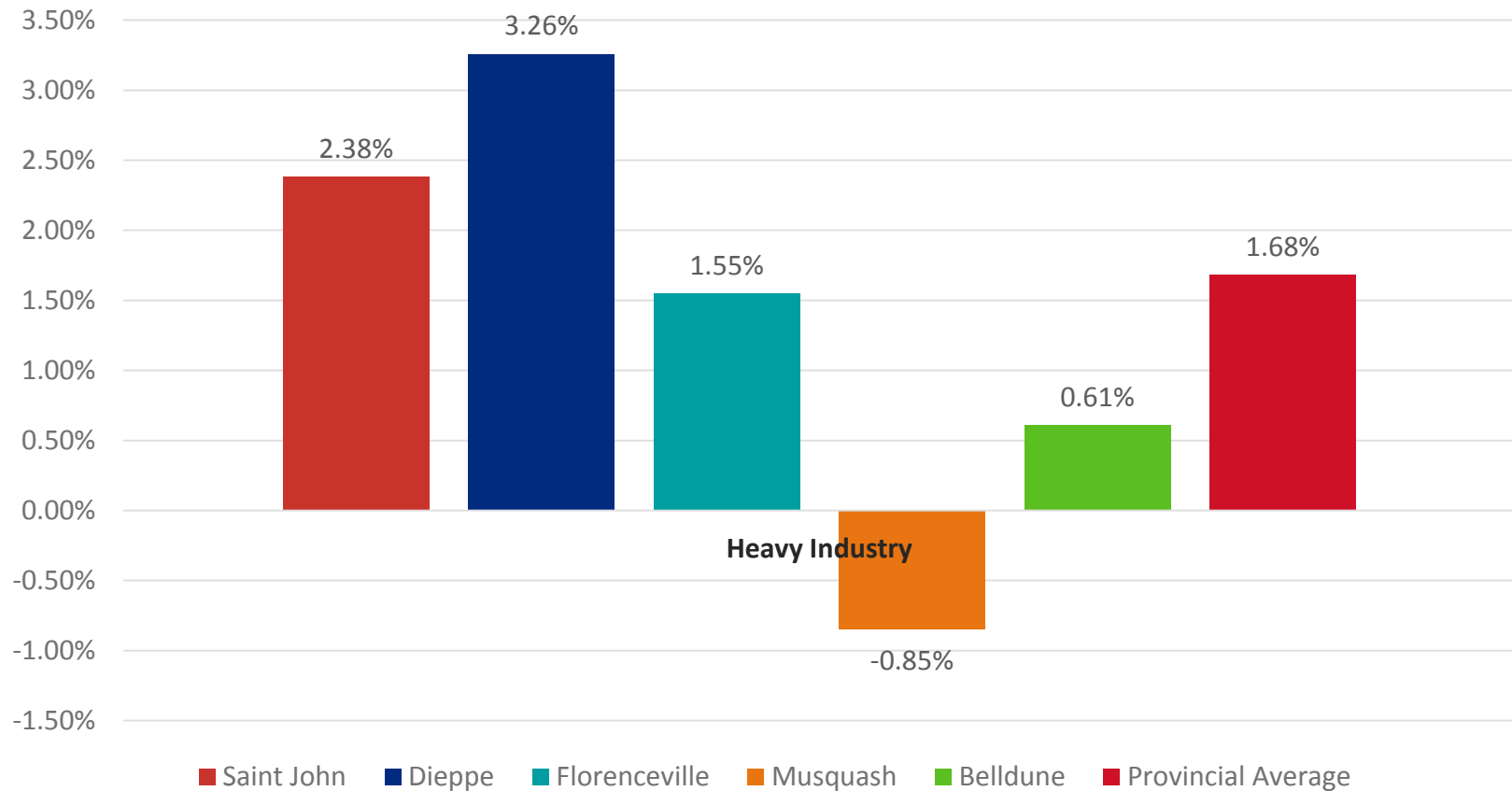
# Benchmarking Saint John Non-Residential 2025 Assessment Base Growth

## Non-Residential Assessment Base Growth



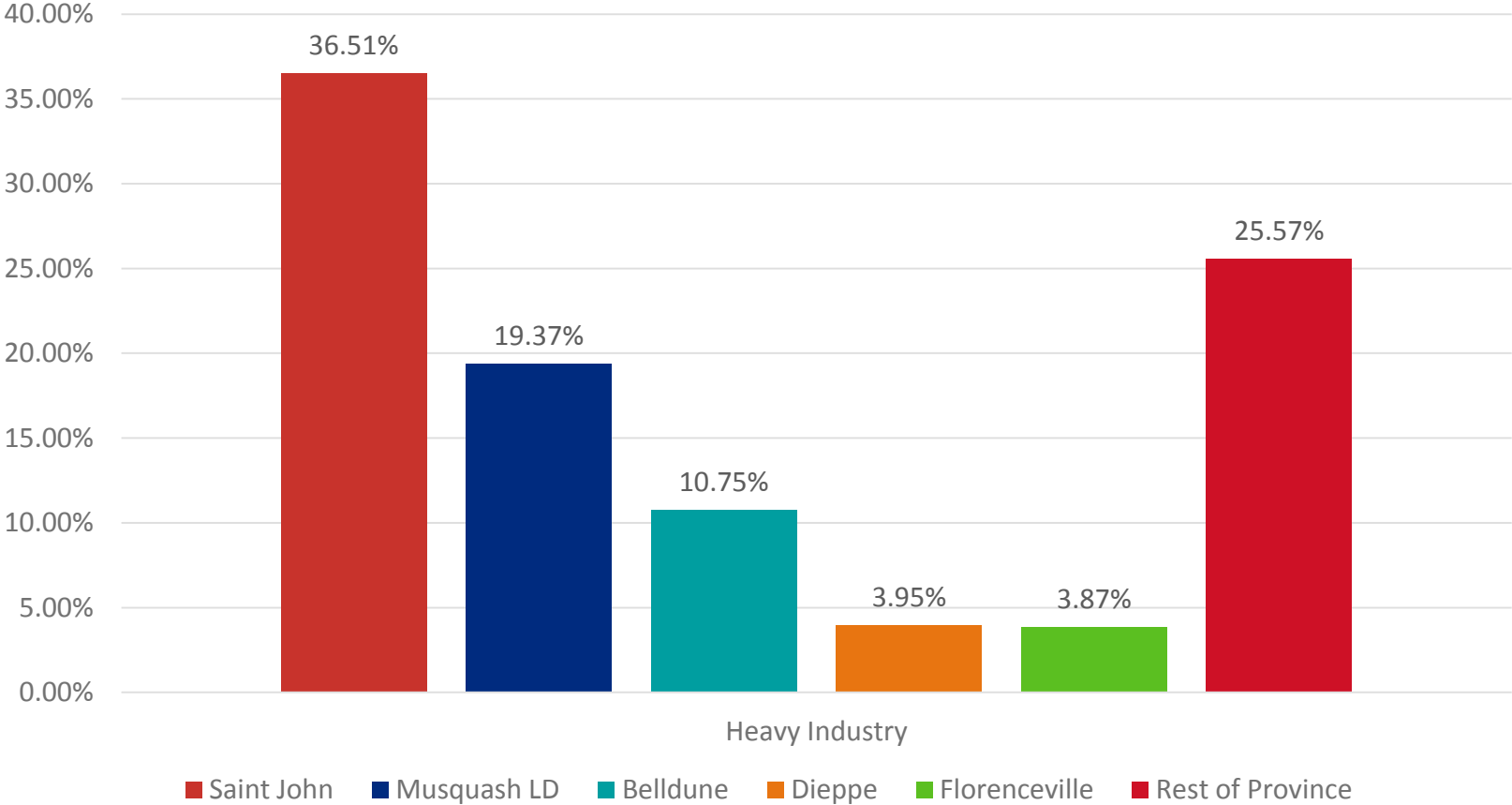
# Benchmarking Saint John Heavy Industrial Tax Base Growth (Properties over \$50M Assessment)

## Heavy Industry Assessment Base Growth



# Saint John has highest Heavy Industry Assessment Base

% of Total Heavy Industrial Tax Base in Province

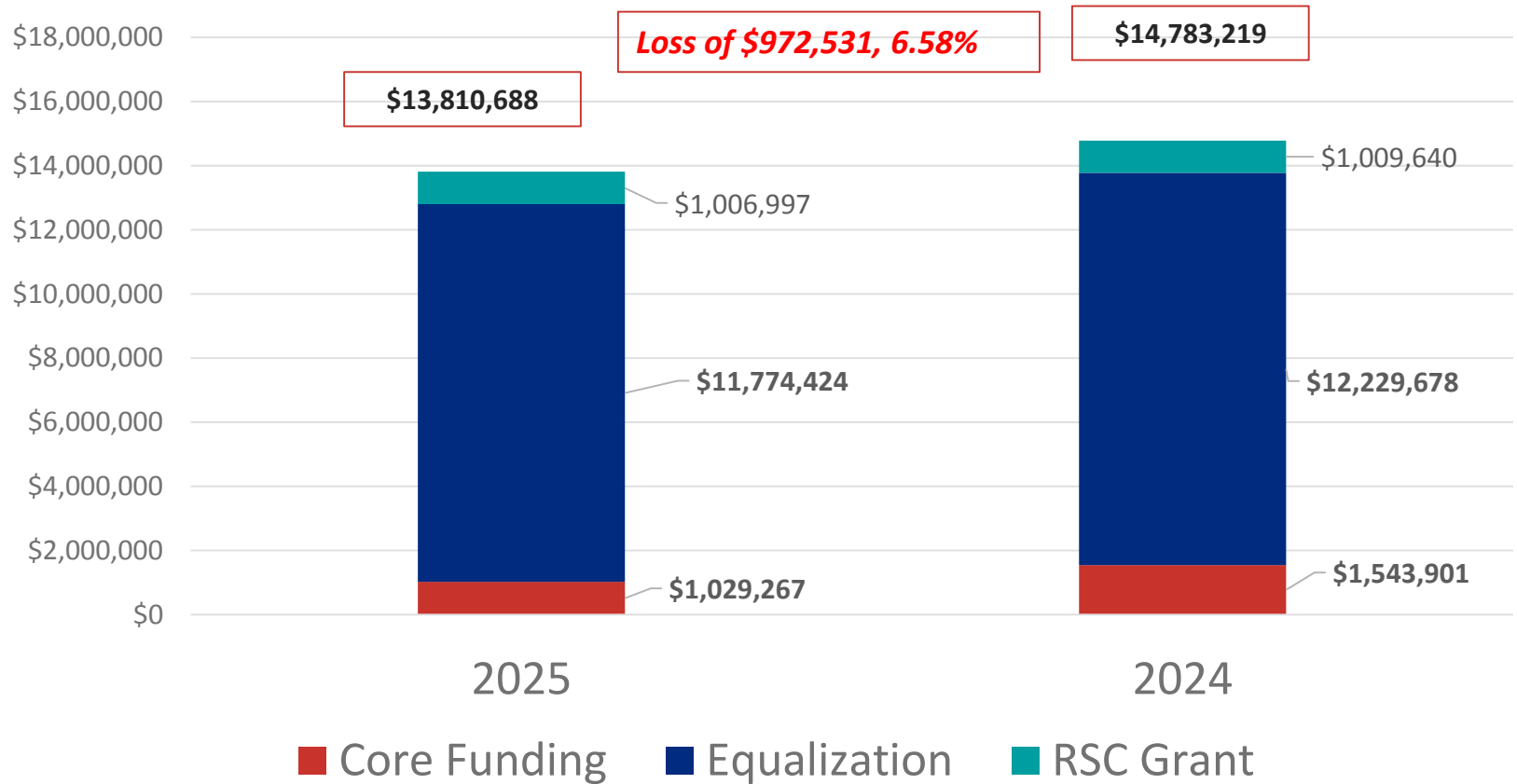


How much  
money does  
the Province  
Collect from  
Heavy Industry  
in Saint John?

|                                   |                |
|-----------------------------------|----------------|
| <b>2025 Assessment</b>            | \$ 536,946,300 |
| Provincial Property Tax Rate      | 1.856          |
| <b>Total Property Tax Revenue</b> | \$ 9,965,723   |

# Change in Equalization Grant

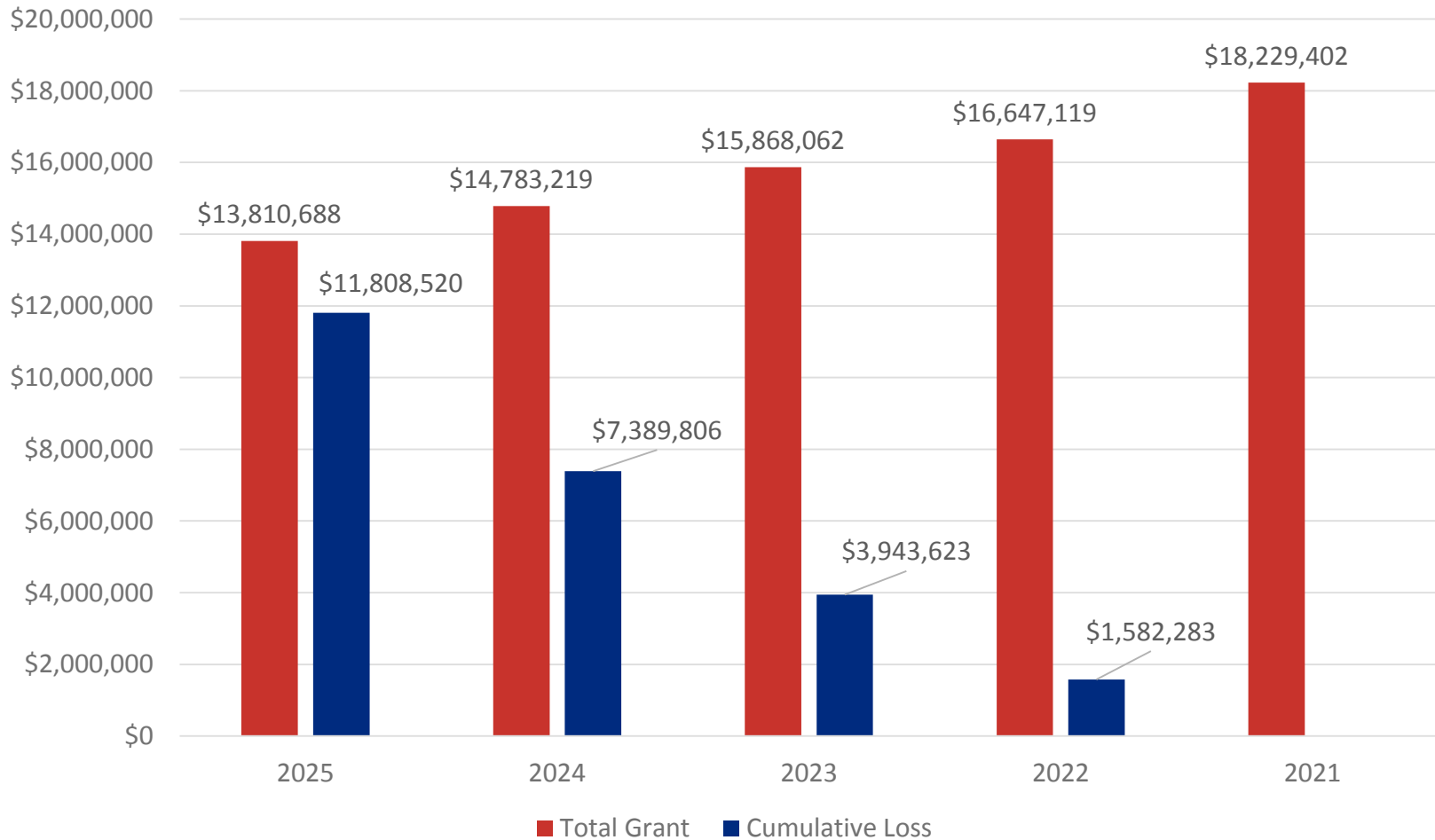
## Core & Equalization Grant



| Unconditional Grant |    |            |    |            |             |         |
|---------------------|----|------------|----|------------|-------------|---------|
| Saint John          | \$ | 12,803,691 | \$ | 13,773,579 | -\$ 969,888 | -7.04%  |
| Moncton             | \$ | 1,293,220  | \$ | 1,939,830  | -\$ 646,610 | -33.33% |
| Fredericton         | \$ | 805,011    | \$ | 1,258,931  | -\$ 402,505 | -33.33% |
| Rochesay            | \$ | 52,389     | \$ | 78,584     | -\$ 26,195  | -33.33% |
| Quispamsis          | \$ | 46,102     | \$ | 69,152     | -\$ 23,050  | -33.33% |
| Grand Bay Westfield | \$ | 212,364    | \$ | 233,229    | -\$ 20,865  | -8.95%  |

## 2025 Unconditional Grant Reductions

# Since 2021 the City has lost almost \$12 million dollars in Unconditional Grant Funding





## Section 2: Fair Tax and Multiplier Break Even

|         |         |         |         |
|---------|---------|---------|---------|
| 125,487 | 154,568 | 95,054  | 124,500 |
| 124,000 | 156,845 | 97,511  | 125,000 |
| 105,450 | 110,000 | 99,011  | 154,000 |
| 86,502  | 150,000 | 101,090 | 25,000  |
| 50,000  | 35,000  | 101,684 | 154,200 |
| 2,000   | 83,000  | 101,962 | 89,000  |
|         | 45,000  | 102,747 | 50,000  |
|         |         | 1,006   | 68,700  |
|         |         |         | 123,000 |
|         |         |         | 200     |



# Council 10 Year Strat Plan

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## Four Catalytic Advocacy Efforts

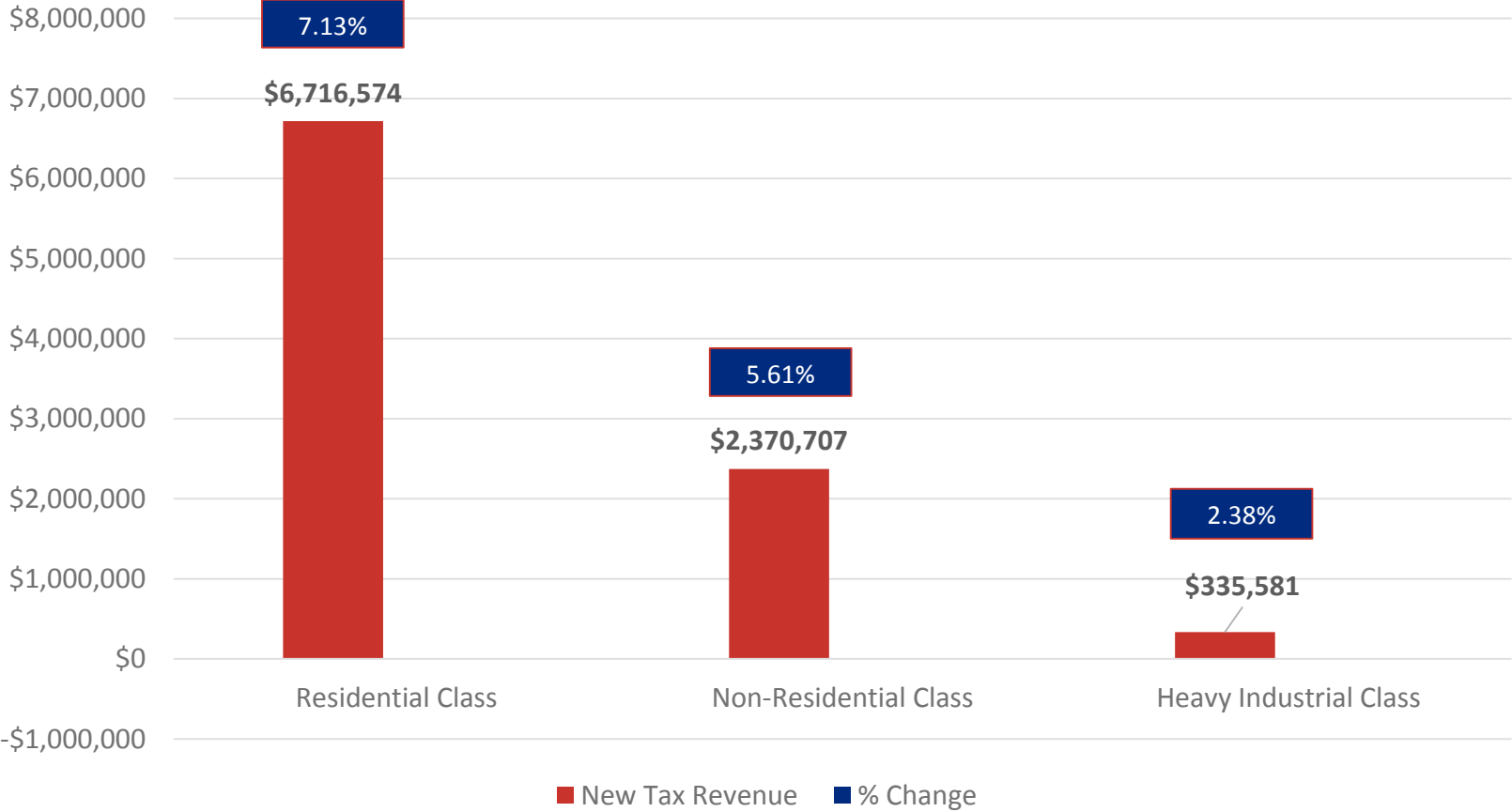
### # 1: Comprehensive Tax Reform

Saint John has long called on the Province for comprehensive tax reform to ensure more local tax dollars stay in the City to help maintain strong and sustainable municipal services. Currently, the Province collects significant property tax for its own purposes that is disproportionately high when compared to other provinces. In alignment with the Province's Sustaining Saint John Plan, the time for modernizing our outdated tax system is now.



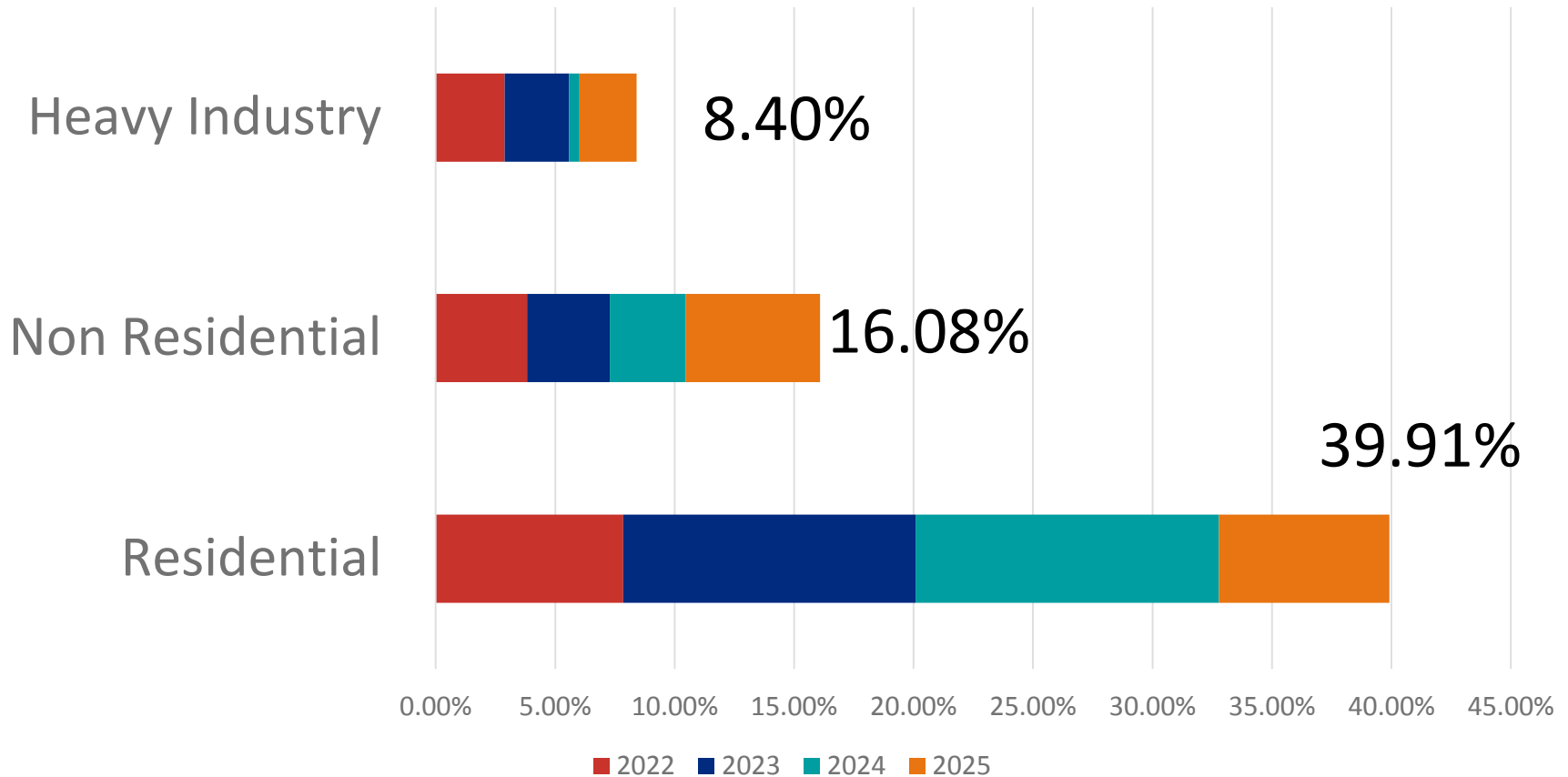
# 2025 New Property Tax Revenue at Current Tax Rate \$9,422,861

## 2025 Incremental Property Tax Revenue



# Saint John Assessment Base Growth – Last 4 Years

## RES vs NON RES vs HEAVY IND

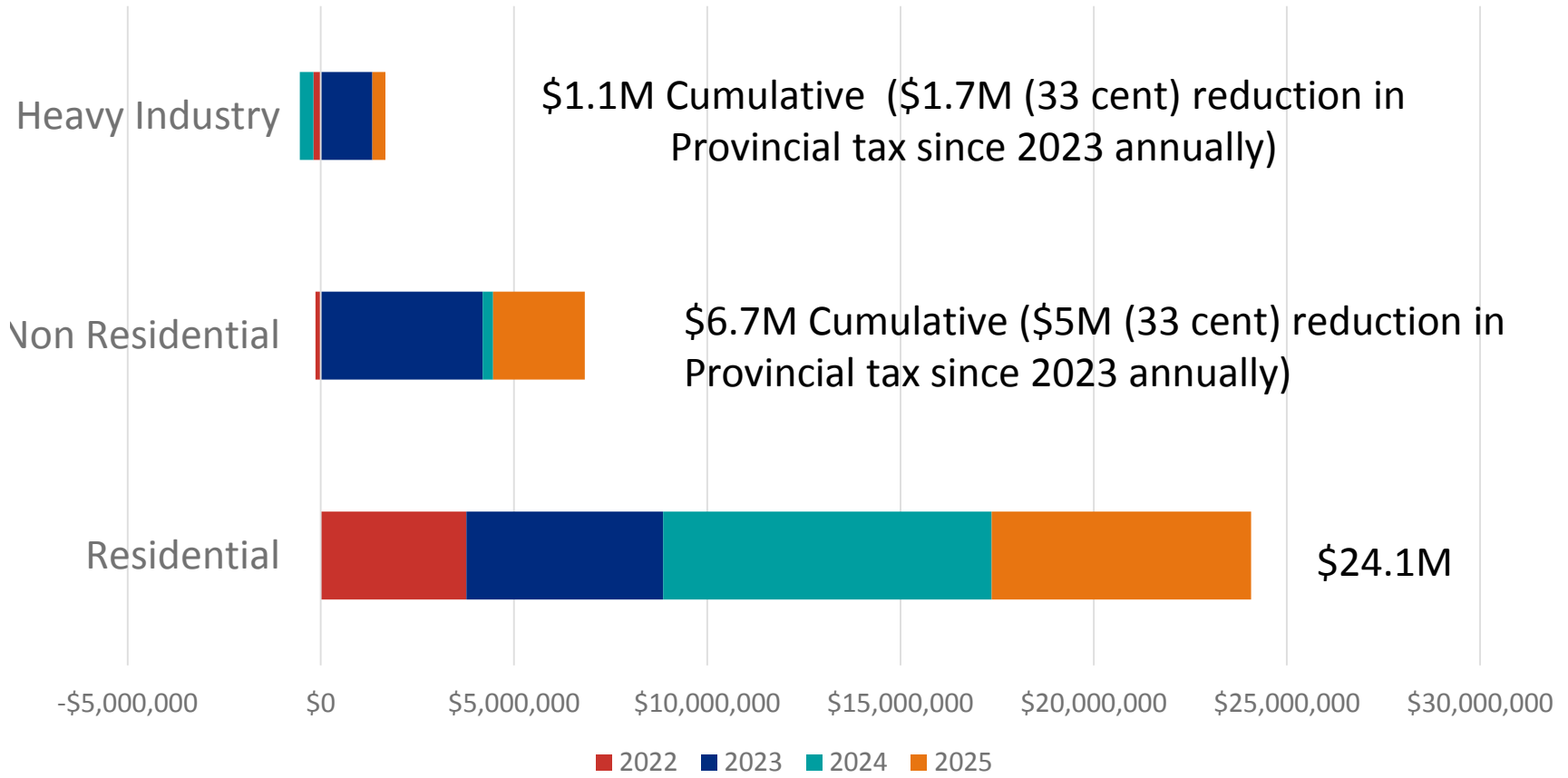


# 2023 Provincial Property Rate Reduction (33 cents Reduction)

|        | <b>Non Residential Property Tax Rate</b> |                            |                       |
|--------|--|----------------------------|-----------------------|
|        | <i>Municipal Tax Rate</i>                | <i>Provincial Tax Rate</i> | <i>Total Tax Rate</i> |
| 2022   | 2.565                                    | 2.186                      | <b>4.751</b>          |
| 2023   | 2.754                                    | 1.856                      | <b>4.61</b>           |
| Change | 0.189                                    | -0.33                      | <b>-0.141</b>         |

# Property Tax Paid - Last 4 Years Residential Class vs Other Classes

## RES vs NON RES vs HEAVY IND



# Residential Class Tax Shouldering Burden

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| <b>Tax Burden 1.58 Tax Rate</b> |                       |                       |                 |                           |                             |  |
|---------------------------------|-----------------------|-----------------------|-----------------|---------------------------|-----------------------------|--|
|                                 | <b><u>2024</u></b>    | <b><u>2025</u></b>    | <b><u>%</u></b> | <b><u>New Revenue</u></b> | <b><u>% of Increase</u></b> |  |
| Residential                     | \$ 94,232,947         | \$ 100,949,521        | 7.13%           | \$ 6,716,574              | 71.3%                       |  |
| Non Residential                 | \$ 42,259,732         | \$ 44,630,439         | 5.61%           | \$ 2,370,707              | 25.2%                       |  |
| Heavy Industry                  | \$ 14,086,797         | \$ 14,422,378         | 2.38%           | \$ 335,581                | 3.6%                        |  |
|                                 | <b>\$ 150,579,477</b> | <b>\$ 160,002,338</b> | <b>6.26%</b>    | <b>\$ 9,422,861</b>       |                             |  |

| <b>Tax Burden 1.55 Tax Rate</b> |                       |                       |                 |                           |                             |  |
|---------------------------------|-----------------------|-----------------------|-----------------|---------------------------|-----------------------------|--|
|                                 | <b><u>2024</u></b>    | <b><u>2025</u></b>    | <b><u>%</u></b> | <b><u>New Revenue</u></b> | <b><u>% of Increase</u></b> |  |
| Residential                     | \$ 94,232,947         | \$ 99,032,758         | 5.09%           | \$ 4,799,811              | 75.2%                       |  |
| Non Residential                 | \$ 42,259,732         | \$ 43,783,026         | 3.60%           | \$ 1,523,293              | 23.9%                       |  |
| Heavy Industry                  | \$ 14,086,797         | \$ 14,148,535         | 0.44%           | \$ 61,738                 | 1.0%                        |  |
|                                 | <b>\$ 150,579,477</b> | <b>\$ 156,964,319</b> | <b>4.24%</b>    | <b>\$ 6,384,842</b>       |                             |  |

Staff Recommendation would be to reduce tax rate by 3 Cents to 1.58 to reduce Tax Burden on Residential Class

# Fair Tax Analysis

Approx \$10 Million in Provincial Tax Room City Could Not Enter to Provide Relief to Residential Class due to Maximum Multiplier

| Class                  | Fair Tax Analysis |            |             |               |             |               |                                |               |               |
|------------------------|-------------------|------------|-------------|---------------|-------------|---------------|--------------------------------|---------------|---------------|
|                        | <u>2022</u>       |            | <u>2023</u> |               | <u>2024</u> |               | <u>2025 (Assume 1.55 rate)</u> |               | <u>Total</u>  |
|                        | City              | GNB33 Cent | City        | GNB33 Cent    | City        | GNB33 Cent    | City                           | GNB33 Cent    |               |
| <i>Residential</i>     | \$3,763,875       | \$ -       | \$5,094,598 | \$ -          | \$8,496,707 | \$ -          | \$4,799,811                    | \$ -          | \$ 22,154,991 |
| <i>Non Residential</i> | -\$ 189,750       | \$ -       | \$6,250,483 | -\$ 5,031,427 | \$ 270,186  | -\$ 5,192,000 | \$1,523,293                    | -\$ 5,483,263 | -\$ 7,852,478 |
| <i>Heavy Industry</i>  | -\$ 189,750       | \$ -       | \$1,337,103 | -\$ 1,723,048 | -\$ 292,826 | -\$ 1,730,694 | \$ 61,738                      | -\$ 1,771,923 | -\$ 4,309,400 |



CITY OF SAINT JOHN: PRIORITIES

# Benchmarking Tax Ratios

Table 3: Municipal Tax Ratios, 2015 and most recent year

| City                       | Commercial |      | Industrial |      | Major/large industrial |      |
|----------------------------|------------|------|------------|------|------------------------|------|
|                            | 2015       | 2023 | 2015       | 2023 | 2015                   | 2023 |
| Saint John, New Brunswick  | 1.5        | 1.7  | 1.5        | 1.7  | 1.5                    | 1.7  |
| Fredericton, New Brunswick | 1.5        | 1.7  | 1.5        | 1.7  | 1.5                    | 1.7  |
| Moncton, New Brunswick     | 1.5        | 1.64 | 1.5        | 1.64 | 1.5                    | 1.64 |
| Sydney, Nova Scotia        | 2.49       | 2.38 | 2.49       | 2.38 | 2.49                   | 2.38 |
| St. John's, Newfoundland   | 3.24       | 3.55 | 3.23       | 3.55 | 3.23                   | 3.55 |
| Strathcona County, Alberta | 1.98       | 2.20 | 1.98       | 2.20 | 1.98                   | 2.20 |
| Regina, Saskatchewan       | 1.51       | 1.46 | 1.51       | 1.46 | 1.51                   | 1.46 |
| Prince George, BC          | 2.05       | 2.50 | 3.30       | 5.08 | 6.02                   | 9.80 |
| Sarnia, Ontario            | 1.63       | 1.63 | 2.05       | 2.05 | 3.00                   | 3.00 |
| Sault Ste. Marie, Ontario  | 2.16       | 2.10 | 2.99       | 4.52 | 5.31                   | 8.02 |
| Greater Sudbury, Ontario   | 2.14       | 1.91 | 3.10       | 3.66 | 3.52                   | 4.25 |

Harry Kitchen

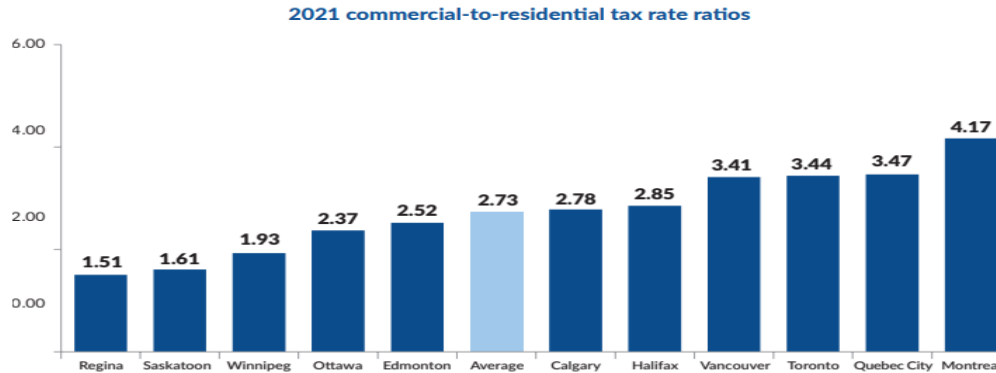




# Benchmarking Study

## 2021 commercial-to-residential tax ratios of major urban centres across Canada

The graph below shows the 11 cities surveyed and their respective commercial-to-residential ratios. In 7 out of 11 municipalities across Canada, commercial tax rates are at least 2.5 times greater than residential tax rates.



Figures in this chart are calculated by dividing the commercial tax rate by the residential tax rate.

### About commercial-to-residential tax ratios

Commercial-to-residential property tax ratios compare the commercial tax rate versus the residential tax rate. For example, if the ratio is 2.50, this means that the commercial tax rate is two-and-a-half times (2.5x) the residential tax rate.

Therefore, a commercial property would incur property taxes 2.5 times higher than an equally valued residential property.



CITY OF SAINT JOHN: PRIORITIES

**Vacate and give more control to  
municipalities to enter vacated tax room**

# *Fair Tax: Multiplier Change to 1.733*


| <b><i>Tax Burden 1.55 Tax Rate</i></b> |                       |                       |              |                     |  |
|--|-----------------------|-----------------------|--------------|---------------------|--|
| Residential                            | \$ 94,232,947         | \$ 99,032,758         | 5.09%        | \$ 4,799,811        |  |
| Non Residential                        | \$ 42,259,732         | \$ 43,783,026         | 3.60%        | \$ 1,523,293        |  |
| Heavy Industry                         | \$ 14,086,797         | \$ 14,148,535         | 0.44%        | \$ 61,738           |  |
|  | <b>\$ 150,579,477</b> | <b>\$ 156,964,319</b> | <b>4.24%</b> | <b>\$ 6,384,842</b> |  |

| <b><i>Multiplier of 1.733 would reduce Residential Rate to 1.532</i></b> |                       |                       |              |                     |  |
|--|-----------------------|-----------------------|--------------|---------------------|--|
| Residential  | \$ 94,232,947         | \$ 97,882,700         | 3.87%        | \$ 3,649,753        |  |
| Non Residential  | \$ 42,259,732         | \$ 44,632,931         | 5.62%        | \$ 2,373,199        |  |
| Heavy Industry   | \$ 14,086,797         | \$ 14,423,183         | 2.39%        | \$ 336,386          |  |
|  | <b>\$ 150,579,477</b> | <b>\$ 156,938,815</b> | <b>4.22%</b> | <b>\$ 6,359,338</b> |  |

Section 3:  
Summary of  
Council  
Feedback

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## 2025 General Fund Operating Budget

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### Main Themes

## Common Council Feedback

Traffic Calming

Roundabout

Housing

Parks & Recreation

By-law Enforcement

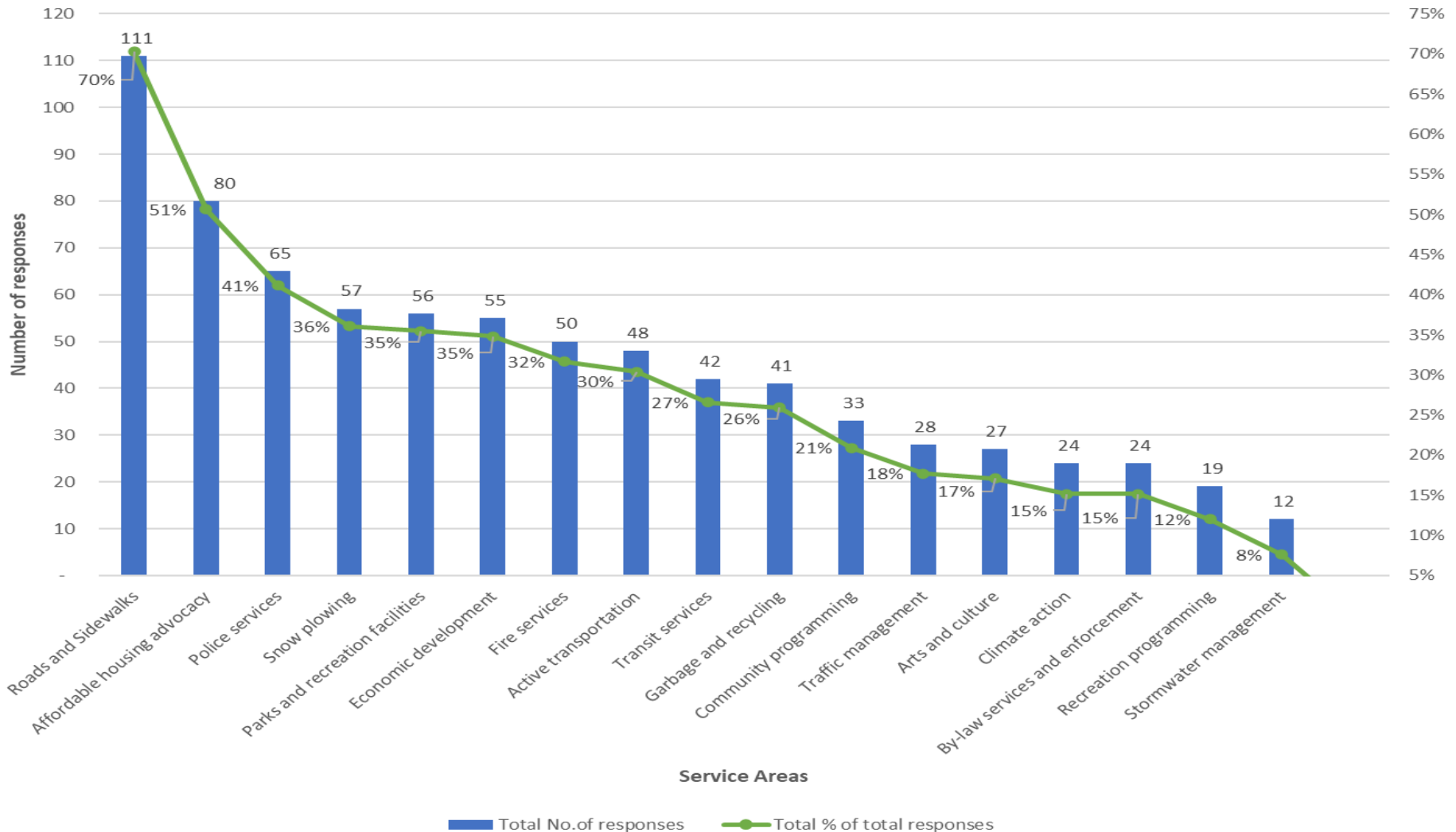
Growth Ready

Lower Taxes

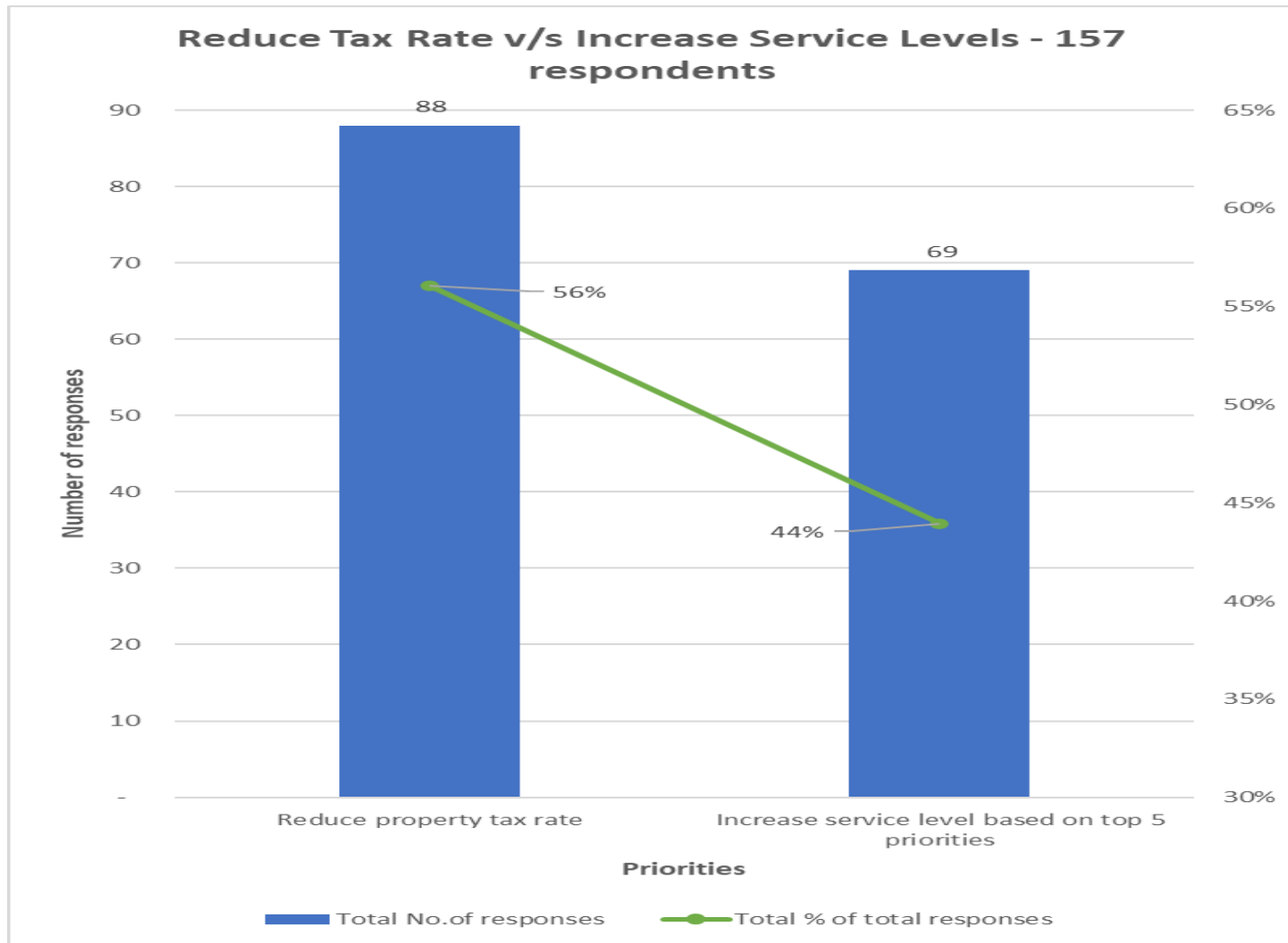
Performance

# 2025 Operating Budget – Public Engagement

Top 5 Spending Priorities for 2025 Budget - 158 respondents

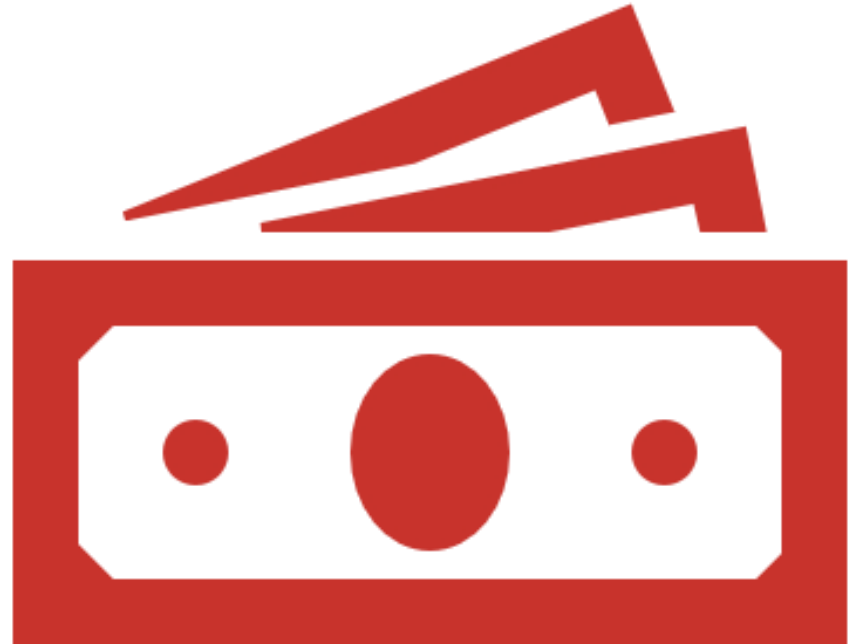


# 2025 Operating Budget – Public Engagement



*Section 4:*

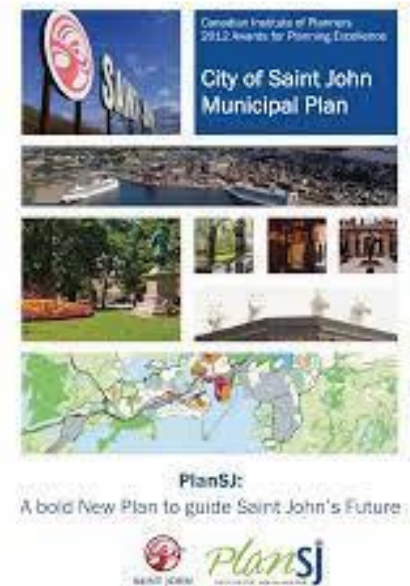
*2025 Operating  
Budget  
Recommendation*





# Proposed 2025 General Operating Budget

- **2025 General Operating Budget \$194,366,011**
  - Year Over Year budget increase of approx. \$6.6M or 3.5%
  - Year Over Year Property Tax Revenue Increase of \$6.3M or 4.24% (tax burden)
- **Property Tax Rate of \$1.55 per \$100 of assessed value**
  - Proposed 3.0 cent reduction in tax rate – \$1.58 to \$1.55 per \$100
  - Reduction of 23.5 cents in four years – 13.2% reduction
- **Property Tax Multiplier**
  - No change in the 1.7 multiplier for Commercial and Heavy Industrial Classes
  - Need for more Flexibility in the multiplier
- **Core Funding & Equalization Grant**
  - Equalization Grant Reduced by \$969,888 from previous year (7.04% reduction)



## Goals



### Vibrancy

We value a city that pulsates with life through arts, culture, recreation, education, employment, innovation, diversity, and population growth.



### Prosperity

We are focused on creating an environment where all our citizens, neighbourhoods, natural spaces, and businesses thrive.



### Service

We are a professional public service, and an engaged, informed community working together to ensure quality and innovative service delivery benefits all in a growing Saint John.



### Accountability

We are committed, with our partner agencies, boards, and commissions, to demonstrating transparency in financial stewardship, performance management, and reporting outcomes, so our taxpayers and customers see value in their investments.



The City of Saint John  
**2025 General Fund Operating Budget**



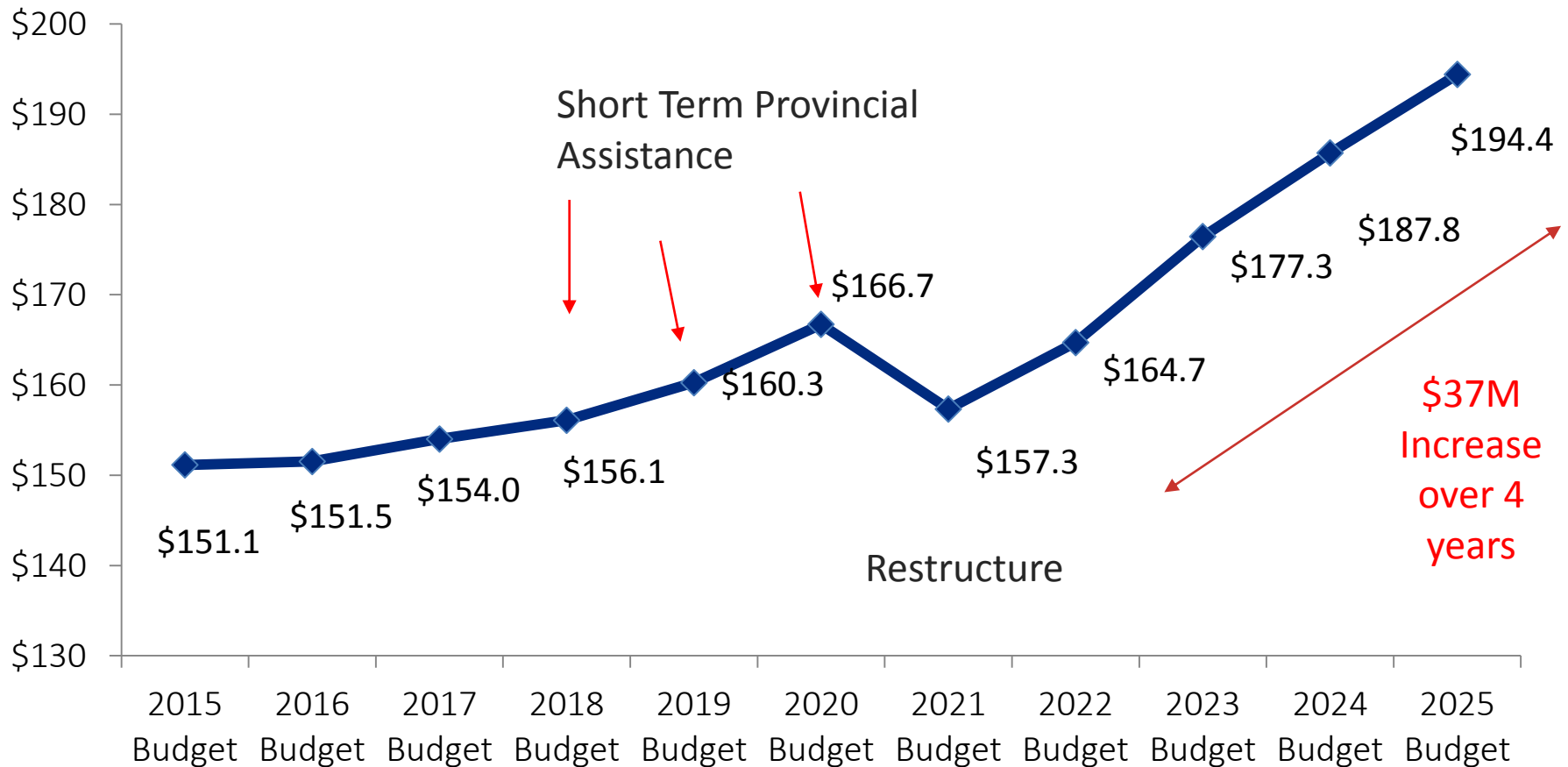
# 2025 Draft General Fund Operating Budget

|   | <b>2025<br/>Budget<br/>\$</b> | <b>2024<br/>Budget<br/>\$</b> |
|---|-------------------------------|-------------------------------|
| <b>Revenues</b>                             |                               |                               |
| Property Taxes                              | 156,964,319                   | 150,579,477                   |
| PILT Adjustment                             | 23,453                        | -                             |
| Equalization & Unconditional Grant          | 12,803,691                    | 13,773,579                    |
| Regional Services Grant                     | 1,006,997                     | 1,009,640                     |
| Surplus 2nd Year Previous Year              | 272,858                       | 2,335,841                     |
| Transfer from Operating Reserves            | 621,000                       | 1,330,000                     |
| Growth & Community Services                 | 7,201,811                     | 4,505,063                     |
| Public Works & Transportation Services      | 6,683,079                     | 6,378,970                     |
| Public Safety Services                      | 2,708,313                     | 1,992,113                     |
| Utilities & Infrastructure Services         | 340,635                       | 316,000                       |
| Strategic Services                          | 4,739,857                     | 4,380,000                     |
| Saint John Energy Benefits                  | 1,000,000                     | 1,200,000                     |
| <b>Total Revenues</b>                       | <b>194,366,011</b>            | <b>187,800,682</b>            |
| <b>Expenditures</b>                         |                               |                               |
| Growth & Community Services                 | 22,588,866                    | 19,451,789                    |
| Public Works & Transportation Services      | 49,476,188                    | 47,707,866                    |
| Public Safety Services - Fire, EMO and PSCC | 33,675,248                    | 32,507,008                    |
| Public Safety Services - Police Commission  | 30,751,388                    | 29,537,474                    |
| Utilities & Infrastructure Services         | 5,453,727                     | 5,106,674                     |
| Strategic Services                          | 9,048,739                     | 8,610,102                     |
| Corporate Services                          | 8,490,014                     | 8,295,166                     |
| Other Charges                               | 34,881,842                    | 36,584,604                    |
| <b>Total Expenditures</b>                   | <b>194,366,011</b>            | <b>187,800,682</b>            |
| <b>Surplus (Deficit)</b>                    | <b>-</b>                      | <b>-</b>                      |

# General Fund Operating Budget Overview

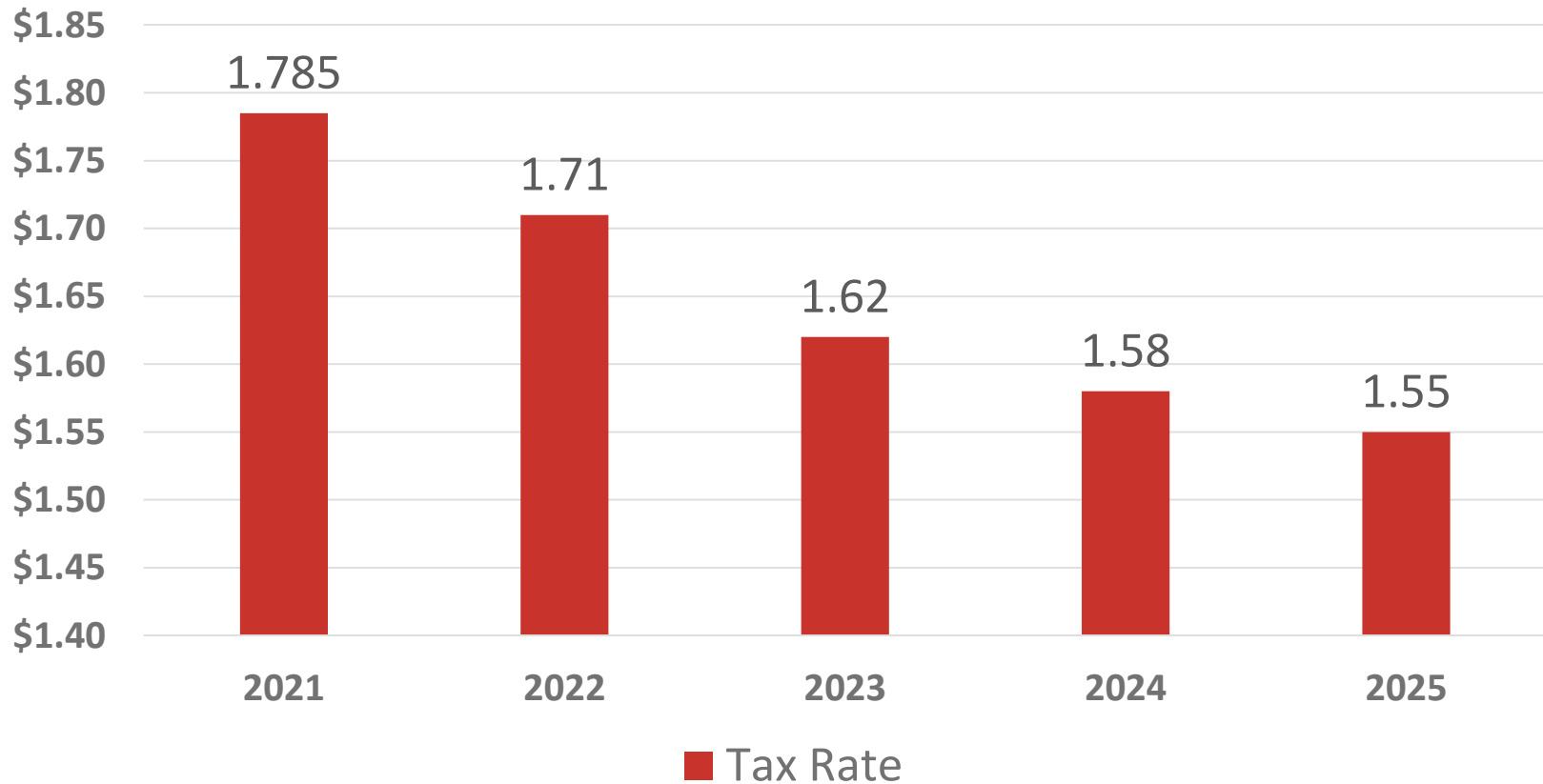
## General Fund Operating Budgets 2015-2025

\$ in Millions



# Saint John Property Tax Rate

## Tax Rate





## *2025 Enhancements*

1. 3 Cent Tax Rate Reduction
2. \$3 Million Capital Reserve - Catalytic Multiplex Project (Total \$9 Million)
3. New Parks Operations Superintendent
4. New Traffic Calming Manager
5. \$2.8 Million in Housing Accelerator Fund Initiatives
6. \$500K Subsidy to Saint John Industrial Parks
7. New Skilled Worker to Enhance Mowing Services in the City (Maintenance) and will support Winter Maintenance.



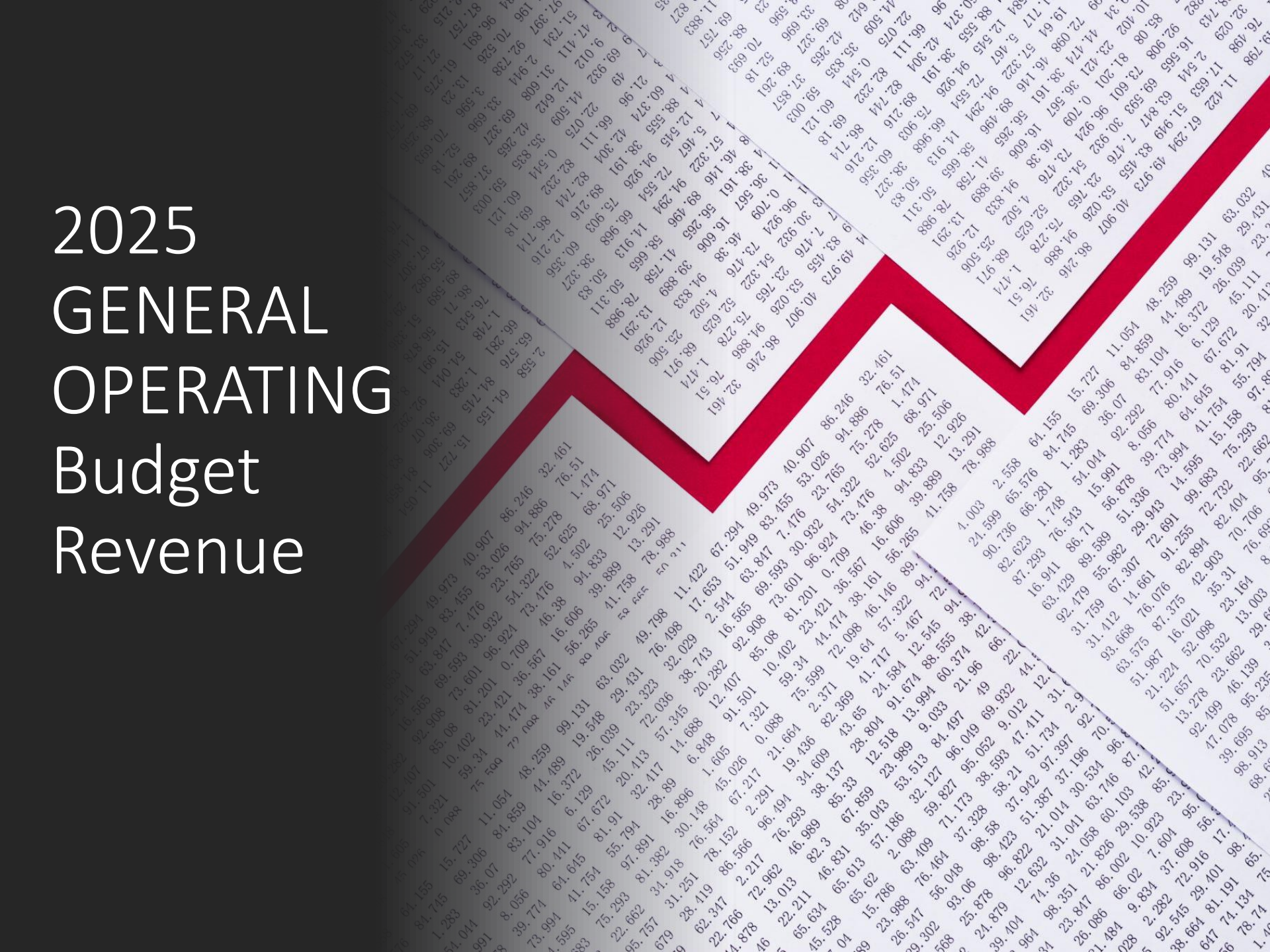


## *2025 Enhancements, Continued*

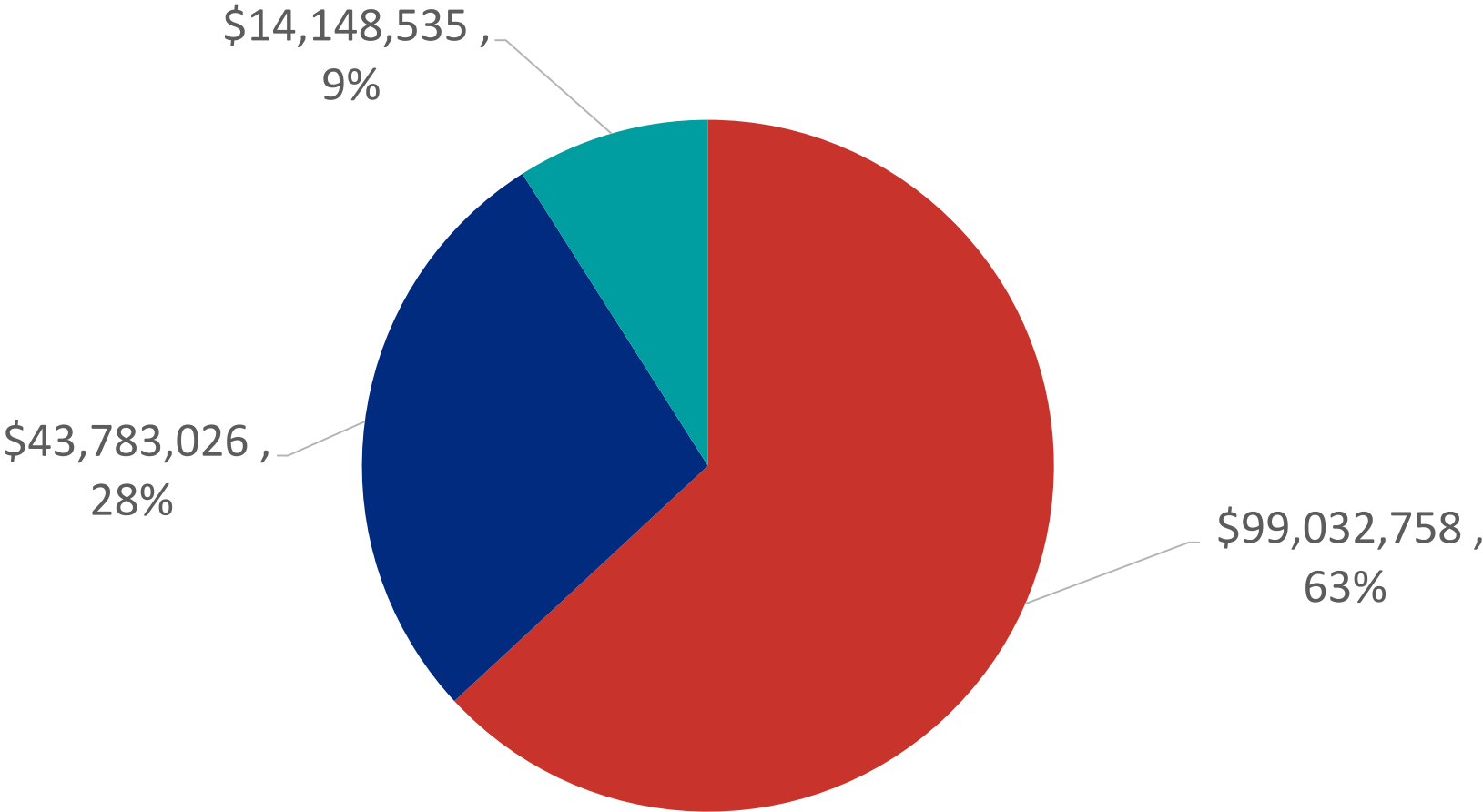
8. New Asset Management Position funded 50% General Fund & 50% SJ Water
9. Enhanced IT Support with new Customer Service Specialist & Business Solutions Project Manager
10. New Plumbing Inspector funded 50% by General Fund and Funded through HAF Funding
11. 6 New FTE In Parks – 2 Permanent Positions and 4 Casual Positions increasing level of service for maintenance, beautification, garbage pickup, trail maintenance, and snow clearing.
12. \$750K Increase (11%) in Saint John Transit Operating Subsidy
13. Year 2 of Growth Reserve Funding for 3 resources to support Dangerous & Dilapidated Buildings, Minimum Property Standards, and By Law compliance services.



# 2025 GENERAL OPERATING Budget Revenue



# 2025 Property Tax Revenue by Class



■ Residential Class   ■ Non Residential   ■ Heavy Industrial



|             | Municipal Tax Rates |                        |
|-------------|---------------------|------------------------|
|             | <u>Residential</u>  | <u>Non-Residential</u> |
| Saint John  | 1.55**              | 2.64                   |
| Moncton     | 1.4231              | 2.3629                 |
| Fredericton | 1.3086**            | 2.2246                 |
| Rochesay    | 1.19                | 2.023                  |
| Quispamsis  | 1.2777              | 2.17209                |
| GBW         | 1.31                | 2.227                  |

## *Tax Rate Benchmarking*

\*\* 2025 Draft  
2024 Rates

|  | <b>2025<br/>Budget<br/>\$</b> | <b>2024<br/>Budget<br/>\$</b> |
|--|-------------------------------|-------------------------------|
| Growth & Community Services            | 7,201,811                     | 4,505,063                     |
| Public Works & Transportation Services | 6,683,079                     | 6,378,970                     |
| Public Safety Services                 | 2,708,313                     | 1,992,113                     |
| Utilities & Infrastructure Services    | 340,635                       | 316,000                       |
| Strategic Services                     | 4,739,857                     | 4,380,000                     |
| Saint John Energy Benefits             | 1,000,000                     | 1,200,000                     |

# 2025 General Operating Other Revenues



# 2024 General Fund Budget – Other Revenues (significant changes)

## • Growth & Community Services:

- HAF Funding \$2.8M
- Reserve Funding For Industrial Parks - \$180K
- North End Neighborhood Plan Reserve - \$200K
- Permits & Licenses - \$231K

## • Public Safety

- Workers Compensation Recovery - \$600K based on experience
- Increased Emergency Dispatch Revenue

## • Strategic Services:


- ERP Recovery from Capital Budget - \$224K





## Expenditures

|   |                    |                    |
|---|--------------------|--------------------|
| Growth & Community Services                 | 22,588,866         | 19,451,789         |
| Public Works & Transportation Services      | 49,476,188         | 47,707,866         |
| Public Safety Services - Fire, EMO and PSCC | 33,675,248         | 32,507,008         |
| Public Safety Services - Police Commission  | 30,751,388         | 29,537,474         |
| Utilities & Infrastructure Services         | 5,453,727          | 5,106,674          |
| Strategic Services                          | 9,048,739          | 8,610,102          |
| Corporate Services                          | 8,490,014          | 8,295,166          |
| Other Charges                               | 34,881,842         | 36,584,604         |
| <b>Total Expenditures</b>                   | <b>194,366,011</b> | <b>187,800,682</b> |



## *2025 General Fund Operating Expenses*

- **Expenditures up approximately \$6.6M**
  - Wage & Benefit Increase \$3.8M
  - Housing Accelerator Grants - \$1.8M
  - Housing Accelerator Fund - \$1.0M
  - Police Commission - \$1.2M
  - Debt Repayment – Reduction of \$1.2M
  - Regional Facilities – Reduction \$200K
  - Transit Commission - \$556 including debt reduction
  - Capital Reserve Fund – Reduction of \$655K

# 2025 General Fund Operating Budget Service Area



Growth and Community Services  
- \$3.1M (16.12%) increase

Industrial Parks Entity Grant - \$500K  
Housing Accelerator Fund Investments - \$2.8M  
Recreation Programming - \$502K



Public Works and Transportation  
Services - \$1.8M (3.71%) increase

Mowing/Street Cleaning - \$100K  
Landscape – Parks & Open Spaces - \$823K  
Transit Operating Subsidy - \$754K  
Traffic/Engineering - \$100K



Public Safety (Fire, PSCC, EMO)  
\$1.2M (3.59%) increase

Increases due to inflation



Public Safety (Police Commission)  
\$1.2M (4.11%) increase

New officers and Inflation

# 2024 General Fund Operating Budget Variance

## Service Area



Utilities and Infrastructure -  
\$347K (6.80%) increase

- New Asset Manager (Split with Utility Fund)
- Inflation
- More Building Maintenance with Enclosed Patio



Strategic Services - \$439K  
(5.09%) increase

- Information Technology – Customer Service Support Resource and Business Solutions Support
- ERP Project Manager and ERP Support Manager



Corporate Services - \$194K  
(2.35%) increase

- Inflationary increases
- Industrial Parks Service moved to Growth
- Professional Services increased to support labour relations



Other Charges - \$1.7M  
(4.65%) reduction

- Fiscal Charges - \$1.23M reduction – aligns with LTFP
- Capital Reserve - \$655K reduction year over year
- Pay as you Go – Increase \$65K year over year



2025 Initiatives and Staff Funded by  
Housing Accelerator Fund

| <b>PROJECT</b>  | <b>TOTAL</b>       |
|---|--------------------|
| • North End Plan  | \$130,152          |
| • Housing Concierge Program                                     | \$783,402          |
| • Unlock Gentle Density / Missing Middle                        | \$330,402          |
| • Capitalize Affordable Housing                                 | \$803,305          |
| • Leverage Public and Underutilized Land                        | \$135,152          |
| • Zoning By-law Reform  | \$40,000           |
| • E-Permitting  | \$179,492          |
| • Governance Reform   | \$27,500           |
| • HAF Project Planning  | \$210,036          |
| • Additional Staff & Contingency                                | \$50,000           |
| • Construction of Affordable Housing or Infrastructure One-Offs | \$-                |
|   | <b>\$2,689,442</b> |

**HAF (Temp) Staff Summary**

| <b>POSITION</b>     | <b>GROUP</b> | <b>SALARY</b> | <b>PRO-RATE</b> |
|---------------------|--------------|---------------|-----------------|
| Housing Officer     | G            | \$93,220      | 5               |
| Junior Engineer     | H            | \$86,690      | 5               |
| Real Estate Manager | F            | \$101,057     | 6               |
| Admin 6             | 6            | \$73,288      | 7               |
| Senior Planner      | F            | \$101,057     | 8               |
| HAF Project Planner | F            | \$101,057     | 8               |



## Budget Allocation by Projects



| Year 2 // 2025  |           |          |      |          |                  |                       |                       |             |
|---|-----------|----------|------|----------|------------------|-----------------------|-----------------------|-------------|
| PROJECT   | WAGES     | BENEFITS | FTE  | PRO-RATE | GOODS & SERVICES | GRANTS/<br>INCENTIVES | CONSULTANTS/LEGA<br>L | TOTAL       |
| North End Plan  | \$101,057 | \$9,095  |      | 1.0      | \$20,000         | \$-                   | \$-                   | \$130,152   |
| Housing Concierge Program                                     | \$23,305  | \$2,097  |      | 0.25     | \$8,000          | \$750,000             | \$-                   | \$783,402   |
| Unlock Gentle Density   | \$23,305  | \$2,097  |      | 0.25     | \$5,000          | \$300,000             | \$-                   | \$330,402   |
| Capitalize Affordable Housing                                 | \$46,610  | \$4,195  |      | 0.5      | \$2,500          | \$750,000             | \$-                   | \$803,305   |
| Leverage Public and Underutilized Land                        | \$101,057 | \$9,095  |      | 1.0      | \$10,000         | \$-                   | \$15,000              | \$135,152   |
| Zoning By-law Reform  |           |          |      |          | \$10,000         | \$-                   | \$30,000              | \$40,000    |
| E-Permitting  | \$86,690  | \$7,802  |      | 1.0      | \$10,000         | \$-                   | \$75,000              | \$179,492   |
| Governance Reform   | \$-       | \$-      |      | -        | \$2,500          | \$-                   | \$25,000              | \$27,500    |
| HAF Project Planning  | \$174,345 | \$15,691 |      | 2.0      | \$20,000         | \$-                   | \$-                   | \$210,036   |
| Additional Staff & Contingency                                | \$-       | \$-      |      |          | \$-              | \$-                   | \$50,000              | \$50,000    |
| Construction of Affordable Housing or Infrastructure One-Offs | \$-       | \$-      |      |          | \$-              | \$-                   | \$-                   | \$-         |
|   | \$556,369 | \$50,073 | 6.00 | \$-      | \$88,000         | \$1,800,000           | \$195,000             | \$2,689,442 |



## Other Budgets supporting HAF Initiatives

- Affordable Housing Strategy Budget
  - supports Manager, Housing position
  - Creation of Affordable Housing Grant, Soft Cost policies
  
- Growth and Community Planning Services
  - supports North End Secondary Plan (\$425 k)
    - Growth Reserve contribution \$200k
    - FCM Grant contribution \$175k
    - HAF contribution \$50k

# Wage Escalation Policy

- The CAO shall recommend the wage and benefit budget increase in accordance with the Wage Escalation Policy
- The Wage Escalation Policy provides that the wage and benefit budget shall not exceed the lessor of:
  - The Three-Year Rolling Tax Base Growth Average (7.89%)
  - Consumer Price Index + 1% (3.27%)



# Wage Escalation Policy Compliance Calculation

## Wages & Benefits Budget

| 2024 Approved Budget | 2025 Calculated | Increase      | Max Budget (3.27%) |
|----------------------|-----------------|---------------|--------------------|
| \$ 73,178,298        | \$ 75,571,228   | -\$ 2,392,930 | \$ 75,571,228      |

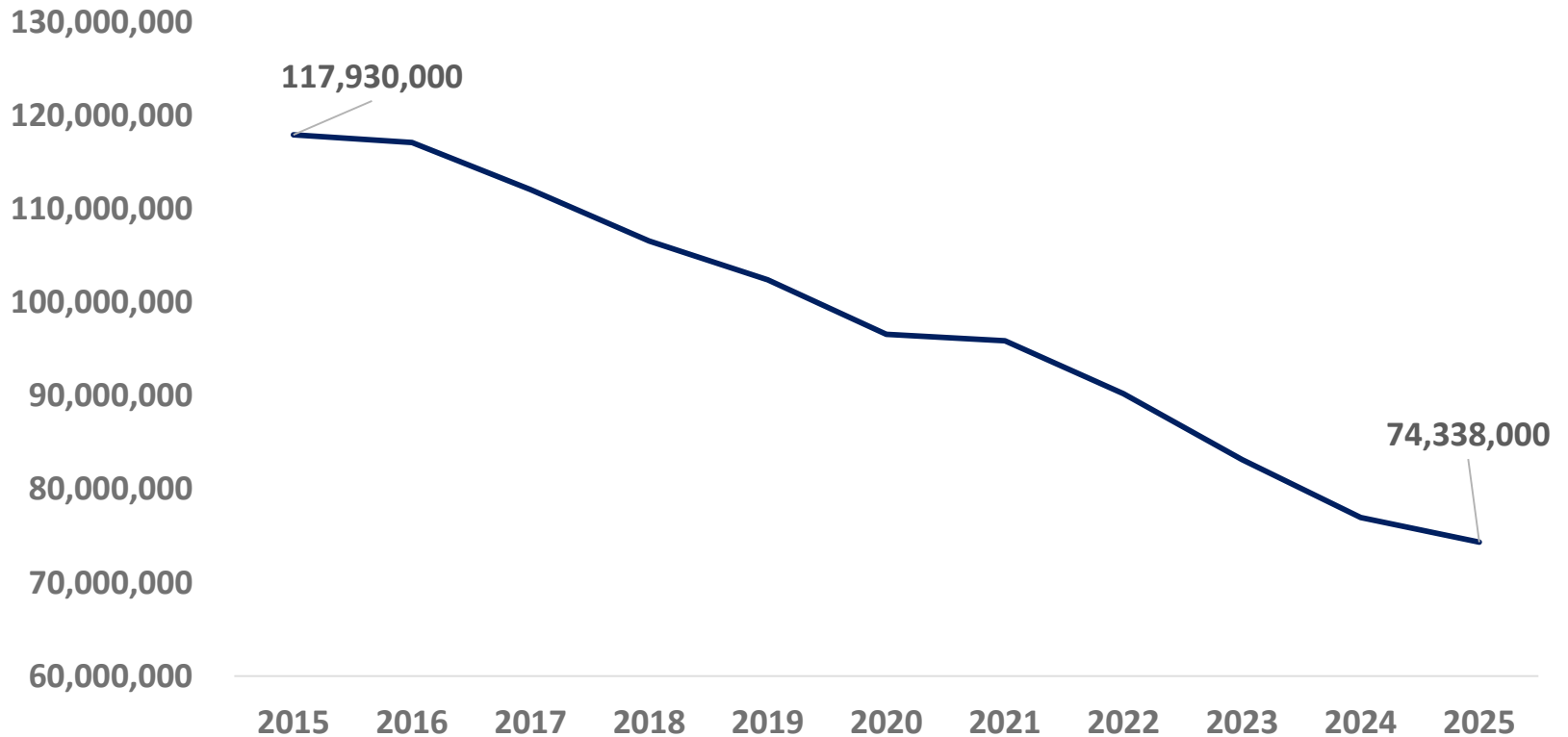


3.27%

\*Note – WEP Calc does not include wages of other Commissions  
Does not include Temporary Positions funded by reserve,  
government programs, or recovered by billing others

# 2025 General Fund Long Term Debt

General Fund Long Term Debt





# 2025 Proposed General Operating Budget Recommendation

It is recommended that Finance Committee endorse the Proposed 2025 General Operating Budget and direct staff to bring forward the budget to Common Council for Receive and File.

# Conclusion

