



Report 2024 Budget Strategic Session

Date Monday, December 4, 2023

From Samantha Buchanan, Treasurer

Memo Report

This document and its attachments are public and available in an accessible format upon request.

Analysis

Council has called a Special Council meeting for Monday December 4, 2023. This meeting has been called to host a Strategic Session to identify key priorities for the 2024 Budget.

The purpose of a Strategic Session is to provide dedicated time for Council to review substantial topics of interest to the Township, its communities and residents, and to discuss these with staff and each other in a collaborative, solutions focused approach. The issues that will be covered in Strategic Sessions will be on larger issues with community wide impacts that will shape the future of the Township over coming years. The 2024 Council schedule provides opportunity for several Strategic Sessions to discuss such topics.

Budget 2024 Strategic Session

The purpose of the Budget 2024 Strategic Session is to develop priorities for Budget 2024.

In order to prepare for the day, staff have reviewed past budget cycles, existing Township strategic plans, master plans and guiding documents, have reviewed the infrastructure and operational priorities and pressures as well as the past directions of Council to develop a suite of 36 Budget Requests.

During the strategic session Council will have opportunity to review these with staff and each other, identify where there are priorities of Council and community that may not be addressed, and seek to prioritize these.



It is highly unlikely that all 36 Budget Requests can be completed; there would be a substantial budget impact from this, and the existing staff resources could not support all the requests being made.

A draft agenda as an outline for the day is:

- Opening Comments & Staff Presentation
- Priorities of Council not included in Budget Requests
- Review of Budget Requests
- Prioritization Exercise – Individual and Group

At the end of the day, staff hope that Council will have identified a shortlist of projects for staff to take forward to develop Budget 2024.

Toward the end of the day, staff will be able to provide an indicative budget impact the shortlist of projects and it is hoped that Council will be able to provide feedback on their comfort level with this impact.

After December 4th, staff will seek to develop a budget that reflects the identified priorities which will be presented in the new year.

Each Budget Request is a short 2 – 3 page document that outlines a budget pressure/project need, a high level summary of the work required, and the budget impact of the project. In essence, these are summary business cases for projects. Staff have prepared 36 of these that have both Capital Budget and Operating Budget impacts.

There will be opportunity at the start of the day for Council to identify projects that staff have not identified that should also be considered in Budget 2024. Staff will develop Budget Requests on these new requests if they become agreed priorities for inclusion in Budget 2024.

Staff are not presenting each Budget Request; there will, however, be an opportunity to ask questions of staff on each request.

The balance of the meeting will be with a smaller staff team and Council working in a workshop session, seeking to place Budget Requests in order of priority, establishing a shortlist of priorities to take forward in Budget 2024.

In the interests of time, staff are suggesting that each member of Council review all 36 Budget Requests in advance of the meeting and individually seek to



prioritize these, selecting a 'top 10' budget requests that they would like to see undertaken in 2024. This will assist in both keeping the review section of the day short and will also help the workshop session move efficiently.

Staff are aware that it is likely that all the Budget Requests put forward are important to Council and community, there are no projects that do not relate to a priority of Council or community. However, it is unlikely that all priorities will be able to be carried forward into 2024 and some projects will need to be identified to not be carried forward at this time, being deferred to subsequent budget years.

It is anticipated that at the end of the Strategic Session Council will provide a direction to staff to take the priorities identified forward to Budget 2024.



Report Approval Details

Document Title:	Budget Strategic Session Memo.docx
Attachments:	
Final Approval Date:	Nov 23, 2023

This report and all of its attachments were approved and signed as outlined below:

Niall Loble, Director of Community Services