



2023 BUDGET INITIATION MEMO

This memorandum is intended to formally commence the 2023 budget process, and to review and amend the forecast portion of the 5 year financial plan to include 2024 to 2027.

BACKGROUND

In previous years departments were provided a “base budget” whereby increases or decreases were made by department managers and directors with support in the form of a “budget change request”.

This budget year will be drastically different in that a base budget will not be provided to departments, and instead only actual cost data for them to essentially “rebuild” their budget. Budget resets take extensive amounts of time and resources which is why it is not a recommended annual process. However budget resets can create new efficiencies as it forces administration to look at budgets from an entirely new lens.

DELIVERABLES

February 2023 - Adoption in principal of the 2023 Budget and 2024 to 2026 Forecast.
In order to achieve this deliverable, Departments will need to complete the following:

DATE	TASK
May 4, 2022	Budget Initiation (Finance to distribute budget reset templates) Internal Training at Fire Station 2
June 2022 - August 2022	Public Consultation
July 31, 2022	Departments submission for both Operating and Capital budget templates for 2023 and Forecast 2024 to 2027
August 31, 2022	Draft #1 – Distributed to Senior Management for Review
September 7, 2022	Draft #1 - Review with Senior Management
September 19, 2022	Draft #1 – Change Requests Returned to Finance
October 7, 2022	Draft #2 – Distribute to Senior Management for Review
October 12, 2022	Draft #2 – Review with Senior Management
October 21, 2022	Draft #2 – Returned to Finance with Final Comments / Corrections

DATE	TASK
November 30, 2022	Draft #2 – Distribute to Senior Management for Review Draft #2 – Review with Senior Management Draft #2 – Returned to Finance with Final Comments / Corrections
January 18, 2023	2023 Budget Introduction and Walk-through with Council and 2024-2026 Forecast
Budget Deliberations	
February 13, 2023	Budget Meeting #1 – Council – Tentative
February 14, 2023	Budget Meeting #2 – Council – Tentative

2023 BUDGET, AND 2024 TO 2027 FORECAST

OPERATING

Finance and Business Services has begun the process to:

- Create the 2023 Budget in Qwestica.
- Capture any fixed costs (insurance, utilities, etc.)
- Finance will populate all salary information for existing employees, **except for casual and student positions.**

Departments will need to:

- Create budgets and ensure all descriptions and back-up documentation is attached prior to promoting
- Review adjustments completed by Finance and Business Services .
- Ensure that all assumptions and budget amounts are reflective of historical and future estimated usage.
- Populate the forecast for years 2024-2027; taking into consideration 3.5% inflationary factors, impacts due to changes in regulation, and all other known adjustments or changes.
- Verify that expenses that do not occur on an annual basis are properly captured.
- Ensure increases or decreases in staffing levels, both full and part-time are captured correctly and the business case supporting this request as approved by the CAO are attached



CAPITAL

Finance and Business Services has begun the process to:

- Provide an updated listing of assets that are identified as being fully amortized in 2023 to 2027.

Departments will need to review their 2023 Capital Budget and 2024 to 2027 Forecast to:

- Add, remove, or adjust the timing of any projects due to changes in their condition or need.
- Review the asset listing and identify assets/projects that should be included in the 2023-2027 Capital Forecast.



To facilitate the review of budgets by Finance and Business Services, departments are asked to submit, review and promote cost centers regularly, rather than waiting until all are complete. This will allow Finance and Business Services to complete their review and compilation of the budget document in a timely fashion.

If you require any assistance during the budget process please do not hesitate to contact the budget team.

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