

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON OCTOBER 29, 2012
FROM:	MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2013 BUDGET DEVELOPMENT PROCESS AND COMMUNITY ENGAGEMENT PLAN

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the 2013 budget development process (Appendix A) including an enhanced community engagement plan (Appendix B) **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- **2013 – 2017 Budget Information Report** (Strategic Priorities & Policy Committee, June 25, 2012)
- **2013 – 2017 Operating Budget Targets** (Strategic Priorities & Policy Committee, April 30, 2012)

BACKGROUND

The purpose of this report is to provide Council with information regarding the 2013 property tax budget process as well as provide an update on the enhanced public consultation and community engagement initiatives.

2013 BUDGET DEVELOPMENT PROCESS

A summary of the budget development process is contained in Appendix A. A brief description of the process is described below.

December 4, 2012

- Civic Administration tables the 2013 property tax operating and capital budget (including the 2014 to 2017 operating forecast and 2014 to 2022 capital forecast) to the Strategic Priorities and Policy Committee.

January 9, 2013

- Civic Administration will provide presentations by service area to the Strategic Priorities and Policy Committee. The purpose of the presentations is to provide an overview on services provided, program benefits provided to the community, customer demand and expectations, as well as the impacts to services resulting from a 0% target.

January 12, 2013

- As an alternative to the shopping mall consultations, Civic Administration is scheduling two 2-hour “Build a Budget” workshops (half-day total). During the workshops, Londoners will take part in informational sessions about the 2013 budget as well as other interactive sessions where they can ask questions and provide meaningful input. A detailed description of the proposed “Build a Budget” workshops is attached as Appendix B.

January 14, 2013

- A public participation meeting will be held at the Strategic Priorities and Policy Committee to receive input from members of the public on the operating and capital budget.

January 24, 2013 (January 25th if needed)

- Civic Administration will provide an overview at the Strategic Priorities and Policy Committee on the impacts to achieving a 0% tax levy increase for 2013. In addition, Civic Administration will seek direction from the Committee on the operating budget service reductions and revenue enhancements to achieve the desired 0% budget target.
- Consistent with the Assessment Growth Policy approved by Council, Civic Administration will be recommending the allocation of assessment growth funding to service program areas that incur costs to provide an extension of core services to new growth areas.

February 7, 2013

- The 2013 capital plan and 2014 to 2022 capital forecast will be reviewed (and amended if necessary) based on decisions made on January 24, 2013.
- Key capital projects and programs that were referred by the Investment and Economic Prosperity Committee will also be addressed.

February 13, 2013

- A public participation meeting will be held at the Strategic Priorities and Policy Committee to receive feedback from members of the public on the recommendations made on January 24th and February 7th to the operating and capital budget.

February 28, 2013

- Council reviews and approves the 2013 operating and capital budget.

PUBLIC CONSULTATION AND ENGAGEMENT STRATEGY

At its meeting on April 4, 2012, the Services Review Committee resolved that:

- “iv) a revised public consultation and engagement strategy, related to the budget process, **BE ESTABLISHED;**”

Community engagement is a way government agencies can strengthen public trust, improve government transparency, and create more sustainable policies. Civic Administration has reviewed its past practices with regard to public consultation and community engagement and is continuing to work toward a better public consultation and community engagement strategy for the 2013 budget deliberations and beyond.

Improvements for 2013

Civic Administration will be enhancing the public consultation and community engagement process related to the 2013 budget by implementing the following:

- a) After the budget has been tabled, but prior to budget deliberations Civic Administration will be delivering presentations by service area. The purpose of the presentations are to provide Council members and the public with the opportunity to learn about the different services provided to our community and the impacts to services resulting from achieving a 0% Council endorsed target. The intent of this session is to focus on informing Council members and the public, rather than debating issues raised during the presentations. Questions and answers will be limited.
- b) Consistent with prior years, Civic Administration is holding a public participation meeting prior to budget deliberations. This will provide committee members with the opportunity to hear issues or concerns from the public so that feedback can be taken into account during deliberations. In an effort to ensure there are enough public feedback opportunities another public participation meeting has been added to the budget timetable. Based on the preliminary decisions made at the committee, the public will be able to address any contentious issues or raise any concerns that impact the community. This feedback may then be used to amend any preliminary decisions prior to final Council approval. Adding this public participation meeting adds another layer of community engagement into the budgeting process.

- c) For several years, the primary community engagement activity undertaken by the City of London was a community outreach program where members of Council and Civic Administration attended various shopping malls throughout the City. Although this community outreach program was used in the past, community engagement needs and expectations have changed. As a result, Civic Administration is replacing the shopping mall consultations with two 2-hour “Build a Budget” workshops (half-day total). The objective of “Build a Budget” workshops is to engage Londoners in a more in-depth, meaningful dialogue. The Mayor and Councillors will be invited to participate in these sessions, along with Finance and other senior staff.

2014 and Beyond

Although improvements have been made to public participation and community engagement for the 2013 budget deliberations, Civic Administration will continue exploring further opportunities for improvement to the 2014 budget and beyond. In addition, Civic Administration will evaluate the effectiveness and value of the public consultation and community engagement activities noted above and make changes if necessary.

Civic Administration is participating in a municipal public engagement improvement initiative lead by the Municipal Finance Officers' Association. Participation in this initiative will provide Civic Administration with best practices and lessons learned from other municipalities. The findings from this initiative can then be used to improve public engagement at the City of London.

This report was prepared with the assistance of Ian Collins, Senior Business Administrator, Alan Dunbar, Manager of Financial Planning and Policy, Ashleigh Weeden, Community Engagement Co-ordinator, and Rosanna Wilcox, Business Planning Process Manager.

PREPARED BY:	CONCURRED BY:
Jason Senese Manager of Financial Planning & Policy	Larry Palarchio Director of Financial Planning & Policy
CONCURRED BY:	REVIEWED AND RECOMMENDED BY:
Elaine Gamble Director of Corporate Communications	Martin Hayward Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

APPENDIX A**2013 Budget Development Process**

Date	What	Who
Tuesday December 4	Property Tax Budget Tabled (Operating and Capital Budgets)	Strategic Priorities and Policy Committee
Wednesday January 9	Property Tax Budget Presentations	Strategic Priorities and Policy Committee
Saturday January 12	Community Engagement - "Build a Budget" workshops Top of the Hall - City Hall Cafeteria Session I: 9:00am - 11:00am Session II: 11:00am - 1:00pm	Council Members
Monday January 14	Public Participation (Property Tax - Operating and Capital Budgets)	Strategic Priorities and Policy Committee
Thursday January 24 (January 25 if needed)	Property Tax Budget Deliberations	Strategic Priorities and Policy Committee
Thursday February 7	Property Tax - Capital Budget Review	Strategic Priorities and Policy Committee
Wednesday February 13	Community Engagement – Feedback	Strategic Priorities and Policy Committee
Thursday February 28	Property Tax Budget Reviewed and Approved	Council