



Finance and Corporate Support Services

- Emergency & Risk Management – Jodi DeNoble
- Strategic Communications & Service Peterborough - Brendan Wedley
- Financial Services – Yvette Peplinskie
- Facilities & Property Management – Gillian Barnes
- Materials Management – Chris Allen
- Information Technology – Carrie Rucska

2025 Budget Scenarios
Presentation to General Committee
June 11, 2024


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2025 Budget

Emergency & Risk Management

Finance and Corporate
Support Services

2025 Budget Scenarios
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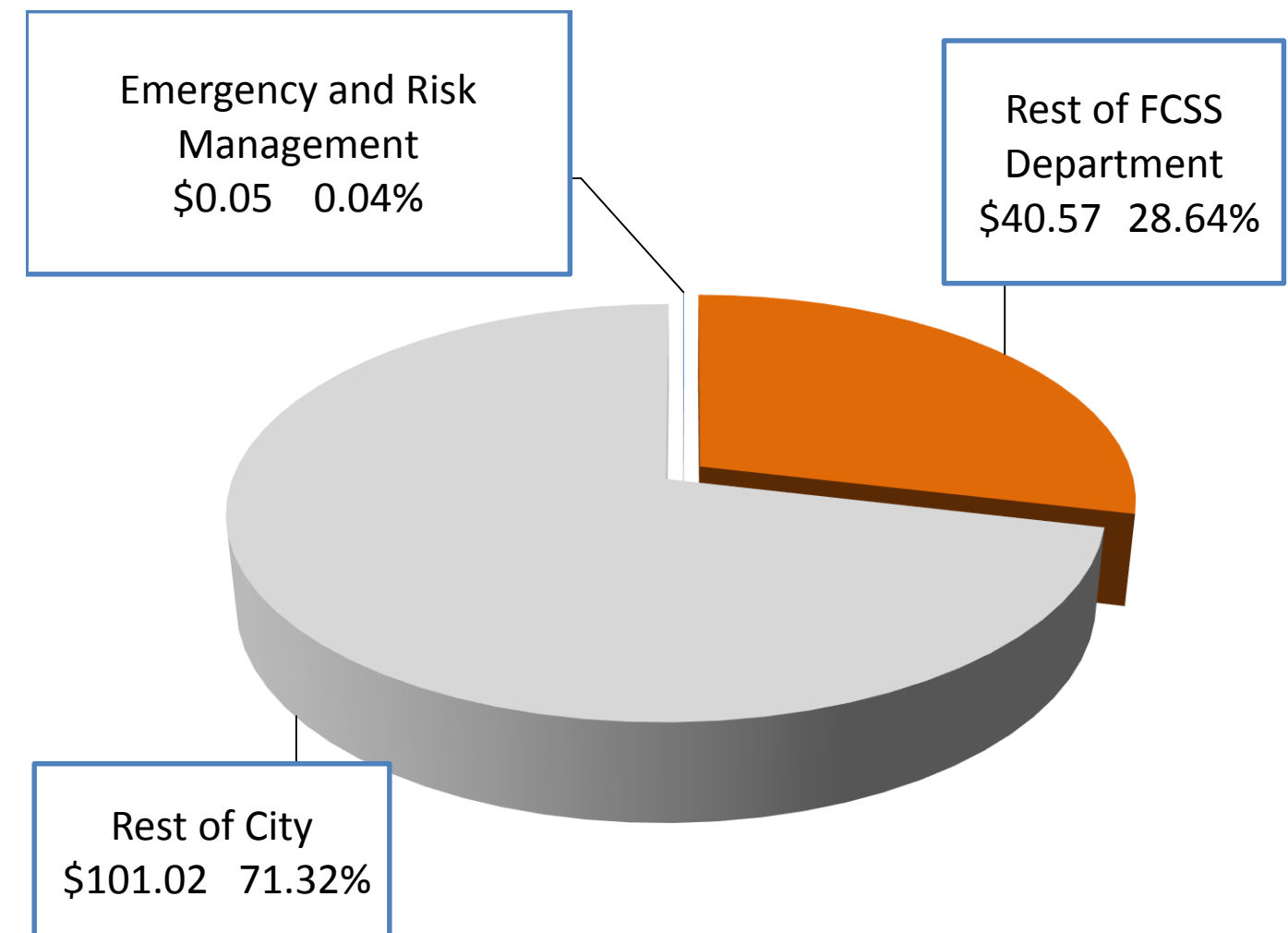
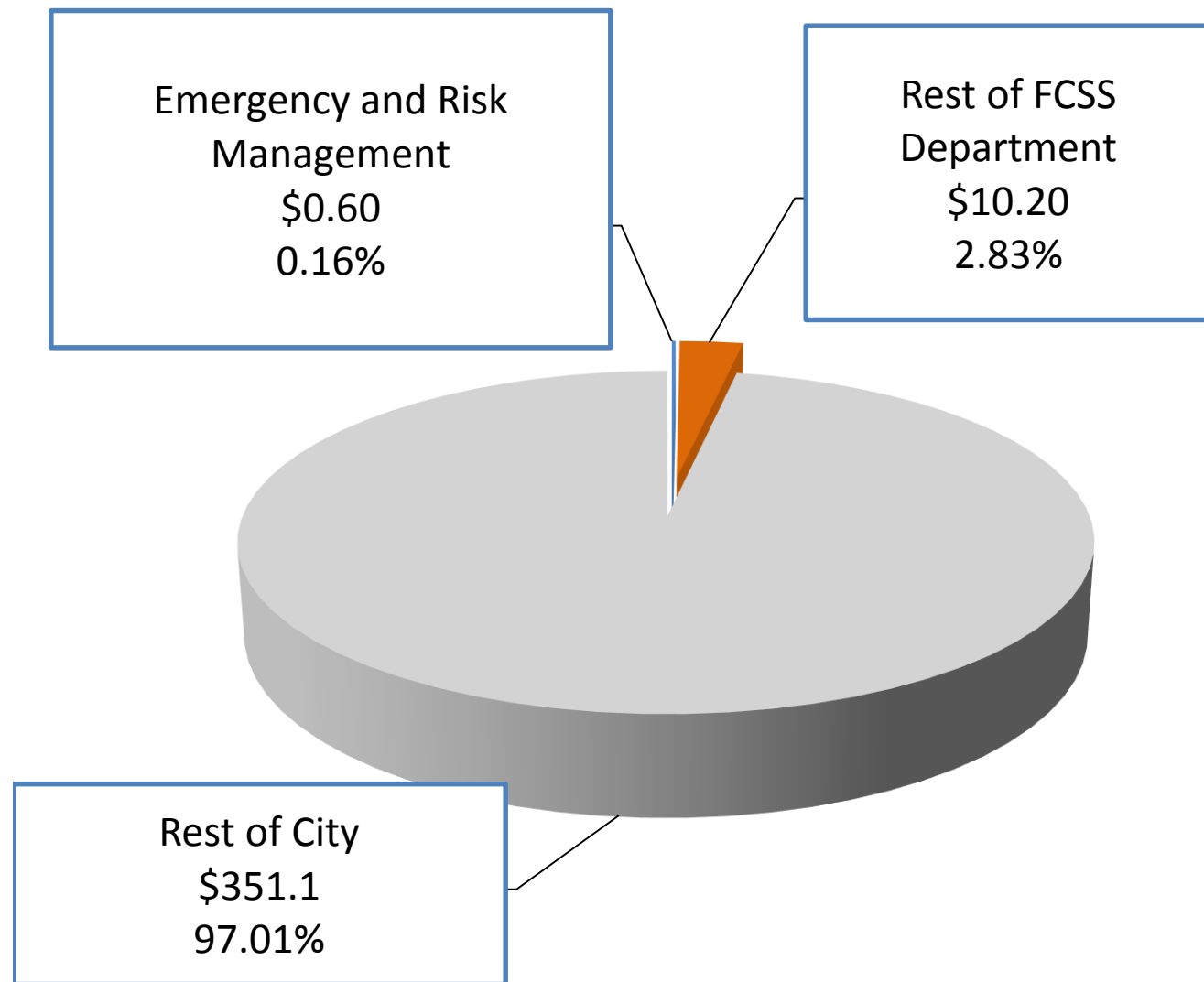
2025 Budget

2024 Net Operating Budget % of City

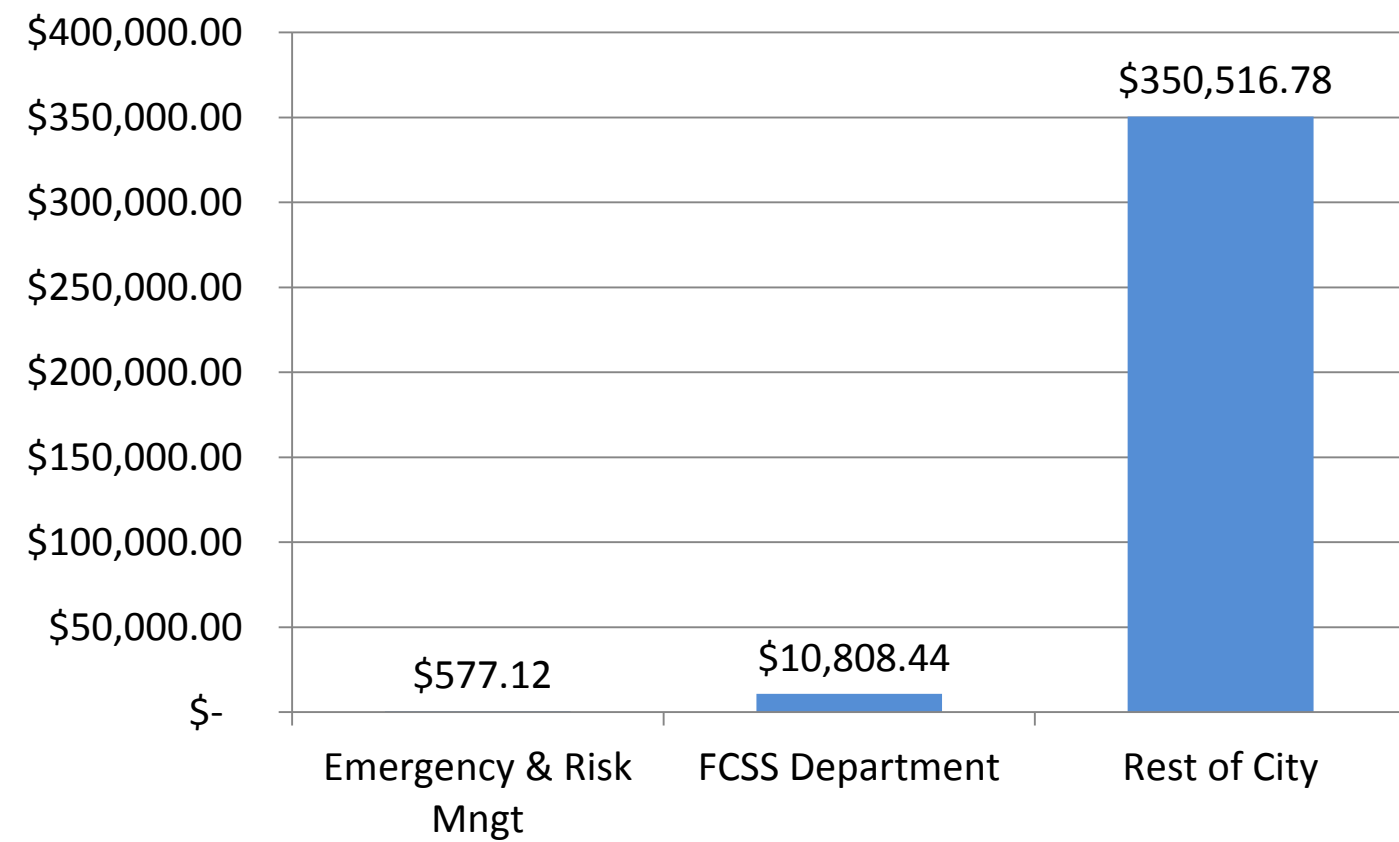
2024 Capital Budget % of City

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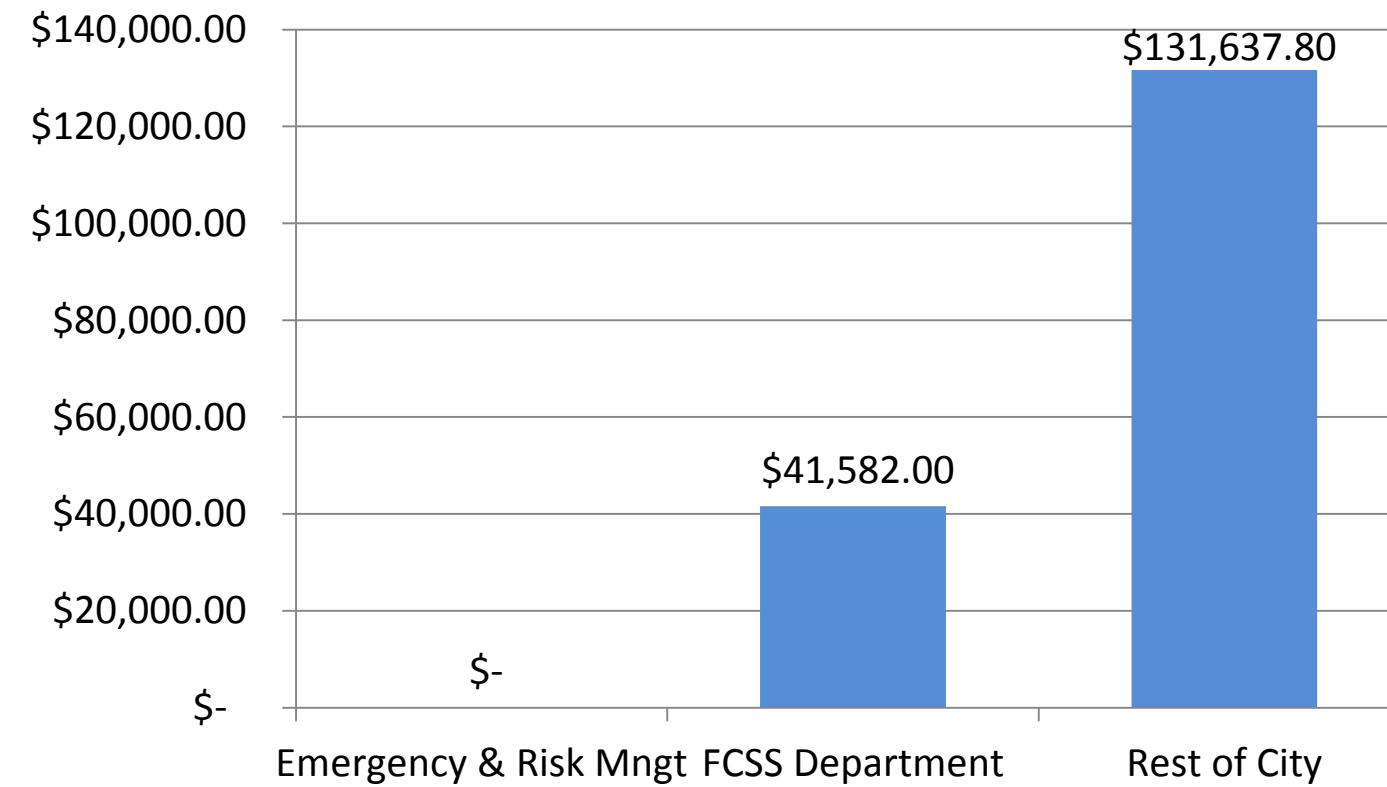
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2024 Net Operating Budget (\$000s)



2024 Capital Budget (\$000s)



Maintain Current Service Levels

Emergency Management Program

Emergency Plans

Training & Exercises

Public Education

Emergency Information

Emergency Support Services

Incident Management

Hazard Identification Risk Assessment

Critical Infrastructure

Nuclear Host Community

Interagency Emergency Preparedness

Corporate Business Continuity Planning

Labour Disruption Contingency Planning

Employee Emergency Procedures



Maintain Current Service Levels

Corporate Insurance and Risk Management Program

Incident Reporting

Claims Handling

Training

Certificates of Insurance

Insurance and Risk Management Manual

Instant Risk Insurance Program

Contract Review / Insurance Terms

Risk Assessment

Corporate Risk Management Committee

Collision and Incident Review Committee



Key Objectives for 2025



Community Resilience Programs



Expanded Interagency Partnerships



Collaboration on Climate Change Adaptation



Expanded Psychosocial Support Services



Internal Emergency Management Program Updates



Training and Exercises



Insurance coverage for water services, Riverview Park and Zoo, Municipal Services Corporation



Business continuity plans for water services and Riverview Park and Zoo operations

Factors Affecting Operating Budget

Revenues:

- Nuclear Host Community Transfer Payment
- Community Emergency Preparedness Grant



Expenses:

- Insurance premium increase to account for:
 - Water utility services
 - Riverview Park and Zoo
 - Municipal Services Corporation



Note:

Emergency response / recovery expenditures are not budgeted; costs are tracked through separate G/L account at time of an emergency

Service Level Enhancement Options

Enhanced funding and service levels for Emergency and Risk Management would grow community resiliency and mitigate risk through:

- Additional capacity to develop agency emergency and business continuity plans
- Expanded public education offerings for community agencies and organizations
- Capacity for more annual training
- Further support to City staff to administer the insurance and risk elements of contracts and special events

Service Level Reduction Options

Reduced funding and service levels for Emergency and Risk Management could result in:

- Failure to meet the legislated requirements of the Emergency Management and Civil Protection Act
- Decreased preparedness and resiliency
- Reduced risk assessment and mitigation
- Weakened emergency response capacity and delayed recovery
- Increased vulnerability and risk to the corporation
- Increased financial exposure associated with contracts / events
- Inadequate insurance coverage

Questions



Strategic Communications and Service Peterborough

Finance and Corporate Support Services

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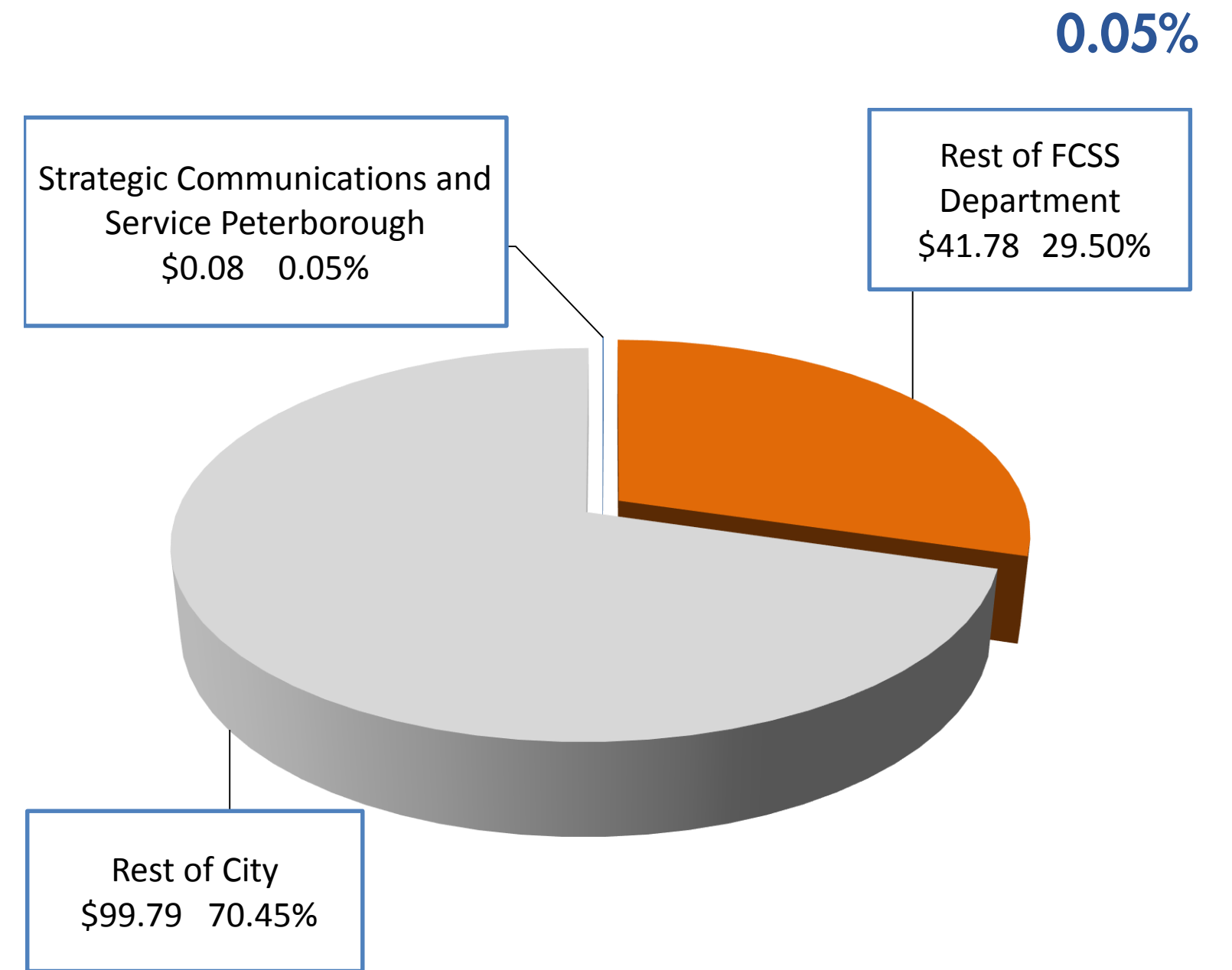
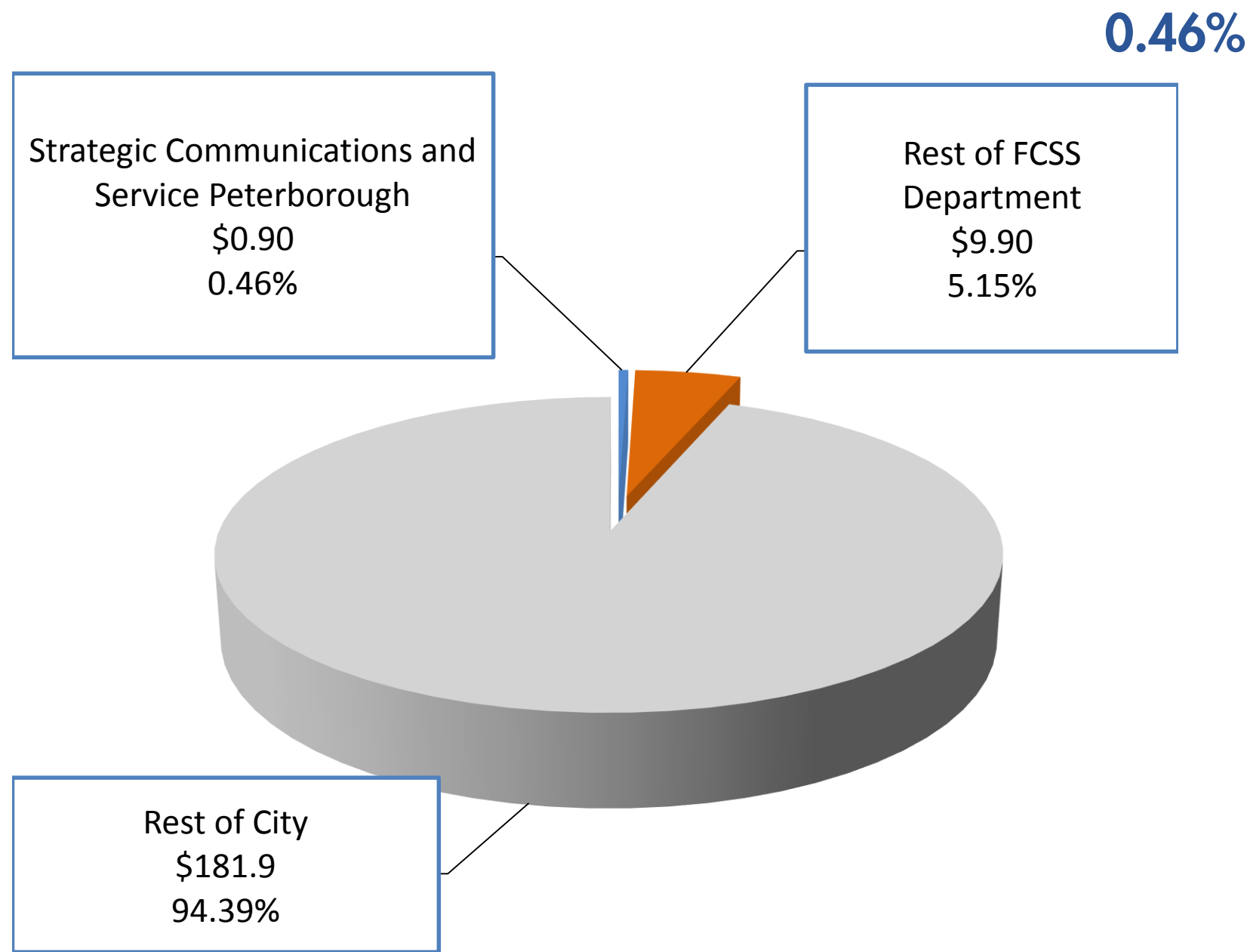

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2025 Budget

2024 Net Operating Budget % of City

2024 Capital Budget % of City

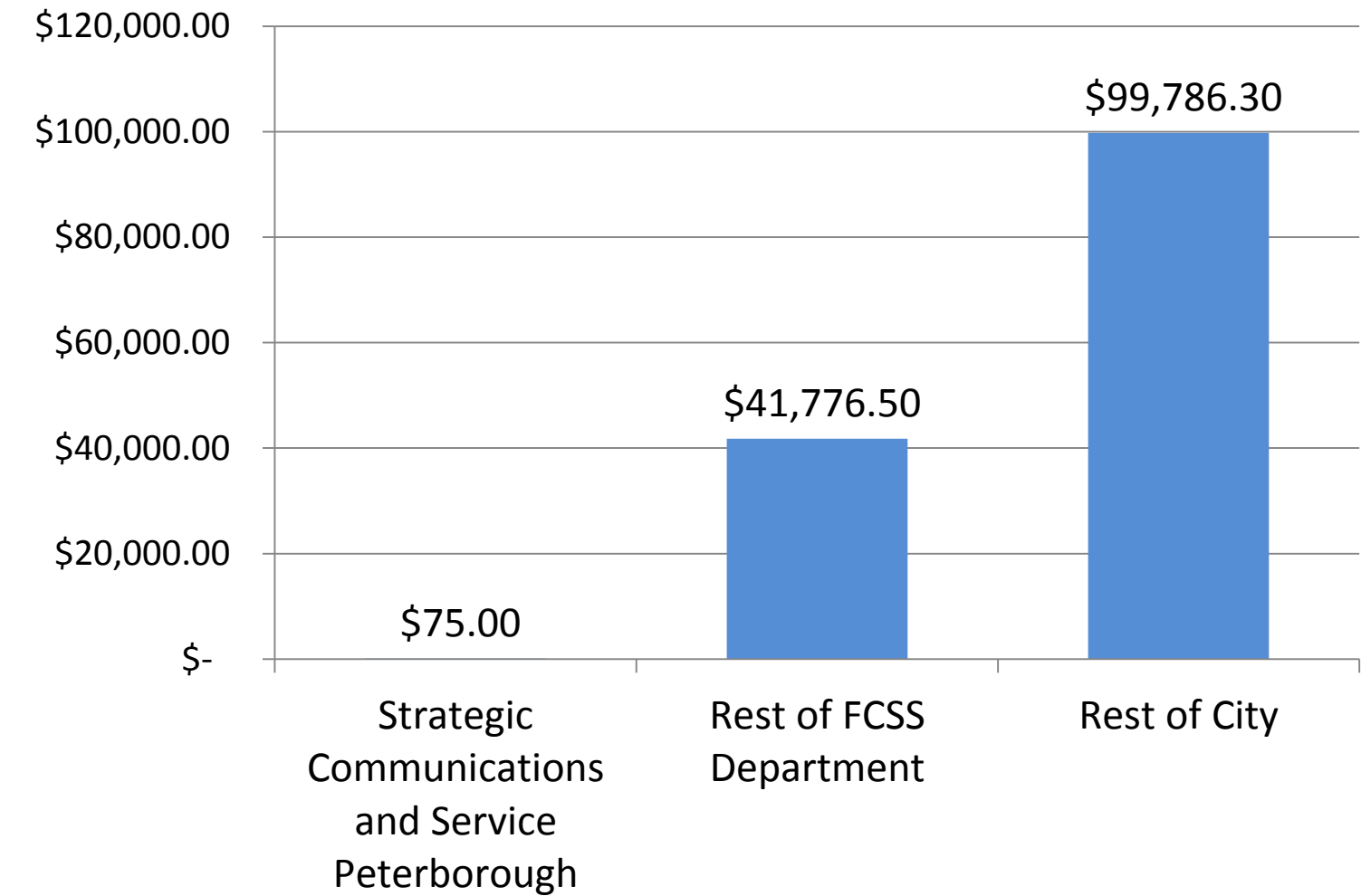
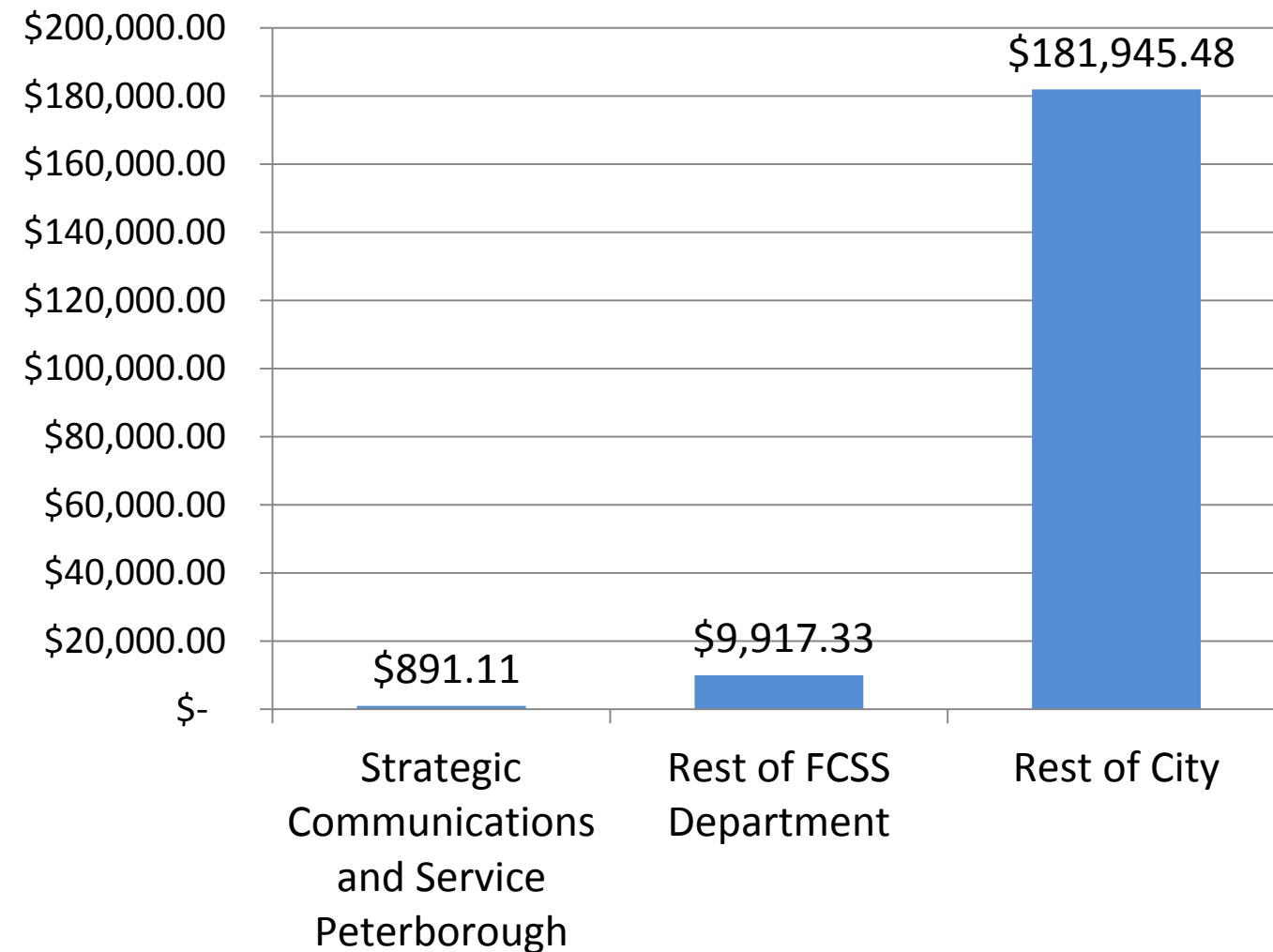
At a glance



2024 Net Operating Budget (\$000s)

2024 Capital Budget (\$000s)

At a glance



Maintain Current Service Levels

Day-to-day communications activities include: Strategic communications, issues management and crisis communications, media relations, website management, social media management, supporting community engagement activities, implementing marketing strategies, visual identity/brand standards, and content creation, including graphic design, producing printed materials, writing, photography and videos.

The City operates in a largely decentralized communications model with program areas managing resources (i.e. staffing capacity and budget for marketing/communications) and the corporate Communications program area providing centralized support.

Communications program area staffing support includes Strategic Communications and Service Peterborough Director, Customer Service Program Manager, Communication Coordinator, and Marketing and Promotion Coordinator positions. Three of the four positions currently have additional responsibilities outside of the Communications program area.

Key Objectives for 2025

Community engagement – Develop a Community Engagement Charter and Policy, implement best practices for community engagement

Strategic Plan Alignment

Pillar: Governance and Fiscal Sustainability

Strategic Priority: Develop and implement a robust and effective community engagement and communication plan to ensure our community is well informed and proactively engage in conversations and decisions that shape our community's future.

Internal communications – Building on the rollout of a new intranet, consult and develop recommendations on practices and tools to better support internal communications.

Strategic Plan Alignment

Pillar: Governance and Fiscal Sustainability

Strategic Priority: Support a culture of continuous improvement, safety, and innovation to enhance cost effective delivery of City programs and services

Key Objectives for 2025

Service Peterborough – Continued implementation of Service Peterborough centralized customer service centre, including potential future phases to expand the number of service requests that can be processed through Service Peterborough, growing the service catalogue for Service Peterborough

Strategic Plan Alignment

Pillar: Community and Wellbeing

Strategic Priority: Plan and implement Service Peterborough, centralized one-stop shop customer service delivery for the residents.

Customer Relationship Management software – Future phases for rollout of Customer Relationship Management tool to other program areas/other customer service areas within the corporation to support customer service experience improvements

Strategic Plan Alignment

Pillar: Governance and Fiscal Sustainability

Strategic Priority: Support a culture of continuous improvement, safety, and innovation to enhance cost effective delivery of City programs and services

Factors Affecting Operating Budget

Service Peterborough – Existing positions (5) from Clerk’s Office and Tax Office will be transferred to Service Peterborough to form the Service Peterborough team. Next year, 2025, will be the first full year that the staffing costs are reflected in the Strategic Communications and Service Peterborough Division. While a year-over-year increase will be reflected in the operating budget for the division, a corresponding offset is within the other program areas where the positions were previously located.

Communications staffing – A position that was previously cost shared with Recreation and Parks Services at a 50% cost share will be 100% within the Communications area starting in 2025. There will be a corresponding offset within the Recreation and Parks Services Division budget to reflect the reduced expenses within that program area.

Service Level Enhancement Options

Increase Communications Capacity

Create a client-service model for supporting communications activities by **adding a second Communications Specialist position**. With two Communications Specialist positions (including the existing position), one of the positions would be assigned to three of the City departments as the main point of contact/support and the other position would be assigned to the remaining two City departments. Capacity to support City communications would be increased and the Communications Specialists more closely integrated with their client departments and project managers. Approx. cost - \$105,000 for salary and benefits.

Strategic Plan Alignment

Pillar: Governance and Fiscal Sustainability

Strategic Priority: Develop and implement a robust and effective community engagement and communication plan to ensure our community is well informed and proactively engage in conversations and decisions that shape our community's future.

Service Level Enhancement Options

Enhance Community Engagement Capacity

Create a Community Engagement Specialist position to add a dedicated, specialized resource to advise and support managers on their community engagement activities. The Community Engagement Specialist would have International Association for Public Participation certification, create community engagement plans for project, support the delivery of community engagement activities, and provide in-house training opportunities. Approx. cost - \$120,000 for salary and benefits.

Strategic Plan Alignment

Pillar: Governance and Fiscal Sustainability

Strategic Priority: Develop and implement a robust and effective community engagement and communication plan to ensure our community is well informed and proactively engage in conversations and decisions that shape our community's future.

Service Level Reduction Options

Reduce Marketing/Advertising

With City communications largely decentralized, marketing/advertising budgets live within the respective divisions and projects where the activities occur. Corporate communications within Strategic Communications and Service Peterborough has a relatively small advertising budget that is for projects/issues that may arise that are identified as corporate priorities. This budget line could be reduced, which would reduce capacity for marketing/advertising. **Reduce marketing/advertising by \$15,000**, leaving approx. \$7,000 remaining in the budget.

Questions



Financial Services

Finance and Corporate Support Services

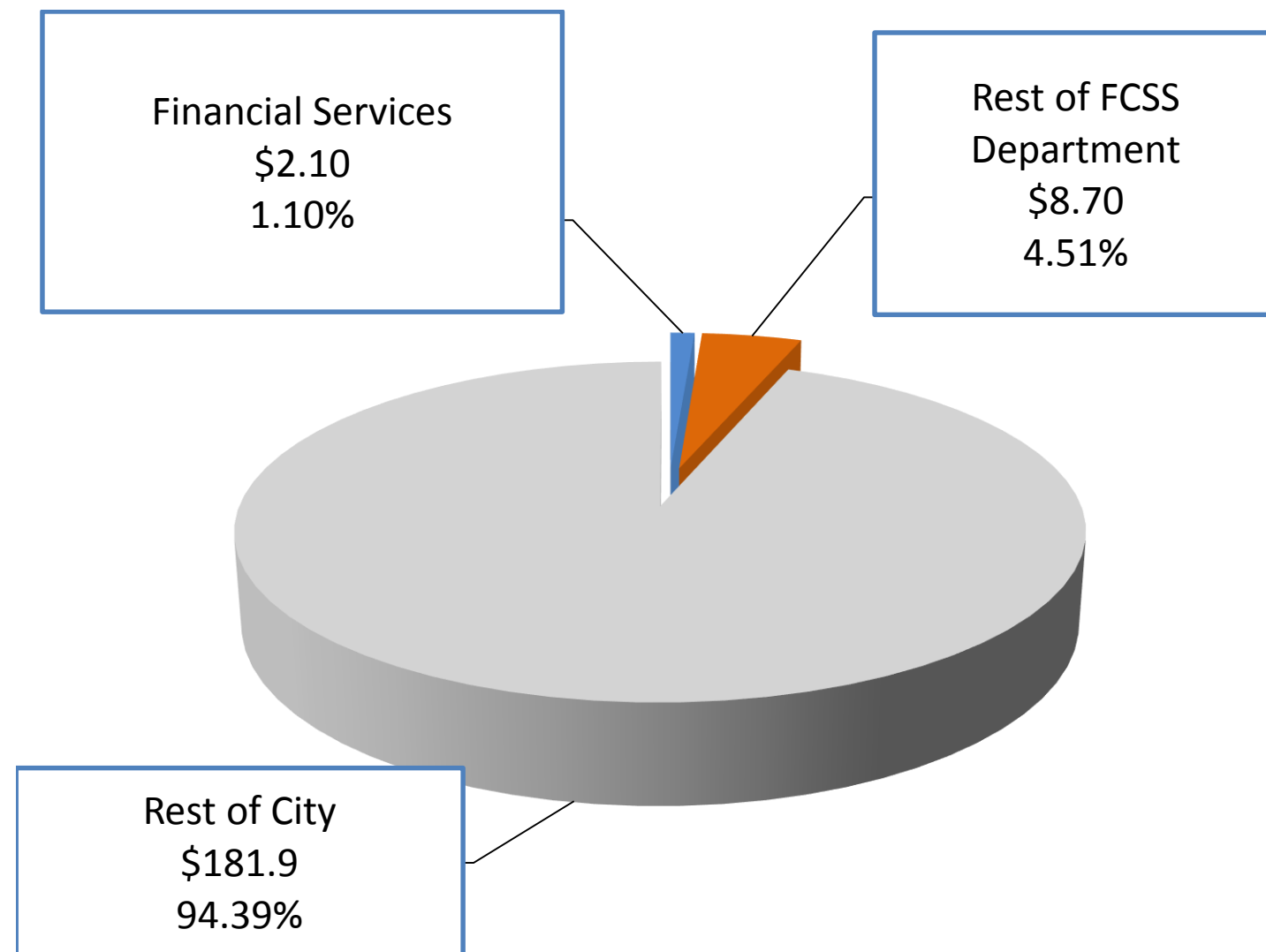
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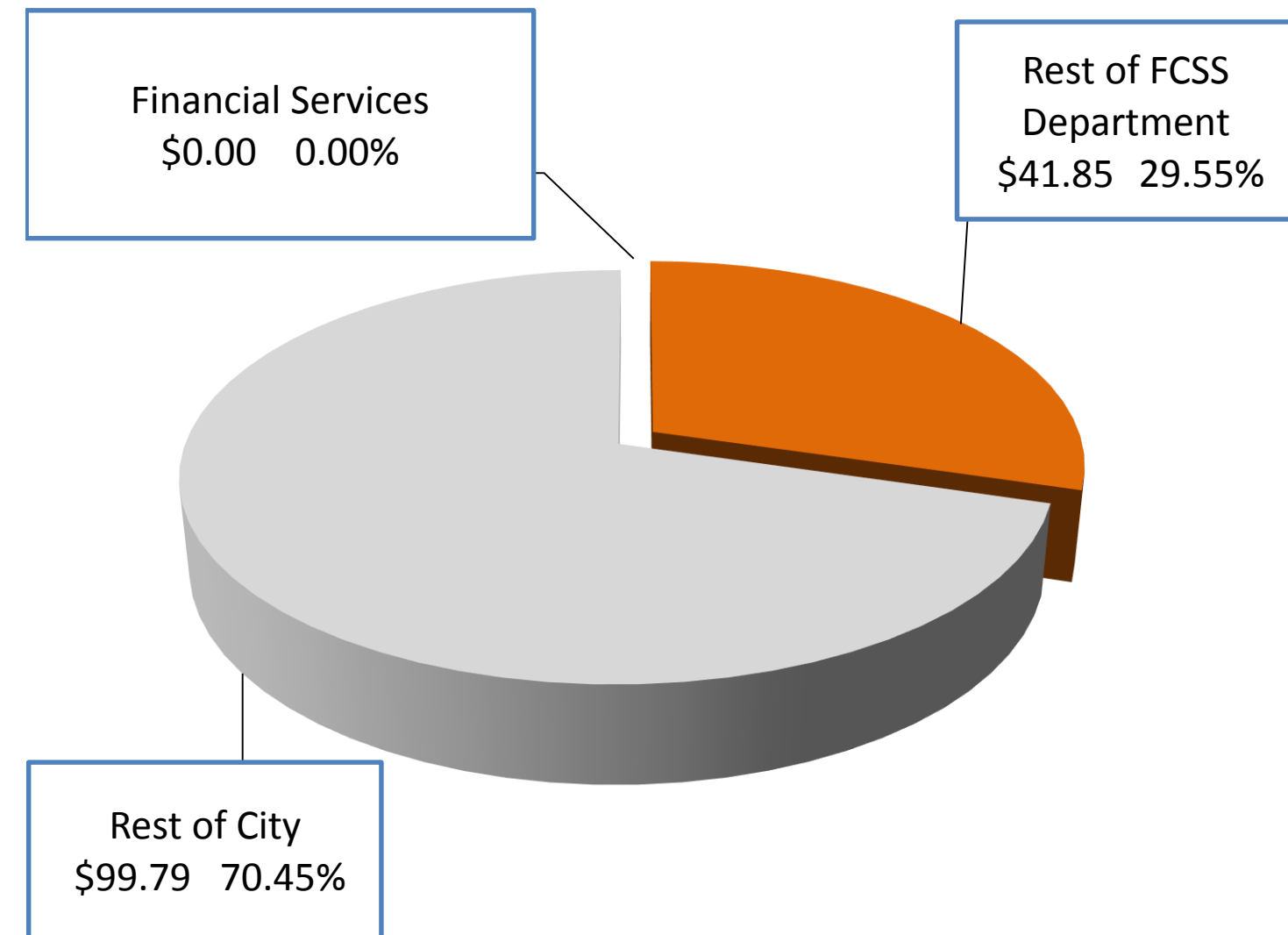

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2025 Budget

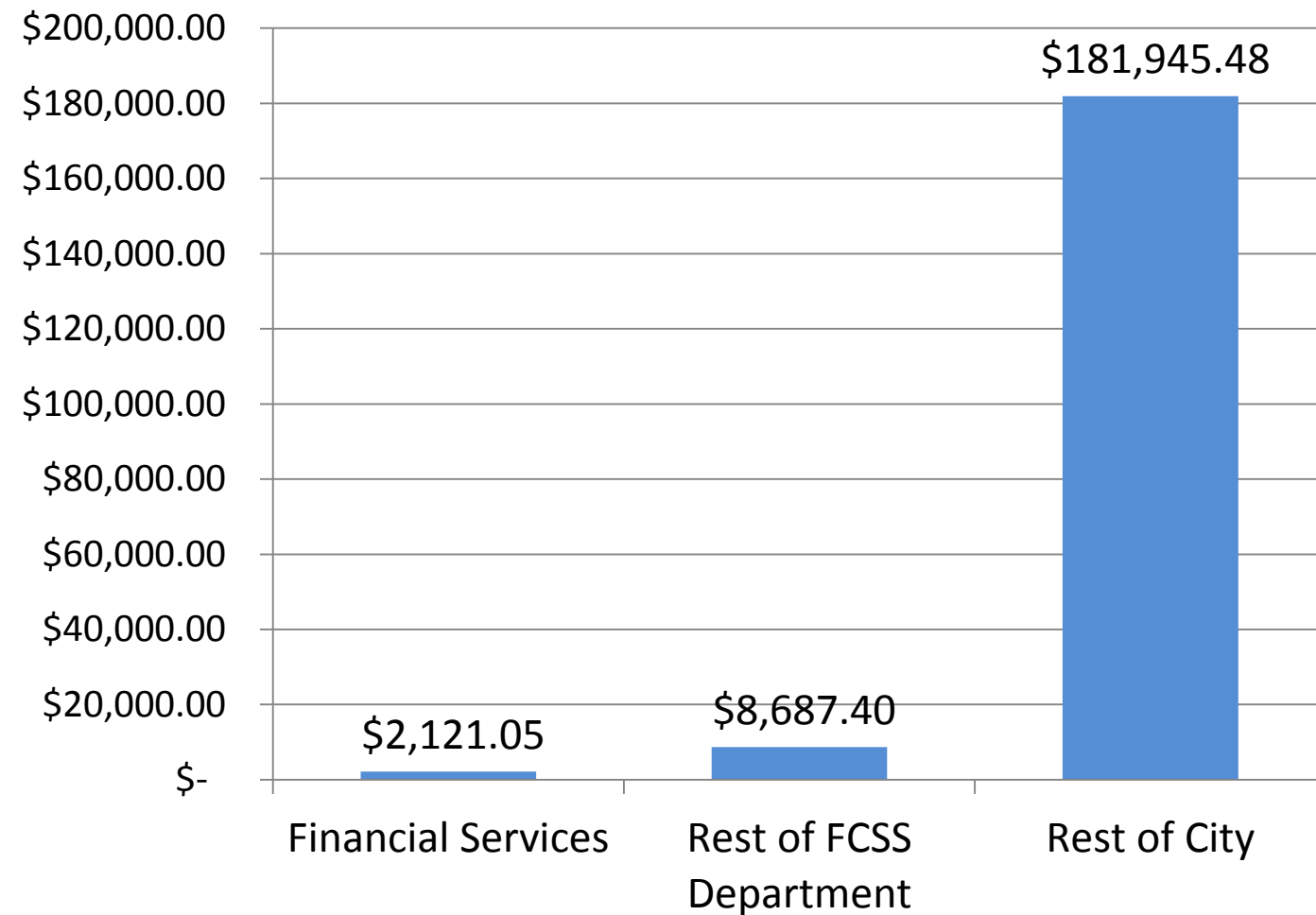
2024 Net Operating Budget % of City



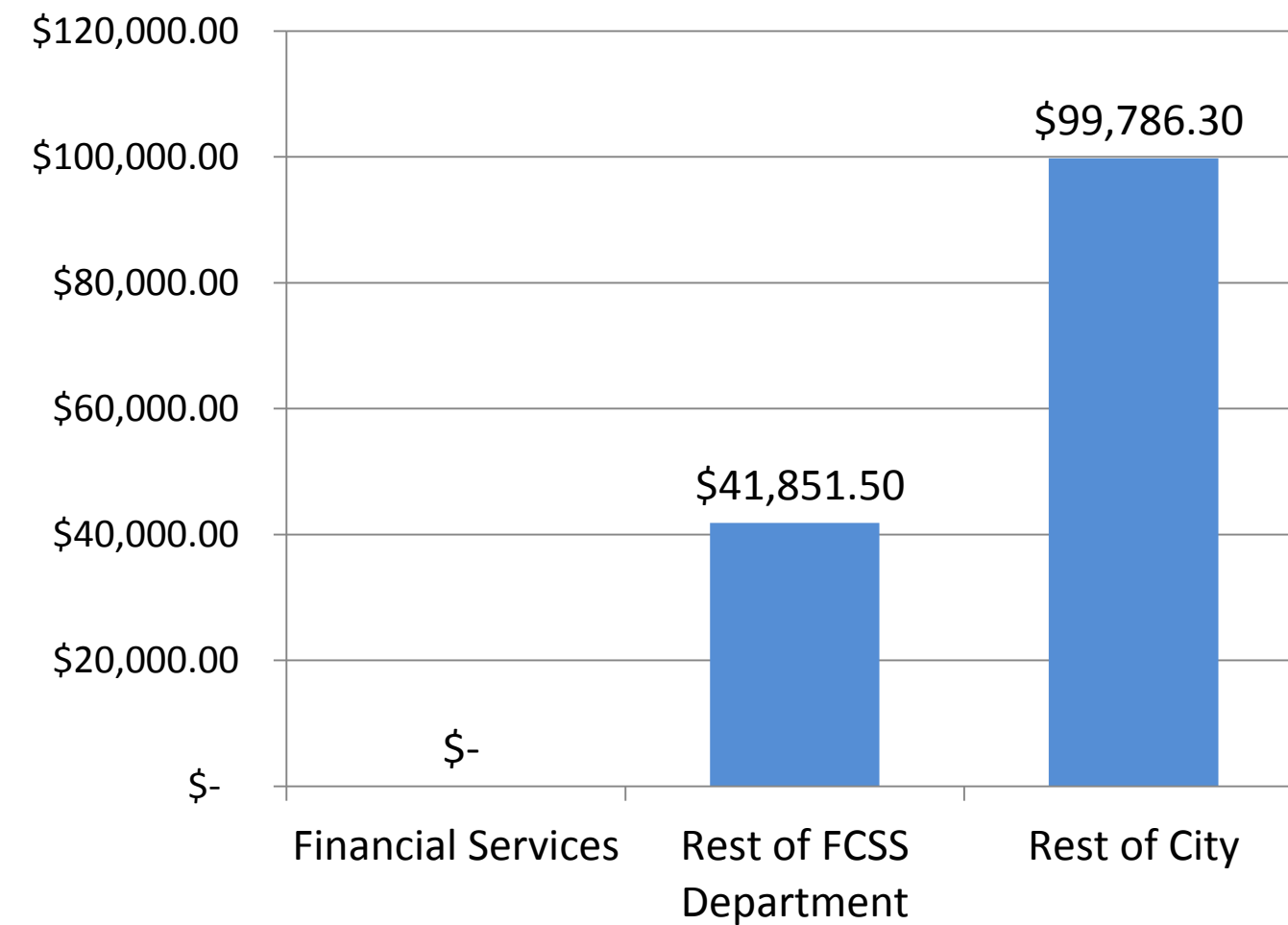
2024 Capital Budget % of City



2024 Net Operating Budget (\$000s)

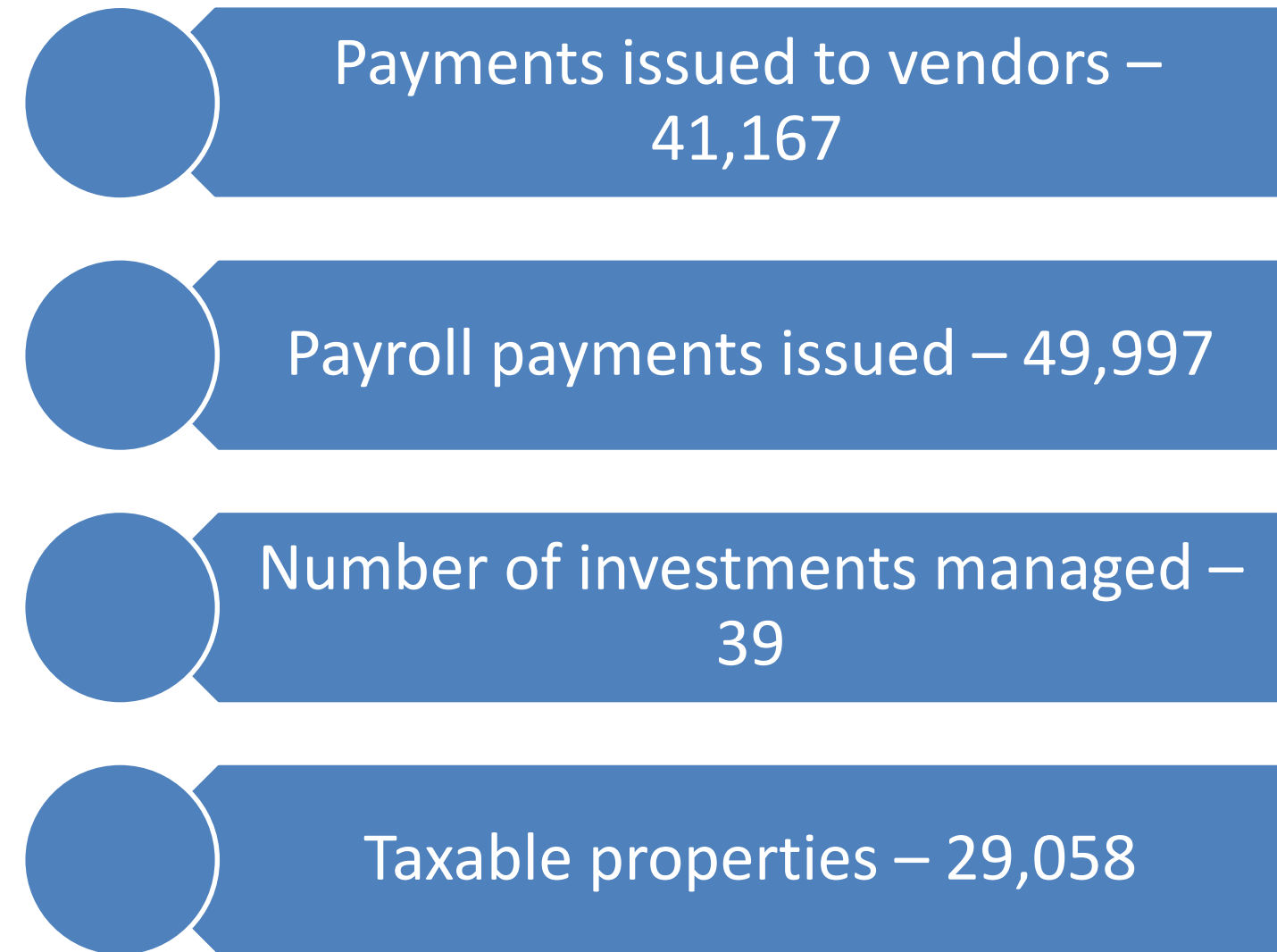


2024 Capital Budget (\$000s)



Maintain Current Service Levels

- Lead Development Charge Background Study update for 2025-2035
- Implement new software for budget book, expense claims and pcard reconciliation, tax office portal
- Changes to Tax Office with transition to Service Peterborough



Key Objectives for 2025

- Provide accounting, payroll, accounts payable, accounts receivable and collection services for all City divisions
- Provide financial advice to Council, senior management and staff
- Prepare the annual budget for approval
- Prepare annual financial statements and provincial reporting



Factors Affecting Operating Budget

- Annualized salary for new Financial Analyst position included in 2024 budget for 6 months - \$60,000
- Council approved compensation and employee benefit cost increases
- Inflationary increases to cost of supplies
- Increased software application costs
- Number and timing of permits, change of address, etc. to generate fee revenue



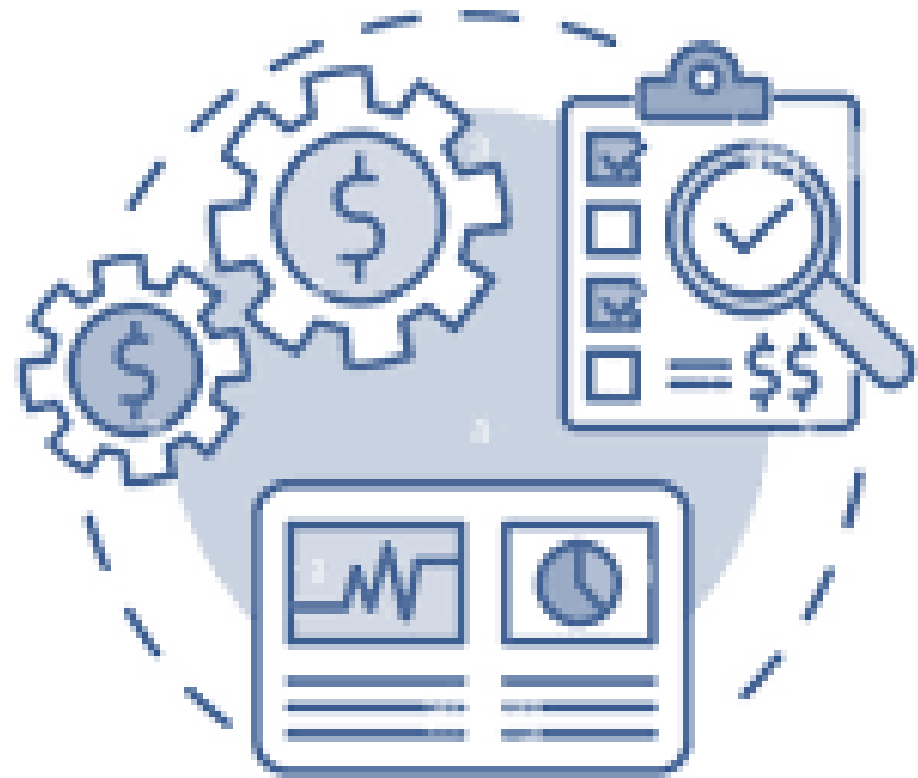
Service Level Enhancement Options

- Hiring consultant to perform process mapping, implement software enhancements for improved efficiency
- Increase staff complement of Financial Analyst to provide improved service to city divisions



Service Level Reduction Options

- Eliminate remaining staff training, travel and conferences



Questions





Facilities and Property Management

Finance & Corporate Support Services

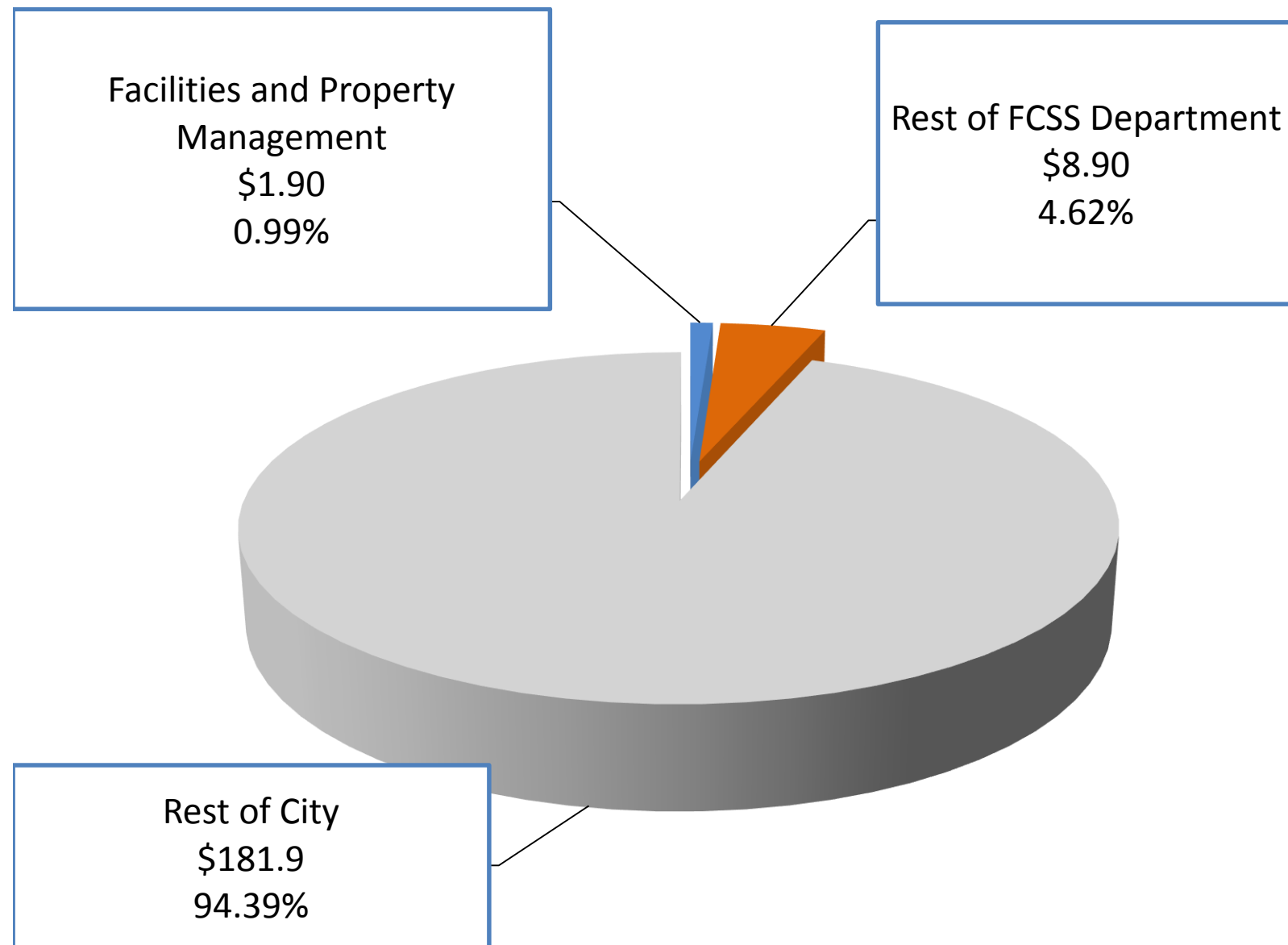
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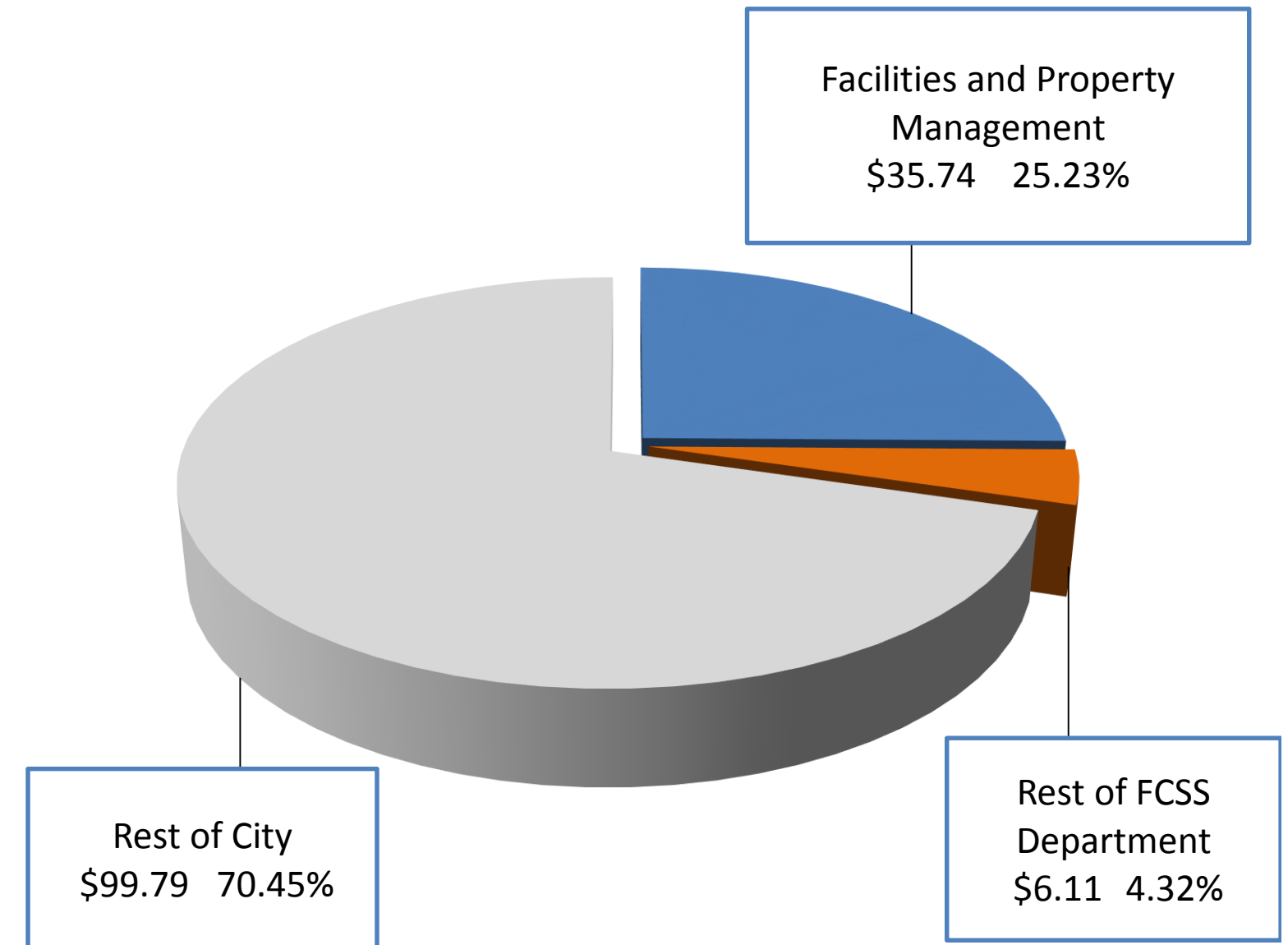
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2025 Budget

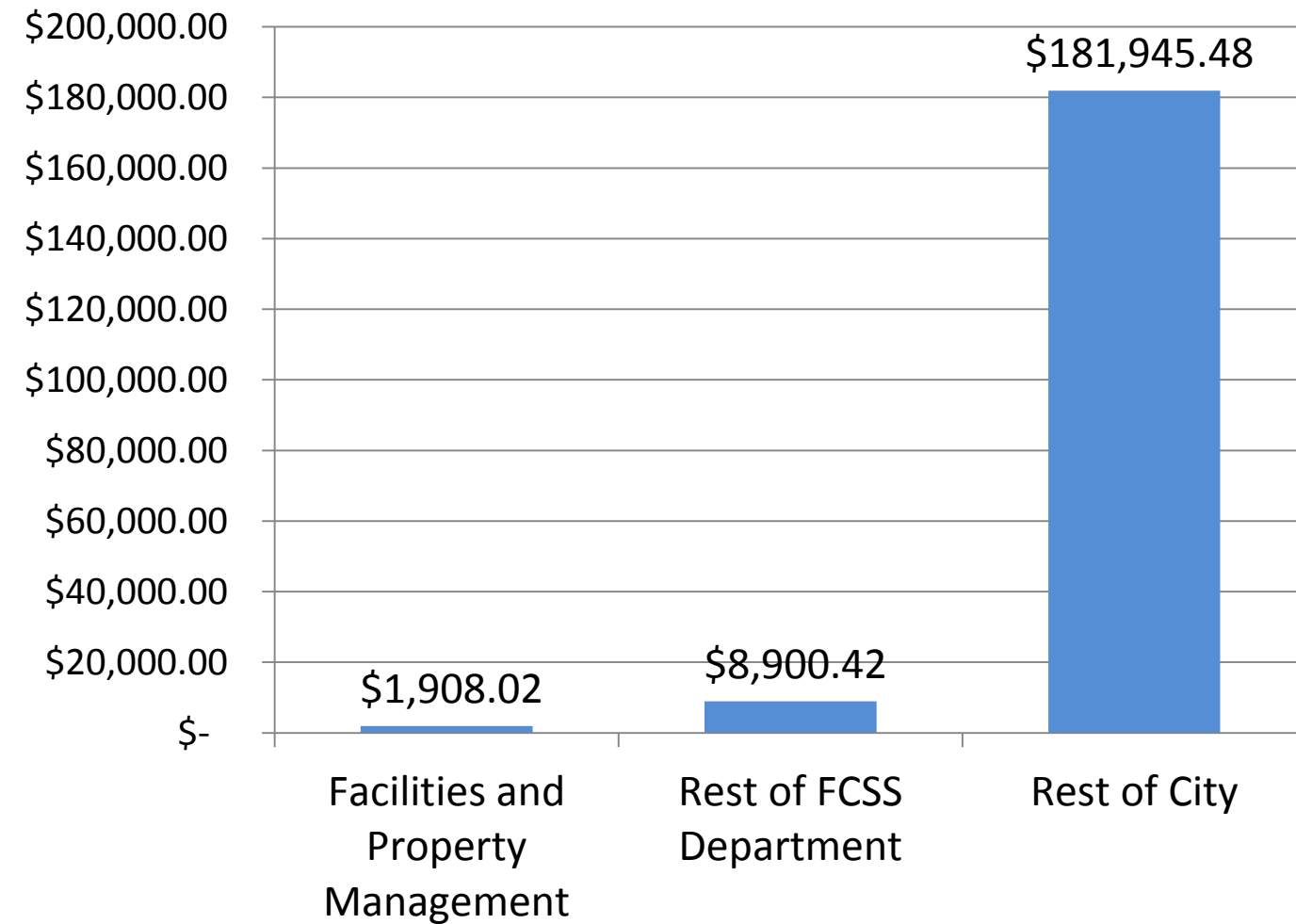
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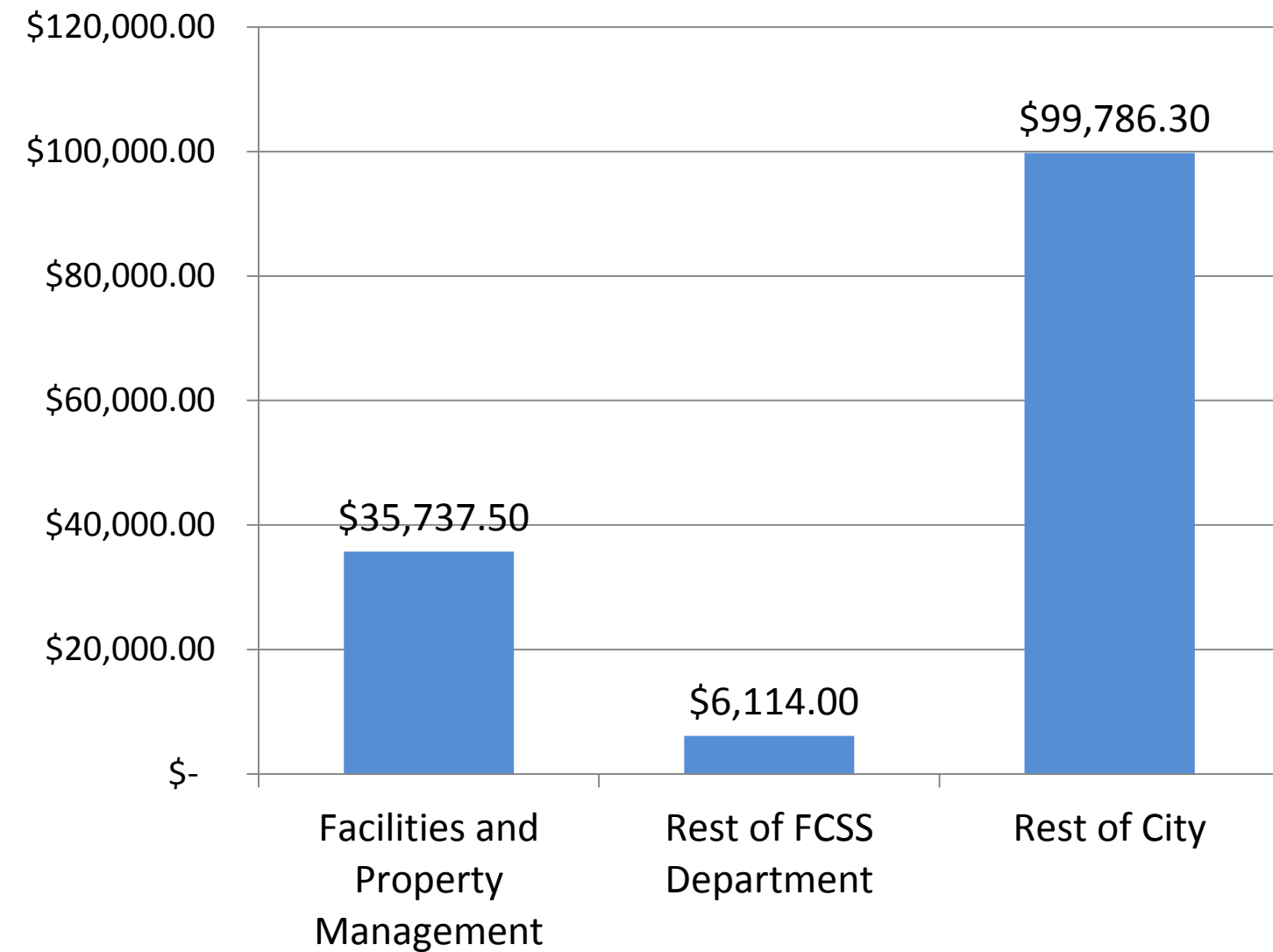
2024 Capital Budget % of City



2024 Net Operating Budget (\$000s)



2024 Capital Budget (\$000s)



Maintain Current Service Levels

- Provide project management for the development and implementation of capital projects to various departments within the City.
- Manage all Preventive Maintenance programs across the City
- Manage all day-to-day maintenance request across the City
- Manage 23 rental properties and 14 Commercial properties
- Energy management for the Corporation, analyzing, forecasting and budgeting for future year's costs

In 2024

- The new Miskin Law Community Complex will be complete and ready for community use.
- The new Fire Station 2 will be completed. The current Fire Station 2 will be decommissioned.
- New Service Peterborough facility space is being implemented.
- Several recreation facility new projects and upgrades to existing facilities are being implemented.
- The construction of the new affordable housing project at 681, Monaghan Road will be completed.
- 1421 Lansdowne Street west facility was added to the Preventive Maintenance program and facility maintenance management system
- The new 50 modular homes and community hub is being supported through the facility maintenance program.

Key Objectives for 2025

- Development and Construction start of the Peterborough Police Services Renovations, a multi-site / multi-phase project.
- Development and Construction of Park and Recreation Projects
- Continued Development and Implementation of the Social Housing Portfolio
- Implement a City-wide facility space planning project to identify strategies to support growth and modernization of staff space needs.
- Maintain current operating service levels and programs
- Continue to eliminate reactive maintenance by increasing capital replacement to follow common life cycle replacement needs

Factors Affecting Operating Budget

- Addition of an administrative staff position to support divisional growth
- Increased software application costs
- Increased professional development and membership costs
- Current funding levels allow for the continuance of all mandated maintenance and preventive maintenance programs
- Continue to find cost savings and economies to improve preventive maintenance services and programs

Large Capital Projects

2025 projects proposed to be funded total \$36.5 million and include:

- Peterborough Police Station – multi-phase, multi facility renovations
- Parks and Outdoor Recreation Implementation Projects including:
 - Bonnerworth Park (pre-commitment 2.39 million)
 - Knights of Columbus Park
 - New splashpad (wading pool conversion)
 - Riverside Park and East City Bowl
 - Morrow Park Improvements
- Parks and Open Space Rejuvenation (one park)
- Development of an affordable housing project at 1190 Hilliard Street

Service Level Enhancement Options

- Implementation of the Peterborough Police Services Renovation project will provide the required space to support the continued service for the community.
- Maintenance needs can be reduced by timely replacement of assets such as roofs, mechanical equipment and parking lot upgrades whose life cycle has expired (less spending on emergency procurements)
- Implementation of several recreation projects that have been identified through a variety of Council endorsed studies and strategic priorities that enhance outdoor activities for the entire community to promote a healthy lifestyle.
- Supporting an affordable housing project at 1190, Hilliard Street will add to the City's housing portfolio and increase housing units.

Service Level Reduction Options

1. Courier Services
2. Grass Cutting
3. Snow Plowing
4. Custodial Services –City Hall and Municipal Operations Centre
5. Security Monitoring
6. Building Automation System (BAS)
7. Backflow Preventor Inspection
8. Boiler and Condenser Water Treatment
9. Elevator Services
10. Emergency Lighting
11. Fire Alarm
12. Fire Extinguishers
13. Kitchen Suppression Inspections and Testing
14. Kitchen Exhaust Cleaning
15. Hot Water Storage Tank Inspection and Maintenance
16. HVAC Service
17. Sprinkler Inspection and Testing
18. Overhead Doors, Door Operators and Operable Gates
19. Residential Furnace, AC and Fireplaces
20. Smoke and Carbon Monoxide Detector Inspection
21. Refrigeration (Arena Ice plants)
22. Electrical Safety Authority Inspections
23. Electrical Systems Preventive Maintenance –Infrared Scan inspection and cleaning
24. Facility Access Control –Axiom
25. Security Cameras –City Hall

- Reduction in capacity to deliver proactive Preventative Maintenance Programs
- Reduced capacity to deliver capital projects –increase list of projects being deferred

Questions

A scenic sunset over a lake. The sun is low on the horizon, casting a bright orange glow across the sky and reflecting on the water. A large fountain of water is spraying upwards from a small platform in the middle of the lake. A white boat is visible on the water to the right. The background shows a line of trees and some buildings on the shore.

Materials Management

Finance and Corporate Support Services

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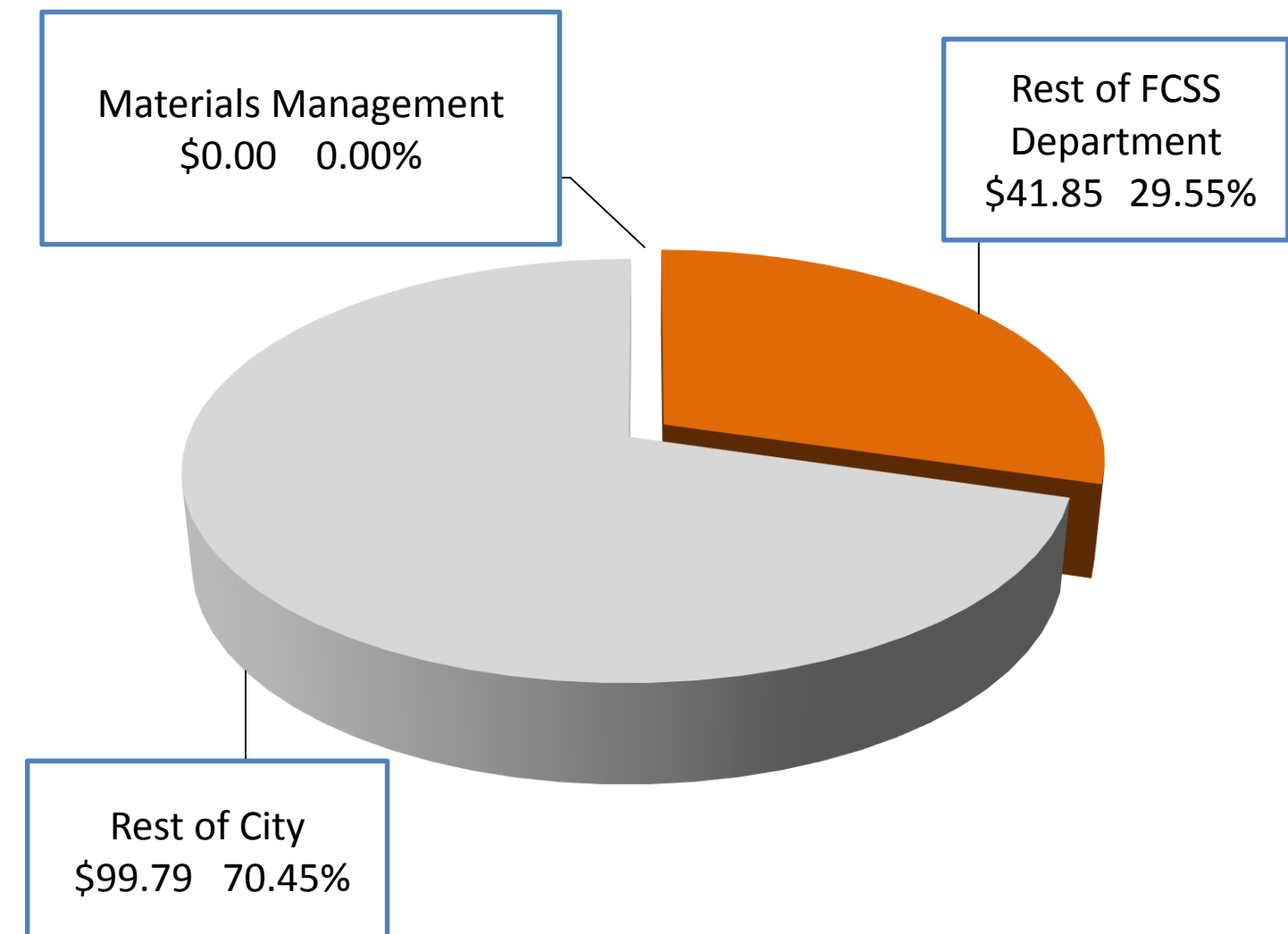
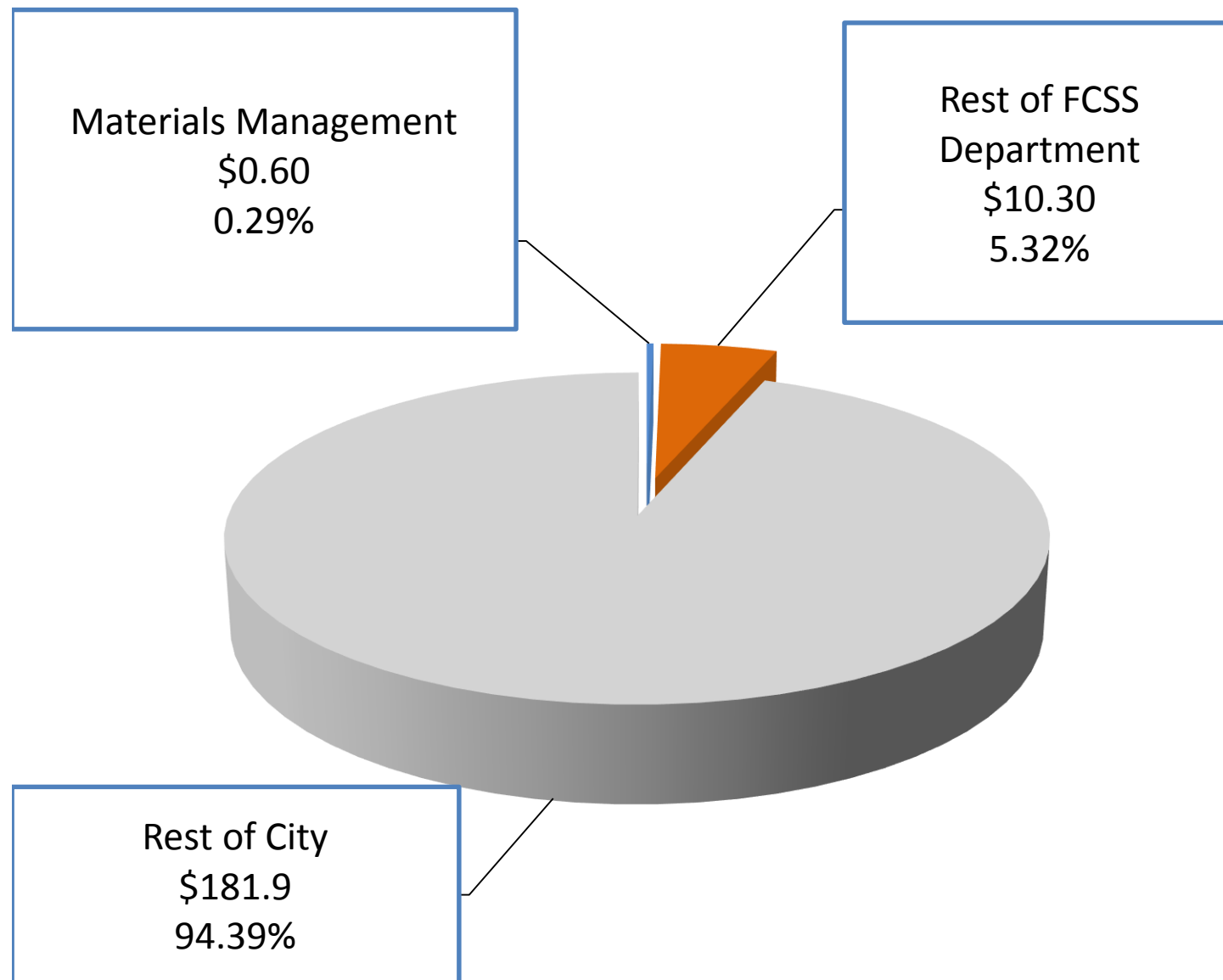



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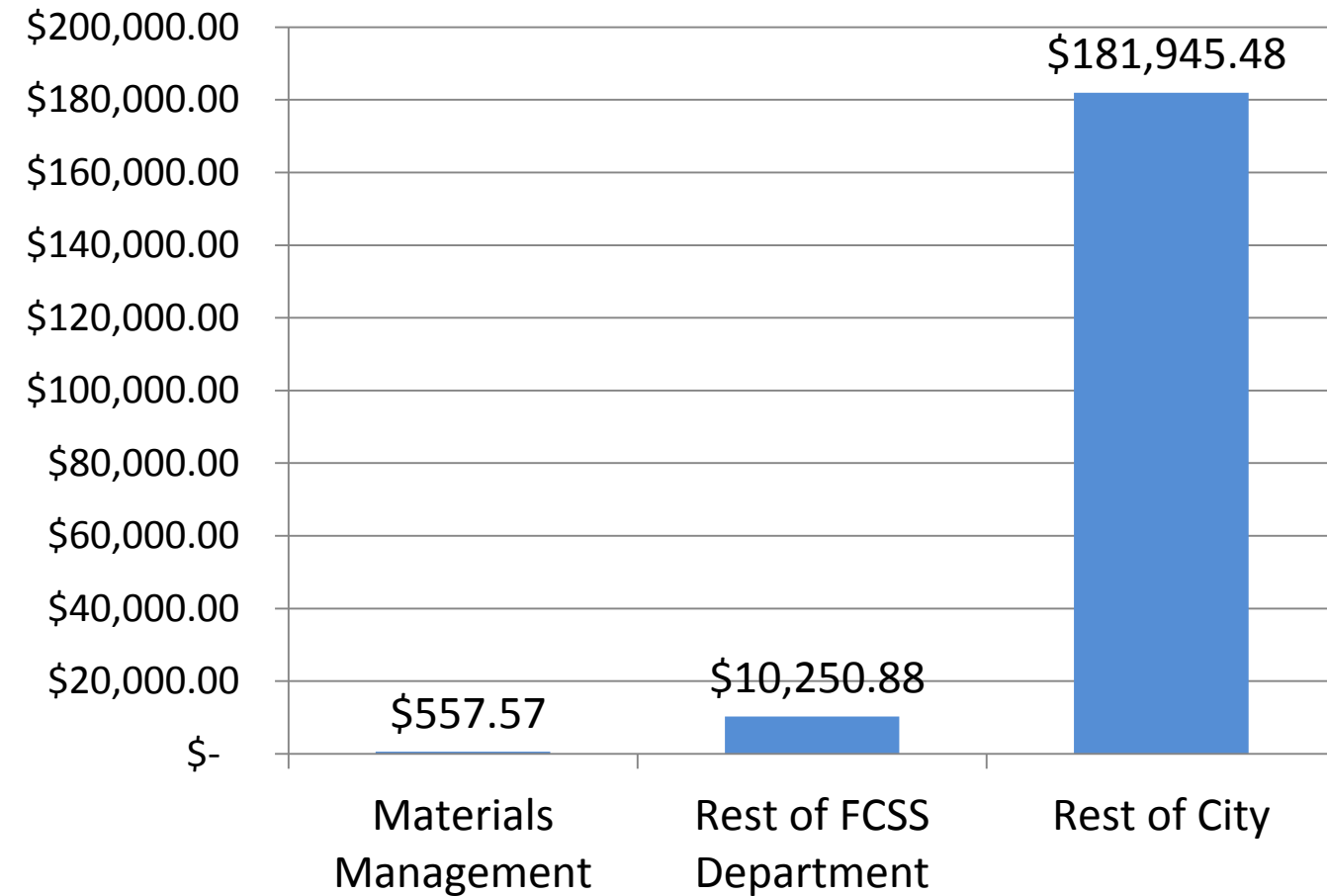
2025 Budget

2024 Net Operating Budget % of City

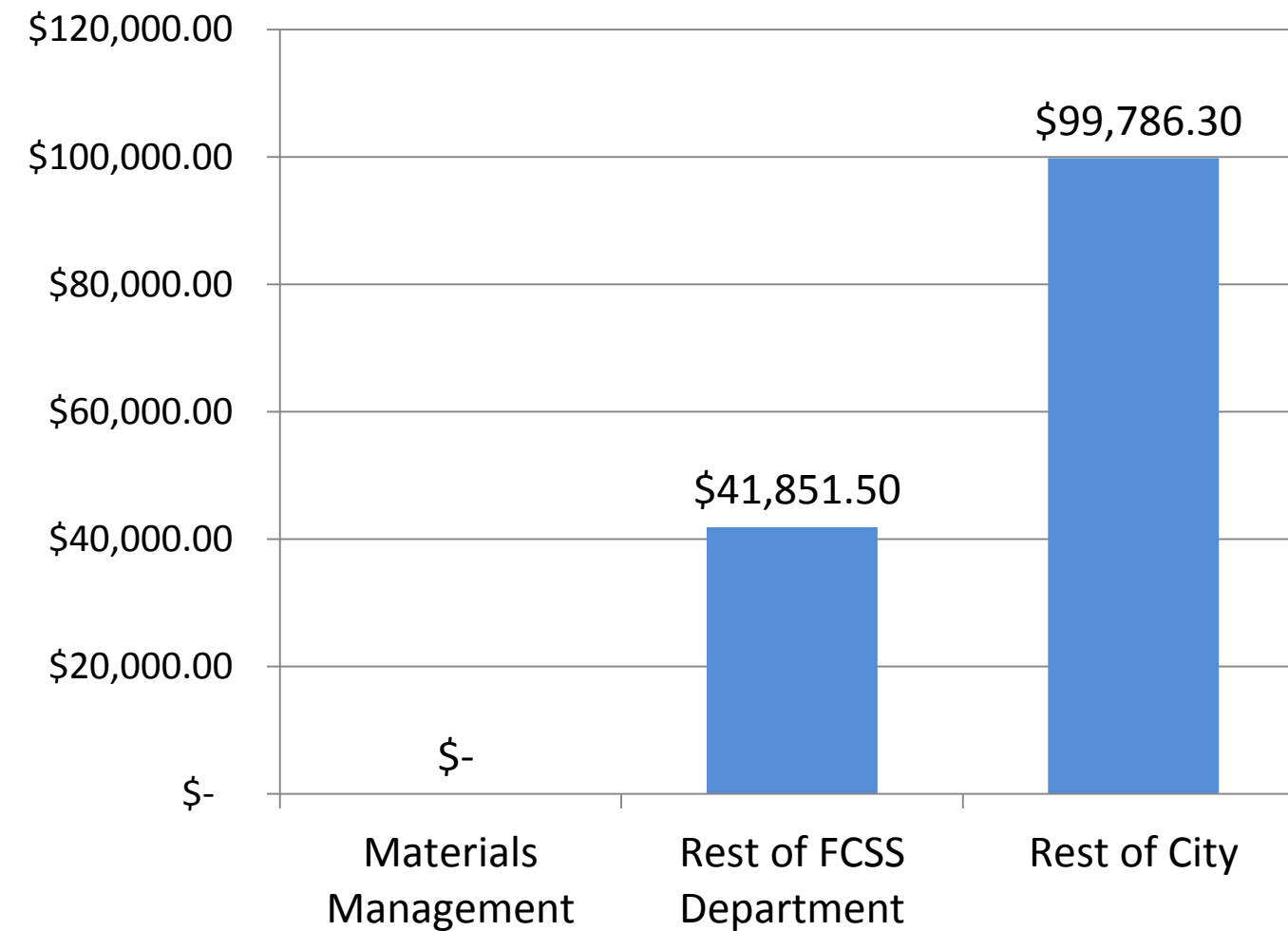
2024 Capital Budget % of City



2024 Net Operating Budget (\$000s)



2024 Capital Budget (\$000s)



Maintain Current Service Levels

Workplan for 2024 includes:

- Centralize Procurement to better mitigate public procurement risk for the City
- Transition Selected City Stores' suppliers from P-card transitions to Purchase Orders as a procurement method for better compliance with the City's procurement By-law 22-070
- Develop Community Benefit Agreement for City construction projects with values greater than \$5,000,000 to help encourage more employment opportunities for City residents, and help to encourage spending with local suppliers

Key Objectives for 2025

Mitigate procurement risk by:

- Develop a Supplier Management Policy, or program to evaluate partner suppliers and improve their impact on the City's business. This program will determine each supplier's contribution and help to develop strategies to improve their performance.
- Review existing City spending and increase utilization of contract purchase orders.

City Stores:

- Categorize products in stores and evaluate the requirement to stock items to prepare specifications for solicitation
- Develop supplier contracts for category spending
- Implement Materials Requirement Planning (MRP) for all product used by City staff

Use the City's Community Benefit Agreement in a pilot construction project.

Factors Affecting Operating Budget

Increased amounts are primarily influenced by staff and wages:

- Annualization of Staffing for 2025
- Addition of 1.5 permanent staff to support a centralized procurement framework

Decreased amounts due to the expenditure of \$12,000 that was included in the 2024 required for the revision of the City's fleet of bid solicitation documents and is not required in 2025

Large Capital Projects

Phase II of the City's Social Procurement Program includes the implementation and support of a Community Benefit Agreement (CBA) that Buy Social Canada developed. Buy Social Canada has proposed to support the City and help receive the full benefits of CBA in construction projects. This recommendation aligns with the Growth & Economic Development by "Proactively supporting and encouraging business development to boost the local economy, provide new work opportunities, and improve the live for the entire community."

This and ongoing support for the City's Social Procurement
Total suggested contract cost: \$87,000

Service Level Enhancement Options

The division will enhance service levels by:

- Fully Utilizing the City's electronic bidding platform; Bids&Tenders
 - Contracts module to track project documents with expiry dates
 - Implementation of the Supplier Performance Module to track and monitor performance issues
- Continuing to improve procurement processes

Service Level Reduction Options

Reductions in service levels would:

- increase procurement risk, which includes anything that will negatively affect the procurement of goods, services and construction including; delivery, quality issues, negative publicity, or litigation costs.
- create an inability to leverage contract purchase orders, or consolidated buying
- slow progress on the City's social procurement program
- slow procurement improvement work in SAP

Questions

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Information Technology

Corporate and Legislative Services

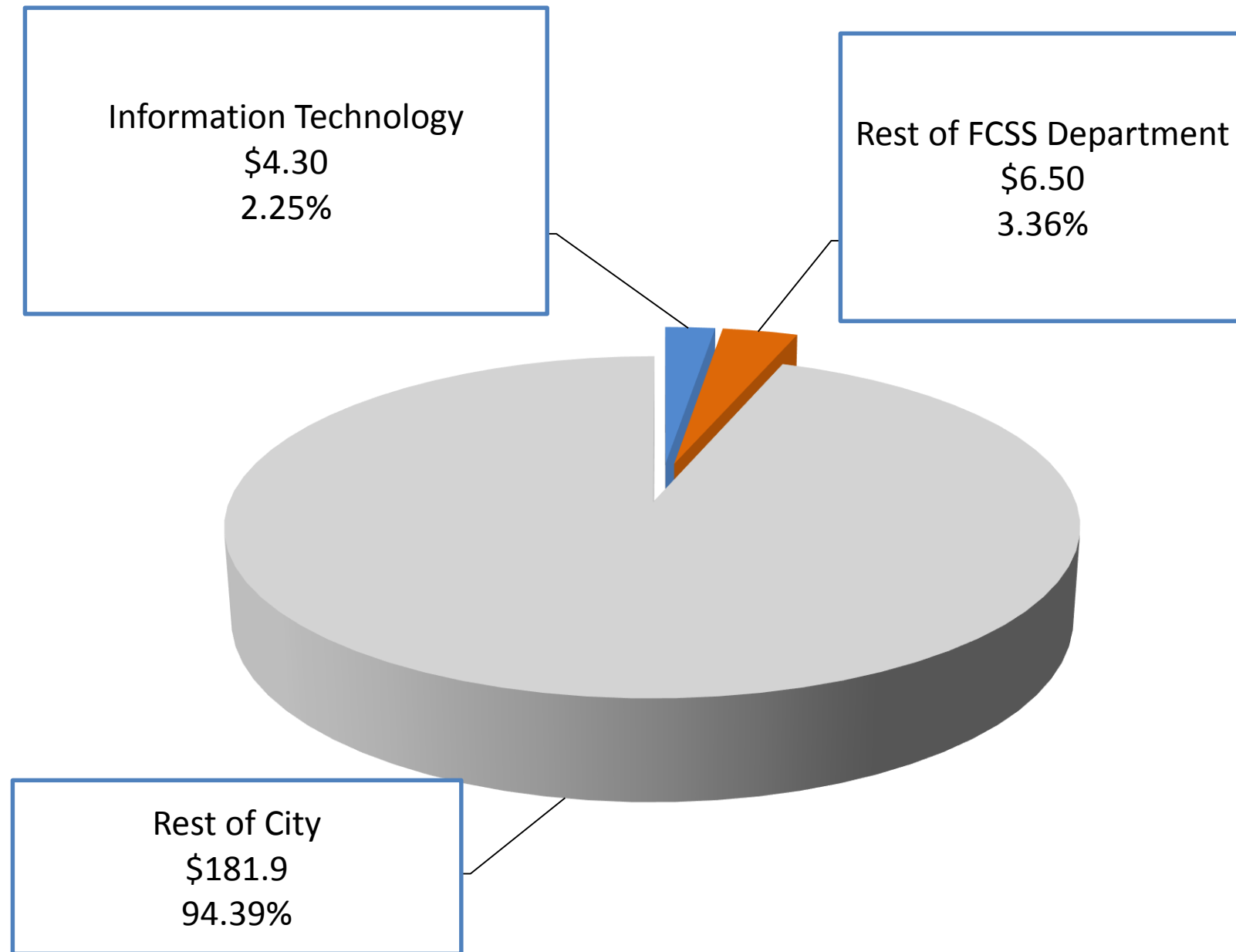
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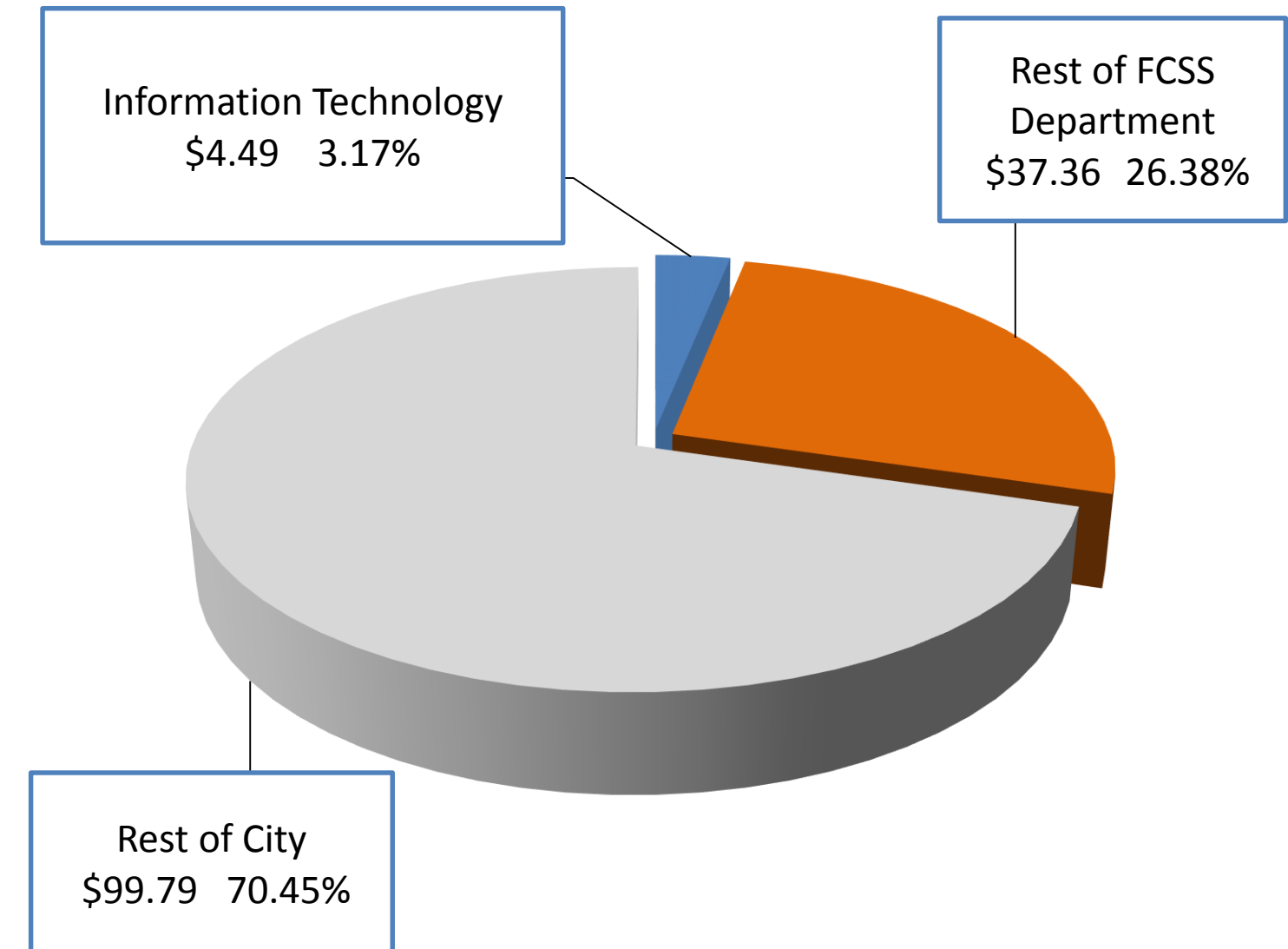

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2025 Budget

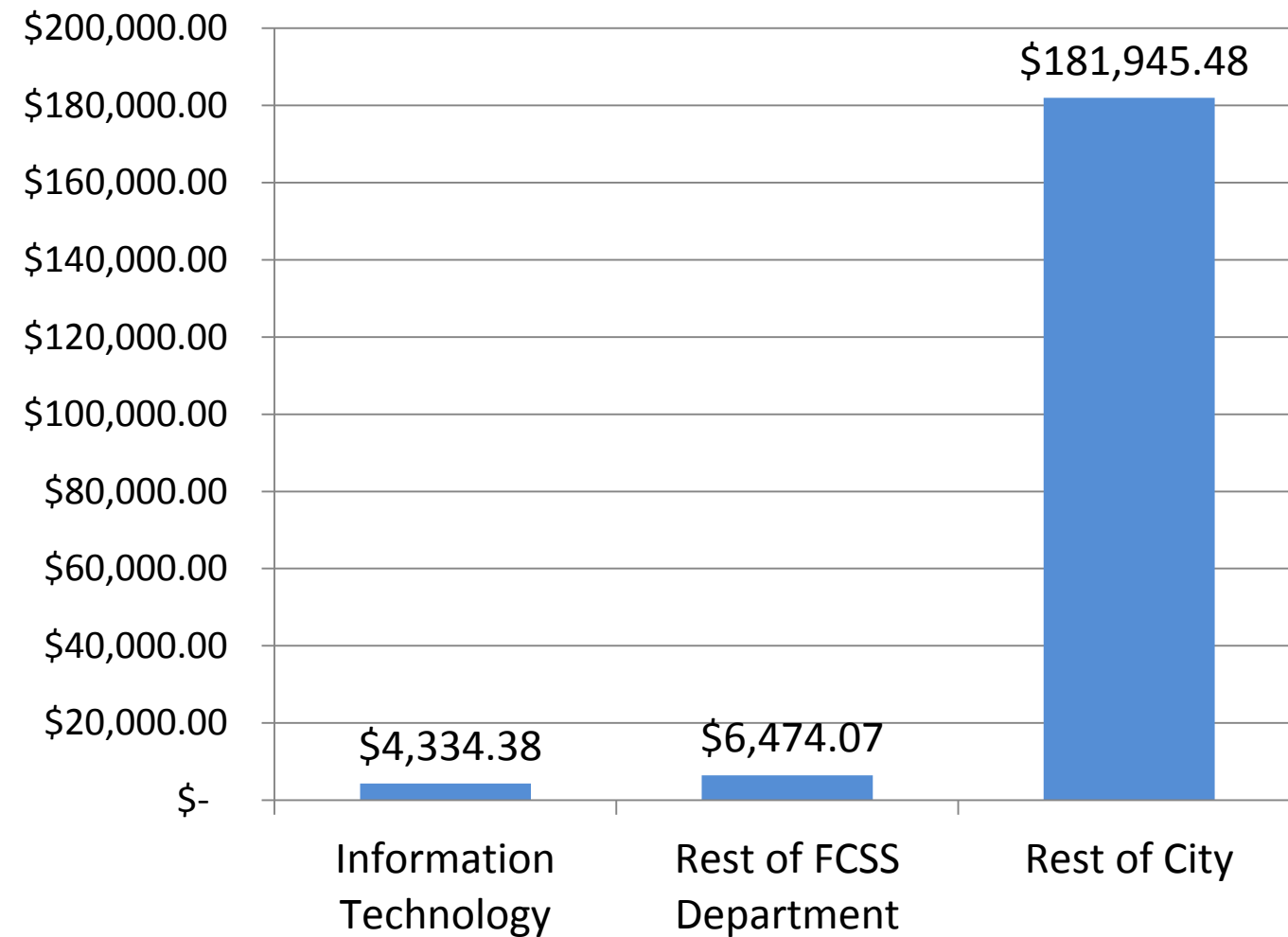
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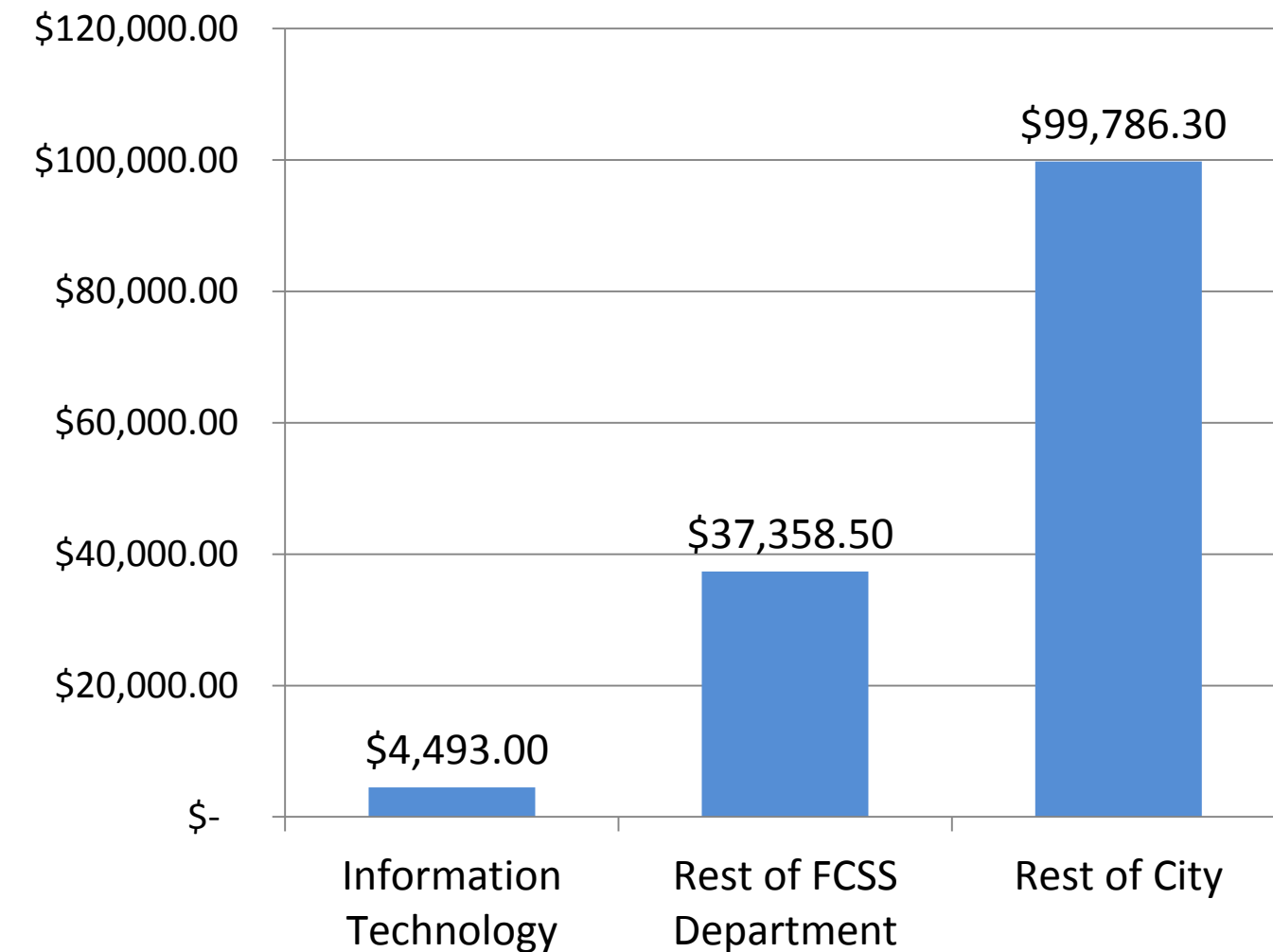
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2024 Net Operating Budget (\$000s)



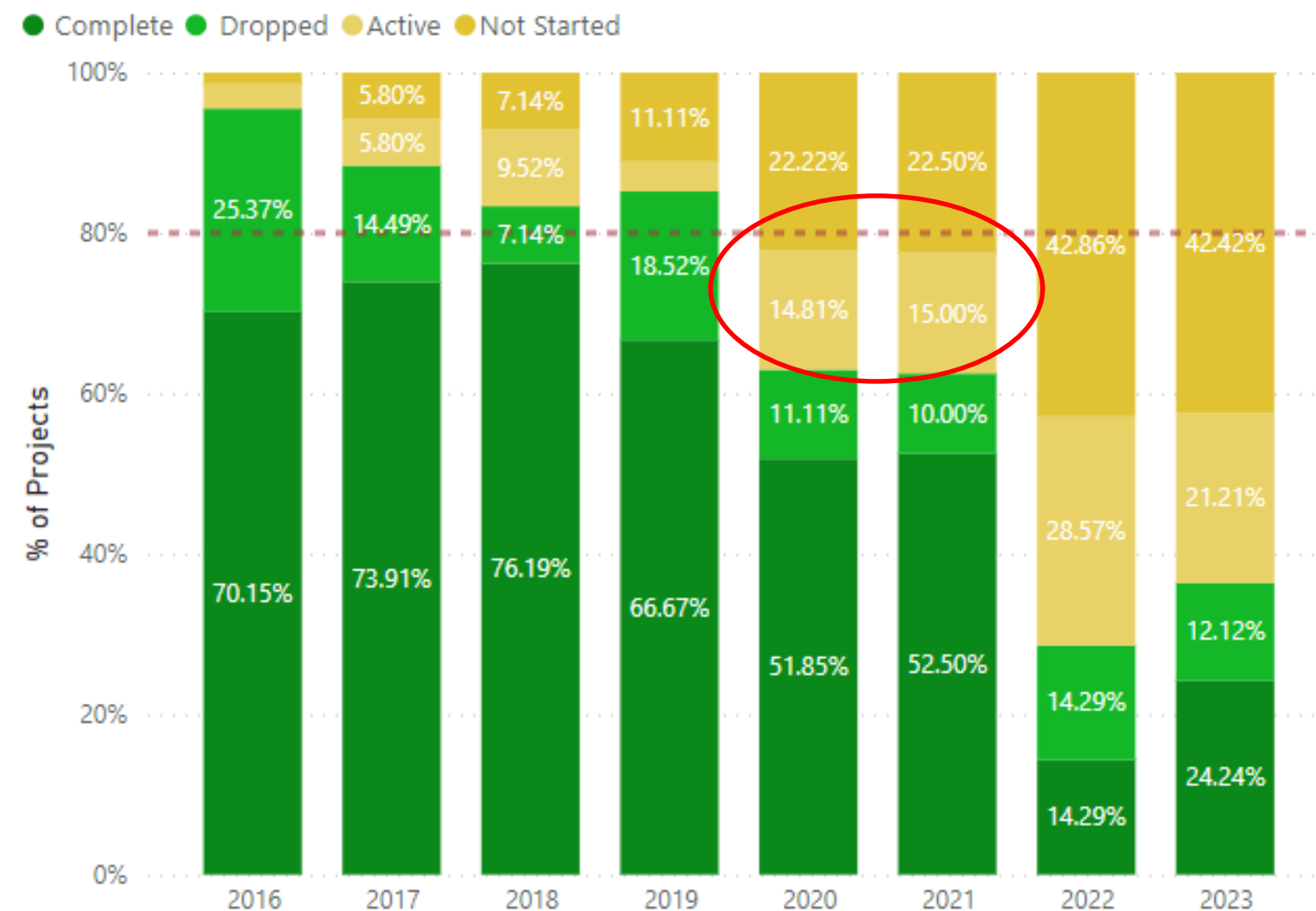
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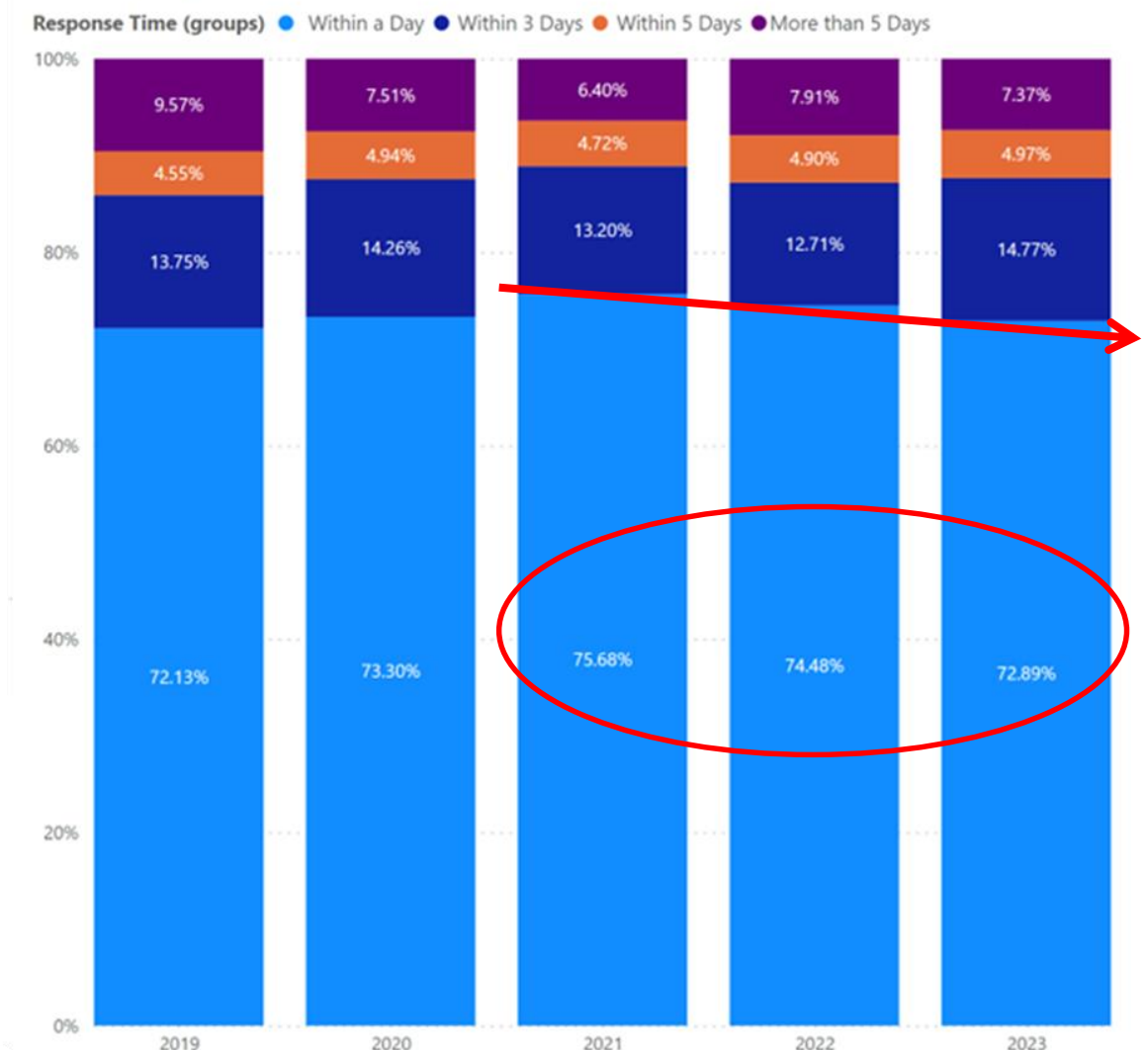
Maintain Current Service Levels

- **IT Demand is increasing** making it difficult to maintain Service Levels with current staffing
- As depicted in our KPIs below, our current Service Levels call for :
 - 80% of requested projects to be complete within 3 years of the year they were requested.
 - 70% of Service Desk incidents to be addressed within a day
- As demand increases, our ability to hit these targets begins to slide

Project Status - %Complete by Year Submitted



Resolution Time



Key Objectives for 2025

Operating & Capital

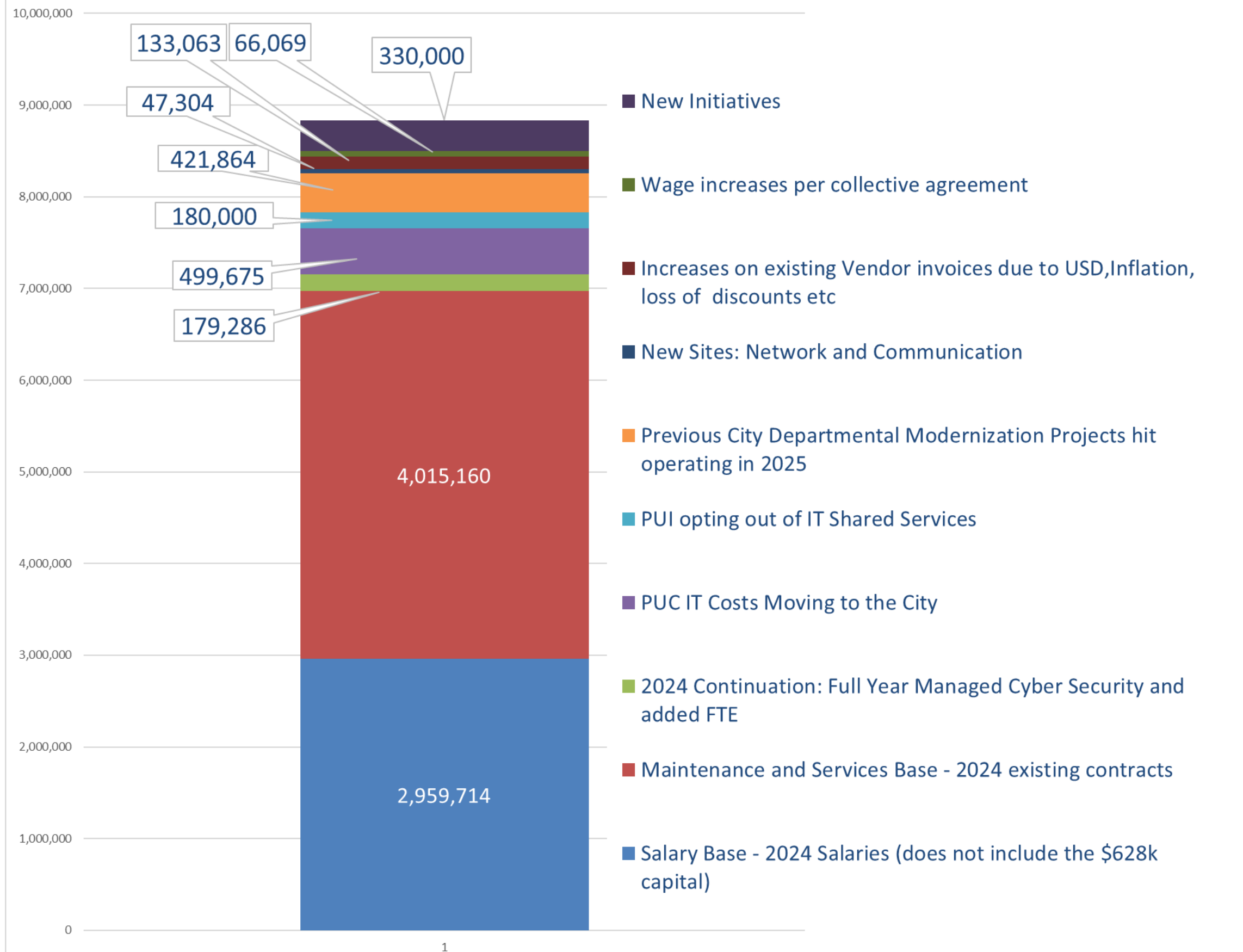
- **SAP Roadmap:**
 - Maintain The Core – Continue to move to the cloud
 - Improve the Experience – e.g. Improved reporting
 - Harness The Power – e.g. Enhance the tools for People and Culture
 - Build the Asset Management foundation and integrate tools as needed to support specialized needs
- **City Departmental Modernization** : Use of technology to advance the services. Projects include:
 - Records Management
 - Application Modernization – System Upgrades and Replacements
 - Customer Relationship Management (CRM)
- **Enterprise Technology advancements:** Ensure the City's core server, storage and network assets are reliable and continue to meet the city's expanding technology needs
- **Continued Security vigilance / IT Security Strategic Plan**
 - Expanded cyber incident response training for critical IT staff
 - Expansion of data protection measures including encryption
 - Enhanced access control to our most critical assets

Factors Affecting Operating Budget

- **Move of Water Treatment (PUC) and IT** to the City
- **Operating impacts from** completed City Departmental Modernization **projects**
- **New City Sites:** providing network and communications eg Firehall, Arena, NG911
- **USD rate and inflation** adding increases beyond 3% (often 5%) to existing contracts
- **Supply chain issues are driving up costs** on various operational keep-the-lights-on purchases
- **Continued Investment** in Cyber Security
- **NG911** costs for maintenance and support of new NG911 system
- **Additional staff and vendor resources** to support key objectives and meet increased IT demand
- Affecting Net only:
 - **Redeploying IT staff from Police** to City departments as Peterborough Police build their own IT team *Note: we are seeing increased demand at the City for in the Service Desk area. Redeploying this position to address that demand will help ensure we can maintain our current levels of service for Service Desk

2025 Gross Operating Budget Changes

IT Gross Expenditures - Changes from 2024

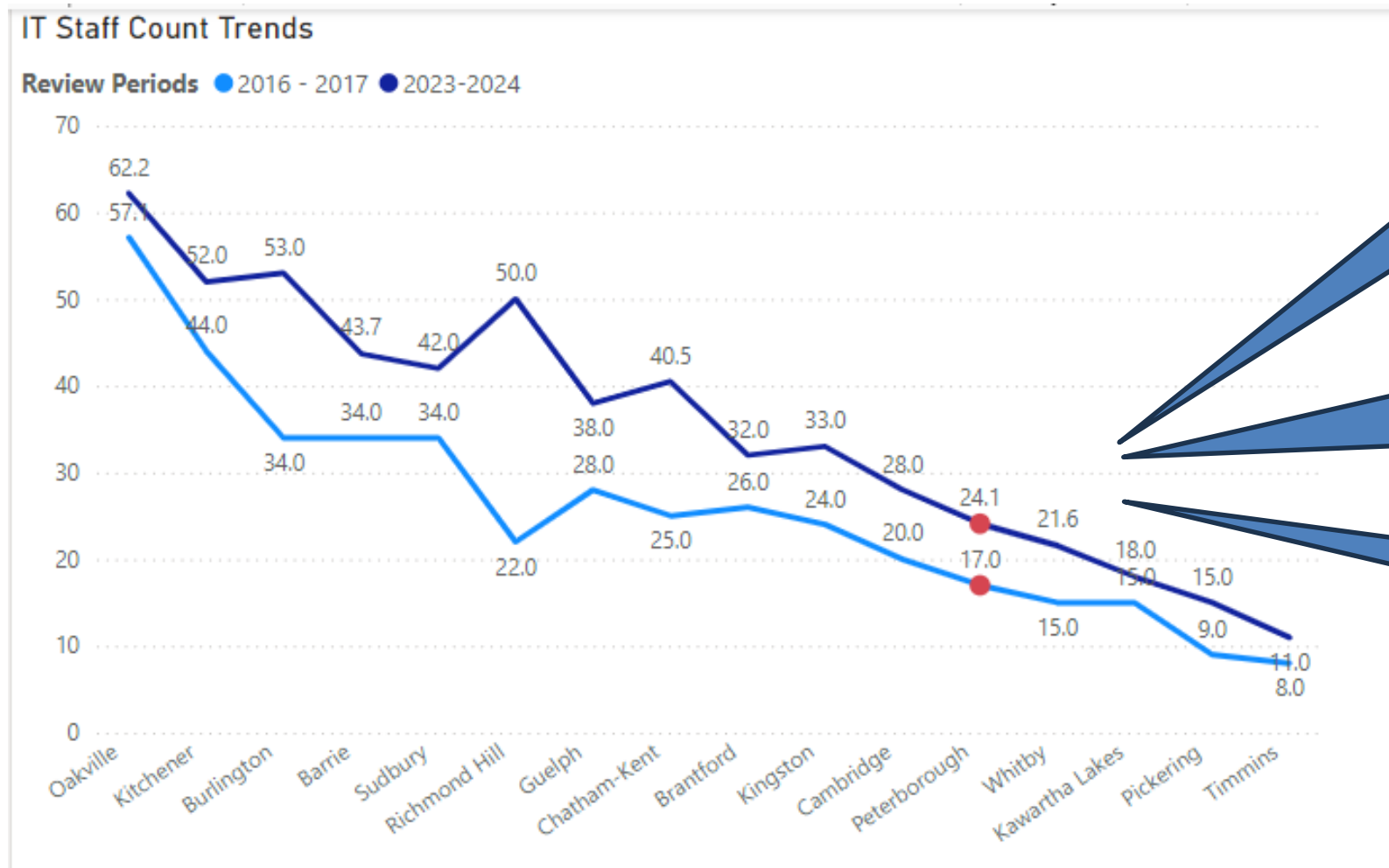


At a glance

New Initiative: IT Service Level Enhancement

New IT Structure with additional resources to address increased project demand

- IT Demand is growing at the City. Our business partners are looking for more dedicated IT staff
- When IT officially joins the City, we would like to restructure to align with City departments and enhance our service levels
- We propose adding 2 FTE in 2025 and potentially 2 more in 2026
- Key metrics noted below, show that our IT staff complement would be reasonable when compared to similar municipalities

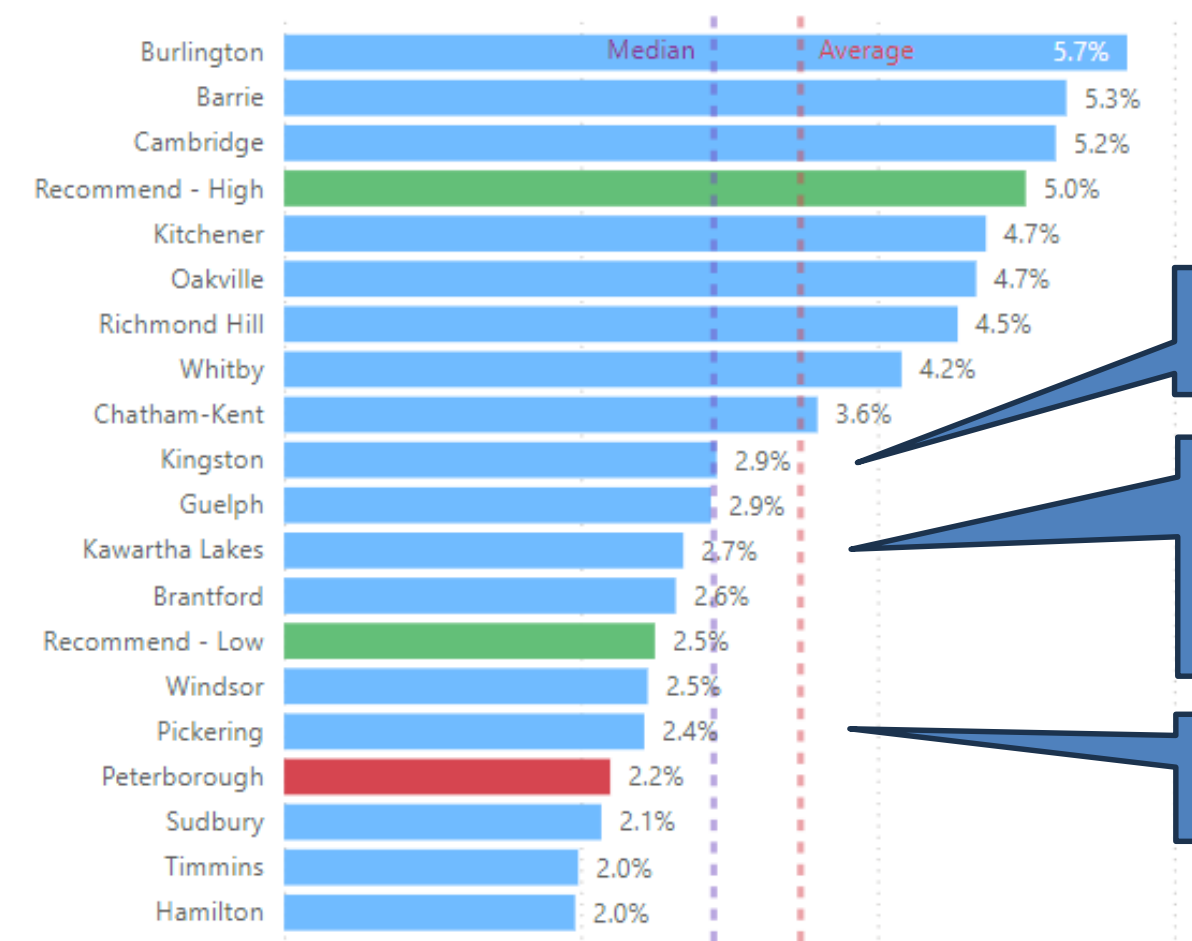


2026: would be 34

2025: would be 32 (including staff supporting PUC)

2024 is now 27

IT Staffing as % of Total (2023)



2026: would be 2.9%

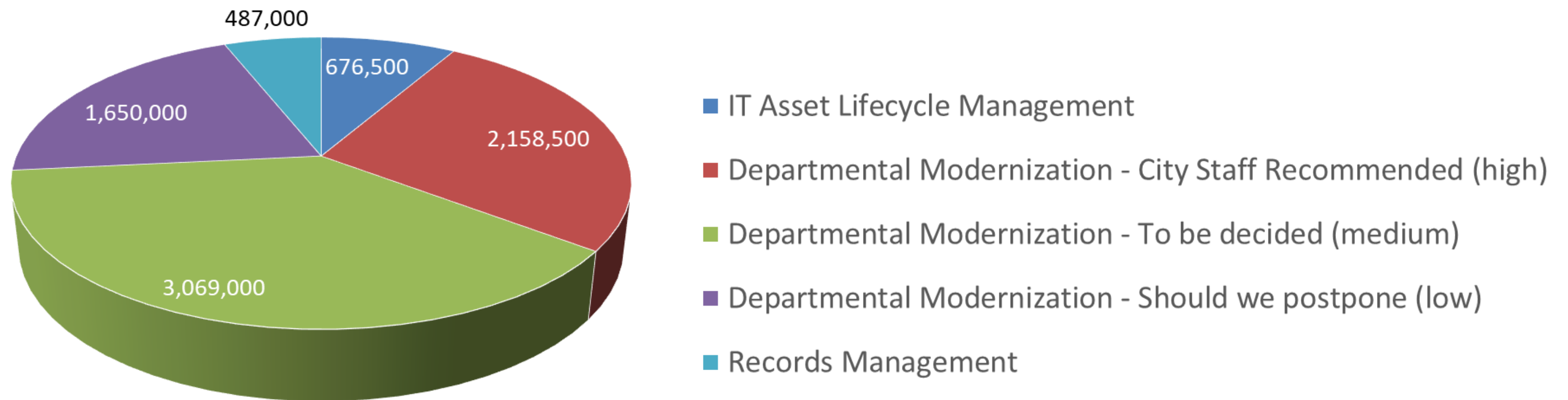
2025: would be 2.7% (including PUC)

2024: is 2.4%

Note: these include GIS Staff count as well

Large Capital Projects

- Approximately \$8.081M in capital projects have been put forward for review as depicted below
- It is expected that project prioritization process will reduce this amount, it may also be possible to fund some from reserves or other budgets
- Having said that, we do expect the demand to remain quite high even after that process so we have recommended the Staffing and Vendor increases noted earlier in this presentation to help address the volume of work



Service Level Reduction Options

1) Removing the Proposed New Operating Initiatives (Slide 8) removes \$330k

2) The remaining increase comes from things that can't be removed without reducing services:

- Continuation of 2024: Full year of Managed Security Services and new hires
- Water Utility and IT Department moving to the City
- PUI (remain Utilities generation business) opting out of Shared IT services
- Previous City Departmental Modernization Capital Projects Hitting Operating in 2025
- Increases on existing Vendor invoices due to USD, Inflation, loss of discounts etc.
- Communications and Networking for New sites
- Wage increase as per Collective Agreement

Questions

A scenic sunset over a lake. The sun is low on the horizon, casting a bright orange glow across the sky and reflecting on the water. A large fountain of water is spraying upwards from a small platform in the middle of the lake. A white boat is visible on the water to the right. The background shows a line of trees and some buildings on the shore.