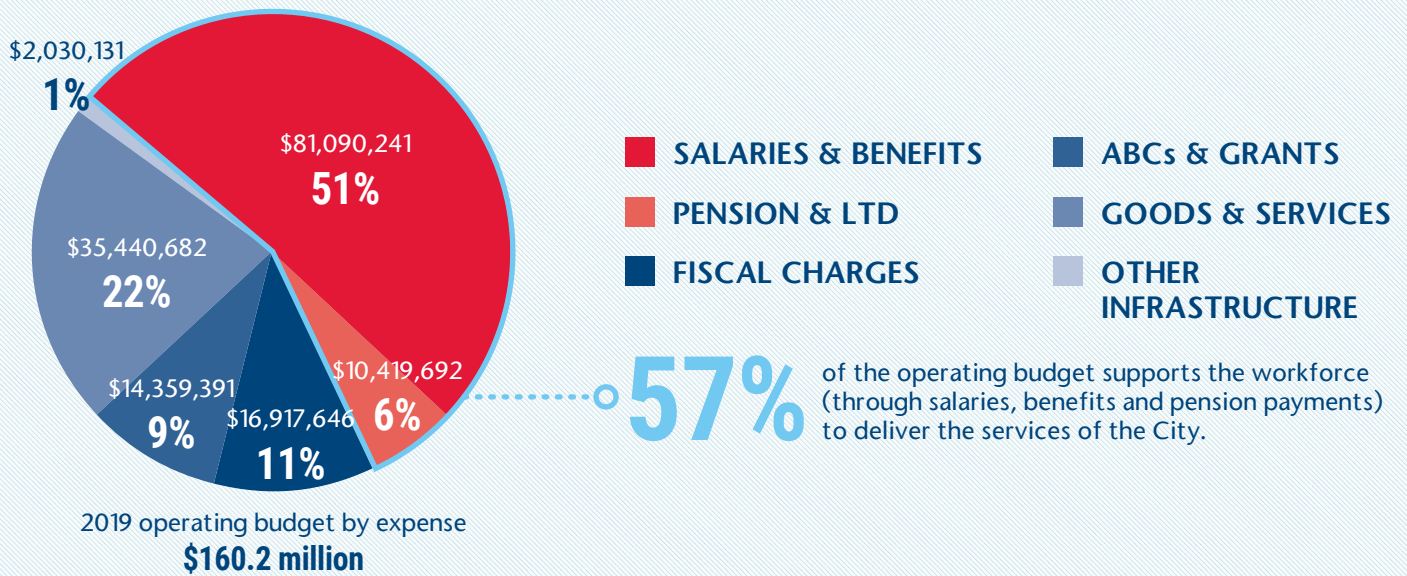


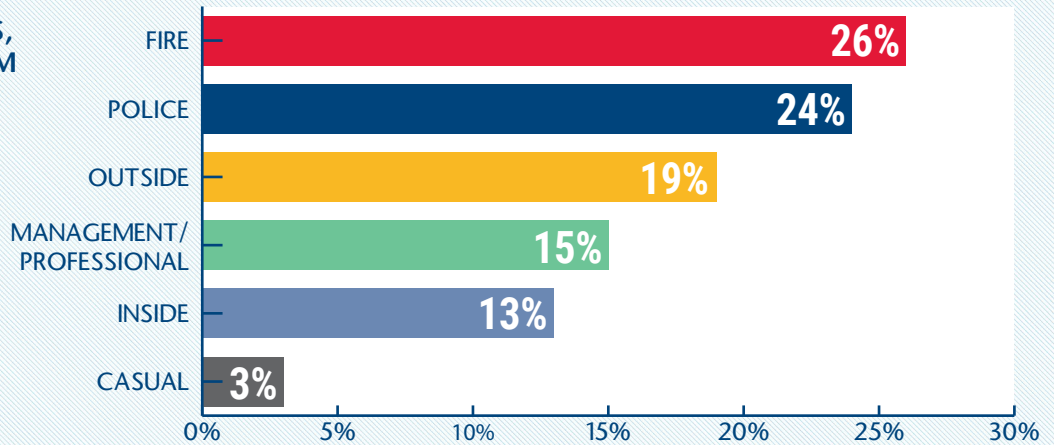
HOW IS THE MONEY SPENT WITHIN THE CITY'S OPERATING BUDGET, BY EXPENSE?



57% of the operating budget supports the workforce (through salaries, benefits and pension payments) to deliver the services of the City.

A LOOK AT THE BREAKDOWN OF 2019 SALARIES AND BENEFITS FOR EACH MUNICIPAL LABOUR GROUP

OVERALL SALARIES & BENEFITS, AS A PERCENTAGE OF THE \$81M SALARIES & BENEFITS BUDGET



*The inside labour group includes staff from both Police and City; the management group includes police management.

CPI AND WAGE TRENDS FOR EACH LABOUR GROUP SINCE 2004

Over the past 15 years, Consumer Price Index (CPI) has increased by 27.5%, or an average of 1.8% per year. A significant driver for the City's "people costs" has been salary increases above CPI.

In 2019, wages and pension accounted for 57% of the City's operating budget.

While wage increases above CPI are often appropriate, the City's newly adopted wage escalation policy has been designed to manage wage increases based on a three-year average of tax assessment growth. This would ensure that future wage increases are aligned with what the city experiences for tax base growth.

