

Walter, Penny

Subject: FW: Email - Communication - Janelle S Unrau - City of Saskatoon 2024-25 Budget Input - CK 430-72 x 1700-1

Importance: High

From: Janelle Unrau <[REDACTED]>

Sent: Monday, August 14, 2023 2:58 PM

To: [REDACTED]

Subject: City of Saskatoon 2024/25 Budget Input

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Budgeting. Most find it dreadful; I always found it a rewarding challenge!

Previously as an executive, I was responsible to annually \$0 balance \$60+ million in budgets over 60 business units and the be held to ending that budgeted year without a surplus or deficit! Not only was the budget at \$0, but the actuals were as well. Failure was not an option; so, with the support of my team of about 100, I made it happen. It's been a minute since that life, but I don't think the foundational practices have changes exponentially.

Your budgeting is similar to my previous. Income is somewhat fixed, there can be huge swings and sideswipes in the actual year and you have to be nimble enough to figure it out so not have a deficit. Although it's not that difficult - the numbers dictate the reality; it requires tough decisions and it can be painful. With a \$52 million shortfall, taxpayers are calling on you to hold the line, be creative, be resourceful, make some hard cuts.

While I realize that I have a bird's eye view of the big picture and in an effort to be brief, I offer the following:

- Which previously planned special projects would perhaps be nice, but not needed? For example, the new park-let on the Temperance Street Triangle was not required. It could have remained at was or benefitted from a bit of shrub pruning. The work this summer was a frivolous spend of tax dollars. What other projects are like that? What was previously budgeted for 2024 and cut the frivolous projects.
- The proposed new downtown convention center. This is not needed and I have the previous work experience in Saskatoon to back this up. I'm available to discuss this with anyone interested.
- Back alley garbage bins are slated to all be replaced with smaller bins. I concur a smaller bin would be great, but at a cost of \$3.5 million is this replacement absolutely

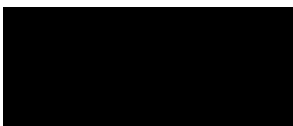
necessary now? Where do the old bins go? Can they be recycled or are they headed to the landfill?

- Who else like me would be happy to repurpose my garbage bin to someone who needs it in a new neighbourhood. The days of yore shared bin system worked great in my previous experience!
- Why is the city purchasing post peelings for mulch when they make their own mulch? Let's look into that.
- Perhaps it's time to do more with less. I appreciate that a staffing review has been called for.
- At a quick glance at the 2020 actuals of the 2022/2023 Multi-Year Budget, I see fines and penalties actuals were ½ of the budgeted amount. Is this how it always is? If so, why would a fine increase be in the budget? The increase may help to balance the proposed budget, but if it serves the purpose to assist citizens in changing the habit that causes the fine, then it's not a true number and can contribute to the deficit at the end of the year. Smoke and mirror tactics are not your friend.

Perhaps Saskatoon should do something really different and make what we have the best it can be for the next couple of years. Sometimes polishing the current is the best solution. What if we thought that way? How else can you think differently?

I realize these comments come from a place of perception with very little study of current practices. That said, I do have skills in this area and over the course of my career proved to bring success to the organizations where I was employed and currently to my small business. Upon your request, I'm pleased to be at your service.

Respectfully,



Janelle S. Unrau
Lansdowne Avenue
Saskatoon, SK

