2016–2020
Financial Plan

Draft 1.0 March 2016
Agenda

- Financial Planning in Context
- Key Financial Policies
- Budget Highlights and Development
- Next Steps
Financial Planning in Context

Strategic Framework

- Community
  - Vision
- Organization
  - Mission
  - Values
  - Priorities
- Corporate
  - Corporate Plan
- Divisional
  - Programs
  - Services
  - Workplans

Financial Plan
Stewardship in an Era of Change

• Manage community building and local / regional transportation impacts
• Development pays for development
• Infrastructure renewal & strategic use of reserves & debt
• Sustain levels of service to the community
Key Financial Policies

• Taxation increases at inflation
• 1% tax lift for asset renewal
• Existing fees adjusted to inflation and cost recovery
• New fees @1% per year
• .5% annual efficiencies
• Harmonize tax rates with regional average
2016 Financial Plan Development

- 2% increase in tax levy
- 1% increase for asset renewal
- Development revenue increases cover costs
- Costs increase @ inflation
- $1.5m surplus use for one-time projects
Key Pressures Addressed In Plan

- Development Review
- Town Centre Coordination
- Building Plans Review & Inspection
- Major Project Delivery & Asset Renewal
# 2016 Operating

## (in millions)

<table>
<thead>
<tr>
<th>Source</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Source</strong></td>
<td><strong>Use</strong></td>
</tr>
<tr>
<td>Fees &amp; other revenue $1.3</td>
<td>Ops &amp; partners $1.9</td>
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<tr>
<td>Tax adjustments $1.4</td>
<td>Provisions &amp; adj $0.9</td>
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<tr>
<td>Financing $2.1</td>
<td>Debt retire/ new $2.1</td>
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<tr>
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<td>Develop capacity $1.6</td>
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<tr>
<td></td>
<td>Asset renewal 1% $0.8</td>
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<tr>
<td></td>
<td>Tax levy 3% $2.5</td>
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</tr>
</tbody>
</table>

Develop activity, adjustments
Renewal, growth, adj
Debt stabilization
Contracts, inflation
Labour, initiatives, reserves
Issues #97, #131
Increased demand
Transportation, capacity

4.8

7.3

$2.5
## 2016 Capital Projects

(in millions)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Description</th>
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<tbody>
<tr>
<td>Buildings</td>
<td>$23.0</td>
<td>Completion of new Delbrook CRC</td>
</tr>
<tr>
<td>Drainage</td>
<td>5.0</td>
<td>New culverts and debris basins</td>
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<tr>
<td>General</td>
<td>1.8</td>
<td>Includes new capacity</td>
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<tr>
<td>Golf</td>
<td>0.2</td>
<td></td>
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<tr>
<td>Library</td>
<td>0.6</td>
<td></td>
</tr>
<tr>
<td>Natural Hazards</td>
<td>0.5</td>
<td>Wildfire mitigation</td>
</tr>
<tr>
<td>Parks</td>
<td>2.6</td>
<td>Design - new parks &amp; Inter River field house / ATF</td>
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<tr>
<td>Sanitary</td>
<td>3.3</td>
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<tr>
<td>Technology</td>
<td>1.9</td>
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<tr>
<td>Transportation</td>
<td>11.5</td>
<td>Keith &amp; Montroyal bridges, roads &amp; improvements</td>
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<tr>
<td>Vehicles &amp; Equipment</td>
<td>6.6</td>
<td>New garbage and green bin carts for residents</td>
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<tr>
<td>Water</td>
<td>5.8</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$62.7</strong></td>
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Next Steps

- Public input period - now to April 4th
- Community Association briefing - March 30th
- Public Input received - April 4th
- Financial Plan Deliberations - April 5th & 11th
Recommendation:

“THAT the 2016 - 2020 Draft Financial Plan presentation be received for information”