2019 – 2023
DRAFT Financial Plan

September 17, 2018
Agenda

- Strategic framework
- Financial policies
- Focus areas
- Strategic priorities
- Financial plan highlights
- Plan Schedule
Financial Planning in Context

Strategic Framework

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

Financial Plan
Financial Policies

• Growth management
  – Stabilize operations
  – Collect development share of new capital
  – Reserve tax growth for future service impacts
  – Invest in active transportation
Financial Policies

• Revenue
  – Keep pace with rising costs
  – Redirect adjustments to affordable housing
  – 1% asset renewal

• Surplus
  – One-time items, policy planning initiatives
Focus Areas

- Growth forecast and financial impacts
- Affordable housing plans (460 units)
- Major and new capital
Strategic Priorities

• Senior government partnerships and regional growth
• Housing and transportation improvements
• New community amenities
• Public safety improvements
• Major development projects
• Grant opportunities
Financial Plan Highlights

- Policy adjustments
- Employer health tax
- Housing reserve
- In stream development
- Five year capital plan by program
## Capital Plan

(000's)

<table>
<thead>
<tr>
<th>Plan</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>5 YR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>2,592</td>
<td>3,115</td>
<td>1,764</td>
<td>8,145</td>
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<tr>
<td>Child and Seniors Care</td>
<td>900</td>
<td>2,970</td>
<td>-</td>
<td>3,870</td>
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<td>Civic Facilities and Equipment</td>
<td>2,808</td>
<td>6,059</td>
<td>5,349</td>
<td>27,780</td>
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<td>Community Facilities, Arts and Culture</td>
<td>15,013</td>
<td>11,723</td>
<td>9,704</td>
<td>52,162</td>
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<td>Lands and Real Estate</td>
<td>198</td>
<td>2,071</td>
<td>1,457</td>
<td>5,104</td>
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<td>Overhead</td>
<td>836</td>
<td>531</td>
<td>1,351</td>
<td>4,790</td>
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<td>Parks and Open Spaces</td>
<td>5,435</td>
<td>23,764</td>
<td>7,376</td>
<td>46,246</td>
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<td>Public Safety</td>
<td>7,952</td>
<td>14,588</td>
<td>11,989</td>
<td>36,945</td>
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<td>Risk and Natural Hazard Management</td>
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<td>1,556</td>
<td>2,168</td>
<td>6,282</td>
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<td>Technology</td>
<td>2,048</td>
<td>1,353</td>
<td>1,373</td>
<td>7,581</td>
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<td>Transportation</td>
<td>20,204</td>
<td>23,286</td>
<td>8,812</td>
<td>71,248</td>
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<td>Utilities</td>
<td>13,154</td>
<td>16,402</td>
<td>12,665</td>
<td>72,659</td>
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<td><strong>TOTAL</strong></td>
<td><strong>71,165</strong></td>
<td><strong>107,418</strong></td>
<td><strong>64,007</strong></td>
<td><strong>342,811</strong></td>
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</table>
Capital Plan Funding

The chart shows the funding distribution for different categories over the years 2019 to 2023. The categories are District Reserves, Developer/Private, and Grants. The funding is measured in millions of dollars.

- District Reserves: A significant amount is allocated in 2020, with substantial funding also in 2019 and 2023.
- Developer/Private: A moderate amount is allocated in 2020, with minimal funding in 2021 and 2022.
- Grants: A small amount is allocated in 2021 and 2022, with negligible funding in 2019, 2020, and 2023.

The chart visually represents the funding trend across these categories and years.
## Rate Payer Impact

<table>
<thead>
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<th></th>
<th>2019</th>
<th>2018</th>
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<tbody>
<tr>
<td></td>
<td>%</td>
<td>$</td>
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<tr>
<td>Tax Levy (avg home)</td>
<td>3.0%</td>
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<tr>
<td>Utilities (SF)</td>
<td>3.8%</td>
<td>61</td>
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<td><strong>Total</strong></td>
<td>128</td>
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</table>
2019 Financial Plan Schedule

- Budget outlook June 19
- Utility rates and fees and charges July 23
- Draft workbook Introduction Sept 17

- Public Input received until September 24
- Financial Plan deliberations September 25
- Financial Plan adoption Oct 1
- Financial Plan amendment Spring
End of Presentation