

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



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

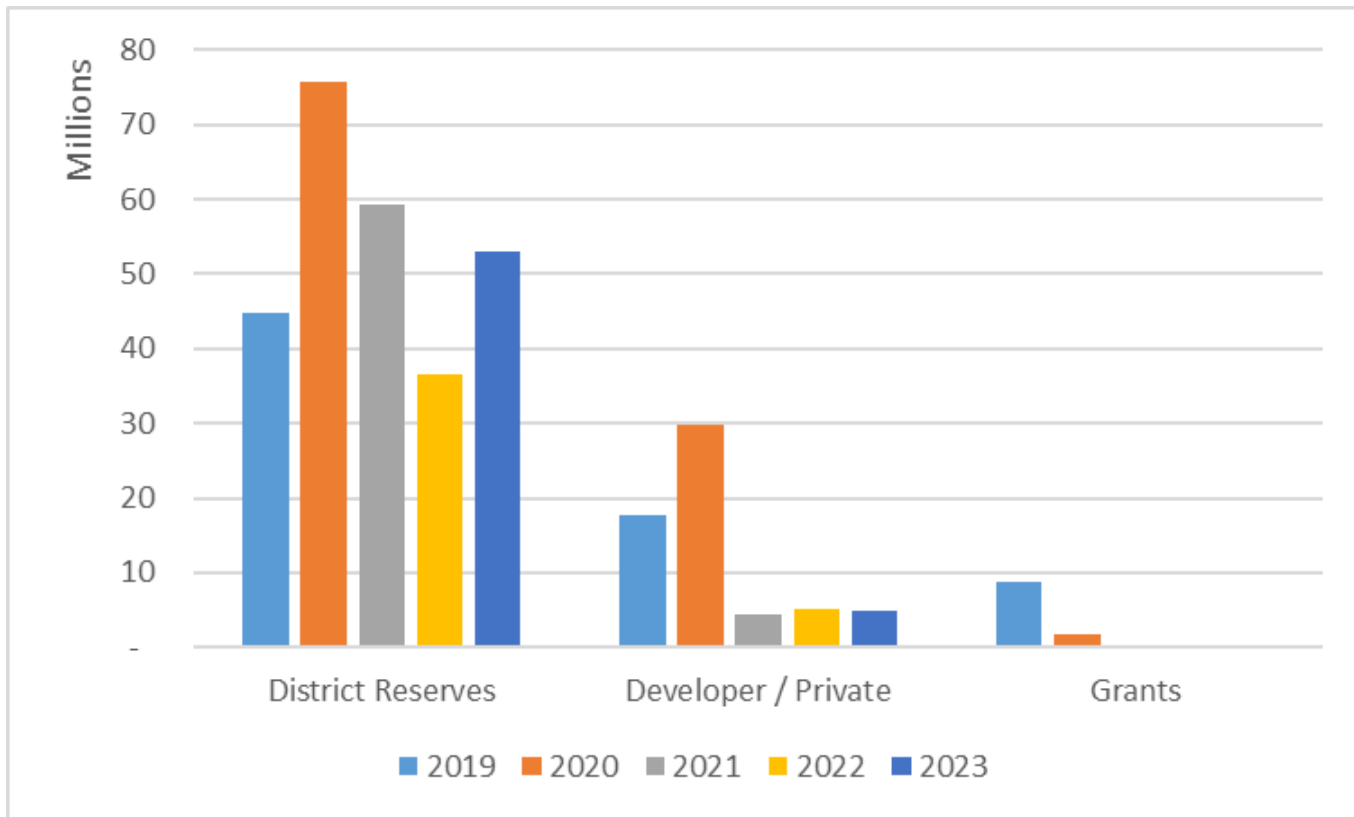
- Policy adjustments
- Employer health tax
- Housing reserve
- In stream development
- Five year capital plan by program

Capital Plan

(000's)

	PLAN			5 YR
	2019	2020	2021	TOTAL
Affordable Housing	2,592	3,115	1,764	8,145
Child and Seniors Care	900	2,970	-	3,870
Civic Facilities and Equipment	2,808	6,059	5,349	27,780
Community Facilities, Arts and Culture	15,013	11,723	9,704	52,162
Lands and Real Estate	198	2,071	1,457	5,104
Overhead	836	531	1,351	4,790
Parks and Open Spaces	5,435	23,764	7,376	46,246
Public Safety	7,952	14,588	11,989	36,945
Risk and Natural Hazard Management	25	1,556	2,168	6,282
Technology	2,048	1,353	1,373	7,581
Transportation	20,204	23,286	8,812	71,248
Utilities	13,154	16,402	12,665	72,659
	71,165	107,418	64,007	342,811

Capital Plan Funding



Rate Payer Impact

	2019		2018	
	%	\$	%	\$
Tax Levy (avg home)	3.0%	67	3.0%	64
Utilities (SF)	3.8%	61	3.8%	60
		128		124

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