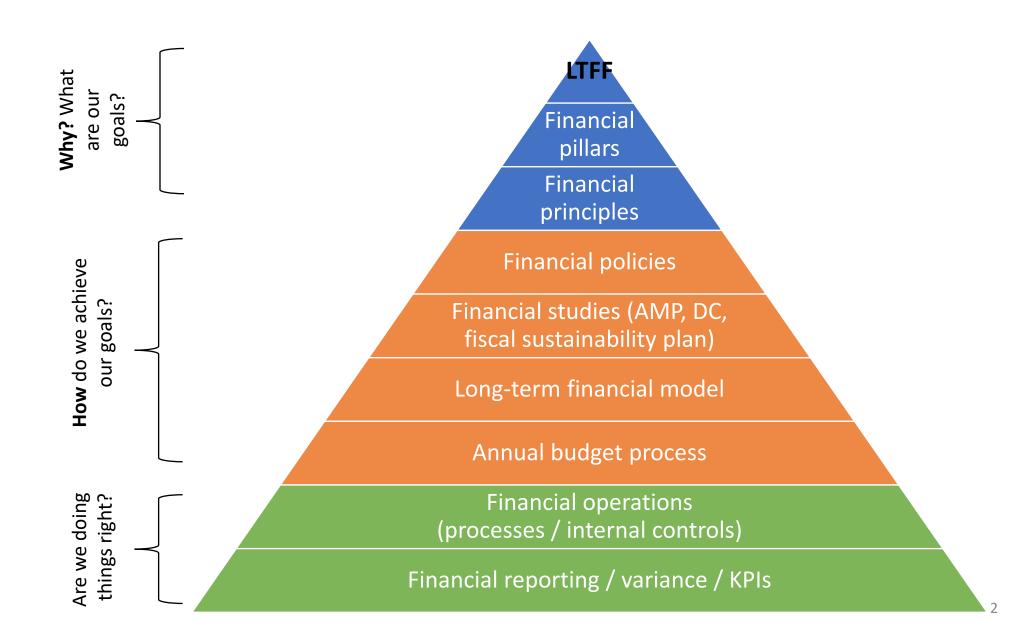
Long Term Financial Framework

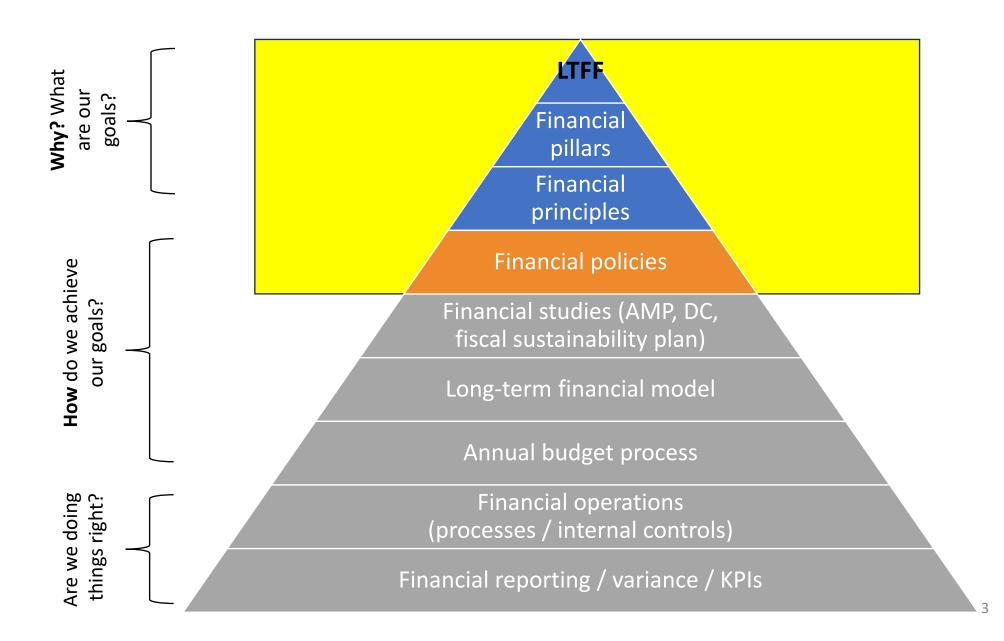


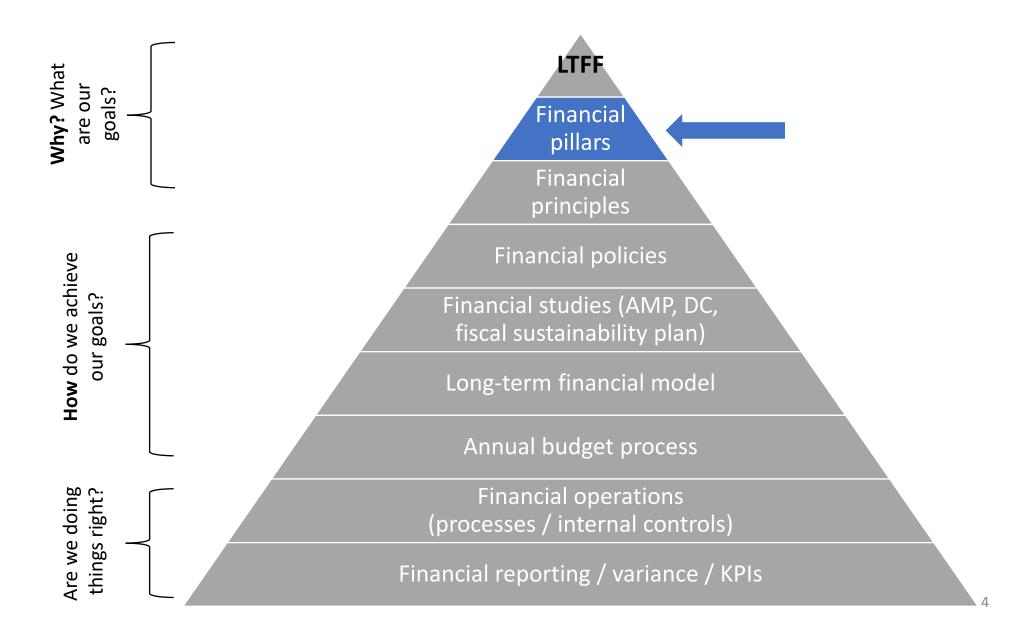




A solid foundation for financial sustainability







Financial Pillars

Sustainability

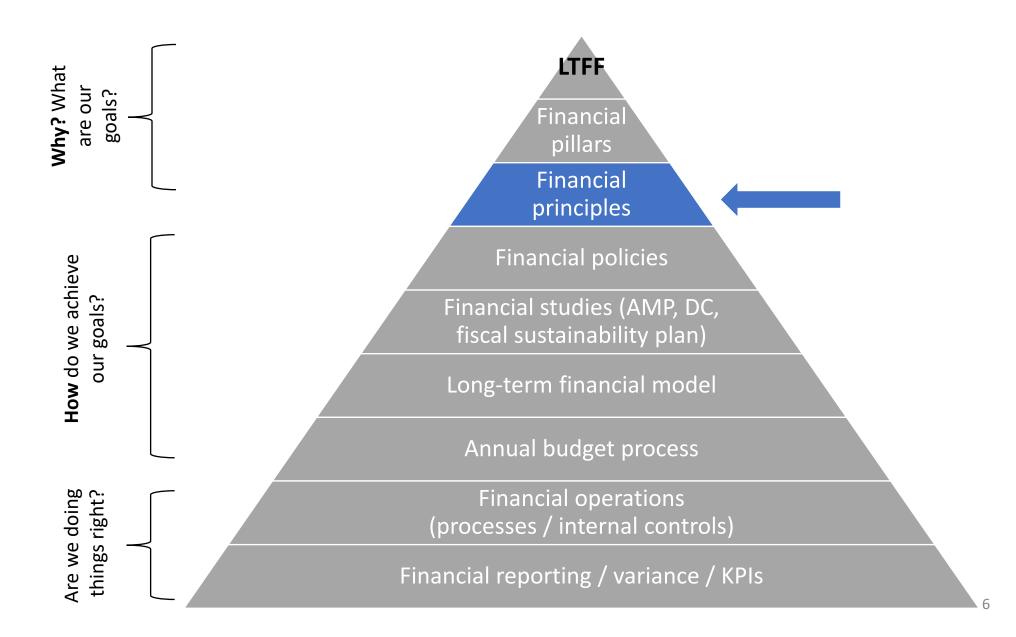
The ability to maintain services at the expected level to all intended customers over the long term.

Resiliency

The ability to respond to unexpected financial events and to capitalize on potential opportunities.

Responsibility

The organization makes financial decisions with the context of providing the best value for taxpayer / ratepayer.



Financial Principles



Sustainability

Long-term perspective / approach

Responsible use of reserves

Intergenerational equity

Growth pays for growth

Asset management approach to capital

Environmental sustainability



Resiliency

Alignment to the strategic plan

Risk management approach

Responsible use of debt

Use of one-time funding

Transparency and accountability

Effective policies and internal controls



Responsibility

Value for money approach

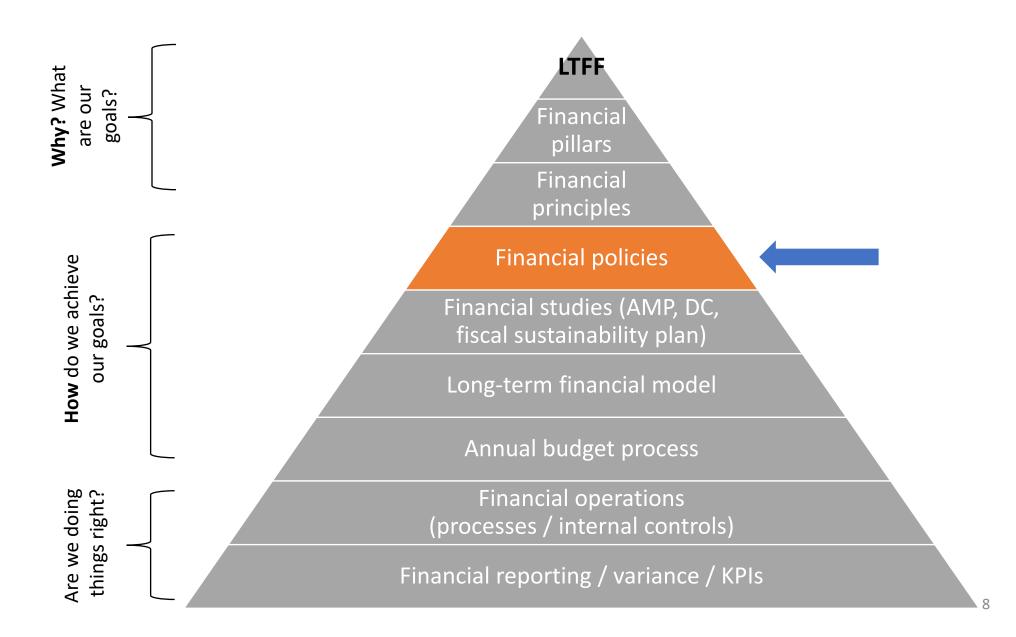
Strategic use of economic incentives

Users pay for services they use

Innovation in revenue sources

Maximizing grant funding

Dept. / regional collaboration



Financial Policies

Sustainability

- Asset management policy
- Capital budget process policy
- Reserve and reserve fund policy*
- Development finance policy*
- Tangible capital asset policy
- Environmental sustainability Policy*

Resiliency

- Investment policy
- Debt management policy*
- Budget monitoring policy*
- Cash handling policy*
- Lease financing policy
- Water / Wastewater rate policy*

Responsibility

- Tax and assessment policy*
- Operating budget process policy*
- Revenue / user fee policy*
- Procurement policy (bylaw)
- Corporate credit card policy
- Expense reimbursement policy

Financial Policies

Sustainability

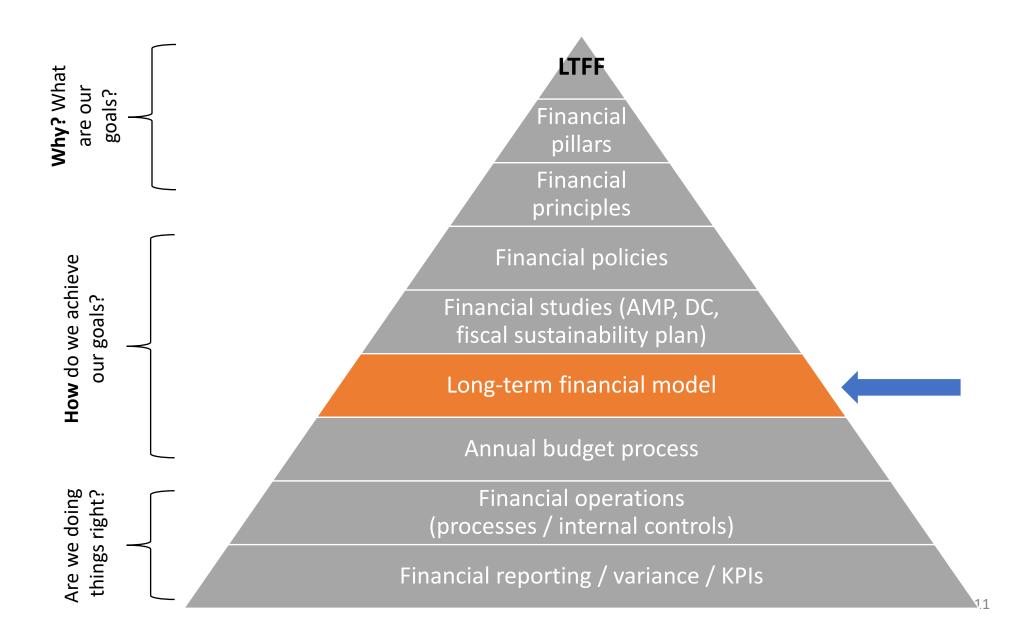
- Asset management policy
- Capital budget process policy
- Reserve and reserve fund policy*
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- Tangible capital asset policy
- Environmental sustainability Policy*

Resiliency

- Investment policy
- Debt management policy*
- Budget monitoring policy*
- Cash handling policy*
- Lease financing policy
- Water / Wastewater rate policy*

Responsibility

- Tax and assessment policy*
- Operating budget process policy*
- Revenue / user fee policy*
- Procurement policy (bylaw)
- Corporate credit card policy
- Expense reimbursement policy
- Mileage policy



Operating Model:

LT objective — Multi year budget planning

Operating Expense Model

Salary analysis

Staffing forecast

Purchased goods / services / forecasts

New strategic initiatives

Operating Revenues

User fee analysis

Tax policy / assessment growth

W/WW rate analysis

Treasury / Analysis

Cash flow analysis

Economic factors

Debt repayment costs

Capital model:

LT objective – 10-year funded capital needs

Capital Expense Model

Infrastructure renewal / AMP

Growth related capital needs / housing

New strategic initiatives

Capital Revenues

Reserve analysis

Grant funding projections

Debt forecasts

DC Study analysis

W/WW rate - Capital

Treasury / Analysis

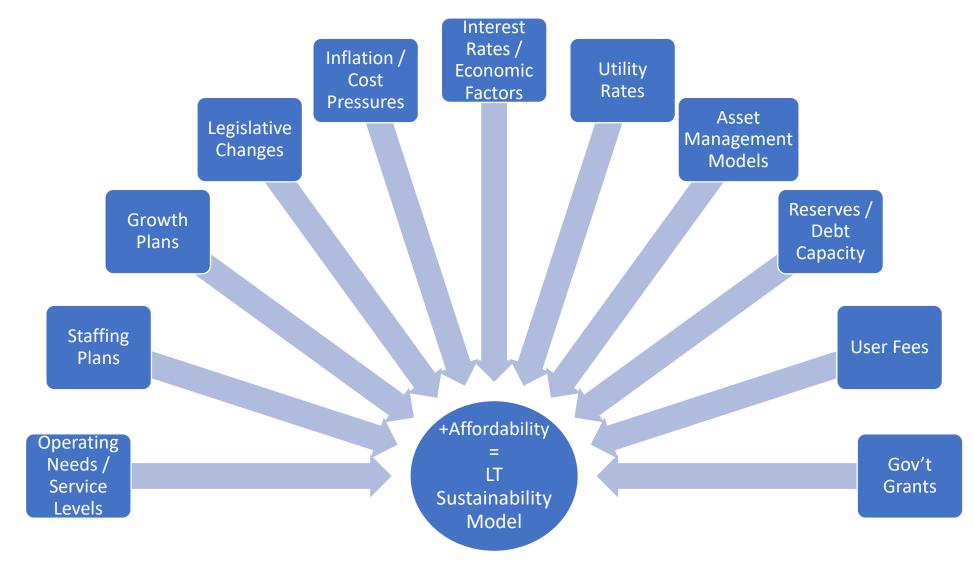
Cash flow analysis

Investment analysis

Debt capacity

Economic factors

Integrated Long Term Sustainability Model



Long Term Framework Key Deliverables

		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
No.	Description	2024	2024	2025	2025	2025	2025	2026	2026	2026	2026	2027	2027	2027	2027
1	LTFF Update														
2	W.WW Study														
3	10 Year Capital Plan														
4	New Accounting Software														
5	LT Model - Cashflow														
6	Budget Improvements														
7	AMP / Capital Funding Plan														
8	LT Model - 3 year operating														
9	GL Chart of Account review														
10	Improve Utility Analysis														
11	Update financial processes														
12	Improve Financial Reporting														

