

5 year operating plan

June 12, 2018



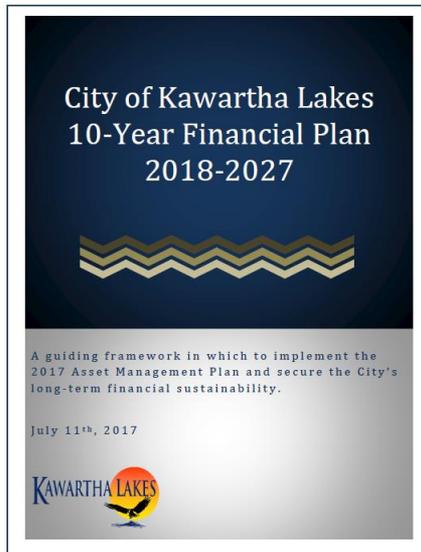
Strategic plan

- Strategic plan objective towards fiscally responsible service delivery required the development of a 5 and 10 year budget strategy

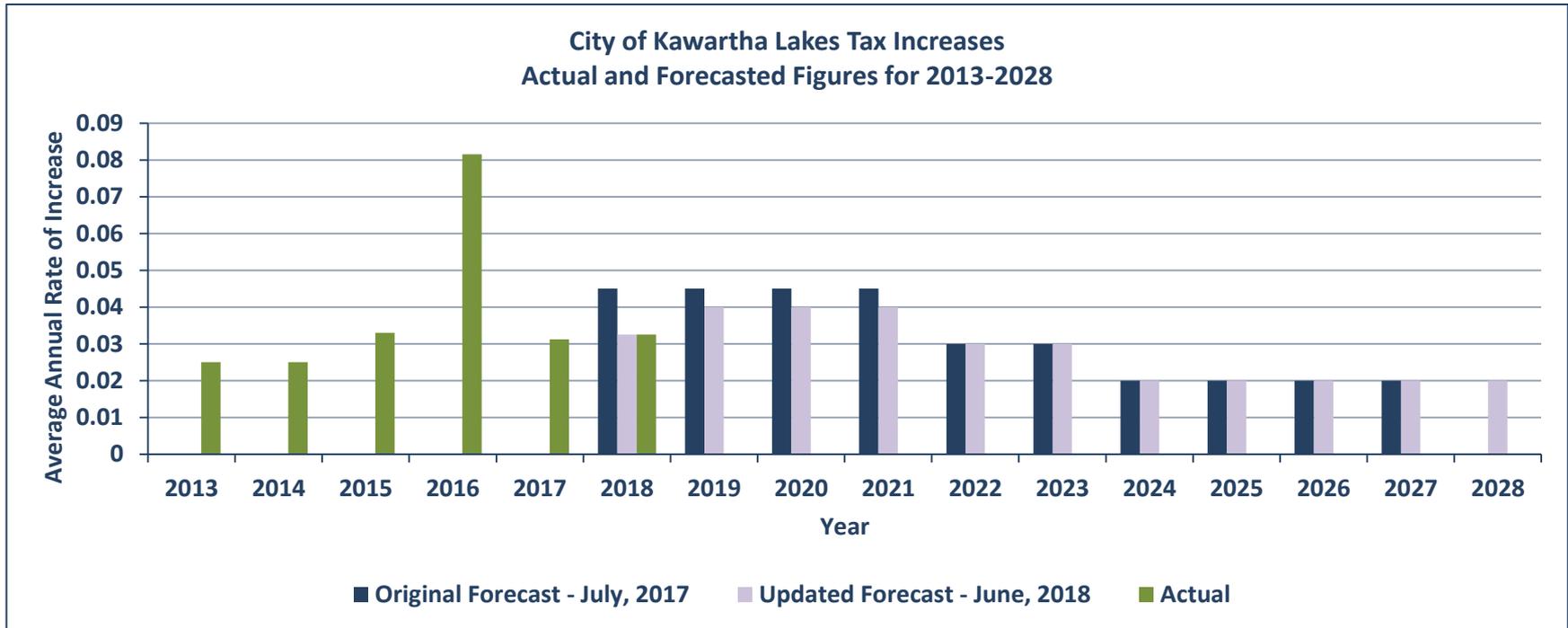


10 year financial plan

- 10 year financial plan, while primarily focused on asset management, included a general provision for tax supported operating requirements



10 year financial plan



Tax supported forecast over 5 years (2019 to 2023)

- Operating expenditure increase of \$9.9 million
- Capital expenditure increase of \$12.9 million

5 year operating plan

Drivers to the operating plan:

- Statutory/legislative
 - CPP, EI, OMERS
 - Ontario Fair Workplaces Act
 - Utilities and fuel
- Growth and service level
 - New facilities, roads, parks
 - Staffing requirements

5 year operating plan

Drivers to the operating plan:

- Contractual
 - Collective agreement
 - Winter control
 - Waste management

5 year operating plan

Drivers to the operating plan:

- “Right sizing” of budget
 - Ensure budget levels are adequate to support historic actuals
- Unknowns / uncontrollables

5 year operating plan

Next steps:

- Departments currently preparing their 2019 budget
- Review and quantify identified pressures
- Develop 5 year staffing plan
- Prepare a comprehensive 5 year operating plan for review as part of the 2019 budget deliberations