



*Mary-Anne Dempster*  
*Director of Corporate Services*  
*P.O. Box 9000, 26 Francis St.*  
*Lindsay, ON K9V 5R8*  
*Telephone: (705) 324-9411, ext.1311*  
*E-Mail: mdempster@city.kawarthalakes.on.ca*  
*Website: www.city.kawarthalakes.on.ca*

TO: Council  
DATE: March 28, 2017  
FROM: Mary-Anne Dempster, Director of Corporate Services  
SUBJECT: 2018 Budget Schedule

The development of the Budget framework in 2017 included combining all budget documents into one release, The Budget and Business Plan. This document was more comprehensive than previous versions. A budget schedule with multiple Council touch points earlier in the process was developed. Last year was a transition and learning year for the budget process. We are confident that the new schedule and end product captures what worked well and what required refinement. The process for the 2018 period will ensure that timing is appropriate.

The budget schedule attached has moved the process involving Council to the fall, commencing in September. Last year was the first time we had provided financial details earlier than September to Council. The downside is the lack of accuracy in amounts provided as before September there are multiple outstanding assumptions. Throughout the process for the 2017 budget, the increase required was changing weekly as new information became available. To name a few of the challenges: new grant funding allocations were announced in the Fall, OPP and OMPF are unknown until Fall, and tender awards for the winter season closed and actual amounts became known. September is the earliest that Staff can be relatively certain of the needs for the next fiscal period. Our system is complex and requires time after information is received to ensure that all considerations are present. The new schedule streamlines all activity to the September to December period.

The Asset Management Plan will be presented to Council in May along with funding options for Council consideration. The infrastructure gap must be addressed to maintain the integrity of our existing assets. Council will be provided financial options to address the gap. Council's direction in May will determine the financing allocations for the 2018 capital program.

The new schedule, although a shortened timeframe, allows staff the time necessary to provide accurate quantifiable information to Council and the Public. This will be less confusing for all concerned.

## **2018 Proposed Operating and Capital Budgets**

<b>May 23<sup>rd</sup></b>	<ul style="list-style-type: none"> <li>- AMP received by Council outlining 5/10 year known capital needs. This should include all capital program requirements for 2018.</li> <li>- Financing model for AMP presented to Council for consideration</li> <li>- Council Report on financial model options for Council adoption for long range strategy to support 5/10 budget</li> </ul>
<b>August 14<sup>th</sup></b>	2018 Proposed Capital Needs provided to Corporate Services to complete financial review
<b>August 31<sup>st</sup></b>	Department operating (including WWW operating) budgets are due to Corporate Services
<b>September 14<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup></b>	City overview (capital and operating) and departmental operating presentations to Council
<b>September 29<sup>th</sup></b>	Proposed Capital Budgets Released to Council and Public along with anticipated increase requirements for Operating electronically (Summary documents)
<b>October 15<sup>th</sup></b>	Deadline to receive Agency and Board budgets
<b>October 17<sup>th</sup></b>	Agency and Board Budget presentations to Council
<b>October 10<sup>th</sup> – 20<sup>th</sup></b>	Council to submit questions and extractions for Capital
<b>October 25<sup>th</sup></b>	Corporate Services to provide Responses to Capital questions
<b>October 31<sup>st</sup> and November 1<sup>st</sup></b>	Council meetings for Capital Budget deliberations
<b>November 10<sup>th</sup></b>	Budget and Business Plan published electronically
<b>November 20<sup>th</sup></b>	Paper copies of Budget and Business Plan provided to Council
<b>November 20<sup>th</sup> – December 7<sup>th</sup></b>	Council to submit questions and extractions for Operating
<b>December 9<sup>th</sup></b>	Corporate Services to provide Responses to Operating questions
<b>December 13<sup>th</sup>-14<sup>th</sup></b>	Council meeting for Operating Budgets deliberations