



**Finance Department
MEMORANDUM**

TO: MAYOR J. LEHMAN AND MEMBERS OF GENERAL COMMITTEE

FROM: C. MILLAR, DIRECTOR OF FINANCE AND TREASURER

NOTED: D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RE: LONG RANGE FINANCIAL PLAN

DATE: NOVEMBER 13, 2017

As part of the next update to the Long Range Financial Plan ("LRFP"), staff in the Finance Department were directed to report on the feasibility of including a potential policy regarding the allocation of dividends to reserves (motion 16-G-127).

The purpose of this memorandum is to advise members of Council that the LRFP will be brought forward to the Finance and Corporate Services Committee on November 22, 2017. BMA Management Consultants (retained to assist in the preparation of the LRFP) will present the results of the LRFP exercise at this meeting and a staff report containing recommendations and amendments to the City's Financial Policies will accompany the report.

The first phase of the LRFP was to undertake a Financial Condition Assessment ("FCA") and this report is being provided in advance of the LRFP.

The FCA provides an analysis of the current financial position of the City using a number of financial indicators and will form the foundation for the LRFP. The report examines three main types of indicators:

1. Growth and Socio-Economic Indicators
2. Municipal Levy, Property Taxes & Affordability Indicators
3. Financial Position Indicators

The report includes trend analysis to consider how the City's financial condition has changed over time and comparisons to peer municipalities.