



Meeting Agenda
Finance and Corporate Services
Committee

Wednesday, May 23, 2012

6:00 PM

Council Chamber

1. PRESENTATION/DISCUSSION ITEMS

STATUS OF 2011 FINANCIAL STATEMENTS

WATER AND WASTEWATER FINANCIAL PLAN UPDATE

Attachments: [Water and Wastewater Financial Plan Update MAY 23 2012.pdf](#)

2. REFERRED ITEMS

Nil.

3. ADVISORY COMMITTEE REPORTS TO BE RECEIVED

REPORT OF THE ACCESSIBILITY ADVISORY COMMITTEE DATED APRIL 26, 2012.

Attachments: [Accessibility Advisory Committee Report April 26 2012.pdf](#)

REPORT OF THE INTERNATIONAL RELATIONS COMMITTEE DATED MAY 14, 2012

Attachments: [International Relations Committee Report May 14 2012.pdf](#)

4. REPORTS TO COMMITTEE

2013 BUDGET DIRECTIONS

1. That staff prepare a Business Plan for 2013 for all tax supported services that considers:
 - a) The cost of maintaining current programs at current service levels, based on anticipated 2013 workloads;
 - b) The cost of providing provincially mandated and cost-shared programs;
 - c) The costs associated with growth in population or infrastructure that is operated and maintained by the City;

- d) Recommendations for changes to user fees that reflect:
 - i) the full cost of providing the program or service, including fixed assets, net of any subsidy approved by Council.
 - ii) increased reliance on non-tax revenue.
 - e) A reasonable estimate of assessment growth; and
 - f) Actions to reduce the impact of the cost drivers described in paragraph 30, that are estimated to create a 6.4% property tax increase over 2012 levels.
2. That staff develop adjustments to financing plans, service levels and/or service delivery methods that reduce anticipated cost increases and generally include:
- a) Reviewing capital projects in the Capital Plan to reduce the requirements for building reserve balances;
 - b) Reviewing service levels to reduce operating cost pressures;
 - c) Introducing new or higher fees for existing services;
 - d) Working with Service Partners to reduce their funding request; and
 - e) Reviewing operating costs across the corporation.
3. That any new fee proposals for municipal services, or fee changes of more than 5% of the current fee, be reported to Council no later than December 1, 2012;
4. That any service enhancements, changes in service or new service proposals be presented as Program Changes to allow Council to consider each Program Change on a case-by-case basis;
5. That the 2013 capital budget include projects that consider the following:
- a) The probability and consequences of asset failure as identified by the application of the Business Risk Exposure model presented to Council in the 2011 Corporate Asset Status Report;
 - b) The degree of impact on service delivery and operating costs if the project is excluded from the capital budget;

- c) Renewal activities and works required to support existing development projects:
 - i) First priority - projects that support Public Safety, Environment and Transportation programs.
 - ii) Second priority - projects - that support Land Use Planning, Economic Development and Corporate Support programs.
 - iii) Third priority - projects that support Enforcement, Arts and Culture and Recreation programs.
 - d) Financial affordability; and
 - e) Subsequent years of multi-year projects.
6. In recognition of the pending completion of Master Plans during the fourth quarter of 2012, that the capital forecast developed in 2011 be the basis for developing the 2013 capital budget.
7. That staff prepare a 2013 Business Plan for Water and Wastewater services that includes:
- a) The cost of maintaining current approved programs at current service levels, based on anticipated 2013 workloads;
 - b) The costs associated with legislated changes and requirements that must be incorporated into business plans;
 - c) The costs associated with growth in population or infrastructure that is operated and maintained by the City;
 - d) Rate increases that reflect revisions to the long range financial plan as directed per Motion 12-G-010, show that rates for water would increase by up to 10% and rates for wastewater would increase by up to 15%;
 - e) Opportunities to reduce rate increases, based on analysis undertaken by staff during the business plan development process; and
 - f) A reasonable estimate of water consumption.

8. That staff develop adjustments to water and wastewater financing plans, service levels and/or service delivery methods that reduce anticipated cost increases and generally include:
 - a) Reviewing water and wastewater capital projects in the Capital Plan to reduce the requirements for building reserve balances.
9. That staff prepare a 2012 Business Plan for Parking Operations that includes:
 - a) The cost of maintaining parking services at the service levels established in the Parking Strategy approved in the second quarter of 2012;
 - b) The costs associated with growth in population or infrastructure that is operated and maintained by the City;
 - c) Recommendations for parking revenues that reflect the approved Parking Strategy; and
 - d) A reasonable estimate of expected usage.
10. That staff advise the County and all Agencies, Boards and Commissions that the budget directions established in Motions #1-4 should be used when preparing their 2013 budget.
11. That a 2013 Budget Development Schedule that anticipates Council's review and approval no later than January, 2013, be prepared and circulated to the County and all Boards and Agencies.

Attachments: [2013 Budget Directions EMT002-12.pdf](#)

5. ADJOURNMENT