

Standing Committee Report

REPORT NUMBER 354-2025-Corporate Services-Finance

DATE

PREPARED

November 28, 2025

FILE

STANDING

COMMITTEE

December 9, 2025

MEETING DATE

SUBJECT

Draft Long-Range Financial Plan – Tax-Supported Operations

PURPOSE – *To seek feedback and endorsement from the Finance and Administration Standing Committee for the draft Long-Range Financial Plan.*

WITH RESPECT to Report 354-2025, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT City Council adopt the Long-Range Financial Plan as presented;

AND THAT any necessary by-laws be presented to City Council for ratification.

EXECUTIVE SUMMARY

This report presents the draft Long-Range Financial Plan (LRFP) for tax-supported operations; a strategic framework for guiding the City's financial management over the long term. The Plan identifies key policies, guiding financial principles, and financial indicators to support sustainable, responsible, and strategic decision-making.

With endorsement from the Finance and Administration Standing Committee, the LRFP, including a 10-year financial forecast, will be presented to the Special Committee of the Whole in January 2026, prior to the 2026 Operating Budget presentation.

KEY CONSIDERATIONS

The purpose of a Long-Range Financial Plan (LRFP) is to provide a strategic, long-term framework that guides how the City will manage its financial resources to meet current and future needs. It connects day-to-day financial decisions with broader community priorities, ensuring that investments are affordable, sustainable, and aligned with Council's direction. By identifying emerging pressures, assessing risks, and outlining strategies to maintain stability, the plan will help the City make informed choices that

protect service levels, support growth, and strengthen overall financial health. Ultimately, the LRFP fosters transparency, accountability, and confidence in the City's long-term financial stewardship.

Since rate-supported operations already operate under Council-approved financial plans, this LRFP focuses exclusively on tax-supported operations.

The Corporate Strategic Plan, set by each new term of Council, establishes the City's priorities, and the LRFP must align with those priorities to ensure financial decisions support Council's direction. To maintain this alignment, the LRFP will be updated in 2027 to reflect the next Corporate Strategic Plan and then updated every two years after. This regular update cycle ensures the LRFP remains current, responsive, and firmly connected to Council's evolving goals.

The LRFP highlights both the suite of financial policies the City currently has in place and the key policy gaps that must be addressed to strengthen the overall financial framework. Financial policies need regular review and updating to stay aligned with changing conditions, legislation, and best practices; a formal policy control plan will help ensure they remain current through scheduled reviews and clear accountability. Identified gaps include the Debt Management Policy, Corporate Enterprise Risk Management Policy, and a Performance Measurement Framework. Administration will work to develop these missing components and modernize existing policies to support long-term financial sustainability.

In April 2025, Administration presented Report 107-2025, which contained nine guiding financial principles structured under three financial pillars:

Financial Sustainability

1. Respect for Tax and Ratepayers
2. Sustainable & Integrated Capital Planning
3. Maximizing Value for Money

Financial Resiliency

4. Supporting Growth and Economic Development
5. Users Pay Where Appropriate
6. Fair and Sustainable Tax Policy

Financial Flexibility

7. Strategic Debt Management
8. Prudent Reserve and Reserve Fund Management
9. Responsible Investing

These principles are intended to serve as a stable and enduring framework for financial decision-making, ensuring consistency in the City's approach to long-term financial planning.

Building off these principles, the LRFP includes a Financial Health Dashboard to serve as an ongoing monitoring tool that tracks key indicators over time. The dashboard helps City Council and the public clearly see how the City's financial position is evolving. This transparency supports more informed, evidence-based decision-making and allows the City to identify early warning signs, adjust strategies, and ensure that long-term financial goals remain on track.

The LRFP will eventually include a Financial Forecast section that projects future revenues, expenditures, and contributions to the capital plan based on current trends and inflationary assumptions. A placeholder for the Financial Forecast section has been included in this draft with no figures populated. Once Administration has completed work on the draft 2026 Operating Budget, it will be used as the basis for the 10-year financial forecast. The LRFP, including the full 10-year forecast, will be presented to the Special Committee of the Whole prior to the 2026 Operating Budget presentation.

While this Financial Forecast is a valuable tool for identifying emerging pressures and understanding the long-term implications of today's decisions, it is not a prediction. Economic conditions, legislative changes, community growth, and market forces will inevitably shift in ways that make any long-term estimate imperfect. The forecast is therefore best understood as a guide, rather than a precise projection of what will occur.

FINANCIAL IMPLICATION

There are no direct financial implications associated with this report. The Long-Range Financial Plan provides the framework for sustainable, responsible, and strategic financial decision-making.

BACKGROUND

The Long-Range Financial Plan was included in the 2025-2027 City Manager's Workplan presented to City Council on February 10, 2025.

REFERENCE MATERIAL ATTACHED

Attachment A: Draft Long-Range Financial Plan 2026-2035

REPORT PREPARED BY

Keri Greaves, CPA, Commissioner – Corporate Services & City Treasurer

REPORT SIGNED AND VERIFIED BY

Keri Greaves, CPA, Commissioner – Corporate Services & City Treasurer

Date 12/02/2025 (MM/DD/YEAR)