



## STAFF REPORT

For: Mayor and Council  
Prepared by: John France, Acting CAO  
Subject: 2021-2025 Financial Plan Timetable  
Meeting date: October 6, 2020

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### BACKGROUND

The Village of Sayward has been using Strategic Plans for several years. Once Council adopts a strategic plan, it is used to produce the Financial Plan and guide the work plans of each municipal department. It is an important and effective way for Council to identify its strategic goals and priorities for the work undertaken by the municipality. Because strategic plan priorities can have significant resource and workload implications, it is important to tie the strategic plan to the annual budget process.

The Financial Plan bylaw and Tax Rate bylaw must be approved by Council before May 15 of each year as set out in the *Community Charter*. Councils of small municipalities with limited resources often pass a Financial Plan Bylaw in the late fall to avoid time conflicts at year-end when staff are working with the audit team. The initial bylaw includes most projected departmental revenues and expenditures; however, requisitions from other governments, tax revenues, and grant funding is estimated. Once these final items are known after the year-end process, an amended Financial Plan bylaw is brought to Council before the May 15<sup>th</sup> deadline.

### DISCUSSION

Staff suggest the following outline for working towards the 2021-2025 Financial Plan/Capital Plan. Staff propose that the dates be determined by the new Council in December:

|   | Item                                                                        |                          | Timeline                                                                         |
|---|-----------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------|
| 1 | Staff reviews 2020-2024 Financial plan and existing Strategic Plan          |                          | October 2020                                                                     |
| 2 | Council meets for a Strategic Planning session                              |                          | Suggest no Strategic Plan process until the spring 2021                          |
| 3 | <del>Staff review updated Council Strategic Plan and other directives</del> | Draft Strategic Plan     | Introduction of Draft Strategic Plan – November 19 <sup>th</sup> Regular meeting |
| 4 | <del>Final Strategic Plan</del>                                             |                          | Final Strategic Plan approval – December 3 <sup>rd</sup> Regular Meeting         |
| 5 | Financial Plan Process<br>A. COW Council Meeting, December                  | Each meeting will refine | December XX, 2019                                                                |

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                          |                                                                                                                                                   |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
|   | XX, 2020. Detailed review of Financial Plan/Capital Projects 2020 progress and 2021 budget proposal first draft<br>B. COW Council Meeting January XX, 2019. Detailed review of Financial Plan/Capital Projects<br>C. COW Council Meeting January XX, 2020. Detailed review of Financial Plan/Capital Projects<br>D. Council Meeting February XX, 2020. First three readings of the Financial Plan bylaw<br>E. Council Meeting February XX, 2020 Final reading of the Financial Plan bylaw<br>F. Council Meeting late March 2020, Staff Report outlining Financial Plan amendments<br>G. Council Meeting early April 2020, first three readings of amended Financial Plan Bylaw<br>H. Council Meeting late April 2020, Final Reading of Amended Financial Plan Bylaw | the Financial and Capital Plans, and, provide time for public input and questions. The timeline will also allow for research and reporting on identified issues.<br><br>Adopt Financial and Capital Plan | January XX, 2019<br><br>January XX, 2020<br><br>February XX, 20120<br><br>February XX, 2020<br><br>March 2020<br><br>April 2020<br><br>April 2020 |
| 6 | Tax Rate bylaw, Water Rate bylaw, Sewer Rate bylaw, Solid Waste Rate bylaw – Admin item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Bylaw                                                                                                                                                                                                    | Adopted by Mid May, first 3 readings April 2021, Final reading early May 2021.                                                                    |

#### Review of Council's Strategic Goals

Council is encouraged to hold a Strategic Planning session annually for Staff to summarize current plan implementation during the year (quarterly reporting will also be provided) and offer suggestions for new plan priorities. Council can then consider Staff suggestions, public suggestions, Council member suggestions and establish new strategic priorities for the next year which will ensure Council's priorities are properly reflected in the financial plan, both operational and capital. For 2021, Staff propose that the new Council decide on Strategic plan timelines.

Staff will be working on the budget throughout the fall and should have a draft ready for December.

#### **RECOMMENDATIONS**

Recommended Resolutions:

THAT Council receive the Financial Plan Timetable report for information and discussion,  
 AND THAT Council recommends the new Council do strategic planning in the spring of 2021,  
 AND FINALLY THAT Council forward the plan to the new Council for completion of items and dates in early December 2020.

Respectfully submitted

John France - Acting CAO