

**Report to  
Rapport au:**

**Council  
au Conseil**

**12 November 2015 / 12 novembre 2015**

**Submitted on November 12, 2015  
Soumis le 12 novembre 2015**

**Submitted by  
Soumis par:**

**Isabelle Jasmin, Deputy Treasurer Corporate Finance – Finance Department /  
Trésorière municipale adjointe, Finances municipales, Service des finances  
613-580-2424 ext. / poste 21312, Isabelle.Jasmin@ottawa.ca**

**Contact Person**

**Personne ressource:**

**Tom Fedec, Manager, Budgets and Financial Planning – Finance Department /  
Gestionnaire, Planification budgétaire et financière, Service des Finances  
613-580-2424 ext. / poste 21316, Tom.Fedec@ottawa.ca**

**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE      File Number: ACS2015-CMR-FIN-0046**

**SUBJECT: 2016 DRAFT OPERATING AND CAPITAL BUDGETS**

**OBJET: BUDGETS PRÉLIMINAIRES DE FONCTIONNEMENT ET  
D'IMMOBILISATIONs de 2016**

**REPORT RECOMMENDATIONS**

- 1. That City Council receive and table the Draft 2016 Operating and Capital Budgets at its meeting of November 12, 2015 for subsequent consideration by Council in Committee of the Whole to be held December 9, 2015.**
- 2. That City Council refer the relevant portions of the 2016 Operating and Capital Budgets to each Standing Committee of Council and the Transit Commission for their consideration and recommendation to Council sitting in Committee of the Whole to be held December 9, 2015.**

3. That City Council refer the Information Technology Services 2016 Operating and Capital Budgets and the relevant portions of the ServiceOttawa Capital Budget to the Information and Technology Sub-Committee for its consideration and recommendation directly to Council sitting in Committee of the Whole to be held December 9, 2015.

#### **RECOMMANDATIONS DU RAPPORT**

1. Que le Conseil municipal reçoive et dépose les budgets préliminaires de fonctionnement et d'immobilisations de 2016 à sa réunion du 12 novembre 2015 et qu'il les examine subséquemment en comité plénier le 9 décembre 2015.
2. Que le Conseil municipal transmette les parties pertinentes des budgets préliminaires de fonctionnement et d'immobilisations de 2016 à chaque comité permanent du Conseil et à la Commission du transport en commun pour que ces derniers les examinent et forment des recommandations au Conseil en comité plénier le 9 décembre 2015.
3. Que le Conseil municipal transmette les budgets préliminaires de fonctionnement et d'immobilisations de 2016 du Service de technologie de l'information et les parties pertinentes du budget préliminaire d'immobilisations de ServiceOttawa au Sous-comité de la technologie de l'information pour que ce dernier l'examine et formule des recommandations directement au Conseil en comité plénier le 9 décembre 2015.

#### **BACKGROUND**

On October 14, 2015, Council approved specific directions to guide staff in the development of the 2016 draft budget. These directions stated:

- a. The City Wide levy, which includes Police, Library and Public Health, be increased by 1.75% per year.
- b. Each year, all new operating budget needs will be as established in Council's strategic initiatives setting process with the funding as identified in report ACS2015-CMR-OCM-0016 – Proposed 2015-2018 Term of Council Priorities.

- c. **Each year, all strategic initiative capital projects will be as identified in Council's strategic initiatives setting process with the funding as identified in report ACS2015-CMR-OCM-0016 – Proposed 2015-2018 Term of Council Priorities.**
- d. **That the budget allocation for Transit services be based on a 2.5% increase to the Transit levy, as identified in the Transit Affordability Plan and a pro-rated share of the estimated 1.3% increase in taxes resulting from growth in assessment and that Council request the Commission develops its draft budget within this allocation.**
- e. **That, as part of the annual budget process, the budget allocation for Police, Library and Public Health Boards be based on their individual pro-rated share of a 1.75% tax increase and an estimated 1.3% increase in taxes resulting from growth in assessment, and that Council request that these Boards develop their draft budgets within their annual allocation.**
- f. **That the Rate supported (water and sewer services) draft budget be developed utilizing a 6% increase in the water rate as projected in the 2012 Long Range Financial Plan.**

The 2016 draft budgets tabled with Council on November 12 are presented by Standing Committees, Boards and Commission and consist of the following documents:

City Departmental Submission

Finance and Economic Development Committee  
 Agriculture and Rural Affairs Committee  
 Community and Protective Services Committee  
 Transportation Committee  
 Planning Committee  
 Environment Committee  
 Audit Committee  
 Information and Technology Sub Committee

Boards and Commission

Police Services Board  
 Library Board  
 Public Health Board  
 Committee of Adjustment  
 Crime Prevention Board  
 Transit Commission

This report provides an overview of the draft budget of all the submissions being tabled with Council. Corporate summaries of the budget submissions are provided as attachments to this report.

## **DISCUSSION**

### **Overview – 2016 Draft Budget**

#### **Tax Supported Services**

The 2016 draft budget tabled on November 12 achieves Council's tax objective of limiting the increase on the municipal portion of the residential property tax bill to 2.0%. Due to restrictions within Provincial tax policy, this limits the total tax revenue increase to 1.75% for City services. As directed by Council and as identified in the Transit Affordability Plan, this budget also includes a 2.5% increase to the Transit levy.

Council also approved a budget direction requiring all local Boards and the Transit Commission to be assigned a pro-rated share of the increase in property tax revenues and the estimated increase in assessment growth. Council requested that these Boards and the Commission develop their 2016 draft budgets within their allocation. The budgets being tabled with Council on November 12 comply with that request.

#### **Rate Supported Services**

The Rate Supported 2016 draft budget which includes water, wastewater and stormwater services, has been developed within the 6% rate increase as directed by Council.

### **Overall Operating Budget Estimates**

#### **Projected Taxation**

The net additional tax requirement identified in the 2016 draft budgets is \$26.5 million, which is estimated to result in an overall increase of 2.0% on the average residential property tax bill for City and Police services (excluding transit) and 2.85% for Transit Services. The following table shows the various estimated levy increases for both an average urban and rural home and an average commercial property.

**Table 1 - Property Tax Impact**

	Urban Home		Rural		Commercial Property	
	Average Assessment : \$375,300		Average Assessment : \$375,300		Average Assessment : \$294,100	
Area	2015	2016	2015	2016	2015	2016
City Wide	2,175	2,219	2,021	2,061	3,304	3,333
Police	553	564	553	564	838	845
	2,728	2,783	2,574	2,625	4,142	4,178
<b>\$ Change</b>		<b>55</b>		<b>51</b>		<b>36</b>
<b>% Change</b>		<b>2.00%</b>		<b>2.00%</b>		<b>0.88%</b>
Transit	595	612	175	180	911	922
<b>\$ Change</b>		<b>17</b>		<b>5</b>		<b>11</b>
<b>% Change</b>		<b>2.85%</b>		<b>2.85%</b>		<b>1.25%</b>
Garbage Fee	82	82	82	82	-	-
<b>TOTAL</b>	<b>3,405</b>	<b>3,477</b>	<b>2,831</b>	<b>2,887</b>	<b>5,053</b>	<b>5,101</b>

The lower rate of increase for the commercial tax property is a result of Provincial legislation, which stipulates that when the commercial tax ratio is above the provincial threshold, only half of any budgetary tax increase can be raised from this class. In Ottawa the commercial tax ratio is above the threshold.

The impacts above are preliminary and are based on the current draft budget funding requirements. Actual impacts will be a function of the Council adopted budget, assessment data from the Municipal Property Assessment Corporation (MPAC) and any changes to tax policy adopted by Council prior to the finalization of tax rates.

Individual properties may have a change in their taxation that is different from the representation above as a result of changes in assessment. In 2013 new property assessment values were released by MPAC that will be used for the 2013 to 2016 taxation years. Increases in current value assessment (CVA) are phased in equally over the four year period while decreases in assessment are implemented immediately with no phase-in.

### **Full Time Equivalents**

The draft budgets being tabled include the number of full-time equivalent (FTE's) positions that are required to deliver City services. For all services (including Rate supported), the total number of budgeted full time equivalent staff positions that are required to deliver services for City Operations and the Boards and Commission is 15,061 in 2016. This represents a net reduction of 31.32 FTE's from the 2015 complement. City Operations, Transit, Library and Public Health will see a 50.32 FTE reduction from operational efficiencies, while Police Services will be recommending a net increase of 19.00 FTE's.

### **2016 Tax Supported Operating Budget**

Total 2016 tax supported operating expenses are projected to be \$2.834 Billion which is an \$80.5 million increase over last year. Operating expenditures are funded through property taxes (52%); Payments in Lieu of Property Taxes (7%), federal and provincial grants (20%), fees and service charges (19%) and other miscellaneous revenue sources (2%).

A summary of the 2016 budgetary requirements shown by Standing Committee, Boards and /Commission and department is provided in Document 1.

The changes to the 2016 budget estimates and the source of their funds are shown by category in the following table. A brief description of the changes in each category follows the table.

**Table 2 - Budget Changes (\$Millions)**

	City Services	Transit	Police	Library	Public Health	Total
<b><u>Available Funding:</u></b>						
Assessment Growth	-12.0	-3.0	-3.0	-0.3	-0.1	-18.4
Tax Increase	-15.4	-6.0	-4.2	-0.7	-0.2	-26.5
User fee / Revenues	-3.0	-4.0	-0.2	0.0	0.0	-7.2
Provincial cost sharing	-7.3	0.0	0.0	0.0	-1.2	-8.5
<b>Funding Envelope</b>	<b>-37.7</b>	<b>-13.0</b>	<b>-7.4</b>	<b>-1.0</b>	<b>-1.5</b>	<b>-60.6</b>
<b><u>Funding Pressures:</u></b>						
Base Adjustments	22.4	7.8	0.5	0.0	0.2	30.9
Maintain services	28.8	9.8	5.4	1.0	0.8	45.8
Growth needs	5.2	0.0	3.5	0.0	0.8	9.5
Council Priorities	11.4	0.0	0.0	0.0	0.0	11.4
<b>Net Funding Pressures</b>	<b>30.1</b>	<b>4.6</b>	<b>2.0</b>	<b>0.0</b>	<b>0.3</b>	<b>37.0</b>
<b>Operational Efficiencies</b>	<b>-10.5</b>	<b>-4.6</b>	<b>-2.0</b>	<b>0.0</b>	<b>-0.3</b>	<b>-17.4</b>
<b>Revenue Adjustments</b>	<b>-8.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-8.1</b>
<b>1-Time Funding</b>	<b>-11.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-11.5</b>
<b>Total</b>	<b>-30.1</b>	<b>-4.6</b>	<b>-2.0</b>	<b>0.0</b>	<b>-0.3</b>	<b>-37.0</b>

**Available Funding****Growth in Tax Assessment and Tax Increases \$44.9 M**

Assessment growth from new development is projected to be 1.3% in 2016 which will provide \$18.4 million in additional taxation revenues. The revenues generated from the proposed tax increases are \$26.5 million.

**User Fee / Revenue Increases and Provincial Cost Sharing \$15.7 M**

Increases to user fees in line with the increased cost to deliver the service have been incorporated into the draft budget in accordance with the Fiscal Framework. Total increases to user fees and charges are projected to generate \$7.2 million. This amount reflects a 2.5% increase in the total amount generated from transit fares which is projected to generate \$2.2 million in additional revenues. Specific fare increases to various fare instruments will be presented to the Transit Commission in early 2016, and will be in effect July 1, 2016.

Where increases are projected in provincially cost shared programs, revenues have been adjusted including the impact of the continued Provincial upload of social services. The additional revenues are expected to be \$8.5 million.

## **Funding Pressures**

### **Base Adjustments \$30.9 M**

The adjustments for City services were identified in the 2016 Directions report and include:

- Winter maintenance costs
- Workers Safety and Insurance Board costs
- Arbitrated settlements for 2014 and 2015
- Vacancy provisions in the 24/7 operations
- Unachieved revenue targets such as sponsorship.

The adjustments reflected under Transit reflect the higher parts and maintenance costs associated with the expiration of warranties and the impact on revenues due to lower ridership.

### **Maintain Services \$45.8 M**

Compensation and benefit increases to reflect contract settlements account for \$30.9 million of the pressures shown in Table 2. Inflationary increases on purchased services and contracts including hydro are projected to increase by \$8.8 million. Increases of \$5.9 million are also reflected for debt servicing costs and for additional capital reserve contributions to support maintaining and rehabilitating the City's infrastructure investment.

### **Growth Needs \$9.5 M**

The amounts shown under City Services reflect primarily the increase in Solid Waste costs associated with the growth in households, Parks Buildings and Grounds for maintaining new City facilities and Parks, along with additional requirements for tax remissions and development charge exemptions. Police services have indicated an additional requirement of \$3.5 million which includes the hiring of 25 new officers.

### **Council Priorities \$11.4 M**

The amount of \$11.4 million for City Services reflects the additional \$5.4 million contribution to the City's capital reserve fund in accordance with the Long range Financial Plan 4 document along with the initiatives approved in the "Term of Council Priorities" report. Per the Council approved priorities funding for "Ottawa 2017", Byward Market & Sparks Street Mall Renewal along with Service Excellence initiatives and various other strategic initiatives have been incorporated into the 2016 draft budget.



### Operational Efficiencies / Revenue Adjustments \$25.5 M

Based on the taxation targets assigned to the various service areas as shown in Table 2, the resource requirements as submitted in the draft budget submissions for City Services, Transit, Police, and Public Health would require additional funding. To address this shortfall, a number of strategies have been reflected in the 2016 draft budget for Committee and Council consideration. These would not have an impact on the services being received by residents and include:

- Implementation of operational efficiencies achieved by streamlining procedures, better aligning operations, automation, outsourcing and more. Examples include:
  - Reviewing planned purchases of trucks and other fleet vehicles
  - Increased contract of iron works
  - Reductions in use of professional services & consultants
  - Converting streetlights to more-efficient LED technology
  - Reduced overtime and on-call staff time
- Reduction of corporate and administrative costs, such as advertising, travel, conferences, etc.
- Corporate reorganization and administrative review.
- Additional revenues from sale of surplus land or new fees.

Additional details on these budget solutions are contained in the draft budget documents.

### One Time Funding requirement \$11.5 million

As outlined in the “Proposed 2016 Budget Timeline and 2016-2018 Budget Direction” report, the financial challenges facing the City in the years ahead require looking beyond the traditional one year budget window. A multi-year approach allows for the time required to develop and implement strategies that may take years to effect.

The pressures facing the City will be more significant in 2016 than in the following two years as a result of the base adjustments stemming from the 2015 budget.

As stated in the report, staff recommends using the Fleet and Equipment reserve funds to provide one time bridge funding to offset the pressures that cannot be covered by efficiency savings in 2016 and 2017. The original plan was to spend \$23M replacing vehicles in 2016. This will now be changed to replacement on an exception basis as identified throughout the year and an increase in the maintenance budget if required.

Through the remaining months in 2015 and into 2016, staff will be developing productivity and efficiency proposals for Council consideration in the 2017 draft budget.

## **2016 Draft Capital Budget and 2017-19 Capital Forecast**

The Capital program requirements for 2016 and forecasts for 2017-19 have been developed in accordance with the Council approved Transportation Master Plan, Infrastructure Services Master Plan and 2014 Development Charges Background Study. Debt funding used to fund eligible components of the capital program requirements will be in accordance with the constraints as presented in the LRFP4 and Fiscal Framework documents. As well the City will continue to increase the contribution to capital over the term in order to bring funding closer to a “good state of repair” level as was identified in the LRFP4.

In the previous Term of Council several significant planning documents were approved that define the capital works that is required to service growth and to maintain assets in a good state of repair. These documents serve as the source for the capital program to be developed for 2016. The rules and targets with respect to the use of debt for these capital works has been defined in a number of financial policies and will be applied in the funding of the 2016 capital budget.

The City funds its capital program through a combination of tax funds from reserves, development charges on the growth portion of eligible projects, debt and grants from senior levels of government. This budget also reflects the prospect of two-thirds senior government funding, particularly for public transit infrastructure projects. In 2016, when availability of funding is clarified, the possibility of considering other projects for this stimulus funding will be explored.

Council’s approved Fiscal Framework guidelines regarding debt include:

- The increase in debt servicing for non-legacy projects will not be greater than one-quarter of 1% of taxes from property;
- Additional debt is permitted for legacy projects;
- Principle and interest for tax supported debt is not to exceed 7.5% of own source revenues.

The capital program developed and tabled with Council adheres to these key principles.

As approved by Council, all new capital strategic initiatives as reflected in the “Term of Council Priorities” report are to be funded from the annual \$20M capital envelope.

These approved initiatives will be reflected in the 2015-18 capital budget submissions.

Based on the capital forecasts submitted in the 2015 budget process, the 2016-18 level of infrastructure works is projected below in Table 3. In alignment with the direction approved in the Long Range Financial Plan, the level of investment in rehabilitation works is projected to increase over the 2016-18 period. The roads growth program has been reviewed and adjusted to reflect the current and projected economic situation which has seen a slowdown in housing growth resulting in lower development charge revenues.

### **2016 Draft Capital Budget – Tax Supported**

The capital authority being requested for tax supported operations in 2016 is \$302.1 million. This includes the tax supported component of the integrated water / wastewater / roads program. It also reflects the draft capital submission from the Police and Library Boards. The water and wastewater capital projects which are funded entirely from water and sewer related reserves, development charges and debt is presented later in this report. The total Tax and Rate combined capital submissions for 2016 totals \$533.5 million.

The program of works referred to as “integrated” requires funding for the various work components from either tax supported sources (City Wide Capital reserve fund or tax supported debt) or rate supported sources (Water or Sewer capital reserve funds or rate supported debt). Although these projects have both tax and rate funding components, they are included in the Transportation Committee budget book as they fall under their legislative mandate. For presentation purposes, Table 3 only reflects the tax supported portion of the Integrated program while Table 5 presents only the rate funded component.

**Table 3 - 2016 Tax Supported Capital Program Funding Summary (\$000)**

<b>2016 Request (\$000)</b>	<b>Renewal of City Assets</b>	<b>Growth</b>	<b>Regulatory/ Strategic Initiatives</b>	<b>Grand Total</b>
<b>Total Authority</b>	<b>156,894</b>	<b>90,800</b>	<b>54,427</b>	<b>302,121</b>
Less: Revenue	636	28,666	9,782	<b>39,084</b>
<b>Funding Requirement</b>	<b>156,258</b>	<b>62,134</b>	<b>44,645</b>	<b>263,037</b>
<b>Funding</b>				
Reserves	112,646	9,464	35,425	<b>157,535</b>
Development Charges (Cash/Debt)	1,012	40,970	2,020	<b>44,002</b>
Debt Funding	42,600	11,700	7,200	<b>61,500</b>
<b>Total</b>	<b>156,258</b>	<b>62,134</b>	<b>44,645</b>	<b>263,037</b>

As part of the budget consultation review held with Councillors earlier this year, additional details were requested to be incorporated into the 2016 Tax and Rate Supported Capital Budgets. Chief among them was a request to include variances in the capital budget that provide a brief description of why a project was either deferred to another year or why the funding requirement increased or decreased. This information will be provided under separate cover next week to all Councillors.

### **2016 Draft Rate Supported Operating Budget**

As the case in developing the 2015 draft rate budget, the revenue projections for 2016 are based on projected consumption levels that have been reduced from the previous forecast for 2015 and brought closer to the 2015 actual results. The reduction in revenues has the effect of decreasing the contribution being made to capital. The City is continuing to see reduced consumption levels which impacts revenue, which in turn decreases the ability to fund the maintenance of assets. A new water billing structure which removes some of the volatility in revenue will be presented to the Environment Committee in 2016 for consideration. If the billing structure is not changed, the level of debt required will have to increase significantly to maintain water and sewer assets in a good state of repair.

The user rates and service charges fund not only the operating requirements of the water and sewer system but also provides the funds to allow cash financing of capital works and repay debt used on capital works.

In keeping with the recommendations from the Rate Supported LRFP IV report the 2016 Draft Rate Budget proposes the following:

- water charge of \$1.801 / m<sup>3</sup> (per thousand litres)
- The sewer surcharge of 117 per cent remains unchanged for both years; and
- An increase to individual fire charges of 6 per cent.

For the average household, this represents an annual increase of 6 per cent or approximately \$49 per year.

The Draft Rate Budget also contains Fee Schedules for services provided on a cost recovery basis.

The changes to the 2016 budget estimates and the source of their funds are shown by category in the following table. A brief description of the changes in each category follows the table.

**Table 4 - Operating Budget Changes in Rate Operations (\$Millions)**

	Water	Sewer
<b>Available Funding:</b>	\$M	\$M
Rate / User Fee Increase	7.7	8.7
Consumption adjustment	-5.5	-6.4
<b>Total</b>	2.2	2.3
<b>Funding Pressures</b>		
2015 Base adjustments	-0.6	0.3
Maintain services	1.5	1.6
Growth	0.3	1.2
Capital Contributions	-0.4	-2.5
Debt Servicing	1.5	2.7
Efficiencies	-0.1	-1.0
<b>Total</b>	2.2	2.3

### Available Funding

The rate increase for 2016 would have generated additional revenues of \$16.4 million for water and sewer services based on the original consumption levels for 2016 as assumed in the 2015 budget. As discussed previously, the forecasted consumption has been reduced for 2016 to reflect actual 2015 experience resulting in an overall revenue

increase of only \$4.5 million.

## **Funding Pressures**

### 2015 Base Budget Adjustments -\$0.3 M

The adjustments reflect the increases in compensation costs associated with arbitrated settlements for 2014 and 2015, which is offset by higher receipts of Fire Supply revenues.

### Maintaining existing programs and services \$3.1 M

The increase is primarily for projected 2016 labour contract settlements, increments and benefit changes, implementation of the Ontario One Call initiative and for operational maintenance requirements.

### Growth \$1.5 M

The increase reflects the implementation of the Council approved Backflow Prevention Program and the additional operational costs associated with the new Glen Cairn pumping station.

### Capital Contributions -\$2.9 M

Reduced revenues from lower consumption estimates will reduce the contributions by \$2.9 million.

### Debt Charges \$4.2 M

Increased debt charges associated with the 2015 debt issue.

### Operational Efficiencies -\$1.1M

Similar to the Tax supported services the Rate budget reflect efficiencies in non operational areas. Additional savings are projected to be achieved in chemical usage, advertising and professional services.

## **2016 Water and Wastewater Capital Program**

The capital authority being requested in 2016 is \$231.4 million. This includes the rate funded component of the Integrated Road, Water and Sewer program. A listing of the proposed works for 2016 is included in the draft budget document.

**Table 5 - 2016 Capital Program Funding Summary (\$000)**

<b>2016 Request (\$000)</b>	<b>Renewal of City Assets</b>	<b>Growth</b>	<b>Regulatory/ Strategic Initiatives</b>	<b>Grand Total</b>
<b>Total Authority</b>	<b>170,458</b>	<b>51,955</b>	<b>8,955</b>	<b>231,368</b>
Less: Revenue	0	0	4,560	<b>4,560</b>
<b>Funding Requirement</b>	<b>170,458</b>	<b>51,955</b>	<b>4,395</b>	<b>226,808</b>
<b>Funding</b>				
Reserves	79,865	15,021	3,459	<b>98,345</b>
Development Charges (Cash/Debt)	335	25,634	436	<b>26,405</b>
Debt Funding	90,258	11,300	500	<b>102,058</b>
<b>Total</b>	<b>170,458</b>	<b>51,955</b>	<b>4,395</b>	<b>226,808</b>

The Capital Budget is primarily for infrastructure renewal, amounting to 75% of the total 2016 budget. The Capital Budget is funded from Water and Sewer reserves, development charges, the issuance of new debt, along with government grants. In 2016, annual debt payments for water and wastewater services will be approximately 11.3% of 2016 city own source revenues. This is within the 15% the debt limits as established by Council.

The Capital forecast for future years is included with Document 2. The capital budget estimates in these documents have been prepared based on Council's approved Transportation Master Plan, Infrastructure Services Master Plan and the 2014 Development Charges Background Study. Debt financing used to fund eligible components of the capital program has been applied in accordance with the constraints as presented in the Long Range Financial Plan IV and the Fiscal Framework documents

#### Budget Reviews and Consultation

The consultation process for the 2016 budget was amended to allow for public input prior to the development and tabling of the draft budget. The City held a Budget 101 session to help citizens understand how the City budget is built in the spring of this year. The Mayor held an electronic town-hall meeting in June and Councillor led public consultation meetings were held over the September 19 to October 7 timeframe at various locations across the city. The input provided from the public during these sessions, was forwarded to the Mayor and the City Manager for consideration while developing the draft budget.

Members of the public are able to provide their input on the draft budgets through a variety of venues. All budget documents will be posted on the City's web site and will be available in hard copy at the City's libraries and Client Service Centers. The document will also be posted on the web site in both English and French and in an accessible format.

The opportunities for public engagement are as follows:

- November 17 – December 7: Committee / Commission / Board Budget Meetings: Standing Committees of Council along with Advisory Committees, the Transit Commission, Police Services Board, Public Health Board and Library Board will hold meetings to consider the 2016 draft budget for their respective areas and to listen to public delegations.

A complete listing of meetings and dates is attached as Document 1.

To provide comments on the Draft 2016 Budget, residents can e-mail [budget2016@ottawa.ca](mailto:budget2016@ottawa.ca) or contact their local Ward Councillor.

Council will meet on December 9 to consider the draft budget and any recommendations stemming from the budget meetings held by the Standing Committees, Boards and Commission, and will then adopt the 2016 budget.

## **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

## **CONSULTATION**

The City held a Budget 101 session in the spring of this year to help citizens understand the key elements of the City budget. The Mayor held an electronic town-hall meeting in June and Councillor led public consultation meetings were held over the September 19 to October 7 timeframe at various locations across the city. The input provided from the public during these sessions, was forwarded to the Mayor and the City Manager for consideration while developing the draft budget.

## **COMMENTS BY THE WARD COUNCILLOR(S)**

Not applicable.

## **ADVISORY COMMITTEE(S) COMMENTS**

Not applicable.



## **LEGAL IMPLICATIONS**

There are no legal impediments to implementing the recommendations in the report.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk impediments to implementing the recommendations in the report.

## **ASSET MANAGEMENT IMPLICATIONS**

Not applicable

## **FINANCIAL IMPLICATIONS**

As outlined in the report.

## **ACCESSIBILITY IMPACTS**

There are no accessibility impact implications with this report.

## **ENVIRONMENTAL IMPLICATIONS**

There are no environmental implications associated with this report.

## **TECHNOLOGY IMPLICATIONS**

Not applicable.

## **TERM OF COUNCIL PRIORITIES**

The recommendations in this report support the 2015-18 Term of Council priorities (FS1 “Demonstrate sound financial management”).

## **SUPPORTING DOCUMENTATION**

Document 1 – 2016 Draft Operating Budget Summaries

Document 2 – 2016 Draft Capital Budget Summaries

Document 3 – 2016 Draft Operating and Capital Budgets Documents By Standing Committee, Boards, Commission (on file with the City Clerk).

Document 4 – Comparison of 2016 Draft capital Submission with 2016 Forecast (to be provided under separate cover)

## **DISPOSITION**

The draft budgets will be reviewed by the respective Standing Committees, Boards, Commission and Advisory Committees at public meetings to be held from November 17 to December 7. The recommendations stemming from these reviews will be forwarded for Council consideration at its meeting on December 9.

**Expenditures & Revenue Summary by Category - Tax and Rate Supported**  
**In Thousands (\$000)**

	2014	2015		2016	\$ Change over 2015 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Category</b>					
Salaries, Wages	1,152,579	1,193,049	1,175,353	1,217,173	41,820
Overtime	46,021	48,071	42,632	43,520	888
Benefits / Allowances					
Statutory	75,662	80,687	79,071	81,959	2,888
OMERS	108,923	116,170	113,830	118,002	4,172
Group Insurance	76,575	81,661	80,024	82,949	2,925
Compensation	1,459,760	1,519,638	1,490,910	1,543,603	52,693
Material & Services	537,532	555,687	544,042	568,945	24,903
Transfers/Grants/Financial Charges	1,042,071	1,071,798	1,074,662	1,105,050	30,388
Fleet Costs	74,981	75,315	73,985	74,429	444
Program Facility Costs	108,171	113,317	113,177	115,306	2,129
Other Internal Costs	127,069	125,629	115,944	121,080	5,136
<b>Gross Expenditures</b>	<b>3,349,584</b>	<b>3,461,384</b>	<b>3,412,720</b>	<b>3,528,413</b>	<b>115,693</b>
Recoveries & Allocations	-328,906	-343,001	-333,807	-363,433	-29,626
<b>Net Expenditure</b>	<b>3,020,678</b>	<b>3,118,383</b>	<b>3,078,913</b>	<b>3,164,980</b>	<b>86,067</b>
<b>Revenues by Category</b>					
Federal	-79,114	-79,500	-79,471	-82,524	-3,053
Provincial	-462,479	-486,864	-476,713	-489,575	-12,862
Own Funds	-53,346	-50,236	-50,258	-62,475	-12,217
Fees and Services	-723,017	-737,841	-755,072	-766,128	-11,056
Fines	-25,755	-26,525	-26,535	-26,305	230
Other	-13,994	-13,339	-11,748	-13,556	-1,808
Property Taxes	-1,413,336	-1,435,637	-1,440,637	-1,480,590	-39,953
Investment Income	-35,654	-31,991	-42,791	-43,791	-1,000
Development Charges	-7,964	-7,964	-7,964	-8,028	-64
Payment-in-lieu of taxation	-186,777	-192,046	-187,724	-192,008	-4,284
<b>Total Revenue</b>	<b>-3,001,436</b>	<b>-3,061,943</b>	<b>-3,078,913</b>	<b>-3,164,980</b>	<b>-86,067</b>
<b>Net Requirement</b>	<b>19,242</b>	<b>56,440</b>	<b>0</b>	<b>0</b>	<b>0</b>

Net of Recoveries and After Inter-departmental Allocations

	2015						2016			\$ Change over 2015 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review Process Rural	3,260	0	3,260	3,260	0	3,260	3,288	0	3,288	28
<b>Total</b>	<b>3,260</b>	<b>0</b>	<b>3,260</b>	<b>3,260</b>	<b>0</b>	<b>3,260</b>	<b>3,288</b>	<b>0</b>	<b>3,288</b>	<b>28</b>
<b>Audit Committee</b>										
Auditor General	1,979	0	1,979	1,979	0	1,979	2,018	0	2,018	39
<b>Total</b>	<b>1,979</b>	<b>0</b>	<b>1,979</b>	<b>1,979</b>	<b>0</b>	<b>1,979</b>	<b>2,018</b>	<b>0</b>	<b>2,018</b>	<b>39</b>
<b>Community &amp; Protective Services Committee</b>										
Emergency & Protective Services	270,702	-78,604	192,098	261,227	-80,034	181,193	271,934	-81,469	190,465	9,272
Community & Social Services	578,572	-386,396	192,176	569,070	-377,845	191,225	580,216	-387,760	192,456	1,231
Parks, Recreation & Cultural Services	159,618	-60,927	98,691	161,027	-64,293	96,734	163,555	-64,173	99,382	2,648
Parks, Buildings & Grounds	67,236	-3,161	64,075	66,051	-3,161	62,890	68,761	-3,161	65,600	2,710
<b>Total</b>	<b>1,076,128</b>	<b>-529,088</b>	<b>547,040</b>	<b>1,057,375</b>	<b>-525,333</b>	<b>532,042</b>	<b>1,084,466</b>	<b>-536,563</b>	<b>547,903</b>	<b>15,861</b>
<b>Environment Committee</b>										
Infrastructure Services	12,074	-2,173	9,901	12,074	-2,173	9,901	11,941	-2,030	9,911	10
Environmental Policy and Programs	313	0	313	551	0	551	547	0	547	-4
Solid Waste Services	67,287	-45,475	21,812	67,337	-46,125	21,212	67,402	-46,310	21,092	-120
Forestry Services	18,095	0	18,095	18,095	0	18,095	18,327	-45	18,282	187
<b>Total</b>	<b>97,769</b>	<b>-47,648</b>	<b>50,121</b>	<b>98,057</b>	<b>-48,298</b>	<b>49,759</b>	<b>98,217</b>	<b>-48,385</b>	<b>49,832</b>	<b>73</b>
<b>Finance &amp; Economic Development Committee</b>										
Elected Officials	11,282	0	11,282	11,282	0	11,282	11,522	0	11,522	240
City Manager's Office	519	0	519	519	0	519	534	0	534	15
Corporate Programs & Business Services	6,341	0	6,341	6,341	0	6,341	6,770	0	6,770	429
Real Estate Partnerships & Development	9,508	-224	9,284	9,508	-224	9,284	9,614	-284	9,330	46
Finance	36,261	-5,688	30,573	36,020	-5,447	30,573	37,087	-5,852	31,235	662
City Clerk & Solicitor	26,289	-677	25,612	26,289	-677	25,612	26,716	-512	26,204	592
DCM, City Operations	1,431	0	1,431	1,411	0	1,411	1,449	0	1,449	38
Service Ottawa	11,642	-1,434	10,208	11,522	-1,434	10,088	12,572	-1,234	11,338	1,250
Human Resources	16,080	0	16,080	16,080	0	16,080	16,272	0	16,272	192
Information Technology	57,553	0	57,553	57,133	0	57,133	57,673	0	57,673	540
Corporate Communications	4,738	0	4,738	4,738	0	4,738	4,745	0	4,745	7
DCM, Planning & Infrastructure	1,799	0	1,799	1,799	0	1,799	2,304	0	2,304	505
Economic Development & Innovation	9,827	-43	9,784	9,784	0	9,784	10,218	0	10,218	434
Light Rail Planning and Implementation Of	3,546	-3,546	0	3,546	-3,546	0	4,542	-4,542	0	0
Non Departmental	298,467	-1,797,627	-1,499,160	308,000	-1,808,265	-1,500,265	323,691	-1,868,698	-1,545,007	-44,742
<b>Total</b>	<b>495,283</b>	<b>-1,809,239</b>	<b>-1,313,956</b>	<b>503,972</b>	<b>-1,819,593</b>	<b>-1,315,621</b>	<b>525,709</b>	<b>-1,881,122</b>	<b>-1,355,413</b>	<b>-39,792</b>
<b>Planning Committee</b>										
Planning & Growth Management	22,246	-19,631	2,615	22,246	-19,631	2,615	22,999	-20,242	2,757	142
Building Code Services - OBC	19,151	-24,402	-5,251	17,451	-22,702	-5,251	17,926	-23,322	-5,396	-145
Housing Services	351	0	351	351	0	351	356	0	356	5
<b>Total</b>	<b>41,748</b>	<b>-44,033</b>	<b>-2,285</b>	<b>40,048</b>	<b>-42,333</b>	<b>-2,285</b>	<b>41,281</b>	<b>-43,564</b>	<b>-2,283</b>	<b>2</b>

Net of Recoveries and After Inter-departmental Allocations

	2015						2016			\$ Change over 2015 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Transportation Committee</b>										
General Manager's Office	327	0	327	327	0	327	327	0	327	0
Business Services	6,764	-34	6,730	7,014	-34	6,980	7,141	-34	7,107	127
Traffic Services	41,365	-1,143	40,222	41,365	-1,143	40,222	43,190	-1,143	42,047	1,825
Roads Services	114,685	-1,022	113,663	98,135	-1,022	97,113	102,696	-1,022	101,674	4,561
Parking Services	15,912	-15,912	0	15,912	-15,912	0	16,077	-16,077	0	0
Fleet Services	3,883	-549	3,334	3,883	-549	3,334	3,557	-549	3,008	-326
Transportation Planning	3,113	-55	3,058	3,113	-55	3,058	3,205	-55	3,150	92
<b>Total</b>	<b>186,049</b>	<b>-18,715</b>	<b>167,334</b>	<b>169,749</b>	<b>-18,715</b>	<b>151,034</b>	<b>176,193</b>	<b>-18,880</b>	<b>157,313</b>	<b>6,279</b>
<b>Total City Operations</b>	<b>1,902,216</b>	<b>-2,448,723</b>	<b>-546,507</b>	<b>1,874,440</b>	<b>-2,454,272</b>	<b>-579,832</b>	<b>1,931,172</b>	<b>-2,528,514</b>	<b>-597,342</b>	<b>-17,510</b>
<b>Boards, Agencies and Commissions</b>										
Committee of Adjustment	1,065	-1,100	-35	1,365	-1,365	0	1,409	-1,409	0	0
Crime Prevention	969	0	969	969	0	969	989	0	989	20
Ottawa Public Health	54,834	-42,523	12,311	54,752	-42,441	12,311	56,592	-43,981	12,611	300
Ottawa Public Library	49,698	-3,747	45,951	48,157	-3,836	44,321	49,025	-3,663	45,362	1,041
Ottawa Police Service	295,601	-25,703	269,898	295,601	-25,703	269,898	304,890	-27,814	277,076	7,178
Transit Commission	487,898	-224,034	263,864	478,521	-226,188	252,333	490,274	-228,970	261,304	8,971
<b>Total Boards, Agencies and Commissions</b>	<b>890,065</b>	<b>-297,107</b>	<b>592,958</b>	<b>879,365</b>	<b>-299,533</b>	<b>579,832</b>	<b>903,179</b>	<b>-305,837</b>	<b>597,342</b>	<b>17,510</b>
<b>Total Tax Supported Program</b>	<b>2,792,281</b>	<b>-2,745,830</b>	<b>46,451</b>	<b>2,753,805</b>	<b>-2,753,805</b>	<b>0</b>	<b>2,834,351</b>	<b>-2,834,351</b>	<b>0</b>	<b>0</b>
<b>Rate Supported Program</b>										
Drinking Water Services	159,999	-153,059	6,940	156,559	-156,559	0	159,501	-159,501	0	0
Wastewater Services	123,882	-162,689	-38,807	125,879	-168,089	-42,210	128,311	-170,668	-42,357	-147
Stormwater Services	42,221	-365	41,856	42,670	-460	42,210	42,817	-460	42,357	147
<b>Total Rate Supported Program</b>	<b>326,102</b>	<b>-316,113</b>	<b>9,989</b>	<b>325,108</b>	<b>-325,108</b>	<b>0</b>	<b>330,629</b>	<b>-330,629</b>	<b>0</b>	<b>0</b>
<b>Total Tax and Rate Supported Program</b>	<b>3,118,383</b>	<b>-3,061,943</b>	<b>56,440</b>	<b>3,078,913</b>	<b>-3,078,913</b>	<b>0</b>	<b>3,164,980</b>	<b>-3,164,980</b>	<b>0</b>	<b>0</b>

City of Ottawa  
 Operating Budget Changes  
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2015 Baseline		2016 Adjustments					2016	\$ Change over 2015 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Agriculture &amp; Rural Affairs Committee</b>									
Development Review Process Rural	3,260	20	45	0	0	-37	0	3,288	28
<b>Total</b>	<b>3,260</b>	<b>20</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>-37</b>	<b>0</b>	<b>3,288</b>	<b>28</b>
<b>Audit Committee</b>									
Auditor General	1,979	9	30	0	0	0	0	2,018	39
<b>Total</b>	<b>1,979</b>	<b>9</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,018</b>	<b>39</b>
<b>Community &amp; Protective Services Committee</b>									
Emergency & Protective Services	181,193	7,250	4,236	0	-150	-604	-1,460	190,465	9,272
Community & Social Services	191,225	2,790	-365	190	0	-419	-965	192,456	1,231
Parks, Recreation and Cultural Services	96,734	1,034	3,233	0	0	-654	-965	99,382	2,648
Parks, Buildings & Grounds	62,890	700	1,668	995	0	-653	0	65,600	2,710
<b>Total</b>	<b>532,042</b>	<b>11,774</b>	<b>8,772</b>	<b>1,185</b>	<b>-150</b>	<b>-2,330</b>	<b>-3,390</b>	<b>547,903</b>	<b>15,861</b>
<b>Environment Committee</b>									
Infrastructure Services	9,901	50	383	0	0	-423	0	9,911	10
Environment Policy and Programs	551	0	9	0	0	-13	0	547	-4
Solid Waste Services	21,212	-2,260	1,137	980	0	-237	260	21,092	-120
Forestry Services	18,095	35	197	0	0	0	-45	18,282	187
<b>Total</b>	<b>49,759</b>	<b>-2,175</b>	<b>1,726</b>	<b>980</b>	<b>0</b>	<b>-673</b>	<b>215</b>	<b>49,832</b>	<b>73</b>
<b>Finance &amp; Economic Development Committee</b>									
Elected Officials	11,282	82	158	0	0	0	0	11,522	240
City Manager's Office	519	6	9	0	0	0	0	534	15
Corporate Programs & Business Services	6,341	382	95	0	0	-48	0	6,770	429
Real Estate Partnerships & Development	9,284	31	103	0	0	-83	-5	9,330	46
Finance	30,573	384	844	47	0	-208	-405	31,235	662
City Clerk & Solicitor	25,612	-57	725	90	0	-166	0	26,204	592
DCM, City Operations	1,411	10	28	0	0	0	0	1,449	38
Service Ottawa	10,088	80	194	0	1,200	-424	200	11,338	1,250
Human Resources	16,080	115	246	0	0	-169	0	16,272	192
Information Technology	57,133	285	950	0	0	-695	0	57,673	540
Corporate Communications	4,738	39	62	0	0	-94	0	4,745	7
DCM, Planning & Infrastructure	1,799	15	38	0	500	-48	0	2,304	505
Economic Development & Innovation	9,784	9	24	120	332	-51	0	10,218	434
Light Rail Planning and Implementation Office	0	0	996	0	0	0	-996	0	0
Non Departmental	-1,500,265	4,075	-27,202	-14,724	8,159	-1,050	-14,000	-1,545,007	-44,742
<b>Total</b>	<b>-1,315,621</b>	<b>5,456</b>	<b>-22,730</b>	<b>-14,467</b>	<b>10,191</b>	<b>-3,036</b>	<b>-15,206</b>	<b>-1,355,413</b>	<b>-39,792</b>

City of Ottawa  
 Operating Budget Changes  
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2015 Baseline		2016 Adjustments					2016	\$ Change over 2015 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Planning Committee</b>									
Planning and Growth Management	2,615	222	767	0	250	-236	-861	2,757	142
Building Code Services - OBC	-5,251	150	325	0	0	0	-620	-5,396	-145
Housing Services	351	0	5	0	0	0	0	356	5
<b>Total</b>	<b>-2,285</b>	<b>372</b>	<b>1,097</b>	<b>0</b>	<b>250</b>	<b>-236</b>	<b>-1,481</b>	<b>-2,283</b>	<b>2</b>
<b>Transportation Committee</b>									
General Manager's Office	327	0	0	0	0	0	0	327	0
Business Services	6,980	40	177	0	0	-90	0	7,107	127
Traffic Management & Operational Support	40,222	65	1,775	430	0	-445	0	42,047	1,825
Roads & Traffic Maintenance	97,113	5,945	2,122	0	0	-3,506	0	101,674	4,561
Parking Operations	0	0	0	0	0	0	0	0	0
Fleet Services	3,334	-375	49	0	0	0	0	3,008	-326
Transportation Planning	3,058	35	75	0	0	-18	0	3,150	92
<b>Total</b>	<b>151,034</b>	<b>5,710</b>	<b>4,198</b>	<b>430</b>	<b>0</b>	<b>-4,059</b>		<b>157,313</b>	<b>6,279</b>
<b>Total City Operations</b>	<b>-579,832</b>	<b>21,166</b>	<b>-6,862</b>	<b>-11,872</b>	<b>10,291</b>	<b>-10,371</b>	<b>-19,862</b>	<b>-597,342</b>	<b>-17,510</b>
<b>Boards, Agencies and Commissions</b>									
Committee of Adjustment	0	0	42	2	0	0	-44	0	0
Crime Prevention	969	0	20	0	0	0	0	989	20
Ottawa Public Health	12,311	153	-353	600	0	-136	36	12,611	300
Ottawa Public Library	44,321	0	971	0	0	0	70	45,362	1,041
Ottawa Police Service	269,898	0	5,868	1,260	2,200	-2,000	-150	277,076	7,178
Transit Commission	252,333	7,804	9,783	0	0	-4,634	-3,982	261,304	8,971
<b>Total Boards, Agencies and Commissions</b>	<b>579,832</b>	<b>7,957</b>	<b>16,331</b>	<b>1,862</b>	<b>2,200</b>	<b>-6,770</b>	<b>-4,070</b>	<b>597,342</b>	<b>17,510</b>
<b>Total Tax Supported Program</b>	<b>0</b>	<b>29,123</b>	<b>9,469</b>	<b>-10,010</b>	<b>12,491</b>	<b>-17,141</b>	<b>-23,932</b>	<b>0</b>	<b>0</b>
<b>Rate Supported Program</b>									
Drinking Water Services	0	4,940	2,549	265	0	-79	-7,675	0	0
Wastewater Services	-42,210	6,634	1,655	1,089	0	-827	-8,698	-42,357	-147
Stormwater Services	42,210	-95	296	115	0	-169	0	42,357	147
<b>Total Rate Supported Program</b>	<b>0</b>	<b>11,479</b>	<b>4,500</b>	<b>1,469</b>	<b>0</b>	<b>-1,075</b>	<b>-16,373</b>	<b>0</b>	<b>0</b>
<b>Total Tax and Rate Supported Program</b>	<b>0</b>	<b>40,602</b>	<b>13,969</b>	<b>-8,541</b>	<b>12,491</b>	<b>-18,216</b>	<b>-40,305</b>	<b>0</b>	<b>0</b>

	2015	2016	2016	2016
	Budget	Service Initiatives / Savings	Adjustments	Estimate
<b>Agriculture &amp; Rural Affairs Committee</b>				
Development Review Process Rural	18.00	0.00	0.00	18.00
<b>Total</b>	<b>18.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18.00</b>
<b>Audit Committee</b>				
Auditor General	8.00	0.00	0.00	8.00
<b>Total</b>	<b>8.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>
<b>Community &amp; Protective Services Committee</b>				
Emergency & Protective Services	1,815.35	0.00	-12.00	1,803.35
Community & Social Services	1,350.11	0.00	0.00	1,350.11
Parks, Recreation & Cultural Services	1,146.21	-1.00	0.00	1,145.21
Parks, Buildings & Grounds	890.35	0.00	0.00	890.35
<b>Total</b>	<b>5,202.02</b>	<b>-1.00</b>	<b>-12.00</b>	<b>5,189.02</b>
<b>Environment Committee</b>				
Infrastructure Services	295.67	0.00	0.00	295.67
Environmental Policy and Programs	3.00	0.00	0.00	3.00
Solid Waste Services	64.58	0.00	0.00	64.58
Forestry Services	83.32	0.00	0.00	83.32
<b>Total</b>	<b>446.57</b>	<b>0.00</b>	<b>0.00</b>	<b>446.57</b>
<b>Finance &amp; Economic Development Committee</b>				
Elected Officials	0.00	0.00	0.00	0.00
City Manager's Office	2.00	0.00	0.00	2.00
Corporate Programs & Business Services	39.00	0.00	0.00	39.00
Real Estate Partnerships & Development	42.50	0.00	0.00	42.50
Finance	444.31	0.00	0.00	444.31
City Clerk & Solicitor	236.34	0.00	0.00	236.34
DCM, City Operations	10.00	0.00	0.00	10.00
Service Ottawa	102.73	0.00	0.00	102.73
Human Resources	132.00	0.00	0.00	132.00
Information Technology	303.00	0.00	0.00	303.00
Corporate Communications	42.00	0.00	0.00	42.00
DCM, Planning & Infrastructure	9.49	0.00	0.00	9.49
Economic Development & Innovation	11.00	0.00	0.00	11.00
Light Rail Planning and Implementation Office	23.00	0.00	0.00	23.00
Non Departmental	0.00	-35.00	0.00	-35.00
<b>Total</b>	<b>1,397.37</b>	<b>-35.00</b>	<b>0.00</b>	<b>1,362.37</b>



	2015	2016	2016	2016
	Budget	Service Initiatives / Savings	Adjustments	Estimate
<b>Planning Committee</b>				
Planning & Growth Management	220.15	0.00	0.00	220.15
Building Code Services - OBC	186.12	0.00	0.00	186.12
Housing Services	3.00	0.00	0.00	3.00
<b>Total</b>	<b>409.27</b>	<b>0.00</b>	<b>0.00</b>	<b>409.27</b>
<b>Transportation Committee</b>				
General Manager's Office	4.00	0.00	0.00	4.00
Business Services	74.65	0.00	0.00	74.65
Traffic Management & Operational Support	250.69	0.00	0.00	250.69
Roads & Traffic Maintenance	517.97	-2.32	0.00	515.65
Parking Operations	16.00	0.00	0.00	16.00
Fleet Services	185.00	0.00	0.00	185.00
Transportation Planning	29.00	0.00	0.00	29.00
<b>Total</b>	<b>1,077.31</b>	<b>-2.32</b>	<b>0.00</b>	<b>1,074.99</b>
<b>Total City Operations</b>	<b>8,558.54</b>	<b>-38.32</b>	<b>-12.00</b>	<b>8,508.22</b>
<b>Boards, Agencies and Commissions</b>				
Committee of Adjustment	12.00	0.00	0.00	12.00
Crime Prevention	3.00	0.00	0.00	3.00
Ottawa Public Health	506.41	-2.00	2.00	506.41
Ottawa Public Library	457.50	0.00	0.00	457.50
Ottawa Police Service	1,939.55	0.00	19.00	1,958.55
Transit Commission	2,981.30	0.00	0.00	2,981.30
<b>Total Boards, Agencies and Commissions</b>	<b>5,899.76</b>	<b>-2.00</b>	<b>21.00</b>	<b>5,918.76</b>
<b>Total Tax Supported Full Time Equivalents (FTE's)</b>	<b>14,458.30</b>	<b>-40.32</b>	<b>9.00</b>	<b>14,426.98</b>
<b>Rate Supported Program</b>				
Drinking Water Services	368.45	0.00	0.00	368.45
Wastewater Services	213.95	0.00	0.00	213.95
Stormwater Services	51.68	0.00	0.00	51.68
<b>Total Rate Supported Program</b>	<b>634.08</b>	<b>0.00</b>	<b>0.00</b>	<b>634.08</b>
<b>Grand Total City Full Time Equivalents (FTE's)</b>	<b>15,092.38</b>	<b>-40.32</b>	<b>9.00</b>	<b>15,061.06</b>

	2015 Baseline		2016 Adjustments					2016	\$ Change over 2015 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Agriculture &amp; Rural Affairs Committee</b>									
Development Review Process Rural	18.00	0.00	0.00	0.00	0.00	0.00	0.00	18.00	0.00
<b>Total</b>	<b>18.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18.00</b>	<b>0.00</b>
<b>Audit Committee</b>									
Auditor General	8.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	0.00
<b>Total</b>	<b>8.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>	<b>0.00</b>
<b>Community &amp; Protective Services Committee</b>									
Emergency & Protective Services	1,815.35	0.00	-12.00	0.00	0.00	0.00	0.00	1,803.35	-12.00
Community & Social Services	1,350.11	0.00	0.00	0.00	0.00	0.00	0.00	1,350.11	0.00
Parks, Recreation and Cultural Services	1,146.21	0.00	0.00	0.00	0.00	-1.00	0.00	1,145.21	-1.00
Parks, Buildings & Grounds	890.35	0.00	0.00	0.00	0.00	0.00	0.00	890.35	0.00
<b>Total</b>	<b>5,202.02</b>	<b>0.00</b>	<b>-12.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-1.00</b>	<b>0.00</b>	<b>5,189.02</b>	<b>-13.00</b>
<b>Environment Committee</b>									
Infrastructure Services	295.67	0.00	0.00	0.00	0.00	0.00	0.00	295.67	0.00
Environmental Policy and Programs	3.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
Solid Waste Services	64.58	0.00	0.00	0.00	0.00	0.00	0.00	64.58	0.00
Forestry Services	83.32	0.00	0.00	0.00	0.00	0.00	0.00	83.32	0.00
<b>Total</b>	<b>446.57</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>446.57</b>	<b>0.00</b>
<b>Finance &amp; Economic Development Committee</b>									
Elected Officials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Manager's Office	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
Corporate Programs & Business Services	39.00	0.00	0.00	0.00	0.00	0.00	0.00	39.00	0.00
Real Estate Partnerships & Development	42.50	0.00	0.00	0.00	0.00	0.00	0.00	42.50	0.00
Finance	444.31	0.00	0.00	0.00	0.00	0.00	0.00	444.31	0.00
City Clerk & Solicitor	236.34	0.00	0.00	0.00	0.00	0.00	0.00	236.34	0.00
DCM, City Operations	10.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00
Service Ottawa	102.73	0.00	0.00	0.00	0.00	0.00	0.00	102.73	0.00
Human Resources	132.00	0.00	0.00	0.00	0.00	0.00	0.00	132.00	0.00
Information Technology	303.00	0.00	0.00	0.00	0.00	0.00	0.00	303.00	0.00
Corporate Communications	42.00	0.00	0.00	0.00	0.00	0.00	0.00	42.00	0.00
DCM, Planning & Infrastructure	9.49	0.00	0.00	0.00	0.00	0.00	0.00	9.49	0.00
Economic Development & Innovation	11.00	0.00	0.00	0.00	0.00	0.00	0.00	11.00	0.00
Light Rail Planning and Implementation Office	23.00	0.00	0.00	0.00	0.00	0.00	0.00	23.00	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	-35.00	0.00	-35.00	-35.00
<b>Total</b>	<b>1,397.37</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-35.00</b>	<b>0.00</b>	<b>1,362.37</b>	<b>-35.00</b>

	2015 Baseline		2016 Adjustments					2016	\$ Change over 2015 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Planning Committee</b>									
Planning & Growth Management	220.15	0.00	0.00	0.00	0.00	0.00	0.00	220.15	0.00
Building Code Services - OBC	186.12	0.00	0.00	0.00	0.00	0.00	0.00	186.12	0.00
Housing Services	3.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
<b>Total</b>	<b>409.27</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>409.27</b>	<b>0.00</b>
<b>Transportation Committee</b>									
General Manager's Office	4.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00
Business Services	74.65	0.00	0.00	0.00	0.00	0.00	0.00	74.65	0.00
Traffic Management & Operational Support	250.69	0.00	0.00	0.00	0.00	0.00	0.00	250.69	0.00
Roads & Traffic Maintenance	517.97	0.00	0.00	0.00	0.00	-2.32	0.00	515.65	-2.32
Parking Operations	16.00	0.00	0.00	0.00	0.00	0.00	0.00	16.00	0.00
Fleet Services	185.00	0.00	0.00	0.00	0.00	0.00	0.00	185.00	0.00
Transportation Planning	29.00	0.00	0.00	0.00	0.00	0.00	0.00	29.00	0.00
<b>Total</b>	<b>1,077.31</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-2.32</b>	<b>0.00</b>	<b>1,074.99</b>	<b>-2.32</b>
<b>Total City Operations</b>	<b>8,558.54</b>	<b>0.00</b>	<b>-12.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-38.32</b>	<b>0.00</b>	<b>8,508.22</b>	<b>-50.32</b>
<b>Boards, Agencies and Commissions</b>									
Committee of Adjustment	12.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Crime Prevention	3.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
Ottawa Public Health	506.41	0.00	0.00	2.00	0.00	-2.00	0.00	506.41	0.00
Ottawa Public Library	457.50	0.00	0.00	0.00	0.00	0.00	0.00	457.50	0.00
Ottawa Police Service	1,939.55	0.00	-6.00	25.00	0.00	0.00	0.00	1,958.55	19.00
Transit Commission	2,981.30	0.00	0.00	0.00	0.00	0.00	0.00	2,981.30	0.00
<b>Total Boards, Agencies and Commissions</b>	<b>5,899.76</b>	<b>0.00</b>	<b>-6.00</b>	<b>27.00</b>	<b>0.00</b>	<b>-2.00</b>	<b>0.00</b>	<b>5,918.76</b>	<b>19.00</b>
<b>Total Tax Supported Full Time Equivalents (FTE's)</b>	<b>14,458.30</b>	<b>0.00</b>	<b>-18.00</b>	<b>27.00</b>	<b>0.00</b>	<b>-40.32</b>	<b>0.00</b>	<b>14,426.98</b>	<b>-31.32</b>
<b>Percent of 2015 FTEs</b>		<b>0.0%</b>	<b>-0.1%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>-0.2%</b>	
<b>Rate Supported Program</b>									
Drinking Water Services	368.45	0.00	0.00	0.00	0.00	0.00	0.00	368.45	0.00
Wastewater Services	213.95	0.00	0.00	0.00	0.00	0.00	0.00	213.95	0.00
Stormwater Services	51.68	0.00	0.00	0.00	0.00	0.00	0.00	51.68	0.00
<b>Total Rate Supported Program</b>	<b>634.08</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>634.08</b>	<b>0.00</b>
<b>Grand Total City Full Time Equivalents (FTE's)</b>	<b>15,092.38</b>	<b>0.00</b>	<b>-18.00</b>	<b>27.00</b>	<b>0.00</b>	<b>-40.32</b>	<b>0.00</b>	<b>15,061.06</b>	<b>-31.32</b>

**City of Ottawa**  
**2016 Draft Capital Budget**  
**All Committees, Commission, and Boards**  
**Capital Program Forecast**

In Thousands (\$000)	2016	2017	2018	2019	Total
<b>Agriculture &amp; Rural Affairs Committee</b>					
Fire Services	0	100	0	0	100
Parks, Recreation & Culture	0	0	0	1,354	1,354
Transportation Services	8,300	4,520	4,090	3,800	20,710
<b>Agriculture &amp; Rural Affairs Committee Total</b>	<b>8,300</b>	<b>4,620</b>	<b>4,090</b>	<b>5,154</b>	<b>22,164</b>
<b>Community &amp; Protective Services Committee</b>					
By-Law & Regulatory Services	581	1,487	557	629	3,254
Child Care	250	450	450	450	1,600
Fire Services	11,930	5,226	4,141	7,700	28,997
Long Term Care	1,300	1,350	1,350	1,350	5,352
Paramedic Services	1,200	3,781	3,781	3,800	12,562
Parks, Buildings, & Grounds	160	0	0	0	160
Parks, Recreation & Culture	27,129	29,375	33,170	23,694	113,368
Security & Emergency Management	350	350	350	359	1,409
Social Services	595	250	250	250	1,345
<b>Community &amp; Protective Services Committee Total</b>	<b>43,495</b>	<b>42,269</b>	<b>44,049</b>	<b>38,232</b>	<b>168,047</b>
<b>Environment-Rate Committee</b>					
Drinking Water Services	68,320	74,411	93,371	127,095	363,197
Integrated Water & Wastewater	12,400	11,900	11,700	11,300	47,300
Wastewater Services	98,573	134,174	123,163	165,028	520,938
<b>Environment-Rate Committee Total</b>	<b>179,293</b>	<b>220,485</b>	<b>228,234</b>	<b>303,423</b>	<b>931,435</b>
<b>Environment-Tax Committee</b>					
Environment	1,860	2,322	2,028	542	6,752
Solid Waste	3,484	21,218	2,750	2,922	30,374
<b>Environment-Tax Committee Total</b>	<b>5,344</b>	<b>23,540</b>	<b>4,778</b>	<b>3,464</b>	<b>37,126</b>
<b>Finance &amp; Economic Development Committee</b>					
City Manager's Office	0	0	0	6,000	6,000
Information Technology	4,825	3,485	3,925	4,030	16,265
Parks, Buildings, & Grounds	1,590	1,000	1,000	1,000	4,590
Transit Services	43,000	47,000	90,000	280,000	460,000
<b>Finance &amp; Economic Development Committee Total</b>	<b>49,415</b>	<b>51,485</b>	<b>94,925</b>	<b>291,030</b>	<b>486,855</b>
<b>Planning Committee</b>					
Housing	11,432	9,676	9,652	4,601	35,359
Planning & Development	150	1,605	1,611	217	3,583
<b>Planning Committee Total</b>	<b>11,582</b>	<b>11,281</b>	<b>11,263</b>	<b>4,818</b>	<b>38,942</b>
<b>Transportation Committee</b>					
Fleet Services	0	617	1,100	180	1,897
Integrated Roads, Water & Wastewater	65,625	63,030	118,927	131,850	379,432
Transit Services	6,180	15,717	40,667	145,791	208,355
Transportation Services	102,683	110,833	142,319	146,472	502,307
<b>Transportation Committee Total</b>	<b>174,488</b>	<b>190,197</b>	<b>303,013</b>	<b>424,293</b>	<b>1,091,991</b>
<b>Transit Commission</b>					
	37,881	42,553	75,072	106,513	262,019
<b>Ottawa Public Library Board</b>					
	7,315	3,970	10,840	9,065	31,190
<b>Ottawa Police Services Board</b>					
	16,376	14,741	57,096	20,716	108,929
<b>Grand Total</b>	<b>533,489</b>	<b>605,141</b>	<b>833,360</b>	<b>1,206,708</b>	<b>3,178,698</b>

**Capital Reserve Continuity Report**  
**2016 Forecast Continuity of Reserves & Reserve Funds**  
**In Thousands (\$000)**

Reserves	Esitmated Year-End 2015 Cash Balance	2015 Year-End Surplus/ (Deficit)	Prior Year Commitments	2016 Opening Uncommitted Balance	Contributions (Tax or Rate)	Other Contributions/ Revenue	Trnsfrs (to) frm Operating	Trnsfrs (to) frm Capital	Other Adjustments/ Transfers	Projected Closing Balance
<b>Tax Supported Reserves</b>										
City Wide Reserve	30,293	-28,100	-5,479	-3,285	109,236	9,823	-11,500	-102,328	-243	1,703
Child Care	11,731	0	-10,750	981	0	0	-750	0	0	231
Social Housing	2,485	0	-550	1,935	0	0	0	-1,750	0	185
Corporate Fleet	8,727	0	0	8,727	0	0	0	-500	0	8,227
Transit*	57,526	-11,530	-176	45,820	62,235	0	-4,542	-52,966	0	50,547
Para Transpo Fleet	3,543	0	0	3,543	1,811	0	0	0	0	5,354
Library	2,202	0	0	2,202	3,305	0	-227	-3,304	0	1,976
Environmental	1,526	0	0	1,526	0	0	0	0	0	1,526
Tax Stabilization	5,752	-2,200	-3,600	-48	1,600	0	0	0	0	1,552
	<b>123,785</b>	<b>-41,830</b>	<b>-20,555</b>	<b>61,400</b>	<b>178,187</b>	<b>9,823</b>	<b>-17,019</b>	<b>-160,848</b>	<b>-243</b>	<b>71,300</b>
<b>Rate Supported Reserves</b>										
Solid Waste	-9,348	1,900	0	-7,448	3,803	0	0	-2,476	0	-6,121
Water*	21,175	-6,440	-231	14,505	61,420	0	0	-58,898	-2,600	14,427
Sewer*	10,482	-3,050	-488	6,943	70,862	0	0	-68,656	-2,000	7,149
Water Fleet	5,858	0	0	5,858	1,235	0	0	-1,025	0	6,069
Sewer Fleet	2,414	0	0	2,414	529	0	0	-512	0	2,431
	<b>30,581</b>	<b>-7,590</b>	<b>-719</b>	<b>22,272</b>	<b>137,849</b>	<b>0</b>	<b>0</b>	<b>-131,567</b>	<b>-4,600</b>	<b>23,954</b>
<b>Gas Tax</b>										
Provincial Gas Tax*	69,525	0	-12,715	56,809	0	34,347	-20,083	-4,300	0	66,773
Federal Gas Tax*	91,088	0	-101,381	-10,293	0	53,716	-11,902	-6,500	0	25,021
	<b>160,613</b>	<b>0</b>	<b>-114,096</b>	<b>46,517</b>	<b>0</b>	<b>88,063</b>	<b>-31,985</b>	<b>-10,800</b>	<b>0</b>	<b>91,795</b>
<b>Police Services</b>										
Police Capital	7,254	0	0	7,254	9,961	0	-1,000	-12,785	0	3,431
Police Fleet	514	0	0	514	2,798	0	0	-3,305	0	7
Police Facilities Strategic Plan	2,144	0	0	2,144	4,209	0	170	0	0	6,523
	<b>9,912</b>	<b>0</b>	<b>0</b>	<b>9,912</b>	<b>16,968</b>	<b>0</b>	<b>-830</b>	<b>-16,090</b>	<b>0</b>	<b>9,960</b>
<b>Other</b>										
CIL Parking	4,398	0	-552	3,846	0	0	0	-40	0	3,806
CIL Parkland - CW	10,834	0	-7,405	3,429	0	2,000	0	-46	0	5,383
CIL Parkland by Ward	19,106	0	-8,964	10,142	0	3,200	0	0	0	13,342
Winter Reserve	4,183	-4,183	0	0	0	0	0	0	0	0
Parking	18,610	0	0	18,610	0	4,206	0	-4,138	0	18,678
Solid Waste Compensation	3,532	0	0	3,532	0	0	0	-1,008	0	2,524
Centrepointhe Theatre	65	0	0	65	0	60	0	-60	0	65
Shenkman Arts Centre	4,727	0	0	4,727	0	30	-114	0	0	4,643
Self Insurance	1,729	0	-1,707	22	0	0	0	0	0	22
Vested Employee Benefits	0	0	0	0	0	0	0	0	0	0
Election Expenses	573	0	0	573	2,176	0	-512	0	0	2,237
Building Code Capital	12,358	0	-3,885	8,473	0	0	0	0	0	8,473
Building Code Stabilization	35,194	0	0	35,194	0	0	0	0	0	35,194
Building Code Insurance Fund	5,649	0	0	5,649	0	0	0	0	0	5,649
	<b>120,956</b>	<b>-4,183</b>	<b>-22,513</b>	<b>94,260</b>	<b>2,176</b>	<b>9,496</b>	<b>-626</b>	<b>-5,292</b>	<b>0</b>	<b>100,014</b>
<b>Grand Total</b>	<b>445,847</b>	<b>-53,603</b>	<b>-157,883</b>	<b>234,361</b>	<b>335,180</b>	<b>107,382</b>	<b>-50,460</b>	<b>-324,597</b>	<b>-4,843</b>	<b>297,023</b>

\*Projected closing balances reflect the commitments on Council approved capital projects however, for the two major projects which span a number of years only the forecasted cashflows have been applied (OLRT and Ottawa on the Move Projects).

**Development Charge Continuity  
2016 Forecast  
In Thousands (\$000)**

Deferred Revenue Account	Esitimated Year-End 2015 Cash Balance	Prior Year Commitments	2016 Uncommitted Opening Balance	Development Charges	Debt Service Charges*/ Other Transfers	Capital Expenditures	Projected Uncommitted Balance
Affordable Housing	2,571	-1,965	606	508	0	0	1,114
Child Care Services	4,010	-3,849	161	0	0	0	161
Emergency Medical Services	1,154	-229	925	296	-174	0	1,047
Library Services	16,194	-2,553	13,641	1,554	0	0	15,196
Parks Development	33,082	-19,592	13,490	560	0	-324	13,726
Protection Services	8,350	-1,986	6,364	2,703	-1,818	-4,680	2,569
Public Transit**	122,308	-48,537	73,771	23,034	-32,651	-7,385	56,769
Recreation	40,412	-7,178	33,234	7,443	-1,656	-371	38,650
Roads & Related Services	170,591	-234,075	-63,484	34,413	-14,215	-27,863	-71,149
Sanitary Wastewater Services	36,509	-50,227	-13,718	12,370	-3,472	-9,844	-14,664
Storm Sewers (Stormwater Drainage)	-296	-1,970	-2,266	156	0	0	-2,110
Stormwater Management (Ponds)	2,849	-107,444	-104,595	0	0	-250	-104,845
Studies	2,717	-2,320	397	595	-21	-739	232
Water Services	-1,247	-28,060	-29,307	5,442	-1,782	-10,792	-36,439
<b>Total</b>	<b>439,204</b>	<b>-509,985</b>	<b>-70,781</b>	<b>89,076</b>	<b>-55,790</b>	<b>-62,248</b>	<b>-99,744</b>

\*Debt Service Charges includes both Long-term Debt Service Charges and Estimated Debt Service Charges for new issues.

\*\*Projected uncommitted closing balances reflect the commitments on Council approved capital projects however, for the Confederation Line which span a number of years only the forecasted cashflow have been applied.

**City of Ottawa**  
**2016 Draft Budget - Capital Debt Models (Tax, Rate, and Police)**  
 In Thousands (\$000)

	2016	2017	2018	2019
<b>Total Debt Summary</b>				
<b>Opening Issued Net Debt</b>	1,622,494	1,696,590	1,788,169	1,847,766
Estimated New Issues	175,000	200,000	175,000	300,000
Principal Payments and Sinking Fund Increases	-100,904	-108,421	-115,403	-121,029
<b>Closing Issued Net Debt</b>	<b>1,696,590</b>	<b>1,788,169</b>	<b>1,847,766</b>	<b>2,026,737</b>
<b>Opening Unissued Net Debt</b>	1,089,514	1,086,231	1,096,968	1,208,478
New Authority	171,717	210,737	286,510	345,792
New Issues	-175,000	-200,000	-175,000	-300,000
<b>Closing Unissued Net Debt</b>	<b>1,086,231</b>	<b>1,096,968</b>	<b>1,208,478</b>	<b>1,254,270</b>
<b>Total Debt Issued and Unissued</b>	<b>2,782,821</b>	<b>2,885,137</b>	<b>3,056,244</b>	<b>3,281,007</b>
<b>Debt Service Charges</b>				
Principal	98,028	105,099	111,615	121,098
Interest	69,817	73,996	80,525	102,757
	<b>167,845</b>	<b>179,095</b>	<b>192,140</b>	<b>223,855</b>
<b>Tax Supported</b>				
<b>Opening Issued Net Debt</b>	732,510	699,199	677,883	653,841
Estimated New Issues	15,000	30,000	30,000	135,000
Principal Payments and Sinking Fund Increases	-48,311	-51,316	-54,042	-55,112
<b>Closing Issued Net Debt</b>	<b>699,199</b>	<b>677,883</b>	<b>653,841</b>	<b>733,729</b>
<b>Opening Unissued Net Debt</b>	248,235	276,235	304,393	317,393
New Authority	43,000	58,158	43,000	43,000
New Issues	-15,000	-30,000	-30,000	-135,000
<b>Closing Unissued Net Debt</b>	<b>276,235</b>	<b>304,393</b>	<b>317,393</b>	<b>225,393</b>
<b>Total Debt Issued and Unissued</b>	<b>975,434</b>	<b>982,276</b>	<b>971,234</b>	<b>959,122</b>
<b>Debt Service Charges</b>				
Principal	45,599	48,323	50,755	52,218
Interest	33,506	32,586	32,442	31,137
	<b>79,105</b>	<b>80,909</b>	<b>83,197</b>	<b>83,355</b>

**City of Ottawa**  
**2016 Draft Budget - Capital Debt Models (Tax, Rate, and Police)**  
 In Thousands (\$000)

	2016	2017	2018	2019
<b>Tax Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	84,818	80,371	75,826	76,157
Estimated New Issues	0	0	5,000	0
Principal Payments and Sinking Fund Increases	-4,447	-4,545	-4,669	-4,990
<b>Closing Issued Net Debt</b>	<b>80,371</b>	<b>75,826</b>	<b>76,157</b>	<b>71,167</b>
<b>Opening Unissued Net Debt</b>				
Opening Unissued Net Debt	49,423	52,566	52,566	47,566
New Authority	3,143	0	0	23,511
New Issues	0	0	-5,000	0
<b>Closing Unissued Net Debt</b>	<b>52,566</b>	<b>52,566</b>	<b>47,566</b>	<b>71,077</b>
<b>Total Debt Issued and Unissued</b>	<b>132,937</b>	<b>128,392</b>	<b>123,723</b>	<b>142,244</b>
<b>Debt Service Charges</b>				
Principal	4,736	4,803	4,896	5,184
Interest	3,945	3,832	3,709	3,828
	<b>8,681</b>	<b>8,635</b>	<b>8,605</b>	<b>9,012</b>
<b>Transit Tax Supported</b>				
<b>Opening Issued Net Debt</b>	186,254	192,752	193,340	193,202
Estimated New Issues	20,000	15,000	15,000	5,000
Principal Payments and Sinking Fund Increases	-13,502	-14,412	-15,138	-15,904
<b>Closing Issued Net Debt</b>	<b>192,752</b>	<b>193,340</b>	<b>193,202</b>	<b>182,298</b>
<b>Opening Unissued Net Debt</b>				
Opening Unissued Net Debt	77,842	76,342	94,919	138,500
New Authority	18,500	33,577	58,581	108,152
New Issues	-20,000	-15,000	-15,000	-5,000
<b>Closing Unissued Net Debt</b>	<b>76,342</b>	<b>94,919</b>	<b>138,500</b>	<b>241,652</b>
<b>Total Debt Issued and Unissued</b>	<b>269,094</b>	<b>288,259</b>	<b>331,702</b>	<b>423,950</b>
<b>Debt Service Charges</b>				
Principal	13,490	14,396	15,118	15,879
Interest	6,910	7,264	7,530	7,755
	<b>20,400</b>	<b>21,660</b>	<b>22,648</b>	<b>23,634</b>



**City of Ottawa**  
**2016 Draft Budget - Capital Debt Models (Tax, Rate, and Police)**  
 In Thousands (\$000)

	2016	2017	2018	2019
<b>Transit Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	22,008	21,591	36,161	45,490
Estimated New Issues	0	15,000	10,000	5,000
Principal Payments and Sinking Fund Increases	-417	-430	-671	-847
<b>Closing Issued Net Debt</b>	<b>21,591</b>	<b>36,161</b>	<b>45,490</b>	<b>49,643</b>
<b>Opening Unissued Net Debt</b>				
Opening Unissued Net Debt	158,714	158,714	143,780	133,780
New Authority	0	66	0	0
New Issues	0	-15,000	-10,000	-5,000
<b>Closing Unissued Net Debt</b>	<b>158,714</b>	<b>143,780</b>	<b>133,780</b>	<b>128,780</b>
<b>Total Debt Issued and Unissued</b>	<b>180,305</b>	<b>179,941</b>	<b>179,270</b>	<b>178,423</b>
<b>Debt Service Charges</b>				
Principal	378	378	604	1,279
Interest	1,049	1,049	1,799	4,875
	<b>1,427</b>	<b>1,427</b>	<b>2,403</b>	<b>6,154</b>
<b>Federal Gas Tax Supported</b>				
<b>Opening Issued Net Debt</b>	69,533	60,625	51,321	41,622
Estimated New Issues	0	0	0	40,000
Principal Payments and Sinking Fund Increases	-8,908	-9,304	-9,699	-10,116
<b>Closing Issued Net Debt</b>	<b>60,625</b>	<b>51,321</b>	<b>41,622</b>	<b>71,506</b>
<b>Opening Unissued Net Debt</b>				
Opening Unissued Net Debt	40,900	40,900	40,900	40,900
New Authority	0	0	0	0
New Issues	0	0	0	-40,000
<b>Closing Unissued Net Debt</b>	<b>40,900</b>	<b>40,900</b>	<b>40,900</b>	<b>900</b>
<b>Total Debt Issued and Unissued</b>	<b>101,525</b>	<b>92,221</b>	<b>82,522</b>	<b>72,406</b>
<b>Debt Service Charges</b>				
Principal	8,906	9,301	9,695	10,111
Interest	2,996	2,648	2,264	1,844
	<b>11,902</b>	<b>11,949</b>	<b>11,959</b>	<b>11,955</b>

**City of Ottawa**  
**2016 Draft Budget - Capital Debt Models (Tax, Rate, and Police)**  
 In Thousands (\$000)

	2016	2017	2018	2019
<b>Provincial Gas Tax Supported</b>				
<b>Opening Issued Net Debt</b>	33,942	31,339	28,632	25,814
Estimated New Issues	0	0	0	0
Principal Payments and Sinking Fund Increases	-2,603	-2,707	-2,818	-2,934
<b>Closing Issued Net Debt</b>	<b>31,339</b>	<b>28,632</b>	<b>25,814</b>	<b>22,880</b>
<b>Opening Unissued Net Debt</b>	180,716	180,716	180,716	180,716
New Authority	0	0	0	0
New Issues	0	0	0	0
<b>Closing Unissued Net Debt</b>	<b>180,716</b>	<b>180,716</b>	<b>180,716</b>	<b>180,716</b>
<b>Total Debt Issued and Unissued</b>	<b>212,055</b>	<b>209,348</b>	<b>206,530</b>	<b>203,596</b>
<b>Debt Service Charges</b>				
Principal	2,602	2,706	2,817	6,062
Interest	1,331	1,225	1,110	16,758
	<b>3,933</b>	<b>3,931</b>	<b>3,927</b>	<b>22,820</b>
<b>Water Rate Supported</b>				
<b>Opening Issued Net Debt</b>	196,492	243,674	284,613	304,643
Estimated New Issues	55,000	50,000	30,000	35,000
Principal Payments and Sinking Fund Increases	-7,818	-9,061	-9,970	-10,761
<b>Closing Issued Net Debt</b>	<b>243,674</b>	<b>284,613</b>	<b>304,643</b>	<b>328,882</b>
<b>Opening Unissued Net Debt</b>	67,892	35,758	11,891	21,627
New Authority	22,866	26,133	39,736	55,165
New Issues	-55,000	-50,000	-30,000	-35,000
<b>Closing Unissued Net Debt</b>	<b>35,758</b>	<b>11,891</b>	<b>21,627</b>	<b>41,792</b>
<b>Total Debt Issued and Unissued</b>	<b>279,432</b>	<b>296,504</b>	<b>326,270</b>	<b>370,674</b>
<b>Debt Service Charges</b>				
Principal	7,696	8,898	9,764	10,511
Interest	8,317	9,730	11,956	13,139
	<b>16,013</b>	<b>18,628</b>	<b>21,720</b>	<b>23,650</b>

**City of Ottawa**  
**2016 Draft Budget - Capital Debt Models (Tax, Rate, and Police)**  
 In Thousands (\$000)

	2016	2017	2018	2019
<b>Water Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	9,559	8,109	11,611	14,989
Estimated New Issues	0	5,000	5,000	0
Principal Payments and Sinking Fund Increases	-1,450	-1,498	-1,622	-1,752
<b>Closing Issued Net Debt</b>	<b>8,109</b>	<b>11,611</b>	<b>14,989</b>	<b>13,237</b>
<b>Opening Unissued Net Debt</b>	10,006	11,532	6,532	8,313
New Authority	1,526	0	6,781	0
New Issues	0	-5,000	-5,000	0
<b>Closing Unissued Net Debt</b>	<b>11,532</b>	<b>6,532</b>	<b>8,313</b>	<b>8,313</b>
<b>Total Debt Issued and Unissued</b>	<b>19,641</b>	<b>18,143</b>	<b>23,302</b>	<b>21,550</b>
<b>Debt Service Charges</b>				
Principal	1,450	1,498	1,622	1,752
Interest	332	290	492	685
	<b>1,782</b>	<b>1,788</b>	<b>2,114</b>	<b>2,437</b>
<b>Wastewater Rate Supported</b>				
<b>Opening Issued Net Debt</b>	198,654	264,964	329,903	393,560
Estimated New Issues	75,000	75,000	75,000	75,000
Principal Payments and Sinking Fund Increases	-8,690	-10,061	-11,343	-12,824
<b>Closing Issued Net Debt</b>	<b>264,964</b>	<b>329,903</b>	<b>393,560</b>	<b>455,736</b>
<b>Opening Unissued Net Debt</b>	202,928	207,120	223,658	246,417
New Authority	79,192	91,538	97,759	113,624
New Issues	-75,000	-75,000	-75,000	-75,000
<b>Closing Unissued Net Debt</b>	<b>207,120</b>	<b>223,658</b>	<b>246,417</b>	<b>285,041</b>
<b>Total Debt Issued and Unissued</b>	<b>472,084</b>	<b>553,561</b>	<b>639,977</b>	<b>740,777</b>
<b>Debt Service Charges</b>				
Principal	8,538	9,868	11,107	12,544
Interest	7,691	11,258	14,750	18,175
	<b>16,229</b>	<b>21,126</b>	<b>25,857</b>	<b>30,719</b>

**City of Ottawa**  
**2016 Draft Budget - Capital Debt Models (Tax, Rate, and Police)**  
 In Thousands (\$000)

	2016	2017	2018	2019
<b>Wastewater Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	57,478	66,449	75,235	73,828
Estimated New Issues	10,000	10,000	0	0
Principal Payments and Sinking Fund Increases	-1,029	-1,214	-1,407	-1,459
<b>Closing Issued Net Debt</b>	<b>66,449</b>	<b>75,235</b>	<b>73,828</b>	<b>72,369</b>
<b>Opening Unissued Net Debt</b>	18,819	12,309	3,574	3,927
New Authority	3,490	1,265	353	2,340
New Issues	-10,000	-10,000	0	0
<b>Closing Unissued Net Debt</b>	<b>12,309</b>	<b>3,574</b>	<b>3,927</b>	<b>6,267</b>
<b>Total Debt Issued and Unissued</b>	<b>78,758</b>	<b>78,809</b>	<b>77,755</b>	<b>78,636</b>
<b>Debt Service Charges</b>				
Principal	904	1,055	1,213	1,228
Interest	2,568	3,068	3,561	3,545
	<b>3,472</b>	<b>4,123</b>	<b>4,774</b>	<b>4,773</b>
<b>Police Tax Supported</b>				
<b>Opening Issued Net Debt</b>	23,888	21,510	19,046	21,491
Estimated New Issues	0	0	5,000	5,000
Principal Payments and Sinking Fund Increases	-2,378	-2,464	-2,555	-2,798
<b>Closing Issued Net Debt</b>	<b>21,510</b>	<b>19,046</b>	<b>21,491</b>	<b>23,693</b>
<b>Opening Unissued Net Debt</b>	22,473	22,473	22,473	57,773
New Authority	0	0	40,300	0
New Issues	0	0	-5,000	-5,000
<b>Closing Unissued Net Debt</b>	<b>22,473</b>	<b>22,473</b>	<b>57,773</b>	<b>52,773</b>
<b>Total Debt Issued and Unissued</b>	<b>43,983</b>	<b>41,519</b>	<b>79,264</b>	<b>76,466</b>
<b>Debt Service Charges</b>				
Principal	2,378	2,464	2,555	2,798
Interest	879	801	719	882
	<b>3,257</b>	<b>3,265</b>	<b>3,274</b>	<b>3,680</b>

**City of Ottawa**  
**2016 Draft Budget - Capital Debt Models (Tax, Rate, and Police)**  
 In Thousands (\$000)

	2016	2017	2018	2019
<b>Police Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	7,358	6,007	4,598	3,129
Estimated New Issues	0	0	0	0
Principal Payments and Sinking Fund Increases	-1,351	-1,409	-1,469	-1,532
<b>Closing Issued Net Debt</b>	<b>6,007</b>	<b>4,598</b>	<b>3,129</b>	<b>1,597</b>
<b>Opening Unissued Net Debt</b>	11,566	11,566	11,566	11,566
New Authority	0	0	0	0
New Issues	0	0	0	0
<b>Closing Unissued Net Debt</b>	<b>11,566</b>	<b>11,566</b>	<b>11,566</b>	<b>11,566</b>
<b>Total Debt Issued and Unissued</b>	<b>17,573</b>	<b>16,164</b>	<b>14,695</b>	<b>13,163</b>
<b>Debt Service Charges</b>				
Principal	1,351	1,409	1,469	1,532
Interest	293	245	193	134
	<b>1,644</b>	<b>1,654</b>	<b>1,662</b>	<b>1,666</b>