

DOCUMENT 1 –STRATEGIES USED BY OTHER MUNICIPALITIES

STRATEGY	REFERENCE	COMMENTS	PURSUE FOR OTTAWA?
Predictable Long term funding from senior governments.	Funding of transportation in the GTHA		Yes
Develop Asset Management Plans	Winnipeg/Waterloo Region		Yes
Dedicated tax levy	Mississauga		Yes, in the absence of predictable long term funding from senior governments.
Increase debt issuance	Winnipeg Mississauga		Yes for rate supported service; limit tax supported debt to existing debt servicing
Alternative Service Delivery (ASD)	GFOA – 2011 conference: Getting Capital Repairs and Replacement back on Track – Gregory M. Baird The Province of Ontario supports the use of ASD	More capital for given project (debt or equity) – proceeds can be used for public policy goals Operating risk shifted to the private sector Higher cost of capital US jurisdictions and many in the Canadian P3 sector are beginning to advance ASD for Water and Wastewater infrastructure needs.	Recommended – limited Ottawa currently uses this form of delivery for new infrastructure where value for money is achieved. Since infrastructure renewal has no significant post construction operating period; ASD benefits could be limited, at the risk of higher cost of capital.
Municipal Gas Tax Gas Tax charged on every litre of gas sold	Brian Hutchinson: How the gas station was priced out of Canadian cities Mar 8, 2012 – National Post	3 Cnd cities have a municipal gas tax Vancouver (11 cents) Victoria (3.5 cents) Montreal (3 cents) Writer is of the opinion that high gas taxes in Vancouver discourage new gas stations, with residents filling up outside of metro Vancouver boundaries.	Not recommended Municipal Gas Tax not permitted in Ontario currently Ottawa currently shares Federal and Provincial Gas Taxes and dedicates them to Transit funding
Municipal Income Tax	Ottawa Council October 2010 declined to pursue a study	Can either be a new revenue source or a replacement of property tax Provincial/Federal legislation does not permit it	Not recommended. US cities have struggled during the recent recession because they have income based taxation powers. In periods of declining employment; municipal revenues were put at risk.
Road Pricing - Tolls Motorist pays a fee for use of a road, tunnel or bridge			Not presently available as a municipal mechanism
Monetize Assets	Toronto		To be reviewed