

**Report to  
Rapport au:**

**Finance and Economic Development Committee  
Comité des finances et du développement économique  
6 June 2017 / 6 juin 2017**

**and Council  
et au Conseil  
14 June 2017 / 14 juin 2017**

**Submitted on May 30, 2017  
Soumis le 30 mai 2017**

**Submitted by  
Soumis par:  
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**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE      File Number: ACS2017-CSD-FIN-0013**

**SUBJECT: PROPOSED 2018 BUDGET TIMELINE AND CONSULTATION  
PROCESS**

**OBJET: ÉCHÉANCIER PROPOSÉ POUR LE BUDGET 2018 ET LES  
CONSULTATIONS PUBLIQUES**

**REPORT RECOMMENDATION**

**That the Finance and Economic Development Committee recommend Council  
receive this report for information.**

## **RECOMMANDATION DU RAPPORT**

**Que le Comité des finances et du développement économique recommande que le Conseil municipal prenne connaissance de ce rapport à titre d'information.**

## **BACKGROUND**

Each year Council approves a budget timetable for the tabling, review and adoption of the subsequent year's budget. This report proposes the timetable for adopting the 2018 budget along with the proposed public consultation process.

In the 2015-2018 Council Governance Review report (ACS2014-CMR-CCB-0062) a term of Council budget process and guidelines was approved. One of the requirements of that process is that the Treasurer present the Finance and Economic Development Committee and Council with a budget timetable and directions report prior to the development of the draft budgets.

In the 2016 Budget Timeline and 2016-2018 Budget Directions report (ACS2015-CMR-FIN-0038), Council approved a budget guideline for the remainder of the term. These guidelines were subsequently amended except for the following recommendation:

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.

The Revised 2017-2018 Budget Directions and Strategy report (ACS2016-CSD-FIN-0006) amended the guideline for the last two years of the Council term as a result of changes in the assessment base. As part of that report Council adopted the following guideline.

- a. That the City Wide levy, which includes funding for the Police, Library and Public Health, be increased by 2.00% for 2017 and 2018.
- b. That, as part of the annual budget process for 2017 and 2018, the budget allocation for the Police, Library and Public Health Boards be based on their individual pro-rated share of a 2.00% tax increase, on the understanding that the estimated 1.3% increase in taxes resulting from growth in assessment will be maintained, and that Council request that these Boards develop their draft budgets with this annual allocation.

In 2016 Council approved the Recommended Water, Wastewater and Stormwater Rate Structure report (ACS2016-CSD-FIN-0008) which will see a new rate structure for water and sewer services starting in 2018. A budgetary guideline for these services must now reflect the new structure. A Long Range Financial Plan for the rate supported services is scheduled for September of 2017 and in that report the budgetary requirements will be determined and a guideline for the 2018 budget and subsequent years will be established.

The budget directions and strategies already approved by Council will be used by staff to prepare the 2018 Draft Operating and Capital Budgets for Committee, Commission and Council consideration. As per the term of Council budget process the adoption of a guideline does not restrict Council's ability to amend the budgets during final consideration at Council.

## **DISCUSSION**

### **Proposed Budget Timetable**

The budget timetable being proposed for 2018 follows the process established in the Governance Review report and as amended with the introduction of the Budget Review Board. During the 2016 budget process, Council passed a motion directing the City Manager and City Treasurer to establish a corporate budget challenge function to review departmental plans as well as annual budget submissions. To address this direction, Council endorsed the staff recommendation to establish a Budget Review Board (BRB) consisting of various city staff and the Mayor, the Chair and Vice-chair of the Audit Committee to review departmental budgetary estimates prior to tabling.

The budget process elements and their proposed timing are as follows:

Mayor's Office and Councillor Consultation (September 5 – 30).

The Mayor's Office will schedule meetings with Councillors to discuss ward priorities and budget considerations as input to the 2018 draft budget.

Committee Chair Consultation (October 9 - 18)

City Manager's Office will schedule meetings with Committee Chairs and Department heads to discuss Committee issues and priorities.

Budget Review Board (BRB) – October 20

Staff are proposing that budgetary information be presented and reviewed with particular emphasis on operational, economic, legislative and strategic adjustments or pressures; and any efficiency savings or revenue enhancements included in the proposed 2018 draft budget.

#### Tabling of 2018 Draft Budgets with Council (November 8)

The City's 2018 draft operating and capital budgets are proposed to be tabled with Council on November 8. This would include the draft budgets for services that report to a Commission, Board or special purpose body, namely Police, Transit, Public Health, Library, Crime Prevention and Committee of Adjustment.

Similar to previous years, the main City budget would be presented by both the Mayor and the City Manager. Each of the Board / Commission budgets would be presented by the Chair and the Head of the service. The draft budget would be available on-line and reference copies of the budgets would be available in the city's libraries and client service centres.

The draft budget documents will be available in both English and French on the City's web site.

#### Committee / Commission / Board Budget Meetings / Advisory Committees (November 9 – December 12)

As in previous years the draft operating and capital budget documents for each committee, will be reviewed by the Chair and Vice Chair of that committee, as part of the agenda clearing meetings, with input from the Department Head(s) of the respective services.

All Standing Committees of Council along with the Transit Commission, Police Services Board, Library Board, Board of Public Health and Advisory Committees will hold meetings to consider the 2018 draft budget for their respective areas and listen to public delegations on the budget.

#### Council Consideration of Committee / Commission / Board Recommended 2018 Draft Budgets (Council meeting December 13)

It is proposed that Council consider the final budget recommendations from all the Committees of Council and local boards at its regularly scheduled meeting of December 13. Council would then adopt the 2018 budget.

Tentative meeting dates for the budget meetings are listed in Document 1. These will be reviewed with the respective Chairs and Vice Chairs of the various Committees, Boards and Commission. The City Clerk's Office will establish the review dates for the Advisory Committee over the summer. Once dates are finalized, the Mayor, Councillors and the public will be advised and the amended timetable posted on the City's web site

## **Public Consultation**

### **Proposed 2018 Pre-Budget Tabling Consultation (June - October)**

Councillors had expressed concern with the public consultation process prior to 2016 which sought public input after the budget was tabled with Council. As part of adopting the 2014-2018 Council Governance Review report, Council amended Part I, Section C, Recommendation 1 of the report as follows:

“THEREFORE BE IT RESOLVED that the recommended process for the 2015-2018 tax-supported budgets as outlined on page 68 in the 2014-2018 Council Governance Review report be amended such that the Mayor will consult with each Member of Council with respect to the Member's individual budget priorities and concerns before the Mayor's office works with the City Manager to develop draft annual budgets.”

For 2016, Council approved a process that sought public input prior to budget tabling through the establishment of Councillor led sessions over the September to October period. These sessions allowed residents to express their views and wishes to their respective Councillor and helped residents become more involved in the budget development process. The input provided by the public stemming from these sessions, was forwarded to the Mayor and the City Manager for consideration in developing the draft budget.

Staff will canvass members of Council regarding setting up Councillor led public consultation sessions over the September to October period.

A budget e-mail box will again be established and monitored as was done in previous years. Any suggestions or ideas that are generated from the email box that can be incorporated into the draft budget will be provided to management prior to tabling and identified to Council as part of the Draft Budget report tabled on November 8.

Councillors will also provide input to the Mayor's Office and staff in this period, as they normally do over the course of the year.

The interactive online budget consultation and feedback tool introduced in 2016 will continue to be available. This tool is being piloted as part of a number of measures being taken to improve the online information available to the public regarding the budget and budget process.

The online budget tool allows residents to increase their understanding of how tax dollars are allocated between services and allows the tax impact of changes to that allocation, to reflect the residents spending priorities, to be identified. An open ended question will also be included to provide residents with an opportunity to identify other suggestions for consideration. A consolidated report on the results of the tool will be available to management and Council after tabling of the budget.

The consultation tool is scheduled to be open from late-summer. Staff will advise Councillor's prior to promoting and communicating the tool on the City's web site and making it available to residents. Councillors may also promote this tool as part of their outreach to residents.

## **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

## **CONSULTATION**

As directed by Council, an overview of the report contents was presented to the Budget Review Board for their review and comments prior to finalizing the report.

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

Not applicable.

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

Not applicable.

## **LEGAL IMPLICATIONS**

There are no legal impediments to approving the recommendation outlined in this report.

## **RISK MANAGEMENT IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

As outlined in the report.

### **ACCESSIBILITY IMPACTS**

There are no accessibility impact implications with this report.

### **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 - Proposed 2018 Budget Timetable

### **DISPOSITION**

This report is for information purposes.

**Document 1 - Proposed 2018 Budget Timetable**

<b>1 – Budget Review Board</b>	Oct 20
<b>2 - <u>Tabling of Draft Budgets with Council</u></b> City Services Police Services Library Services Transit Services Public Health Committee of Adjustment Crime Prevention	Nov 8 Wed
<b>3 - <u>Advisory Committee Meetings</u></b> Accessibility Advisory Committee Environmental Stewardship Advisory Committee Arts, Culture, Heritage and Recreation Advisory French Language Services Advisory Committee	TBD TBD TBD TBD
<b>4 - <u>Committee / Boards / Commissions</u></b> Planning Committee Agriculture & Rural Affairs Committee IT Sub-committee Environment Committee – Tax & Rate supported Audit Committee Transit Commission Finance and Economic Development Committee Transportation Committee Community & Protective Services Committee Ottawa Public Library Police Services Board Public Health Board	Nov 21 Tues Nov 23 Thurs Nov 28 Tues Nov 29 Wed Nov 30 Thurs Dec 4 Mon Dec 5 Tues Dec 6 Wed Dec 7 Thurs Dec 11 Mon TBD TBD
<b>5 - Review / Adoption by Council</b>	Dec 13 Wed