

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON SEPTEMBER 26, 2016</b>
<b>FROM:</b>	<b>MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT</b>	<b>2017 BUDGET UPDATE PROCESS AND FORMAT</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the process and format for the 2017 Budget Update **BE RECEIVED** for information.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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2017 Budget Schedule (August 29, 2016 meeting of Strategic Priorities and Policy Committee, Agenda Item 3)

2016-2019 Multi-Year Budget (May 11, 2015 meeting of Strategic Priorities and Policy Committee, Agenda Item 6)

<b>BACKGROUND</b>
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On August 30, 2016 Council resolved the following:

*That the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer BE DIRECTED to report back at a future meeting of the Strategic Priorities and Policy Committee, prior to the meeting at which the Budget updates are to be tabled, with detailed information regarding the format and process staff is proposing for Multi-Year Budget updates.*

The purpose of this report is to provide Council with a clear understanding of the multi-year budget process, including the annual updates, and to provide a template showing the format for the 2017 Budget Update.

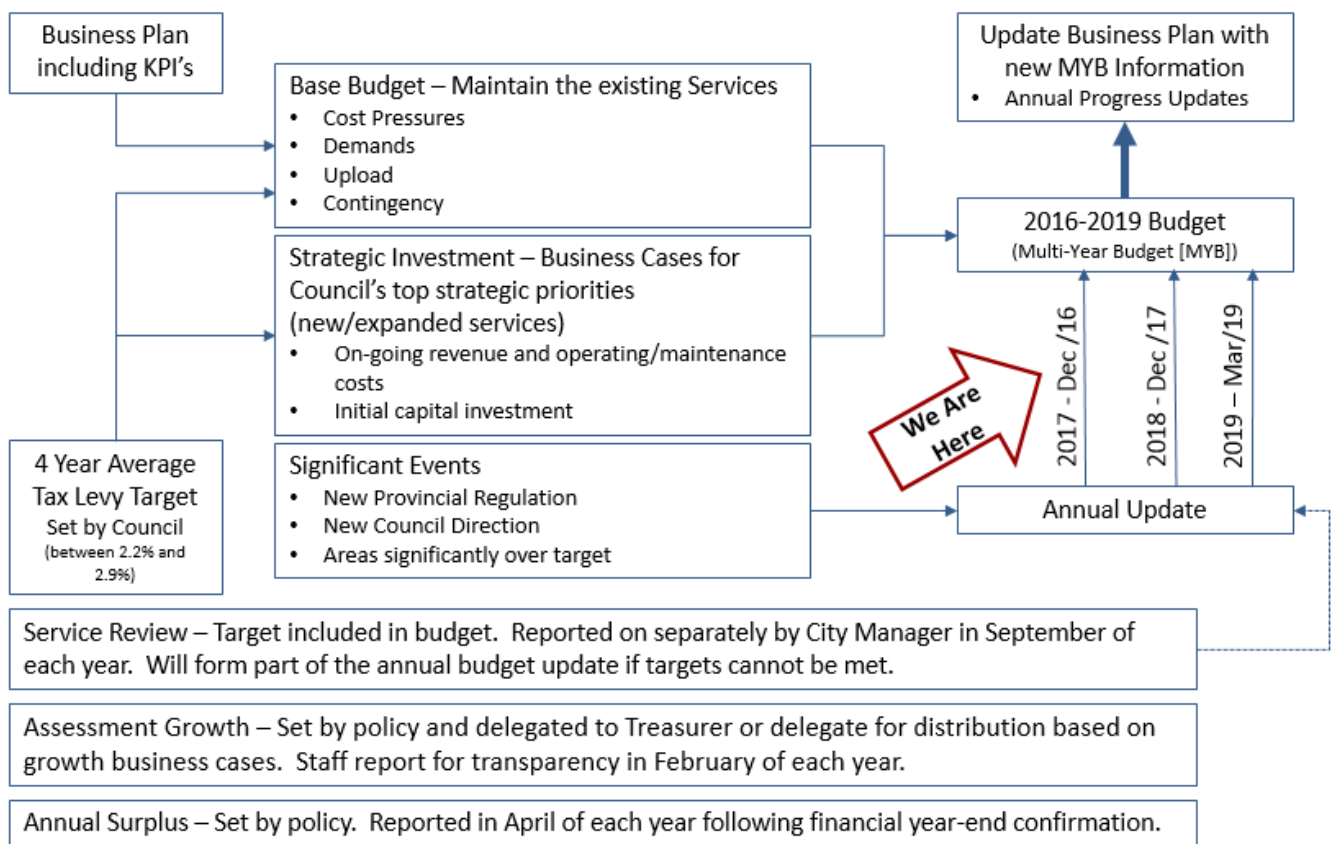
### **THE MULTI-YEAR BUDGET PROCESS**

On March 10, 2016, Council approved the City of London's first multi-year budget covering a four year period from 2016-2019. In addition to covering base budget cost pressures, the multi-year budget included costs linked to the implementation of targeted strategic investments contained in Council's 2015-19 Strategic Plan for the City of London.

The budget process is shown in Figure 1. While much of the detailed review was undertaken by the Council in the first year of the multi-year budget process, Council will be required to re-adopt the budget in each subsequent year to which the budget applies. It is not anticipated that the annual budget updates will be as time-intensive as in the first year since the amount of new or supplementary information will be limited and focused on budget amendments that impact the multi-year budget.

Annual updates will provide Council the opportunity to adjust the budget to provide flexibility for special events or circumstances that require funding and resource adjustments. Commencing in 2017 and in each subsequent year of the multi-year budget, Council is required by the Municipal Act, 2001 to review and readopt the budget for that year. As part of the review process, Council is required to make changes that are required for the purpose of making the budget compliant with the provisions of the Municipal Act, 2001, which include ensuring that the municipality has sufficient funds to pay all debts, amounts required for sinking funds or retirement funds and amounts required for boards, commissions or other bodies. Council will have the opportunity to make other amendments or fine-tune the budget annually.

**Figure 1 – Multi-Year Budget Process**



**WHAT CAN BE EXPECTED DURING THE 2017 BUDGET UPDATE?**

The comprehensive and detailed budget review undertaken by Council during the first year of the multi-year budget resulted in the four year funding envelope for each service area to be set. This provides greater certainty to the tax payers/residents about the future direction of taxes and services as well as provides Council and service areas improved alignment between long-term goals and objectives with long-term funding plans. As a result of the work completed in the first year, a comprehensive budget review for each service area will not be required for each subsequent year of the multi-year budget. The focus for the 2017 Budget Update will be on budget amendments that have been submitted by service areas that cannot be accommodated within the approved multi-year budget. Each budget amendment will be supported by a Multi-Year Budget Amendment Form which provides the justification for the request along with the financial implications. Each submitted Multi-Year Budget Amendment Form will require Council approval.

To assist in the decision making process, Civic Administration will be displaying an interactive financial model. This model will help Council to better understand the financial impacts associated with budget amendments and how they impact the 2017-2019 tax increases from rates and residential homeowner tax bill.

**WILL THE PUBLIC BE ENGAGED AS PART OF THE 2017 BUDGET UPDATE?**

Extensive public engagement and consultation was undertaken prior to the approval of the 2016-2019 multi-year budget. This feedback was essential to ensure that residents, community organizations, and businesses had a venue to voice their concerns and participate in civic government. While public engagement will continue to be a priority for each budget update, the level of engagement will be less than what was seen in the first year of the multi-year budget given that the City embarked on the first ever multi-year budget integrated with Council's setting of its Strategic Plan. It is anticipated that the public engagement will have a greater focus on budget education to prepare for a conversation about financial priorities as part of the preparation for the next multi-year budget. For the 2017 Budget Update a broad range of public engagement opportunities and channels will be available to ensure open two-way communication with the community. The public engagement schedule planned for the 2017 Budget Update can be found in Figure 2.

**Figure 2 – Public Engagement Schedule**

<b>Timing</b>	<b>Engagement Type</b>
Launch On November 7, 2016	<b>Web Tools</b> – Civic Administration is actively working on providing a number of web tools to assist with public engagement for the 2017 Budget Update.
November 9, 2016 (Evening)	<b>Budget Open House</b> – Provides an opportunity for Londoners to come out and speak face-to-face with administrators. This can be to ask questions, provide input, and/or clarify any outstanding concerns.
As Requested	<b>Time With Finance Staff</b> – Provides an opportunity for community groups to request a budget presentation and question and answer period with Finance staff.
November 21, 2016	<b>Public Participation Meeting</b> – Members of the public are invited to provide input into the 2017 Budget Update at a scheduled meeting of the Strategic Priorities and Policy Committee.
Throughout Budget Process	<b>Social Media, Email and Phone Calls</b> – Finance staff will be responding to questions or concerns from the public via social media, email or phone calls.

Civic Administration will summarize the results of the public engagement and consultation into a report that will be presented to the Strategic Priorities and Policy Committee on November 24, 2016.

### **WHAT WILL BE THE FORMAT OF THE 2017 BUDGET UPDATE DOCUMENT?**

The budget document that will be tabled on November 7, 2016 will be significantly reduced from what was tabled during the first year of the multi-year budget. One document will be tabled as part of the 2017 Budget Update and this document will be used throughout the 2017 Budget Update process. This document will be referred to as the 2017 Budget Update Document. Detailed information by service area will not be updated to reflect budget amendments until after Council re-adopts the 2017-2019 budgets. Updates will be limited to:

- a) Regulatory Changes (ex. new or amended Provincial regulation)
- b) New Council Direction
- c) Cost Drivers Causing Service Areas To Be Significantly Over Target

The format of the 2017 Budget Update Document is provided in **Schedule 1**. The budget document will contain an introductory section which includes the recommendations requiring Council direction/approval, a brief recap of the multi-year budget process, and the corporate impacts of the submitted budget amendments along with a summary of each budget amendment. More detail will be contained in the appendices. Appendix A will contain a corporate operating budget overview, Appendix B will contain a capital budget overview, Appendix C will contain a reserve/reserve funds overview, Appendix D will contain a debt overview, and Appendix E will contain the full Budget Amendment Form for each submitted budget amendment.

### **WHEN WILL ASSESSMENT GROWTH BE ADDRESSED?**

Consistent with the Assessment Growth Policy approved on March 11, 2016 by Council, the allocation of assessment growth funding will be reported annually after the assessment roll has been finalized. Civic Administration is currently targeting a report going to the Strategic Priorities and Policy Committee on February 27, 2017. Since the assessment growth allocation will not be finalized until after the approval of the 2017 Budget Update, currently set for December 6, 2016, the tax levy will need to be increased to account for this permanent revenue stream.

Similar to prior years, service areas requesting assessment growth funding will be required to submit an Assessment Growth Business Case justifying the need for growth related funding. Each business case will be evaluated and approved by the City Treasurer or designate. The approved business cases will form part of the February 27, 2017 assessment growth report.

### **CONCLUSION**

Although Council approved a multi-year budget covering the 2016-2019 time period, the Municipal Act 2001 requires Council to re-adopt the budget in each subsequent year to which the budget applies. It is anticipated that the 2017 Budget Update will be less time-intensive than what was required during the first year of the multi-year budget. The focus for the 2017 Budget Update will be on budget amendments that cannot be accommodated within the existing multi-year budget and require Council direction/approval, noting that decisions made during the deliberations of the 2017 Budget Update may

impact the property tax increases from rates in years 2017-2019 and the average over the multi-year budget period.

<b>PREPARED BY:</b>	<b>PREPARED BY:</b>
<b>Alan Dunbar Manager, Financial Planning &amp; Policy</b>	<b>Jason Senese Manager, Financial Planning &amp; Policy</b>
<b>REVIEWED BY:</b>	<b>RECOMMENDED BY:</b>
<b>Larry Palarchio Director, Financial Planning &amp; Policy</b>	<b>Martin Hayward Managing Director, Corporate Services and City Treasurer, Chief Financial Officer</b>

Cc: Ian Collins, Senior Business Administrator  
Cc: Kyle Murray, Senior Business Administrator

# **SCHEDULE 1**

## **2017 Budget Update**

### **Document Format Summary**

**I. Table of Contents**

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II. **Recommendations** – *The recommendation section contains the actions requiring direction/approval of Council. The recommendation section will contain the following:*

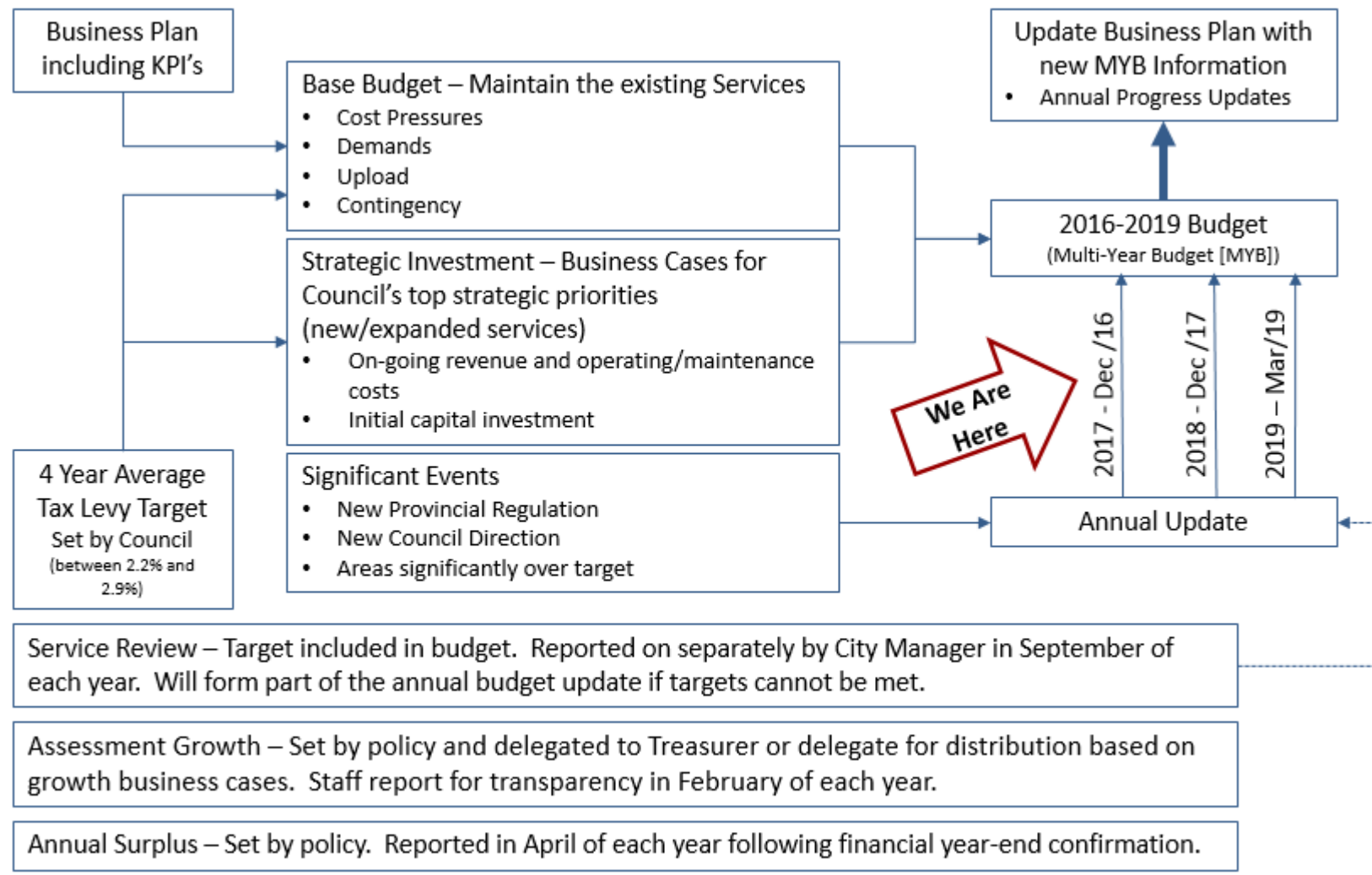
1. That the following 2017-2019 budget amendments **BE APPROVED**.

Amendment #	Description	2017	2018	2019	2020-2025	2026	Page #
<b>Operating Budget Amendments:</b>							
1	Budget Amendment Description						
2	Budget Amendment Description						
<b>Capital Budget Amendments:</b>							
3	Budget Amendment Description						
4	Budget Amendment Description						

2. That the following actions be taken with respect to the Operating Budget, it being noted that the Operating Budget reflects the budget amendments noted in clause 1 above (Appendix A, page x), it being noted that the average percentage from rate will increase/(decrease) from 2.8% to xx% over the 2016-2019 period:
- The revised gross 2017 Operating Budget **BE ADOPTED** in the amount of \$xx and in the net amount of \$xx representing the tax levy requirement for 2017, excluding the impact of assessment growth which will be brought forward after the final assessment roll.
  - The revised gross 2018 Operating Budget **BE ADOPTED** in the amount of \$xx and in the net amount of \$xx representing the tax levy requirement for 2018, excluding the impact of assessment growth.
  - The revised gross 2019 Operating Budget **BE ADOPTED** in the amount of \$xx and in the net amount of \$xx representing the tax levy requirement for 2019, excluding the impact of assessment growth.
  - The Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and the City Clerk **BE INSTRUCTED** to prepare the 2017 Tax Levy By-law for introduction and enactment by the Municipal Council after the tax roll has been finalized and assessment growth is known.
3. That the following actions be taken with respect to the capital budget, it being noted that the Capital Budget reflects the budget amendments noted in clause 1 above (Appendix B, page x):
- The revised 2017 Capital Budget **BE ADOPTED** in the amount of \$xx.
  - The revised 2018 Capital Budget **BE ADOPTED** in the amount of \$xx.
  - The revised 2019 Capital Budget **BE ADOPTED** in the amount of \$xx.
  - The revised 2020-2026 Capital Forecast **BE APPROVED** in principle in the gross amount of \$xx.
4. That the 2017 Corporate Capital Cash Flow (page xx) that identifies the accounting recognition of capital expenditures for 2017, consistent with Public Sector Accounting Board standards, **BE APPROVED**.
5. That the Reserves and Reserve Fund Overview **BE APPROVED**, noting projections are subject to annual review and adjustment (Appendix C, page xx).
6. That the Civic Administration **BE DIRECTED** to bring forward any necessary by-laws regarding the Operating and Capital budgets for introduction at the Council meeting on December 6, 2016.

III. **2016-2019 Multi-Year Budget: Annual Update For 2017** – Contains a brief description of the multi-year budget process. This section is intended to provide new readers the opportunity to understand the multi-year budget process and to provide people familiar with the process a “refresher”.

Sample Image To Be Included In This Section





**IV. 2017-2019 Multi-Year Budget Amendment Requests** – The purpose of this section is to provide the reader with a summary of the 2017-2019 corporate budget and the impact on the tax levy from rates when factoring in the submitted budget amendments (Table 1). Also included in this section will be a brief summary of each budget amendment, including the financial impacts and rationale (Table 2 and Table 3).

Table 1 – 2017-2019 Corporate Budget Summary

2017 Budget Update Summary - Impact on Tax Levy	Net Budget (\$000's)				Average Annual %	Avg. Annual Rate Payer Impact
	2016	2017	2018	2019		
Approved % increase from rates	2.5%	2.9%	2.9%	2.9%	2.8%	\$ 76
Approved Net Budget (Tax Levy)	536,434	552,073	567,915	584,314		\$ -
2017 Budget Amendment						
2018 Budget Amendment						
2019 Budget Amendment						
Cumulative Amendment	-	-	-	-		
<b>Revised Net Budget (Tax Levy)</b>	<b>536,434</b>	<b>552,073</b>	<b>567,915</b>	<b>584,314</b>		
<b>Revised % increase from rates</b>	<b>2.5%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>\$ 76</b>

Table 2 – Operating Budget Amendment Summary

Budget Amendment #	Net Budget (\$000's)			
	2016	2017	2018	2019
2017 Budget Amendment	-	-	-	-
2018 Budget Amendment	-	-	-	-
2019 Budget Amendment	-	-	-	-
Cumulative Amendment	-	-	-	-
<b>Rationale:</b>				

→ There will be an operating budget amendment summary for each submitted budget amendment

Table 3 - Capital Budget Amendment Summary

<b>Capital Budget Summary</b>		Budget				Forecast							
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
Approved Budget		197,946	204,195	256,813	213,053	174,969	143,335	134,083	184,753	179,346	179,706		
Amendments	<b>Budget Amendment #</b>												
	<b>Capital Project Number / Name</b>												
	<b>Rationale:</b> Enter description												
	<b>Source of Financing:</b>												
	<b>Budget Amendment #</b>												
	<b>Capital Project Number / Name</b>												
	<b>Rationale:</b> Enter description												
	<b>Source of Financing:</b>												
	<b>Total Amendments</b>	-	-	-	-	-	-	-	-	-	-	-	-
	<b>Revised Budget</b>	<b>197,946</b>	<b>204,195</b>	<b>256,813</b>	<b>213,053</b>	<b>174,969</b>	<b>143,335</b>	<b>134,083</b>	<b>184,753</b>	<b>179,346</b>	<b>179,706</b>	-	
<b>Sources of Financing</b>													
Approved Budget		197,946	204,195	256,813	213,053	174,969	143,335	134,083	184,753	179,346	179,706	-	
Capital Levy (CL)													
Debenture (D)													
Reserve Fund (RF)													
Other (O)													
Non-tax Supported (NTS)													
<b>Revised Budget</b>		<b>197,946</b>	<b>204,195</b>	<b>256,813</b>	<b>213,053</b>	<b>174,969</b>	<b>143,335</b>	<b>134,083</b>	<b>184,753</b>	<b>179,346</b>	<b>179,706</b>	-	

# APPENDIX A

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## Corporate Operating Budget Overview

*The purpose of this section is to provide the reader with a corporate budget overview and budget summary by service area.*

*\* Includes submitted changes from the 2017 Budget Update*

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**2016 - 2019 MULTI-YEAR OPERATING BUDGET OVERVIEW**  
**2017 BUDGET UPDATE**  
(\$000's)

<i>Corporate Operating Budget</i>	2016		2017		2018		2019		2016-2019 Average % Inc./Dec)
	Expense	Net	Expense	Net	Expense	Net	Expense	Net	
Approved % increase from rates		2.5%		2.9%		2.9%		2.9%	2.8%
Approved Budget	841,018	536,434	866,294	552,073	890,864	567,915	909,350	584,314	
2017 Budget Amendment									
2018 Budget Amendment									
2019 Budget Amendment									
Cumulative Amendment			-	-	-	-	-	-	
<b>Revised Budget</b>	841,018	536,434	866,294	552,073	890,864	567,915	909,350	584,314	
<b>Revised % increase from rates</b>		<b>2.5%</b>		<b>2.9%</b>		<b>2.9%</b>		<b>2.9%</b>	<b>2.8%</b>

**2016 - 2019 OPERATING BUDGET OVERVIEW**  
**2017 BUDGET UPDATE**  
(\$000's)

SERVICE	2016-2019 Approved Net Budget	2016 Approved Net Budget	Annual Update			2016 -2019 Revised Net Budget	2017-2019 Net Budget Increase / (Decrease)
			2017 Amended Net Budget	2018 Amended Net Budget	2019 Amended Net Budget		
Culture Services	97,823	23,918	24,295	24,637	24,973	97,823	-
Economic Prosperity	47,575	11,836	11,877	11,921	11,941	47,575	-
Environmental Services	85,242	20,693	20,996	21,548	22,005	85,242	-
Parks, Recreation & Neighbourhood Services	131,891	31,875	32,872	33,358	33,786	131,891	-
Planning & Development Services	27,359	6,787	6,737	6,937	6,898	27,359	-
Protective Services	646,336	158,779	160,531	162,846	164,180	646,336	-
Social & Health Services	259,751	65,630	65,456	63,806	64,859	259,751	-
Transportation Services	263,524	64,006	65,106	66,549	67,863	263,524	-
Corporate, Operational & Council Services	229,863	56,066	57,979	58,111	57,707	229,863	-
Financial Management	451,372	96,844	106,224	118,202	130,102	451,372	-
<b>PROPERTY TAX LEVY SUPPORTED BUDGET</b>	<b>2,240,736</b>	<b>536,434</b>	<b>552,073</b>	<b>567,915</b>	<b>584,314</b>	<b>2,240,736</b>	-

**2016 - 2019 OPERATING BUDGET OVERVIEW**  
**2017 BUDGET UPDATE**  
(\$000's)

SERVICE	2016-2019 Approved Net Budget	2016 Approved Net Budget	Annual Update			2016 -2019 Revised Net Budget	2017-2019 Net Budget Increase / (Decrease)
			2017 Amended Net Budget	2018 Amended Net Budget	2019 Amended Net Budget		
<b>CULTURE SERVICES</b>							
Centennial Hall	648	138	153	170	187	648	-
Arts, Culture & Heritage Advisory & Funding	8,847	2,171	2,212	2,217	2,247	8,847	-
Museum London	6,688	1,635	1,659	1,684	1,710	6,688	-
Eldon House	1,124	271	278	286	289	1,124	-
Heritage	771	185	190	197	199	771	-
London Public Library	79,745	19,518	19,803	20,083	20,341	79,745	-
<b>TOTAL CULTURE SERVICES</b>	<b>97,823</b>	<b>23,918</b>	<b>24,295</b>	<b>24,637</b>	<b>24,973</b>	<b>97,823</b>	<b>-</b>



The Same Format Will Be Followed For  
Each Remaining Service Program

## APPENDIX B

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### Capital Budget Overview

*The purpose of this section is to provide the reader with an overview of the capital budget by classification, tangible capital asset or non-tangible capital asset, service program, and sources of financing. In addition, a schedule estimating the 2017 corporate capital cash flow will be included in this section.*

*\* Includes submitted changes from the 2017 Budget Update*

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**2016 - 2019 CAPITAL BUDGET OVERVIEW WITH FORECASTS FOR 2020-2026**  
**2017 BUDGET UPDATE**  
(\$000'S)

**CAPITAL BUDGET BY CLASSIFICATION**

Classification	2016 Approved Budget	Annual Update			2017-2019 Budget Increase/ (Decrease)	2020-2025 Revised Forecast	2020-2025 Budget Increase/ (Decrease)	2026 Requested
		2017 Amended	2018 Amended	2019 Amended				
Lifecycle Renewal	86,175	69,714	68,839	73,571	-	463,357	-	
Growth	118,738	115,948	171,007	122,342	-	356,583	-	
Service Improvement	15,831	18,533	16,967	17,140	-	176,252	-	
<b>Total Expenditures</b>	<b>220,744</b>	<b>204,195</b>	<b>256,813</b>	<b>213,053</b>	<b>-</b>	<b>996,192</b>	<b>-</b>	<b>-</b>

**CAPITAL BUDGET BY TANGIBLE & NON-TANGIBLE CAPITAL ASSETS**

Classification	2016 Approved Budget	Annual Update			2017-2019 Budget Increase/ (Decrease)	2020-2025 Revised Forecast	2020-2025 Budget Increase/ (Decrease)	2026 Requested
		2017 Amended	2018 Amended	2019 Amended				
Tangible Capital Asset	215,464	199,645	253,093	209,027	-	985,035	-	
Non-Tangible Capital Asset	5,280	4,550	3,720	4,026	-	11,157	-	
<b>Total Expenditures</b>	<b>220,744</b>	<b>204,195</b>	<b>256,813</b>	<b>213,053</b>	<b>-</b>	<b>996,192</b>	<b>-</b>	<b>-</b>



**2016 - 2019 CAPITAL BUDGET OVERVIEW WITH FORECASTS FOR 2020-2026**  
**2017 BUDGET UPDATE**  
(\$000'S)

**CAPITAL BUDGET BY SERVICE PROGRAM**

Classification	2016 Approved Budget	Annual Update			2017-2019 Budget Increase/ (Decrease)	2020-2025 Revised Forecast	2020-2025 Budget Increase/ (Decrease)	2026 Requested
		2017 Amended	2018 Amended	2019 Amended				
Culture	4,592	2,827	5,097	5,207	-	11,532		
Economic Prosperity	7,046	5,704	10,996	6,771	-	53,599		
Environmental Services	5,718	1,415	715	4,255	-	64,730		
Parks, Recreation & Neighbourhood Services	41,475	21,454	27,604	22,607	-	90,638		
Planning & Development Services	2,073	1,558	125	375	-	4,125		
Protective Services	8,594	3,886	6,153	8,213	-	84,494		
Social & Health Services	2,608	3,808	2,958	3,258	-	22,098		
Transportation Services	135,698	153,028	192,907	151,333	-	590,813		
Corporate, Operational & Council Services	12,940	10,515	10,258	11,034	-	74,163		
<b>Total Expenditures</b>	<b>220,744</b>	<b>204,195</b>	<b>256,813</b>	<b>213,053</b>	-	<b>996,192</b>	-	-

**2016 - 2019 CAPITAL BUDGET OVERVIEW WITH FORECASTS FOR 2020-2026**  
**2017 BUDGET UPDATE**  
(\$000'S)

**CAPITAL BUDGET BY SOURCE OF FINANCING**

Classification	2016 Approved Budget	Annual Update			2017-2019 Budget Increase/ (Decrease)	2020-2025 Revised Forecast	2020-2025 Budget Increase/ (Decrease)	2026 Requested
		2017 Amended	2018 Amended	2019 Amended				
<b>Tax Supported</b>								
Capital Levy	34,863	34,385	37,065	39,515	-	296,062	-	
Debenture	33,933	31,259	34,701	30,492	-	105,030	-	
Reserve Fund	31,472	19,495	21,472	23,471	-	146,683	-	
Other	1,178	1,500	250	-	-	-	-	
<b>Sub-total Tax Supported</b>	<b>101,446</b>	<b>86,639</b>	<b>93,488</b>	<b>93,478</b>	<b>-</b>	<b>547,775</b>	<b>-</b>	<b>-</b>
<b>Non-Tax Supported</b>								
Debenture	22,023	29,628	39,306	28,786	-	115,142	-	
Reserve Fund	34,126	33,162	37,464	34,951	-	149,381	-	
Federal Gas Tax	15,360	13,215	12,585	18,321	-	110,906	-	
Provincial Grants	1,995	2,805	1,885	1,935	-	15,101	-	
Senior Government	34,739	37,395	71,974	35,167	-	57,797	-	
Other	11,055	1,351	111	415	-	90	-	
<b>Sub-total Non-Tax Supported</b>	<b>119,298</b>	<b>117,556</b>	<b>163,325</b>	<b>119,575</b>	<b>-</b>	<b>448,417</b>	<b>-</b>	<b>-</b>
<b>Total Sources of Financing</b>	<b>220,744</b>	<b>204,195</b>	<b>256,813</b>	<b>213,053</b>	<b>-</b>	<b>996,192</b>	<b>-</b>	<b>-</b>

**2017 CORPORATE CAPITAL CASH FLOW**  
**(Includes Tax, Water and Sewer Rate Support)**  
**(In Financial Information Return Format)**

<b>ESTIMATED TIMING OF CAPITAL EXPENDITURES - 2017</b>	<b>(\$ 000's)</b>
GENERAL GOVERNMENT	
PROTECTION SERVICES	
TRANSPORTATION SERVICES	
ENVIRONMENTAL SERVICES	
SOCIAL AND FAMILY SERVICES	
SOCIAL HOUSING	
RECREATION AND CULTURAL SERVICES	
PLANNING AND DEVELOPMENT	
<b>TOTAL</b>	<b>-</b>

## APPENDIX C

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### **Reserve and Reserve Fund Overview**

*The purpose of this section is to provide the reader with an overview of the changes impacting reserve and reserve funds.*

*\* Includes submitted changes from the 2017 Budget Update*

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**2016 - 2019 MULTI-YEAR BUDGET RESERVE & RESERVE FUND OVERVIEW**  
**2017 BUDGET UPDATE**  
(\$000's)

<b>Reserve &amp; Reserve Fund Plan</b>		<b>Budget</b>				<b>Forecast</b>						
		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Projected Balance		285,171	292,835	303,014	309,053	316,360	330,926	345,472	358,488	375,788	393,699	
<b>Amendment</b>	<b>Budget Amendment #</b>											
	<b>Capital Project Number / Name</b> Rationale: Enter description											
	<b>Budget Amendment #</b>											
	<b>Capital Project Number / Name</b> Rationale: Enter description											
	<b>2026 Plan - All Reserve Funds</b>											
	<b>Rationale:</b> Each year the plan advances by one year.											
<b>Total Amendments</b>												
<b>Revised Projected Balance</b>		<b>285,171</b>	<b>292,835</b>	<b>303,014</b>	<b>309,053</b>	<b>316,360</b>	<b>330,926</b>	<b>345,472</b>	<b>358,488</b>	<b>375,788</b>	<b>393,699</b>	<b>-</b>

## APPENDIX D

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### Debt Overview

*The purpose of this section is to provide the reader with an overview of the changes impacting forecasted potential debt levels and debt servicing costs.*

*\* Includes submitted changes from the 2017 Budget Update*

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**2016 - 2019 MULTI-YEAR BUDGET DEBT OVERVIEW**  
**2017 BUDGET UPDATE**  
(\$000's)

<b>Potential Debt Levels (Issued + Authorized)</b>		Budget				Forecast						
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Approved Budget	<b>270,673</b>	<b>270,802</b>	<b>272,905</b>	<b>269,806</b>	<b>255,787</b>	<b>226,909</b>	<b>197,732</b>	<b>190,281</b>	<b>170,594</b>	<b>160,409</b>	
<b>Amendments</b>	Net flow through impacts from Capital Plan											
	Refer to Budget Amendment #											
	Refer to Budget Amendment #											
	Refer to Budget Amendment #											
	Refer to Budget Amendment #											
<b>Total Amendments</b>												
<b>Revised Budget</b>		<b>270,673</b>	<b>270,802</b>	<b>272,905</b>	<b>269,806</b>	<b>255,787</b>	<b>226,909</b>	<b>197,732</b>	<b>190,281</b>	<b>170,594</b>	<b>160,409</b>	-
	Revised Budget - Other Corporate *	304,992	329,837	369,356	376,993	363,550	349,217	330,213	321,935	328,805	353,099	
	Revised Budget - Total Corporate	575,665	600,639	642,261	646,799	619,337	576,126	527,945	512,216	499,399	513,508	-

\* Other Corporate includes Wastewater, Water and Reserve Fund Supported

<b>Debt Servicing Expenditures</b>		Budget				Forecast						
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Approved Budget	<b>37,575</b>	<b>38,005</b>	<b>39,006</b>	<b>40,465</b>	<b>41,487</b>	<b>42,266</b>	<b>43,084</b>	<b>43,337</b>	<b>40,112</b>	<b>37,110</b>	
<b>Amendments</b>	Net flow through impacts from Capital Plan											
	Refer to Budget Amendment #											
	Refer to Budget Amendment #											
	Refer to Budget Amendment #											
	Refer to Budget Amendment #											
<b>Total Amendments</b>												
<b>Revised Budget</b>		<b>37,575</b>	<b>38,005</b>	<b>39,006</b>	<b>40,465</b>	<b>41,487</b>	<b>42,266</b>	<b>43,084</b>	<b>43,337</b>	<b>40,112</b>	<b>37,110</b>	-
	Revised Budget - Other Corporate *	25,375	28,262	30,609	35,567	41,402	43,219	45,620	48,381	51,038	51,035	
	Revised Budget - Total Corporate	62,950	66,267	69,615	76,032	82,889	85,485	88,704	91,718	91,150	88,145	-

\* Other Corporate includes Wastewater, Water and Reserve Fund Supported

## **APPENDIX E**

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### **Multi-Year Budget Amendment Request Forms**

*The purpose of this section is to provide the reader with the format of the detailed justification for the budget amendments being submitted.*

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# 2016 | MULTI-YEAR 2019 | BUDGET

## AMENDMENT FORM – CASE #



**STRATEGIC AREA OF FOCUS:**

**INITIATIVE:**

**SERVICE(S):**

**SERVICE LEAD(S):**

**REQUESTOR:**

Tax Levy Impact (\$000's)	2016	2017	2018	2019	2016-2019 TOTAL
Net Requested Tax Levy (Cumulative)					
Net Incremental Tax Levy					
Annual Tax Levy Impact %					

Note: The tax levy impact is calculated using the approved 2016-2019 budget.

# AMENDMENT 1: \*Enter description

Operating Budget Table (\$000's)

Enter cost/savings driver title	2016	2017		2018		2019		2020-2026	
	Net	Expense	Net	Expense	Net	Expense	Net	Expense	Net
Approved Budget									
2017 Budget Amendment	<del></del>								
2018 Budget Amendment	<del></del>								
2019 Budget Amendment	<del></del>								
Cumulative Amendments	<del></del>								
<b>Revised Budget</b>	<del></del>								

Capital Budget Table (\$000's)

Enter cost/savings driver title	Expenditure				
	2016	2017	2018	2019	2020-2026
Approved Budget					
2017 Budget Amendment	<del></del>				
2018 Budget Amendment	<del></del>				
2019 Budget Amendment	<del></del>				
Cumulative Amendments	<del></del>				
<b>Revised Budget</b>	<del></del>				
<b>Source of Financing</b>					
Approved Budget					
Amendments	Capital Levy (CL)	<del></del>			
	Debenture (D)	<del></del>			
	Reserve Fund (RF)	<del></del>			
	Other (O)	<del></del>			
	Non-tax Supported (NTS)	<del></del>			
<b>Revised Budget</b>	<del></del>				

Tax Levy Per Cent Impact Table

Incremental Tax Levy Impact	2016	2017	2018	2019	2016-2019 Average
Operating Impact	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Impact	0.0%	0.0%	0.0%	0.0%	0.0%

Staffing Table

Staffing Summary	2017	2018	2019
# of Full-Time Employees Impacted	0	0	0
# of Full-Time Equivalents Impacted	0.0	0.0	0.0
Full-Time Equivalents Cost Inc./(Dec.) - \$000's	0	0	0

Key Performance Indicator(s) Table

Metrics (Cumulative Changes)	2016	2017	2018	2019

What is the reason(s) for the budget amendment(s)?