



# Draft **BUDGET 2020**

An affordable approach for  
responsible growth, mobility  
and housing

Finance and Economic Development  
Committee

Tabled November 6, 2019

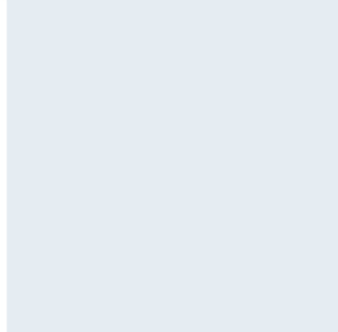




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Finance and Economic Development Committee

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## **Elected Officials**

### **2020 Service Area Summary**

The Mayor and all 23 City Councillors are given a Constituency Services Budget with which to run their offices. The Constituency Services Budget is used for such things as community events, sponsorships and donations, advertising and office supplies. The budget is also used to pay political staff and individuals who provide professional assistance to a Member's Office. Expenditures are governed by the Council Expense Policy.

#### **Programs/Services Offered**

Support the Statutory Role of Council:

- Represent the public and consider the well-being and interests of the municipality
- Develop and evaluate policies and programs and determine which services the municipality provides
- Maintain the financial integrity of the municipality
- Administrative and controllership policies to implement decisions of Council, and
- Accountability and transparency of City's operations including the activities of senior management

Support the Statutory Role of the Mayor:

- Preside over Council meetings to ensure business is carried out efficiently and effectively
- Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
- Uphold and promote purposes of the municipality as a representative of the municipality locally, nationally and internationally

City of Ottawa  
Elected Officials - Operating Resource Requirement  
In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Mayor's Office	912	880	880	895	15
Constituency Services & Administration	12,247	10,928	11,828	12,058	230
Provision for Surplus	0	0	-500	-500	0
<b>Gross Expenditure</b>	<b>13,159</b>	<b>11,808</b>	<b>12,208</b>	<b>12,453</b>	<b>245</b>
Recoveries & Allocations	-450	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>12,709</b>	<b>11,808</b>	<b>12,208</b>	<b>12,453</b>	<b>245</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	10,939	10,342	10,742	10,987	245
Overtime	88	0	0	0	0
Material & Services	1,456	1,280	1,280	1,280	0
Transfers/Grants/Financial Charges	103	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	573	186	186	186	0
<b>Gross Expenditures</b>	<b>13,159</b>	<b>11,808</b>	<b>12,208</b>	<b>12,453</b>	<b>245</b>
Recoveries & Allocations	-450	0	0	0	0
<b>Net Expenditure</b>	<b>12,709</b>	<b>11,808</b>	<b>12,208</b>	<b>12,453</b>	<b>245</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>12,709</b>	<b>11,808</b>	<b>12,208</b>	<b>12,453</b>	<b>245</b>
<b>Full Time Equivalents</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Office of the City Clerk

### 2020 Service Area Summary

The City Clerk function ensures that all statutory obligations are administered to fully comply with Provincial legislation (Elections, Access to Information and Privacy, Information Management, Accessibility, Intergovernmental Affairs, French Language Services, Archives, Council Meetings, etc.).

#### Programs/Services Offered

- Support to City Council meetings and provision of staff resources to Standing and Advisory Committees as well as several boards, pursuant to the *Municipal Act, 2001*, the *City of Ottawa Act, 1999* and related provincial statutes.
- Administration of the Accountability Framework (e.g. the Lobbyist Registry, Public Disclosure of Elected Officials' Office Expenses, support to Integrity Commissioner, etc.), governance policies and procedures.
- Point of contact on all matters of protocol between the City and federal, provincial and municipal governments, offices of government officials, diplomatic missions, military, civic, cultural and religious organizations as well as responsibility for a wide range of Protocol activities that include events, issuance of proclamations, courtesy calls with the Mayor, visiting delegations, flag protocol, gift bank and Council presentations.
- Point of contact for intergovernmental matters, applying a strategic lens to issues in order to communicate effectively to senior decision makers.
- Fulfilling legislated and advisory responsibilities relating to elections pursuant to the *Municipal Elections Act, 1996* as well as access to information and protection of privacy in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act* and related provincial statutes and regulations.
- Providing advice and monitoring matters of accessibility, disability and the *Accessibility for Ontarians with Disabilities Act, 2005*.
- Identifying, preserving, and providing public access to archival records through the City of Ottawa Archives.
- Providing administrative support to elected officials, particularly in areas of finance, human resources, information technology and access to information requests.

- Providing advice to City staff on the implementation of the Bilingualism Policy; assisting departments in developing, implementing and evaluating programs and services offered in French; working with internal stakeholders to ensure a Francophone lens is applied when planning for municipal projects; providing advice on best practices related to French-language services delivery in support of the Service Excellence Council priority.
- Handling City-wide complaints pertaining to French-language services and providing Translation and Interpretation Services to the corporation.
- Developing, monitoring and maintaining Corporate and Departmental Information Management policies; design and maintenance of the corporate records classifications and the City's Retention and Disposition By-law pursuant to the *Municipal Act, 2001*.
- Processing printing requests, delivering internal mail, coordinating courier services and processing external mail.

City of Ottawa  
City Clerk - Operating Resource Requirement  
In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
City Clerk & Solicitor's Office	422	465	465	478	13
Policy & Technical Solution Services	6,816	6,133	6,133	6,533	400
Protocol	1,445	1,359	1,359	1,381	22
Legislative Services	16,479	12,323	12,323	11,137	-1,186
French Language Services	3,109	3,180	3,180	3,250	70
<b>Gross Expenditure</b>	<b>28,271</b>	<b>23,460</b>	<b>23,460</b>	<b>22,779</b>	<b>-681</b>
Recoveries & Allocations	-4,241	-2,764	-2,764	-2,764	0
Revenue	-55	-68	-68	-132	-64
<b>Net Requirement</b>	<b>23,975</b>	<b>20,628</b>	<b>20,628</b>	<b>19,883</b>	<b>-745</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,699	14,119	14,119	14,010	-109
Overtime	1,623	82	82	82	0
Material & Services	9,591	7,422	7,422	6,815	-607
Transfers/Grants/Financial Charges	0	300	300	320	20
Fleet Costs	109	93	93	93	0
Program Facility Costs	1,205	1,227	1,227	1,242	15
Other Internal Costs	1,044	217	217	217	0
<b>Gross Expenditures</b>	<b>28,271</b>	<b>23,460</b>	<b>23,460</b>	<b>22,779</b>	<b>-681</b>
Recoveries & Allocations	-4,241	-2,764	-2,764	-2,764	0
<b>Net Expenditure</b>	<b>24,030</b>	<b>20,696</b>	<b>20,696</b>	<b>20,015</b>	<b>-681</b>
<b>Revenues By Type</b>					
Federal	-18	-59	-59	-123	-64
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-37	-9	-9	-9	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-55</b>	<b>-68</b>	<b>-68</b>	<b>-132</b>	<b>-64</b>
<b>Net Requirement</b>	<b>23,975</b>	<b>20,628</b>	<b>20,628</b>	<b>19,883</b>	<b>-745</b>
<b>Full Time Equivalents</b>			<b>142.55</b>	<b>142.55</b>	<b>0.00</b>

**City of Ottawa**  
**City Clerk - User Fees**

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>Digital Prints, B&amp;W or Colour</b>							
Up to 8 x 10	19.25	19.64	20.03	2%	4%	01-Jan-20	
On archival paper (add)	1.83	1.87	1.90	2%	4%	01-Jan-20	
11 x 14 or 16 x 20	52.02	53.06	54.12	2%	4%	01-Jan-20	
20 x 24	78.03	79.59	81.18	2%	4%	01-Jan-20	
On archival paper (add)	6.24	6.36	6.49	2%	4%	01-Jan-20	
Oversize photographs, black and white (per sq. ft)	19.25	19.64	20.03	2%	4%	01-Jan-20	
Oversize photographs, col. (per sq. ft)	19.25	19.64	20.03	2%	4%	01-Jan-20	
Frame (11 x 14) + mat	40.00	40.00	40.00	0%	0%	01-Jan-20	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-20	
<b>Digital Scans</b>							
Up to 8 x 10 target size, 100 dpi	7.55	7.70	7.86	2%	4%	01-Jan-20	
Up to 4 x 5 target size, 300 dpi	8.25	8.42	8.58	2%	4%	01-Jan-20	
Up to 8 x 10 target size, 300 dpi	14.05	14.33	14.62	2%	4%	01-Jan-20	
Up to 8 x 10 target size, 600 dpi	36.41	37.14	37.88	2%	4%	01-Jan-20	
Maps & plans, 300 dpi	15.61	15.92	16.24	2%	4%	01-Jan-20	
Custom photography / scanning (per hour)	40.00	40.00	40.00	0%	0%	01-Jan-20	
On CD or DVD (add)	2.60	2.65	2.71	2%	4%	01-Jan-20	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-20	
<b>Audio-visual</b>							
Duplication to CD or DVD (supported formats)	20.00	20.00	20.00	0%	0%	01-Jan-20	
<b>Photocopies</b>							
Photocopying (self-serve)	0.25	0.25	0.25	0%	0%	01-Jan-20	
Photocopying (large, self-serve)	1.00	1.00	1.00	0%	0%	01-Jan-20	
Photocopying (by staff)	0.50	0.50	0.50	0%	0%	01-Jan-20	
Microfilm hardcopy	1.00	-	-	-	-	01-Jan-20	

City of Ottawa  
City Clerk - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>Research and Associated Fees</b>							
Research	40.00	40.00	40.00	0%	0%	01-Jan-20	
Certified True Copy	Free	Free	Free	0%	0%	01-Jan-20	
<b>Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single- language</b>							
Fee per image, NFP	Free	Free	Free	-	-	01-Jan-20	
Fee per image, commercial	50.00	50.00	50.00	0%	0%	01-Jan-20	
<b>Publications</b>							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-20	
<b>Rentals / Other</b>							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule	-	-	01-Jan-20	
Room rental contract change fee	-	-	10.00	n/a	n/a	01-Jan-20	
Gallery space (commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Jan-20	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	50.00	50.00	0%	0%	01-Jan-20	
Exhibit case rental (per day)	250.00	250.00	250.00	0%	0%	01-Jan-20	
Exhibition design services (per hour)	50.00	50.00	50.00	0%	0%	01-Jan-20	
Archival quality boxes (20 cm box, per lot of 25)	60.75	60.75	60.75	0%	0%	01-Jan-20	
Home Archives Kit	65.00	65.00	65.00	0%	0%	01-Jan-20	
Deluxe Home Archives Kit	99.00	99.00	99.00	0%	0%	01-Jan-20	
<b>Total Departmental</b>							<b>0</b>

## Innovative Client Services Department

### 2020 Service Area Summary - Legal Services

The Legal Services function utilizes both in-house and external legal resources to provide a full range of core legal services, in addition to labour relations (i.e. collective bargaining, grievance management, etc.) as well as claims and insurance management.

#### Programs/Services Offered

- Legal and procedural advice, including: legislative drafting, interpretation and application of statutes and by-laws; access to information and privacy law; financial and governance matters; municipal assessment and taxation legal issues; etc.
- Corporate and commercial law support, including: review and drafting of contracts, funding agreements, etc.; tendering and procurement law advice and support under the *Purchasing By-law*; representation of the City in construction-related disputes, etc.
- Labour relations support, including: advice and support for management relating to employee/union obligations under federal and provincial labour and employment-related statutes; leading collective bargaining on behalf of the City; administration of the grievance process; and, representation of the City in rights and interest arbitrations
- Advocacy on behalf of the City in all forms of litigation, including: civil litigation; prosecutions of charges laid pursuant to the City's by-laws and in respect of other provincial offences (e.g. Highway Traffic Act, Compulsory Automobile Insurance Act, etc.) pursuant to the Memorandum of Understanding with the Ministry of the Attorney General; receipt, investigation and adjudication of non-litigated claims against the City (e.g. potholes; flooding; etc.); administrative proceedings before provincial and federal tribunals (e.g. Ontario Human Rights Tribunal, Ontario Assessment Review Board, etc.)



- Planning and Development law advice, including: preparation and review of development-related agreements; zoning and official plan legal issues under the *Planning Act* and the *Development Charges Act*; conduct of real estate transactions involving the City; and, representation of the City in matters before the Local Planning Appeals Tribunal
- Ethics advice and guidance, including the provision of educational resources in support of the City's *Employee Code of Conduct*/ethics program

City of Ottawa  
 Innovative Client Services Department  
 City Solicitor - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Legal Services	12,025	11,679	11,379	11,699	320
<b>Gross Expenditure</b>	<b>12,025</b>	<b>11,679</b>	<b>11,379</b>	<b>11,699</b>	<b>320</b>
Recoveries & Allocations	-2,767	-2,085	-2,085	-2,200	-115
Revenue	-6	0	0	0	0
<b>Net Requirement</b>	<b>9,252</b>	<b>9,594</b>	<b>9,294</b>	<b>9,499</b>	<b>205</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	8,929	9,684	9,684	10,004	320
Overtime	1	9	9	9	0
Material & Services	3,003	1,928	1,628	1,628	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	92	58	58	58	0
<b>Gross Expenditures</b>	<b>12,025</b>	<b>11,679</b>	<b>11,379</b>	<b>11,699</b>	<b>320</b>
Recoveries & Allocations	-2,767	-2,085	-2,085	-2,200	-115
<b>Net Expenditure</b>	<b>9,258</b>	<b>9,594</b>	<b>9,294</b>	<b>9,499</b>	<b>205</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-6	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>9,252</b>	<b>9,594</b>	<b>9,294</b>	<b>9,499</b>	<b>205</b>
<b>Full Time Equivalents</b>			<b>85.00</b>	<b>86.00</b>	<b>1.00</b>

## **City Manager's Office**

### **2020 Budget Service Area Summary**

The City Manager connects the values and priorities of Council with the administrative resources, operations, and alignment needed to meet those priorities. The City Manager acts as the primary agent of Council by establishing vision and corporate strategies for producing results; aligning people to the vision; motivating and inspiring people to overcome challenges and producing the change needed to achieve results.

#### **Programs/Services Offered**

- The City Manager's Office supports the City Manager in:
  - Leading the implementation of City Council decisions
  - Facilitating responsiveness and access in all areas of programs, services and policy development
  - Providing leadership by working to maintain the integrity of the organization
  - Promoting and advancing Council direction to other levels of government and external organizations
  - Providing advice and information to Council, staff and senior management
- Supports the corporation's governance structure and processes
- Provides policy and strategic advice to the City Manager and Council in key areas and activities, including upper-tier legislation and its implications on City operations
- Supports the City Manager and Council with intergovernmental relations including participation in provincial, national and international municipal associations such as the Association of Ontario Municipalities (AMO), the Federation of Canadian Municipalities (FCM), the Mayors and Regional Chairs of Ontario (MARCO), the Regional Chief Administrative Officers (CAOs), and provincial and federal ministries, etc.
- Legislative Agenda – review and quality control

- Supports Council, Finance and Economic Development Committee and Audit Committee
- Supports and advances the City Manager's community relations
- Proactively supports relations with Council and key stakeholders
- Provides leadership in the strategic management of key corporate projects

City of Ottawa  
City Manager's Office - Operating Resource Requirement  
In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
City Manager's Office	1,506	2,005	2,005	2,135	130
<b>Gross Expenditure</b>	<b>1,506</b>	<b>2,005</b>	<b>2,005</b>	<b>2,135</b>	<b>130</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,506</b>	<b>2,005</b>	<b>2,005</b>	<b>2,135</b>	<b>130</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,429	1,888	1,888	2,018	130
Overtime	0	0	0	0	0
Material & Services	69	104	104	104	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	8	13	13	13	0
<b>Gross Expenditures</b>	<b>1,506</b>	<b>2,005</b>	<b>2,005</b>	<b>2,135</b>	<b>130</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>1,506</b>	<b>2,005</b>	<b>2,005</b>	<b>2,135</b>	<b>130</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,506</b>	<b>2,005</b>	<b>2,005</b>	<b>2,135</b>	<b>130</b>
<b>Full Time Equivalents</b>			<b>13.00</b>	<b>13.00</b>	<b>0.00</b>

## **Transportation Services Department**

### **2020 Service Area Summary - Rail Construction Program**

The Transportation Services Department brings together all services related to the mobility of the city, integrating the planning, implementation, operations and delivery of all modes of transportation. Every service and project delivered by the department impacts how people commute – whether by train, bus, car, bicycle, walking or a combination of these – both now and in years to come.

The role of the Rail Construction Program is to lead the close-out of the Stage 1 O-Train Confederation Line Light Rail Transit (LRT) project and lead the construction and implementation of the Stage 2 LRT project.

The O-Train Confederation Line provides rapid and high-quality transit service from Tunney's Pasture Station in the west to Blair Station in the east. The Stage 2 Project will extend the Confederation Line from Tunney's Pasture to Baseline Station and Moodie Station in the west and from Blair Station to Trim Road in the east. Stage 2 LRT will also extend the existing Trillium Line farther south to Limebank Road, with a new rail link to the Ottawa Macdonald-Cartier International Airport. Several municipal infrastructure projects are also bundled with the Stage 2 project along with the delivery of works and activities associated with the City's Memorandum of Understanding with Rideau Transit Group (RTG) to support and maintain the expanded Confederation Line. The Rail Construction Program administers the contracts with the Stage 1 construction consortium, RTG, and the Stage 2 project consortiums, East West Connectors (EWC) and TransitNEXT for the O-Train Confederation Line and Trillium Line expansion project respectively.

#### **Programs/Services Offered**

- Ensure technical compliance with the Project Agreements requirements for each project
- Lead the design and construction of the O-Train Confederation and Trillium Line extensions, civil works, environmental controls, traffic and facilities, including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system
- Manage the projects scope, cost and schedule

- Manage risk, scope, change and dispute resolution
- Identify land and property requirements
- Coordinate planning works to support Official Plan (OP) land use goals, Transportation Master Plan (TMP) goals, and arts and culture
- Coordinate urban design and support business development opportunities
- Lead all rail related City bundled projects
- Manage communications for all projects associated with light rail construction, including stakeholder relations and community engagement
- Administer the Public Art Program for light rail capital projects
- Administer senior government contribution agreements
- Oversee completion and administration of related property acquisitions, easements (both temporary and permanent), as well as third party agreements

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
O-Train Construction	3,778	2,184	1,607	677	-930
Rail Construction Program Service	2,675	4,558	7,026	9,091	2,065
<b>Gross Expenditure</b>	<b>6,453</b>	<b>6,742</b>	<b>8,633</b>	<b>9,768</b>	<b>1,135</b>
Recoveries & Allocations	-6,453	-6,737	-8,628	-9,763	-1,135
Revenue	0	-5	-5	-5	0
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,391	6,662	8,598	9,623	1,025
Overtime	26	41	30	140	110
Material & Services	36	39	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	0	0	0	0
<b>Gross Expenditures</b>	<b>6,453</b>	<b>6,742</b>	<b>8,633</b>	<b>9,768</b>	<b>1,135</b>
Recoveries & Allocations	-6,453	-6,737	-8,628	-9,763	-1,135
<b>Net Expenditure</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	-5	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>-5</b>	<b>-5</b>	<b>-5</b>	<b>0</b>
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>18.00</b>	<b>18.00</b>	<b>0.00</b>



City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 Revenue (\$000)
<b>Proximity Fees</b>						
<b>Shoring – Design &amp; Monitoring Plan</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	4,000	4,000	4,000	0%		
<b>Excavation Support System</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Geotechnical Hydrogeological Analysis</b>						
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
<b>Groundwater Control Plan</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
<b>Waterproofing System</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
<b>Structural Analysis –Loading</b>						
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
<b>Fire Ventilation</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
<b>Station Ventilation</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
<b>Access Requirements (including AODA)</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	500	500	500	0%		
Level 3 Fee	750	750	750	0%		
<b>Noise and Vibration Study</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 Revenue (\$000)
<b>EMI/Stray Current</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	500	500	500	0%		
<b>Construction Coordination Protocols</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	3,000	3,000	3,000	0%		
<b>Pre-Post Construction Surveys</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Set-Back Requirements from Structures in the Zone of Influence</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Fire/Smoke Dispersion Analysis</b>						
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
<b>Crane Swing and Lifting Loads</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Insurance Requirements</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	500	500	500	0%		
<b>Property – M&amp;L Requirements</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 Revenue (\$000)
<b>Utility relocations and Installations</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Entrance Connection Agreement</b>						
Level 2 Fee	4,000	4,000	4,000	0%		
Level 3 Fee	5,000	5,000	5,000	0%		
<b>Security Plan</b>						
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Construction As-Built Drawings</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Total Departmental</b>						

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 GM's Office & Business and Technical Support Services - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
General Manager's Office	421	442	442	452	10
Business and Technical Support Services	3,351	3,732	3,932	4,147	215
<b>Gross Expenditure</b>	<b>3,772</b>	<b>4,174</b>	<b>4,374</b>	<b>4,599</b>	<b>225</b>
Recoveries & Allocations	-1,476	-1,595	-1,595	-1,620	-25
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>2,296</b>	<b>2,579</b>	<b>2,779</b>	<b>2,979</b>	<b>200</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,550	3,862	3,862	3,947	85
Overtime	4	15	15	15	0
Material & Services	161	233	433	573	140
Transfers/Grants/Financial Charges	32	50	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	25	14	14	14	0
<b>Gross Expenditures</b>	<b>3,772</b>	<b>4,174</b>	<b>4,374</b>	<b>4,599</b>	<b>225</b>
Recoveries & Allocations	-1,476	-1,595	-1,595	-1,620	-25
<b>Net Expenditure</b>	<b>2,296</b>	<b>2,579</b>	<b>2,779</b>	<b>2,979</b>	<b>200</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>2,296</b>	<b>2,579</b>	<b>2,779</b>	<b>2,979</b>	<b>200</b>
<b>Full Time Equivalents</b>			<b>34.00</b>	<b>34.00</b>	<b>0.00</b>

## **Planning, Infrastructure and Economic Development Department 2020 Service Area Summary - Community, Policy and Partnerships**

Economic Development and Long-Range Planning – The Community, Policy and Partnerships branch is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth activities and infrastructure, to managing our assets and investments, to fostering economic prosperity. This area reports through the Finance and Economic Development Committee.

**Community, Policy and Partnerships:** responsible for implementing policies, strategies, projects and programs to grow and diversify the City’s economy. Participates with key economic development partners in developing and implementing economic development policies, strategies and programs under the umbrella of the City’s overarching Economic Development Strategy to capitalize on assets and opportunities in growing and diversifying the City’s economy as a key element of broader city building.

### **Programs/Services Offered**

**Community and Cultural Economic Development:** Works with partners in advancing the development and implementation of initiatives in support of the Creative, Cultural and Tourism industries pillar and Urban Services/Main Streets pillar.

**Economic Policy and Partnerships:** Works with partners in advancing the development and implementation of initiatives, focusing on the Knowledge based industries and the Rural Economic Development pillars.

## **2020 Service Area Summary – Forecasting and Monitoring**

Economic Development and Long-Range Planning – Forecasting and Monitoring is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth activities and infrastructure, to managing our assets and investments, to fostering economic prosperity. This unit reports through the Finance & Economic Development Committee.

## **Programs/Services Offered**

**Forecasting and Monitoring:** the centre of expertise for population, employment, land use, development of travel demand input data, and for monitoring and forecasting related to population, employment and housing to inform the development of economic and planning policy and to monitor development and economic activity within the City.

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Economic Development and Long Range Planning - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	578	310	310	317	7
Community, Policy and Partnerships	7,907	8,638	8,638	8,690	52
Forecasting and Monitoring	646	611	611	627	16
Markets Management	0	0	0	0	0
<b>Gross Expenditure</b>	<b>9,131</b>	<b>9,559</b>	<b>9,559</b>	<b>9,634</b>	<b>75</b>
Recoveries & Allocations	-109	0	0	0	0
Revenue	-2	0	0	0	0
<b>Net Requirement</b>	<b>9,020</b>	<b>9,559</b>	<b>9,559</b>	<b>9,634</b>	<b>75</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,231	2,071	2,071	2,146	75
Overtime	4	6	6	6	0
Material & Services	225	287	287	287	0
Transfers/Grants/Financial Charges	6,728	7,190	7,190	7,190	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	-57	5	5	5	0
<b>Gross Expenditures</b>	<b>9,131</b>	<b>9,559</b>	<b>9,559</b>	<b>9,634</b>	<b>75</b>
Recoveries & Allocations	-109	0	0	0	0
<b>Net Expenditure</b>	<b>9,022</b>	<b>9,559</b>	<b>9,559</b>	<b>9,634</b>	<b>75</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-2	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>9,020</b>	<b>9,559</b>	<b>9,559</b>	<b>9,634</b>	<b>75</b>
<b>Full Time Equivalent</b>			<b>17.00</b>	<b>17.00</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Economic Development and Long Range Planning - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>ByWard Market Application and License Renewal fees by Category of Vending Activity</b>							
Selection Committee Reviews Application fee: all categories and street performers except SP, SPA & RS	76.50	78.03	79.59	2.0%	4.0%	01-Jan-20	
Annual License renewal: all categories and street performers except SP, SPA & RS	76.50	78.03	79.59	2.0%	4.0%	01-Jan-20	
<b>ByWard Market Permit Fees by Category of Vending Activity</b>							
ByWard Market Season & Monthly Permit Fee per square foot per month							
AF-1, AC-1, FS	2.67	2.72	2.77	2.0%	3.7%	01-Jan-20	
AF-2, AC-2, AC-3, MP	4.02	4.10	4.18	2.0%	4.0%	01-Jan-20	
AF-3, AC-4, RK, RP, RS, RV, TS, MP	5.34	5.45	5.56	2.0%	4.1%	01-Jan-20	
<b>Market Season Daily Permit</b>							
AF-1, AC-1, FS Monday - Thursday	13.30	13.57	13.84	2.0%	4.1%	01-Jan-20	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.60	27.13	27.67	2.0%	4.0%	01-Jan-20	
AF-2, AC-2, AC-3 Monday - Thursday	19.40	19.79	20.19	2.0%	4.1%	01-Jan-20	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays, MP	38.80	39.58	40.37	2.0%	4.0%	01-Jan-20	
AF-3, AC-4 Monday - Thursday	26.60	27.13	27.67	2.0%	4.0%	01-Jan-20	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays, MP	52.10	53.14	54.20	2.0%	4.0%	01-Jan-20	
<b>Holiday Season, Market Off-Season &amp; Monthly Permit Fee per month</b>							
AF-1, AC-1, FS, XT, XD	210.00	214.20	218.48	2.0%	4.0%	01-Jan-20	
AF-2, AC-2, AC-3, MP	315.00	321.30	327.73	2.0%	4.0%	01-Jan-20	
AF-3, AC-4, RK, RP, RS, RV, TS, MP	419.00	427.38	435.93	2.0%	4.0%	01-Jan-20	



**City of Ottawa**  
**Planning, Infrastructure & Economic Development Department**  
**Economic Development and Long Range Planning - User Fees**

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>Market Off-Season Daily Permit</b>							
AF-1, AC-1, FS Monday - Thursday	10.20	10.40	10.61	2.0%	4.0%	01-Jan-20	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.50	21.93	22.37	2.0%	4.0%	01-Jan-20	
AF-2, AC-2, AC-3 Monday - Thursday	15.30	15.61	15.92	2.0%	4.1%	01-Jan-20	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays	31.70	32.33	32.98	2.0%	4.0%	01-Jan-20	
AF-3, AC-4 Monday - Thursday	21.50	21.93	22.37	2.0%	4.0%	01-Jan-20	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays	41.90	42.74	43.60	2.0%	4.1%	01-Jan-20	
<b>Additional Charge Stand Permit Fees (listed above)</b> In addition to the permit fees listed above a \$3.00 charge will be added to all daily permit fees and a \$25.00 charge will be added to all categories & seasons of monthly permits, and the revenue from these charges will be granted by Ottawa Markets to the ByWard Market Standholders Association.							
Annual Permit - SP, SPA (50% of rate after August 1st)	153.00	156.06	165.00	2.0%	7.8%	01-Jan-20	
Daily Permit - SP, SPA	10.20	10.40	15.00	2.0%	47.1%	01-Jan-20	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Economic Development and Long Range Planning - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>Parkdale Market Application and License Renewal fees by Category of Vending Activity</b>							
Selection Committee Reviews Application fee: all categories	76.50	78.03	79.59	2.0%	4.0%	01-Jan-20	
Annual License renewal: all categories	76.50	78.03	79.59	2.0%	4.0%	01-Jan-20	
<b>Parkdale Market Permit Fees by Category of Vending Activity</b>							
Parkdale Market Season & Monthly Permit Fee per square foot per month							
AF-1, AC-1, FS	2.01	2.05	2.09	2.0%	4.0%	01-Jan-20	
AF-2	3.01	3.07	3.13	2.0%	4.0%	01-Jan-20	
AF-3	4.03	4.11	4.19	2.0%	4.0%	01-Jan-20	
<b>Market Season Daily Permit</b>							
AF-1, AC-1, FS Monday - Thursday	13.30	13.57	13.84	2.0%	4.1%	01-Jan-20	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.60	27.13	27.67	2.0%	4.0%	01-Jan-20	
AF-2 Monday - Thursday	19.40	19.79	20.19	2.0%	4.1%	01-Jan-20	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	38.80	39.58	40.37	2.0%	4.0%	01-Jan-20	
AF-3 Monday - Thursday	26.60	27.13	27.67	2.0%	4.0%	01-Jan-20	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	52.10	53.14	54.20	2.0%	4.0%	01-Jan-20	
<b>Market Off-Season &amp; Monthly Permit Fee per month</b>							
AF-1, AC-1, FS	209.10	213.28	217.55	2.0%	4.0%	01-Jan-20	
AF-2	314.20	320.48	326.89	2.0%	4.0%	01-Jan-20	
<b>Market Off-Season Daily Permit</b>							
AF-1, AC-1, FS Monday - Thursday	10.20	10.40	10.61	2.0%	4.0%	01-Jan-20	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.50	21.93	22.37	2.0%	4.0%	01-Jan-20	
AF-2 Monday - Thursday	15.30	15.61	15.92	2.0%	4.1%	01-Jan-20	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	31.70	32.33	32.98	2.0%	4.0%	01-Jan-20	
AF-3 Monday - Thursday	21.50	21.93	22.37	2.0%	4.0%	01-Jan-20	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	41.90	42.74	43.60	2.0%	4.1%	01-Jan-20	
<b>Total</b>							<b>0</b>

City of Ottawa  
 Innovative Client Services Department  
 GM's Office & Business Support Services - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
General Manager's Office	371	380	380	394	14
Business Support Services	2,791	2,823	2,823	2,884	61
<b>Gross Expenditure</b>	<b>3,162</b>	<b>3,203</b>	<b>3,203</b>	<b>3,278</b>	<b>75</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,162</b>	<b>3,203</b>	<b>3,203</b>	<b>3,278</b>	<b>75</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,947	3,063	3,063	3,138	75
Overtime	5	1	1	1	0
Material & Services	199	132	132	132	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	11	7	7	7	0
<b>Gross Expenditures</b>	<b>3,162</b>	<b>3,203</b>	<b>3,203</b>	<b>3,278</b>	<b>75</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,162</b>	<b>3,203</b>	<b>3,203</b>	<b>3,278</b>	<b>75</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,162</b>	<b>3,203</b>	<b>3,203</b>	<b>3,278</b>	<b>75</b>
<b>Full Time Equivalents</b>			25.00	25.00	0.00

## **Innovative Client Services Department**

### **2020 Service Area Summary - Service Transformation**

This service area was formed to lead the City in developing new, innovative ways to improve services. Service Transformation uses innovative digital technologies and new industry and community partnerships to enhance the client experience by targeting high-impact processes of the greatest value to residents. By analyzing data, Service Transformation assists other service areas to identify opportunities to improve the client experience for residents. Finally, Service Transformation supports the implementation of new service delivery processes and technology through communication and organizational change strategies.

#### **Programs/Services Offered**

**Service Analytics and Planning:** Manages the City's Open Data Program and provides data analytics, strategic planning expertise and project support to improve service delivery, efficiency and decision-making.

**Digital Service Innovation:** Develops and implements the City's Digital Services Strategy to identify and deliver digital service transformation, including: continuous improvements in digital client-centric service delivery; a culture of innovation; new digital skills and capabilities for City staff; data analytics to support digitization initiatives; and an evolving intelligent infrastructure.

**Organizational Effectiveness:** Provides employee communications and organizational development expertise to facilitate employee engagement. Shares information and influences systemic change in organizational functions, structures and processes to align the organization and culture to strategic priorities.

City of Ottawa  
 Innovative Client Services Department  
 Service Transformation - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	320	537	637	542	-95
Service Improvement	761	640	640	662	22
Service Analytics & Planning	969	1,146	1,246	1,198	-48
Organizational Effectiveness	1,374	1,022	1,022	1,152	130
Digital Service & Innovation	392	179	179	185	6
Business Transformation	0	0	0	0	0
<b>Gross Expenditure</b>	<b>3,816</b>	<b>3,524</b>	<b>3,724</b>	<b>3,739</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,816</b>	<b>3,524</b>	<b>3,724</b>	<b>3,739</b>	<b>15</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,644	3,255	3,455	3,470	15
Overtime	1	2	2	2	0
Material & Services	149	258	258	258	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	22	9	9	9	0
<b>Gross Expenditures</b>	<b>3,816</b>	<b>3,524</b>	<b>3,724</b>	<b>3,739</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,816</b>	<b>3,524</b>	<b>3,724</b>	<b>3,739</b>	<b>15</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,816</b>	<b>3,524</b>	<b>3,724</b>	<b>3,739</b>	<b>15</b>
<b>Full Time Equivalent</b>			<b>26.00</b>	<b>26.00</b>	<b>0.00</b>

## Innovative Client Services Department

### 2020 Service Area Summary - Public Information and Media Relations

Public Information and Media Relations (PIMR) informs and engages City of Ottawa residents on municipal services, programs and initiatives. PIMR provides communications and engagement advice and ensures information to residents is aligned with the City of Ottawa's priorities.

The department delivers strategic communications by:

- Aligning and integrating communications initiatives for City priorities across the corporation
- Harnessing new technology with a focus on informing and engaging the public
- Managing the City's emergency communications in support of the Office of Emergency Management, with the Director PIMR as the Emergency Information Officer for the City

#### Programs/Services offered

Public Information and Media Relations consists of three branches:

**Public Information – Outreach:** leads the Public Engagement Strategy, engages with citizens via the City's social media channels, leads the communications and stakeholder relations for major City-building projects, manages the City's advertising and measures the effectiveness of communications plans and projects.

**Public Information – Communications:** develops the Corporate Annual Communications Calendar, communicates City priorities and services to the public, and develops media products

**Media Relations and Legislative Support:** responsible for media relations, media monitoring, issues management, events and the development of speaking notes, provides strategic communications advice on the legislative agenda, supports the communications needs of Chairs, Committees and departments, and develops Committee and Council updates for the public

City of Ottawa  
 Innovative Client Services Department  
 Public Information & Media Relations - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	439	488	488	501	13
Media Relations & Outreach	1,566	1,323	1,323	1,354	31
Public Information	1,833	2,179	2,179	2,340	161
Legislative Support	11	0	0	0	0
<b>Gross Expenditure</b>	<b>3,849</b>	<b>3,990</b>	<b>3,990</b>	<b>4,195</b>	<b>205</b>
Recoveries & Allocations	-43	0	0	-125	-125
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,806</b>	<b>3,990</b>	<b>3,990</b>	<b>4,070</b>	<b>80</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,632	3,681	3,681	3,886	205
Overtime	36	29	29	29	0
Material & Services	159	262	262	262	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	22	18	18	18	0
<b>Gross Expenditures</b>	<b>3,849</b>	<b>3,990</b>	<b>3,990</b>	<b>4,195</b>	<b>205</b>
Recoveries & Allocations	-43	0	0	-125	-125
<b>Net Expenditure</b>	<b>3,806</b>	<b>3,990</b>	<b>3,990</b>	<b>4,070</b>	<b>80</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,806</b>	<b>3,990</b>	<b>3,990</b>	<b>4,070</b>	<b>80</b>
<b>Full Time Equivalents</b>			<b>32.00</b>	<b>33.00</b>	<b>1.00</b>

## **Innovative Client Services Department**

### **2020 Service Area Summary - Human Resources Services**

Human Resources Services (HR) supports a thriving organization by partnering with our clients to deliver a full range of services to meet employee and business needs with the goal of maximizing the workforce potential to deliver excellent service. As an integrated team, HR Services provides:

- Forward-thinking human resource expertise tailored to the unique business and strategic needs of our clients
- Expertise and services to create an inclusive, healthy, safe and collaborative workforce
- Support for the development of a high performing workforce with a seamless experience for the City's talent throughout their career with an employer of choice
- An explicit governance framework that enables management decision-making through clear roles and responsibilities

#### **Programs/Services Offered**

**Business Services** - Portfolio-focused HR service hubs provide departments with a dedicated team of cross disciplinary HR professionals accountable for providing tailored HR solutions to meet operational needs and achieve unique business goals.

**Innovative Solutions** - Oversees HR systems strategy, systems maintenance and information management to enable process improvement and strategic decision-making.

**Programs & Planning** - Develops HR programs and plans to ensure our workforce is healthy, diverse, adaptive and engaged.

**Total Rewards** - Comprised of the plans and programs that are designed to effectively attract, motivate and retain employees.



City of Ottawa  
 Innovative Client Services Department  
 Human Resources - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	402	684	684	691	7
Innovative Solutions	3,561	2,229	2,229	2,263	34
Total Rewards	5,615	2,387	2,387	2,567	180
HR Programs & Planning	2,932	4,612	4,612	4,688	76
HR Business Services	2,048	6,832	6,832	6,965	133
<b>Gross Expenditure</b>	<b>14,558</b>	<b>16,744</b>	<b>16,744</b>	<b>17,174</b>	<b>430</b>
Recoveries & Allocations	-729	-730	-730	-730	0
Revenue	-31	0	0	0	0
<b>Net Requirement</b>	<b>13,798</b>	<b>16,014</b>	<b>16,014</b>	<b>16,444</b>	<b>430</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	11,771	13,029	13,029	13,459	430
Overtime	0	3	3	3	0
Material & Services	2,680	3,563	3,563	3,563	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	107	149	149	149	0
<b>Gross Expenditures</b>	<b>14,558</b>	<b>16,744</b>	<b>16,744</b>	<b>17,174</b>	<b>430</b>
Recoveries & Allocations	-729	-730	-730	-730	0
<b>Net Expenditure</b>	<b>13,829</b>	<b>16,014</b>	<b>16,014</b>	<b>16,444</b>	<b>430</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-31	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>13,798</b>	<b>16,014</b>	<b>16,014</b>	<b>16,444</b>	<b>430</b>
<b>Full Time Equivalents</b>			<b>117.80</b>	<b>117.80</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2020 Service Area Summary - ServiceOttawa**

ServiceOttawa is the first stop for City information and services for residents, businesses, visitors and internal partners, through a choice of channels providing reliable and high-quality information and services. As the service responsible for the front-end customer experience, a consistent and positive client experience is provided across multiple channels.

#### **Programs/Services Offered**

City services are available through ottawa.ca and other key websites, email, by calling 3-1-1, or by visiting one of the seven Client Service Centres (CSC) or three Provincial Offences Act (POA) counter sites.

Information and services are provided on behalf of city departments and various levels of government. Additionally, ServiceOttawa plays a key role in liaising with, and dispatching critical services. ServiceOttawa supports departments through expertise in web tools and technology, processes and practices to support the on-line self-service channel, and the oversight and day-to-day operations of ottawa.ca. Additionally, ServiceOttawa works closely with partner departments to ensure that the right information and services are available to residents, businesses and visitors 24/7.

In 2018, ServiceOttawa supported over 8 million online visits to ottawa.ca, 3-1-1 agents answered approximately 540,000 client inquiries over the phone, responded to 9,200 emails from residents, businesses and visitors, and nearly a quarter million in-person transactions were completed through the CSC and POA offices. This ultimately generated \$230 million in revenue that was handled by ServiceOttawa.

City of Ottawa  
 Innovative Client Services Department  
 Service Ottawa - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	1,007	981	981	984	3
Continuous Improvement	10	0	0	0	0
Web Services	1,516	1,466	1,466	1,483	17
Call Center Services	3,655	3,444	3,444	3,483	39
Counter Services	8,458	8,753	8,753	9,139	386
<b>Gross Expenditure</b>	<b>14,646</b>	<b>14,644</b>	<b>14,644</b>	<b>15,089</b>	<b>445</b>
Recoveries & Allocations	-510	-518	-518	-518	0
Revenue	-1,235	-1,279	-1,279	-1,304	-25
<b>Net Requirement</b>	<b>12,901</b>	<b>12,847</b>	<b>12,847</b>	<b>13,267</b>	<b>420</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	10,763	10,910	10,910	11,355	445
Overtime	149	157	157	157	0
Material & Services	3,288	3,120	3,120	3,120	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	446	457	457	457	0
<b>Gross Expenditures</b>	<b>14,646</b>	<b>14,644</b>	<b>14,644</b>	<b>15,089</b>	<b>445</b>
Recoveries & Allocations	-510	-518	-518	-518	0
<b>Net Expenditure</b>	<b>14,136</b>	<b>14,126</b>	<b>14,126</b>	<b>14,571</b>	<b>445</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-1,235	-1,279	-1,279	-1,304	-25
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,235</b>	<b>-1,279</b>	<b>-1,279</b>	<b>-1,304</b>	<b>-25</b>
<b>Net Requirement</b>	<b>12,901</b>	<b>12,847</b>	<b>12,847</b>	<b>13,267</b>	<b>420</b>
<b>Full Time Equivalent</b>			117.07	120.07	3.00

City of Ottawa  
 Innovative Client Services Department  
 Service Ottawa - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>Vital Stats Program</b>							
Marriage License	161.60	164.80	168.10	2%	4%	01-Jan-20	-14
Death Registration	45.40	46.30	47.20	2%	4%	01-Jan-20	-6
Commission of Oaths (Affidavits)	14.20	14.50	14.80	2%	4%	01-Jan-20	-1
Express Processing (Xpresspost)	38.00	38.75	39.50	2%	4%	01-Jan-20	
<b>Civil Marriages</b>							
Option A: M-F (business hours)	141.30	144.10	147.00	2%	4%	01-Jan-20	-4
Option B: Friday evening & Saturday afternoons	212.00	216.25	220.60	2%	4%	01-Jan-20	
<b>Community and Customer Service</b>							
<b>Photocopies</b>							
First Page	1.20	1.20	1.20	0%	0%	01-Jan-20	
Each additional page	0.35	0.35	0.35	0%	0%	01-Jan-20	
<b>Promotional Merchandise</b>							
Flag Large 9x5	193.00	193.00	193.00	0%	0%	01-Jan-20	
Flag Small 6x3	84.00	84.00	84.00	0%	0%	01-Jan-20	
Lapel Pins	0.70	0.70	0.70	0%	0%	01-Jan-20	
<b>Total Departmental</b>							<b>-25</b>

City of Ottawa  
 Finance Services Department  
 Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Chief Financial Officer/Treasurer	447	451	451	459	8
Business Support Services	2,795	1,728	1,808	1,840	32
<b>Gross Expenditure</b>	<b>3,242</b>	<b>2,179</b>	<b>2,259</b>	<b>2,299</b>	<b>40</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,242</b>	<b>2,179</b>	<b>2,259</b>	<b>2,299</b>	<b>40</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,174	2,033	2,113	2,153	40
Overtime	1	10	10	10	0
Material & Services	63	127	127	127	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	4	9	9	9	0
<b>Gross Expenditures</b>	<b>3,242</b>	<b>2,179</b>	<b>2,259</b>	<b>2,299</b>	<b>40</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,242</b>	<b>2,179</b>	<b>2,259</b>	<b>2,299</b>	<b>40</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,242</b>	<b>2,179</b>	<b>2,259</b>	<b>2,299</b>	<b>40</b>
<b>Full Time Equivalents</b>			<b>17.00</b>	<b>17.00</b>	<b>0.00</b>

## **Finance Services Department**

### **2020 Service Area Summary - Revenue Service Area**

The Revenue service area (“Revenue”) supports the delivery of City services by: providing excellent service to the public and City departments; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

#### **Programs/Services Offered**

Revenue provides a broad range of services to internal and external clients. The service areas play a critical role throughout the corporation, and share commonalities that will help the department to become more efficient.

Corporate Revenue Services uphold the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial revenue matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing the City’s tax policies, issuing and collecting all City tax bills, administering the assessment roll and tax mitigation programs, and maintaining all customer tax accounts
- Responsibility for the maintenance of the water meters, setting water meter standards as well as oversight of the automated meter reading infrastructure across the City
- Issuing and collecting all City water bills as well as maintaining all customer water accounts
- Provides billing and collection services for all accounts receivable (corporate accounts receivable, provincial offences fines, payment in lieu of taxation, etc.)
- Oversight of the Municipal Accommodation Tax and the City’s corporate cash handling policies and procedures
- Resident payment experience including the management of the multi-payment channel options

City of Ottawa  
Finance Services Department  
Revenue Services - Operating Resource Requirement  
In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Revenue Services	22,501	21,373	21,573	22,388	815
<b>Gross Expenditure</b>	<b>22,501</b>	<b>21,373</b>	<b>21,573</b>	<b>22,388</b>	<b>815</b>
Recoveries & Allocations	-9,512	-7,870	-7,870	-8,000	-130
Revenue	-6,687	-6,857	-6,057	-6,257	-200
<b>Net Requirement</b>	<b>6,302</b>	<b>6,646</b>	<b>7,646</b>	<b>8,131</b>	<b>485</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	17,995	16,516	16,716	17,526	810
Overtime	142	22	22	22	0
Material & Services	3,880	4,319	4,319	4,319	0
Transfers/Grants/Financial Charges	66	130	130	130	0
Fleet Costs	0	225	225	230	5
Program Facility Costs	227	0	0	0	0
Other Internal Costs	191	161	161	161	0
<b>Gross Expenditures</b>	<b>22,501</b>	<b>21,373</b>	<b>21,573</b>	<b>22,388</b>	<b>815</b>
Recoveries & Allocations	-9,512	-7,870	-7,870	-8,000	-130
<b>Net Expenditure</b>	<b>12,989</b>	<b>13,503</b>	<b>13,703</b>	<b>14,388</b>	<b>685</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-6,687	-6,857	-6,057	-6,257	-200
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-6,687</b>	<b>-6,857</b>	<b>-6,057</b>	<b>-6,257</b>	<b>-200</b>
<b>Net Requirement</b>	<b>6,302</b>	<b>6,646</b>	<b>7,646</b>	<b>8,131</b>	<b>485</b>
<b>Full Time Equivalents</b>			<b>189.45</b>	<b>192.45</b>	<b>3.00</b>

City of Ottawa  
Finance Services Department  
Revenue Services - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>Revenue - User Fees</b>							
Tax Certificates	70.00	71.00	72.50	2%	4%	01-Jan-20	
Water Certificates	70.00	71.00	72.50	2%	4%	01-Jan-20	
Reminder Notice: Tax	7.75	8.00	8.15	2%	5%	01-Jan-20	
Reminder Notice: Water	7.75	8.00	8.15	2%	5%	01-Jan-20	
New Account Fee: Tax	70.00	71.00	72.50	2%	4%	01-Jan-20	
New Account Fee: Water	70.00	71.00	72.50	2%	4%	01-Jan-20	
Tax Change of Ownership/Name	44.00	44.00	45.00	2%	2%	01-Jan-20	
Water Change of Ownership/Occupancy	44.00	44.00	44.00	0%	0%	01-Jan-20	
Bill Reprint/Statement of Account History : Tax							
	38.00	38.00	38.75	2%	2%	01-Jan-20	
Bill Reprint/Statement of Account History : Water	38.00	38.00	38.75	2%	2%	01-Jan-20	
Return Cheque Fee: Tax	45.00	46.00	47.00	2%	4%	01-Jan-20	
Return Cheque Fee: Water	45.00	46.00	47.00	2%	4%	01-Jan-20	
Return PTP/PAD Fee: Tax	45.00	46.00	47.00	2%	4%	01-Jan-20	
Return PTP/PAD Fee: Water	45.00	46.00	35.00	-24%	-22%	01-Jan-20	
Return Payment Fee: Accounts Receivable	45.00	46.00	47.00	2%	4%	01-Jan-20	
Return Payment Fee: Overpayment Recovery							
	45.00	46.00	47.00	2%	4%	01-Jan-20	
Deferral Program: New Application	123.00	141.00	144.00	2%	17%	01-Jan-20	
Deferral Program: Renewal	43.00	50.00	51.00	2%	19%	01-Jan-20	
Tax/Water Payment Redistribution	28.00	28.00	28.50	2%	2%	01-Jan-20	
Refund Processing Fee	28.00	28.00	28.50	2%	2%	01-Jan-20	
Mortgage List and Bulk Maintenance: Tax							
	10.00	12.00	12.25	2%	23%	01-Jan-20	
Arrears list research for mortgage companies							
	38.00	39.00	39.75	2%	5%	01-Jan-20	
Water Termination Notice	42.00	43.00	44.00	2%	5%	01-Jan-20	
Water Consumption Report	38.00	40.00	41.00	3%	8%	01-Jan-20	



City of Ottawa  
Finance Services Department  
Revenue Services - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>Tax Sales Fees</b>							
Municipal Tax Sale: Step 1	1,367.00	1,394.00	1,422.00	2%	4%	01-Jan-20	
Municipal Tax Sale: Step 2	413.00	421.00	430.00	2%	4%	01-Jan-20	
Extension Agreement	826.00	843.00	860.00	2%	4%	01-Jan-20	
Survey	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-20	
<b>Sale of Land by Tender Process</b>							
Expenses for Tax Sale Proceedings	867.00	884.00	902.00	2%	4%	01-Jan-20	
After Tender Opening: Mailing Costs	287.00	293.00	300.00	2%	5%	01-Jan-20	
After Tender Opening: Registration	413.00	421.00	430.00	2%	4%	01-Jan-20	
After Tender Opening: Distribution of Sale	413.00	421.00	430.00	2%	4%	01-Jan-20	
Tender Package Purchase	42.00	43.00	44.00	2%	5%	01-Jan-20	
Advertising Costs	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-20	
Legal Cost	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-20	
<b>Collection Fees</b>							
Collection Handling Fee	42.00	43.00	44.00	2%	5%	01-Jan-20	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0%	0%	01-Jan-20	
Account Statement Fee: Accounts Receivable	38.00	38.00	38.75	0%	0%	01-Jan-20	
Additions to Tax Roll	43.00	43.00	44.00	2%	2%	01-Jan-20	
Registered Letter for Arrears on Tax Account	42.00	43.00	44.00	2%	5%	01-Jan-20	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25% Compounded per month	0%	0%	01-Jan-20	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.625% Compounded bi-weekly	0.0417% Daily Rate	0.0417% Daily Rate	0%	0%	01-Jan-20	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0%	0%	01-Jan-20	
<b>Total Departmental</b>							<b>200</b>

## **Finance Services Department**

### **2020 Service Area Summary - Corporate Finance Service Area**

The Corporate Finance service area supports the delivery of city services by providing excellent service to the public and City departments; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

#### **Programs/Services Offered**

Comprised of Financial Services, Planning & Budgeting, Accounting, Treasury, Financial Reporting and Systems and Commodity Tax Compliance, these areas uphold the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial and payroll, matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing, presenting and monitoring the City of Ottawa's operating, capital, and rate budgets
- Preparing the City's annual financial statements and related reporting
- Responsibility for Commodity Tax and Harmonize Sales Tax oversight
- Manage the issuance of City debt, sinking funds and investment portfolios
- Providing financial support and services to all City Departments and various boards and agencies

City of Ottawa  
 Finance Services Department  
 Corporate Finance - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Corporate Finance	14,647	15,220	15,220	15,610	390
<b>Gross Expenditure</b>	<b>14,647</b>	<b>15,220</b>	<b>15,220</b>	<b>15,610</b>	<b>390</b>
Recoveries & Allocations	-1,073	-901	-901	-901	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>13,574</b>	<b>14,319</b>	<b>14,319</b>	<b>14,709</b>	<b>390</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,199	14,713	14,713	15,103	390
Overtime	50	51	51	51	0
Material & Services	326	402	402	402	0
Transfers/Grants/Financial Charges	1	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	71	54	54	54	0
<b>Gross Expenditures</b>	<b>14,647</b>	<b>15,220</b>	<b>15,220</b>	<b>15,610</b>	<b>390</b>
Recoveries & Allocations	-1,073	-901	-901	-901	0
<b>Net Expenditure</b>	<b>13,574</b>	<b>14,319</b>	<b>14,319</b>	<b>14,709</b>	<b>390</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>13,574</b>	<b>14,319</b>	<b>14,319</b>	<b>14,709</b>	<b>390</b>
<b>Full Time Equivalents</b>			<b>147.89</b>	<b>147.89</b>	<b>0.00</b>

## **Finance Services Department**

### **2020 Service Area Summary – Payroll, Pensions, and Benefits Service Area**

The Payroll, Pensions, and Benefits service area supports the delivery of city services by providing excellent service to employees of City departments, Ottawa Police Services, Ottawa Public Library, and Ottawa Public Health; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all federal and provincial regulatory legislation, collective agreements and other governance requirements.

#### **Programs/Services Offered**

Comprised of Pay and Benefits Production, SAP Systems and Time Management, Pension Administration and Financial Management, and Compliance Oversight. Provides services and expertise on all payroll, benefits and pensions matters within the organization; and establishes programs and policies that support all employees on a daily basis and the City in its goal to be financially sustainable.

Core services include:

- Producing accurate pay for employees
- Administering employee benefit programs
- Administering Employers Pension plan responsibilities including OMERs, OC Transpo, COSF
- Providing oversight for centralized and decentralized time and attendance management
- Preparing and reporting all 3<sup>rd</sup> party payroll, pension and benefits remittances
- Providing expertise for SAP pay and time solutions
- Developing policies to promote equitable payroll practises across the corporation
- Managing the reimbursement of many employee expenses
- Maintaining and monitoring payroll compliance with contractual and legislated requirements

City of Ottawa  
Finance Services Department  
Payroll, Pensions & Benefits Service - Operating Resource Requirement  
In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Payroll	6,790	6,729	6,729	7,074	345
<b>Gross Expenditure</b>	<b>6,790</b>	<b>6,729</b>	<b>6,729</b>	<b>7,074</b>	<b>345</b>
Recoveries & Allocations	-216	-216	-216	-216	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>6,574</b>	<b>6,513</b>	<b>6,513</b>	<b>6,858</b>	<b>345</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,415	6,386	6,386	6,731	345
Overtime	8	20	20	20	0
Material & Services	244	210	210	210	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	123	113	113	113	0
<b>Gross Expenditures</b>	<b>6,790</b>	<b>6,729</b>	<b>6,729</b>	<b>7,074</b>	<b>345</b>
Recoveries & Allocations	-216	-216	-216	-216	0
<b>Net Expenditure</b>	<b>6,574</b>	<b>6,513</b>	<b>6,513</b>	<b>6,858</b>	<b>345</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>6,574</b>	<b>6,513</b>	<b>6,513</b>	<b>6,858</b>	<b>345</b>
<b>Full Time Equivalents</b>			<b>64.33</b>	<b>66.33</b>	<b>2.00</b>

## **Innovative Client Services Department**

### **2020 Service Area Summary - Supply Services**

The Supply services area administers the procurement and payment activities of the City, Ottawa Police and Ottawa Public Library in accordance with the City of Ottawa Procurement By-law, Federal and Provincial Legislation, and established policies and procedures to ensure:

- The competitive process is cost-effective and used whenever possible
- Fair, open and equitable treatment to all suppliers
- Best value for taxpayer dollars

#### **Programs/Services Offered**

Responsible for managing and directing the strategic procurement of all goods, services and construction for the City of Ottawa, Ottawa Police Service and Library Board (approximately \$1B annually), focusing on best value, industry-accepted best practices and managed risk.

#### **Strategic Sourcing**

Responsible for managing the City's supply chain, including the payment of all goods, services, and construction for the City of Ottawa, Ottawa Police Services, Ottawa Public Library, and the Business Improvement Areas (approximately \$3B annually).

#### **Energy Management and Strategy Branch**

Responsible for compliance monitoring and performance data analytics, in addition to a broad range of energy-related initiatives that are currently decentralized, including the strategic oversight of energy project delivery and managing financial and reporting processes.

City of Ottawa  
 Innovative Client Services Department  
 Supply Services - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Supply Services	7,465	7,454	6,779	6,979	200
<b>Gross Expenditure</b>	<b>7,465</b>	<b>7,454</b>	<b>6,779</b>	<b>6,979</b>	<b>200</b>
Recoveries & Allocations	-1,602	-1,525	-1,525	-1,525	0
Revenue	-1,184	-1,460	-785	-785	0
<b>Net Requirement</b>	<b>4,679</b>	<b>4,469</b>	<b>4,469</b>	<b>4,669</b>	<b>200</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,611	6,553	6,553	6,753	200
Overtime	1	7	7	7	0
Material & Services	762	833	158	158	0
Transfers/Grants/Financial Charges	50	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	41	61	61	61	0
<b>Gross Expenditures</b>	<b>7,465</b>	<b>7,454</b>	<b>6,779</b>	<b>6,979</b>	<b>200</b>
Recoveries & Allocations	-1,602	-1,525	-1,525	-1,525	0
<b>Net Expenditure</b>	<b>5,863</b>	<b>5,929</b>	<b>5,254</b>	<b>5,454</b>	<b>200</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-1,184	-1,460	-785	-785	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,184</b>	<b>-1,460</b>	<b>-785</b>	<b>-785</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,679</b>	<b>4,469</b>	<b>4,469</b>	<b>4,669</b>	<b>200</b>
<b>Full Time Equivalents</b>			<b>65.99</b>	<b>65.99</b>	<b>0.00</b>

## **Planning, Infrastructure and Economic Development Department 2020 Service Area Summary- Corporate Real Estate Office**

The Corporate Real Estate Office (CREO) acts as the City's real estate manager, corporate landlord, project manager and developer. As the City's centre of real estate expertise, CREO strategically manages major assets for the City, enabling other departments to deliver programs and services by providing land, buildings and real estate services.

### **Programs/Services Offered**

CREO provides one-stop shopping for real estate matters through the following services:

- Acquisition of land and buildings to support wide variety of City services and initiatives
- Corporate accommodation
- Disposal of property that is surplus to the City's needs
- Environmental assessment, remediation and soil management of City-owned land
- Leasing, oversight of interim portfolio and property tax assessment review of City-owned properties
- Valuation and appraisal
- Realty initiatives, strategic land development and special projects



City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Corporate Real Estate Office - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	307	313	313	314	1
Realty Services	2,934	3,026	3,026	3,245	219
Realty Initiatives & Development	11,570	11,449	11,449	11,509	60
<b>Gross Expenditure</b>	<b>14,811</b>	<b>14,788</b>	<b>14,788</b>	<b>15,068</b>	<b>280</b>
Recoveries & Allocations	-5,852	-4,705	-4,705	-4,705	0
Revenue	-228	-309	-309	-319	-10
<b>Net Requirement</b>	<b>8,731</b>	<b>9,774</b>	<b>9,774</b>	<b>10,044</b>	<b>270</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	5,667	5,722	5,722	6,002	280
Overtime	9	27	27	27	0
Material & Services	4,291	4,634	4,634	4,634	0
Transfers/Grants/Financial Charges	4,484	4,161	4,161	4,161	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	8	0	0	0	0
Other Internal Costs	352	244	244	244	0
<b>Gross Expenditures</b>	<b>14,811</b>	<b>14,788</b>	<b>14,788</b>	<b>15,068</b>	<b>280</b>
Recoveries & Allocations	-5,852	-4,705	-4,705	-4,705	0
<b>Net Expenditure</b>	<b>8,959</b>	<b>10,083</b>	<b>10,083</b>	<b>10,363</b>	<b>280</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-228	-309	-309	-319	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-228</b>	<b>-309</b>	<b>-309</b>	<b>-319</b>	<b>-10</b>
<b>Net Requirement</b>	<b>8,731</b>	<b>9,774</b>	<b>9,774</b>	<b>10,044</b>	<b>270</b>
<b>Full Time Equivalents</b>			<b>46.50</b>	<b>48.50</b>	<b>2.00</b>

**City of Ottawa**  
**Planning, Infrastructure & Economic Development Department**  
**Corporate Real Estate Office - User Fees**

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
<b>Real Estate Agreements</b>							
Lease agreements	1,082.00	1,082.00	1,104.00	2.0%	2.0%	01-Jan-20	
Lease Assignment Amendment	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
Lease Renewal Agreements	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
License of Occupation Agreements	1,082.00	1,082.00	1,104.00	2.0%	2.0%	01-Jan-20	
License Assignment	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
License Renewal	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
Consent to Enter Agreements	270.00	270.00	275.00	2.0%	2.0%	01-Jan-20	
Reconveyance of Dedicated Road Widening requirements	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
Cost of Negotiation of off-site management agreement	1,623.00	1,623.00	1,655.00	2.0%	2.0%	01-Jan-20	
Cost of Negotiation fee	1,623.00	1,623.00	1,655.00	2.0%	2.0%	01-Jan-20	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-20	
Cost of appraisal admin fee	1,623.00	1,623.00	1,655.00	2.0%	2.0%	01-Jan-20	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-20	
Cost of survey admin fee	1,623.00	1,623.00	1,655.00	2.0%	2.0%	01-Jan-20	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-20	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	n/a	n/a	01-Jan-20	
<b>Total Departmental</b>							<b>-10</b>

## **Non-Departmental 2020 Service Area Summary**

### **Programs/Services Offered**

#### Corporate Human Resource Provision

- Sick Leave Banks: Applies only to staff hired before the introduction of income protection plans in the late 1970's
- Retiree Costs: Includes Benefits for Retirees and Pension Supplementation
- Employee Benefits: Includes Past Service Pension and Disability Accommodation Provision

#### Capital Formation Costs

- Contribution to Reserves: The yearly contributions from the operating budget to various reserves
- Endowment Fund: The fund payout policy provides for an annual payout which is the lesser of the earnings in the year or 6.5 per cent, which are used to support the capital program
- Debt Charges: The annual principal and interest payments made to holders of municipal debentures (bonds).
- Sale of Surplus Lands: Income generated by the sale of lands identified by the City as surplus
- Ottawa Lands Development: Council-approved land sales generated by the Ottawa Community Lands Development Corporation
- 100 Constellation lease payment

#### Corporate Common Expenditures

- Financial Charges & Other: expenditures relating to daily cash management, placing and servicing long term financing, and other sundry financial charges
- Community Improvement Grants: Brownfield assistance programs to provide financial incentives for redevelopment of contaminated sites

## Corporate Common Revenues

- Penalties & Interest: Revenue earned from accounts in arrears on their taxes, water bills and accounts receivable
- Investment Income: Income generated by the City's positive cash flow not required for current operations
- Hydro Ottawa – Dividend Payment: Annual payment to the City in the amount, which is the greater of \$20 million or 60% of Hydro Ottawa's net income
- Other: Includes the City's share of Provincial Offence Act fine revenue, net proceeds from Rideau Carleton Raceway and Lottery Fees, Municipal Accommodation Tax revenue and other various revenues

## Tax Related Revenues & Expenditures

- Tax Rebates and Remissions: Includes reimbursement of property taxes for charities
- Municipal Property Assessment Corporation (MPAC): The City's proportionate share of the annual MPAC operating costs
- Supplementary Assessment: Tax revenue from new properties assessed after the return of the annual assessment roll
- Payments in lieu of Taxation: Payments made by Federal and Provincial government institutions on their properties including the taxes for education raised from these properties but retained by the City
- Public Institutions: Payments made by the Provincial government for payment in lieu of taxes for hospitals, universities and penitentiaries
- Local Improvement Revenue: Taxes raised to reimburse the costs incurred by the City for works constructed on behalf of benefiting taxpayers
- Property Taxes: The main source of revenue for funding municipal services

City of Ottawa  
Non Departmental - Operating Resource Requirement  
In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Corporate Human Resource Provision Expenditure</b>					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,700	2,700	2,700	2,700	0
Employee Benefits	1,128	1,128	1,128	1,128	0
Benefit Adjustments	75	75	75	75	0
<b>Net Corp HR Provision Requirement</b>	<b>6,923</b>	<b>6,923</b>	<b>6,923</b>	<b>6,923</b>	<b>0</b>
<b>Capital Formation Costs Expenditure</b>					
Contribution to City Wide Capital Reserve	108,344	120,151	120,151	127,841	7,690
Contribution to Tax Stabilization Reserve	2,657	7,158	7,158	8,412	1,254
Contribution to Gas Tax Reserve Fund	93,416	151,211	93,211	93,211	0
Transfer to CW Capital from Endowment Earnings	6,162	7,000	13,000	13,000	0
Transfer to CW Capital from OCLDC	1,794	3,000	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	7,183	6,205	1,500	1,500	0
City Wide Debt Charges	91,190	92,017	92,017	92,017	0
100 Constellation Lease	6,411	6,413	6,413	6,413	0
<b>Gross Expenditure</b>	<b>317,157</b>	<b>393,155</b>	<b>338,450</b>	<b>347,394</b>	<b>8,944</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>317,157</b>	<b>393,155</b>	<b>338,450</b>	<b>347,394</b>	<b>8,944</b>
<b>Revenue</b>					
Contribution from Tax Stabilization Reserve	-6,028	-10,647	-10,647	-5,777	4,870
Gas Tax Receipts	-93,416	-151,211	-93,211	-93,211	0
Endowment Fund Earnings	-6,162	-7,000	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-1,794	-3,000	-5,000	-5,000	0
Sale of Surplus Land	-7,183	-6,205	-1,500	-1,500	0
City Wide Debt Charge Funding	-11,320	-11,287	-11,287	-11,287	0
<b>Total Revenue</b>	<b>-125,903</b>	<b>-189,350</b>	<b>-134,645</b>	<b>-129,775</b>	<b>4,870</b>
<b>Net Capital Formation Costs Requirement</b>	<b>191,254</b>	<b>203,805</b>	<b>203,805</b>	<b>217,619</b>	<b>13,814</b>

**City of Ottawa**  
**Non Departmental - Operating Resource Requirement**  
**In Thousands (\$000)**

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Corporate Common Expenditures</b>					
<b>Expenditure</b>					
Financial Charges & Other	9,655	13,620	13,815	18,565	4,750
<b>Gross Expenditure</b>	<b>9,655</b>	<b>13,620</b>	<b>13,815</b>	<b>18,565</b>	<b>4,750</b>
Recoveries & Allocations	-38,584	-40,579	-40,579	-42,579	-2,000
<b>Net Expenditure</b>	<b>-28,929</b>	<b>-26,959</b>	<b>-26,764</b>	<b>-24,014</b>	<b>2,750</b>
<b>Net Corporate Common Expenditures Requirement</b>	<b>-28,929</b>	<b>-26,959</b>	<b>-26,764</b>	<b>-24,014</b>	<b>2,750</b>
<b>Corporate Common Revenues</b>					
<b>Expenditure</b>					
Penalty & Interest	322	350	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	195	137	137	137	0
Hydro Ottawa Dividends	1,900	500	0	0	0
Municipal Accommodation Tax	15,336	16,400	15,900	18,000	2,100
<b>Gross Expenditure</b>	<b>18,079</b>	<b>17,713</b>	<b>16,363</b>	<b>18,463</b>	<b>2,100</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>18,079</b>	<b>17,713</b>	<b>16,363</b>	<b>18,463</b>	<b>2,100</b>
<b>Revenue</b>					
Penalty & Interest	-18,422	-19,539	-16,039	-18,904	-2,865
Investment Income	-20,313	-23,887	-15,887	-21,887	-6,000
Hydro Ottawa Dividends	-21,900	-22,300	-20,000	-20,000	0
Provincial Offences Act	-16,289	-8,657	-4,657	-4,757	-100
Red Light Camera	0	-9,900	-9,900	-11,675	-1,775
Rideau Carleton Raceway	-5,938	-5,600	-5,600	-5,600	0
Lottery Fees	-717	-1,004	-1,004	-1,004	0
Municipal Accommodation Tax	-15,759	-17,500	-16,400	-18,750	-2,350
Other Miscellaneous Revenue	-2,158	-5,126	-3,871	-3,845	26
<b>Total Revenue</b>	<b>-101,496</b>	<b>-113,513</b>	<b>-93,358</b>	<b>-106,422</b>	<b>-13,064</b>
<b>Net Corporate Common Revenues Requirement</b>	<b>-83,417</b>	<b>-95,800</b>	<b>-76,995</b>	<b>-87,959</b>	<b>-10,964</b>

City of Ottawa  
 Non Departmental - Operating Resource Requirement  
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
<b>Tax Related Expenditures and Revenues</b>					
<b>Expenditure</b>					
Tax Rebates & Remissions	25,332	26,068	24,568	24,268	-300
Municipal Property Assessment Corp	13,534	13,587	13,587	13,587	0
<b>Net Expenditure</b>	<b>38,866</b>	<b>39,655</b>	<b>38,155</b>	<b>37,855</b>	<b>-300</b>
<b>Revenue</b>					
Supplemental Assessment	-29,552	-24,934	-24,934	-24,934	0
Payments-in-Lieu Taxation	-163,698	-167,573	-171,573	-171,573	0
Public Institutions	-6,557	-6,361	-6,361	-6,361	0
Property Tax Revenue	-1,583,638	-1,658,498	-1,658,498	-1,733,083	-74,585
<b>Total Revenue</b>	<b>-1,783,445</b>	<b>-1,857,366</b>	<b>-1,861,366</b>	<b>-1,935,951</b>	<b>-74,585</b>
<b>Net Tax Related Expenditures and Revenues</b>	<b>-1,744,579</b>	<b>-1,817,711</b>	<b>-1,823,211</b>	<b>-1,898,096</b>	<b>-74,885</b>
<b>Total Net Requirement</b>	<b>-1,658,748</b>	<b>-1,729,742</b>	<b>-1,716,242</b>	<b>-1,785,527</b>	<b>-69,285</b>

**City Of Ottawa**  
**2020 Draft Capital Budget**  
**Finance & Economic Development Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
General Government						
Renewal of City Assets						
909675 2020 Buildings- General Government	-	-	2,925	-	-	2,925
<b>Renewal of City Assets Total</b>	-	-	<b>2,925</b>	-	-	<b>2,925</b>
Service Enhancements						
909686 2020 Accessibility - General Government	-	-	350	-	-	350
<b>Service Enhancements Total</b>	-	-	<b>350</b>	-	-	<b>350</b>
<b>General Government Total</b>	-	-	<b>3,275</b>	-	-	<b>3,275</b>
Real Estate Partnerships & Development						
Service Enhancements						
909154 Accommodation Fit-Ups and Renovations	-	-	500	-	-	500
<b>Service Enhancements Total</b>	-	-	<b>500</b>	-	-	<b>500</b>
<b>Real Estate Partnerships &amp; Development Total</b>	-	-	<b>500</b>	-	-	<b>500</b>
<b>Grand Total</b>	-	-	<b>3,775</b>	-	-	<b>3,775</b>



City of Ottawa  
Elected Officials - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Mayor's Office	880	880	0	15	0	0	895	15
Constituency Services & Administration	10,928	11,828	0	230	0	0	12,058	230
Provision for Surplus	0	-500	0	0	0	0	-500	0
<b>Gross Expenditure</b>	<b>11,808</b>	<b>12,208</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>12,453</b>	<b>245</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>11,808</b>	<b>12,208</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>12,453</b>	<b>245</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	10,342	10,742	0	245	0	0	10,987	245
Overtime	0	0	0	0	0	0	0	0
Material & Services	1,280	1,280	0	0	0	0	1,280	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	186	186	0	0	0	0	186	0
<b>Gross Expenditures</b>	<b>11,808</b>	<b>12,208</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>12,453</b>	<b>245</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>11,808</b>	<b>12,208</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>12,453</b>	<b>245</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>11,808</b>	<b>12,208</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>12,453</b>	<b>245</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Elected Officials - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings due to lower compensation costs.	400	0	400
<b>Total Surplus / (Deficit)</b>	<b>400</b>	<b>0</b>	<b>400</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	245	0	245	0.00
<b>Total Budget Changes</b>	<b>245</b>	<b>0</b>	<b>245</b>	<b>0.00</b>

City of Ottawa  
City Clerk - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
City Clerk & Solicitor's Office	465	465	0	13	0	0	478	13
Policy & Technical Solution Services	6,133	6,133	0	400	0	0	6,533	400
Protocol	1,359	1,359	0	22	0	0	1,381	22
Legislative Services	12,323	12,323	-500	-686	0	0	11,137	-1,186
French Language Services	3,180	3,180	0	70	0	0	3,250	70
<b>Gross Expenditure</b>	<b>23,460</b>	<b>23,460</b>	<b>-500</b>	<b>-181</b>	<b>0</b>	<b>0</b>	<b>22,779</b>	<b>-681</b>
Recoveries & Allocations	-2,764	-2,764	0	0	0	0	-2,764	0
Revenue	-68	-68	0	-64	0	0	-132	-64
<b>Net Requirement</b>	<b>20,628</b>	<b>20,628</b>	<b>-500</b>	<b>-245</b>	<b>0</b>	<b>0</b>	<b>19,883</b>	<b>-745</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	14,119	14,119	0	-109	0	0	14,010	-109
Overtime	82	82	0	0	0	0	82	0
Material & Services	7,422	7,422	-500	-107	0	0	6,815	-608
Transfers/Grants/Financial Charges	300	300	0	20	0	0	320	20
Fleet Costs	93	93	0	0	0	0	93	0
Program Facility Costs	1,227	1,227	0	15	0	0	1,242	15
Other Internal Costs	217	217	0	0	0	0	217	0
<b>Gross Expenditures</b>	<b>23,460</b>	<b>23,460</b>	<b>-500</b>	<b>-181</b>	<b>0</b>	<b>0</b>	<b>22,779</b>	<b>-681</b>
Recoveries & Allocations	-2,764	-2,764	0	0	0	0	-2,764	0
<b>Net Expenditure</b>	<b>20,696</b>	<b>20,696</b>	<b>-500</b>	<b>-181</b>	<b>0</b>	<b>0</b>	<b>20,015</b>	<b>-681</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>-2.4%</b>	<b>-0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-3.3%</b>	

City of Ottawa  
City Clerk - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	-59	-59	0	-64	0	0	-123	-64
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-9	-9	0	0	0	0	-9	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-68</b>	<b>-68</b>	<b>0</b>	<b>-64</b>	<b>0</b>	<b>0</b>	<b>-132</b>	<b>-64</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>94.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>94.1%</b>	
<b>Net Requirement</b>	<b>20,628</b>	<b>20,628</b>	<b>-500</b>	<b>-245</b>	<b>0</b>	<b>0</b>	<b>19,883</b>	<b>-745</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>-2.4%</b>	<b>-1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-3.6%</b>	
<b>Full Time Equivalents (FTE's)</b>		142.55	0.00	0.00	0.00	0.00	<b>142.55</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

**City of Ottawa**  
**City Clerk - Operating Resource Requirement Explanatory Notes**  
**In Thousands (\$000)**

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2019 Baseline Adjustment / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2019 Changes	
Reverse 2019 City Clerk by-election funded from Tax Stabilization Reserve.	-500	0	-500	0.00
<b>Total Adjustments to Base Budget</b>	<b>-500</b>	<b>0</b>	<b>-500</b>	<b>0.00</b>
2020 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2020 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	120	0	120	0.00
Reduced Election requirement funded from reserves.	-780	0	-780	0.00
Ward Boundary Report (ACS2019-CCS-GEN-0031) funded from the Tax Stabilization Reserve.	400	0	400	0.00
Increased funding and expenses of French Language Services program funded by the Department of Canadian Heritage Grant.	64	-64	0	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts (Archives).	15	0	15	0.00
<b>Total Maintain Services</b>	<b>-181</b>	<b>-64</b>	<b>-245</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>-681</b>	<b>-64</b>	<b>-745</b>	<b>0.00</b>

City of Ottawa  
 Innovative Client Services Department  
 City Solicitor - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Legal Services	11,679	11,379	0	205	115	0	11,699	320
<b>Gross Expenditure</b>	<b>11,679</b>	<b>11,379</b>	<b>0</b>	<b>205</b>	<b>115</b>	<b>0</b>	<b>11,699</b>	<b>320</b>
Recoveries & Allocations	-2,085	-2,085	0	0	-115	0	-2,200	-115
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>9,594</b>	<b>9,294</b>	<b>0</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>9,499</b>	<b>205</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	9,684	9,684	0	205	115	0	10,004	320
Overtime	9	9	0	0	0	0	9	0
Material & Services	1,928	1,628	0	0	0	0	1,628	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	58	58	0	0	0	0	58	0
<b>Gross Expenditures</b>	<b>11,679</b>	<b>11,379</b>	<b>0</b>	<b>205</b>	<b>115</b>	<b>0</b>	<b>11,699</b>	<b>320</b>
Recoveries & Allocations	-2,085	-2,085	0	0	-115	0	-2,200	-115
<b>Net Expenditure</b>	<b>9,594</b>	<b>9,294</b>	<b>0</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>9,499</b>	<b>205</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.2%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>9,594</b>	<b>9,294</b>	<b>0</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>9,499</b>	<b>205</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.2%</b>	
<b>Full Time Equivalents (FTE's)</b>		85.00	0.00	0.00	1.00	0.00	<b>86.00</b>	<b>1.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>1.2%</b>	

City of Ottawa  
 Innovative Client Services Department  
 City Solicitor - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Deficit largely attributed to increase in legal arbitration costs.	-300	0	-300
<b>Total Surplus / (Deficit)</b>	<b>-300</b>	<b>0</b>	<b>-300</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	205	0	205	0.00
<b>Total Maintain Services</b>	<b>205</b>	<b>0</b>	<b>205</b>	<b>0.00</b>
<b>Growth</b> Resource approved by Council funded through Planning Services User Fee revenues (ACS2019-PIE-PS-0095).	115	0	115	1.00
Resource approved by Council funded through Planning Services User Fee revenues (ACS2019-PIE-PS-0095).	-115	0	-115	0.00
<b>Total Growth</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.00</b>
<b>Total Budget Changes</b>	<b>205</b>	<b>0</b>	<b>205</b>	<b>1.00</b>

City of Ottawa  
City Manager's Office - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
City Manager's Office	2,005	2,005	0	130	0		2,135	130
<b>Gross Expenditure</b>	<b>2,005</b>	<b>2,005</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>2,135</b>	<b>130</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>2,005</b>	<b>2,005</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>2,135</b>	<b>130</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	1,888	1,888	0	130	0		2,018	130
Overtime	0	0	0	0	0	0	0	0
Material & Services	104	104	0	0	0	0	104	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	13	13	0	0	0	0	13	0
<b>Gross Expenditures</b>	<b>2,005</b>	<b>2,005</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>2,135</b>	<b>130</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>2,005</b>	<b>2,005</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>2,135</b>	<b>130</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>6.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.5%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>2,005</b>	<b>2,005</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>2,135</b>	<b>130</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>6.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.5%</b>	
<b>Full Time Equivalents (FTE's)</b>		13.00	0.00	0.00	0.00	0.00	<b>13.00</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



City of Ottawa  
City Manager's Office - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	130	0	130	0.00
<b>Total Maintain Services</b>	<b>130</b>	<b>0</b>	<b>130</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>130</b>	<b>0</b>	<b>130</b>	<b>0.00</b>

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
O-Train Construction	2,184	1,607	-945	15	0	0	677	-930
Rail Construction Program Service	4,558	7,026	1,890	175	0	0	9,091	2,065
<b>Gross Expenditure</b>	<b>6,742</b>	<b>8,633</b>	<b>945</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>9,768</b>	<b>1,135</b>
Recoveries & Allocations	-6,737	-8,628	-945	-190	0	0	-9,763	-1,135
Revenue	-5	-5	0	0	0	0	-5	0
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	6,662	8,598	835	190	0	0	9,623	1,025
Overtime	41	30	110	0	0	0	140	110
Material & Services	39	5	0	0	0	0	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0
<b>Gross Expenditures</b>	<b>6,742</b>	<b>8,633</b>	<b>945</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>9,768</b>	<b>1,135</b>
Recoveries & Allocations	-6,737	-8,628	-945	-190	0	0	-9,763	-1,135
<b>Net Expenditure</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-5	-5	0	0	0	0	-5	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-5</b>	<b>-5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-5</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		18.00	0.00	0.00	0.00	0.00	18.00	0.00
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variance to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2019 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Change in staffing levels and office budget for O-Train Construction (Stage 1 team), as a result of project completion and demobilization of staff.	-945	0	-945	0.00
Reduced capital recoveries as a result of lower staffing levels and office budget.	945	0	945	0.00
Change in staffing levels and office budget for Rail Construction Program (Stage 2 team), as a result of project start-up and mobilization of staff.	1,890	0	1,890	0.00
Increased capital recoveries as a result of higher staffing levels and office budget.	-1,890	0	-1,890	0.00
<b>Total Adjustments to Base Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	190	0	190	0.00
Increased capital recoveries for cost of living, increments and benefit adjustment.	-190	0	-190	0.00
<b>Total Maintain Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 GM's Office & Business and Technical Support Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
General Manager's Office	442	442	0	10	0	0	452	10
Business and Technical Support Services	3,732	3,932	-250	465	0	0	4,147	215
<b>Gross Expenditure</b>	<b>4,174</b>	<b>4,374</b>	<b>-250</b>	<b>475</b>	<b>0</b>	<b>0</b>	<b>4,599</b>	<b>225</b>
Recoveries & Allocations	-1,595	-1,595	0	-25	0	0	-1,620	-25
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>2,579</b>	<b>2,779</b>	<b>-250</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>2,979</b>	<b>200</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	3,862	3,862	0	85	0	0	3,947	85
Overtime	15	15	0	0	0	0	15	0
Material & Services	233	433	-250	390	0	0	573	140
Transfers/Grants/Financial Charges	50	50	0	0	0	0	50	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	14	14	0	0	0	0	14	0
<b>Gross Expenditures</b>	<b>4,174</b>	<b>4,374</b>	<b>-250</b>	<b>475</b>	<b>0</b>	<b>0</b>	<b>4,599</b>	<b>225</b>
Recoveries & Allocations	-1,595	-1,595	0	-25	0	0	-1,620	-25
<b>Net Expenditure</b>	<b>2,579</b>	<b>2,779</b>	<b>-250</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>2,979</b>	<b>200</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>-9.0%</b>	<b>16.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7.2%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>2,579</b>	<b>2,779</b>	<b>-250</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>2,979</b>	<b>200</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>-9.0%</b>	<b>16.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7.2%</b>	
<b>Full Time Equivalents (FTE's)</b>		34.00	0.00	0.00	0.00	0.00	<b>34.00</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa

Planning, Infrastructure & Economic Development Department

GM's Office & Business and Technical Support Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

		Surplus / (Deficit)			
2019 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
Expenditure savings largely due to unspent Building a Better Neighbourhood one-time funding.		200	0	200	
<b>Total Surplus / (Deficit)</b>		<b>200</b>	<b>0</b>	<b>200</b>	
		Increase / (Decrease)			
2019 Baseline Adjustment / Explanation		Expense	Revenue	Net 2019 Changes	FTE Impact
Removal of the 2019 one-time funding for Building a Better Neighbourhood, funded from the Tax Stabilization Reserve.		-250	0	-250	0.00
<b>Total Adjustments to Base Budget</b>		<b>-250</b>	<b>0</b>	<b>-250</b>	<b>0.00</b>
		Increase / (Decrease)			
2020 Pressure Category / Explanation		Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b>					
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.		85	0	85	0.00
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments - offset by recoveries and allocations.		-25	0	-25	0.00
One-time funding for Building a Better Neighbourhood initiative to close out outstanding initiatives and to complete an evaluation of the project to bring forward recommendations to committee in Q3 2020. Funded from the Tax Stabilization Reserve.		180	0	180	0.00
Funding is required for ongoing business process reviews and other initiatives in support of the department.		210	0	210	0.00
<b>Total Maintain Services</b>		<b>450</b>	<b>0</b>	<b>450</b>	<b>0.00</b>
<b>Total Budget Changes</b>		<b>200</b>	<b>0</b>	<b>200</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Economic Development and Long Range Planning - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Director's Office	310	310	0	7	0	0	317	7
Community, Policy and Partnerships	8,638	8,638	0	52	0	0	8,690	52
Forecasting and Monitoring	611	611	0	16	0	0	627	16
Markets Management	0	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>9,559</b>	<b>9,559</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>9,634</b>	<b>75</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>9,559</b>	<b>9,559</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>9,634</b>	<b>75</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	2,071	2,071	0	75	0	0	2,146	75
Overtime	6	6	0	0	0	0	6	0
Material & Services	287	287	0	0	0	0	287	0
Transfers/Grants/Financial Charges	7,190	7,190	0	0	0	0	7,190	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	5	5	0	0	0	0	5	0
<b>Gross Expenditures</b>	<b>9,559</b>	<b>9,559</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>9,634</b>	<b>75</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>9,559</b>	<b>9,559</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>9,634</b>	<b>75</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Economic Development and Long Range Planning - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>9,559</b>	<b>9,559</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>9,634</b>	<b>75</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>	
<b>Full Time Equivalents (FTE's)</b>		17.00	0.00	0.00	0.00	0.00	<b>17.00</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Economic Development and Long Range Planning - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	75	0	75	0.00
<b>Total Maintain Services</b>	<b>75</b>	<b>0</b>	<b>75</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b> See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>75</b>	<b>0</b>	<b>75</b>	<b>0.00</b>



City of Ottawa  
 Innovative Client Services Department  
 GM's Office & Business Support Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
General Manager's Office	380	380	0	14	0	0	394	14
Business Support Services	2,823	2,823	0	61	0	0	2,884	61
<b>Gross Expenditure</b>	<b>3,203</b>	<b>3,203</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>3,278</b>	<b>75</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>3,203</b>	<b>3,203</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>3,278</b>	<b>75</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	3,063	3,063	0	75	0	0	3,138	75
Overtime	1	1	0	0	0	0	1	0
Material & Services	132	132	0	0	0	0	132	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	7	7	0	0	0	0	7	0
<b>Gross Expenditures</b>	<b>3,203</b>	<b>3,203</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>3,278</b>	<b>75</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,203</b>	<b>3,203</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>3,278</b>	<b>75</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.3%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>3,203</b>	<b>3,203</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>3,278</b>	<b>75</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		25.00	0.00	0.00	0.00	0.00	<b>25.00</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa

Innovative Client Services Department

GM's Office & Business Support Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

		Surplus / (Deficit)			
2019 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
No significant variances to report.		0	0	0	
<b>Total Surplus / (Deficit)</b>		<b>0</b>	<b>0</b>	<b>0</b>	
		Increase / (Decrease)			
2020 Pressure Category / Explanation		Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b>					
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.		75	0	75	0.00
<b>Total Maintain Services</b>		<b>75</b>	<b>0</b>	<b>75</b>	<b>0.00</b>
<b>Total Budget Changes</b>		<b>75</b>	<b>0</b>	<b>75</b>	<b>0.00</b>

City of Ottawa  
 Innovative Client Services Department  
 Service Transformation - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Director's Office	537	637	0	-95	0	0	542	-95
Service Improvement	640	640	0	22	0	0	662	22
Service Analytics & Planning	1,146	1,246	0	-48	0	0	1,198	-48
Organizational Effectiveness	1,022	1,022	0	130	0	0	1,152	130
Digital Service & Innovation	179	179	0	6	0	0	185	6
Business Transformation	0	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>3,524</b>	<b>3,724</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>3,739</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>3,524</b>	<b>3,724</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>3,739</b>	<b>15</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	3,255	3,455	0	15	0	0	3,470	15
Overtime	2	2	0	0	0	0	2	0
Material & Services	258	258	0	0	0	0	258	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	9	9	0	0	0	0	9	0
<b>Gross Expenditures</b>	<b>3,524</b>	<b>3,724</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>3,739</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,524</b>	<b>3,724</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>3,739</b>	<b>15</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Service Transformation - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>3,524</b>	<b>3,724</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>3,739</b>	<b>15</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>	
<b>Full Time Equivalents (FTE's)</b>		26.00	0.00	0.00	0.00	0.00	<b>26.00</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Service Transformation - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

		Surplus / (Deficit)			
2019 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
Lower compensation due to vacancies.		200	0	200	
<b>Total Surplus / (Deficit)</b>		<b>200</b>	<b>0</b>	<b>200</b>	
		Increase / (Decrease)			
2020 Pressure Category / Explanation		Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b>					
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.		15	0	15	0.00
<b>Total Maintain Services</b>		<b>15</b>	<b>0</b>	<b>15</b>	<b>0.00</b>
<b>Total Budget Changes</b>		<b>15</b>	<b>0</b>	<b>15</b>	<b>0.00</b>

City of Ottawa  
 Innovative Client Services Department  
 Public Information & Media Relations - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Director's Office	488	488	0	13	0	0	501	13
Media Relations & Outreach	1,323	1,323	0	31	0	0	1,354	31
Public Information	2,179	2,179	0	36	125	0	2,340	161
Legislative Support	0	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>3,990</b>	<b>3,990</b>	<b>0</b>	<b>80</b>	<b>125</b>	<b>0</b>	<b>4,195</b>	<b>205</b>
Recoveries & Allocations	0	0	0		-125	0	-125	-125
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>3,990</b>	<b>3,990</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>4,070</b>	<b>80</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	3,681	3,681	0	80	125	0	3,886	205
Overtime	29	29	0	0	0	0	29	0
Material & Services	262	262	0	0	0	0	262	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	18	18	0	0	0	0	18	0
<b>Gross Expenditures</b>	<b>3,990</b>	<b>3,990</b>	<b>0</b>	<b>80</b>	<b>125</b>	<b>0</b>	<b>4,195</b>	<b>205</b>
Recoveries & Allocations	0	0	0		-125	0	-125	-125
<b>Net Expenditure</b>	<b>3,990</b>	<b>3,990</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>4,070</b>	<b>80</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Public Information & Media Relations - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>3,990</b>	<b>3,990</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>4,070</b>	<b>80</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		32.00	0.00	0.00	1.00	0.00	<b>33.00</b>	<b>1.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>3.1%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Public Information & Media Relations - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	80	0	80	0.00
<b>Total Maintain Services</b>	<b>80</b>	<b>0</b>	<b>80</b>	<b>0.00</b>
<b>Growth</b> Resource to support communication efforts and localized proactive stakeholder engagement for large-scale capital projects. Position will communicate both citywide and to stakeholders in the immediate area to help mitigate impacts these projects may have on the community. Offset by recoveries and allocations.	125	0	125	1.00
Resource to support communication efforts and localized proactive stakeholder engagement for large-scale capital projects. Position will communicate both citywide and to stakeholders in the immediate area to help mitigate impacts these projects may have on the community. Offset by recoveries and allocations.	-125	0	-125	0.00
<b>Total Growth</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.00</b>
<b>Total Budget Changes</b>	<b>80</b>	<b>0</b>	<b>80</b>	<b>1.00</b>



City of Ottawa  
 Innovative Client Services Department  
 Human Resources - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Director's Office	684	684	0	7	0	0	691	7
Innovative Solutions	2,229	2,229	0	34	0	0	2,263	34
Total Rewards	2,387	2,387	0	180	0	0	2,567	180
HR Programs & Planning	4,612	4,612	0	76	0	0	4,688	76
HR Business Services	6,832	6,832	0	133	0	0	6,965	133
<b>Gross Expenditure</b>	<b>16,744</b>	<b>16,744</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>17,174</b>	<b>430</b>
Recoveries & Allocations	-730	-730	0	0	0	0	-730	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>16,014</b>	<b>16,014</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>16,444</b>	<b>430</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	13,029	13,029	0	430	0	0	13,459	430
Overtime	3	3	0	0	0	0	3	0
Material & Services	3,563	3,563	0	0	0	0	3,563	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	149	149	0	0	0	0	149	0
<b>Gross Expenditures</b>	<b>16,744</b>	<b>16,744</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>17,174</b>	<b>430</b>
Recoveries & Allocations	-730	-730	0	0	0	0	-730	0
<b>Net Expenditure</b>	<b>16,014</b>	<b>16,014</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>16,444</b>	<b>430</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.7%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Human Resources - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>16,014</b>	<b>16,014</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>16,444</b>	<b>430</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.7%</b>	
<b>Full Time Equivalents (FTE's)</b>		117.80	0.00	0.00	0.00	0.00	<b>117.80</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Human Resources - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	430	0	430	0.00
<b>Total Maintain Services</b>	<b>430</b>	<b>0</b>	<b>430</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>430</b>	<b>0</b>	<b>430</b>	<b>0</b>

City of Ottawa  
 Innovative Client Services Department  
 Service Ottawa - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Director's Office	981	981	0	3	0	0	984	3
Continuous Improvement	0	0	0	0	0	0	0	0
Web Services	1,466	1,466	0	17	0	0	1,483	17
Call Center Services	3,444	3,444	0	39	0	0	3,483	39
Counter Services	8,753	8,753	0	161	225		9,139	386
<b>Gross Expenditure</b>	<b>14,644</b>	<b>14,644</b>	<b>0</b>	<b>220</b>	<b>225</b>	<b>0</b>	<b>15,089</b>	<b>445</b>
Recoveries & Allocations	-518	-518	0	0	0	0	-518	0
Revenue	-1,279	-1,279	0	0	0	-25	-1,304	-25
<b>Net Requirement</b>	<b>12,847</b>	<b>12,847</b>	<b>0</b>	<b>220</b>	<b>225</b>	<b>-25</b>	<b>13,267</b>	<b>420</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	10,910	10,910	0	220	225	0	11,355	445
Overtime	157	157	0	0	0	0	157	0
Material & Services	3,120	3,120	0	0	0	0	3,120	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	457	457	0	0	0	0	457	0
<b>Gross Expenditures</b>	<b>14,644</b>	<b>14,644</b>	<b>0</b>	<b>220</b>	<b>225</b>	<b>0</b>	<b>15,089</b>	<b>445</b>
Recoveries & Allocations	-518	-518	0	0	0	0	-518	0
<b>Net Expenditure</b>	<b>14,126</b>	<b>14,126</b>	<b>0</b>	<b>220</b>	<b>225</b>	<b>0</b>	<b>14,571</b>	<b>445</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>3.2%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Service Ottawa - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-1,279	-1,279	0	0	0	-25	-1,304	-25
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,279</b>	<b>-1,279</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-25</b>	<b>-1,304</b>	<b>-25</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	
<b>Net Requirement</b>	<b>12,847</b>	<b>12,847</b>	<b>0</b>	<b>220</b>	<b>225</b>	<b>-25</b>	<b>13,267</b>	<b>420</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.7%</b>	<b>1.8%</b>	<b>-0.2%</b>	<b>3.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		117.07	0.00	0.00	3.00	0.00	<b>120.07</b>	<b>3.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>2.6%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Service Ottawa - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	220	0	220	0.00
<b>Total Maintain Services</b>	<b>220</b>	<b>0</b>	<b>220</b>	<b>0.00</b>
<b>Growth</b> Additional support to address the increased administrative workload associated with the activation of new Red Light Cameras.	225	0	225	3.00
<b>Total Growth</b>	<b>225</b>	<b>0</b>	<b>225</b>	<b>3.00</b>
<b>User Fees &amp; Revenues</b> See following user fee schedule for details on the specific rates.	0	-25	-25	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-25</b>	<b>-25</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>445</b>	<b>-25</b>	<b>420</b>	<b>3.00</b>

City of Ottawa

Finance Services Department

Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement Analysis

In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Chief Financial Officer/Treasurer	451	451	0	8	0	0	459	8
Business Support Services	1,728	1,808	0	32	0	0	1,840	32
<b>Gross Expenditure</b>	<b>2,179</b>	<b>2,259</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>2,299</b>	<b>40</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>2,179</b>	<b>2,259</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>2,299</b>	<b>40</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	2,033	2,113	0	40	0	0	2,153	40
Overtime	10	10	0	0	0	0	10	0
Material & Services	127	127	0	0	0	0	127	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	9	9	0	0	0	0	9	0
<b>Gross Expenditures</b>	<b>2,179</b>	<b>2,259</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>2,299</b>	<b>40</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>2,179</b>	<b>2,259</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>2,299</b>	<b>40</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.8%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>2,179</b>	<b>2,259</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>2,299</b>	<b>40</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.8%</b>	
<b>Full Time Equivalents (FTE's)</b>		17.00	0.00	0.00	0.00	0.00	17.00	0.00
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Finance Services Department  
 Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings primarily due to vacancies.	80	0	80
<b>Total Surplus / (Deficit)</b>	<b>80</b>	<b>0</b>	<b>80</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	40	0	40	0.00
<b>Total Maintain Services</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0.00</b>



City of Ottawa  
Finance Services Department  
Revenue Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Revenue Services	21,373	21,573	0	515	300	0	22,388	815
<b>Gross Expenditure</b>	<b>21,373</b>	<b>21,573</b>	<b>0</b>	<b>515</b>	<b>300</b>	<b>0</b>	<b>22,388</b>	<b>815</b>
Recoveries & Allocations	-7,870	-7,870	0	-130	0	0	-8,000	-130
Revenue	-6,857	-6,057	0	0	0	-200	-6,257	-200
<b>Net Requirement</b>	<b>6,646</b>	<b>7,646</b>	<b>0</b>	<b>385</b>	<b>300</b>	<b>-200</b>	<b>8,131</b>	<b>485</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	16,516	16,716	0	510	300	0	17,526	810
Overtime	22	22	0	0	0	0	22	0
Material & Services	4,319	4,319	0	0	0	0	4,319	0
Transfers/Grants/Financial Charges	130	130	0	0	0	0	130	0
Fleet Costs	225	225	0	5	0	0	230	5
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	161	161		0	0	0	161	0
<b>Gross Expenditures</b>	<b>21,373</b>	<b>21,573</b>	<b>0</b>	<b>515</b>	<b>300</b>	<b>0</b>	<b>22,388</b>	<b>815</b>
Recoveries & Allocations	-7,870	-7,870	0	-130	0	0	-8,000	-130
<b>Net Expenditure</b>	<b>13,503</b>	<b>13,703</b>	<b>0</b>	<b>385</b>	<b>300</b>	<b>0</b>	<b>14,388</b>	<b>685</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>2.2%</b>	<b>0.0%</b>	<b>5.0%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-6,857	-6,057	0	0	0	-200	-6,257	-200
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-6,857</b>	<b>-6,057</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-200</b>	<b>-6,257</b>	<b>-200</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>	<b>3.3%</b>	
<b>Net Requirement</b>	<b>6,646</b>	<b>7,646</b>	<b>0</b>	<b>385</b>	<b>300</b>	<b>-200</b>	<b>8,131</b>	<b>485</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>5.0%</b>	<b>3.9%</b>	<b>-2.6%</b>	<b>6.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		189.45	0.00	0.00	3.00	0.00	<b>192.45</b>	<b>3.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>1.6%</b>	

City of Ottawa  
Finance Services Department  
Revenue Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings in service delivery costs and higher than anticipated revenue from water and tax billing services.	200	800	1,000
<b>Total Surplus / (Deficit)</b>	<b>200</b>	<b>800</b>	<b>1,000</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	510	0	510	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance	5	0	5	0.00
Annual support increase for ongoing sustainment of the Water Billing System. Recovered from Water, Sewer and Stormwater funds.	-130	0	-130	0.00
<b>Total Maintain Services</b>	<b>385</b>	<b>0</b>	<b>385</b>	<b>0.00</b>
<b>Growth</b> Additional resources to address the increase in appeals and client inquiries as a result of tax and rate base growth.	300	0	300	3.00
<b>Total Growth</b>	<b>300</b>	<b>0</b>	<b>300</b>	<b>3.00</b>
<b>User Fees &amp; Revenues</b> See following user fee schedule for details on the specific rates.	0	-200	-200	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-200</b>	<b>-200</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>685</b>	<b>-200</b>	<b>485</b>	<b>3.00</b>

City of Ottawa  
Finance Services Department  
Corporate Finance - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Corporate Finance	15,220	15,220	0	390	0	0	15,610	390
<b>Gross Expenditure</b>	<b>15,220</b>	<b>15,220</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>15,610</b>	<b>390</b>
Recoveries & Allocations	-901	-901	0	0	0	0	-901	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>14,319</b>	<b>14,319</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>14,709</b>	<b>390</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	14,713	14,713	0	390	0	0	15,103	390
Overtime	51	51	0	0	0	0	51	0
Material & Services	402	402	0	0	0	0	402	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	54	54	0	0	0	0	54	0
<b>Gross Expenditures</b>	<b>15,220</b>	<b>15,220</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>15,610</b>	<b>390</b>
Recoveries & Allocations	-901	-901	0	0	0	0	-901	0
<b>Net Expenditure</b>	<b>14,319</b>	<b>14,319</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>14,709</b>	<b>390</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.7%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>14,319</b>	<b>14,319</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>14,709</b>	<b>390</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.7%</b>	
<b>Full Time Equivalents (FTE's)</b>		147.89	0.00	0.00	0.00	0.00	147.89	0.00
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Finance Services Department  
 Corporate Finance - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

		Surplus / (Deficit)			
2019 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
No significant variances to report.		0	0	0	
<b>Total Surplus / (Deficit)</b>		<b>0</b>	<b>0</b>	<b>0</b>	
		Increase / (Decrease)			
2020 Pressure Category / Explanation		Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.		390	0	390	0.00
<b>Total Maintain Services</b>		<b>390</b>	<b>0</b>	<b>390</b>	<b>0.00</b>
<b>Total Budget Changes</b>		<b>390</b>	<b>0</b>	<b>390</b>	<b>0.00</b>

City of Ottawa  
Finance Services Department  
Payroll, Pensions & Benefits Service - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Payroll	6,729	6,729	0	95	250	0	7,074	345
<b>Gross Expenditure</b>	<b>6,729</b>	<b>6,729</b>	<b>0</b>	<b>95</b>	<b>250</b>	<b>0</b>	<b>7,074</b>	<b>345</b>
Recoveries & Allocations	-216	-216	0	0	0	0	-216	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>6,513</b>	<b>6,513</b>	<b>0</b>	<b>95</b>	<b>250</b>	<b>0</b>	<b>6,858</b>	<b>345</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	6,386	6,386	0	95	250	0	6,731	345
Overtime	20	20	0	0	0	0	20	0
Material & Services	210	210	0	0	0	0	210	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	113	113		0	0	0	113	0
<b>Gross Expenditures</b>	<b>6,729</b>	<b>6,729</b>	<b>0</b>	<b>95</b>	<b>250</b>	<b>0</b>	<b>7,074</b>	<b>345</b>
Recoveries & Allocations	-216	-216	0	0	0	0	-216	0
<b>Net Expenditure</b>	<b>6,513</b>	<b>6,513</b>	<b>0</b>	<b>95</b>	<b>250</b>	<b>0</b>	<b>6,858</b>	<b>345</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.5%</b>	<b>3.8%</b>	<b>0.0%</b>	<b>5.3%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>6,513</b>	<b>6,513</b>	<b>0</b>	<b>95</b>	<b>250</b>	<b>0</b>	<b>6,858</b>	<b>345</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.5%</b>	<b>3.8%</b>	<b>0.0%</b>	<b>5.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		64.33	0.00	0.00	2.00	0.00	<b>66.33</b>	<b>2.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>3.1%</b>	

City of Ottawa  
 Finance Services Department  
 Payroll, Pensions & Benefits Service - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances.	0	0	0
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	95	0	95	0.00
<b>Total Maintain Services</b>	<b>95</b>	<b>0</b>	<b>95</b>	<b>0.00</b>
<b>Growth</b> Resources to support the scheduling systems. One position to address the additional effort required to support and integrate the 10 scheduling systems implemented in the past few years by various departments and one position to account for the implementation and the ongoing centralized management and configuration of a corporate scheduling solution for 4 groups planned to go live in 2020.	250	0	250	2.00
<b>Total Growth</b>	<b>250</b>	<b>0</b>	<b>250</b>	<b>2.00</b>
<b>Total Budget Changes</b>	<b>345</b>	<b>0</b>	<b>345</b>	<b>2.00</b>

City of Ottawa  
 Innovative Client Services Department  
 Supply Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Supply Services	7,454	6,779	0	200	0	0	6,979	200
<b>Gross Expenditure</b>	<b>7,454</b>	<b>6,779</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>6,979</b>	<b>200</b>
Recoveries & Allocations	-1,525	-1,525	0	0	0	0	-1,525	0
Revenue	-1,460	-785	0	0	0	0	-785	0
<b>Net Requirement</b>	<b>4,469</b>	<b>4,469</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>4,669</b>	<b>200</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	6,553	6,553	0	200	0	0	6,753	200
Overtime	7	7	0	0	0	0	7	0
Material & Services	833	158	0	0	0	0	158	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	61	61		0	0	0	61	0
<b>Gross Expenditures</b>	<b>7,454</b>	<b>6,779</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>6,979</b>	<b>200</b>
Recoveries & Allocations	-1,525	-1,525	0	0	0	0	-1,525	0
<b>Net Expenditure</b>	<b>5,929</b>	<b>5,254</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>5,454</b>	<b>200</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>3.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.8%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-1,460	-785	0	0	0	0	-785	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,460</b>	<b>-785</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-785</b>	<b>0</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>4,469</b>	<b>4,469</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>4,669</b>	<b>200</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>4.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.5%</b>	
<b>Full Time Equivalents (FTE's)</b>		65.99	0.00	0.00	0.00	0.00	<b>65.99</b>	<b>0.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Innovative Client Services Department  
 Supply Services - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Increased revenue due to higher than anticipated corporate credit card rebates offsets additional professional services and maintenance support costs.	-675	675	0
<b>Total Surplus / (Deficit)</b>	<b>-675</b>	<b>675</b>	<b>0</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	200	0	200	0.00
<b>Total Maintain Services</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0.00</b>



City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Corporate Real Estate Office - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Director's Office	313	313	0	1	0	0	314	1
Realty Services	3,026	3,026	0	69	150	0	3,245	219
Realty Initiatives & Development	11,449	11,449	0	60	0	0	11,509	60
<b>Gross Expenditure</b>	<b>14,788</b>	<b>14,788</b>	<b>0</b>	<b>130</b>	<b>150</b>	<b>0</b>	<b>15,068</b>	<b>280</b>
Recoveries & Allocations	-4,705	-4,705	0	0	0	0	-4,705	0
Revenue	-309	-309	0	0	0	-10	-319	-10
<b>Net Requirement</b>	<b>9,774</b>	<b>9,774</b>	<b>0</b>	<b>130</b>	<b>150</b>	<b>-10</b>	<b>10,044</b>	<b>270</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	5,722	5,722	0	130	150	0	6,002	280
Overtime	27	27	0	0	0	0	27	0
Material & Services	4,634	4,634	0	0	0	0	4,634	0
Transfers/Grants/Financial Charges	4,161	4,161	0	0	0	0	4,161	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	244	244	0	0	0	0	244	0
<b>Gross Expenditures</b>	<b>14,788</b>	<b>14,788</b>	<b>0</b>	<b>130</b>	<b>150</b>	<b>0</b>	<b>15,068</b>	<b>280</b>
Recoveries & Allocations	-4,705	-4,705	0	0	0	0	-4,705	0
<b>Net Expenditure</b>	<b>10,083</b>	<b>10,083</b>	<b>0</b>	<b>130</b>	<b>150</b>	<b>0</b>	<b>10,363</b>	<b>280</b>
<b>Percent of 2019 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.3%</b>	<b>1.5%</b>	<b>0.0%</b>	<b>2.8%</b>	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Corporate Real Estate Office - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-309	-309	0	0	0	-10	-319	-10
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-309</b>	<b>-309</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-10</b>	<b>-319</b>	<b>-10</b>
<b>Percent of 2019 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.2%</b>	<b>3.2%</b>	
<b>Net Requirement</b>	<b>9,774</b>	<b>9,774</b>	<b>0</b>	<b>130</b>	<b>150</b>	<b>-10</b>	<b>10,044</b>	<b>270</b>
<b>Percent of 2019 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.3%</b>	<b>1.5%</b>	<b>-0.1%</b>	<b>2.8%</b>	
<b>Full Time Equivalent (FTE's)</b>		46.50	0.00	0.00	2.00	0.00	<b>48.50</b>	<b>2.00</b>
<b>Percent of 2019 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>4.3%</b>	<b>0.0%</b>	<b>4.3%</b>	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Corporate Real Estate Office - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.				
	130	0	130	0.00
<b>Total Maintain Services</b>	<b>130</b>	<b>0</b>	<b>130</b>	<b>0.00</b>
<b>Growth</b> There has been a steady demand for a workplace accommodations and relocations. A full-time Maintenance Helper is needed to address these requests in the most effective manner.				
	75	0	75	1.00
As a result of the implementation of an Integrated Workplace Management System Archibus a Data Clerk is needed to support the digitalization of the office space data from our three main buildings - Mary Pitt, Ben Franklin, and City Hall.	75	0	75	1.00
<b>Total Growth</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>2.00</b>
<b>User Fees &amp; Revenues</b> See following user fee schedule for details on the specific rates.				
	0	-10	-10	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-10</b>	<b>-10</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>280</b>	<b>-10</b>	<b>270</b>	<b>2.00</b>

City of Ottawa  
 Non Departmental - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Corporate Human Resource Provision Expenditure</b>								
Sick Leave Banks	3,020	3,020	0	0	0	0	3,020	0
Retiree Costs	2,700	2,700	0	0	0	0	2,700	0
Employee Benefits	1,128	1,128	0	0	0	0	1,128	0
Benefit Adjustments	75	75	0	0	0	0	75	0
<b>Net Corp HR Provision Requirement</b>	<b>6,923</b>	<b>6,923</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,923</b>	<b>0</b>
<b>Capital Formation Costs Expenditure</b>								
Contribution to City Wide Capital Reserve	120,151	120,151	0	6,690	1,000	0	127,841	7,690
Contribution to Tax Stabilization Reserve	7,158	7,158	-1,026	2,280	0	0	8,412	1,254
Contribution to Gas Tax Reserve Fund	151,211	93,211	0	0	0	0	93,211	0
Transfer to CW Capital from Endowment Earnings	7,000	13,000	0	0	0	0	13,000	0
Transfer to CW Capital from OCLDC	3,000	5,000	0	0	0	0	5,000	0
Transfer to CW Capital from Sale of Surplus Land	6,205	1,500	0	0	0	0	1,500	0
City Wide Debt Charges	92,017	92,017	0	0	0	0	92,017	0
100 Constellation Lease	6,413	6,413	0	0	0	0	6,413	0
<b>Gross Expenditure</b>	<b>393,155</b>	<b>338,450</b>	<b>-1,026</b>	<b>8,970</b>	<b>1,000</b>	<b>0</b>	<b>347,394</b>	<b>8,944</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>393,155</b>	<b>338,450</b>	<b>-1,026</b>	<b>8,970</b>	<b>1,000</b>	<b>0</b>	<b>347,394</b>	<b>8,944</b>
<b>Revenue</b>								
Contribution from Tax Stabilization Reserve	-10,647	-10,647	10,647	-5,777	0	0	-5,777	4,870
Gas Tax Receipts	-151,211	-93,211	0	0	0	0	-93,211	0
Endowment Fund Earnings	-7,000	-13,000	0	0	0	0	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-3,000	-5,000	0	0	0	0	-5,000	0
Sale of Surplus Land	-6,205	-1,500	0	0	0	0	-1,500	0
City Wide Debt Charge Funding	-11,287	-11,287	0	0	0	0	-11,287	0
<b>Total Revenue</b>	<b>-189,350</b>	<b>-134,645</b>	<b>10,647</b>	<b>-5,777</b>	<b>0</b>	<b>0</b>	<b>-129,775</b>	<b>4,870</b>
<b>Net Capital Formation Costs Requirement</b>	<b>203,805</b>	<b>203,805</b>	<b>9,621</b>	<b>3,193</b>	<b>1,000</b>	<b>0</b>	<b>217,619</b>	<b>13,814</b>

City of Ottawa  
 Non Departmental - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Corporate Common Expenditures</b>								
<b>Expenditure</b>								
Financial Charges & Other	13,620	13,815	1,050	2,400	1,300	0	18,565	4,750
<b>Gross Expenditure</b>	<b>13,620</b>	<b>13,815</b>	<b>1,050</b>	<b>2,400</b>	<b>1,300</b>	<b>0</b>	<b>18,565</b>	<b>4,750</b>
Recoveries & Allocations	-40,579	-40,579	-2,000	0	0	0	-42,579	-2,000
<b>Net Expenditure</b>	<b>-26,959</b>	<b>-26,764</b>	<b>-950</b>	<b>2,400</b>	<b>1,300</b>	<b>0</b>	<b>-24,014</b>	<b>2,750</b>
<b>Net Corporate Common Expenditures Requirement</b>	<b>-26,959</b>	<b>-26,764</b>	<b>-950</b>	<b>2,400</b>	<b>1,300</b>	<b>0</b>	<b>-24,014</b>	<b>2,750</b>
<b>Corporate Common Revenues</b>								
<b>Expenditure</b>								
Penalty & Interest	350	0	0	0	0	0	0	0
Investment Income	326	326	0	0	0	0	326	0
Provincial Offences Act	137	137	0	0	0	0	137	0
Hydro Ottawa Dividends	500	0	0	0	0	0	0	0
Municipal Accommodation Tax	16,400	15,900	0	2,100	0	0	18,000	2,100
<b>Gross Expenditure</b>	<b>17,713</b>	<b>16,363</b>	<b>0</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>18,463</b>	<b>2,100</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>17,713</b>	<b>16,363</b>	<b>0</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>18,463</b>	<b>2,100</b>
<b>Revenue</b>								
Penalty & Interest	-19,539	-16,039	-2,865	0	0	0	-18,904	-2,865
Investment Income	-23,887	-15,887	-6,000	0	0	0	-21,887	-6,000
Hydro Ottawa Dividends	-22,300	-20,000	0	0	0	0	-20,000	0
Provincial Offences Act	-8,657	-4,657	-100	0	0	0	-4,757	-100
Red Light Camera	-9,900	-9,900	0	0	-1,775	0	-11,675	-1,775
Rideau Carleton Raceway	-5,600	-5,600	0	0	0	0	-5,600	0
Lottery Fees	-1,004	-1,004	0	0	0	0	-1,004	0
Municipal Accommodation Tax	-17,500	-16,400	-250	-2,100	0	0	-18,750	-2,350
Other Miscellaneous Revenue	-5,126	-3,871	26	0	0	0	-3,845	26
<b>Total Revenue</b>	<b>-113,513</b>	<b>-93,358</b>	<b>-9,189</b>	<b>-2,100</b>	<b>-1,775</b>	<b>0</b>	<b>-106,422</b>	<b>-13,064</b>
<b>Net Corporate Common Revenues Requirement</b>	<b>-95,800</b>	<b>-76,995</b>	<b>-9,189</b>	<b>0</b>	<b>-1,775</b>	<b>0</b>	<b>-87,959</b>	<b>-10,964</b>

City of Ottawa  
 Non Departmental - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2019 Baseline			2020 Adjustments			2020	\$ Change over 2019 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Tax Related Expenditures and Revenues</b>								
<b>Expenditure</b>								
Tax Rebates & Remissions	26,068	24,568	-300	0	0	0	24,268	-300
Municipal Property Assessment Corp	13,587	13,587	0	0	0	0	13,587	0
<b>Net Expenditure</b>	<b>39,655</b>	<b>38,155</b>	<b>-300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,855</b>	<b>-300</b>
<b>Revenue</b>								
Supplemental Assessment	-24,934	-24,934	0	0	0	0	-24,934	0
Payments-in-Lieu Taxation	-167,573	-171,573	0	0	0	0	-171,573	0
Public Institutions	-6,361	-6,361	0	0	0	0	-6,361	0
Property Tax Revenue	-1,658,498	-1,658,498	0	-49,715	-24,870	0	-1,733,083	-74,585
<b>Total Revenue</b>	<b>-1,857,366</b>	<b>-1,861,366</b>	<b>0</b>	<b>-49,715</b>	<b>-24,870</b>	<b>0</b>	<b>-1,935,951</b>	<b>-74,585</b>
<b>Net Tax Related Expenditures and Revenues</b>	<b>-1,817,711</b>	<b>-1,823,211</b>	<b>-300</b>	<b>-49,715</b>	<b>-24,870</b>	<b>0</b>	<b>-1,898,096</b>	<b>-74,885</b>
<b>Total Net Requirement</b>	<b>-1,729,742</b>	<b>-1,716,242</b>	<b>-818</b>	<b>-44,122</b>	<b>-24,345</b>	<b>0</b>	<b>-1,785,527</b>	<b>-69,285</b>

**City of Ottawa**  
**Non Departmental - Operating Resource Requirement Explanatory Notes**  
**In Thousands (\$000)**

2019 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
One-time increase in Federal Gas Tax revenue contributed to Federal Gas Tax Reserve.	-58,000	58,000	0
Endowment Fund - actual 2019 net distributions were lower than the amounts budgeted resulting in a lower contribution to reserves to fund capital expenditures.	6,000	-6,000	0
Ottawa Community Land Development Corporation - lower than expected land sales resulting in a lower contribution to reserves to fund capital expenditures.	2,000	-2,000	0
Sale of Surplus Lands - Revenues derived from the sale of surplus City lands are not budgeted for on an annual basis since the amount of land available for sale will vary significantly from year to year.	-4,705	4,705	0
Receipt of second payment for Cannabis Legislation offset by related expenditures.	-1,255	1,255	0
Hydro Ottawa Dividends - Based on the city's dividend policy, Hydro Ottawa is required to remit to the City the greater of \$20 million or 60% of net income. The surplus is reflective of the higher Ottawa Hydro earnings net of approved capital expenditures.	-500	2,300	1,800
Investment income increase as a result of increased short-term interest rates and larger short-term investment balances.	0	8,000	8,000
Provincial Offences Act - Revenues are higher than budget due to the increase in volume of tickets issued.	0	4,000	4,000
Penalties and Interest and other revenues - growth in fees collected and other revenue.	-350	3,500	3,150
Financial Charge savings and debenture discount.	1,450	0	1,450
Higher than expected Municipal Accommodation Tax (MAT) revenue directed to Ottawa Tourism to promote and develop Ottawa as a tourist destination.	-500	500	0
Higher than anticipated Municipal Accommodation Tax (MAT) revenue from AirBnB.	0	600	600
Payments in Lieu of Taxation, Tax Rebates and Remissions are projected to be in a combined deficit of \$5.5M.	-1,500	-4,000	-5,500
<b>Total Surplus / (Deficit)</b>	<b>-57,360</b>	<b>70,860</b>	<b>13,500</b>

**City of Ottawa**  
**Non Departmental - Operating Resource Requirement Explanatory Notes**  
**In Thousands (\$000)**

2019 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Removal of 2019 Council approved items funded from the Tax Stabilization Reserve and other miscellaneous funding adjustments.	-3,526	11,673	8,147	0.00
Investment income increase supported by higher liquidity balances and improved interest rates.	0	-6,000	-6,000	0.00
Insurance premium increase (ACS2019-CCS-LEG-0002).	3,250	0	3,250	0.00
Program support related to land ambulance service.	-2,000	0	-2,000	0.00
Penalties and Interest - growth in fees collected.	0	-3,965	-3,965	0.00
Increase in Municipal Accommodation Tax (MAT) from AirBnB.	0	-250	-250	0.00
<b>Total Adjustments to Base Budget</b>	<b>-2,276</b>	<b>1,458</b>	<b>-818</b>	<b>0.00</b>

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Maintain Services</b>				
Contribution to Capital - inflationary adjustment.	6,990	0	6,990	0.00
Contribution to Tax Stabilization Reserve.	2,280	0	2,280	0.00
Increase in Municipal Accommodation Tax (MAT) revenue directed to Ottawa Tourism to promote and develop Ottawa as a tourist destination.	2,100	-2,100	0	0.00
One-time contributions from Tax Stabilization reserve for Anti Racism Equity Strategy, Building Better Revitalized Neighbourhoods initiatives, Winter Maintenance and Operations Review, Point of Care system, Partner and Stakeholder Initiatives transitional costs, Kanata 50th Anniversary Celebration, 2020 Election requirement, Ward Boundary Review (ACS2019-CCS-GEN-0031) and Ottawa Police Services.	2,400	-5,777	-3,377	0.00
Reduce contribution to Capital - transferred to Operating for Paramedic Services for the leasing cost of the Electronic Patient Care Record (ePCR) system.	-300	0	-300	0.00
Tax increase for City/Police/Transit Services as approved by Council in report (ACS2019-FSD-FIN-0004).	0	-49,715	-49,715	0.00
<b>Total Maintain Services</b>	<b>13,470</b>	<b>-57,592</b>	<b>-44,122</b>	<b>0.00</b>



**City of Ottawa**  
**Non Departmental - Operating Resource Requirement Explanatory Notes**  
**In Thousands (\$000)**

2020 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
<b>Growth</b>				
Contribution to Capital as per the Long Range Financial Plan funding strategy to recognize growth in the asset base and provide for early cost effective renewal interventions. (ACS2017-CSD-FIN-0017).	1,000	0	1,000	0.00
Revenue increase as a result of the additional installation of red light cameras offset by contribution to the Tax Stabilization reserve.	1,300	-1,775	-475	0.00
Additional tax revenue for City services from assessment growth (including Police and Transit).	0	-24,870	-24,870	0.00
<b>Total Growth</b>	<b>2,300</b>	<b>-26,645</b>	<b>-24,345</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>13,494</b>	<b>-82,779</b>	<b>-69,285</b>	<b>0.00</b>

# Capital Budget

City of Ottawa  
 2020 Draft Capital Budget  
 Finance & Economic Development Committee  
 In Thousands (\$000)

Service Area: General Government											
Category	2020 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	2,925	0	2,925	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	350	0	350	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3,275</b>	<b>0</b>	<b>3,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Ottawa**  
**2020 Draft Capital Budget**  
**Service Area: General Government**  
 In Thousands (\$000)

Program Information			Financial Details																																														
<b>Buildings-General Government</b>			<b>Class of Estimate: C) Planning</b>																																														
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr> <td>By-Law Services</td> <td>75</td> <td></td> </tr> <tr> <td>Child Care Services</td> <td>450</td> <td></td> </tr> <tr> <td>Cultural Services</td> <td>850</td> <td></td> </tr> <tr> <td>Fire Services</td> <td>1,825</td> <td></td> </tr> <tr> <td>General Government</td> <td>2,925</td> <td></td> </tr> <tr> <td>Library</td> <td>750</td> <td></td> </tr> <tr> <td>Long Term Care</td> <td>1,853</td> <td></td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>22,790</td> <td>8,250</td> </tr> <tr> <td>Road Services</td> <td>2,400</td> <td></td> </tr> <tr> <td>Social Services</td> <td>750</td> <td></td> </tr> <tr> <td>Transit Services</td> <td>3,600</td> <td></td> </tr> <tr> <td>Water Services</td> <td>150</td> <td></td> </tr> <tr> <td><b>Total Authority Request</b></td> <td><b>38,418</b></td> <td><b>8,250</b></td> </tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	75		Child Care Services	450		Cultural Services	850		Fire Services	1,825		General Government	2,925		Library	750		Long Term Care	1,853		Parks & Recreation	22,790	8,250	Road Services	2,400		Social Services	750		Transit Services	3,600		Water Services	150		<b>Total Authority Request</b>	<b>38,418</b>	<b>8,250</b>	<b>2020 Request</b>	<b>2,925</b>	Projected Yearend Unspent Bal.		0
			Service Area	Buildings	Parks																																												
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<b>Total Authority Request</b>	<b>38,418</b>	<b>8,250</b>																																															
Revenues		0	Debt																																														
Tax Supported/Dedicated		2,925	Tax Supported/Dedicated Debt		0																																												
Rate Supported		0	Rate Supported Debt		0																																												
Develop. Charges		0	Develop. Charges Debt		0																																												
Gas Tax		0	Gas Tax Debt		0																																												
<b>Forecast</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>																																												
Authority		2,925	1,000	1,000	1,000																																												
Spending Plan		1,460	1,380	1,385	1,000																																												
FTE's		0	0	0	0																																												
Operating Impact		0	0	0	0																																												



**City of Ottawa**  
**2020 Draft Capital Budget**  
**Service Area: General Government**  
 In Thousands (\$000)

Program Information		Financial Details																						
<b>Accessibility - General Government</b>		<b>Class of Estimate: C) Planning</b>																						
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancements	Ward: Multiple	Year of Completion: Various																					
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Accessibility</th> </tr> </thead> <tbody> <tr> <td>Child Care Services</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>350</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>1,850</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>Total Authority Request</b></td> <td><b>2,500</b></td> </tr> </tbody> </table>		Service Area	Accessibility	Child Care Services	60	Cultural Services	60	General Government	350	Library	60	Long Term Care	60	Parks & Recreation	1,850	Social Services	60	<b>Total Authority Request</b>	<b>2,500</b>	<b>2020 Request</b>	<b>350</b>	Projected Yearend Unspent Bal.		0
		Service Area	Accessibility																					
		Child Care Services	60																					
		Cultural Services	60																					
		General Government	350																					
		Library	60																					
		Long Term Care	60																					
		Parks & Recreation	1,850																					
		Social Services	60																					
		<b>Total Authority Request</b>	<b>2,500</b>																					
Revenues	0	Debt																						
Tax Supported/ Dedicated	350	Tax Supported/ Dedicated Debt			0																			
Rate Supported	0	Rate Supported Debt			0																			
Develop. Charges	0	Develop. Charges Debt			0																			
Gas Tax	0	Gas Tax Debt			0																			
		<b>Forecast</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>																		
		Authority	350	725	725	725																		
		Spending Plan	180	470	640	725																		
		FTE's	0	0	0	0																		
		Operating Impact	0	0	0	0																		



**City of Ottawa**  
**2020 Draft Capital Budget**  
**Finance & Economic Development Committee**  
**In Thousands (\$000)**

Service Area: Real Estate Partnerships & Development											
Category	2020 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	0	0	0	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	500	0	500	0	0	0	0	0	0	0	0
<b>Total</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**City of Ottawa**  
**2020 Draft Capital Budget**  
**Service Area: Real Estate Partnerships & Development**  
 In Thousands (\$000)

Project Information			Financial Details					
<b>909154 Accommodation Fit-Ups and Renovations</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Planning, Infrastructure & Economic Development Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2020				
<p>The Corporate Accommodation Review is a Council directed project that will review corporate space standards, policies, and processes; to maximize space in City administrative facilities, shrink the corporate footprint, and achieve efficiency savings.</p> <p>The funds will be used to accommodate minor fit-ups and renovations as required to achieve this objective.</p> <p>New Year of Completion 2023</p>			<b>2020 Request</b>	<b>500</b>	Projected Yearend Unspent Bal.		621	
			Revenues	0	Debt			
			Tax Supported/ Dedicated	500	Tax Supported/ Dedicated Debt			0
			Rate Supported	0	Rate Supported Debt			0
			Develop. Charges	0	Develop. Charges Debt			0
			Gas Tax	0	Gas Tax Debt			0
			<b>Forecast</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	
			Authority	500	500	500	500	
			Spending Plan	500	500	500	500	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

**City of Ottawa**  
**2020 Capital Draft Budget**  
**Finance & Economic Development Committee**  
**Four Year Forecast Summary**  
**In Thousands \$(000's)**

Project Description	2020	2021	2022	2023	Total
<b>General Government</b>					
Renewal of City Assets					
909675 2020 Buildings- General Government	2,925	1,000	1,000	1,000	5,925
<b>Renewal of City Assets Total</b>	<b>2,925</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>5,925</b>
Service Enhancements					
909686 2020 Accessibility - General Government	350	725	725	725	2,525
<b>Service Enhancements Total</b>	<b>350</b>	<b>725</b>	<b>725</b>	<b>725</b>	<b>2,525</b>
<b>General Government Total</b>	<b>3,275</b>	<b>1,725</b>	<b>1,725</b>	<b>1,725</b>	<b>8,450</b>
<b>Real Estate Partnerships &amp; Development</b>					
Service Enhancements					
909154 Accommodation Fit-Ups and Renovations	500	500	500	500	2,000
<b>Service Enhancements Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,000</b>
<b>Real Estate Partnerships &amp; Development Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,000</b>
<b>Grand Total</b>	<b>3,775</b>	<b>2,225</b>	<b>2,225</b>	<b>2,225</b>	<b>10,450</b>

**City of Ottawa**  
**2020 Draft Capital Budget**  
**Finance & Economic Development**  
**Works-In-Progress**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
<b>City Manager's Office</b>					
907220 Hosted Enterprise Payments	643	372	271	-	271
<b>City Manager's Office Total</b>	<b>643</b>	<b>372</b>	<b>271</b>	<b>-</b>	<b>271</b>
<b>Corporate Real Estate Office</b>					
904066 Kanata Town Centre Roads	724	291	433	-	433
905673 Business Park Properties Buy Back	1,800	1,003	797	-	797
907567 Arts Court	44,587	47,317	(2,730)	22	(2,752)
908826 Leitrim Pond 2 - Sanitary Sewer Ext.	665	-	665	-	665
909154 Accommodation Fit-Ups and Renovations	1,000	379	621	31	590
<b>Corporate Real Estate Office Total</b>	<b>48,776</b>	<b>48,989</b>	<b>(214)</b>	<b>53</b>	<b>(267)</b>
<b>Finance</b>					
908025 AMI IT Application Upgrade & SvcContract	1,211	907	304	-	304
<b>Finance Total</b>	<b>1,211</b>	<b>907</b>	<b>304</b>	<b>-</b>	<b>304</b>
<b>General Government</b>					
908113 2016 Buildings-General Government	983	977	6	-	6
908458 2017 Accessibility - General Government	350	1	349	-	349
908466 2017 Buildings-General Government	915	793	122	25	98
908924 2018 Buildings-General Government	2,065	1,238	827	11	817
908935 2018 Accessibility - General Government	340	67	273	40	232
909241 2019 Accessibility - General Government	725	221	504	0	504
909364 2019 Buildings-General Government	6,125	670	5,455	32	5,423
<b>General Government Total</b>	<b>11,503</b>	<b>3,966</b>	<b>7,537</b>	<b>109</b>	<b>7,428</b>
<b>Information Technology</b>					
904184 IT Lifecycle Renew Bus App	1,200	1,200	(0)	-	(0)
905989 IT Business Systems:Renewal Program 2011	1,398	1,398	0	-	0
908035 IT Technology Infrastructure - 2016	4,875	4,875	0	-	0

**City of Ottawa**  
**2020 Draft Capital Budget**  
**Finance & Economic Development**  
**Works-In-Progress**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
908522 Technology Infrastructure - 2017	3,485	2,667	818	-	818
908655 Microsoft Upgrade	12,200	11,849	351	-	351
908875 Technology Infrastructure - 2018	4,975	3,717	1,258	-	1,258
909473 Technology Infrastructure - 2019	4,700	649	4,051	-	4,051
909474 IT Systems Renewal	3,855	108	3,747	11	3,736
<b>Information Technology Total</b>	<b>36,688</b>	<b>26,463</b>	<b>10,225</b>	<b>11</b>	<b>10,214</b>
<b>Infrastructure Svcs &amp; Commtty S</b>					
909280 Main Streets Revitalization	856	76	780	9	771
<b>Infrastructure Svcs &amp; Commtty S Total</b>	<b>856</b>	<b>76</b>	<b>780</b>	<b>9</b>	<b>771</b>
<b>Lansdowne</b>					
905886 LPP - Urban Park *Legacy*	46,231	45,685	546	-	546
<b>Lansdowne Total</b>	<b>46,231</b>	<b>45,685</b>	<b>546</b>	<b>-</b>	<b>546</b>
<b>Library</b>					
909293 OPL - LAC Joint Facility	174,820	1,510	173,309	6	173,303
909294 OPL Central Library Parking Facility	18,100	216	17,884	1	17,883
<b>Library Total</b>	<b>192,920</b>	<b>1,727</b>	<b>191,193</b>	<b>7</b>	<b>191,186</b>
<b>Parks, Buildings, &amp; Grounds</b>					
909301 2018 Tornado Emergency	-	468	(468)	-	(468)
<b>Parks, Buildings, &amp; Grounds Total</b>	<b>-</b>	<b>468</b>	<b>(468)</b>	<b>-</b>	<b>(468)</b>
<b>Parks, Recreation &amp; Culture</b>					
908271 Berrigan Skate Park	382	382	-	-	-
<b>Parks, Recreation &amp; Culture Total</b>	<b>382</b>	<b>382</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Policy &amp; Technical Solutions</b>					
908634 Fleet Growth - Mail Delivery - 2017	40	39	1	-	1

**City of Ottawa  
2020 Draft Capital Budget  
Finance & Economic Development  
Works-In-Progress  
In Thousands \$(000's)**

Project Description	Authority	Expenditures as of August 31, 2019	August 31 2019 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance Including Contractual Obligations
<b>Policy &amp; Technical Solutions Total</b>	<b>40</b>	<b>39</b>	<b>1</b>	<b>-</b>	<b>1</b>
Service Ottawa					
908388 Digital Service Strategy & Implementation	3,466	2,203	1,263	9	1,254
<b>Service Ottawa Total</b>	<b>3,466</b>	<b>2,203</b>	<b>1,263</b>	<b>9</b>	<b>1,254</b>
Transit Services					
905176 Confederation Line	2,095,600	1,593,609	501,991	-	501,991
906569 SouthWest Twy (Baseline to Norice)	1,072	1,269	(197)	-	(197)
906740 LRT 417 Widening	224,500	224,153	347	-	347
907143 Confederation Line Contingency	100,000	69,965	30,035	73	29,963
907201 O-OTM Civic Works - Cash Allowances	58,281	54,857	3,424	-	3,424
907279 ORAP - CSST (OLRT Civic Works)	1,890	1,559	331	-	331
907301 Rock Stabilization OLRT Civic Works	290	287	3	-	3
907657 417/Innes Road Widening	1,500	1,511	(11)	-	(11)
908752 PTIF 001 Mann Ave Transit Structure Repl	5,000	4,392	608	-	608
908772 PTIF 030 Aboriginal Consultation	200	100	100	14	85
909155 PTIF 010Booth Bike JohnAMacDonald-Albert	2,000	1,953	47	-	47
<b>Transit Services Total</b>	<b>2,490,333</b>	<b>1,953,654</b>	<b>536,679</b>	<b>87</b>	<b>536,592</b>
Transit Services - Stage 2 LRT					
907926 Stage 2 LRT-Preliminary Plan-Procurement	3,800,444	374,900	3,425,544	20	3,425,523
908650 Stage 2 LRT - RTG MOU	476,184	300,987	175,198	-	175,198
908709 PTIF 026 Acquisition of 2 train sets	40,000	-	40,000	-	40,000
908771 PTIF 028 LRT Stage2 - Bridge VIA/O-Train	2,500	172	2,328	-	2,328
909586 Trillium Line Ext. Vehicles & Deferred C	246,994	10,847	236,147	-	236,147
909587 Trillium Line Rehabilitation	91,123	-	91,123	-	91,123
<b>Transit Services - Stage 2 LRT Total</b>	<b>4,657,245</b>	<b>686,906</b>	<b>3,970,339</b>	<b>20</b>	<b>3,970,319</b>
<b>Grand Total</b>	<b>7,490,294</b>	<b>2,771,839</b>	<b>4,718,455</b>	<b>305</b>	<b>4,718,150</b>