

Draft **BUDGET 2020**

An affordable approach for
responsible growth, mobility
and housing

Community and Protective Services
Committee

Tabled November 6, 2019



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Community and Protective Services Committee

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

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|---------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| General Manager's Office | 383 | 401 | 401 | 406 | 5 |
| Business & Technical Support Services | 3,016 | 3,775 | 3,845 | 3,970 | 125 |
| Gross Expenditure | 3,399 | 4,176 | 4,246 | 4,376 | 130 |
| Recoveries & Allocations | -6 | 0 | 0 | 0 | 0 |
| Revenue | -41 | 0 | 0 | 0 | 0 |
| Net Requirement | 3,352 | 4,176 | 4,246 | 4,376 | 130 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 3,272 | 4,080 | 4,150 | 4,230 | 80 |
| Overtime | 7 | 7 | 7 | 7 | 0 |
| Material & Services | 70 | 87 | 87 | 137 | 50 |
| 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 | 50 | 2 | 2 | 2 | 0 |
| Gross Expenditures | 3,399 | 4,176 | 4,246 | 4,376 | 130 |
| Recoveries & Allocations | -6 | 0 | 0 | 0 | 0 |
| Net Expenditure | 3,393 | 4,176 | 4,246 | 4,376 | 130 |
| Revenues By Type | | | | | |
| Federal | -107 | 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 | 66 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -41 | 0 | 0 | 0 | 0 |
| Net Requirement | 3,352 | 4,176 | 4,246 | 4,376 | 130 |
| Full Time Equivalents | | | 35.00 | 35.00 | 0.00 |

Emergency and Protective Services Department

2020 Service Area Summary - Security and Emergency Management

- Support a secure environment for citizens of Ottawa to live, work and play
- Lead the coordination of City services to prevent, mitigate, prepare, respond and recover from major emergencies and planned events
- Create a secure work environment for staff through training, assessment, monitoring and response as well as through the delivery of security services, advice and guidance
- Lead corporate and community emergency preparedness and planning activities
- Manage the corporate radio program and coordinate the transition to a new radio system

Programs/Services Offered

Office of Emergency Management

- Administer the City of Ottawa Emergency Management Program
- Administer the Municipal Emergency Plan
- Provide the public emergency preparedness education program: "Are You Ready?"
- Provide Emergency Management training to staff and external stakeholders
- Administer hazard identification and mitigation programs
- Manage the Emergency Management Accreditation Program (EMAP) ensuring ongoing compliance
- Manage Urban Search and Rescue (USAR) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Task Forces
- Provide corporate coordination of major events and emergencies, including the notification and event escalation through the Corporate Duty Officer Network

Corporate Security

- Manage corporate security systems
- Provide incident management and investigation services
- Provide security education and training
- Provide event security planning and coordinate onsite security for special events
- Provide threat and risk assessments at City facilities
- Manage Security Operations Centre
- Manage access control and alarm monitoring at City facilities
- Provide Photo ID services

9-1-1 Service Level Agreement

- Manage Service Level Agreement with the Ottawa Police Service Board
- Manage funding agreement and provide governance and performance oversight

Corporate Radio System

- Manage the transition of approximately 6,000 radios to a new radio system
- Manage the new radio system post implementation
- Provide governance and performance oversight

Protective Measures Program

- Define four protective measures: Building Evacuation, Shelter in Place, Secure Facility and Lockdown
- Provide employees with information on what to do and what to expect when there is a security or emergency situation affecting a City facility

City of Ottawa
 Emergency & Protective Services
 Security and Emergency Management - Operating Resource Requirement
 In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Security and Emergency Management | 8,945 | 10,686 | 10,086 | 10,281 | 195 |
| 9.1.1 | 1,902 | 1,945 | 1,945 | 2,105 | 160 |
| Gross Expenditure | 10,847 | 12,631 | 12,031 | 12,386 | 355 |
| Recoveries & Allocations | -3,384 | -3,666 | -3,866 | -3,866 | 0 |
| Revenue | -418 | -270 | -270 | -270 | 0 |
| Net Requirement | 7,045 | 8,695 | 7,895 | 8,250 | 355 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 2,097 | 2,206 | 2,206 | 2,256 | 50 |
| Overtime | 52 | 7 | 7 | 7 | 0 |
| Material & Services | 6,702 | 8,453 | 7,853 | 8,021 | 168 |
| 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 | 1,996 | 1,965 | 1,965 | 2,102 | 137 |
| Gross Expenditures | 10,847 | 12,631 | 12,031 | 12,386 | 355 |
| Recoveries & Allocations | -3,384 | -3,666 | -3,866 | -3,866 | 0 |
| Net Expenditure | 7,463 | 8,965 | 8,165 | 8,520 | 355 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -42 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -376 | -270 | -270 | -270 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -418 | -270 | -270 | -270 | 0 |
| Net Requirement | 7,045 | 8,695 | 7,895 | 8,250 | 355 |
| Full Time Equivalents | | | 20.00 | 20.00 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 Security and Emergency Management - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Emergency Management course fees | | | | | | | |
| Emergency Management course fee- External participant * ¹ | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Emergency Management course cancellation fee - Internal participant * ¹ | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Emergency Management course cancellation fee - External participant | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Total Departmental | | | | | | | 0 |

Notes:

* Fees calculated per day + HST applicable.

1 Permission from Office of the Fire Marshal and Emergency Management to charge fees for cost recovery.

Emergency and Protective Services Department

2020 Service Area Summary - Ottawa Fire Service

The goal of Ottawa Fire Services (OFS) is to reduce or eliminate loss of life and property. In order to meet this goal, Ottawa Fire Services encourages a culture of public fire safety and strives to empower members of the community with the knowledge and tools required to prevent fires. Ottawa Fire Services enhances emergency response through continual training of staff, identifying change opportunities and managing service priorities.

Programs/Services Offered

Suppression and Rescue

- Effective emergency response which includes fire suppression, rescue operations (e.g. water rescue and automobile extrication) and tiered medical responses
- Special operations, such as responding to hazardous material calls
- Ensure compliance with OFS response standards adopted as part of the Commission of Fire Accreditation International program
- In 2018, Ottawa Fire Services recorded 73,870 apparatus responses to 26,080 incidents including fire, hazardous material, rescue, medical and mutual aid agreement incidents

Communications and Outreach

- Dispatch services - The Communications Division directly impacts the ability of OFS to provide effective fire protection and emergency response to the City. As the first point of contact in an emergency or life-threatening situation, this division is equipped with the technology and systems to receive calls from the public and other emergency services, while ensuring a safe working environment for emergency responders. In 2018, OFS Communications Center received 94,586 calls.
- Recruitment outreach and community engagement campaigns such as Camp FFIT (Female Firefighters in Training)

Prevention and Education

- Public fire safety education through various avenues, including social media, outreach campaigns, community events, and community partnerships
- Conducted 4,060 inspections and participated in 1,455 public education events in 2018. Additionally, OFS visited 13,273 homes in 2018 as part of the Wake Up! Get a Working Smoke Alarm Campaign. In 2018 OFS continued their partnership with Ottawa Community Housing (OCH) for providing inspections to these properties. This collaborative partnership has resulted in safer homes for residents of OCH buildings. Having a strong presence in the community is vital to building trust and strengthening the service's voice. Education, inspections and investigations is a collaborative effort between all divisions within OFS with the ultimate goal of preventing fires
- Application of fire safety standards and enforcement, including thorough fire cause, origin and circumstance evaluations, Fire Code compliance, investigations, fire inspections and risk assessments

City of Ottawa
Emergency & Protective Services
Fire Services - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Chief's Office | 527 | 491 | 491 | 502 | 11 |
| Operations | 144,389 | 146,715 | 145,605 | 149,213 | 3,608 |
| Prevention | 6,005 | 6,481 | 6,481 | 6,642 | 161 |
| Communications | 5,958 | 6,083 | 6,083 | 6,213 | 130 |
| Operational Support | 5,866 | 6,038 | 6,038 | 6,298 | 260 |
| Gross Expenditure | 162,745 | 165,808 | 164,698 | 168,868 | 4,170 |
| Recoveries & Allocations | -59 | 0 | 0 | 0 | 0 |
| Revenue | -854 | -1,093 | -993 | -1,208 | -215 |
| Net Requirement | 161,832 | 164,715 | 163,705 | 167,660 | 3,955 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 141,234 | 146,276 | 146,276 | 149,466 | 3,190 |
| Overtime | 4,371 | 3,140 | 3,140 | 3,205 | 65 |
| Material & Services | 4,057 | 3,698 | 3,288 | 3,338 | 50 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 8,921 | 8,328 | 7,628 | 8,393 | 765 |
| Program Facility Costs | 3,039 | 3,260 | 3,260 | 3,360 | 100 |
| Other Internal Costs | 1,123 | 1,106 | 1,106 | 1,106 | 0 |
| Gross Expenditures | 162,745 | 165,808 | 164,698 | 168,868 | 4,170 |
| Recoveries & Allocations | -59 | 0 | 0 | 0 | 0 |
| Net Expenditure | 162,686 | 165,808 | 164,698 | 168,868 | 4,170 |
| Revenues By Type | | | | | |
| 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 | -854 | -1,093 | -993 | -1,008 | -15 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | -200 | -200 |
| Total Revenue | -854 | -1,093 | -993 | -1,208 | -215 |
| Net Requirement | 161,832 | 164,715 | 163,705 | 167,660 | 3,955 |
| Full Time Equivalents | | | 975.00 | 975.00 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 Fire Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Hazmat Fees and Charges (minimum charge of 1 hour) | | | | | | | |
| Hazmat Vehicle & Techs* | 704.00 | 718.00 | 735.00 | 2.4% | 4.4% | 01-Apr-20 | -15 |
| Pump & Crew* | 898.00 | 916.00 | 938.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Ladder, Aerial, Platform & Crew* | 666.00 | 679.00 | 695.00 | 2.4% | 4.4% | 01-Apr-20 | |
| Incident Commander & Vehicle* | 447.00 | 456.00 | 467.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Safety Officer & Vehicle* | 404.00 | 412.00 | 422.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Water Rescue & Vehicle* | 348.00 | 355.00 | 364.00 | 2.5% | 4.6% | 01-Apr-20 | |
| Hose Tender* | 559.00 | 570.00 | 584.00 | 2.5% | 4.5% | 01-Apr-20 | |
| Supply Tender* | 330.00 | 337.00 | 345.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Foam Tender* | 330.00 | 337.00 | 345.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Heavy Rescue* | 666.00 | 679.00 | 695.00 | 2.4% | 4.4% | 01-Apr-20 | |
| Tanker* | 330.00 | 337.00 | 345.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Command RV Vehicle* | 330.00 | 337.00 | 344.00 | 2.1% | 4.2% | 01-Apr-20 | |
| Service Vehicle* | 167.00 | 170.00 | 174.00 | 2.4% | 4.2% | 01-Apr-20 | |
| Maintenance Vehicle* | 167.00 | 170.00 | 174.00 | 2.4% | 4.2% | 01-Apr-20 | |
| Hazmat Support Vehicle* | 167.00 | 170.00 | 174.00 | 2.4% | 4.2% | 01-Apr-20 | |
| Rehab Vehicle* | 167.00 | 170.00 | 174.00 | 2.4% | 4.2% | 01-Apr-20 | |
| Heavy Equipment Rental* | 159.00 | Cost + 15% | Cost + 15% | | | 01-Apr-20 | |
| Initial Hazard Assessment Team* | | 324.00 | 332.00 | 2.5% | | 01-Apr-20 | |
| Consumable Materials* | | Cost + 15% | Cost + 15% | | | 01-Apr-20 | |

City of Ottawa
Emergency & Protective Services
Fire Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Fire Prevention | | | | | | | |
| 1) File Search (only) Fees | | | | | | | |
| Residential* | 104.00 | 106.00 | 109.00 | 2.8% | 4.8% | 01-Apr-20 | |
| Non-Residential* | 210.00 | 214.00 | 219.00 | 2.3% | 4.3% | 01-Apr-20 | |
| Replacement Documentation* | 84.00 | 86.00 | 88.00 | 2.3% | 4.8% | 01-Apr-20 | |
| 2) General Fire Inspections Fees | | | | | | | |
| Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.* | 415.00 | 423.00 | 433.00 | 2.4% | 4.3% | 01-Apr-20 | |
| Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.* | 665.00 | 678.00 | 694.00 | 2.4% | 4.4% | 01-Apr-20 | |
| Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.* | 831.00 | 848.00 | 868.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Inspections: for 13 storeys or higher, or an especially large complex.* | 1,080.00 | 1,102.00 | 1,128.00 | 2.4% | 4.4% | 01-Apr-20 | |
| Group Homes/Daycares/Nurseries Inspections* | 110.00 | 112.00 | 115.00 | 2.7% | 4.5% | 01-Apr-20 | |
| Fire Summary Reports* | 84.00 | 86.00 | 88.00 | 2.3% | 4.8% | 01-Apr-20 | |
| Fire Safety Plan - Includes application, document review and site inspection.* | 165.00 | 168.00 | 172.00 | 2.4% | 4.2% | 01-Apr-20 | |
| Fire Safety Plan - Includes application, document review and site inspection - Multiple building (3 or more) property.* | 476.00 | 486.00 | 498.00 | 2.5% | 4.6% | 01-Apr-20 | |

City of Ottawa
Emergency & Protective Services
Fire Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Risk Safety Management Plan Review: | | | | | | | |
| Level 1* | 551.00 | 562.00 | 575.00 | 2.3% | 4.4% | 01-Apr-20 | |
| Level 2* | 1,101.00 | 1,123.00 | 1,150.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Re-Inspection Fee - Applicable to the third visit to any property for non-compliance.* | 110.00 | 112.00 | 115.00 | 2.7% | 4.5% | 01-Apr-20 | |
| Marijuana Grow-Op Inspections (MGO) - Investigation and compliance.* | 551.00 | 562.00 | 575.00 | 2.3% | 4.4% | 01-Apr-20 | |
| Fire Drill and Safety Planning Review - On-Site drill assessment and safety plan review (vulnerable occupancies are excluded).* | 242.00 | 247.00 | 253.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Open Air Fire Permits | 13.00 | 14.00 | 14.00 | 0.0% | 7.7% | 01-Apr-20 | |
| Inspection: Specific Event Open Air Fire Permits* | 51.00 | 52.00 | 53.00 | 1.9% | 3.9% | 01-Apr-20 | |
| Agency Letter* | 100.00 | 100.00 | 102.00 | 2.0% | 2.0% | 01-Apr-20 | |
| Recruitment Fees: | | | | | | | |
| Competition User Fee* | 225.00 | 230.00 | 236.00 | 2.6% | 4.9% | 01-Apr-20 | |
| Canadian Physical Ability Testing (CPAT)* | 460.00 | 469.00 | 480.00 | 2.3% | 4.3% | 01-Apr-20 | |
| Special Events Fee: | | | | | | | |
| Fire Apparatus Unit (4 Firefighters plus Truck)-Base Rate ^{1*} | 1,336.00 | 1,363.00 | 1,396.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Fire Apparatus Unit (4 Firefighters plus Truck)-Hourly Rate ^{2*} | 445.00 | 454.00 | 465.00 | 2.4% | 4.5% | 01-Apr-20 | |
| Additional Firefighter(s)-Base Rate ^{1*} | 236.00 | 241.00 | 247.00 | 2.5% | 4.7% | 01-Apr-20 | |
| Additional Firefighter(s)-Hourly Rate ^{2*} | 79.00 | 81.00 | 83.00 | 2.5% | 5.1% | 01-Apr-20 | |
| Fire Prevention Officer-Base Rate ^{1*} | 309.00 | 315.00 | 323.00 | 2.5% | 4.5% | 01-Apr-20 | |
| Fire Prevention Officer-Hourly Rate ^{2*} | 103.50 | 106.00 | 109.00 | 2.8% | 5.3% | 01-Apr-20 | |
| Chief Officer-Base Rate ^{1*} | 349.50 | 356.00 | 365.00 | 2.5% | 4.4% | 01-Apr-20 | |
| Chief Officer-Hourly Rate ^{2*} | 116.00 | 118.00 | 121.00 | 2.5% | 4.3% | 01-Apr-20 | |
| Total Departmental | | | | | | | -15 |

Notes:

* HST applicable

¹ Base rate includes the minimum requirement of three hours of on-site event coverage.

² The hourly rate is charged in addition to the Base Rate for events that exceed three hours.

Emergency & Protective Services Department

2020 Service Area Summary - Ottawa Paramedic Service

The Ottawa Paramedic Service's integrated high performance system efficiently provides clinical excellence to bring residents and visitors sophisticated pre-hospital medicine. The Ottawa Paramedic Service also provides specialty services such as marine paramedics for waterways, tactical paramedics for police operations, and bike paramedics for special events.

The Service also delivers public education and injury prevention programs for City staff and stakeholders, manages all medical equipment purchases for the City of Ottawa, and oversees the Public Access Defibrillator (PAD) Program, which includes the Police Service, OC Transpo, and Fire Services.

Programs/Services Offered

- Street Operations (50/50 cost sharing program with Ministry of Health and Long-Term Care (MOHLTC)). In 2018, the response volume was 144,309
- The Ottawa Central Ambulance Communications Centre (OCACC) is 100% funded by MOHLTC and provides call-taking and dispatching services to the City of Ottawa, United Counties of Prescott and Russell, and United Counties of Stormont, Dundas and Glengarry. In 2018, the OCACC provided call taking services for 140,621 calls and dispatching services for a response volume of 180,630 emergency vehicle responses, an increase of 3.2% from 2017
- Special Operations - ensure public safety by providing medical coverage and response for special events in the City, such as Canada Day, international dignitary visits, conferences, special events and festivals. The majority of special events are on a cost recovery basis
- Community Medicine Programs - promote a safe and healthy community by developing programs for public awareness. Training is run on a 100% cost recovery basis. In 2018, 660 First Aid, CPR and AED courses were provided to 7,144 participants

- Public Access Defibrillator Program - placement of over 1,200 defibrillators in public buildings, police, fire, all O-Train Line 1 Stations and OC Transpo vehicles since 2001. In total, 128 lives have been saved since the program's inception in 2001

City of Ottawa
Emergency & Protective Services
Paramedic Service - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Paramedic Service | 86,942 | 92,745 | 91,605 | 96,215 | 4,610 |
| CACC (Dispatch) | 8,673 | 9,591 | 9,591 | 9,591 | 0 |
| Program Support | 310 | 310 | 310 | 2,310 | 2,000 |
| Gross Expenditure | 95,925 | 102,646 | 101,506 | 108,116 | 6,610 |
| Recoveries & Allocations | 43 | -165 | -165 | -165 | 0 |
| Revenue | -58,100 | -62,998 | -60,318 | -64,128 | -3,810 |
| Net Requirement | 37,868 | 39,483 | 41,023 | 43,823 | 2,800 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 73,961 | 80,299 | 79,374 | 82,714 | 3,340 |
| Overtime | 3,227 | 2,047 | 2,047 | 2,047 | 0 |
| Material & Services | 9,182 | 9,586 | 9,371 | 10,126 | 755 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 6,990 | 7,689 | 7,689 | 8,174 | 485 |
| Program Facility Costs | 2,276 | 2,427 | 2,427 | 2,457 | 30 |
| Other Internal Costs | 289 | 598 | 598 | 2,598 | 2,000 |
| Gross Expenditures | 95,925 | 102,646 | 101,506 | 108,116 | 6,610 |
| Recoveries & Allocations | 43 | -165 | -165 | -165 | 0 |
| Net Expenditure | 95,968 | 102,481 | 101,341 | 107,951 | 6,610 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -56,682 | -61,703 | -59,408 | -63,168 | -3,760 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,418 | -1,295 | -910 | -960 | -50 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -58,100 | -62,998 | -60,318 | -64,128 | -3,810 |
| Net Requirement | 37,868 | 39,483 | 41,023 | 43,823 | 2,800 |
| Full Time Equivalents | | | 664.80 | 678.80 | 14.00 |

City of Ottawa
Emergency & Protective Services
Paramedic Service - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Program Fees | | | | | | | -25 |
| Standard First Aid Certification (two day course)* | 125.00 | 132.35 | 135.00 | 2.0% | 8.0% | 01-Apr-20 | |
| Standard First Aid Recertification (one day course)* | 80.00 | 87.35 | 89.10 | 2.0% | 11.4% | 01-Apr-20 | |
| Emergency First Aid Recertification (one day course)* | 80.00 | 87.35 | 89.10 | 2.0% | 11.4% | 01-Apr-20 | |
| Cardiopulmonary Resuscitation (CPR) "C" and Automated External Defibrillator (AED) (half day course)* | 45.00 | 52.35 | 53.40 | 2.0% | 18.7% | 01-Apr-20 | |
| Health Care Provider CPR "C"/AED (half day course)* | 60.00 | 67.35 | 68.70 | 2.0% | 14.5% | 01-Apr-20 | |
| Oxygen Therapy and Airway Management (half day course)* | 60.00 | 67.35 | 68.70 | 2.0% | 14.5% | 01-Apr-20 | |
| First Aid Instructor Certification (two day course)* | 225.00 | 225.00 | 230.00 | 2.2% | 2.2% | 01-Apr-20 | |
| First Aid Instructor Cross-Over Clinic (half day course)* | 115.00 | 115.00 | 117.50 | 2.2% | 2.2% | 01-Apr-20 | |
| Training off-site fee (one day course)* | 50.00 | 50.00 | 51.00 | 2.0% | 2.0% | 01-Apr-20 | |
| Training off-site fee (two day course)* | 75.00 | 75.00 | 76.50 | 2.0% | 2.0% | 01-Apr-20 | |
| Special Events Fees | | | | | | | |
| Two Person Paramedic Resource - Hourly Rate* | 250.00 | 250.00 | 255.00 | 2.0% | 2.0% | 01-Apr-20 | |
| Single Paramedic Resource - Hourly Rate* | 125.00 | 125.00 | 127.50 | 2.0% | 2.0% | 01-Apr-20 | |
| Total Departmental | | | | | | | -25 |

Notes:

* HST applicable.

1 A minimum charge of 4.5 hours will be applied, which includes 3 hours on-site + 1.5 hours for preparation and travel.

2 The hourly rate divided in half in the event that only a single resource is required.

Emergency & Protective Services Department

2020 Service Area Summary - By-law & Regulatory Services

The mandate of By-law & Regulatory Services (BLRS) is to protect and serve residents, businesses and visitors through education on, and administration and enforcement of, regulations that address public health and safety, nuisance control and consumer protection. The Service Area is responsible for ensuring compliance with city-wide regulatory by-laws and provincial legislation that address a wide range of municipal community issues. By-law & Regulatory Services accomplishes those objectives through:

- Animal Care and Control, including pet registration and transport of sick/injured domestic and small wild animals
- Noise control
- Parking control, including the Private Parking Enforcement Agency Program
- Property Standards, Property Maintenance, and Zoning enforcement
- Smoke Free Ontario and municipal smoke-free regulation enforcement
- Enforcement of various other regulations including Fences, Parks & Facilities, Use and Care of Roads, Clothing Donation Boxes, Shopping Carts, Graffiti
- Vehicle-for-Hire By-law enforcement and inspections (taxis, limousines, private transportation companies)
- Development of administration and enforcement policies and procedures in support of by-laws
- Promotion, education and awareness of by-laws
- Business licensing, administration and enforcement of 33 Business License Categories and Lottery Licensing
- Management of the Spay/Neuter Clinic, and the Municipal Animal Shelter Services Agreement
- Coordination of Large Wild Mammal Emergency Response Service

BLRS consists of four main areas the Directors Office, Parking and Licensing Enforcement, By-law Enforcement and Operational Support to achieve this mandate.

City of Ottawa
Emergency & Protective Services
By-law and Regulatory Services - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Operations | 21,171 | 21,441 | 21,241 | 21,746 | 505 |
| Spay Neuter Clinic | 635 | 505 | 505 | 515 | 10 |
| Municipal Animal Shelter Services | 1,085 | 1,117 | 1,117 | 1,132 | 15 |
| Gross Expenditure | 22,891 | 23,063 | 22,863 | 23,393 | 530 |
| Recoveries & Allocations | -566 | -295 | -295 | -295 | 0 |
| Revenue | -28,509 | -29,767 | -28,967 | -29,467 | -500 |
| Net Requirement | -6,184 | -6,999 | -6,399 | -6,369 | 30 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 16,000 | 16,041 | 16,791 | 17,231 | 440 |
| Overtime | 338 | 420 | 270 | 270 | 0 |
| Material & Services | 4,291 | 4,380 | 4,380 | 4,440 | 60 |
| Transfers/Grants/Financial Charges | 658 | 801 | 1 | 1 | 0 |
| Fleet Costs | 975 | 941 | 941 | 971 | 30 |
| Program Facility Costs | 61 | 66 | 66 | 66 | 0 |
| Other Internal Costs | 568 | 414 | 414 | 414 | 0 |
| Gross Expenditures | 22,891 | 23,063 | 22,863 | 23,393 | 530 |
| Recoveries & Allocations | -566 | -295 | -295 | -295 | 0 |
| Net Expenditure | 22,325 | 22,768 | 22,568 | 23,098 | 530 |
| Revenues By Type | | | | | |
| 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 | -28,509 | -29,767 | -28,967 | -29,467 | -500 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -28,509 | -29,767 | -28,967 | -29,467 | -500 |
| Net Requirement | -6,184 | -6,999 | -6,399 | -6,369 | 30 |
| Full Time Equivalents | | | 176.78 | 176.78 | 0.00 |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|----------------------------|
| Business Licensing | | | | | | | |
| Application Processing Fee | 55.00 | 55.00 | 57.00 | 3.6% | 3.6% | 01-Jan-20 | |
| Canada Day Lottery Fee | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Duplicate Permit Fee | 50.00 | 50.00 | 50.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Renewal late fee | 55.00 | 55.00 | 57.00 | 3.6% | 3.6% | 01-Jan-20 | |
| Adult Entertainment Parlour (Owner) ¹ | 6,835.00 | 6,970.00 | 7,109.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Adult Entertainment Parlour (Operator) ¹ | 1,296.00 | 1,320.00 | 1,346.00 | 2.0% | 3.9% | 01-Jan-20 | |
| Adult Entertainment Stores A ¹ | 661.00 | 675.00 | 689.00 | 2.1% | 4.2% | 01-Jan-20 | |
| Adult Entertainment Stores B ¹ | 65.00 | 66.00 | 67.00 | 1.5% | 3.1% | 01-Jan-20 | |
| All Night Dance Events ¹ | 300.00 | 306.00 | 312.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Amusement Places ¹ | 183.00 | 186.00 | 190.00 | 2.2% | 3.8% | 01-Jan-20 | |
| Auctioneer A (Annual) ¹ | 447.00 | 456.00 | 465.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Auctioneer B (Per Event) ¹ | 151.00 | 154.00 | 157.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Body Rub Parlour ¹ | 1,296.00 | 1,320.00 | 1,346.00 | 2.0% | 3.9% | 01-Jan-20 | |
| Driving School (Owner/Operator) ¹ | 439.00 | 447.00 | 456.00 | 2.0% | 3.9% | 01-Jan-20 | |
| Driving School (Instructor) ¹ | 159.00 | 162.00 | 165.00 | 1.9% | 3.8% | 01-Jan-20 | |
| Driving School (Initial vehicle inspection) ¹ | 51.00 | 52.00 | 53.00 | 1.9% | 3.9% | 01-Jan-20 | |
| Exhibitions (per event) ¹ | 269.00 | 274.00 | 279.00 | 1.8% | 3.7% | 01-Jan-20 | |
| Exhibitions (each additional day) | 51.00 | 52.00 | 53.00 | 1.9% | 3.9% | 01-Jan-20 | |
| Exotic Animal Entertainment ¹ | 269.00 | 274.00 | 279.00 | 1.8% | 3.7% | 01-Jan-20 | |
| Exotic Animal Rescue Establishments ¹ | 135.00 | 137.00 | 140.00 | 2.2% | 3.7% | 01-Jan-20 | |
| Flea Markets (C-Annual) ¹ | 1,967.00 | 2,006.00 | 2,046.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Flea Markets (A-day) ¹ | 269.00 | 274.00 | 279.00 | 1.8% | 3.7% | 01-Jan-20 | |
| Food Premises ¹ | 200.00 | 204.00 | 208.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Group Home Old Nepean and Old Gloucester ¹ | 128.00 | 130.00 | 133.00 | 2.3% | 3.9% | 01-Jan-20 | |
| Group Home Cumberland (New) ¹ | 119.00 | 121.00 | 123.00 | 1.7% | 3.4% | 01-Jan-20 | |
| Group Home Cumberland (Renewal) | 33.00 | 34.00 | 35.00 | 2.9% | 6.1% | 01-Jan-20 | |
| Kennel - Boarding ¹ | 110.00 | 112.00 | 114.00 | 1.8% | 3.6% | 01-Jan-20 | |
| Kennel - In-Home Breeding | 79.00 | 80.00 | 82.00 | 2.5% | 3.8% | 01-Jan-20 | |
| Kennel - Recreational | 79.00 | 80.00 | 82.00 | 2.5% | 3.8% | 01-Jan-20 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|----------------------------|
| Business Licensing cont'd | | | | | | | |
| Pet Shop ¹ | 113.00 | 115.00 | 117.00 | 1.7% | 3.5% | 01-Jan-20 | |
| Public Garage ¹ | 200.00 | 204.00 | 208.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Rickshaw Operators | 49.00 | 50.00 | 51.00 | 2.0% | 4.1% | 01-Jan-20 | |
| Rickshaw Owners | 93.00 | 95.00 | 97.00 | 2.1% | 4.3% | 01-Jan-20 | |
| Rooming House Owner 4-10 rooming units ¹ | 189.00 | 192.00 | 196.00 | 2.1% | 3.7% | 01-Jan-20 | |
| Rooming House Owner 11-20 rooming units ¹ | 251.00 | 256.00 | 261.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Rooming House Owner 21-30 rooming units ¹ | 319.00 | 325.00 | 332.00 | 2.2% | 4.1% | 01-Jan-20 | |
| Rooming House Owner 31-40 rooming units ¹ | 378.00 | 385.00 | 393.00 | 2.1% | 4.0% | 01-Jan-20 | |
| Rooming House Owner 41-50 rooming units ¹ | 447.00 | 456.00 | 465.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Rooming House Owner 51-60 rooming units ¹ | 508.00 | 518.00 | 528.00 | 1.9% | 3.9% | 01-Jan-20 | |
| Rooming House Owner over 60 rooming units ¹ | 536.00 | 546.00 | 557.00 | 2.0% | 3.9% | 01-Jan-20 | |
| Salvage Yards ¹ | 166.00 | 169.00 | 172.00 | 1.8% | 3.6% | 01-Jan-20 | |
| Second-hand Goods Shops ¹ | 166.00 | 169.00 | 172.00 | 1.8% | 3.6% | 01-Jan-20 | |
| Snow Plow Contractors ¹ | 275.00 | 280.00 | 286.00 | 2.1% | 4.0% | 01-Jan-20 | |
| Snow Plow Vehicles | 30.00 | 31.00 | 35.00 | 12.9% | 16.7% | 01-Jan-20 | |
| Temporary Sign Lessors ¹ | 392.00 | 400.00 | 408.00 | 2.0% | 4.1% | 01-Jan-20 | |
| Tobacco Vendors ¹ | 838.00 | 854.00 | 871.00 | 2.0% | 3.9% | 01-Jan-20 | |
| Private Parking Enforcement Agency ¹ | 320.00 | 326.00 | 333.00 | 2.1% | 4.1% | 01-Jan-20 | |
| Refreshment Vendors | | | | | | | |
| Mobile Refreshment Vehicle - Urban | | | | | | | |
| Licence "A" Annual ¹ | 3,236.00 | 3,300.00 | 3,366.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Licence "B" six months ¹ | 2,092.00 | 2,133.00 | 2,176.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Licence "C" monthly ¹ | 319.00 | 325.00 | 332.00 | 2.2% | 4.1% | 01-Jan-20 | |
| Licence "D" special event (1-21 days) ¹ | 252.00 | 257.00 | 265.00 | 3.1% | 5.2% | 01-Jan-20 | |
| Licence "E" special event per day (1-4 days) ¹ | 191.00 | 195.00 | 195.00 | 0.0% | 2.1% | 01-Jan-20 | |
| Licence "F" roadway annual ¹ | 3,236.00 | 3,300.00 | 3,366.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Licence "G" roadway six months ¹ | 2,092.00 | 2,133.00 | 2,176.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Licence "H" roadway monthly ¹ | 319.00 | 325.00 | 332.00 | 2.2% | 4.1% | 01-Jan-20 | |
| Licence "I" Canada Day ¹ | 163.00 | 166.00 | 175.00 | 5.4% | 7.4% | 01-Jan-20 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|----------------------------|
| Refreshment Vendors cont'd | | | | | | | |
| Mobile Canteen - Urban | | | | | | | |
| Licence "A" Annual ¹ | 698.00 | 712.00 | 726.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Licence "B" Six months ¹ | 508.00 | 518.00 | 528.00 | 1.9% | 3.9% | 01-Jan-20 | |
| Licence "C" Monthly ¹ | 252.00 | 257.00 | 262.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Licence "D" Special Event (1-21 days) ¹ | 220.00 | 224.00 | 230.00 | 2.7% | 4.5% | 01-Jan-20 | |
| Licence "E" Special Event per day (1-4 days) ¹ | 189.00 | 193.00 | 195.00 | 1.0% | 3.2% | 01-Jan-20 | |
| Mobile Refreshment Cart - Urban | | | | | | | |
| Licence "A" Annual ¹ | 567.00 | 578.00 | 590.00 | 2.1% | 4.1% | 01-Jan-20 | |
| Licence "B" Six months ¹ | 378.00 | 385.00 | 393.00 | 2.1% | 4.0% | 01-Jan-20 | |
| Licence "C" Monthly ¹ | 252.00 | 257.00 | 262.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Licence "D" Special Event (1-21 days) ¹ | 220.00 | 224.00 | 230.00 | 2.7% | 4.5% | 01-Jan-20 | |
| Licence "E" Special Event per day (1-4 days) ¹ | 189.00 | 193.00 | 195.00 | 1.0% | 3.2% | 01-Jan-20 | |
| Licence "F" Sidewalk Annual ¹ | 567.00 | 578.00 | 590.00 | 2.1% | 4.1% | 01-Jan-20 | |
| Licence "G" Sidewalk Six Months ¹ | 378.00 | 385.00 | 393.00 | 2.1% | 4.0% | 01-Jan-20 | |
| Licence "H" Sidewalk Monthly ¹ | 252.00 | 257.00 | 262.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Licence "I" Canada Day ¹ | 163.00 | 166.00 | 175.00 | 5.4% | 7.4% | 01-Jan-20 | |
| Refreshment Stand - Urban | | | | | | | |
| Licence "A" Annual ¹ | 759.00 | 774.00 | 789.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Licence "B" Six Months ¹ | 508.00 | 518.00 | 528.00 | 1.9% | 3.9% | 01-Jan-20 | |
| Licence "C" Monthly ¹ | 252.00 | 257.00 | 262.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Licence "D" Special Event (1-21 days) ¹ | 220.00 | 224.00 | 230.00 | 2.7% | 4.5% | 01-Jan-20 | |
| Licence "E" Special Event per day (1-4 days) ¹ | 165.00 | 168.00 | 175.00 | 4.2% | 6.1% | 01-Jan-20 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|----------------------------|
| Refreshment Vendors cont'd | | | | | | | |
| Itinerant Seller - Urban | | | | | | | |
| Licence "A" Annual ¹ | 508.00 | 518.00 | 528.00 | 1.9% | 3.9% | 01-Jan-20 | |
| Licence "B" Six Months ¹ | 319.00 | 325.00 | 332.00 | 2.2% | 4.1% | 01-Jan-20 | |
| Licence "C" Monthly ¹ | 281.00 | 287.00 | 293.00 | 2.1% | 4.3% | 01-Jan-20 | |
| Licence "D" Special Event (1-21 days) ¹ | 252.00 | 257.00 | 265.00 | 3.1% | 5.2% | 01-Jan-20 | |
| Licence "E" Special Event per day (1-4 days) ¹ | 165.00 | 168.00 | 175.00 | 4.2% | 6.1% | 01-Jan-20 | |
| Licence "F" Sidewalk Annual ¹ | 508.00 | 518.00 | 528.00 | 1.9% | 3.9% | 01-Jan-20 | |
| Licence "G" Sidewalk Six Months ¹ | 319.00 | 325.00 | 332.00 | 2.2% | 4.1% | 01-Jan-20 | |
| Licence "H" Sidewalk Monthly ¹ | 281.00 | 287.00 | 293.00 | 2.1% | 4.3% | 01-Jan-20 | |
| Licence "I" Canada Day ¹ | 163.00 | 166.00 | 175.00 | 5.4% | 7.4% | 01-Jan-20 | |
| Mobile Refreshment Vehicle - Rural | | | | | | | |
| Licence "A" Annual ¹ | 475.00 | 484.00 | 494.00 | 2.1% | 4.0% | 01-Jan-20 | |
| Licence "B" Eight Months ¹ | 299.00 | 304.00 | 310.00 | 2.0% | 3.7% | 01-Jan-20 | |
| Licence "C" Special Event per day (1-30 days) ¹ | 119.00 | 121.00 | 123.00 | 1.7% | 3.4% | 01-Jan-20 | |
| Itinerant Seller - Rural | | | | | | | |
| Licence "A" Annual ¹ | 357.00 | 364.00 | 371.00 | 1.9% | 3.9% | 01-Jan-20 | |
| Licence "B" Eight Months ¹ | 237.00 | 241.00 | 246.00 | 2.1% | 3.8% | 01-Jan-20 | |
| Licence "C" Special Event per day (1-30 days) ¹ | 119.00 | 121.00 | 123.00 | 1.7% | 3.4% | 01-Jan-20 | |
| Annual Designated Space | | | | | | | |
| Roadway - Removal Zone 1 (Schedule B) ¹ | 4,159.00 | 4,242.00 | 4,327.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Roadway - Removal Zone 2 (Schedule F) ¹ | 1,901.00 | 1,939.00 | 1,978.00 | 2.0% | 4.1% | 01-Jan-20 | |
| Roadway - Removal Zone 3 (Schedule I) ¹ | 1,901.00 | 1,939.00 | 1,978.00 | 2.0% | 4.1% | 01-Jan-20 | |
| Sidewalk - Removal Zone 1 (Schedule C) ¹ | 1,782.00 | 1,817.00 | 1,853.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Sidewalk - Removal Zone 2 (Schedule G) ¹ | 891.00 | 908.00 | 926.00 | 2.0% | 3.9% | 01-Jan-20 | |
| Sidewalk - Removal Zone 3 (Schedule J) ¹ | 891.00 | 908.00 | 926.00 | 2.0% | 3.9% | 01-Jan-20 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|----------------------------|
| Portable Signs | | | | | | | |
| Temporary Sign (30 day) | 125.00 | 127.00 | 130.00 | 2.4% | 4.0% | 01-Jan-20 | |
| Temporary Sign Inflatable (7 days) | 77.00 | 78.00 | 80.00 | 2.6% | 3.9% | 01-Jan-20 | |
| Fireworks Permit | 55.00 | 55.00 | 56.00 | 1.8% | 1.8% | 01-Jan-20 | |
| Pet Registration and Pound Redemption | | | | | | | |
| Kitten/puppy (under 6 months) | 20.00 | 21.00 | 22.00 | 4.8% | 10.0% | 01-Jan-20 | |
| Dog/cat (over 6 months) - sterilized | 20.00 | 21.00 | 22.00 | 4.8% | 10.0% | 01-Jan-20 | |
| Dog/cat (over 6 months) - unsterilized | 40.00 | 41.00 | 42.00 | 2.4% | 5.0% | 01-Jan-20 | |
| Vicious dog | 100.00 | 100.00 | 102.00 | 2.0% | 2.0% | 01-Jan-20 | |
| Service Animal | - | - | - | 0.0% | 0.0% | 01-Jan-20 | |
| Tag Replacement (after first re-issue) | 10.00 | 10.00 | 10.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Dog redeemed per day for each day | 50.00 | 50.00 | 52.00 | 4.0% | 4.0% | 01-Jan-20 | |
| Cat redeemed per day for each day | 40.00 | 40.00 | 40.00 | 0.0% | 0.0% | 01-Jan-20 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|----------------------------|
| Spay Neuter Clinic | | | | | | | |
| Female Dogs | | | | | | | |
| Small - under 10kg.* | 300.00 | 305.00 | 311.00 | 2.0% | 3.7% | 01-Jan-20 | |
| Medium - 10 - 20 kg.* | 310.00 | 315.00 | 321.00 | 1.9% | 3.5% | 01-Jan-20 | |
| Large - 21 - 40 kg.* | 345.00 | 355.00 | 362.00 | 2.0% | 4.9% | 01-Jan-20 | |
| X-large - over 40 kg.* | 395.00 | 405.00 | 413.00 | 2.0% | 4.6% | 01-Jan-20 | |
| Male Dogs | | | | | | | |
| Small - under 10kg.* | 270.00 | 275.00 | 281.00 | 2.2% | 4.1% | 01-Jan-20 | |
| Medium - 10 - 20 kg.* | 285.00 | 290.00 | 296.00 | 2.1% | 3.9% | 01-Jan-20 | |
| Large - over 20 kg.* | 300.00 | 310.00 | 316.00 | 1.9% | 5.3% | 01-Jan-20 | |
| Female Cats* | 185.00 | 185.00 | 189.00 | 2.2% | 2.2% | 01-Jan-20 | |
| Male Cats* | 145.00 | 145.00 | 148.00 | 2.1% | 2.1% | 01-Jan-20 | |
| Other | | | | | | | |
| Surgery deposit (dog or cat) | 75.00 | 75.00 | 75.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Medical Supplies* | 8.85 | 8.85 | 9.74 | 10.1% | N/A | 01-Jan-20 | |
| Rabies vaccination* | 25.00 | 25.00 | 26.00 | 4.0% | N/A | 01-Jan-20 | |
| Microchip insertion* | 30.00 | 30.00 | 31.00 | 3.3% | N/A | 01-Jan-20 | |
| Surcharges | | | | | | | |
| Pregnant (dog or cat)* | 40.00 | 40.00 | 41.00 | 2.5% | 2.5% | 01-Jan-20 | |
| Medical complication (dog or cat)* | 30.00 | 30.00 | 50.00 | 66.7% | 66.7% | 01-Jan-20 | |
| Each inguinal testicle (cryptorchid dog)* | 80.00 | 80.00 | 82.00 | 2.5% | 2.5% | 01-Jan-20 | |
| Each abdominal testicle (cryptorchid dog)* | 150.00 | 150.00 | 153.00 | 2.0% | N/A | 01-Jan-20 | |
| Cryptorchid (cat)* | 80.00 | 80.00 | 82.00 | 2.5% | N/A | 01-Jan-20 | |
| Non-resident female (dog or cat)* | 25.00 | 25.00 | 26.00 | 4.0% | 4.0% | 01-Jan-20 | |
| Non-resident male (dog or cat)* | 25.00 | 25.00 | 26.00 | 4.0% | 4.0% | 01-Jan-20 | |
| Elizabethan collar* | 8.85 | 8.85 | 9.74 | 10.1% | 10.1% | 01-Jan-20 | |
| Board/care per day fee* | 20.00 | 20.00 | 20.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Special Events | | | | | | | |
| By-law Enforcement Officer* ² | 62.00 | 66.00 | 70.00 | 6.1% | 12.9% | 01-Jan-20 | |
| Parking Control Officer* ² | 62.00 | 63.00 | 65.00 | 3.2% | 4.8% | 01-Jan-20 | |
| Property Standards Officer* ² | 67.00 | 72.00 | 75.00 | 4.2% | 11.9% | 01-Jan-20 | |
| Supervisor* ² | 72.00 | 75.00 | 80.00 | 6.7% | 11.1% | 01-Jan-20 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|---|---|---|-----------------------|-----------------------|----------------|----------------------------|
| Noise By-law | | | | | | | |
| Exemption Application fee | 55.00 | 55.00 | 60.00 | 9.1% | 9.1% | 01-Jan-20 | |
| Inspection/Monitoring fee (per hour) | 60.00 | 60.00 | 70.00 | 16.7% | 16.7% | 01-Jan-20 | |
| Property Standards By-law (PSB) | | | | | | | |
| Property Standards Committee Appeal processing fee | 205.00 | 209.00 | 225.00 | 7.7% | 9.8% | 01-Jan-20 | |
| Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial | | | | | | | |
| 1-2 units/unit | 55.00 | 55.00 | 56.00 | 1.8% | 1.8% | 01-Jan-20 | |
| More than 2, not more than 5 units/unit | 40.00 | 40.00 | 41.00 | 2.5% | 2.5% | 01-Jan-20 | |
| More than 5, not more than 15 units/unit | 204.00 + 15.00 per unit above the 5th unit | 204.00 + 15.00 per unit above the 5th unit | 208.00 + 15.00 per unit above the 5th unit | 0.0% | N/A | 01-Jan-20 | |
| More than 15, not more than 25 units/unit | 306.00 + 10.00 per unit above the 15th unit | 306.00 + 10.00 per unit above the 15th unit | 312.00 + 10.00 per unit above the 15th unit | 0.0% | N/A | 01-Jan-20 | |
| More than 25 units/unit | 408.00 + 5.00 per unit above the 25th unit | 408.00 + 5.00 per unit above the 25th unit | 416.00 + 5.00 per unit above the 25th unit | 0.0% | N/A | 01-Jan-20 | |
| Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial | | | | | | | |
| Free Standing Industrial, Commercial Buildings (single occupancy) | 50.00 / 98 sq. m., 200.00 min. | 50.00 / 98 sq. m., 200.00 min. | 50.00 / 98 sq. m., 200.00 min. | 0.0% | N/A | 01-Jan-20 | |
| Vacant and Derelict Property | 102.00 | 102.00 | 104.00 | 2.0% | 2.0% | 01-Jan-20 | |
| Property Standards By-law - Re-inspection Fee | | | | | | | |
| For first hour or part thereof/ property | 102.00 | 102.00 | 104.00 | 2.0% | 2.0% | 01-Jan-20 | |
| For each subsequent hour or part thereof/ property | 51.00 | 51.00 | 52.00 | 2.0% | 2.0% | 01-Jan-20 | |
| Vehicles-for Hire - Taxis - New Application¹ | | | | | | | |
| Taxicab Driver - Standard | 96.00 | 98.00 | 100.00 | 2.0% | 4.2% | 01-Jan-20 | |
| Taxicab Driver - Accessible | 0.00 | 0.00 | - | 0.0% | 0.0% | 01-Jan-20 | |
| Taxi Plate Holder - Standard Taxicab | 556.00 | 567.00 | 578.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Taxi Plate Holder - Accessible Taxicab | 556.00 | 567.00 | 578.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Taxicab Broker - 1 to 24 taxicabs | 823.00 | 839.00 | 856.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Taxicab Broker - 25 to 99 taxicabs | 2,518.00 | 2,568.00 | 2,619.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Taxicab Broker - 100 or more taxicabs | 7,398.00 | 7,545.00 | 7,696.00 | 2.0% | 4.0% | 01-Jan-20 | |
| New license application for Standard or Accessible Taxicab Driver with no less than 10 yrs experience, who's license had lapsed | 306.00 | 312.00 | 318.00 | 1.9% | 3.9% | 01-Jan-20 | |

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|----------------------------|
| Vehicles-for Hire - Taxis - Renewal Application¹ | | | | | | | |
| Taxicab Driver - Standard | 96.00 | 98.00 | 100.00 | 2.0% | 4.2% | 01-Jan-20 | |
| Taxicab Driver - Accessible | 0.00 | - | - | 0.0% | 0.0% | 01-Jan-20 | |
| Taxi Plate Holder - Standard Taxicab | 556.00 | 567.00 | 578.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Taxi Plate Holder - Accessible Taxicab | 556.00 | 567.00 | 578.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Taxicab Broker - 1 to 24 taxicabs | 823.00 | 839.00 | 856.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Taxicab Broker - 25 to 99 taxicabs | 2,518.00 | 2,568.00 | 2,619.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Taxicab Broker - 100 or more taxicabs | 7,398.00 | 7,545.00 | 7,696.00 | 2.0% | 4.0% | 01-Jan-20 | |
| Late fee (additional) - Taxicab Driver, Taxicab Broker | 55.00 | 55.00 | 56.00 | 1.8% | 1.8% | 01-Jan-20 | |
| Late fee (additional) - Taxi Plate Holder - Standard & Accessible | 100.00 | 100.00 | 102.00 | 2.0% | 2.0% | 01-Jan-20 | |
| Vehicles-for Hire - Taxis - License Transfer Fees¹ | | | | | | | |
| Transfer Taxi Plate Holder to Taxi Plate Holder | 4,114.00 | 4,196.00 | 4,196.00 | 0.0% | 2.0% | 01-Jan-20 | |
| Transfer Taxi Plate Holder - deceased Taxicab Owner to legal spouse/child within 12 months of death | 306.00 | 312.00 | 312.00 | 0.0% | 2.0% | 01-Jan-20 | |
| Two Taxi Plates or more upon Death of Plate Holder (per plate) | 3,876.00 | 3,953.00 | 3,953.00 | 0.0% | 2.0% | 01-Jan-20 | |
| Vehicle to replacement vehicle | 55.00 | 55.00 | 56.00 | 1.8% | 1.8% | 01-Jan-20 | |
| Vehicles-for Hire - Taxis - Replacement of Duplicate Fees section | | | | | | | |
| Licence Plate | 30.00 | 30.00 | 31.00 | 3.3% | 3.3% | 01-Jan-20 | |
| License Certificate | 20.00 | 20.00 | 20.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Change to Certificate | 10.00 | 10.00 | 10.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Photo Identification | 20.00 | 20.00 | 20.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Tariff Card | 10.00 | 10.00 | 10.00 | 0.0% | 0.0% | 01-Jan-20 | |

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|--|-------------------------|-------------------------|-------------------------|-----------------------|-----------------------|----------------|----------------------------|
| Vehicles-for Hire - Taxis - Inspection fee per vehicle | | | | | | | |
| Meter check after initial check | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Vehicle re-inspection | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Renewal to Priority List | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Addition to Priority List | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Vehicles-for Hire - Limousines | | | | | | | |
| Owner/Operator ³ | 960.00 | 979.00 | 999.00 | 2.0% | 4.1% | 01-Jan-20 | |
| Each Vehicle (except auxiliary service vehicles) | 556.00 | 567.00 | 578.00 | 1.9% | 4.0% | 01-Jan-20 | |
| Each temporary vehicle (30 days) | 59.00 | 60.00 | 61.00 | 1.7% | 3.4% | 01-Jan-20 | |
| Limousines - License Transfer Fee | | | | | | | |
| Change of named licensee | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Change of premise location | 102.00 | 102.00 | 104.00 | 2.0% | 2.0% | 01-Jan-20 | |
| Change of named licensee to another partner | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Replacement vehicle | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Vehicles-for Hire - Private Transportation Companies (PTC) ¹ | | | | | | | |
| PTC - 1 to 24 affiliated vehicles | 823.00 + 0.11/trip | 839.00 + 0.11/trip | 856.00 + 0.11/trip | 2.0% | N/A | 01-Jan-20 | |
| PTC - 25 to 99 affiliated vehicles | 2,518.00 + 0.11/trip | 2,568.00 + 0.11/trip | 2,619.00 + 0.11/trip | 2.0% | N/A | 01-Jan-20 | |
| PTC - 100 or more affiliated vehicles | 7,398.00 + 0.11/trip | 7,545.00 + 0.11/trip | 7,696.00 + 0.11/trip | 2.0% | N/A | 01-Jan-20 | |
| Total Departmental | | | | | | | 100 |

- Notes:**
- ¹ Fees subject to Application processing, Canada Day Lottery Fee, Duplicate Permit Fee and Renewal late fee, as applicable.
 - ² Fee per hour; a minimum charge of 3 hours will be applied, which includes on-site time, preparation and travel.
 - ³ Processing fee applies to each application by limousine licensee regardless of number of temporary vehicles.
 - * HST applicable.

Emergency & Protective Services Department

2020 Service Area Summary - Public Policy Development

The Public Policy Development Service Area is responsible for recommending public policy for regulatory matters within the purview of the Emergency and Protective Services Department (EPS), and for developing and drafting corresponding regulatory by-laws including amendments to existing by-laws. The Service supports other City departments with the development of their by-laws where there is an intersection with EPS. The service area is also responsible for developing Ottawa's Community Safety and Well-Being Plan.

Programs/Services Offered

- Providing strategic, policy, and regulatory advice and recommendations to EPS and other Departments, Committee and Council regarding the development and/or amendment of relevant EPS by-laws and policies
- Developing and implementing a by-law review workplan for each term of Council, in accordance with the Council-approved By-law Review Framework
- Undertaking by-law review projects for existing regulations or emerging areas, including conducting public engagement and stakeholder consultation, research, and drafting as required
- Monitoring the activities of other levels of government to determine impacts on EPS by-laws and regulations
- Leading development of the legislatively-required Community Safety and Well-Being Plan including research, public and stakeholder engagement, evaluation and performance measures, and reporting to Committee and Council on the Plan development as required

City of Ottawa
 Emergency & Protective Services
 Public Policy Development - Operating Resource Requirement
 In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|------------|--------------|-------------|-------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Public Policy Development | 311 | 1,389 | 989 | 784 | -205 |
| Gross Expenditure | 311 | 1,389 | 989 | 784 | -205 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 311 | 1,389 | 989 | 784 | -205 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 190 | 954 | 754 | 764 | 10 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 120 | 435 | 235 | 20 | -215 |
| 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 | 1 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 311 | 1,389 | 989 | 784 | -205 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 311 | 1,389 | 989 | 784 | -205 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 311 | 1,389 | 989 | 784 | -205 |
| Full Time Equivalents | | | 6.00 | 6.00 | 0.00 |

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

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| General Manager's Office | 361 | 399 | 399 | 409 | 10 |
| Business Support Services | 2,957 | 3,206 | 3,206 | 3,276 | 70 |
| Gross Expenditure | 3,318 | 3,605 | 3,605 | 3,685 | 80 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 3,318 | 3,605 | 3,605 | 3,685 | 80 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 3,249 | 3,518 | 3,518 | 3,598 | 80 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 60 | 77 | 77 | 77 | 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 | 9 | 10 | 10 | 10 | 0 |
| Gross Expenditures | 3,318 | 3,605 | 3,605 | 3,685 | 80 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 3,318 | 3,605 | 3,605 | 3,685 | 80 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 3,318 | 3,605 | 3,605 | 3,685 | 80 |
| Full Time Equivalents | | | 31.00 | 31.00 | 0.00 |

Community and Social Services Department

2020 Service Area Summary - Employment and Social Services

Employment and Social Services provides financial and employment assistance and social supports to families and individuals, to improve the social and economic well-being of Ottawa residents. The service area is responsible for administering the Ontario Works program, which includes financial assistance for basic needs and shelter, employment supports and health benefits. This also includes assessing eligibility for residential services and light housekeeping services for low-income residents. The service area provides a range of employment services to family members of Ontario Disability Support Program (ODSP) recipients and operates one of 11 Employment Ontario Centres in Ottawa. In addition, the service area also delivers the 100 per cent municipally funded Essential Health and Social Supports program and assesses eligibility for light housekeeping services and residential services for low-income residents.

Programs/Services Offered

Each month, approximately:

- 18,300 households receive assistance from the Ontario Works program
- 25,350 households receive assistance from ODSP
- 2,500 households receive assistance from the Essential Health and Social Supports Program
- 1,400 residents receive light housekeeping services
- 23,000 individuals receive employment programs and services when they visit Employment Ontario at the Catherine St. Employment and Social Services office

City of Ottawa
Community & Social Services
Employment and Social Services - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|---|-----------------|-----------------|-----------------|-----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Ontario Works Program | 253,489 | 247,844 | 257,280 | 258,910 | 1,630 |
| Municipal Low Income Benefits | 2,256 | 2,185 | 2,185 | 2,185 | 0 |
| Home Support Program | 3,478 | 3,000 | 3,000 | 3,000 | 0 |
| Provincial Employment Programs | 2,568 | 2,912 | 2,912 | 2,912 | 0 |
| Addiction Services Initiative | 1,812 | 1,063 | 1,821 | 0 | -1,821 |
| Community Bus Passes and EquiPass Program | 8,170 | 8,708 | 8,708 | 9,648 | 940 |
| Gross Expenditure | 271,773 | 265,712 | 275,906 | 276,655 | 749 |
| Recoveries & Allocations | -18,939 | -17,785 | -17,785 | -17,785 | 0 |
| Revenue | -226,931 | -221,144 | -230,338 | -228,967 | 1,371 |
| Net Requirement | 25,903 | 26,783 | 27,783 | 29,903 | 2,120 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 46,145 | 47,257 | 48,730 | 49,224 | 494 |
| Overtime | 19 | 0 | 0 | 0 | 0 |
| Material & Services | 1,249 | 1,178 | 1,328 | 969 | -359 |
| Transfers/Grants/Financial Charges | 217,257 | 210,302 | 218,873 | 219,487 | 614 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 4,532 | 4,445 | 4,445 | 4,445 | 0 |
| Other Internal Costs | 2,571 | 2,530 | 2,530 | 2,530 | 0 |
| Gross Expenditures | 271,773 | 265,712 | 275,906 | 276,655 | 749 |
| Recoveries & Allocations | -18,939 | -17,785 | -17,785 | -17,785 | 0 |
| Net Expenditure | 252,834 | 247,927 | 258,121 | 258,870 | 749 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -226,931 | -221,144 | -230,338 | -228,967 | 1,371 |
| 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 |
| Total Revenue | -226,931 | -221,144 | -230,338 | -228,967 | 1,371 |
| Net Requirement | 25,903 | 26,783 | 27,783 | 29,903 | 2,120 |
| Full Time Equivalents | | | 545.17 | 538.17 | -7.00 |

Community and Social Services Department

2020 Service Area Summary - Children's Services

Children's Services, together with community partners, provides high-quality child care and early years' services that are accessible, inclusive and affordable to families and is committed to serving our most vulnerable residents. Child care is the caring for and supervision of children (ages 0-12) in licensed settings (home-based or centre-based) as well as before and after school programs. Fee subsidies are available to assist families with the cost of child care. Early years services are free-of-charge programs that provide opportunities for children (ages 0 to 6) to participate in play and inquiry-based programs with parents / caregivers in attendance. Programming includes playgroups, workshops and pre- and post-natal supports that assist parents / caregivers in their roles and facilitate access to information and specialized services.

Programs/Services Offered

- Support approximately 8,000 subsidized child care placements in the community
- Provide general operating funding to non-profit child care agencies to support about 33,500 licensed spaces
- Provide wage enhancement funding to non-profit child care agencies to support greater employment and income security to approximately 3,500 child care employees
- Provide special needs funding to help support approximately 600 children in licensed child care
- Provide funding to help support approximately 27,000 children access early years programs and services
- Directly operate 10 municipal child care centres offering approximately 393 licensed child care spaces
- Manage the Child Care Registry and Waitlist to assist parents looking for licensed child care
- Responsible for the planning and management of a local child care and early years system that responds to local needs and aligns with the Province's vision

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Legislated Programs | | | | | |
| <u>Core Services</u> | | | | | |
| <i>Fee Subsidy</i> | 72,981 | 81,397 | 81,397 | 81,397 | 0 |
| <i>General Operating</i> | 43,109 | 37,028 | 37,028 | 37,028 | 0 |
| <i>Program Delivery</i> | 5,628 | 7,465 | 7,465 | 7,595 | 130 |
| Special Needs Resourcing | 5,259 | 5,259 | 5,259 | 5,259 | 0 |
| Special Purpose | 22,282 | 3,372 | 3,372 | 2,388 | -984 |
| Wage Enhancement | 15,141 | 15,401 | 17,401 | 17,401 | 0 |
| Early Years Child and Family Centres | 10,394 | 10,597 | 10,597 | 10,597 | 0 |
| Municipal Investments | | | | | |
| Municipal Child Care Centres | 10,391 | 10,167 | 10,167 | 10,397 | 230 |
| Special Needs Resourcing | 853 | 853 | 853 | 853 | 0 |
| Early Years Child and Family Centres | 0 | 1,053 | 1,053 | 1,053 | 0 |
| Other Municipal Funding | 1,273 | 1,422 | 3,422 | 1,115 | -2,307 |
| Gross Expenditure | 187,311 | 174,014 | 178,014 | 175,083 | -2,931 |
| Recoveries & Allocations | -8,711 | -8,682 | -8,682 | -8,682 | 0 |
| Revenue | -164,672 | -147,683 | -151,683 | -148,392 | 3,291 |
| Net Requirement | 13,928 | 17,649 | 17,649 | 18,009 | 360 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 14,365 | 15,151 | 15,151 | 15,501 | 350 |
| Overtime | 11 | 0 | 0 | 0 | 0 |
| Material & Services | 698 | 1,690 | 1,690 | 1,690 | 0 |
| Transfers/Grants/Financial Charges | 171,346 | 156,381 | 160,381 | 157,090 | -3,291 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 772 | 722 | 722 | 732 | 10 |
| Other Internal Costs | 119 | 70 | 70 | 70 | 0 |
| Gross Expenditures | 187,311 | 174,014 | 178,014 | 175,083 | -2,931 |
| Recoveries & Allocations | -8,711 | -8,682 | -8,682 | -8,682 | 0 |
| Net Expenditure | 178,600 | 165,332 | 169,332 | 166,401 | -2,931 |

City of Ottawa
 Community & Social Services
 Children's Services - Operating Resource Requirement
 In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -154,555 | -140,252 | -142,252 | -141,268 | 984 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | -3,420 | -1,420 | -3,420 | -1,113 | 2,307 |
| Fees and Services | -6,697 | -6,011 | -6,011 | -6,011 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -164,672 | -147,683 | -151,683 | -148,392 | 3,291 |
| Net Requirement | 13,928 | 17,649 | 17,649 | 18,009 | 360 |
| Full Time Equivalents | | | 181.49 | 181.49 | 0.00 |

City of Ottawa
Community & Social Services
Children's Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Child Care | | | | | | | |
| Infant | - | - | - | 0.0% | 0.0% | | |
| Toddler | 61.05 | 61.05 | 61.05 | 0.0% | 0.0% | | 0 |
| Preschool | 43.96 | 43.96 | 43.96 | 0.0% | 0.0% | | 0 |
| Total Departmental | | | | | | | 0 |

Community and Social Services Department

2020 Service Area Summary- Housing Services

Housing Services oversees the funding, administration, monitoring and repair needs of community/affordable housing post development to increase access to, and retention of, suitable housing for people living on low to middle incomes. Other programs include the administration of investments in new affordable and supportive housing. Housing Services is also responsible for emergency shelter response and supported housing services to assist residents experiencing or at risk of homelessness by providing outreach, housing search, stabilization and housing loss prevention. Working with other City departments, the service area provides a system-wide coordinated response to the rooming house sector.

Housing Services, in collaboration with community stakeholders, is responsible for the ongoing implementation of the 10-Year Housing and Homelessness Plan. The Plan identifies current and future housing needs and priorities, identifies solutions, sets targets and objectives, proposes measures to achieve targets/objectives and includes performance measurement and evaluation.

The Community and Protective Services Committee oversees the Community and Social Services department, except for the Affordable Housing Branch which is overseen by the Planning Committee.

Programs/Services Offered

- Over 18,000 households (representing over 50,000 people) live in 17,122 rent geared to income units while approximately 4,100 households receive a housing subsidy
- Approximately 12,000 households are on the Centralized Wait List for rent-geared-to-income assistance
- Provide funding for approximately 690 community emergency shelter beds (singles/youth and families)
- Directly operate 176 family shelter beds (44 rooms)
- Provide funding to 13 Housing First organizations supporting upwards of 900 people at any time
- Provide operating funding to 55 organizations providing homelessness programs

City of Ottawa
Community & Social Services
Housing Services - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|--|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Manager's Office | 486 | 355 | 355 | 362 | 7 |
| Housing Programs | 121,918 | 103,421 | 102,565 | 103,763 | 1,198 |
| Community Homelessness Prevention Initiative | 56,179 | 59,182 | 50,905 | 51,265 | 360 |
| Home for Good | 2,705 | 2,773 | 2,773 | 2,773 | 0 |
| Housing and Homelessness Investment Plan | 13,370 | 13,514 | 13,514 | 13,784 | 270 |
| Reaching Home | 7,329 | 7,059 | 7,059 | 7,059 | 0 |
| Gross Expenditure | 201,987 | 186,304 | 177,171 | 179,006 | 1,835 |
| Recoveries & Allocations | -1,764 | -411 | -411 | -411 | 0 |
| Revenue | -93,375 | -80,430 | -65,694 | -69,494 | -3,800 |
| Net Requirement | 106,848 | 105,463 | 111,066 | 109,101 | -1,965 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 7,591 | 7,413 | 7,413 | 7,583 | 170 |
| Overtime | 187 | 60 | 60 | 60 | 0 |
| Material & Services | 414 | 483 | 483 | 483 | 0 |
| Transfers/Grants/Financial Charges | 191,119 | 176,510 | 167,377 | 169,022 | 1,645 |
| Fleet Costs | 7 | 7 | 7 | 7 | 0 |
| Program Facility Costs | 1,112 | 1,026 | 1,026 | 1,046 | 20 |
| Other Internal Costs | 1,557 | 805 | 805 | 805 | 0 |
| Gross Expenditures | 201,987 | 186,304 | 177,171 | 179,006 | 1,835 |
| Recoveries & Allocations | -1,764 | -411 | -411 | -411 | 0 |
| Net Expenditure | 200,223 | 185,893 | 176,760 | 178,595 | 1,835 |
| Revenues By Type | | | | | |
| Federal | -26,993 | -29,855 | -22,855 | -26,655 | -3,800 |
| Provincial | -66,375 | -50,575 | -42,839 | -42,839 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -7 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -93,375 | -80,430 | -65,694 | -69,494 | -3,800 |
| Net Requirement | 106,848 | 105,463 | 111,066 | 109,101 | -1,965 |
| Full Time Equivalents | | | 64.40 | 64.40 | 0.00 |

Community and Social Services Department

2020 Service Area Summary - Long-Term Care Services

Four Long-Term Care homes provide care and services to 717 residents who require assistance with daily living. The Homes offer a variety of services to care for the residents' well-being and ensure a healthy and safe environment. ***The care provided in each home includes specialized, restorative, supportive and palliative care for persons with dementia, disabilities and health problems who cannot live independently in their homes, and whose needs cannot be met in the community. All four of the City's long-term care homes have registered staff on duty 24-hours a day, seven days a week to support the care of residents.***

Programs/Services Offered

- Nursing and personal care
- Medical services
- Physiotherapy and activation services
- Nutrition and food preparation
- Housekeeping and laundry services
- Recreational activities
- Spiritual care and social supports
- Two adult day programs offer supervised programming and services to support individuals living in the community

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Nursing & Personal Care | 44,419 | 48,774 | 44,494 | 47,414 | 2,920 |
| Program & Support Services | 3,319 | 3,605 | 3,605 | 3,679 | 74 |
| Food Purchases | 2,404 | 2,541 | 2,541 | 2,598 | 57 |
| Accommodation | 20,722 | 21,164 | 21,352 | 23,417 | 2,065 |
| Daycentre Programs | 595 | 634 | 634 | 647 | 13 |
| Gross Expenditure | 71,459 | 76,718 | 72,626 | 77,755 | 5,129 |
| Recoveries & Allocations | -1,879 | -628 | -628 | -628 | 0 |
| Revenue | -52,893 | -53,768 | -52,544 | -53,238 | -694 |
| Net Requirement | 16,687 | 22,322 | 19,454 | 23,889 | 4,435 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 58,391 | 63,739 | 59,526 | 62,835 | 3,309 |
| Overtime | 754 | 567 | 500 | 500 | 0 |
| Material & Services | 8,188 | 8,122 | 8,310 | 8,760 | 450 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 1,250 | 1,250 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 4,032 | 4,199 | 4,199 | 4,319 | 120 |
| Other Internal Costs | 94 | 91 | 91 | 91 | 0 |
| Gross Expenditures | 71,459 | 76,718 | 72,626 | 77,755 | 5,129 |
| Recoveries & Allocations | -1,879 | -628 | -628 | -628 | 0 |
| Net Expenditure | 69,580 | 76,090 | 71,998 | 77,127 | 5,129 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -34,808 | -35,184 | -34,820 | -35,514 | -694 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -18,085 | -18,584 | -17,724 | -17,724 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -52,893 | -53,768 | -52,544 | -53,238 | -694 |
| Net Requirement | 16,687 | 22,322 | 19,454 | 23,889 | 4,435 |
| Full Time Equivalent | | | 625.81 | 629.81 | 4.00 |

Community and Social Services Department

2020 Service Area Summary - Partner and Stakeholder Initiatives

Partner and Stakeholder Initiatives works with internal and community stakeholders to respond to current and emerging needs to promote equitable, inclusive and sustainable service access for a diverse population. This includes funding and capacity building to support and strengthen community agencies; coordinating engagement strategies, action plans and partnerships; conducting social research and policy analysis to aid in strategic planning and to address service gaps and barriers; and developing and leading City-wide initiatives on behalf of the department and Council. Partner and Stakeholder Initiatives has two distinct service areas: Community Funding and Client Service Strategies.

Programs/Services Offered

- \$24.2 million of 100 per cent municipal funding to support 87 non-profit community agencies to improve access to basic services, quality of life and inclusion for residents who are marginalized, low-income, at-risk or isolated
- Specific initiatives include: Reconciliation Action Plan, Youth Futures, Older Adult Plan, Municipal Immigration Strategy and the Women and Gender Equity Strategy

City of Ottawa
Community & Social Services
Partner & Stakeholder Initiatives - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Manager's Office | 237 | 285 | 285 | 290 | 5 |
| Client Service Strategies | 1,262 | 1,723 | 1,723 | 1,855 | 132 |
| Community Funding | 24,095 | 24,659 | 24,659 | 25,747 | 1,088 |
| Gross Expenditure | 25,594 | 26,667 | 26,667 | 27,892 | 1,225 |
| Recoveries & Allocations | -4 | 0 | 0 | 0 | 0 |
| Revenue | -28 | 0 | 0 | 0 | 0 |
| Net Requirement | 25,562 | 26,667 | 26,667 | 27,892 | 1,225 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 1,500 | 1,876 | 1,876 | 2,026 | 150 |
| Overtime | 4 | -1 | -1 | -1 | 0 |
| Material & Services | 492 | 813 | 813 | 813 | 0 |
| Transfers/Grants/Financial Charges | 23,533 | 23,972 | 23,972 | 25,047 | 1,075 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 65 | 7 | 7 | 7 | 0 |
| Gross Expenditures | 25,594 | 26,667 | 26,667 | 27,892 | 1,225 |
| Recoveries & Allocations | -4 | 0 | 0 | 0 | 0 |
| Net Expenditure | 25,590 | 26,667 | 26,667 | 27,892 | 1,225 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -28 | 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 |
| Total Revenue | -28 | 0 | 0 | 0 | 0 |
| Net Requirement | 25,562 | 26,667 | 26,667 | 27,892 | 1,225 |
| Full Time Equivalents | | | 15.00 | 16.00 | 1.00 |

Recreation, Cultural and Facility Services Department

2020 Service Area Summary

The Recreation, Cultural and Facility Services (RCFS) Department provides access to high quality recreation and cultural services, in collaboration with community partners, to encourage healthy and active lifestyles, and to contribute to Ottawa's cultural identity and heritage. The Department also operates and maintains most City buildings. The Department successfully accomplishes this by:

- Developing and delivering recreation and cultural programs in arenas, pools, parks, sports fields, recreation and cultural facilities, and community centres
- Maintaining and ensuring facility cleanliness and good repair
- Adhering to clear service standards and structures services around community needs
- Ensuring that legislative and safety requirements are implemented and adhered to
- Providing opportunities for participation in, and access to, Ottawa's arts, culture and heritage
- Working with community recreation, sport and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Planning, developing and redeveloping recreation and cultural facilities, parks and sports fields
- Investing in local cultural initiatives and assets to sustain municipal and community infrastructure and programs
- Providing operating and capital funding to community groups in support of our mandate

Programs/Services Offered

- Delivers registered recreation and cultural programs to more than 217,000 participants annually
- Operates and manages: 11 major recreation complexes, over 100 community centres/field houses, 21 indoor pools, 9 outdoor pools, 44 indoor ice surfaces, 516 sports fields, 281 ball diamonds, 93 pickle ball courts, 4 senior centres, 56 wading pools, 138 splash pads and 4 beaches

- Operates specialized and therapeutic recreation programs for more than 2,300 children, youth and adults with disabilities, and offers an integration support service to facilitate access to all programs
- The City operates 28 cultural facilities / spaces across the city, including: 5 museums with multiple exhibition spaces, 2 multidisciplinary facilities, 2 instructional art centres, 9 community exhibition spaces, 6 stand-alone art galleries, 3 stand-alone artist studio spaces and Meridian Theatres @ CentrepoinTE
- Issues over 234,000 facility use permits to community groups for the delivery of programs
- Supports, oversees and allocates: 516 sports fields and 281 ball diamonds; 116 tennis facilities, 280 outdoor basketball courts, 19 skateboard parks, 58 sledding hills, and provides track and field opportunities at the Terry Fox Athletic Facility
- Maintains City buildings including 9.4 million square feet in 867 buildings
- Operates 33 arenas with a total of 44 indoor ice surfaces, 10 curling sheets, and coordinates more than 420 outdoor ice surfaces at over 275 locations
- Provides oversight and contract compliance monitoring for 8 Public-Private Partnership agreements, including two sports domes, three arenas with nine ice surfaces, a multi-disciplinary cultural facility, the Rideau Valley Conservation Authority Headquarters, and Lansdowne
- Supports over 295 local not-for-profit cultural organizations and individuals through 320 unique funding allocations to deliver a broad range of cultural activities to over 3.2 million participants and visitors
- Provides financial support to more than 140 community recreation organizations
- Offers over 1,200 hours per week (Fall/Winter) for public skating and public swimming and other sport drop-in programs to citizens of all ages; and
- Monitors the central control of a building's heating, ventilation and air conditioning, lighting and other systems in over 120 facilities

Recreation, Cultural and Facility Services Department

2020 Service Area Summary - Business & Technical Support Services

Business and Technical Support Services (BTSS) provides the department with critical business support to frontline operations, including business analysis and project management. It provides logistical support and expertise to the General Manager and to operational staff within Recreation, Cultural and Facility Services Department (RCFS). The BTSS takes a primary role in the implementation of corporate initiatives and ensures consistent and efficient practices through collaboration with Business and Support Services (BSS) teams in all departments.

The BTSS also provides technical expertise in areas that are unique to the department. These areas include developing and delivering cultural initiatives and public art programs, overseeing advertising, sponsorship and donation opportunities, and managing community recreation and cultural funding programs on behalf of the department. It also oversees the department's employee administration and training unit and the marketing and communications of all departmental programs and services.

Programs/Services Offered

The Business & Technical Support Services Branch:

- Oversees, maintains and operates RCFS's facility booking and program registration system
- Plans and delivers promotional campaigns for recreation and cultural offerings
- Manages content for RCFS websites including Ottawa.ca and Shenkman and Meridian at CentrepoinTE Theatre websites
- Manages the corporate Commemorative Naming Program
- Undertakes the department's human resources planning and development including the recruitment and hiring of up to 4000 part-time and seasonal staff
- Develops and coordinates the delivery of employee training strategies

- Integrates artwork into public spaces through public art commissions / residencies / mentorships in LRT, buildings, streetscapes and parks and through exhibitions at Karsh-Masson Gallery & City Hall Art Gallery
- Conservation and stewardship of the City Art Collection that circulates in 170 buildings across the City
- Implements cultural partnership and development initiatives
- Conducts cultural planning, mapping and research
- Develops cultural policy and facility development
- Oversees cultural funding through peer-assessed arts, heritage, festivals and fairs funding and awards programs
- Administers recreation funding programs and supports recreation associations with the community development process
- Develops new and maintains existing corporate sponsorship, advertising and donation opportunities
- Provides business, financial, statistical and demographic analysis
- Coordinates departmental strategic planning & risk management
- Manages and provides analysis on GIS mapping requests
- Oversees the department's Public Private Partnership (P3) agreements, i.e. Lansdowne Park, Arts Court, Sensplexes
- Provides professional guidance with the City's Project Management Methodology and Framework
- Oversees and coordinates the department's operating and capital budget process
- Provides support to the General Manager with legislative agenda, inquiry management and accessibility planning & reporting
- Liaises with Council, other City departments and key stakeholders to support City-wide initiatives

City of Ottawa
Recreation, Cultural and Facility Services
GM's Office & Business Support Services - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|---------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| General Manager's Office | 1,630 | 1,748 | 1,748 | 1,704 | -44 |
| Business & Technical Support Services | 24,651 | 25,739 | 25,739 | 25,878 | 139 |
| Gross Expenditure | 26,281 | 27,487 | 27,487 | 27,582 | 95 |
| Recoveries & Allocations | -733 | -380 | -380 | -380 | 0 |
| Revenue | -1,704 | -2,513 | -2,513 | -2,528 | -15 |
| Net Requirement | 23,844 | 24,594 | 24,594 | 24,674 | 80 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 9,098 | 9,251 | 9,251 | 9,416 | 165 |
| Overtime | 73 | 5 | 5 | 5 | 0 |
| Material & Services | 3,159 | 3,480 | 3,480 | 3,480 | 0 |
| Transfers/Grants/Financial Charges | 12,410 | 13,280 | 13,280 | 13,200 | -80 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 257 | 344 | 344 | 354 | 10 |
| Other Internal Costs | 1,284 | 1,127 | 1,127 | 1,127 | 0 |
| Gross Expenditures | 26,281 | 27,487 | 27,487 | 27,582 | 95 |
| Recoveries & Allocations | -733 | -380 | -380 | -380 | 0 |
| Net Expenditure | 25,548 | 27,107 | 27,107 | 27,202 | 95 |
| Revenues By Type | | | | | |
| Federal | -428 | -540 | -540 | -540 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,276 | -1,973 | -1,973 | -1,988 | -15 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -1,704 | -2,513 | -2,513 | -2,528 | -15 |
| Net Requirement | 23,844 | 24,594 | 24,594 | 24,674 | 80 |
| Full Time Equivalents | | | 83.59 | 83.59 | 0.00 |

City of Ottawa
Recreation, Cultural and Facility Services
GM's Office & Business Support Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Other | | | | | | | |
| Refund Administration Fee | 15.00 | 15.00 | 15.00 | 0.0% | 0.0% | 01-Jan-20 | |
| Above Fee increases were approved by Council in report ACS2019-FSD-FIN-0004 Sept. 25, 2019 | | | | | | | |
| Rentals | | | | | | | -15 |
| Arena - Adult | 282.98 | 288.67 | 295.92 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena - Commercial | 291.31 | 297.16 | 304.60 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena - Minor | 169.65 | 173.05 | 177.38 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena - Non-Prime Time | 131.95 | 134.60 | 138.00 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena - Cancellation Fees | 25% to 100% | 25% to 100% | 25% to 100% | 0.0% | 0.0% | 01-Jan-20 | |
| Arena - Other | 66-291.31 | 67.34-297.16 | 69-304.6 | 2.5% | 4.5% | 01-Jan-20 | |
| Marketing Fees | | | | | | | |
| Display Ad | 125.00 | 125.00 | 128.13 | 2.5% | 2.5% | 01-Jan-20 | |
| Homepage Banner | 150.00 | 150.00 | 153.75 | 2.5% | 2.5% | 01-Jan-20 | |
| Package 1 - 954 Seats | 250.00 | 250.00 | 256.25 | 2.5% | 2.5% | 01-Jan-20 | |
| Package 2 - 954 Seats | 450.00 | 450.00 | 461.25 | 2.5% | 2.5% | 01-Jan-20 | |
| Package 3 - 954 Seats | 900.00 | 900.00 | 922.50 | 2.5% | 2.5% | 01-Jan-20 | |
| Print at home ticket ad | 100.00 | 100.00 | 102.50 | 2.5% | 2.5% | 01-Jan-20 | |
| Coming Up Event E-Blast - Meridian | 100.00 | 100.00 | 102.50 | 2.5% | 2.5% | 01-Jan-20 | |
| Designing | 50.00 | 50.00 | 51.25 | 2.5% | 2.5% | 01-Jan-20 | |
| Coming Up Event E-Blast (per e-subscriber) | 0.03 | 0.03 | 0.03 | 2.5% | 2.5% | 01-Jan-20 | |
| Package 1 - 500 Seats | 125.00 | 125.00 | 128.13 | 2.5% | 2.5% | 01-Jan-20 | |
| Package 2 - 500 Seats | 325.00 | 325.00 | 333.13 | 2.5% | 2.5% | 01-Jan-20 | |
| Package 3 - 500 Seats | 670.00 | 670.00 | 686.75 | 2.5% | 2.5% | 01-Jan-20 | |
| Coming Up Event E-Blast - Shenkman | 50.00 | 50.00 | 51.25 | 2.5% | 2.5% | 01-Jan-20 | |
| Coming Up at Shenkman Rack Flyer | 150.00 | 150.00 | 153.75 | 2.5% | 2.5% | 01-Jan-20 | |
| Other | | | | | | | |
| NSF Charge | 35.00 | 35.00 | 43.00 | 22.9% | 22.9% | 01-Jan-20 | |
| Total Departmental | | | | | | | -15 |

Recreation, Cultural and Facility Services Department

2020 Service Area Summary - Community Recreation and Cultural Programs

Community Recreation and Cultural Programs oversees a variety of community spaces, offers community-gathering places, offers programming and rentals to facilitate participatory activities for children, youth, adults, older adults, and other targeted populations. The services are organized in four geographical areas, East, West, Core and South as well as two areas of specialization; Cultural Heritage Programs and Spaces and Targeted Populations and Centralized Initiatives. In addition, this service area works closely with partners such as Ottawa Sport and Entertainment Group, Ottawa Art Gallery, and the University of Ottawa to program multifaceted spaces such as Arts Court and Lansdowne Park.

The services are delivered in eight major recreation complexes, over 100 community centres, four municipally run senior centres, five museum and historic sites, arts galleries, Meridian Theatre, Shenkman Arts Centre, Arts Court, Lansdowne Park and City Hall.

Programs/Services Offered

The Community Recreation and Cultural Programs Service Area:

- Develops and delivers recreation and cultural programs in arenas, pools, parks, sports fields, recreation and cultural facilities, and community centres. Programs include camps, sports, fitness, visual & performing arts, after school, and general interest
- Operates municipal museums and is responsible for the delivery of heritage programs
- Oversees the allocations of indoor arena ice time, sports fields, ball diamonds, parks as well as other community gathering places such as halls, meeting rooms, gymnasiums and other venues
- Offers public skating, public swimming and other sport drop-in programs at recreation complexes to citizens of all ages
- Operates a wide variety of Summer and March Break camps for children and youth
- Operates and programs space at City Hall, Marion Dewar Plaza and the Rink of Dreams

- Provides programming and access to Ottawa's arts, culture and heritage facilities and services
- Works with community recreation, sport and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Researches, develops and delivers local museum educational programs to meet school curriculum requirements
- Delivers city-wide heritage events such as Doors Open Ottawa, Museums Day, etc.

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|--|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Community Recreation and Cultural Programs | 105,702 | 109,209 | 109,209 | 111,569 | 2,360 |
| Gross Expenditure | 105,702 | 109,209 | 109,209 | 111,569 | 2,360 |
| Recoveries & Allocations | -1,408 | -1,207 | -1,207 | -1,207 | 0 |
| Revenue | -48,603 | -50,114 | -50,114 | -51,179 | -1,065 |
| Net Requirement | 55,691 | 57,888 | 57,888 | 59,183 | 1,295 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 41,066 | 43,637 | 43,637 | 44,736 | 1,099 |
| Overtime | 165 | 179 | 179 | 195 | 16 |
| Material & Services | 5,064 | 5,066 | 5,066 | 5,091 | 25 |
| Transfers/Grants/Financial Charges | 302 | 469 | 469 | 469 | 0 |
| Fleet Costs | 37 | 55 | 55 | 55 | 0 |
| Program Facility Costs | 58,305 | 59,116 | 59,116 | 60,336 | 1,220 |
| Other Internal Costs | 763 | 687 | 687 | 687 | 0 |
| Gross Expenditures | 105,702 | 109,209 | 109,209 | 111,569 | 2,360 |
| Recoveries & Allocations | -1,408 | -1,207 | -1,207 | -1,207 | 0 |
| Net Expenditure | 104,294 | 108,002 | 108,002 | 110,362 | 2,360 |
| Revenues By Type | | | | | |
| Federal | -255 | -89 | -89 | -89 | 0 |
| Provincial | -314 | -288 | -288 | -288 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -48,034 | -49,737 | -49,737 | -50,802 | -1,065 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -48,603 | -50,114 | -50,114 | -51,179 | -1,065 |
| Net Requirement | 55,691 | 57,888 | 57,888 | 59,183 | 1,295 |
| Full Time Equivalents | | | 711.32 | 711.32 | 0.00 |

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|----------------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Rentals | | | | | | | -415 |
| Arena - Adult | 282.98 | 288.67 | 295.92 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena - Commercial | 291.31 | 297.16 | 304.60 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena - Minor | 169.65 | 173.05 | 177.38 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena - Non-Prime Time | 131.95 | 134.60 | 138.00 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena - Cancellation Fees | 25% to 100% | 25% to 100% | 25% to 100% | 0.0% | 0.0% | 01-Jan-20 | |
| Arena - Other | 66-291.31 | 67.34-297.16 | 69-304.6 | 2.5% | 4.5% | 01-Jan-20 | |
| Arena Slab - Adult | 50.29 | 51.32 | 52.61 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena Slab - Commercial | 58.48 | 59.63 | 61.15 | 2.5% | 4.6% | 01-Jan-20 | |
| Arena Slab - Minor | 31.28 | 31.89 | 32.74 | 2.7% | 4.7% | 01-Jan-20 | |
| Artificial Turf - Adult | 119.06 | 121.46 | 124.51 | 2.5% | 4.6% | 01-Jan-20 | |
| Artificial Turf - Commercial | 128.60 | 131.19 | 134.51 | 2.5% | 4.6% | 01-Jan-20 | |
| Artificial Turf - Minor | 70.09 | 71.50 | 73.31 | 2.5% | 4.6% | 01-Jan-20 | |
| Artificial Turf - Non-Prime Time | 57.36 | 58.53 | 60.04 | 2.6% | 4.7% | 01-Jan-20 | |
| Artificial Turf - Other | 57.41-70.08 | 52.03-71.5 | 53.36-73.31 | 2.5% | 4.6% | 01-Jan-20 | |
| Art Centres | 5.50-505.21 | 5.61-515.35 | 5.79-528.27 | 2.5%-3.2% | 4.5%-5.4% | 01-Jan-20 | |
| Basketball Court (Outdoor) | 6.90-17.96 | 7.07-15.97 | 7.25-16.41 | 2.5%-2.8% | 4.7%-5.1% | 01-Jan-20 | |
| Bleacher (Delivery) | 437.10 | 445.88 | 457.03 | 2.5% | 4.6% | 01-Jan-20 | |
| Hall | 2.98-140.90 | 3.05-184.15 | 3.14-188.8 | 2.5%-3.0% | 4.5%-5.4% | 01-Jan-20 | |
| Hall-Commercial | 16.92-163.82 | 17.3-167.12 | 17.74-171.32 | 2.5%-2.7% | 4.6%-4.9% | 01-Jan-20 | |
| Hall-NFP | 3.24-73.56 | 3.31-75.04 | 3.4-76.94 | 2.5%-2.8% | 4.5%-5.1% | 01-Jan-20 | |
| Hall-Private | 12.94-128.4 | 13.23-130.97 | 13.58-134.24 | 2.5%-2.6% | 4.5%-4.9% | 01-Jan-20 | |
| Lansdowne | 12.40-7003.96 | 12.65-7144.07 | 13-7322.69 | 2.5%-2.8% | 4.6%-4.8% | 01-Jan-20 | |
| Lansdowne Extra Fees | 1.31-736.56 | 1.27-751.33 | 1.3-770.11 | 2.2%-3.2% | 3.8%-4.8% | 01-Jan-20 | |
| Museum | 31.85-270.61 | 32.52-276.06 | 33.36-282.96 | 2.5% | 4.6%-4.7% | 01-Jan-20 | |
| Nepean Sportsplex | 6.03-3490.20 | 6.19-3560.04 | 6.34-3649.07 | 2.4%-2.7% | 4.5%-5.1% | 01-Jan-20 | |
| Nepean Sportsplex Extra Fees | 0.13-1780.03 | 0.19-1815.65 | 0.19-1861.04 | 0.0%-5.6% | 3.7%-5.6% | 01-Jan-20 | |
| Ottawa Stadium | 35.31-3756.50 | 36.81-3831.60 | 37.74-3927.43 | 2.5% | 4.6% | 01-Jan-20 | |
| Outdoor Lighting Fee | 12.41-24.87 | 12.69-25.44 | 13.58-27.2 | 7.0% | 9.2% | 01-Jan-20 | |

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Park | 25.32-404.52 | 25.84-412.61 | 26.5-422.96 | 2.5% | 4.6%-4.7% | 01-Jan-20 | |
| Parking Lot | 3.16-957.93 | 3.23-977.12 | 3.31-1001.59 | 2.5%-2.8% | 4.6%-4.9% | 01-Jan-20 | |
| Sports Fields / Ball Diamonds - Adult | 28.56-42.51 | 29.15-43.36 | 29.91-44.46 | 2.5% | 4.6%-4.7% | 01-Jan-20 | |
| Sports Fields / Ball Diamonds - Commer | 30.01-44.58 | 30.61-45.48 | 31.41-46.63 | 2.5% | 4.6%-4.7% | 01-Jan-20 | |
| Sports Fields / Ball Diamonds - Minor | 5.55-8.21 | 5.66-8.40 | 5.84-8.62 | 2.6%-3.2% | 4.7%-5.2% | 01-Jan-20 | |
| Sports Fields / Ball Diamonds - Premium | 36.06-111.20 | 36.81-113.49 | 37.74-116.37 | 2.5% | 4.6% | 01-Jan-20 | |
| Theater | 7.26-7959.06 | 7.43-433.05 | 7.65-356.54 | 2.5%-3.0% | 4.5%-26.8% | 01-Jan-20 | |
| Theater Extra Fees | 14.59-1664.64 | 14.89-1697.94 | 15.26-1740.39 | 2.5% | 4.6% | 01-Jan-20 | |
| Miscellaneous Extra Fees | 0.04-297.20 | 0.04-361.06 | 0.10-370.08 | 0%-11.1% | 0%-12.9% | 01-Jan-20 | |
| Point of Sale | | | | | | | -65 |
| Administrative Charge | 4.51-90.26 | 4.64-92.07 | 4.73-94.38 | 1.9%-7.0% | 4.5%-7.0% | 01-Jan-20 | |
| Electric Vehicle Charging | 1.81-4.51 | 1.85-4.64 | 1.9-4.73 | 1.9%-3.2% | 4.7%-5.0% | 01-Jan-20 | |
| Event Admission | 2.43-22.56 | 2.43-22.56 | 3.76-22.78 | 0.0%-4.7% | 0.0%-10.0% | 01-Jan-20 | |
| General Admission | 0.88-92.92 | 0.88-94.69 | 0.88-19.91 | 0.0%-25.0% | 0.0%-29.2% | 01-Jan-20 | |
| Merchandise | 0.04-425.00 | 0.04-425.00 | 0.04-425 | 0.0%-2.5% | 0.0%-144.5% | 01-Jan-20 | |
| Museum Admission | 3.53-17.03 | 3.53-17.47 | 3.53-17.92 | 0.0%-5.2% | 0.0%-11.1% | 01-Jan-20 | |
| Museum Event Admission | 4.86-42.47 | 4.86-43.14 | 5.08-44.24 | 0.0%-4.5% | 3.5%-6.6% | 01-Jan-20 | |
| Museum Tea Sales | 0.29-28.85 | 0.30-29.43 | 0.31-30.17 | 2.5% | 2.0%-4.6% | 01-Jan-20 | |
| Memberships | | | | | | | -90 |
| Multi Visit | 3.34-9.16 | 1.77-100.22 | 1.81-9.69 | 2.5%-3.5% | 4.6%-6.5% | 01-Jan-20 | |
| Museum | 32.95 | 33.60 | 34.44 | 2.5% | 4.5% | 01-Jan-20 | |
| Personal Training | 19.40-55.51 | 19.91-56.86 | 20.57-58.4 | 2.5%-3.3% | 4.7%-5.7% | 01-Jan-20 | |
| Seniors Centres | 18.04-23.01 | 18.58-23.89 | 19.24-24.55 | 2.8%-3.6% | 5.7%-6.1% | 01-Jan-20 | |
| Specialized | 2.74-641.1 | 2.83-653.98 | 5.3-670.35 | 2.5%-4.3% | 4.6%-9.1% | 01-Jan-20 | |

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Program Registrations (Hourly) | | | | | | | -495 |
| Day Camps | 1.62-15.30 | 1.65-15.61 | 1.69-16 | 2.5% | 4.5% | 01-Jan-20 | |
| Fitness | 0.16-14.38 | 0.16-14.67 | 0.16-15.04 | 2.5% | 4.5% | 01-Jan-20 | |
| General Interest | 1.06-65.03 | 1.08-66.33 | 1.11-67.99 | 2.5% | 4.5% | 01-Jan-20 | |
| Performing Arts | 3.84-25.61 | 3.92-26.12 | 4.02-26.77 | 2.5% | 4.5% | 01-Jan-20 | |
| Sports | 2.14-75.87 | 2.18-77.39 | 2.23-79.32 | 2.5% | 4.5% | 01-Jan-20 | |
| Visual Arts | 1.92-29.78 | 1.96-30.38 | 2.01-31.14 | 2.5% | 4.5% | 01-Jan-20 | |
| Private Programs and Services | 29.78-70.53 | 29.19-71.94 | 29.92-73.74 | 2.5% | 4.5% | 01-Jan-20 | |
| Cultural Services, Rentals & Related Fees | | | | | | | |
| Box Office | 0.03-790.50 | 0.03-806.31 | 0.03-826.47 | 0.0%-2.5% | 0.0%-4.6% | 01-Jan-20 | |
| Capital Renewal Fund (Flat) | 50-200 | 50-200 | 50-200 | 0.0% | 0.0% | 01-Jan-20 | |
| Capital Renewal Fund (Per Ticket) | 0.75-2.00 | 0.75-2.00 | 0.75-2 | 0.0% | 0.0% | 01-Jan-20 | |
| Pouring | 2.55-29.07 | 2.55-29.07 | 2.55-29.07 | 0.0% | 2-4% | 01-Jan-20 | |
| Other | | | | | | | |
| Exclusive Use Recreation Rentals | 10/sq ft | 10/sq ft | 10/sq ft | 0.0% | 0.0% | 01-Jan-20 | |
| Non-Resident Surcharge | 25% | 25% | 25% | 0.0% | 0.0% | 01-Jan-20 | |
| Fee Assistance | 175.00 | 175.00 | 180.00 | 2.9% | 2.9% | 01-Jan-20 | |
| Above Fee increases were approved by Council in report ACS2019-FSD-FIN-0004 Sept. 25, 2019 | | | | | | | |
| Rentals | | | | | | | |
| Ottawa Stadium Lights | 41.92 | 42.76 | 45.76 | 7.0% | 9.2% | 01-Jan-20 | |
| Party (Children) | 27.07-231.59 | 27.65-236.23 | 28.36-242.16 | 2.5% | 4.5%-4.8% | 01-Jan-20 | |
| Pool | 6.09-1873.24 | 6.23-1910.7 | 6.41-1958.49 | 2.5%-2.9% | 4.6%-5.3% | 01-Jan-20 | |
| Shenkman Upper Lobby | NEW | 29.77-37.96 | 30.53-38.93 | 2.6% | 0.0% | 01-Jan-20 | |
| Sports Fields / Ball Diamonds - Weekend Seasonal Block (Min 7 hr) | NEW | 18.09 | 18.58 | 2.7% | 0.0% | 01-Jan-20 | |
| Point of Sale | | | | | | | |
| Fitness Admission | 3.76-7.96 | 3.98-11.28 | 3.98-11.72 | 0.0%-4.3% | 2.8%-6.6% | 01-Jan-20 | |
| Public Skating | 1.55-6.63 | 1.54-6.63 | 1.76-6.85 | 0.0%-14.3% | 0.0%-14.3% | 01-Jan-20 | |
| Public Skating - Specialty | 2.65-5.75 | 2.65-5.75 | 2.65-5.97 | 0.0%-3.8% | 0.0%-3.8% | 01-Jan-20 | |
| Public Swim | 1.99-5.08 | 1.99-5.08 | 2.21-5.3 | 0.0%-11.1% | 0.0%-49.8% | 01-Jan-20 | |
| Public Swim - Vitality | 3.98-5.53 | 3.98-5.75 | 4.2-5.97 | 3.8%-5.5% | 5.5%-8.0% | 01-Jan-20 | |
| Public Swim - Wave | 5.08-7.96 | 5.08-8.18 | 5.3-8.18 | 0.0%-4.3% | 2.8%-4.3% | 01-Jan-20 | |

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---------------------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Memberships | | | | | | | |
| Aquafitness | 45.58-753.48 | 46.90-768.81 | 48.23-788.05 | 2.5%-2.8% | 4.6%-5.3% | 01-Jan-20 | |
| Fitness | 20.76-881.21 | 21.24-881.42 | 21.9-903.53 | 2.5%-3.2% | 2.5%-5.4% | 01-Jan-20 | |
| Swim | 20.31-542.26 | 20.8-553.54 | 21.46-567.47 | 2.5%-3.2% | 4.6%-5.5% | 01-Jan-20 | |
| Swim - Wave | 41.51-660.29 | 42.48-673.67 | 43.58-690.7 | 2.5%-2.7% | 4.6%-5.1% | 01-Jan-20 | |
| Skating | 9.02-282.98 | 9.29-288.94 | 9.73-296.23 | 2.5%-4.7% | 4.6%-7.3% | 01-Jan-20 | |
| Skating - Specialized | 17.6-141.04 | 18.14-144.03 | 18.8-147.78 | 2.5%-3.6% | 4.6%-6.3% | 01-Jan-20 | |
| Program Registrations (Hourly) | | | | | | | |
| Aquatics - Learn To Swim | 4.51-27.44 | 4.60-27.99 | 4.72-28.69 | 2.5% | 4.5% | 01-Jan-20 | |
| Certification | 0.81-24.29 | 0.81-24.29 | 0.83-24.9 | 2.5% | 4.5% | 01-Jan-20 | |
| Inclusive Recreation | 1.92-20.30 | 1.96-20.71 | 2.01-28.69 | 2.5% | 4.5% | 01-Jan-20 | |
| Museum Program | 2.89-47.79 | 2.95-48.75 | 3.09-50 | 0%-5.0% | 0%-5.0% | 01-Jan-20 | |
| Museum Program - School & Summer | 0.54-42.29 | 0.55-43.14 | 0.66-44.24 | 0%-11.1% | 0%-11.1% | 01-Jan-20 | |
| Skating - Learn To Skate | 11.78-25.52 | 12.02-26.03 | 12.32-26.68 | 2.5% | 4.5% | 01-Jan-20 | |
| Specialty | 7.34-13.07 | 7.49-13.33 | 7.68-13.66 | 2.5% | 4.5% | 01-Jan-20 | |
| Other | | | | | | | |
| Older Adult Registration Discount | 10% | 10% | 10% | 0.0% | 0.0% | 01-Jan-20 | |
| Total Departmental | | | | | | | -1,065 |

Recreation, Cultural and Facility Services Department

2020 Service Area Summary - City Wide Programs, Aquatics and Specialized Services

City-Wide Programs, Aquatics and Specialized Services is a multidisciplinary service that provides quality recreation programs and services to residents. The services include Aquatics Operations, Seasonal Recreation, City Wide Recreation Programs, and Inclusive Recreation. This Service Area provides interdepartmental oversight and direction from subject matter experts in Aquatics, Citywide sports and Inclusive Recreation (Special Needs). In addition, this portfolio works in close collaboration with partners on various initiatives, such as the Municipal Sports Strategy with the Ottawa Sports Council, and the Healthy Kids Ottawa project with CHEO and Ottawa Public Health.

Programs/Services Offered

The City-Wide Programs, Aquatics and Specialized Services Service Area:

- Encourages healthy and active lifestyles in collaboration with the community
- Represents the department on the Ottawa Drowning Prevention Coalition
- Ensures adherence to Provincial legislation including the Ontario Health Protection and Promotion Act, Social Inclusion of Persons with Developmental Disabilities Act, Access for Ontarians with a Disability Act
- Offers public skating, public swimming and other sport drop-in programs to citizens of all ages
- Provides departmental oversight to City operated, and partnership operated, indoor pools, outdoor pools, beaches, splash pads, and wading pools
- Coordinates subsidized camps for low-income families through the Ottawa Senators Foundation “Sens Campership” Program.
- Provides lifeguard training, manages risk for all aquatic operations.

- Coordinates City-partnership specialized and therapeutic recreation programs for children, youth and adults with disabilities, and offers an integration support service to facilitate access to all programs
- Programs seasonal facilities such as wading pools, splash pads, beaches, outdoor rinks and sledding hills
- Offers Learn to Swim, Aquatic certification, Aquafitness and instructional swimming programs including public education on drowning prevention
- Operates stand-alone indoor and outdoor pools and beach operations
- Coordinates and programs tennis and pickleball courts
- Operates the municipal skating school in many City arenas
- Coordinates the Women 'n Sport Program that offers 15 women only leagues across a variety of different sports each season, as well as 'Never too Late' instructional sport programming to introduce/bring women back to sport
- Coordinates the Active Living Club- 160 older adult members, year-round affordable senior activities: snowshoeing, cross-country skiing, hiking, and cycling.

City of Ottawa
Recreation, Cultural and Facility Services
City Wide Programs, Aquatics and Specialized Services - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|---|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| City Wide Programs, Aquatics and Specialized Services | 33,043 | 33,888 | 33,888 | 34,618 | 730 |
| Gross Expenditure | 33,043 | 33,888 | 33,888 | 34,618 | 730 |
| Recoveries & Allocations | -484 | -506 | -506 | -506 | 0 |
| Revenue | -12,826 | -13,120 | -13,120 | -13,380 | -260 |
| Net Requirement | 19,733 | 20,262 | 20,262 | 20,732 | 470 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 18,390 | 18,691 | 18,691 | 19,122 | 431 |
| Overtime | 34 | 57 | 57 | 46 | -11 |
| Material & Services | 1,567 | 1,729 | 1,729 | 1,729 | 0 |
| Transfers/Grants/Financial Charges | 814 | 847 | 847 | 847 | 0 |
| Fleet Costs | 49 | 39 | 39 | 39 | 0 |
| Program Facility Costs | 12,040 | 12,421 | 12,421 | 12,731 | 310 |
| Other Internal Costs | 149 | 104 | 104 | 104 | 0 |
| Gross Expenditures | 33,043 | 33,888 | 33,888 | 34,618 | 730 |
| Recoveries & Allocations | -484 | -506 | -506 | -506 | 0 |
| Net Expenditure | 32,559 | 33,382 | 33,382 | 34,112 | 730 |
| Revenues By Type | | | | | |
| Federal | -50 | -8 | -8 | -8 | 0 |
| Provincial | -1,170 | -1,314 | -1,314 | -1,314 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -11,606 | -11,798 | -11,798 | -12,058 | -260 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -12,826 | -13,120 | -13,120 | -13,380 | -260 |
| Net Requirement | 19,733 | 20,262 | 20,262 | 20,732 | 470 |
| Full Time Equivalents | | | 322.15 | 322.15 | 0.00 |

City of Ottawa
Recreation, Cultural and Facility Services
City Wide Programs, Aquatics & Specialized Services

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Rentals | | | | | | | -25 |
| Beach Equipment | 1.80-47.15 | 1.86-48.74 | 1.91-49.89 | 2.5%-3.2% | 2.5%-5.5% | 01-Jan-20 | |
| Outdoor Rink Slab | 3.45-25.22 | 3.53-22.92 | 3.62-23.49 | 2.5%-2.9% | 4.6%-5.0% | 01-Jan-20 | |
| Outdoor Rink Slab Lighting | 2.89 | 2.92 | 3.13 | 7.2% | 8.3% | 01-Jan-20 | |
| Pool | 6.09-1873.24 | 6.23-1910.7 | 6.41-1958.49 | 2.5%-2.9% | 4.6%-5.3% | 01-Jan-20 | |
| Tennis Court | 6.91-17.95 | 7.07-15.97 | 7.25-16.41 | 2.5%-2.9% | 4.7%-5.1% | 01-Jan-20 | |
| Terry Fox Athletic Facility | 5.68-410.52 | 5.79-418.76 | 5.97-429.24 | 2.5%-3.1% | 4.6%-5.1% | 01-Jan-20 | |
| Miscellaneous Extra Fees | 0.04-297.20 | 0.10-361.06 | 0.1-370.08 | 0%-11.1% | 0%-12.9% | 01-Jan-20 | |
| Admissions | | | | | | | -100 |
| Public Skating | 1.55-6.63 | 1.54-6.63 | 1.76-6.85 | 0%-14.3% | 0%-14.3% | 01-Jan-20 | |
| Public Skating - Specialty | 2.65-5.75 | 2.65-5.75 | 2.65-5.97 | 0%-3.8% | 0%-3.8% | 01-Jan-20 | |
| Public Swim | 1.99-5.08 | 1.99-5.08 | 2.21-5.3 | 0%-11.1% | 0%-49.8% | 01-Jan-20 | |
| Public Swim - Vitality | 3.98-5.53 | 3.98-5.75 | 4.2-5.97 | 3.8%-5.5% | 5.5%-8.0% | 01-Jan-20 | |
| Public Swim - Wave | 5.08-7.96 | 5.08-8.18 | 5.3-8.18 | 0%-4.3% | 2.8%-4.3% | 01-Jan-20 | |
| Memberships | | | | | | | 0 |
| Aquafitness | 45.58-753.48 | 46.90-768.81 | 48.23-788.05 | 2.5%-2.8% | 4.6%-5.3% | 01-Jan-20 | |
| Swim | 20.31-542.26 | 20.8-553.54 | 21.46-567.47 | 2.5%-3.2% | 4.6%-5.5% | 01-Jan-20 | |
| Swim - Wave | 41.51-660.29 | 42.48-673.67 | 43.58-690.7 | 2.5%-2.7% | 4.6%-5.1% | 01-Jan-20 | |
| Specialized | 2.74-641.1 | 2.83-653.98 | 5.30-670.35 | 2.5%-4.3% | 4.6%-9.1% | 01-Jan-20 | |
| Skating | 9.02-282.98 | 9.29-288.94 | 9.73-296.23 | 2.5%-4.7% | 4.6%-7.3% | 01-Jan-20 | |
| Special Needs | 7.89-37.90 | 8.19-38.94 | 8.40-40.04 | 2.7%-3.3% | 5.2%-5.7% | 01-Jan-20 | |

City of Ottawa
Recreation, Cultural and Facility Services
City Wide Programs, Aquatics & Specialized Services

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Program Registration (Hourly) | | | | | | | -135 |
| Aquatics - Learn To Swim | 4.51-27.44 | 4.60-27.99 | 4.72-28.69 | 2.5% | 4.5% | 01-Jan-20 | |
| Certification | 0.81-24.29 | 0.81-24.29 | 0.83-24.9 | 2.5% | 4.5% | 01-Jan-20 | |
| Inclusive Recreation | 1.92-20.30 | 1.96-20.71 | 2.01-28.69 | 2.5% | 4.5% | 01-Jan-20 | |
| Skating - Learn To Skate | 11.78-25.52 | 12.02-26.03 | 12.32-26.68 | 2.5% | 4.5% | 01-Jan-20 | |
| Specialty | 7.34-13.07 | 7.49-13.33 | 7.68-13.66 | 2.5% | 4.5% | 01-Jan-20 | |
| One-on-one Instruction | 29.78-70.53 | 29.19-71.94 | 29.92-73.74 | 2.5% | 4.5% | 01-Jan-20 | |
| Parking | | | | | | | |
| Mooney's Bay - Vehicle (30 min) | 0.75 | 1.00 | 1.00 | 0.0% | 33.3% | 01-Jan-20 | |
| Mooney's Bay - Season Pass | 54.15 | 55.23 | 56.61 | 2.5% | 4.5% | 01-Jan-20 | |
| Petrie - Vehicle (30 min) | 0.50 | 0.75 | 0.75 | 0.0% | 50.0% | 01-Jan-20 | |
| Other | | | | | | | |
| Non-Resident Surcharge | 25% | 25% | 25% | 0.0% | 0.0% | 01-Jan-20 | |
| Fee Assistance | 175.00 | 175.00 | 180.00 | 2.9% | 2.9% | 01-Jan-20 | |
| Above Fee increases were approved by Council in report ACS2019-FSD-FIN-0004 Sept. 25, 2019 | | | | | | | |
| Rentals | | | | | | | |
| Community Sponsored Public Skate | NEW | 146.01 | 149.69 | 2.5% | NEW | 01-Jan-20 | |
| Community Sponsored Public Skate Stat | NEW | 163.71 | 167.83 | 2.5% | NEW | 01-Jan-20 | |
| Hall | 2.98-140.90 | 3.05-184.15 | 3.14-188.8 | 2.5%-3.0% | 4.5%-5.4% | 01-Jan-20 | |
| Hall-Commercial | 16.92-163.82 | 17.3-167.12 | 17.74-171.32 | 2.5%-2.7% | 4.6%-4.9% | 01-Jan-20 | |
| Hall-NFP | 3.24-73.56 | 3.31-75.04 | 3.4-76.94 | 2.5%-2.8% | 4.5%-5.1% | 01-Jan-20 | |
| Hall-Private | 12.94-128.4 | 13.23-130.97 | 13.58-134.24 | 2.5%-2.6% | 4.5%-4.9% | 01-Jan-20 | |
| Admissions | | | | | | | |
| Administrative Charge | 4.51-90.26 | 4.64-92.07 | 4.73-94.38 | 1.9%-7.0% | 4.5%-7.0% | 01-Jan-20 | |
| Event Admission | 2.43-22.56 | 2.43-22.56 | 3.76-22.78 | 0%-4.7% | 0%-10.0% | 01-Jan-20 | |
| Fitness Admission | 3.76-7.96 | 3.98-11.28 | 3.98-11.72 | 0%-4.3% | 2.8%-6.6% | 01-Jan-20 | |
| General Admission | 0.88-92.92 | 0.88-94.69 | 0.88-19.91 | 0%-25.0% | 0%-29.2% | 01-Jan-20 | |
| Merchandise | 0.04-425.00 | 0.04-425.00 | 0.04-425 | 0%-2.5% | 0%-144.5% | 01-Jan-20 | |

City of Ottawa
 Recreation, Cultural and Facility Services
 City Wide Programs, Aquatics & Specialized Services

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Memberships | | | | | | | |
| Fitness | 20.76-881.21 | 21.24-881.42 | 21.90-903.53 | 2.5%-3.2% | 2.5%-5.4% | 01-Jan-20 | |
| Multi Visit | 3.34-9.16 | 1.77-100.22 | 1.81-9.69 | 2.5%-3.5% | 4.6%-6.5% | 01-Jan-20 | |
| Personal Training | 19.40-55.51 | 19.91-56.86 | 20.57-58.4 | 2.5%-3.3% | 4.7%-5.7% | 01-Jan-20 | |
| Skating - Specialized | 17.6-141.04 | 18.14-144.03 | 18.80-147.78 | 2.5%-3.6% | 4.6%-6.3% | 01-Jan-20 | |
| Program Registration (Hourly) | | | | | | | |
| Day Camps | 1.62-15.30 | 1.65-15.61 | 1.69-16 | 2.5% | 4.5% | 01-Jan-20 | |
| Fitness | 0.16-14.38 | 0.16-14.67 | 0.16-15.04 | 2.5% | 4.5% | 01-Jan-20 | |
| General Interest | 1.06-65.03 | 1.08-66.33 | 1.11-67.99 | 2.5% | 4.5% | 01-Jan-20 | |
| Inclusive Recreation - Integration Fee (per week of camp) | 40.80 | 41.62 | 42.70 | 2.6% | 4.7% | 01-Jan-20 | |
| Performing Arts | 3.84-25.61 | 3.92-26.12 | 4.02-26.77 | 2.5% | 4.5% | 01-Jan-20 | |
| Sports | 2.14-75.87 | 2.18-77.39 | 2.23-79.32 | 2.5% | 4.5% | 01-Jan-20 | |
| Visual Arts | 1.92-29.78 | 1.96-30.38 | 2.01-31.14 | 2.5% | 4.5% | 01-Jan-20 | |
| Other | | | | | | | |
| Older Adult Registration Discount | 10% | 10% | 10% | 0.0% | 0.0% | 01-Jan-20 | |
| Total Departmental | | | | | | | -260 |

Recreation, Cultural and Facility Services Department

2020 Service Area Summary - Parks and Facilities Planning

Parks and Facilities Planning Services are responsible for the planning, development, redevelopment, and modernization of all city parklands, recreational and cultural facilities. The Service Area supports capital initiatives triggered by growth in collaboration with Planning, Infrastructure and Economic Development. In addition, PFP Services are the departmental lead for capital planning, development of facility and park design standards, and strategic planning for facility delivery throughout the City.

Programs/Services Offered

The Parks and Facilities Planning Service Area:

- Plans, develops, and redevelops recreation and cultural facilities, parks, and sports fields
- Invests in local initiatives and assets to sustain municipal and community infrastructure and parkland
- Provides project planning, coordination, tracking, funding transfers and project allocations for Ward-specific and City-Wide Cash-in-Lieu (CIL) of Parkland
- Provides community funding for capital projects through the Community Partnership Minor Capital Program; a cost-sharing initiative with community groups for minor capital improvements (up to \$10K) to city-owned parks, recreation and cultural facilities. Examples include play equipment, basketball courts, park furniture, tree planting, landscape improvements, and minor facility improvements
- Provides community funding for capital projects through the Community Partnership Major Capital Program; a cost-sharing initiative with community groups for major capital improvements to fixed assets such as new facilities, renovations, and expansions
- Enhances service delivery through public engagement initiatives relating the community to projects in their area

City of Ottawa
Recreation, Cultural and Facility Services
Parks & Facilities Planning - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Parks & Facilities Planning | 1,900 | 2,133 | 2,133 | 2,183 | 50 |
| Gross Expenditure | 1,900 | 2,133 | 2,133 | 2,183 | 50 |
| Recoveries & Allocations | -87 | 0 | 0 | 0 | 0 |
| Revenue | -204 | -485 | -485 | -485 | 0 |
| Net Requirement | 1,609 | 1,648 | 1,648 | 1,698 | 50 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 1,847 | 1,901 | 1,901 | 1,951 | 50 |
| Overtime | 1 | 2 | 2 | 2 | 0 |
| Material & Services | 87 | 230 | 230 | 230 | 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 | -35 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 1,900 | 2,133 | 2,133 | 2,183 | 50 |
| Recoveries & Allocations | -87 | 0 | 0 | 0 | 0 |
| Net Expenditure | 1,813 | 2,133 | 2,133 | 2,183 | 50 |
| Revenues By Type | | | | | |
| 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 | -204 | -485 | -485 | -485 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -204 | -485 | -485 | -485 | 0 |
| Net Requirement | 1,609 | 1,648 | 1,648 | 1,698 | 50 |
| Full Time Equivalents | | | 15.00 | 15.00 | 0.00 |

City of Ottawa
 Recreation, Cultural and Facility Services
 Parks & Facilities Planning - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|------------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Park Review & Inspection Fee | | | | | | | |
| Estimated value of work | 4% | 4% | 4% | 0.0% | 0.0% | 01-Jan-20 | |
| Total Departmental | | | | | | | 0 |

Recreation, Cultural and Facility Services Department

2020 Service Area Summary - Facility Operations Service

The Facility Operations Service is responsible for the mechanical operation of City buildings, ensuring facility cleanliness and upkeep, regular and preventative maintenance and minor repairs, facility related service desk operations, facility equipment inventory, energy management, and implementation of energy saving projects. The Service is organized into three geographical areas, East, West and Central Branches and three specialized areas, Special Operations Branch, Maintenance Management Branch, and the Building Engineering and Energy Management (BEEM) Branch.

Program/Services Offered

Facility Operations Service:

- Maintains municipal buildings including paramedic, police and fire stations, administrative buildings, libraries, equipment garages, workshops and yards, storage buildings, salt domes, day care centres, recreational and sport complexes, community centers, cultural facilities, family shelters and emergency housing, as well as long-term care facilities
- Responsible for the upkeep and maintenance of major recreation complexes, community centres/field houses, indoor and outdoor pools, senior centres, wading pools, splash pads and beaches
- Operates the facility mechanical systems and ensures the cleanliness and good repair of municipal buildings
- Adheres to clear service standards and delivers services based on client and community needs
- Ensures that legislative and safety requirements related to facility operations are implemented and adhered to
- Responds to facility related client service requests (including program and special event support)
- 24/7 Emergency (on call) coverage for the operation and maintenance of City buildings
- Provides specialized trade services to municipal facilities and parks, including carpentry, electrical, HVAC and plumbing services

- Custodial services (e.g. - housekeeping, annual maintenance, snow removal)
- Preventative maintenance
- Operates and maintains specialized facility mechanical systems including high efficiency boilers and refrigeration systems for arenas
- Identifies and implements energy conservation projects including facility LED lighting conversions, building automation integration, and mechanical retrofits
- Responsible for the development of a building automation system (integrator) that allows remote access to components of building mechanical systems through a common front end
- Tracks facility energy use and related costs

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations Services - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Facility Operations Services | 81,392 | 82,191 | 82,191 | 84,329 | 2,138 |
| Gross Expenditure | 81,392 | 82,191 | 82,191 | 84,329 | 2,138 |
| Recoveries & Allocations | -49,631 | -49,599 | -49,599 | -50,513 | -914 |
| Revenue | -2,231 | -2,622 | -2,622 | -2,232 | 390 |
| Net Requirement | 29,530 | 29,970 | 29,970 | 31,584 | 1,614 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 53,215 | 54,531 | 54,531 | 55,705 | 1,174 |
| Overtime | 966 | 910 | 910 | 910 | 0 |
| Material & Services | 20,476 | 21,645 | 21,645 | 22,372 | 727 |
| Transfers/Grants/Financial Charges | 474 | 454 | 454 | 454 | 0 |
| Fleet Costs | 886 | 594 | 594 | 639 | 45 |
| Program Facility Costs | -756 | -756 | -756 | -756 | 0 |
| Other Internal Costs | 6,131 | 4,813 | 4,813 | 5,005 | 192 |
| Gross Expenditures | 81,392 | 82,191 | 82,191 | 84,329 | 2,138 |
| Recoveries & Allocations | -49,631 | -49,599 | -49,599 | -50,513 | -914 |
| Net Expenditure | 31,761 | 32,592 | 32,592 | 33,816 | 1,224 |
| Revenues By Type | | | | | |
| 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 | -2,231 | -2,622 | -2,622 | -2,232 | 390 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -2,231 | -2,622 | -2,622 | -2,232 | 390 |
| Net Requirement | 29,530 | 29,970 | 29,970 | 31,584 | 1,614 |
| Full Time Equivalents | | | 611.93 | 611.93 | 0.00 |

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations Services - User Fees

| | 2018 Rate \$ | 2019 Rate \$ | 2020 Rate \$ | % Change Over 2019 | % Change Over 2018 | Effective Date | 2020 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| City Hall Services | | | | | | | |
| Room Booking - For Profit Organizations | | | | | | | |
| A.S. Haydon Hall | 530.00 | 541.00 | 555.00 | 2.6% | 4.7% | 01-Jan-20 | |
| Jean Pigott Place | 1,471.00 | 1,500.00 | 1,538.00 | 2.5% | 4.6% | 01-Jan-20 | |
| Champlain Room | 303.00 | 309.00 | 317.00 | 2.6% | 4.6% | 01-Jan-20 | |
| Keefer Room | 234.00 | 239.00 | 245.00 | 2.5% | 4.7% | 01-Jan-20 | |
| Councillor Lounge | 355.00 | 362.00 | 371.00 | 2.5% | 4.5% | 01-Jan-20 | |
| Festival Plaza | 1,530.00 | 1,561.00 | 1,600.00 | 2.5% | 4.6% | 01-Jan-20 | |
| Festival Control | 297.00 | 303.00 | 311.00 | 2.6% | 4.7% | 01-Jan-20 | |
| Festival Boardroom | 176.00 | 180.00 | 185.00 | 2.8% | 5.1% | 01-Jan-20 | |
| Colonel By Room | 234.00 | 239.00 | 245.00 | 2.5% | 4.7% | 01-Jan-20 | |
| Richmond Room | 176.00 | 180.00 | 185.00 | 2.8% | 5.1% | 01-Jan-20 | |
| Honeywell Room | 176.00 | 180.00 | 185.00 | 2.8% | 5.1% | 01-Jan-20 | |
| Billing Room | 176.00 | 180.00 | 185.00 | 2.8% | 5.1% | 01-Jan-20 | |
| Caucus Room | 59.00 | 60.00 | 62.00 | 3.3% | 5.1% | 01-Jan-20 | |
| Lisgar Field | 342.00 | 349.00 | 358.00 | 2.6% | 4.7% | 01-Jan-20 | |
| Room Booking - For Non-Profit Organizations | | | | | | | |
| A.S. Haydon Hall | 176.00 | 180.00 | 185.00 | 2.8% | 5.1% | 01-Jan-20 | |
| Jean Pigott Place | 176.00 | 180.00 | 185.00 | 2.8% | 5.1% | 01-Jan-20 | |
| Champlain Room | 176.00 | 180.00 | 185.00 | 2.8% | 5.1% | 01-Jan-20 | |
| Keefer Room | 176.00 | 180.00 | 185.00 | 2.8% | 5.1% | 01-Jan-20 | |
| Councillor Lounge | 235.00 | 240.00 | 246.00 | 2.5% | 4.7% | 01-Jan-20 | |
| Festival Plaza | 798.00 | 814.00 | 834.00 | 2.5% | 4.5% | 01-Jan-20 | |
| Festival Control | 235.00 | 240.00 | 246.00 | 2.5% | 4.7% | 01-Jan-20 | |
| Festival Boardroom | 59.00 | 60.00 | 62.00 | 3.3% | 5.1% | 01-Jan-20 | |
| Colonel By Room | 59.00 | 60.00 | 62.00 | 3.3% | 5.1% | 01-Jan-20 | |
| Richmond Room | 59.00 | 60.00 | 62.00 | 3.3% | 5.1% | 01-Jan-20 | |
| Honeywell Room | 59.00 | 60.00 | 62.00 | 3.3% | 5.1% | 01-Jan-20 | |
| Billing Room | 59.00 | 60.00 | 62.00 | 3.3% | 5.1% | 01-Jan-20 | |
| Caucus Room | 37.00 | 38.00 | 39.00 | 2.6% | 5.4% | 01-Jan-20 | |
| Lisgar Field | 170.00 | 173.00 | 177.00 | 2.3% | 4.1% | 01-Jan-20 | |
| The above Fee increases were approved by Council in report ACS2019-FSD-FIN-0004 Sept. 25, 2019. | | | | | | | |
| Total Departmental | | | | | | | 0 |

Public Works & Environmental Services Department

2020 Service Area Summary - Parks Services

Parks Services provide centralized management of the City's parks including 650 sports fields (ball diamonds, soccer, football, cricket and ultimate fields) 4,300 hectares of parkland in more than 1,349 sites and over 820 play structures. Annually, the service area completes an average of 6,300 service requests with 97% being completed within established service levels.

Programs/Services Offered

- Operation and maintenance of parks grounds, open spaces, leased hydro easements, naturalized areas and parks. This includes sports fields, ball diamonds, turf, beaches, wading pools, play structures, outdoor rinks, and municipal facility grounds
- Turf Maintenance (grass cutting) – passive park lands, sports fields
- Roadside Grass cutting - Median and boulevards in urban/suburban areas
- Integrated Turf Management for sports fields (cutting, fertilizing, top dressing, over seeding, aerating, irrigation)
- Ball Diamond Maintenance (gilling, granular, backstop repairs)
- Play Court/Game Court Maintenance (nets, hoops, surface, lines, asphalt repairs)
- Wading Pool / Spray Pad Maintenance (painting, water activation, chemical delivery, pool repairs)
- Play Structure Maintenance (inspection, repair)
- General Park Maintenance (litter, graffiti, lighting, fencing, furniture)
- Outdoor Rink Maintenance (boards, plumbing, lighting)
- Park waste collection
- Winter control for identified City facilities, NCC ski trail and dog park parking lots and parking lots associated with outdoor rinks

City of Ottawa
Public Works and Environmental Services Department
Parks - Operating Resource Requirement
In Thousands (\$000)

| | 2018 | 2019 | | 2020 | \$ Change over 2019 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Parks | 39,522 | 39,584 | 38,499 | 39,210 | 711 |
| Gross Expenditure | 39,522 | 39,584 | 38,499 | 39,210 | 711 |
| Recoveries & Allocations | -1,400 | -633 | -633 | -633 | 0 |
| Revenue | -501 | -345 | -360 | -315 | 45 |
| Net Requirement | 37,621 | 38,606 | 37,506 | 38,262 | 756 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 19,956 | 20,761 | 21,827 | 22,330 | 503 |
| Overtime | 693 | 571 | 571 | 583 | 12 |
| Material & Services | 10,761 | 10,113 | 8,430 | 8,440 | 10 |
| Transfers/Grants/Financial Charges | 1 | 2 | 0 | 0 | 0 |
| Fleet Costs | 7,231 | 7,412 | 6,942 | 7,122 | 180 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 880 | 725 | 729 | 735 | 6 |
| Gross Expenditures | 39,522 | 39,584 | 38,499 | 39,210 | 711 |
| Recoveries & Allocations | -1,400 | -633 | -633 | -633 | 0 |
| Net Expenditure | 38,122 | 38,951 | 37,866 | 38,577 | 711 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -44 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -457 | -345 | -360 | -315 | 45 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -501 | -345 | -360 | -315 | 45 |
| Net Requirement | 37,621 | 38,606 | 37,506 | 38,262 | 756 |
| Full Time Equivalents | | | 284.91 | 284.91 | 0.00 |

City Of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
Funding Summary
In Thousands \$(000's)

| Project Description | Revenues | Gas Tax | Tax Supported/ Dedicated | Develop. Charges | Tax Supported/ Dedicated Debt | Grand Total |
|---|----------|---------|-----------------------------|---------------------|----------------------------------|--------------|
| By-law & Regulatory Services | | | | | | |
| Renewal of City Assets | | | | | | |
| 909118 By-law Ballistic Vest Replacement | - | - | 75 | - | - | 75 |
| 909666 2020 Buildings -By-Law Services | - | - | 75 | - | - | 75 |
| 909817 By-law Equipment Replacement (2020) | - | - | 60 | - | - | 60 |
| Renewal of City Assets Total | - | - | 210 | - | - | 210 |
| By-law & Regulatory Services Total | - | - | 210 | - | - | 210 |
| Child Care | | | | | | |
| Renewal of City Assets | | | | | | |
| 909667 2020 Buildings-Child Care Services | - | - | 450 | - | - | 450 |
| Renewal of City Assets Total | - | - | 450 | - | - | 450 |
| Service Enhancements | | | | | | |
| 909684 2020 Accessibility - Child Care Services | - | - | 60 | - | - | 60 |
| 909859 2020 Municipal Child Care Centre Upgrade | - | - | 100 | - | - | 100 |
| Service Enhancements Total | - | - | 160 | - | - | 160 |
| Child Care Total | - | - | 610 | - | - | 610 |
| Fire Services | | | | | | |
| Renewal of City Assets | | | | | | |
| 908883 Fire Back-Up Generators | - | - | 200 | - | - | 200 |
| 908895 Fire Station Alerting & Paging System Up | - | - | 1,161 | - | - | 1,161 |
| 909661 Fire Tech. Development & Equip. - 2020 | - | - | 475 | - | - | 475 |
| 909662 Specialty Fire Equip. Replacement - 2020 | - | - | 500 | - | - | 500 |
| 909663 Fire Equip. Replacement Program - 2020 | - | - | 540 | - | - | 540 |
| 909664 Fire Safety Equipment Replacement - 2020 | - | - | 400 | - | - | 400 |
| 909665 Fire Facility Equip. Replacement - 2020 | - | - | 375 | - | - | 375 |
| 909669 2020 Buildings - Fire Services | - | - | 1,825 | - | - | 1,825 |
| Renewal of City Assets Total | - | - | 5,476 | - | - | 5,476 |
| Growth | | | | | | |
| 908031 Kanata North Fire Station | - | - | - | 1,800 | 200 | 2,000 |
| 909130 Fire Rural Water Supply | - | - | 60 | 140 | - | 200 |

City Of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
Funding Summary
In Thousands \$(000's)

| Project Description | Revenues | Gas Tax | Tax Supported/ Dedicated | Develop. Charges | Tax Supported/ Dedicated Debt | Grand Total |
|---|------------|---------|-----------------------------|---------------------|----------------------------------|--------------|
| Growth Total | - | - | 60 | 1,940 | 200 | 2,200 |
| Service Enhancements | | | | | | |
| 909654 CBRN Grant - 2020 | 150 | - | - | - | - | 150 |
| 909660 USAR Grant - 2020 | 400 | - | - | - | - | 400 |
| Service Enhancements Total | 550 | - | - | - | - | 550 |
| Fire Services Total | 550 | - | 5,536 | 1,940 | 200 | 8,226 |
| Long Term Care | | | | | | |
| Renewal of City Assets | | | | | | |
| 909677 2020 Buildings - Long Term Care | - | - | 1,853 | - | - | 1,853 |
| 909857 Call Bell System | - | - | 250 | - | - | 250 |
| 909858 2020 Furniture & Equipment - LTC | - | - | 300 | - | - | 300 |
| Renewal of City Assets Total | - | - | 2,403 | - | - | 2,403 |
| Service Enhancements | | | | | | |
| 909688 2020 Accessibility - Long Term Care | - | - | 60 | - | - | 60 |
| Service Enhancements Total | - | - | 60 | - | - | 60 |
| Long Term Care Total | - | - | 2,463 | - | - | 2,463 |
| Paramedic Service | | | | | | |
| Renewal of City Assets | | | | | | |
| 909755 Paramedic Equipment Replacement (2020) | - | - | 360 | - | - | 360 |
| 909761 Paramedic Technology & Equipment (2020) | - | - | 254 | - | - | 254 |
| 909768 Paramedic Facilities/Post Eq. Rpl 2020 | - | - | 100 | - | - | 100 |
| 909770 Paramedic Defibrillator Replacement 2020 | - | - | 550 | - | - | 550 |
| Renewal of City Assets Total | - | - | 1,264 | - | - | 1,264 |
| Growth | | | | | | |
| 909076 Paramedic West End Deployment Facility | - | - | 325 | 675 | - | 1,000 |
| 909753 Paramedic Vehicles & Equipment (2020) | - | - | 71 | 419 | - | 490 |
| Growth Total | - | - | 396 | 1,094 | - | 1,490 |
| Paramedic Service Total | - | - | 1,660 | 1,094 | - | 2,754 |
| Parks, Buildings, & Grounds | | | | | | |

City Of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
Funding Summary
In Thousands \$(000's)

| Project Description | Revenues | Gas Tax | Tax Supported/ Dedicated | Develop. Charges | Tax Supported/ Dedicated Debt | Grand Total |
|---|----------|----------|-----------------------------|---------------------|----------------------------------|---------------|
| Renewal of City Assets | | | | | | |
| 909683 2020 Parks-Parks & Rec | - | - | 8,250 | - | - | 8,250 |
| Renewal of City Assets Total | - | - | 8,250 | - | - | 8,250 |
| Parks, Buildings, & Grounds Total | - | - | 8,250 | - | - | 8,250 |
| Parks, Recreation & Culture | | | | | | |
| Renewal of City Assets | | | | | | |
| 907844 Park Pathway Lighting 2018 | - | - | 250 | - | - | 250 |
| 909107 Facility Minor Cap Front of House Repair | - | - | 300 | - | - | 300 |
| 909668 2020 Buildings-Cultural Services | - | - | 850 | - | - | 850 |
| 909678 2020 Buildings - Parks & Rec | - | - | 22,790 | - | - | 22,790 |
| 909821 Outdoor Sports Court Redevelopment 2020 | - | - | 200 | - | - | 200 |
| 909824 Minor Park Improvement 2020 | - | - | 250 | - | - | 250 |
| 909826 Infrast. Support - Outdoor Rinks 2020 | - | - | 400 | - | - | 400 |
| 909828 Infrastructure Upgrades 2020 | - | - | 774 | - | - | 774 |
| 909830 Outdoor Pool Security Upgrades 2020 | - | - | 100 | - | - | 100 |
| 909831 Meridian Theatre Cap Renewal Fund 2020 | - | - | 168 | - | - | 168 |
| 909833 Cultural Building & Equip. 2020 | - | - | 126 | - | - | 126 |
| 909834 Museum Sustainability Plan 2020 | - | - | 200 | - | - | 200 |
| 909835 Artifact & Art Coll. Restore & Main 2020 | - | - | 50 | - | - | 50 |
| 909848 Shenkman Arts Ctre Renewal Fund 2020 | - | - | 40 | - | - | 40 |
| Renewal of City Assets Total | - | - | 26,498 | - | - | 26,498 |
| Growth | | | | | | |
| 908531 Buckles St. Neighbourhood Park | - | - | - | 1,000 | - | 1,000 |
| 908532 Carp Airport Community Park | - | - | 25 | 475 | - | 500 |
| 908539 Kanata West District Park | - | - | 104 | 445 | - | 549 |
| 908543 Onessa Springs Park | - | - | - | 120 | - | 120 |
| 909490 Jockvale River District Park | - | - | 380 | 1,620 | - | 2,000 |
| 909818 Cyrville Station TOD Area-1/3 Urban Park | - | - | 51 | 287 | - | 338 |
| 909819 Urban DC Grand Allee | - | - | 95 | 403 | - | 498 |
| 909840 Community Centre - Central (Ottawa East) | 158 | - | - | 893 | - | 1,050 |
| 909845 Indoor Skateboard Park Partnership | 2,645 | - | - | 580 | - | 3,225 |

City Of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
Funding Summary
In Thousands \$(000's)

| Project Description | Revenues | Gas Tax | Tax Supported/ Dedicated | Develop. Charges | Tax Supported/ Dedicated Debt | Grand Total |
|--|--------------|----------|-----------------------------|---------------------|----------------------------------|---------------|
| 909847 Rec Plnng Studies City Wide Facilities | 326 | - | - | 120 | - | 446 |
| Growth Total | 3,128 | - | 655 | 5,943 | - | 9,726 |
| Service Enhancements | | | | | | |
| 909685 2020 Accessibility - Cultural Services | - | - | 60 | - | - | 60 |
| 909689 2020 Accessibility - Parks & Rec | - | - | 1,850 | - | - | 1,850 |
| 909837 Major Capital Partnership 2020 | - | - | 730 | - | - | 730 |
| 909838 Minor Capital Partnership 2020 | - | - | 300 | - | - | 300 |
| Service Enhancements Total | - | - | 2,940 | - | - | 2,940 |
| Parks, Recreation & Culture Total | 3,128 | - | 30,093 | 5,943 | - | 39,164 |
| Security & Emergency Management | | | | | | |
| Renewal of City Assets | | | | | | |
| 909825 IMCMS Equipment 2020 | - | - | 50 | - | - | 50 |
| 909827 Security Operations Equip Replace 2020 | - | - | 300 | - | - | 300 |
| 909829 Emergency Operations Equip Replace 2020 | - | - | 100 | - | - | 100 |
| 909832 Emergency Operations Centre Upgrade | - | - | 50 | - | - | 50 |
| Renewal of City Assets Total | - | - | 500 | - | - | 500 |
| Security & Emergency Management Total | - | - | 500 | - | - | 500 |
| Social Services | | | | | | |
| Renewal of City Assets | | | | | | |
| 909680 2020 Buildings - Social Services | - | - | 750 | - | - | 750 |
| Renewal of City Assets Total | - | - | 750 | - | - | 750 |
| Service Enhancements | | | | | | |
| 909690 2020 Accessibility - Social Services | - | - | 60 | - | - | 60 |
| Service Enhancements Total | - | - | 60 | - | - | 60 |
| Social Services Total | - | - | 810 | - | - | 810 |
| Grand Total | 3,678 | - | 50,132 | 8,977 | 200 | 62,987 |

City of Ottawa
Emergency & Protective Services
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 | |
| Expenditures by Program | | | | | | | | |
| General Manager's Office | 401 | 401 | 0 | 5 | 0 | 0 | 406 | 5 |
| Business & Technical Support Services | 3,775 | 3,845 | 0 | 125 | 0 | 0 | 3,970 | 125 |
| Gross Expenditure | 4,176 | 4,246 | 0 | 130 | 0 | 0 | 4,376 | 130 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 4,176 | 4,246 | 0 | 130 | 0 | 0 | 4,376 | 130 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 4,080 | 4,150 | 0 | 80 | 0 | 0 | 4,230 | 80 |
| Overtime | 7 | 7 | 0 | 0 | 0 | 0 | 7 | 0 |
| Material & Services | 87 | 87 | 0 | 50 | 0 | 0 | 137 | 50 |
| 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 | 2 | 2 | 0 | 0 | 0 | 0 | 2 | 0 |
| Gross Expenditures | 4,176 | 4,246 | 0 | 130 | 0 | 0 | 4,376 | 130 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 4,176 | 4,246 | 0 | 130 | 0 | 0 | 4,376 | 130 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 3.1% | 0.0% | 0.0% | 3.1% | |
| Revenues By Type | | | | | | | | |
| 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 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 4,176 | 4,246 | 0 | 130 | 0 | 0 | 4,376 | 130 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 3.1% | 0.0% | 0.0% | 3.1% | |
| Full Time Equivalents (FTE's) | | 35.00 | 0.00 | 0.00 | 0.00 | 0.00 | 35.00 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Emergency & Protective Services

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

In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|-----------|
| | Expense | Revenue | Net |
| Savings mainly due to vacant positions. | 70 | 0 | 70 |
| Total Surplus / (Deficit) | 70 | 0 | 70 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 80 | 0 | 80 | 0.00 |
| Annual license fees associated with the Special Event software. | 50 | 0 | 50 | 0.00 |
| Total Maintain Services | 130 | 0 | 130 | 0.00 |
| Total Budget Changes | 130 | 0 | 130 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 Security and Emergency Management - 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 | |
| Expenditures by Program | | | | | | | | |
| Security and Emergency Management | 10,686 | 10,086 | 0 | 195 | 0 | 0 | 10,281 | 195 |
| 9.1.1 | 1,945 | 1,945 | 0 | 160 | 0 | 0 | 2,105 | 160 |
| Gross Expenditure | 12,631 | 12,031 | 0 | 355 | 0 | 0 | 12,386 | 355 |
| Recoveries & Allocations | -3,666 | -3,866 | 0 | 0 | 0 | 0 | -3,866 | 0 |
| Revenue | -270 | -270 | 0 | 0 | 0 | 0 | -270 | 0 |
| Net Requirement | 8,695 | 7,895 | 0 | 355 | 0 | 0 | 8,250 | 355 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 2,206 | 2,206 | 0 | 50 | 0 | 0 | 2,256 | 50 |
| Overtime | 7 | 7 | 0 | 0 | 0 | 0 | 7 | 0 |
| Material & Services | 8,453 | 7,853 | 0 | 168 | 0 | 0 | 8,021 | 168 |
| Transfers/Grants/Financial Charges | 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 | 1,965 | 1,965 | 0 | 137 | 0 | 0 | 2,102 | 137 |
| Gross Expenditures | 12,631 | 12,031 | 0 | 355 | 0 | 0 | 12,386 | 355 |
| Recoveries & Allocations | -3,666 | -3,866 | 0 | | 0 | 0 | -3,866 | 0 |
| Net Expenditure | 8,965 | 8,165 | 0 | 355 | 0 | 0 | 8,520 | 355 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 4.3% | 0.0% | 0.0% | 4.3% | |
| Revenues By Type | | | | | | | | |
| 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 | -270 | -270 | 0 | 0 | 0 | 0 | -270 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -270 | -270 | 0 | 0 | 0 | 0 | -270 | 0 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 8,695 | 7,895 | 0 | 355 | 0 | 0 | 8,250 | 355 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 4.5% | 0.0% | 0.0% | 4.5% | |
| Full Time Equivalents (FTE's) | | 20.00 | 0.00 | 0.00 | 0.00 | 0.00 | 20.00 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Emergency & Protective Services
 Security and Emergency Management - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|----------|-------------|
| | Expense | Revenue | Net |
| One-time costs related to the 2019 Spring Freshet emergency event. | -600 | 0 | -600 |
| Shortfall in recoveries related to the Corporate Radio system. | -200 | 0 | -200 |
| Total Surplus / (Deficit) | -800 | 0 | -800 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 50 | 0 | 50 | 0.00 |
| Inflationary increase to 9-1-1 system and new upgrade to Next Generation-911 identified in report to Police Services Board, March 25, 2019. | 160 | 0 | 160 | 0.00 |
| Inflationary increases on contracted services, maintenance agreements and materials and supplies. | 145 | 0 | 145 | 0.00 |
| Total Maintain Services | 355 | 0 | 355 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | 0 | 0 | 0.00 |
| Total User Fees & Revenues | 0 | 0 | 0 | 0.00 |
| Total Budget Changes | 355 | 0 | 355 | 0.00 |

City of Ottawa
Emergency & Protective Services
Fire 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 | |
| Expenditures by Program | | | | | | | | |
| Chief's Office | 491 | 491 | 0 | 11 | 0 | 0 | 502 | 11 |
| Operations | 146,715 | 145,605 | 500 | 3,108 | 0 | 0 | 149,213 | 3,608 |
| Prevention | 6,481 | 6,481 | 0 | 161 | 0 | 0 | 6,642 | 161 |
| Communications | 6,083 | 6,083 | 0 | 130 | 0 | 0 | 6,213 | 130 |
| Operational Support | 6,038 | 6,038 | 0 | 260 | 0 | 0 | 6,298 | 260 |
| Gross Expenditure | 165,808 | 164,698 | 500 | 3,670 | 0 | 0 | 168,868 | 4,170 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | -1,093 | -993 | 0 | 0 | 0 | -215 | -1,208 | -215 |
| Net Requirement | 164,715 | 163,705 | 500 | 3,670 | 0 | -215 | 167,660 | 3,955 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 146,276 | 146,276 | 0 | 3,190 | 0 | 0 | 149,466 | 3,190 |
| Overtime | 3,140 | 3,140 | 0 | 65 | 0 | 0 | 3,205 | 65 |
| Material & Services | 3,698 | 3,288 | 0 | 50 | 0 | 0 | 3,338 | 50 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 8,328 | 7,628 | 500 | 265 | 0 | 0 | 8,393 | 765 |
| Program Facility Costs | 3,260 | 3,260 | 0 | 100 | 0 | 0 | 3,360 | 100 |
| Other Internal Costs | 1,106 | 1,106 | 0 | 0 | 0 | 0 | 1,106 | 0 |
| Gross Expenditures | 165,808 | 164,698 | 500 | 3,670 | 0 | 0 | 168,868 | 4,170 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 165,808 | 164,698 | 500 | 3,670 | 0 | 0 | 168,868 | 4,170 |
| Percent of 2019 Net Expenditure Budget | | | 0.3% | 2.2% | 0.0% | 0.0% | 2.5% | |

City of Ottawa
 Emergency & Protective Services
 Fire 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 | |
| Revenues By Type | | | | | | | | |
| 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 | -1,093 | -993 | 0 | 0 | 0 | -15 | -1,008 | -15 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | -200 | -200 | -200 |
| Total Revenue | -1,093 | -993 | 0 | 0 | 0 | -215 | -1,208 | -215 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 21.7% | 21.7% | |
| Net Requirement | 164,715 | 163,705 | 500 | 3,670 | 0 | -215 | 167,660 | 3,955 |
| Percent of 2019 Net Requirement Budget | | | 0.3% | 2.2% | 0.0% | -0.1% | 2.4% | |
| Full Time Equivalents (FTE's) | | 975.00 | 0.00 | 0.00 | 0.00 | 0.00 | 975.00 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Emergency & Protective Services
 Fire Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|------------|---------------|
| | Expense | Revenue | Net |
| Fleet costs exceed budget resulting from increased repairs and maintenance charges. | -700 | 0 | -700 |
| One-time costs related to the 2019 Spring Freshet emergency event. | -100 | 0 | -100 |
| Ottawa Hospital Research Institute (OHRI) Collaborative Research Service Agreement with the Ottawa Hospital, which is offset by Federal Revenue from Defence Research and Development Canada (DRDC). | -310 | 310 | 0 |
| Revenue shortfall mainly due to lower Recruitment and Special Operations. | 0 | -210 | -210 |
| Total Surplus / (Deficit) | -1,110 | 100 | -1,010 |

| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2019 Changes | |
| Increase to Fleet maintenance program. | 500 | 0 | 500 | 0.00 |
| Total Adjustments to Base Budget | 500 | 0 | 500 | 0.00 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|-------------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 3,255 | 0 | 3,255 | 0.00 |
| Inflationary increases on contracted services, maintenance agreements and materials and supplies. | 50 | 0 | 50 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance. | 265 | 0 | 265 | 0.00 |
| Increase in Facility costs related to inflation on compensation and lease contracts and hydro, heating and water rate increases. | 100 | 0 | 100 | 0.00 |
| Total Maintain Services | 3,670 | 0 | 3,670 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -15 | -15 | 0.00 |
| Increase to anticipated Fire Prevention revenue. | 0 | -200 | -200 | 0.00 |
| Total User Fees & Revenues | 0 | -215 | -215 | 0.00 |
| Total Budget Changes | 4,170 | -215 | 3,955 | 0.00 |

City of Ottawa
Emergency & Protective Services
Paramedic 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 | |
| Expenditures by Program | | | | | | | | |
| Paramedic Service | 92,745 | 91,605 | 680 | 2,850 | 1,080 | 0 | 96,215 | 4,610 |
| CACC (Dispatch) | 9,591 | 9,591 | 0 | 0 | 0 | 0 | 9,591 | 0 |
| Program Support | 310 | 310 | 2,000 | 0 | 0 | 0 | 2,310 | 2,000 |
| Gross Expenditure | 102,646 | 101,506 | 2,680 | 2,850 | 1,080 | 0 | 108,116 | 6,610 |
| Recoveries & Allocations | -165 | -165 | 0 | 0 | 0 | 0 | -165 | 0 |
| Revenue | -62,998 | -60,318 | -2,825 | 0 | 0 | -985 | -64,128 | -3,810 |
| Net Requirement | 39,483 | 41,023 | -145 | 2,850 | 1,080 | -985 | 43,823 | 2,800 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 80,299 | 79,374 | 680 | 1,830 | 830 | 0 | 82,714 | 3,340 |
| Overtime | 2,047 | 2,047 | 0 | 0 | 0 | 0 | 2,047 | 0 |
| Material & Services | 9,586 | 9,371 | 0 | 505 | 250 | 0 | 10,126 | 755 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 7,689 | 7,689 | 0 | 485 | 0 | 0 | 8,174 | 485 |
| Program Facility Costs | 2,427 | 2,427 | 0 | 30 | 0 | 0 | 2,457 | 30 |
| Other Internal Costs | 598 | 598 | 2,000 | 0 | 0 | 0 | 2,598 | 2,000 |
| Gross Expenditures | 102,646 | 101,506 | 2,680 | 2,850 | 1,080 | 0 | 108,116 | 6,610 |
| Recoveries & Allocations | -165 | -165 | 0 | 0 | 0 | 0 | -165 | 0 |
| Net Expenditure | 102,481 | 101,341 | 2,680 | 2,850 | 1,080 | 0 | 107,951 | 6,610 |
| Percent of 2019 Net Expenditure Budget | | | 2.6% | 2.8% | 1.1% | 0.0% | 6.5% | |
| Revenues By Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -61,703 | -59,408 | -2,825 | 0 | 0 | -935 | -63,168 | -3,760 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,295 | -910 | 0 | 0 | 0 | -50 | -960 | -50 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -62,998 | -60,318 | -2,825 | 0 | 0 | -985 | -64,128 | -3,810 |
| Percent of 2019 Revenue Budget | | | 4.7% | 0.0% | 0.0% | 1.6% | 6.3% | |
| Net Requirement | 39,483 | 41,023 | -145 | 2,850 | 1,080 | -985 | 43,823 | 2,800 |
| Percent of 2019 Net Requirement Budget | | | -0.4% | 6.9% | 2.6% | -2.4% | 6.8% | |
| Full Time Equivalents (FTE's) | | 664.80 | 0.00 | 0.00 | 14.00 | 0.00 | 678.80 | 14.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 2.1% | 0.0% | 2.1% | |

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|--------------|--------------|
| | Expense | Revenue | Net |
| Increased Compensation mainly due to higher WSIB costs. | -925 | 0 | -925 |
| One-time costs related to the 2019 Spring Freshet emergency event, police reference checks for all paramedic staff and the close-out of Medusa Electronic Patient Care Report (ePCR) contract . | -215 | 0 | -215 |
| Increased provincial revenue due to higher 50/50 funding and one-time funding for Inter-facility Neonatal Transport and Post-Traumatic Stress Disorder (PTSD). | 0 | 2,295 | 2,295 |
| Increased revenue mainly attributable to program agreements and RCMP Special Operations training. | 0 | 385 | 385 |
| Total Surplus / (Deficit) | -1,140 | 2,680 | 1,540 |

| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|---------------|------------------|-------------|
| | Expense | Revenue | Net 2019 Changes | FTE Impact |
| Annualization of previous years' growth, per Council approved Paramedic Service Review report ACS2016-EPS-GEN-0005. | 680 | -825 | -145 | 0.00 |
| Program support costs allocated to Paramedic Service, offset by provincial funding. | 2,000 | -2,000 | 0 | 0.00 |
| Total Adjustments to Base Budget | 2,680 | -2,825 | -145 | 0.00 |

City of Ottawa
Emergency & Protective Services
Paramedic Service - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|---------------|------------------|--------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 1,830 | 0 | 1,830 | 0.00 |
| Inflationary increases on contracted services, maintenance agreements and materials and supplies. | 205 | 0 | 205 | 0.00 |
| Transfer from capital as a result of new ePCR contract where equipment is to be leased. | 300 | 0 | 300 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance. | 485 | 0 | 485 | 0.00 |
| Increase in Facility costs related to inflation on compensation and lease contracts and hydro, heating and water rate increases. | 30 | 0 | 30 | 0.00 |
| Total Maintain Services | 2,850 | 0 | 2,850 | 0.00 |
| Growth | | | | |
| Increase of 14 Paramedic FTEs, phased-in June 2020, including 2 vehicles, required to maintain Council-approved response times. | 1,080 | 0 | 1,080 | 14.00 |
| Total Growth | 1,080 | 0 | 1,080 | 14.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -25 | -25 | 0.00 |
| Anticipated increase in provincial revenue in land ambulance service to reflect 50/50 funding. | 0 | -935 | -935 | 0.00 |
| Additional revenue related to Public Access Defibrillator (PAD) oversight agreements. | 0 | -25 | -25 | 0.00 |
| Total User Fees & Revenues | 0 | -985 | -985 | 0.00 |
| Total Budget Changes | 6,610 | -3,810 | 2,800 | 14.00 |

City of Ottawa
Emergency & Protective Services
By-law and Regulatory 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 | |
| Expenditures by Program | | | | | | | | |
| Operations | 21,441 | 21,241 | 0 | 505 | 0 | 0 | 21,746 | 505 |
| Spay Neuter Clinic | 505 | 505 | 0 | 10 | 0 | 0 | 515 | 10 |
| Municipal Animal Shelter Services | 1,117 | 1,117 | 0 | 15 | 0 | 0 | 1,132 | 15 |
| Gross Expenditure | 23,063 | 22,863 | 0 | 530 | 0 | 0 | 23,393 | 530 |
| Recoveries & Allocations | -295 | -295 | 0 | 0 | 0 | 0 | -295 | 0 |
| Revenue | -29,767 | -28,967 | 0 | 0 | 0 | -500 | -29,467 | -500 |
| Net Requirement | -6,999 | -6,399 | 0 | 530 | 0 | -500 | -6,369 | 30 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 16,041 | 16,791 | 0 | 440 | 0 | 0 | 17,231 | 440 |
| Overtime | 420 | 270 | 0 | 0 | 0 | 0 | 270 | 0 |
| Material & Services | 4,380 | 4,380 | 0 | 60 | 0 | 0 | 4,440 | 60 |
| Transfers/Grants/Financial Charges | 801 | 1 | 0 | 0 | 0 | 0 | 1 | 0 |
| Fleet Costs | 941 | 941 | 0 | 30 | 0 | 0 | 971 | 30 |
| Program Facility Costs | 66 | 66 | 0 | 0 | 0 | 0 | 66 | 0 |
| Other Internal Costs | 414 | 414 | 0 | 0 | 0 | 0 | 414 | 0 |
| Gross Expenditures | 23,063 | 22,863 | 0 | 530 | 0 | 0 | 23,393 | 530 |
| Recoveries & Allocations | -295 | -295 | 0 | 0 | 0 | 0 | -295 | 0 |
| Net Expenditure | 22,768 | 22,568 | 0 | 530 | 0 | 0 | 23,098 | 530 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 2.3% | 0.0% | 0.0% | 2.3% | |
| Revenues By Type | | | | | | | | |
| 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 | -29,767 | -28,967 | 0 | 0 | 0 | -500 | -29,467 | -500 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -29,767 | -28,967 | 0 | 0 | 0 | -500 | -29,467 | -500 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 1.7% | 1.7% | |
| Net Requirement | -6,999 | -6,399 | 0 | 530 | 0 | -500 | -6,369 | 30 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | -8.3% | 0.0% | 7.8% | -0.5% | |
| Full Time Equivalents (FTE's) | | 176.78 | 0.00 | 0.00 | 0.00 | 0.00 | 176.78 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|------------|------------|
| | Expense | Revenue | Net |
| Voluntary payments (revenue) relating to Accessibility by Private Transportation Companies (PTC's) offset by a contribution to the Accessibility reserve. | -800 | 800 | 0 |
| One-time costs related to the 2019 Spring Freshet emergency event. | -150 | 0 | -150 |
| Compensation savings mainly due to not all newly created positions being staffed for the entire year. | 750 | 0 | 750 |
| Total Surplus / (Deficit) | -200 | 800 | 600 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|-------------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments. | 440 | 0 | 440 | 0.00 |
| Inflationary increases on contracted services, maintenance agreements and materials and supplies. | 60 | 0 | 60 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, fuel, contribution to capital reserve and maintenance. | 30 | 0 | 30 | 0.00 |
| Total Maintain Services | 530 | 0 | 530 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -100 | -100 | 0.00 |
| Increase in parking fine revenue as result of a policy change by the First Attendant Facilities (FAF). | 0 | -400 | -400 | 0.00 |
| Total User Fees & Revenues | 0 | -500 | -500 | 0.00 |
| Total Budget Changes | 530 | -500 | 30 | 0.00 |

City of Ottawa
Emergency & Protective Services
Public Policy Development - 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 | |
| Expenditures by Program | | | | | | | | |
| Public Policy Development | 1,389 | 989 | -215 | 10 | 0 | 0 | 784 | -205 |
| Gross Expenditure | 1,389 | 989 | -215 | 10 | 0 | 0 | 784 | -205 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 1,389 | 989 | -215 | 10 | 0 | 0 | 784 | -205 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 954 | 754 | 0 | 10 | 0 | 0 | 764 | 10 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 435 | 235 | -215 | 0 | 0 | 0 | 20 | -215 |
| 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 |
| Gross Expenditures | 1,389 | 989 | -215 | 10 | 0 | 0 | 784 | -205 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 1,389 | 989 | -215 | 10 | 0 | 0 | 784 | -205 |
| Percent of 2019 Net Expenditure Budget | | | -21.7% | 1.0% | 0.0% | 0.0% | -20.7% | |
| Revenues By Type | | | | | | | | |
| 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 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 1,389 | 989 | -215 | 10 | 0 | 0 | 784 | -205 |
| Percent of 2019 Net Requirement Budget | | | -21.7% | 1.0% | 0.0% | 0.0% | -20.7% | |
| Full Time Equivalents (FTE's) | | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6.00 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Emergency & Protective Services
 Public Policy Development - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|--|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net | |
| Increased costs related to one-time additional work program activities that will be offset by surpluses of other services within the Emergency & Protective Services Department. | -400 | 0 | -400 | |
| Total Surplus / (Deficit) | -400 | 0 | -400 | |
| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2019 Changes | FTE Impact |
| Removal of one-time Tax Stabilization funding related to the Rental Accommodations Study project. | -215 | 0 | -215 | 0.00 |
| Total Adjustments to Base Budget | -215 | 0 | -215 | 0.00 |
| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 10 | 0 | 10 | 0.00 |
| Total Maintain Services | 10 | 0 | 10 | 0.00 |
| Total Budget Changes | -205 | 0 | -205 | 0.00 |

City of Ottawa
Community & Social Services
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 | |
| Expenditures by Program | | | | | | | | |
| General Manager's Office | 399 | 399 | 0 | 10 | 0 | 0 | 409 | 10 |
| Business Support Services | 3,206 | 3,206 | 0 | 70 | 0 | 0 | 3,276 | 70 |
| Gross Expenditure | 3,605 | 3,605 | 0 | 80 | 0 | 0 | 3,685 | 80 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 3,605 | 3,605 | 0 | 80 | 0 | 0 | 3,685 | 80 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 3,518 | 3,518 | 0 | 80 | 0 | 0 | 3,598 | 80 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 77 | 77 | 0 | 0 | 0 | 0 | 77 | 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 | 10 | 10 | 0 | 0 | 0 | 0 | 10 | 0 |
| Gross Expenditures | 3,605 | 3,605 | 0 | 80 | 0 | 0 | 3,685 | 80 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 3,605 | 3,605 | 0 | 80 | 0 | 0 | 3,685 | 80 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 2.2% | 0.0% | 0.0% | 2.2% | |
| Revenues By Type | | | | | | | | |
| 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 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 3,605 | 3,605 | 0 | 80 | 0 | 0 | 3,685 | 80 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 2.2% | 0.0% | 0.0% | 2.2% | |
| Full Time Equivalents (FTE's) | | 31.00 | 0.00 | 0.00 | 0.00 | 0.00 | 31.00 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Community & Social Services
 GM's Office & Business Support Services - 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 |
| Total Surplus / (Deficit) | 0 | 0 | 0 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|--|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | |
| Maintain Services All programs include an adjustment for potential 2020 cost of living, increments, and benefit adjustments. | 80 | 0 | 80 | 0.00 |
| Total Maintain Services | 80 | 0 | 80 | 0.00 |
| Total Budget Changes | 80 | 0 | 80 | 0.00 |

City of Ottawa
Community & Social Services
Employment and Social 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 | |
| Expenditures by Program | | | | | | | | |
| Ontario Works Program | 247,844 | 257,280 | 450 | 1,180 | 0 | 0 | 258,910 | 1,630 |
| Municipal Low Income Benefits | 2,185 | 2,185 | 0 | 0 | 0 | 0 | 2,185 | 0 |
| Home Support Program | 3,000 | 3,000 | 0 | 0 | 0 | 0 | 3,000 | 0 |
| Provincial Employment Programs | 2,912 | 2,912 | 0 | 0 | 0 | 0 | 2,912 | 0 |
| Addiction Services Initiative | 1,063 | 1,821 | -1,821 | 0 | 0 | 0 | 0 | -1,821 |
| Community Bus Passes and EquiPass Progra | 8,708 | 8,708 | 0 | 440 | 500 | 0 | 9,648 | 940 |
| Gross Expenditure | 265,712 | 275,906 | -1,371 | 1,620 | 500 | 0 | 276,655 | 749 |
| Recoveries & Allocations | -17,785 | -17,785 | 0 | 0 | 0 | 0 | -17,785 | 0 |
| Revenue | -221,144 | -230,338 | 1,371 | 0 | 0 | 0 | -228,967 | 1,371 |
| Net Requirement | 26,783 | 27,783 | 0 | 1,620 | 500 | 0 | 29,903 | 2,120 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 47,257 | 48,730 | -686 | 1,180 | 0 | 0 | 49,224 | 494 |
| Overtime | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 1,178 | 1,328 | -359 | 0 | 0 | 0 | 969 | -359 |
| Transfers/Grants/Financial Charges | 210,302 | 218,873 | -326 | 440 | 500 | 0 | 219,487 | 614 |
| Fleet Costs | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 4,445 | 4,445 | 0 | 0 | 0 | 0 | 4,445 | 0 |
| Other Internal Costs | 2,530 | 2,530 | 0 | 0 | 0 | 0 | 2,530 | 0 |
| Gross Expenditures | 265,712 | 275,906 | -1,371 | 1,620 | 500 | 0 | 276,655 | 749 |
| Recoveries & Allocations | -17,785 | -17,785 | 0 | 0 | 0 | 0 | -17,785 | 0 |
| Net Expenditure | 247,927 | 258,121 | -1,371 | 1,620 | 500 | 0 | 258,870 | 749 |
| Percent of 2019 Net Expenditure Budget | | | -0.5% | 0.6% | 0.2% | 0.0% | 0.3% | |

City of Ottawa
 Community & Social Services
 Employment and Social 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 | |
| Revenues By Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -221,144 | -230,338 | 1,371 | 0 | 0 | 0 | -228,967 | 1,371 |
| 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 |
| Total Revenue | -221,144 | -230,338 | 1,371 | 0 | 0 | 0 | -228,967 | 1,371 |
| Percent of 2019 Revenue Budget | | | -0.6% | 0.0% | 0.0% | 0.0% | -0.6% | |
| Net Requirement | 26,783 | 27,783 | 0 | 1,620 | 500 | 0 | 29,903 | 2,120 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 5.8% | 1.8% | 0.0% | 7.6% | |
| Full Time Equivalentents (FTE's) | | 545.17 | -7.00 | 0.00 | 0.00 | 0.00 | 538.17 | -7.00 |
| Percent of 2019 FTE's | | | -1.3% | 0.0% | 0.0% | 0.0% | -1.3% | |

City of Ottawa
Community & Social Services
Employment and Social Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|-----------------------|---------------|------------------|--------------|
| | Expense | Revenue | Net | |
| Cancellation of Addiction Services Initiative (ASI) contract with MCSS - end date July 31, 2019. | 758 | -758 | 0 | |
| Lower expenditures on Financial Assistance benefits which are 100% Provincially funded. | 8,436 | -8,436 | 0 | |
| Lower Compensation (Ontario Works Contract) due to vacancies partially offset by higher Employment Related expenses. | 1,000 | 0 | 1,000 | |
| Total Surplus / (Deficit) | 10,194 | -9,194 | 1,000 | |
| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2019 Changes | FTE Impact |
| Net reduction in provincial revenues, expenses and FTEs due to the cancellation of the Addiction Services Initiative partially offset by an increase to the final Ontario Works contract signed in August 2019. | -1,371 | 1,371 | 0 | -7.00 |
| Total Adjustments to Base Budget | -1,371 | 1,371 | 0 | -7.00 |
| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 1,180 | 0 | 1,180 | 0.00 |
| Subsidy for bus fare freeze (ODSP and Equipass). | 440 | 0 | 440 | 0.00 |
| Total Maintain Services | 1,620 | 0 | 1,620 | 0.00 |
| Growth Growth in Equipass Program. | 500 | 0 | 500 | 0.00 |
| Total Growth | 500 | 0 | 500 | 0.00 |
| Total Budget Changes | 749 | 1,371 | 2,120 | -7.00 |

City of Ottawa
Community & Social Services
Children's 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 | |
| Expenditures by Program | | | | | | | | |
| Legislated Programs | | | | | | | | |
| <u>Core Services</u> | | | | | | | | |
| <i>Fee Subsidy</i> | 81,397 | 81,397 | 0 | 0 | 0 | 0 | 81,397 | 0 |
| <i>General Operating</i> | 37,028 | 37,028 | 0 | | 0 | 0 | 37,028 | 0 |
| <i>Program Delivery</i> | 7,465 | 7,465 | 0 | 130 | 0 | 0 | 7,595 | 130 |
| Special Needs Resourcing | 5,259 | 5,259 | 0 | 0 | 0 | 0 | 5,259 | 0 |
| Special Purpose | 3,372 | 3,372 | -984 | 0 | 0 | 0 | 2,388 | -984 |
| Wage Enhancement | 15,401 | 17,401 | 0 | 0 | 0 | 0 | 17,401 | 0 |
| Early Years Child and Family Centres | 10,597 | 10,597 | 0 | | | | 10,597 | |
| Municipal Investments | | | | | | | | |
| Municipal Child Care Centres | 10,167 | 10,167 | 0 | 230 | 0 | 0 | 10,397 | 230 |
| Special Needs Resourcing | 853 | 853 | 0 | 0 | 0 | 0 | 853 | 0 |
| Early Years Child and Family Centres | 1,053 | 1,053 | 0 | 0 | 0 | 0 | 1,053 | 0 |
| Other Municipal Funding | 1,422 | 3,422 | -2,307 | 0 | 0 | 0 | 1,115 | -2,307 |
| Gross Expenditure | 174,014 | 178,014 | -3,291 | 360 | 0 | 0 | 175,083 | -2,931 |
| Recoveries & Allocations | -8,682 | -8,682 | 0 | 0 | 0 | 0 | -8,682 | 0 |
| Revenue | -147,683 | -151,683 | 3,291 | 0 | 0 | 0 | -148,392 | 3,291 |
| Net Requirement | 17,649 | 17,649 | 0 | 360 | 0 | 0 | 18,009 | 360 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 15,151 | 15,151 | 0 | 350 | 0 | 0 | 15,501 | 350 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 1,690 | 1,690 | 0 | 0 | 0 | 0 | 1,690 | 0 |
| Transfers/Grants/Financial Charges | 156,381 | 160,381 | -3,291 | 0 | 0 | 0 | 157,090 | -3,291 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 722 | 722 | 0 | 10 | 0 | 0 | 732 | 10 |
| Other Internal Costs | 70 | 70 | 0 | 0 | 0 | 0 | 70 | 0 |
| Gross Expenditures | 174,014 | 178,014 | -3,291 | 360 | 0 | 0 | 175,083 | -2,931 |
| Recoveries & Allocations | -8,682 | -8,682 | 0 | 0 | 0 | 0 | -8,682 | 0 |
| Net Expenditure | 165,332 | 169,332 | -3,291 | 360 | 0 | 0 | 166,401 | -2,931 |
| Percent of 2019 Net Expenditure Budget | | | -1.9% | 0.2% | 0.0% | 0.0% | -1.7% | |

City of Ottawa
Community & Social Services
Children's 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 | |
| Revenues By Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -140,252 | -142,252 | 984 | 0 | 0 | 0 | -141,268 | 984 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | -1,420 | -3,420 | 2,307 | 0 | 0 | 0 | -1,113 | 2,307 |
| Fees and Services | -6,011 | -6,011 | 0 | 0 | 0 | 0 | -6,011 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -147,683 | -151,683 | 3,291 | 0 | 0 | 0 | -148,392 | 3,291 |
| Percent of 2019 Revenue Budget | | | -2.2% | 0.0% | 0.0% | 0.0% | -2.2% | |
| Net Requirement | 17,649 | 17,649 | 0 | 360 | 0 | 0 | 18,009 | 360 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 2.0% | 0.0% | 0.0% | 2.0% | |
| Full Time Equivalents (FTE's) | | 181.49 | 0.00 | 0.00 | 0.00 | 0.00 | 181.49 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|---------------|----------|
| | Expense | Revenue | Net |
| Municipal Investments: Lower requirement from the Stabilization Initiative due to additional provincial funding to increase access and affordability. Funds to be returned to the Tax Stabilization Reserve and committed to the Child Care Service Plan as per Council report ACS2016-COS-CSS-0007. | 2,000 | -2,000 | 0 |
| Legislated Programs: Lower applications for the Provincial Wage Enhancement Program. | 2,000 | -2,000 | 0 |
| Total Surplus / (Deficit) | 4,000 | -4,000 | 0 |

| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | FTE Impact |
|--|-----------------------|--------------|------------------|-------------|
| | Expense | Revenue | Net 2019 Changes | |
| Other Municipal Funding: Adjust spending plan and reserve contribution in order to provide sufficient time to align municipal investments to the strategic priorities identified in the 2019-2023 Child Care & Early Years Service System Plan as per Council report ACS2019-CSS-GEN-0011. | -2,307 | 2,307 | 0 | 0.00 |
| Special Purpose: Effective March 31st, 2019 the Provincial Fee Stabilization Program ended which assisted with minimum wage increases. | -984 | 984 | 0 | 0.00 |
| Total Adjustments to Base Budget | -3,291 | 3,291 | 0 | 0.00 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|--------------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | |
| Maintain Services | | | | |
| Program Delivery & Municipal Child Care Centres - Adjustment for potential 2019 cost of living, increments and benefit adjustments. | 350 | 0 | 350 | 0.00 |
| Municipal Child Care Centres: Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts. | 10 | 0 | 10 | 0.00 |
| Total Maintain Services | 360 | 0 | 360 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | 0 | 0 | 0.00 |
| Total User Fees & Revenues | 0 | 0 | 0 | 0.00 |
| Total Budget Changes | -2,931 | 3,291 | 360 | 0.00 |

City of Ottawa
Community & Social Services
Housing 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 | |
| Expenditures by Program | | | | | | | | |
| Manager's Office | 355 | 355 | 0 | 7 | 0 | 0 | 362 | 7 |
| Housing Programs | 103,421 | 102,565 | 0 | 1,198 | 0 | 0 | 103,763 | 1,198 |
| Community Homelessness Prevention Initiative | 59,182 | 50,905 | 0 | 360 | 0 | 0 | 51,265 | 360 |
| Home for Good | 2,773 | 2,773 | 0 | 0 | 0 | 0 | 2,773 | 0 |
| Housing and Homelessness Investment Plan | 13,514 | 13,514 | 0 | 270 | 0 | 0 | 13,784 | 270 |
| Reaching Home | 7,059 | 7,059 | 0 | 0 | 0 | 0 | 7,059 | 0 |
| Gross Expenditure | 186,304 | 177,171 | 0 | 1,835 | 0 | 0 | 179,006 | 1,835 |
| Recoveries & Allocations | -411 | -411 | 0 | 0 | 0 | 0 | -411 | 0 |
| Revenue | -80,430 | -65,694 | -3,800 | 0 | 0 | 0 | -69,494 | -3,800 |
| Net Requirement | 105,463 | 111,066 | -3,800 | 1,835 | 0 | 0 | 109,101 | -1,965 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 7,413 | 7,413 | 0 | 170 | 0 | 0 | 7,583 | 170 |
| Overtime | 60 | 60 | 0 | 0 | 0 | 0 | 60 | 0 |
| Material & Services | 483 | 483 | 0 | 0 | 0 | 0 | 483 | 0 |
| Transfers/Grants/Financial Charges | 176,510 | 167,377 | 0 | 1,645 | 0 | 0 | 169,022 | 1,645 |
| Fleet Costs | 7 | 7 | 0 | 0 | 0 | 0 | 7 | 0 |
| Program Facility Costs | 1,026 | 1,026 | 0 | 20 | 0 | 0 | 1,046 | 20 |
| Other Internal Costs | 805 | 805 | 0 | 0 | 0 | 0 | 805 | 0 |
| Gross Expenditures | 186,304 | 177,171 | 0 | 1,835 | 0 | 0 | 179,006 | 1,835 |
| Recoveries & Allocations | -411 | -411 | 0 | 0 | 0 | 0 | -411 | 0 |
| Net Expenditure | 185,893 | 176,760 | 0 | 1,835 | 0 | 0 | 178,595 | 1,835 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 1.0% | 0.0% | 0.0% | 1.0% | |

City of Ottawa
 Community & Social Services
 Housing 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 | |
| Revenues By Type | | | | | | | | |
| Federal | -29,855 | -22,855 | -3,800 | 0 | 0 | 0 | -26,655 | -3,800 |
| Provincial | -50,575 | -42,839 | 0 | 0 | 0 | 0 | -42,839 | 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 |
| Total Revenue | -80,430 | -65,694 | -3,800 | 0 | 0 | 0 | -69,494 | -3,800 |
| Percent of 2019 Revenue Budget | | | 5.8% | 0.0% | 0.0% | 0.0% | 5.8% | |
| Net Requirement | 105,463 | 111,066 | -3,800 | 1,835 | 0 | 0 | 109,101 | -1,965 |
| Percent of 2019 Net Requirement Budget | | | -3.4% | 1.7% | 0.0% | 0.0% | -1.8% | |
| Full Time Equivalents (FTE's) | | 64.40 | 0.00 | 0.00 | 0.00 | 0.00 | 64.40 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
Community & Social Services
Housing Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|-----------------------|---------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Higher expenditures on emergency shelters offset by one-time federal revenues. | -8,277 | 7,396 | -881 | |
| Lower social housing costs and one-time provincial revenues. | 5,528 | 956 | 6,484 | |
| Expenditures on social housing programs that are 100% provincially funded. | -6,384 | 6,384 | 0 | |
| Total Surplus / (Deficit) | -9,133 | 14,736 | 5,603 | |
| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2019 Changes | FTE Impact |
| Provincial revenue to replace federal funding. | 0 | -3,800 | -3,800 | 0.00 |
| Total Adjustments to Base Budget | 0 | -3,800 | -3,800 | 0.00 |
| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 170 | 0 | 170 | 0.00 |
| Community Homelessness Prevention Initiative (CHPI) - Inflationary increases of 2% on City portion of agency contribution funding for Homelessness Support and Social Supports to Housing (100% City Funded). | 275 | 0 | 275 | 0.00 |
| Housing & Homelessness Investment Plan (H&HIP) programs - Inflationary increase of 2% on the programs and for the service agencies. | 270 | 0 | 270 | 0.00 |
| Legislated Social & Public programs & Safer Communities - Program cost use a variety of formulas involving provincially mandated indices that have been set for 2020. Indexed pressures are integrated with expected prior year reconciliations and mortgage renewal savings. | 1,100 | 0 | 1,100 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts. | 20 | 0 | 20 | 0.00 |
| Total Maintain Services | 1,835 | 0 | 1,835 | 0.00 |
| Total Budget Changes | 1,835 | -3,800 | -1,965 | 0.00 |

City of Ottawa
Community & Social Services
Long Term Care - 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 | |
| Expenditures by Program | | | | | | | | |
| Nursing & Personal Care | 48,774 | 44,494 | 1,924 | 996 | 0 | 0 | 47,414 | 2,920 |
| Program & Support Services | 3,605 | 3,605 | 0 | 74 | 0 | 0 | 3,679 | 74 |
| Food Purchases | 2,541 | 2,541 | 0 | 57 | 0 | 0 | 2,598 | 57 |
| Accommodation | 21,164 | 21,352 | 0 | 2,065 | 0 | 0 | 23,417 | 2,065 |
| Daycentre Programs | 634 | 634 | 0 | 13 | 0 | 0 | 647 | 13 |
| Gross Expenditure | 76,718 | 72,626 | 1,924 | 3,205 | 0 | 0 | 77,755 | 5,129 |
| Recoveries & Allocations | -628 | -628 | 0 | 0 | 0 | 0 | -628 | 0 |
| Revenue | -53,768 | -52,544 | -424 | 0 | 0 | -270 | -53,238 | -694 |
| Net Requirement | 22,322 | 19,454 | 1,500 | 3,205 | 0 | -270 | 23,889 | 4,435 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 63,739 | 59,526 | 1,924 | 1,385 | 0 | 0 | 62,835 | 3,309 |
| Overtime | 567 | 500 | 0 | 0 | 0 | 0 | 500 | 0 |
| Material & Services | 8,122 | 8,310 | 0 | 450 | 0 | 0 | 8,760 | 450 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 1,250 | 0 | 0 | 1,250 | 1,250 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 4,199 | 4,199 | 0 | 120 | 0 | 0 | 4,319 | 120 |
| Other Internal Costs | 91 | 91 | 0 | 0 | 0 | 0 | 91 | 0 |
| Gross Expenditures | 76,718 | 72,626 | 1,924 | 3,205 | 0 | 0 | 77,755 | 5,129 |
| Recoveries & Allocations | -628 | -628 | 0 | 0 | 0 | 0 | -628 | 0 |
| Net Expenditure | 76,090 | 71,998 | 1,924 | 3,205 | 0 | 0 | 77,127 | 5,129 |
| Percent of 2019 Net Expenditure Budget | | | 2.7% | 4.5% | 0.0% | 0.0% | 7.1% | |

City of Ottawa
Community & Social Services
Long Term Care - 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 | |
| Revenues By Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -35,184 | -34,820 | -424 | 0 | 0 | -270 | -35,514 | -694 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -18,584 | -17,724 | 0 | 0 | 0 | 0 | -17,724 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -53,768 | -52,544 | -424 | 0 | 0 | -270 | -53,238 | -694 |
| Percent of 2019 Revenue Budget | | | 0.8% | 0.0% | 0.0% | 0.5% | 1.3% | |
| Net Requirement | 22,322 | 19,454 | 1,500 | 3,205 | 0 | -270 | 23,889 | 4,435 |
| Percent of 2019 Net Requirement Budget | | | 7.7% | 16.5% | 0.0% | -1.4% | 22.8% | |
| Full Time Equivalentents (FTE's) | | 625.81 | 4.00 | 0.00 | 0.00 | 0.00 | 629.81 | 4.00 |
| Percent of 2019 FTE's | | | 0.6% | 0.0% | 0.0% | 0.0% | 0.6% | |

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|-----------------------|--------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Higher compensation due to increased nursing staff approved by the Province and staff replacement due to sick leave offset by higher resident revenues and provincial revenues. | -4,092 | 1,224 | -2,868 | |
| Total Surplus / (Deficit) | -4,092 | 1,224 | -2,868 | |
| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2019 Changes | FTE Impact |
| Expenses, revenues and FTE positions for four provincially funded Registered Nurses. | 424 | -424 | 0 | 4.00 |
| Increased compensation for staff replacement hours due to sick leave in a 24x7 operation. | 1,500 | 0 | 1,500 | 0.00 |
| Total Adjustments to Base Budget | 1,924 | -424 | 1,500 | 4.00 |
| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 1,385 | 0 | 1,385 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts. | 120 | 0 | 120 | 0.00 |
| Inflationary contracted services and maintenance agreement increases. | 100 | 0 | 100 | 0.00 |
| Front-line staff mandatory training. | 350 | 0 | 350 | 0.00 |
| Contribution to Capital - One time contribution from the Capital Reserve for resident call bell system replacement. | 250 | 0 | 250 | 0.00 |
| Contribution to Capital - One time contribution from the Tax Stabilization Reserve for the Point-of-Care documentation system. | 1,000 | 0 | 1,000 | 0.00 |
| Total Maintain Services | 3,205 | 0 | 3,205 | 0.00 |
| User Fees & Revenues | | | | |
| Increase in anticipated Provincial per diem funding. | 0 | -270 | -270 | 0.00 |
| Total User Fees & Revenues | 0 | -270 | -270 | 0.00 |
| Total Budget Changes | 5,129 | -694 | 4,435 | 4.00 |

City of Ottawa
Community & Social Services
Partner & Stakeholder Initiatives - 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 | |
| Expenditures by Program | | | | | | | | |
| Manager's Office | 285 | 285 | 0 | 5 | 0 | 0 | 290 | 5 |
| Client Service Strategies | 1,723 | 1,723 | -100 | 22 | 210 | 0 | 1,855 | 132 |
| Community Funding | 24,659 | 24,659 | 100 | 988 | 0 | 0 | 25,747 | 1,088 |
| Gross Expenditure | 26,667 | 26,667 | 0 | 1,015 | 210 | 0 | 27,892 | 1,225 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 26,667 | 26,667 | 0 | 1,015 | 210 | 0 | 27,892 | 1,225 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 1,876 | 1,876 | 0 | 40 | 110 | 0 | 2,026 | 150 |
| Overtime | -1 | -1 | 0 | 0 | 0 | 0 | -1 | 0 |
| Material & Services | 813 | 813 | -100 | 0 | 100 | 0 | 813 | 0 |
| Transfers/Grants/Financial Charges | 23,972 | 23,972 | 100 | 975 | 0 | 0 | 25,047 | 1,075 |
| 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 |
| Gross Expenditures | 26,667 | 26,667 | 0 | 1,015 | 210 | 0 | 27,892 | 1,225 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 26,667 | 26,667 | 0 | 1,015 | 210 | 0 | 27,892 | 1,225 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 3.8% | 0.8% | 0.0% | 4.6% | |
| Revenues By Type | | | | | | | | |
| 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 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 26,667 | 26,667 | 0 | 1,015 | 210 | 0 | 27,892 | 1,225 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 3.8% | 0.8% | 0.0% | 4.6% | |
| Full Time Equivalents (FTE's) | | 15.00 | 0.00 | 0.00 | 1.00 | 0.00 | 16.00 | 1.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 6.7% | 0.0% | 6.7% | |

City of Ottawa
 Community & Social Services
 Partner & Stakeholder Initiatives - 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 | |
| Total Surplus / (Deficit) | 0 | 0 | 0 | |
| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | FTE Impact |
| | Expense | Revenue | Net 2019 Changes | |
| Remove One time funding to support The Women and Gender Equity Strategy. | -100 | 0 | -100 | 0.00 |
| Funding for Community Funding Program on-ramping. | 100 | 0 | 100 | 0.00 |
| Total Adjustments to Base Budget | 0 | 0 | 0 | 0.00 |
| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
| | Expense | Revenue | Net 2020 Changes | |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 40 | 0 | 40 | 0.00 |
| Renewable Funding - Inflationary increase of 2% in funding to community agencies. | 475 | 0 | 475 | 0.00 |
| Transitional funding to support the Community Funding Framework implementation. | 500 | 0 | 500 | 0.00 |
| Total Maintain Services | 1,015 | 0 | 1,015 | 0.00 |
| Growth | | | | |
| Anti Racism Equity Strategy staff. | 110 | 0 | 110 | 1.00 |
| One-time funding to support the Anti Racism Equity Strategy. | 100 | 0 | 100 | 0.00 |
| Total Growth | 210 | 0 | 210 | 1.00 |
| Total Budget Changes | 1,225 | 0 | 1,225 | 1.00 |

City of Ottawa
Recreation, Cultural and Facility Services
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 | |
| Expenditures by Program | | | | | | | | |
| General Manager's Office | 1,748 | 1,748 | 0 | -44 | 0 | 0 | 1,704 | -44 |
| Business & Technical Support Services | 25,739 | 25,739 | -435 | 574 | 0 | 0 | 25,878 | 139 |
| Gross Expenditure | 27,487 | 27,487 | -435 | 530 | 0 | 0 | 27,582 | 95 |
| Recoveries & Allocations | -380 | -380 | 0 | 0 | 0 | 0 | -380 | 0 |
| Revenue | -2,513 | -2,513 | 0 | 0 | 0 | -15 | -2,528 | -15 |
| Net Requirement | 24,594 | 24,594 | -435 | 530 | 0 | -15 | 24,674 | 80 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 9,251 | 9,251 | 0 | 165 | 0 | 0 | 9,416 | 165 |
| Overtime | 5 | 5 | 0 | 0 | 0 | 0 | 5 | 0 |
| Material & Services | 3,480 | 3,480 | 0 | 0 | 0 | 0 | 3,480 | 0 |
| Transfers/Grants/Financial Charges | 13,280 | 13,280 | -435 | 355 | 0 | 0 | 13,200 | -80 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 344 | 344 | 0 | 10 | 0 | 0 | 354 | 10 |
| Other Internal Costs | 1,127 | 1,127 | 0 | 0 | 0 | 0 | 1,127 | 0 |
| Gross Expenditures | 27,487 | 27,487 | -435 | 530 | 0 | 0 | 27,582 | 95 |
| Recoveries & Allocations | -380 | -380 | 0 | 0 | 0 | 0 | -380 | 0 |
| Net Expenditure | 27,107 | 27,107 | -435 | 530 | 0 | 0 | 27,202 | 95 |
| Percent of 2019 Net Expenditure Budget | | | -1.6% | 2.0% | 0.0% | 0.0% | 0.4% | |
| Revenues By Type | | | | | | | | |
| Federal | -540 | -540 | 0 | 0 | 0 | 0 | -540 | 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 | -1,973 | -1,973 | 0 | 0 | 0 | -15 | -1,988 | -15 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -2,513 | -2,513 | 0 | 0 | 0 | -15 | -2,528 | -15 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.6% | 0.6% | |
| Net Requirement | 24,594 | 24,594 | -435 | 530 | 0 | -15 | 24,674 | 80 |
| Percent of 2019 Net Requirement Budget | | | -1.8% | 2.2% | 0.0% | -0.1% | 0.3% | |
| Full Time Equivalents (FTE's) | | 83.59 | 0.00 | 0.00 | 0.00 | 0.00 | 83.59 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Recreation, Cultural and Facility Services

GM's Office & Business Support Services - 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 | |
| Total Surplus / (Deficit) | 0 | 0 | 0 | |
| 2019 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2019 Changes | FTE Impact |
| Reverse Community grants 2019 contribution from Tax Stabilization reserve. | -400 | 0 | -400 | 0.00 |
| Reversal of 2019 Vanier 50th Anniversary Museopark ACS2019-CCS-CPS-003 funded from Tax Stabilization reserve. | -35 | 0 | -35 | 0.00 |
| Total Adjustments to Base Budget | -435 | 0 | -435 | 0.00 |
| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 165 | 0 | 165 | 0.00 |
| Inflationary increase of 2% for Cultural and Recreation Community grants. | 305 | 0 | 305 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts. | 10 | 0 | 10 | 0.00 |
| One-time funding for the Kanata 50th Anniversary celebration. | 50 | 0 | 50 | 0.00 |
| Total Maintain Services | 530 | 0 | 530 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -15 | -15 | 0.00 |
| Total User Fees & Revenues | 0 | -15 | -15 | 0.00 |
| Total Budget Changes | 95 | -15 | 80 | 0.00 |

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - Operating Resource Requirement Analysis
In Thousands (\$000)

| | 2019 Baseline | | | 2018 Adjustments | | | 2018 | \$ Change over 2019 Budget |
|---|----------------|----------------|---------------------|-------------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | |
| Community Recreation and Cultural Programs | 109,209 | 109,209 | 0 | 2,360 | 0 | 0 | 111,569 | 2,360 |
| Gross Expenditure | 109,209 | 109,209 | 0 | 2,360 | 0 | 0 | 111,569 | 2,360 |
| Recoveries & Allocations | -1,207 | -1,207 | 0 | 0 | 0 | 0 | -1,207 | 0 |
| Revenue | -50,114 | -50,114 | 0 | 0 | 0 | -1,065 | -51,179 | -1,065 |
| Net Requirement | 57,888 | 57,888 | 0 | 2,360 | 0 | -1,065 | 59,183 | 1,295 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 43,637 | 43,637 | 0 | 1,099 | 0 | 0 | 44,736 | 1,099 |
| Overtime | 179 | 179 | 0 | 16 | 0 | 0 | 195 | 16 |
| Material & Services | 5,066 | 5,066 | 0 | 25 | 0 | 0 | 5,091 | 25 |
| Transfers/Grants/Financial Charges | 469 | 469 | 0 | 0 | 0 | 0 | 469 | 0 |
| Fleet Costs | 55 | 55 | 0 | 0 | 0 | 0 | 55 | 0 |
| Program Facility Costs | 59,116 | 59,116 | 0 | 1,220 | 0 | 0 | 60,336 | 1,220 |
| Other Internal Costs | 687 | 687 | 0 | 0 | 0 | 0 | 687 | 0 |
| Gross Expenditures | 109,209 | 109,209 | 0 | 2,360 | 0 | 0 | 111,569 | 2,360 |
| Recoveries & Allocations | -1,207 | -1,207 | 0 | 0 | 0 | 0 | -1,207 | 0 |
| Net Expenditure | 108,002 | 108,002 | 0 | 2,360 | 0 | 0 | 110,362 | 2,360 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 2.2% | 0.0% | 0.0% | 2.2% | |
| Revenues By Type | | | | | | | | |
| Federal | -89 | -89 | 0 | 0 | 0 | 0 | -89 | 0 |
| Provincial | -288 | -288 | 0 | 0 | 0 | 0 | -288 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -49,737 | -49,737 | 0 | 0 | 0 | -1,065 | -50,802 | -1,065 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -50,114 | -50,114 | 0 | 0 | 0 | -1,065 | -51,179 | -1,065 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 2.1% | 2.1% | |
| Net Requirement | 57,888 | 57,888 | 0 | 2,360 | 0 | -1,065 | 59,183 | 1,295 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 4.1% | 0.0% | -1.8% | 2.2% | |
| Full Time Equivalents (FTE's) | | 711.32 | 0.00 | 0.00 | 0.00 | 0.00 | 711.32 | 0.00 |
| Percent of 2019 FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Recreation, Cultural and Facility Services
 Community Recreation and Cultural Programs - 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 |
| Total Surplus / (Deficit) | 0 | 0 | 0 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|---------------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 1,115 | 0 | 1,115 | 0.00 |
| Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases. | 1,220 | 0 | 1,220 | 0.00 |
| Rural Youth Services programs. | 25 | 0 | 25 | 0.00 |
| Total Maintain Services | 2,360 | 0 | 2,360 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -1,065 | -1,065 | 0.00 |
| Total User Fees & Revenues | 0 | -1,065 | -1,065 | 0.00 |
| Total Budget Changes | 2,360 | -1,065 | 1,295 | 0.00 |

City of Ottawa
Recreation, Cultural and Facility Services
City Wide Programs, Aquatics and Specialized 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 | |
| Expenditures by Program | | | | | | | | |
| City Wide Programs, Aquatics and Specialized Services | 33,888 | 33,888 | 0 | 730 | 0 | 0 | 34,618 | 730 |
| Gross Expenditure | 33,888 | 33,888 | 0 | 730 | 0 | 0 | 34,618 | 730 |
| Recoveries & Allocations | -506 | -506 | 0 | 0 | 0 | 0 | -506 | 0 |
| Revenue | -13,120 | -13,120 | 0 | 0 | 0 | -260 | -13,380 | -260 |
| Net Requirement | 20,262 | 20,262 | 0 | 730 | 0 | -260 | 20,732 | 470 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 18,691 | 18,691 | 0 | 431 | 0 | 0 | 19,122 | 431 |
| Overtime | 57 | 57 | 0 | -11 | 0 | 0 | 46 | -11 |
| Material & Services | 1,729 | 1,729 | 0 | 0 | 0 | 0 | 1,729 | 0 |
| Transfers/Grants/Financial Charges | 847 | 847 | 0 | 0 | 0 | 0 | 847 | 0 |
| Fleet Costs | 39 | 39 | 0 | 0 | 0 | 0 | 39 | 0 |
| Program Facility Costs | 12,421 | 12,421 | 0 | 310 | 0 | 0 | 12,731 | 310 |
| Other Internal Costs | 104 | 104 | 0 | 0 | 0 | 0 | 104 | 0 |
| Gross Expenditures | 33,888 | 33,888 | 0 | 730 | 0 | 0 | 34,618 | 730 |
| Recoveries & Allocations | -506 | -506 | 0 | 0 | 0 | 0 | -506 | 0 |
| Net Expenditure | 33,382 | 33,382 | 0 | 730 | 0 | 0 | 34,112 | 730 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 2.2% | 0.0% | 0.0% | 2.2% | |
| Revenues By Type | | | | | | | | |
| Federal | -8 | -8 | 0 | 0 | 0 | 0 | -8 | 0 |
| Provincial | -1,314 | -1,314 | 0 | 0 | 0 | 0 | -1,314 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -11,798 | -11,798 | 0 | 0 | 0 | -260 | -12,058 | -260 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -13,120 | -13,120 | 0 | 0 | 0 | -260 | -13,380 | -260 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 2.0% | 2.0% | |
| Net Requirement | 20,262 | 20,262 | 0 | 730 | 0 | -260 | 20,732 | 470 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 3.6% | 0.0% | -1.3% | 2.3% | |
| Full Time Equivalents (FTE's) | | 322.15 | 0.00 | 0.00 | 0.00 | 0.00 | 322.15 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Recreation, Cultural and Facility Services

City Wide Programs, Aquatics and Specialized Services - 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 |
| Total Surplus / (Deficit) | 0 | 0 | 0 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|-------------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments. | 420 | 0 | 420 | 0.00 |
| Increase in Facility costs related to inflation on compensation and lease contracts and hydro, heating and water increases. | 310 | 0 | 310 | 0.00 |
| Total Maintain Services | 730 | 0 | 730 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -260 | -260 | 0.00 |
| Total User Fees & Revenues | 0 | -260 | -260 | 0.00 |
| Total Budget Changes | 730 | -260 | 470 | 0.00 |

City of Ottawa
Recreation, Cultural and Facility Services
Parks & Facilities 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 | |
| Expenditures by Program | | | | | | | | |
| Parks & Facilities Planning | 2,133 | 2,133 | 0 | 50 | 0 | 0 | 2,183 | 50 |
| Gross Expenditure | 2,133 | 2,133 | 0 | 50 | 0 | 0 | 2,183 | 50 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | -485 | -485 | 0 | 0 | 0 | 0 | -485 | 0 |
| Net Requirement | 1,648 | 1,648 | 0 | 50 | 0 | 0 | 1,698 | 50 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 1,901 | 1,901 | 0 | 50 | 0 | 0 | 1,951 | 50 |
| Overtime | 2 | 2 | 0 | 0 | 0 | 0 | 2 | 0 |
| Material & Services | 230 | 230 | 0 | 0 | 0 | 0 | 230 | 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 |
| Gross Expenditures | 2,133 | 2,133 | 0 | 50 | 0 | 0 | 2,183 | 50 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 2,133 | 2,133 | 0 | 50 | 0 | 0 | 2,183 | 50 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 2.3% | 0.0% | 0.0% | 2.3% | |
| Revenues By Type | | | | | | | | |
| 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 | -485 | -485 | 0 | 0 | 0 | 0 | -485 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -485 | -485 | 0 | 0 | 0 | 0 | -485 | 0 |
| Percent of 2019 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 1,648 | 1,648 | 0 | 50 | 0 | 0 | 1,698 | 50 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 3.0% | 0.0% | 0.0% | 3.0% | |
| Full Time Equivalents (FTE's) | | 15.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15.00 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Recreation, Cultural and Facility Services
 Parks & Facilities Planning - 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 |
| Total Surplus / (Deficit) | 0 | 0 | 0 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 50 | 0 | 50 | 0.00 |
| Total Maintain Services | 50 | 0 | 50 | 0.00 |
| User Fees & Revenues See following user fee schedule for details on the specific rates. | 0 | 0 | 0 | 0.00 |
| Total User Fees & Revenues | 0 | 0 | 0 | 0.00 |
| Total Budget Changes | 50 | 0 | 50 | 0.00 |

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations 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 | |
| Expenditures by Program | | | | | | | | |
| Facility Operations Services | 82,191 | 82,191 | 0 | 2,138 | 0 | 0 | 84,329 | 2,138 |
| Gross Expenditure | 82,191 | 82,191 | 0 | 2,138 | 0 | 0 | 84,329 | 2,138 |
| Recoveries & Allocations | -49,599 | -49,599 | 0 | -914 | 0 | 0 | -50,513 | -914 |
| Revenue | -2,622 | -2,622 | 0 | 390 | 0 | 0 | -2,232 | 390 |
| Net Requirement | 29,970 | 29,970 | 0 | 1,614 | 0 | 0 | 31,584 | 1,614 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 54,531 | 54,531 | 0 | 1,174 | 0 | 0 | 55,705 | 1,174 |
| Overtime | 910 | 910 | 0 | 0 | 0 | 0 | 910 | 0 |
| Material & Services | 21,645 | 21,645 | 0 | 727 | 0 | 0 | 22,372 | 727 |
| Transfers/Grants/Financial Charges | 454 | 454 | 0 | 0 | 0 | 0 | 454 | 0 |
| Fleet Costs | 594 | 594 | 0 | 45 | 0 | 0 | 639 | 45 |
| Program Facility Costs | -756 | -756 | 0 | 0 | 0 | 0 | -756 | 0 |
| Other Internal Costs | 4,813 | 4,813 | 0 | 192 | 0 | 0 | 5,005 | 192 |
| Gross Expenditures | 82,191 | 82,191 | 0 | 2,138 | 0 | 0 | 84,329 | 2,138 |
| Recoveries & Allocations | -49,599 | -49,599 | 0 | -914 | 0 | 0 | -50,513 | -914 |
| Net Expenditure | 32,592 | 32,592 | 0 | 1,224 | 0 | 0 | 33,816 | 1,224 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 3.8% | 0.0% | 0.0% | 3.8% | |
| Revenues By Type | | | | | | | | |
| 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 | -2,622 | -2,622 | 0 | 390 | 0 | 0 | -2,232 | 390 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -2,622 | -2,622 | 0 | 390 | 0 | 0 | -2,232 | 390 |
| Percent of 2019 Revenue Budget | | | 0.0% | -14.9% | 0.0% | 0.0% | -14.9% | |
| Net Requirement | 29,970 | 29,970 | 0 | 1,614 | 0 | 0 | 31,584 | 1,614 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 5.4% | 0.0% | 0.0% | 5.4% | |
| Full Time Equivalents (FTE's) | | 611.93 | 0.00 | 0.00 | 0.00 | 0.00 | 611.93 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Recreation, Cultural and Facility Services
 Facility Operations Services - 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 |
| Total Surplus / (Deficit) | 0 | 0 | 0 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|------------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 1,175 | 0 | 1,175 | 0.00 |
| Inflationary impacts on hydro, heating, water rates and acquisition leases. | 2,257 | 0 | 2,257 | 0.00 |
| Reduction of lease revenue for leases no longer active. | 0 | 390 | 390 | 0.00 |
| Facility Allocation to clients related to inflation on compensation, lease contracts and hydro, heating and water rate increases. | -2,263 | 0 | -2,263 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance. | 55 | 0 | 55 | 0.00 |
| Total Maintain Services | 1,224 | 390 | 1,614 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | 0 | 0 | 0.00 |
| Total User Fees & Revenues | 0 | 0 | 0 | 0.00 |
| Total Budget Changes | 1,224 | 390 | 1,614 | 0.00 |

City of Ottawa
Public Works and Environmental Services Department
Parks - 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 | |
| Expenditures by Program | | | | | | | | |
| Parks | 39,584 | 38,499 | 0 | 611 | 100 | 0 | 39,210 | 711 |
| Gross Expenditure | 39,584 | 38,499 | 0 | 611 | 100 | 0 | 39,210 | 711 |
| Recoveries & Allocations | -633 | -633 | 0 | 0 | 0 | 0 | -633 | 0 |
| Revenue | -345 | -360 | 0 | 45 | 0 | 0 | -315 | 45 |
| Net Requirement | 38,606 | 37,506 | 0 | 656 | 100 | 0 | 38,262 | 756 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 20,761 | 21,827 | 0 | 503 | 0 | 0 | 22,330 | 503 |
| Overtime | 571 | 571 | 0 | 12 | 0 | 0 | 583 | 12 |
| Material & Services | 10,113 | 8,430 | 0 | -90 | 100 | 0 | 8,440 | 10 |
| Transfers/Grants/Financial Charges | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 7,412 | 6,942 | 0 | 180 | 0 | 0 | 7,122 | 180 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 725 | 729 | 0 | 6 | 0 | 0 | 735 | 6 |
| Gross Expenditures | 39,584 | 38,499 | 0 | 611 | 100 | 0 | 39,210 | 711 |
| Recoveries & Allocations | -633 | -633 | 0 | 0 | 0 | 0 | -633 | 0 |
| Net Expenditure | 38,951 | 37,866 | 0 | 611 | 100 | 0 | 38,577 | 711 |
| Percent of 2019 Net Expenditure Budget | | | 0.0% | 1.6% | 0.3% | 0.0% | 1.9% | |
| Revenues By Type | | | | | | | | |
| 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 | -345 | -360 | 0 | 45 | 0 | 0 | -315 | 45 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -345 | -360 | 0 | 45 | 0 | 0 | -315 | 45 |
| Percent of 2019 Revenue Budget | | | 0.0% | -12.5% | 0.0% | 0.0% | -12.5% | |
| Net Requirement | 38,606 | 37,506 | 0 | 656 | 100 | 0 | 38,262 | 756 |
| Percent of 2019 Net Requirement Budget | | | 0.0% | 1.7% | 0.3% | 0.0% | 2.0% | |
| Full Time Equivalents (FTE's) | | 284.91 | 0.00 | 0.00 | 0.00 | 0.00 | 284.91 | 0.00 |
| Percent of 2019 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Public Works and Environmental Services Department
 Parks - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2019 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|------------|---------------|
| | Expense | Revenue | Net |
| Forecasted deficit mainly due to increase in water use at splash pads and Fleet maintenance costs. | -1,085 | -15 | -1,100 |
| Total Surplus / (Deficit) | -1,085 | -15 | -1,100 |

| 2020 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|-----------|------------------|-------------|
| | Expense | Revenue | Net 2020 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments. | 515 | 0 | 515 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance. | 180 | 0 | 180 | 0.00 |
| Increase in facility costs related to inflation on compensation. | 6 | 0 | 6 | 0.00 |
| Elimination of the Swan Program. | -90 | 45 | -45 | 0.00 |
| Total Maintain Services | 611 | 45 | 656 | 0.00 |
| Growth | | | | |
| Increase in contracted costs due to growth in number of parks (8-10 new per year). | 100 | 0 | 100 | 0.00 |
| Total Growth | 100 | 0 | 100 | 0.00 |
| Total Budget Changes | 711 | 45 | 756 | 0.00 |

Capital Budget

City of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: By-law & Regulatory Services | | | | | | | | | | | |
|--|---------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 210 | 0 | 210 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 210 | 0 | 210 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: By-law & Regulatory Services
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | |
|---|----------------------------------|--|-----------------------------|----------------------------------|-------------|-------------|---|
| Life Cycle Renewal - By-law | | Class of Estimate: Not Applicable | | | | | |
| Dept: Emergency & Protective Services Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various | | | | |
| <p>The program includes the annual lifecycle replacement of communication, technology and other equipment and any unexpected loss due to operational incidents, which ensures that equipment is current, safe and reliable for effective day-to-day operations.</p> | | 2020 Request | 135 | Projected Yearend Unspent Bal. | | 0 | |
| | | Revenues | 0 | Debt | | | |
| | | Tax Supported/ Dedicated | 135 | 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 |
| | | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | | Authority | 135 | 361 | 62 | 63 | |
| | | Spending Plan | 135 | 361 | 62 | 63 | |
| | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: By-law & Regulatory Services
 In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|---|----------|--|---------|
| 909118 By-law Ballistic Vest Replacement | | Class of Estimate: Not Applicable | |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2028 | |
| <p>This project includes the replacement of the ballistic vest plates for the entire service. Replacement is recommended by the manufacturer every 5 years due to daily wear and tear, which results in the weakening of the kevlar in the vests.</p> | | | |
| 909817 Bylaw Equipment Replacement (2020) | | Class of Estimate: Not Applicable | |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>The project includes communication and technology equipment such as computer-aided dispatch devices and operational equipment such as noise meters, safety vests, cages, bite sticks and other miscellaneous items.</p> | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: By-law & Regulatory Services
 In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------------------------|--------------|---------------------------------------|-------------|-----------------------------|-----------------|----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|---------|-----|--|----------------|-------|--|--------------------|--------|-------|---------------|-------|--|-----------------|-----|--|------------------|-------|--|----------------|-----|--|--------------------------------|---------------|--------------|---------------------|-----------|--------------------------------|--|----------|
| Buildings-By-Law Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 & 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>Total Authority Request</td> <td>38,418</td> <td>8,250</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 | | Total Authority Request | 38,418 | 8,250 | 2020 Request | 75 | Projected Yearend Unspent Bal. | | 0 |
| | | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 38,418 | 8,250 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | | 75 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 75 | 500 | 500 | 500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 40 | 270 | 415 | 500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Child Care | | | | | | | | | | | |
|--------------------------|---------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 450 | 0 | 450 | 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 | 160 | 0 | 160 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 610 | 0 | 610 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Child Care
 In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|--|--|--------------------------------|--|--------------------------|----------------------------------|-------------|-------------|---|
| 909859 2020 Municipal Child Care Centre Upgrades | | | Class of Estimate: Not Applicable | | | | | |
| Dept: | Community and Social Services Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2020 | | | | |
| <p>These funds are to address capital requirements in upgrading or adding new infrastructure in the municipal child care centres to provide a safe and high quality child care environment. The funds will be used to ensure that enhancements be carried out in order to meet the needs of children, parents and staff.</p> | | | 2020 Request | 100 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | 100 | 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 |
| | | | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | 100 | 100 | 100 | 100 | |
| | | | Spending Plan | 100 | 100 | 100 | 100 | |
| | | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Child Care
 In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------------------------|--------------|---------------------------------------|-------------|-----------------------------|-----------------|----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|---------|-----|--|----------------|-------|--|--------------------|--------|-------|---------------|-------|--|-----------------|-----|--|------------------|-------|--|----------------|-----|--|--------------------------------|---------------|--------------|---------------------|------------|--------------------------------|--|---|
| Buildings-Child Care Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 & 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>Total Authority Request</td> <td>38,418</td> <td>8,250</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 | | Total Authority Request | 38,418 | 8,250 | 2020 Request | 450 | Projected Yearend Unspent Bal. | | 0 |
| | | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 38,418 | 8,250 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | | 450 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 450 | 150 | 150 | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 230 | 220 | 210 | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Child Care
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|---------------------|----|-------------------|----|--------------------|-----|---------|----|----------------|----|--------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|-----------|----------------------------------|--|
| Accessibility - Child Care Services | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | |
| 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 & Recreation</td> <td>1,850</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</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 | Total Authority Request | 2,500 | 2020 Request | 60 | 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 | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 60 | 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 | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | |
| Authority | 60 | 60 | 60 | 60 | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 30 | 50 | 60 | 60 | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |

City of Ottawa
 2020 Draft Capital Budget
 Community & Protective Services Committee
 In Thousands (\$000)

| Service Area: Fire Services | | | | | | | | | | | |
|-----------------------------|---------------------|------------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 5,476 | 0 | 5,476 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 2,200 | 0 | 60 | 0 | 1,940 | 0 | 200 | 0 | 0 | 0 | 200 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 550 | 550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 8,226 | 550 | 5,536 | 0 | 1,940 | 0 | 200 | 0 | 0 | 0 | 200 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Fire Services
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | |
|--|----------------------------------|--|-----------------------------|--------------------------------|-------------|-------------|---|
| Lifecycle Renewal - Fire | | Class of Estimate: Not Applicable | | | | | |
| Dept: Emergency & Protective Services Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various | | | | |
| <p>Fire Services Life Cycle Renewal Program provides Fire Services with equipment that is both current and reliable which reduces the possibility of failure during operations. This allows for the continued quality and reliable services in the area of emergency response while providing due consideration to the safety of fire personnel (in satisfying the provisions of the Occupational Health and Safety Act), the general public and the protection of property.</p> <p>The program requires ongoing capital funding for the annual lifecycle replacement of equipment, maintenance and development of systems and unexpected loss due to operational incidents to ensure effective day-to-day operations for Fire Services.</p> | | 2020 Request | 3,651 | Projected Yearend Unspent Bal. | | 0 | |
| | | Revenues | 0 | Debt | | | |
| | | Tax Supported/Dedicated | 3,651 | 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 |
| | | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | | Authority | 3,651 | 2,553 | 2,174 | 2,415 | |
| | | Spending Plan | 3,651 | 2,553 | 2,174 | 2,415 | |
| | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|---|--|--|--------------|
| 908883 | Fire Back-Up Generators | Class of Estimate: Not Applicable | 200 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2023 | |
| <p>Ottawa Fire Services has indentified a requirement to increase the resiliency of the agency during major or prolonged emergencies. The Tornado events of 2018 magnified the need for key stations that include specialities (such as water/ice rescue and rope rescue) to have proper back-up power generation in the event of sustained power outages where Ottawa Fire Services call volumes increase and stations are expected to be able to function and provide standard levels of response. These funds will be used to outfit fire stations that currently do not have any back-up power with generators to increase station and response reliability.</p> | | | |
| 908895 | Fire Station Alerting & Paging System Upgrade | Class of Estimate: Not Applicable | 1,161 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This project is to replace the current system that is end of life and at risk of failing. The fire alerting system is the notification system in all stations that notifies personnel that there is a call requiring a response. This system is integral to the effective and timely response of personnel to emergency calls. The Paging system is used predominately in the rural areas to notify volunteer firefighters of calls. Fire Management also uses the pager system as one of the sources of information for emergency incidents. The paging system is a reliable infrastructure that is not prone to failure during large/medium scale emergencies/disasters and is required to ensure operational continuity during these types of events.</p> | | | |
| 909661 | Fire Tech. Development & Equipment-2020 | Class of Estimate: Not Applicable | 475 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This project is used to support the Ottawa Fire Services' technological requirements. Ottawa Fire Services has 8 large technological systems: Computer Aided Dispatch, Radio, Paging, Station Alerting, Records management for incident data collection, in-station training systems and Mobile Data Terminals (which include GPS-Global Positioning Systems and AVL-Automatic Vehicle Location).</p> | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|--|---|--|------------|
| 909662 | Specialty Fire Equip. Replacement-2020 | Class of Estimate: Not Applicable | 500 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>The scope of this project covers an annual replacement program relating to specialty fire equipment such as ice rescue, water rescue, technical rescue, thermal imaging cameras, auto extrication, hazardous materials response equipment, Light Rail Transit equipment and other specialty equipment, etc.</p> | | | |
| 909663 | Fire Equipment Replacement Prog.-2020 | Class of Estimate: Not Applicable | 540 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>The scope of this project covers an annual replacement program relating to fire equipment such as hand tools, ladders, chain saws, pumps, accessory equipment, generators, hose equipment, hoses and nozzles.</p> | | | |
| 909664 | Fire Safety Equipment Replacement-2020 | Class of Estimate: Not Applicable | 400 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This project is intended to enhance employee and public safety. The scope of this project covers a replacement program relating to fire safety equipment. This program includes funds that will be utilized for Rapid Intervention Team (RIT) training and Occupational Health and Safety issues.</p> | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Fire Services
 In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|---|---|--|------------|
| 909665 | Fire Facility Equipment Replacement-2020 | Class of Estimate: Not Applicable | 375 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This replacement project supports the on-going replacement of fire facility items such as; tables and chairs for training purposes, appliances, blinds, health and wellness initiative etc. Continued capital funding is allocated to support required replacement of station facility equipment in 45 fire stations and the 9 support facilities (Training centre, Communications centre, 2 Prevention offices, 4 rural administrative offices and Headquarters).</p> | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | |
|---|--|------------------|--|--------------------------|-------------|--|--------------------------------|-------------|-----|---|
| 908031 Kanata North Fire Station | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: | Emergency & Protective Services Department | Category: Growth | Ward: 4 | Year of Completion: 2024 | | | | | | |
| <p>The Kanata North station is a growth station that is required to service the area of Kanata North and South March. The increase in population density and building risk is directly related to the most recent change in the urban boundary. Ottawa Fire Services completed a station location study in 2015, and was approved by Council, which identified the need for a new composite station in this area to meet the required Commission on Fire Accreditation International (CFAI) response targets. Ottawa Fire Services will be closing the current station 45 located on Riddell Drive and moving the career and volunteer staff to the new location as well as upstaffing with more career firefighters to meet the response requirements of this growing community.</p> | | | 2020 Request | | 2,000 | | Projected Yearend Unspent Bal. | 0 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 0 | | Tax Supported/Dedicated Debt | | 200 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | | 1,800 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | | 0 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 2,000 | 7,500 | 0 | 0 | | |
| | | | Spending Plan | | 2,000 | 7,500 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 10 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 2,400 | 0 | | |
| | | | 909130 Fire Rural Water Supply | | | Class of Estimate: Not Applicable | | | | |
| Dept: | Emergency & Protective Services Department | Category: Growth | Ward: 5,6,19,20,21 | Year of Completion: 2022 | | | | | | |
| <p>These funds are used to establish new rural water fill sites and service existing rural water fill sites in areas of the city that are not on hydrants. This program is critical in maintaining the superior water shuttle designation for rural properties for insurance purposes and it is a key component of the Ottawa Fire Services Commission on Fire Accreditation International (CFAI) accreditation in terms of assembling rural effective response forces.</p> | | | 2020 Request | | 200 | | Projected Yearend Unspent Bal. | 0 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 60 | | Tax Supported/Dedicated Debt | | 0 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | | 140 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | | 0 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 200 | 0 | 0 | 0 | | |
| | | | Spending Plan | | 200 | 0 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | | |
|---|--------------------------------|----------|--|--------------------------------|-------------|--|--------------------------------|--|-------------|--|-------------|
| 909654 CBRN Grant-2020 | | | Class of Estimate: Not Applicable | | | | | | | | |
| Dept: Emergency & Protective Services Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2021 | | | | | | | | |
| <p>This project is 100% Provincially funded for specialized equipment and training required for incidents involving Chemical, Biological, Radiological and Nuclear (CBRN) hazardous materials.</p> | | | 2020 Request | | 150 | | Projected Yearend Unspent Bal. | | 0 | | |
| | | | Revenues | | 150 | | Debt | | | | |
| | | | Tax Supported/Dedicated | | 0 | | 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 | | |
| | | | Forecast | | 2020 | | 2021 | | 2022 | | 2023 |
| | | | Authority | | 150 | | 150 | | 150 | | 150 |
| | | | Spending Plan | | 150 | | 150 | | 150 | | 150 |
| | | | FTE's | | 0 | | 0 | | 0 | | 0 |
| | | | Operating Impact | | 0 | | 0 | | 0 | | 0 |
| | | | 909660 USAR Grant-2020 | | | Class of Estimate: Not Applicable | | | | | |
| | | | Dept: Emergency & Protective Services Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2021 | | | | | |
| <p>This is a new provincially funded grant that supports the City of Ottawa Urban Search and Rescue Program (USAR). This is a program provided through the Office of the Fire Marshal and Emergency Management which supports the City of Ottawa in providing a provincially deployable, medium urban search and rescue capacity as required to aid in large scale emergencies. The team is made up of 80 personnel from various branches and departments across the City. The funding is used directly for equipment and training in order to ensure the team is ready to be deployed if required.</p> | | | 2020 Request | | 400 | | Projected Yearend Unspent Bal. | | 0 | | |
| | | | Revenues | | 400 | | Debt | | | | |
| | | | Tax Supported/Dedicated | | 0 | | 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 | | |
| | | | Forecast | | 2020 | | 2021 | | 2022 | | 2023 |
| | | | Authority | | 400 | | 400 | | 400 | | 400 |
| | | | Spending Plan | | 400 | | 400 | | 400 | | 400 |
| | | | FTE's | | 0 | | 0 | | 0 | | 0 |
| | | | Operating Impact | | 0 | | 0 | | 0 | | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Fire Services
 In Thousands (\$000)

| Program Information | | Financial Details | |
|---------------------|--|-------------------|--|
|---------------------|--|-------------------|--|

| | | | |
|--|----------------------------------|---------------------------------------|-----------------------------|
| Buildings-Fire Services | | Class of Estimate: C) Planning | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various |

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:

| 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 | |
| Total Authority Request | 38,418 | 8,250 |

| | | | | | |
|-----------------------------|--------------|----------------------------------|-------------|-------------|---|
| 2020 Request | 1,825 | Projected Yearend Unspent Bal. | | | 0 |
| Revenues | 0 | Debt | | | |
| Tax Supported/ Dedicated | 1,825 | 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 |
| Forecast | 2020 | 2021 | 2022 | 2023 | |
| Authority | 1,825 | 500 | 500 | 500 | |
| Spending Plan | 910 | 800 | 765 | 500 | |
| FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | |

City of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Long Term Care | | | | | | | | | | | |
|------------------------------|---------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 2,403 | 0 | 2,403 | 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 | 60 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 2,463 | 0 | 2,463 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | |
|--|--|----------------------------------|--|--------------------------|-------------|---------------------------|--------------------------------|-------------|---|---|
| 909857 Call Bell system | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: | Community and Social Services Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2021 | | | | | | |
| <p>These funds are to replace the Resident Call Bell system to allow residents of the City's Peter D. Clark (PDC) long-term care home and their family members to call for assistance from personal support workers and nurses. The call bell system currently in place at PDC is approaching the end of its lifecycle. The project is funded by a one-time contribution from the Capital Reserve.</p> | | | 2020 Request | | 250 | | Projected Yearend Unspent Bal. | 0 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 250 | | 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 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 250 | 0 | 0 | 0 | | |
| | | | Spending Plan | | 250 | 0 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | | |
| | | | 909858 2020 Furniture & Equip. - Long Term Care | | | Class of Estimate: | | | | |
| Dept: | Community and Social Services Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2020 | | | | | | |
| <p>These funds are required for the replacement of furniture and equipment through lifecycle at the City's four long-term care homes for the safety of residents and staff and compliance with Ministry of Long-Term Care standards.</p> <p>This annual municipal investment is required in light of the cancellation of the provincial Structural Compliance Premium program which previously provided \$350 thousand of funding per year and which will end on March 31, 2020.</p> | | | 2020 Request | | 300 | | Projected Yearend Unspent Bal. | 0 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 300 | | 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 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 300 | 300 | 300 | 300 | | |
| | | | Spending Plan | | 300 | 300 | 300 | 300 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Long Term Care
 In Thousands (\$000)

| Program Information | | Financial Details | |
|---------------------|--|-------------------|--|
|---------------------|--|-------------------|--|

| | | | |
|--|----------------------------------|---------------------------------------|-----------------------------|
| Buildings-Long Term Care | | Class of Estimate: C) Planning | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various |

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:

| 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 | |
| Total Authority Request | 38,418 | 8,250 |

| | | | | | |
|-----------------------------|--------------|----------------------------------|-------------|-------------|---|
| 2020 Request | 1,853 | Projected Yearend Unspent Bal. | | | 0 |
| Revenues | 0 | Debt | | | |
| Tax Supported/ Dedicated | 1,853 | 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 |
| Forecast | 2020 | 2021 | 2022 | 2023 | |
| Authority | 1,853 | 1,000 | 1,000 | 1,000 | |
| Spending Plan | 930 | 1,060 | 1,163 | 1,000 | |
| FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Long Term Care
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|---------------------|-------------|-------------------|----|--------------------|-----|---------|----|----------------|----|--------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|-----------|--------------------------------|--|---|
| Accessibility - Long Term Care | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | |
| 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 & Recreation</td> <td>1,850</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</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 | Total Authority Request | 2,500 | 2020 Request | 60 | 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 | | | | | | | | | | | | | | | | | | | | | |
| | | Total Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | 60 | 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 | | | | | | | | | | | | | | | | | | | |
| | | Forecast | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | |
| | | Authority | 60 | 60 | 60 | 60 | | | | | | | | | | | | | | | | | | |
| | | Spending Plan | 30 | 50 | 60 | 60 | | | | | | | | | | | | | | | | | | |
| | | FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | |
| | | Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | |

City of Ottawa
 2020 Draft Capital Budget
 Community & Protective Services Committee
 In Thousands (\$000)

| Service Area: Paramedic Service | | | | | | | | | | | |
|---------------------------------|---------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 1,264 | 0 | 1,264 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 1,490 | 0 | 396 | 0 | 1,094 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 2,754 | 0 | 1,660 | 0 | 1,094 | 0 | 0 | 0 | 0 | 0 | 0 |

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

| Program Information | | Financial Details | | | | |
|---|----------------------------------|--|-----------------------------|----------------------------------|-------------|-------------|
| Life Cycle Renewal - Paramedic | | Class of Estimate: Not Applicable | | | | |
| Dept: Emergency & Protective Services Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various | | | |
| <p>The program includes the annual lifecycle replacement of medical equipment, technology and systems and any unexpected loss due to operational incidents, which ensures that equipment is current, safe and reliable for effective day-to-day operations.</p> | | 2020 Request | 1,264 | Projected Yearend Unspent Bal. | 0 | |
| | | Revenues | 0 | Debt | | |
| | | Tax Supported/ Dedicated | 1,264 | 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 | |
| | | Forecast | 2020 | 2021 | 2022 | 2023 |
| | | Authority | 1,264 | 1,305 | 3,192 | 1,577 |
| | | Spending Plan | 1,264 | 1,305 | 3,192 | 1,577 |
| | | FTE's | 0 | 0 | 0 | 0 |
| Operating Impact | 0 | 0 | 0 | 0 | | |

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

| Project(s) within a Program Information | | | \$000's |
|--|----------|--|------------|
| 909755 Paramedic Equipment Replacement (2020) | | Class of Estimate: Not Applicable | 360 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This project covers an annual life cycle replacement of the assets relating to Paramedic Service equipment. The program includes, but is not limited to, medical equipment including: cardiac monitors, power stretchers, back boards, automatic chest compression devices and oxygen tank regulators.</p> | | | |
| 909761 Paramedic Technology & Equipment (2020) | | Class of Estimate: Not Applicable | 254 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This project covers an annual life cycle replacement of technology and infrastructure relating to Paramedic Service. The program includes, but is not limited to, technology equipment including: mobile and portable radios, in-vehicle laptops, automated vehicle locator (AVL) system, real-time data and business intelligence systems, staff scheduling system (Telestaff) and asset and preventative maintenance tracking system (FDM).</p> | | | |
| 909768 Paramedic Facilities/Post Equipment Replacement (2020) | | Class of Estimate: Not Applicable | 100 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This project covers an annual life cycle replacement of the assets relating to Paramedic Service Posts and Headquarters equipment including: clinical diagnostic tools, shop equipment and office furniture.</p> | | | |

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

| Project(s) within a Program Information | | | \$000's |
|---|----------|--|------------|
| 909770 Paramedic Defibrillator Replacement (2020) | | Class of Estimate: Not Applicable | 550 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This project covers an annual life cycle replacement of the assets relating to professional cardiac monitors/defibrillators as part of front-line paramedic care and the Public Access Defibrillation (PAD) Program. The PAD program has placed over 800 defibrillators in our community. The defibrillators are located in city facilities such as libraries, arenas, community centres and with first responders such as Ottawa Police, Fire Services and OC Transpo Security.</p> | | | |

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

| Project Information | | | Financial Details | | | | | | | |
|---|--|------------------|---|--------------------------|--------------|--|--------------------------------|-------------|---|---|
| 909076 Paramedic West End Deployment Facility | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: | Emergency & Protective Services Department | Category: Growth | Ward: CW | Year of Completion: 2022 | | | | | | |
| <p>This was previously identified in the long-term plan to address staff growth, fleet growth, and vehicle processing challenges as a result of the increasing call volumes. This will allow Paramedic Service to define the project goals and objectives, constraints and potential risks as the project progresses.</p> | | | 2020 Request | | 1,000 | | Projected Yearend Unspent Bal. | 500 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 325 | | Tax Supported/Dedicated Debt | | 0 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | | 675 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | | 0 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 1,000 | 2,000 | 0 | 0 | | |
| | | | Spending Plan | | 1,000 | 2,000 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 0 | 4,400 | | |
| | | | 909753 Paramedic Vehicles & Equipment (2020) | | | Class of Estimate: Not Applicable | | | | |
| Dept: | Emergency & Protective Services Department | Category: Growth | Ward: CW | Year of Completion: 2022 | | | | | | |
| <p>This project covers the growth in call volume and the required vehicles and equipment in support of the request for additional staff in 2020. Paramedics and Paramedic Superintendents provide direct patient care and are deployed and respond to calls for service in emergency response vehicles. This project is for the purchase of emergency response vehicles and required equipment. Provincial legislation stipulates stringent vehicle standards and equipment requirements.</p> | | | 2020 Request | | 490 | | Projected Yearend Unspent Bal. | 0 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 71 | | Tax Supported/Dedicated Debt | | 0 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | | 419 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | | 0 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 490 | 490 | 490 | 241 | | |
| | | | Spending Plan | | 490 | 490 | 490 | 241 | | |
| | | | FTE's | | 14 | 14 | 14 | 14 | | |
| | | | Operating Impact | | 150 | 150 | 150 | 75 | | |

City of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Parks, Buildings, & Grounds | | | | | | | | | | | |
|---|---------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 8,250 | 0 | 8,250 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 8,250 | 0 | 8,250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Buildings, & Grounds
 In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------------------------|------------------------------|---------------------------------------|-------------|-----------------------------|-----------------|----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|---------|-----|--|----------------|-------|--|--------------------|--------|-------|---------------|-------|--|-----------------|-----|--|------------------|-------|--|----------------|-----|--|--------------------------------|---------------|--------------|---------------------|--------------|--------------------------------|--|---|
| Parks - Parks & Recreation | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 & 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>Total Authority Request</td><td>38,418</td><td>8,250</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 | | Total Authority Request | 38,418 | 8,250 | 2020 Request | 8,250 | Projected Yearend Unspent Bal. | | 0 |
| | | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 38,418 | 8,250 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | 8,250 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | 8,250 | 6,000 | 7,000 | 7,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 4,130 | 5,480 | 6,940 | 6,800 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Buildings, & Grounds
 In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|--|---|---|--------------|
| 909683 | 2020 Parks - Parks & Rec | Class of Estimate: C) Planning | 8,250 |
| Category: Renewal of City Assets Ward: CW | | Year of Completion: 2022 | |
| <p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p> | | | |
| CW | City Wide: Parks & Recreation Facilities | Unscheduled Work: Parks/Playgrounds | |
| CW | City Wide: Parks & Recreation Facilities | Unscheduled Work: Underground Services | |
| CW | City Wide: Parks & Recreation Facilities | Pathway And Paving Remediation | |
| CW | City Wide: Parks & Recreation Facilities | Playground Advance Design | |
| CW | City Wide: Parks & Recreation Facilities | Electrical/Code Compliance Issues | |
| 01 | Kinsella Park | Replace Asphalt Walkways | |
| 01 | Terry Fox Participark | Replace Asphalt Walkways | |
| 02 | Carriere Park: Playground | Replace Jr Playstructure And Play Equipment | |
| 03 | Stinson Park: Playground | Replace Jr/Sr Playstructures And Play Equipment | |
| 03 | Weybridge Park: Playground | Replace Sr Playstructure And Play Equipment | |
| 05 | March Central Community Ctre: Outdoor Ice | Replace Permanent Rink Boards and Sports Lighting (4) | |
| 06 | Sugar Creek Park: Playground | Replace Sr Playstructure And Play Equipment | |
| 06 | Village Square | Replace Jr/Sr Playstructure And Play Equipment | |
| 07 | Lakeview Park: Playground | Replace Sr Playstructure And Play Equipment | |
| 07 | Britannia Park | Dredging Of Swim Area | |
| 08 | Okanagan Park: Playground | Replace Play Equipment | |
| 08 | Parkway Park: Playground | Replace Jr/Sr Playstructures And Replace Wading Pool With Spray Pad | |
| 09 | Banner Park: Playground | Replace Jr/Sr Playstructures, Play Equipment And Replace Spray Pad | |
| 12 | Bordeleau Park: Tennis Courts (2) | Replace Asphalt | |
| 12 | Optimiste Park: Wading Pool | Replace Interlocking Stone Pool Deck | |
| 13 | St Laurent Don Gamble Complex: Playground | Replace Sr Playstructure And Gazebo | |
| 20 | Kenmore Park | Replace Playstructure | |
| 18 | John Murphy Park | Replace Playstructure | |
| | | | |
| | | | |
| | | | |

City of Ottawa
 2020 Draft Capital Budget
 Community & Protective Services Committee
 In Thousands (\$000)

| Service Area: Parks, Recreation & Culture | | | | | | | | | | | |
|---|---------------------|--------------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|------------|
| 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 | 26,498 | 0 | 26,498 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 9,726 | 3,128 | 655 | 0 | 5,943 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 2,940 | 0 | 2,940 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 39,164 | 3,128 | 30,093 | 0 | 5,943 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|---|---|----------------------------------|--|--------------------------|-------------|-------------|--------------------------------|-------------|---|
| 907844 Park Pathway Lighting 2018 | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2020 | | | | | |
| The envelope is intended to fund pathway lighting in parks that meet Council approved criteria, established in the pathway lighting policy. | | | 2020 Request | | 250 | | Projected Yearend Unspent Bal. | 247 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/Dedicated | | 250 | | 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 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | | 250 | 0 | 250 | 0 | |
| | | | Spending Plan | | 250 | 0 | 250 | 0 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | |
| 909107 Facility Minor Capital Front of House Repairs | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2021 | | | | | |
| Provides funds for repairs costing less than 10K per project, that will improve public access and service at RCFS facilities. | | | 2020 Request | | 300 | | Projected Yearend Unspent Bal. | 266 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/Dedicated | | 300 | | 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 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | | 300 | 300 | 300 | 300 | |
| | | | Spending Plan | | 300 | 300 | 300 | 300 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | |
|---|----------------------------------|----------|--|---|-------------|-------------|--------------------------------|-------------|---|--|
| 909821 Outdoor Sports Court Redevelopment 2020 | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | | | | |
| Supports the refurbishment of existing outdoor public sports courts across the City, including resurfacing, drainage improvements, lighting, etc. Priority sites for improvements are identified through annual inspections and community input. | | | 2020 Request | | 200 | | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 200 | | 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 | |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 200 | 0 | 200 | 0 | | |
| | | | Spending Plan | | 200 | 0 | 200 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | |
| 909824 Minor Park Improvement 2020 | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | | | | |
| The Minor Park Improvement Program enables staff to respond to priority community requests for minor capital improvements and to add specific elements to parks independent of full redevelopment. Examples of minor elements include park furniture such as benches, picnic tables, litter containers, bike racks or single park components such as a set of swings, spring toys, etc. The program provides the flexibility required to respond promptly to community requests resulting from recreation trend changes, population increases or demographic changes in the service area of a park. | | | 2020 Request | | 250 | | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 250 | | 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 | |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 250 | 250 | 250 | 250 | | |
| | | | Spending Plan | | 250 | 250 | 250 | 250 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|--|---|----------------------------------|--|--------------------------|-------------|--------------------------------|-------------|-------------|
| 909826 Infrastruct Support - Outdoor Rinks 2020 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | |
| <p>This envelope provides funding for park infrastructure required for the City's outdoor rink program. Requirements include stand pipes for new water sources, bunkers to house outdoor rink equipment, lights ect. Priority sites for improvements are based on acheiving the goals as set out in Outdoor Rink Strategy.</p> | | | 2020 Request | | 400 | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | Debt | | |
| | | | Tax Supported/Dedicated | | 400 | 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 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 |
| | | | Authority | | 400 | 0 | 400 | 0 |
| | | | Spending Plan | | 400 | 0 | 400 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |
| 909828 Infrastructure Upgrades 2020 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | |
| <p>RCFS currently oversees 1275 properties and 867 facilities, which require upgrades to add functionality and meet emerging community needs.</p> | | | 2020 Request | | 774 | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | Debt | | |
| | | | Tax Supported/Dedicated | | 774 | 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 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 |
| | | | Authority | | 774 | 792 | 654 | 944 |
| | | | Spending Plan | | 774 | 792 | 654 | 944 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|--|---|----------------------------------|--|--------------------------|-------------|-------------|--------------------------------|-------------|---|
| 909830 Outdoor Pool Security Upgrades 2020 | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | | |
| To upgrade outdoor security for the City's Outdoor Pools. Such measures include improved fencing and perimeter protection, and monitoring equipment. | | | 2020 Request | | 100 | | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/Dedicated | | 100 | | 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 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | | 100 | 100 | 0 | 0 | |
| | | | Spending Plan | | 100 | 100 | 0 | 0 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |
| 909831 Meridian Theatre Cap Renewal Fund 2020 | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: 8 | Year of Completion: 2022 | | | | | |
| Funded by a fee on ticket sales or a flat rate on non-ticketed events the reserve fund supports the on-going needs for equipment replacement, building improvements, theatre system upgrades, adopting new technologies in customer service, and support to maintain quality facilities for community theatre. | | | 2020 Request | | 168 | | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/Dedicated | | 168 | | 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 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | | 168 | 168 | 168 | 168 | |
| | | | Spending Plan | | 168 | 168 | 168 | 168 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | |
|--|----------------------------------|----------|---|----------------------------------|-------------|--|--------------------------------|-------------|---|--|
| 909833 Cultural Building & Equip 2020 | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | | | | |
| <p>Supports the operation of cultural facilities/spaces that provide direct services to residents and allows for ongoing repair and maintenance to equipment and program building improvements to meet health and safety standards and accessibility requirements. This funding includes program equipment replacement, system upgrades, building program improvements and renovations.</p> | | | 2020 Request | | 126 | | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 126 | | 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 | |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 126 | 125 | 125 | 125 | | |
| | | | Spending Plan | | 126 | 125 | 125 | 125 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | | |
| | | | 909834 Museum Sustainability Plan 2020 | | | Class of Estimate: Not Applicable | | | | |
| | | | Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | |
| <p>Supports the operation and storage of Museum and historical assets. Museums provide direct services to residents and the Museum Sustainability Plan allows for ongoing repair and maintenance to equipment and program building improvements to meet health and safety standards and accessibility requirements. This funding includes program equipment replacement, system upgrades, building program improvements and renovations.</p> | | | 2020 Request | | 200 | | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/Dedicated | | 200 | | 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 | |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | | |
| | | | Authority | | 200 | 200 | 200 | 200 | | |
| | | | Spending Plan | | 200 | 200 | 200 | 200 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|--|---|----------------------------------|--|--------------------------|-------------|--|-------------|-------------|--|
| 909835 Artifact & Art Collection Restore & Maint 2020 | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | | |
| Supports the professional care and management of 300,000+ objects of irreplaceable historical and cultural significance in the City's art, artefact, and archaeological collections. | | | 2020 Request | | 50 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | Debt | | | |
| | | | Tax Supported/Dedicated | | 50 | 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 | |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | | 50 | 50 | 50 | 50 | |
| | | | Spending Plan | | 50 | 50 | 50 | 50 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | |
| | | | 909848 Shenkman Arts Ctre Renewal Fund 2020 | | | Class of Estimate: Not Applicable | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: 1 | Year of Completion: 2022 | | | | | |
| Funded by a fee on ticket sales or a flat rate on non-ticketed events the reserve fund supports the on-going needs for equipment replacement, building improvements, theatre system upgrades, adopting new technologies in customer service, and support to maintain quality facilities for community theatre. | | | 2020 Request | | 40 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | Debt | | | |
| | | | Tax Supported/Dedicated | | 40 | 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 | |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | | 40 | 40 | 40 | 40 | |
| | | | Spending Plan | | 40 | 40 | 40 | 40 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|---|---|------------------|---------------------------------------|--------------------------|--------------|--------------------------------|-------------|-------------|
| 909840 Community Centre - Central (Ottawa East) | | | Class of Estimate: C) Planning | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 17 | Year of Completion: 2024 | | | | |
| As identified in the Development Charge background study and advanced through Council, a new community centre is to be developed in the community of Old Ottawa East. | | | 2020 Request | | 1,050 | Projected Yearend Unspent Bal. | | 0 |
| | | | Revenues | | 158 | Debt | | |
| | | | Tax Supported/Dedicated | | 0 | Tax Supported/Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 893 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 |
| | | | Authority | | 1,050 | 9,450 | 0 | 0 |
| | | | Spending Plan | | 1,050 | 3,150 | 3,150 | 3,150 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |
| 909845 Indoor Skateboard Park Partnership | | | Class of Estimate: C) Planning | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 1 | Year of Completion: 2022 | | | | |
| This envelope provides funding for a new indoor Skateboard Park at a time when a community partner and suitable location are determined. | | | 2020 Request | | 3,225 | Projected Yearend Unspent Bal. | | 0 |
| | | | Revenues | | 2,645 | Debt | | |
| | | | Tax Supported/Dedicated | | 0 | Tax Supported/Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 580 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 |
| | | | Authority | | 3,225 | 0 | 0 | 0 |
| | | | Spending Plan | | 1,075 | 1,075 | 1,075 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | | | |
|--|------------------|----------|---|--------------------------------|-------------|--|--------------------------------|--|-------------|--|-------------|--|
| 909847 Recreation Planning Studies City-wide Facilities | | | Class of Estimate: C) Planning | | | | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: CW | Year of Completion: 2029 | | | | | | | | | |
| <p>his budget envelope provides funding for planning studies that assist RCFS in developing recreation masterplan, and the recreation standards and strategy reports.</p> | | | 2020 Request | | 446 | | Projected Yearend Unspent Bal. | | 0 | | | |
| | | | Revenues | | 326 | | Debt | | | | | |
| | | | Tax Supported/Dedicated | | 0 | | Tax Supported/Dedicated Debt | | 0 | | | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 | | | |
| | | | Develop. Charges | | 120 | | Develop. Charges Debt | | 0 | | | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 | | | |
| | | | Forecast | | 2020 | | 2021 | | 2022 | | 2023 | |
| | | | Authority | | 446 | | 0 | | 0 | | 0 | |
| | | | Spending Plan | | 446 | | 0 | | 0 | | 0 | |
| | | | FTE's | | 0 | | 0 | | 0 | | 0 | |
| | | | Operating Impact | | 0 | | 0 | | 0 | | 0 | |
| | | | 909837 Major Capital Partnership 2020 | | | Class of Estimate: Not Applicable | | | | | | |
| | | | Dept: Recreation, Cultural and Facility Operations Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2022 | | | | | | |
| <p>The Community Partnership Major Capital Program provides funding to community groups to enter into partnerships with the City to implement major capital projects for new development, renovations and expansions to parks and recreation facilities.</p> | | | 2020 Request | | 730 | | Projected Yearend Unspent Bal. | | 0 | | | |
| | | | Revenues | | 0 | | Debt | | | | | |
| | | | Tax Supported/Dedicated | | 730 | | 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 | | | |
| | | | Forecast | | 2020 | | 2021 | | 2022 | | 2023 | |
| | | | Authority | | 730 | | 730 | | 730 | | 730 | |
| | | | Spending Plan | | 730 | | 730 | | 730 | | 730 | |
| | | | FTE's | | 0 | | 0 | | 0 | | 0 | |
| | | | Operating Impact | | 0 | | 0 | | 0 | | 0 | |

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|---|---|--------------------------------|--|--------------------------|--------------------------------|-------------|-------------|--|
| 909838 Minor Capital Partnership 2020 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2022 | | | | |
| <p>The Community Partnership Minor Capital Program provides funding to community groups to implement minor capital improvements to parks and recreation facilities on a cost-sharing basis with the City to a maximum City contribution of \$10,000. This program enables the City to upgrade its recreational assets incrementally, as the community requires, thereby reducing the frequency for capital development projects. As neighbourhoods change, socially and demographically, the program is able to respond quickly to the changing requirements of the local residents. Community participation in fundraising, planning and installation of recreational facilities promotes community pride, ownership and stewardship of asset.</p> | | | 2020 Request | 300 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | 0 | Debt | | | |
| | | | Tax Supported/Dedicated | 300 | 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 | | |
| | | | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | 300 | 300 | 300 | 300 | |
| | | | Spending Plan | 300 | 300 | 300 | 300 | |
| | | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | |

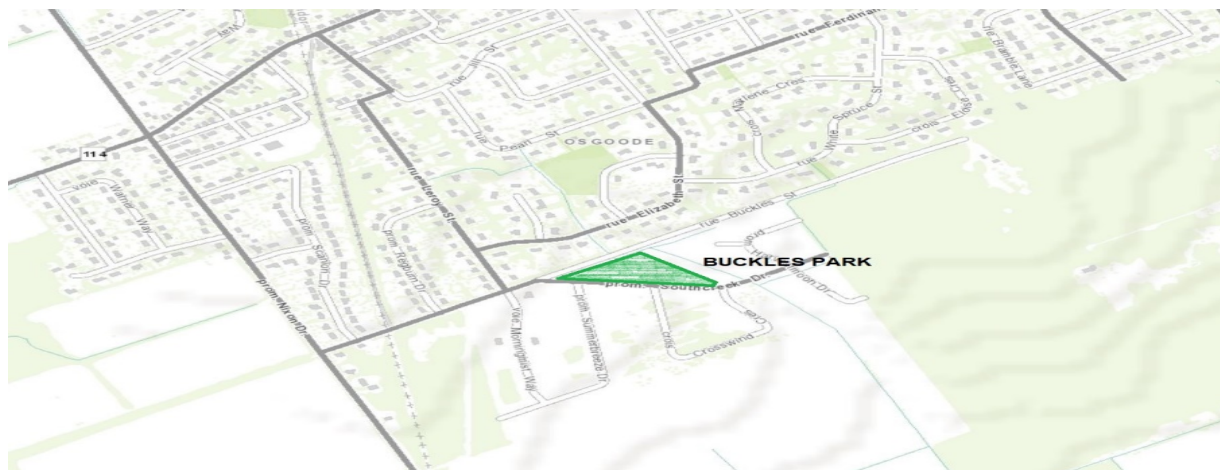
City of Ottawa
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| Project Information | | | Financial Details | | |
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|---------------|---------------------------------------|---------------------------|----------------------|--|--|
| 908531 | Buckles St. Neighbourhood Park | Class of Estimate: | D) Conceptual | | |
|---------------|---------------------------------------|---------------------------|----------------------|--|--|

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|-------|---|-----------|--------|------|----|---------------------|------|
| Dept: | Recreation, Cultural and Facility Operations Department | Category: | Growth | Ward | 20 | Year of Completion: | 2023 |
|-------|---|-----------|--------|------|----|---------------------|------|

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|---|-----------------------------|--------------|----------------------------------|-------------|-------------|---|
| Buckles St. Neighborhood Park, in Ward 20 is a 1.8ha park that will provide active and passive recreation opportunities and a local gathering space within walking distance of local residents. Design and amenities to be determined – with input through public consultation. | 2020 Request | 1,000 | Projected Yearend Unspent Bal. | | | 0 |
| | Revenues | 0 | Debt | | | |
| | Tax Supported/ Dedicated | 0 | Tax Supported/ Dedicated Debt | | 0 | |
| | Rate Supported | 0 | Rate Supported Debt | | 0 | |
| | Develop. Charges | 1,000 | Develop. Charges Debt | | 0 | |
| | Gas Tax | 0 | Gas Tax Debt | | 0 | |
| | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | Authority | 1,000 | 214 | 0 | 0 | |
| | Spending Plan | 607 | 607 | 0 | 0 | |
| | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | |



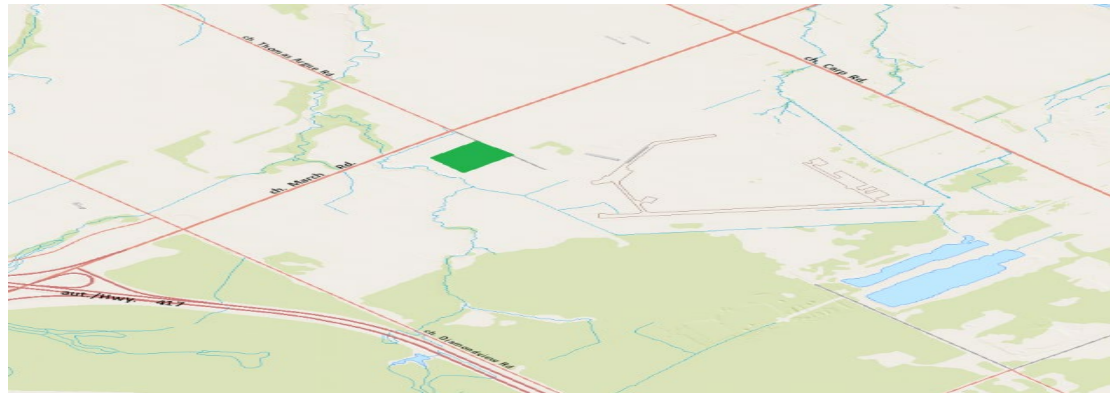
City of Ottawa
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| Project Information | | | Financial Details | | |
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| 908532 Carp Airport Community Park | | | Class of Estimate: D) Conceptual | | |
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|---|------------------|--------|--------------------------|--|--|
| Dept: Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 5 | Year of Completion: 2024 | | |
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| Carp Airport Community Park, in Ward 5 is a 5ha active park sized to include a variety of sports fields and play areas as well as passive areas for seating and relaxing. Parking is included on site. Design and amenities to be determined – with input through public consultation. | 2020 Request | | 500 | Projected Yearend Unspent Bal. | | 0 |
| | Revenues | 0 | Debt | | | |
| | Tax Supported/ Dedicated | 25 | Tax Supported/ Dedicated Debt | 0 | | |
| | Rate Supported | 0 | Rate Supported Debt | 0 | | |
| | Develop. Charges | 475 | Develop. Charges Debt | 0 | | |
| | Gas Tax | 0 | Gas Tax Debt | 0 | | |
| | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | Authority | 500 | 500 | 384 | 0 | |
| | Spending Plan | 500 | 500 | 384 | 0 | |
| | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | |



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|--|---|------------------|---|--------------------------|-------------|-------------|--------------------------------|-------------|---|
| 908539 Kanata West District Park | | | Class of Estimate: D) Conceptual | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 6 | Year of Completion: 2026 | | | | | |
| Design of the Kanata West District Park, a 5.9HA sized park to include a tournament baseball site (minimum 2 diamonds), district sized splash pad/water play, special event area with outdoor theatre/stage, gazebo, gathering area, pathways and landscaping, plus a parking lot. Construction to proceed in 2020-2021. | | | 2020 Request | | 549 | | Projected Yearend Unspent Bal. | 609 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/Dedicated | | 104 | | Tax Supported/Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 445 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2020 | 2021 | 2022 | 2023 | |
| | | | Authority | | 549 | 0 | 550 | 550 | |
| | | | Spending Plan | | 609 | 549 | 550 | 550 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |



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| 908543 Onessa Springs Park | | | Class of Estimate: D) Conceptual | | |
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| Dept: Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 3 | Year of Completion: 2025 | | |
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| <p>Onessa Springs Park, in ward 3, is a 1.29 ha neighbourhood park.</p> <p>This park will have both passive and active recreation amenities. The park is adjacent to a storm pond, therefore a pathway system which connects to the storm pond access road will be incorporated.</p> <p>Design and amenities to be determined – with input through public consultation.</p> | 2020 Request | | 120 | | Projected Yearend Unspent Bal. | 0 |
| | Revenues | 0 | | Debt | | |
| | Tax Supported/ Dedicated | 0 | | Tax Supported/ Dedicated Debt | 0 | |
| | Rate Supported | 0 | | Rate Supported Debt | 0 | |
| | Develop. Charges | 120 | | Develop. Charges Debt | 0 | |
| | Gas Tax | 0 | | Gas Tax Debt | 0 | |
| | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | Authority | 120 | 120 | 120 | 120 | |
| | Spending Plan | 120 | 120 | 120 | 120 | |
| | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | |



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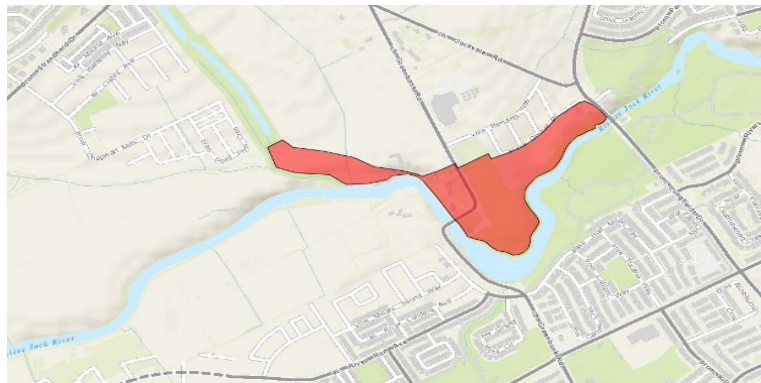
| Project Information | | | Financial Details | | |
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| 909490 Jockvale River District Park | | | Class of Estimate: D) Conceptual | | |
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|---|------------------|--------|--------------------------|--|--|
| Dept: Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 3 | Year of Completion: 2030 | | |
|---|------------------|--------|--------------------------|--|--|

Jockvale River District Park in Ward 3 is composed of the Jock River North District Park and the Jock River South District Park. The Jock River North District Park is approximately 16 ha. This park is envisioned to house a mix of active and passive recreation amenities. The Jock River South district Park is approximately 21.6 ha. The park boundary abuts the Jock River. Parkland dedication, through the subdivision process, is still required to complete the park boundary. This park is envisioned to house a mix of active and passive recreation amenities. This park connects to the Corrigan SWM Pond and the Stonebridge Trail to the east.

| | | | | | |
|-----------------------------|--------------|----------------------------------|-------------|-------------|---|
| 2020 Request | 2,000 | Projected Yearend Unspent Bal. | | | 0 |
| Revenues | 0 | Debt | | | |
| Tax Supported/ Dedicated | 380 | Tax Supported/ Dedicated Debt | | | 0 |
| Rate Supported | 0 | Rate Supported Debt | | | 0 |
| Develop. Charges | 1,620 | Develop. Charges Debt | | | 0 |
| Gas Tax | 0 | Gas Tax Debt | | | 0 |
| Forecast | 2020 | 2021 | 2022 | 2023 | |
| Authority | 2,000 | 0 | 0 | 3,000 | |
| Spending Plan | 650 | 675 | 675 | 900 | |
| FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | |



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| Project Information | | | Financial Details | | |
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| 909818 Cyrville Station TOD Area - 1/3 Urban Parks | | | Class of Estimate: D) Conceptual | | |
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| Dept: Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 11 | Year of Completion: 2025 | | |
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| Cyrville Station TOD Area- Park A is the first of 3 parkettes in the Cyrville TOD Plan Area in Ward 11. The parks is approximately .4ha urban parkette located within walking distance to residents. It will provide a centralized greenspace for social gathering and recreation. Completion 2025 | 2020 Request | | 338 | Projected Yearend Unspent Bal. | | 0 |
| | Revenues | 0 | Debt | | | |
| | Tax Supported/ Dedicated | 51 | Tax Supported/ Dedicated Debt | 0 | | |
| | Rate Supported | 0 | Rate Supported Debt | 0 | | |
| | Develop. Charges | 287 | Develop. Charges Debt | 0 | | |
| | Gas Tax | 0 | Gas Tax Debt | 0 | | |
| | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | Authority | 338 | 0 | 337 | 0 | |
| | Spending Plan | 338 | 0 | 337 | 0 | |
| | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | |



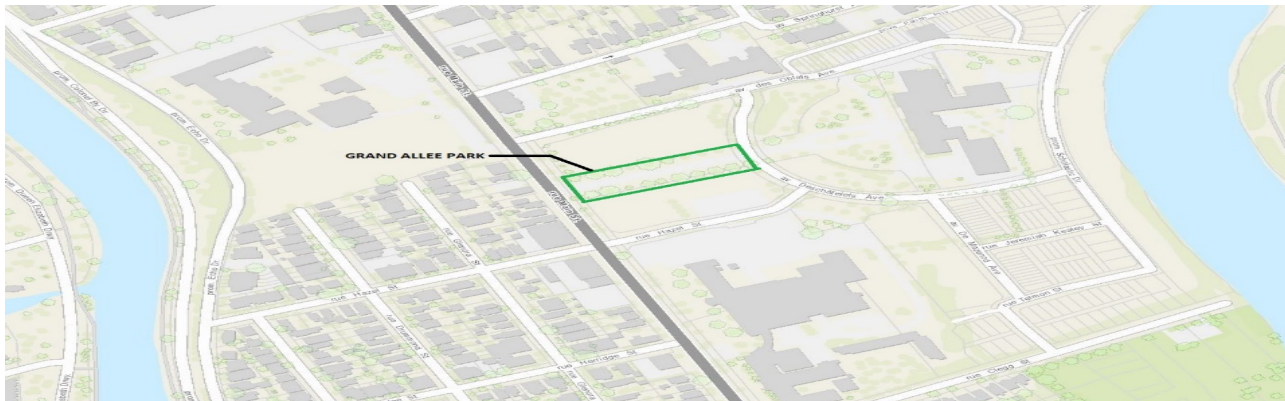
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| Project Information | | | Financial Details | | |
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|---------------|--------------------|---|--|--|
| 909819 | Grand Allee | Class of Estimate: D) Conceptual | | |
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|-------|---|------------------|----------|--------------------------|--|
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 17 | Year of Completion: 2023 | |
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| <p>Urban DC Grand Allee, Ward 17, Phase 1 of Greystone Village Parks consists of the continuation into detailed design and construction of a 0.325ha Grand Allee Park. Concept plan and consultation previously completed in 2015. The park design will consist of special entrance features at Main Street with a wide pathway throughout the park to accommodate seating and a Farmer's Market. The park has been designed to preserve the heritage trees and views to the Deschatelets building, in compliance with the overall heritage designation for these lands. Detailed design drawings complete in 2020 followed by Developer led construction in 2021.</p> | 2020 Request | | 498 | | Projected Yearend Unspent Bal. | 0 |
| | Revenues | 0 | | Debt | | |
| | Tax Supported/ Dedicated | 95 | | Tax Supported/ Dedicated Debt | 0 | |
| | Rate Supported | 0 | | Rate Supported Debt | 0 | |
| | Develop. Charges | 403 | | Develop. Charges Debt | 0 | |
| | Gas Tax | 0 | | Gas Tax Debt | 0 | |
| | Forecast | 2020 | 2021 | 2022 | 2023 | |
| | Authority | 498 | 0 | 0 | 0 | |
| | Spending Plan | 498 | 0 | 0 | 0 | |
| | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | |



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| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------------------------|----------------------------------|---------------------------------------|-------------|-----------------------------|-----------------|----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|---------|-----|--|----------------|-------|--|--------------------|--------|-------|---------------|-------|--|-----------------|-----|--|------------------|-------|--|----------------|-----|--|--------------------------------|---------------|--------------|---------------------|------------|--------------------------------|--|---|
| Buildings-Cultural Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 & 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>Total Authority Request</td> <td>38,418</td> <td>8,250</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 | | Total Authority Request | 38,418 | 8,250 | 2020 Request | 850 | Projected Yearend Unspent Bal. | | 0 |
| | | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 38,418 | 8,250 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 850 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | 850 | 800 | 800 | 800 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 430 | 660 | 800 | 800 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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|--|---|--|------------|
| 909668 2020 Buildings-Cultural Services | | Class of Estimate: C) Planning | 850 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p> | | | |
| CW | City Wide: Community and Culture Facilities | Unscheduled Work: Cultural Services General Buildings | |
| CW | City Wide: Community and Culture Facilities | Unscheduled Work: Cultural Services Heritage Buildings | |
| 05 | Pinhey Estate Main Building | Floor Framing Remediation | |
| 05 | Pinhey Estate Main Building | Investigation - Basement Beam | |
| 07 | Fairfields House | Refurbish Wood Siding, Windows, Doors and Interior Foundation Repointing | |
| 07 | Fairfields House | Investigation - Masonry Cladding Of The Addition | |
| 07 | Fairfields: Car Garage | Demolish Car Garage | |
| 08 | Nepean Creative Arts Centre (North & South) | Type II Building Condition Audit | |
| 18 | Billings Estate Museum: Ice House | Type II Building Condition Audit | |
| 18 | Billings Estate Museum: Wood Shed | Type II Building Condition Audit | |
| 18 | Billings Estate Museum: Gate House | Beam And Stair Rehabilitation, Cladding And Window Restoration | |
| 19 | Cumberland Museum: Community Hall | Replace Upper And Lower Roofs | |
| 19 | Cumberland Museum: French Hill School | Roof Replacement | |
| 19 | Cumberland Museum: Vars Train Station | Roof Replacement | |
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|---|----------------------------------|--------------|---------------------------------------|-------------|-----------------------------|-----------------|----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|---------|-----|--|----------------|-------|--|--------------------|--------|-------|---------------|-------|--|-----------------|-----|--|------------------|-------|--|----------------|-----|--|--------------------------------|---------------|--------------|---------------------|---------------|--------------------------------|--|---|
| Buildings-Parks & Recreation | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 & 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>Total Authority Request</td> <td>38,418</td> <td>8,250</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 | | Total Authority Request | 38,418 | 8,250 | 2020 Request | 22,790 | Projected Yearend Unspent Bal. | | 0 |
| | | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 38,418 | 8,250 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | | 22,790 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 22,790 | 32,666 | 36,851 | 32,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 11,400 | 23,770 | 33,140 | 34,076 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|--|---|---|---------------|
| 909678 | 2020 Buildings-Parks & Rec | Class of Estimate: C) Planning | 22,790 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p> | | | |
| CW | City Wide: Parks And Recreation Facilities | Conditional Audit Program: Parks And Recreation Facilities | |
| CW | City Wide: Parks And Recreation Facilities | Condition Audits/Advance Design | |
| CW | City Wide: Parks And Recreation Facilities | Unscheduled Work: Parks & Recreation - General Buildings | |
| CW | City Wide: Parks And Recreation Facilities | Unscheduled Work: Underground Services | |
| CW | City Wide: Parks And Recreation Facilities | Parking Lot Remediation | |
| CW | City Wide: Parks And Recreation Facilities | Unscheduled Work: Parks & Recreation - Heritage Buildings | |
| 01 | Bob MacQuarrie Recreation Complex - Orleans | Advance Design - Asphalt Renewal, Replace Mod Bit Roof | |
| 01 | Bob MacQuarrie Recreation Complex - Orleans | Investigation - Pool Roof Deck Insulation, Structural Adequacy Review | |
| 01 | Ray Friel Recreation Complex | Structural Adequacy Review | |
| 01 | Ray Friel Recreation Complex | Replace Pool Lighting, Roof Remediation - Rinks 2 and 3 | |
| 01 | Queenswood Heights Community Centre | Replace Rooftop HVAC Units (2) | |
| 03 | Walter Baker Sports Centre | Lifesafety Review: Sprinkler System, Replace Electrical Equip - Pool Storage | |
| 03 | Walter Baker Sports Centre | Investigations - Rink A, Pool, Changerooms | |
| 03 | Charlie Conacher Community Building | Replace Asphalt In Parking Lot | |
| 04 | Richcraft Recreation Centre Kanata | Investigation - Pool Condition Assessment | |
| 04 | Old March Town Hall: Community Centre | Type II-H Building Condition Audit | |
| 05 | Kinburn Community Centre | Investigation - Foundation/Slab | |
| 05 | West Carleton Community Complex: Arena | Investigation - Roof/Cracked Drywall | |
| 05 | Erskine Johnston Arena | Replace Metal Roofing (Roof A & B) | |
| 06 | Goulbourn Recreation Complex | Replace Dry Pipe Sprinkler System/Heads - Rink A, Paint Roof Trusses - Rink A | |
| 06 | Goulbourn Recreation Complex | Crack Monitoring - Rink A (North) | |
| 07 | Belltown Dome | Investigations - Concrete Foundation Wall and Geodesic Frame | |
| 07 | Ron Kolbus Centre | Electrical Infrared Scan | |
| 07 | West Ottawa Tennis Club Building | Electrical Infrared Scan | |
| 07 | Belltown Dome | Replace condenser | |
| | | | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|--|--|---|----------|
| Class of Estimate: C) Planning | | | 0 |
| Category: | Ward: | Year of Completion: | |
| <p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p> | | | |
| 08 | Parkway Fieldhouse | Demolish Fieldhouse | |
| 08 | Bell Arena Maintenance Building | Replace Tar And Gravel Roof | |
| 09 | Nepean Sportsplex | Replace Electrical Control Panels - Rinks 1 & 3, Replace Condenser - Rink 2 | |
| 09 | Nepean Sportsplex | Replace Pool Changeroom Shower Area Plumbing, Tile Grouting - 50M Pool | |
| 09 | Nepean Sportsplex | Resurface Parking Lot, Investigation - Wall/Foundation/Mortar Block | |
| 10 | Pushman Park: Comfort Station | Investigation - Slab On Grade | |
| 10 | Sawmill Creek Pool | Investigation - Roof Rafters Connections | |
| 10 | Albion Heatherington Community Centre | Replace Gymnasium Flooring | |
| 11 | Earl Armstrong Arena | Advance Design - Parking Lot Resurfacing | |
| 11 | Splash Wave Pool | Replace Exterior Main Entrance Glazed Doors | |
| 11 | Eastvale Fieldhouse Storage | Investigation - Concrete Foundation | |
| 11 | Pineview Community Hub | Investigation - Floor Structural Review | |
| 11 | Beacon Hill North Community Centre | Replace Water Line Feeding The Building | |
| 12 | Bernard Grandmaitre Arena | Structural Adequacy Review | |
| 12 | Lowertown Complex | Flush And Scope San And Storm Lines From Sump Pits | |
| 12 | Centre Richelieu Vanier | Paint Exterior Pavillion, Paint Masonry Lintels, Paint Pavillion Roof | |
| 12 | Centre Richelieu Vanier | Replace Fire Alarm System, Investigation - Code Fire Separation | |
| 12 | Sandy Hill Arena | Type II Building Condition Audit | |
| 12 | Routhier Community Centre | Investigation - Water Leak In Mechanical Room, Masonry Review | |
| 13 | St Laurent Don Gamble Recreation Complex | Replace Pool Changeroom Lighting, Air Handling Units (3) and Fixtures/Trim | |
| 13 | St Laurent Don Gamble Recreation Complex | Replace Roofs 3, 4, 5, 6, 8 and 9, Replace EIFS Cladding | |
| 13 | St Laurent Don Gamble Recreation Complex | Replace Ammonia/Brine Evaporator Chiller, Replace Chilled Water Pumps | |
| 13 | St Laurent Don Gamble Recreation Complex | Replace Flooring - Lobby/Corridors, Replace Split Trane Chiller System | |
| | | | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|--|--|--|----------|
| Class of Estimate: C) Planning | | | 0 |
| Category: | Ward: | Year of Completion: | |
| <p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p> | | | |
| 13 | Overbrook Community Centre | Roof Assessment | |
| 13 | Raymond Chabot Grant Thornton Park | Annual Life Cycle Capital Investment | |
| 13 | Rockcliffe Park Library And Community Centre | Replace Windows And Doors | |
| 14 | Jack Purcell Recreation Complex | Type II Building Condition Audit | |
| 14 | Plouffe Park: Plant Recreation Centre | Investigation - Foundation Wall | |
| 15 | Dovercourt Recreation Complex | Structural Adequacy Review | |
| 15 | Dovercourt Recreation Complex | Install Make-Up Air Unit And Exhaust For Pool, Replace Rooftop HVAC Unit #2 | |
| 15 | Ottawa Gymnastics Club Building | Structural Adequacy Review | |
| 15 | Hintonburg Community Centre | Type II Building Condition Audit | |
| 15 | McKellar Park Community Centre | Type II Building Condition Audit | |
| 15 | Wellington Street Seniors Centre | Replace Wood Cladding, Replace Doors (South Elevation) | |
| 16 | J. Alphonse Dulude Arena | Advance Design - Electrical Main Switch Assembly, Structural Adequacy Review | |
| 16 | J. Alphonse Dulude Arena | Replace Concrete Walkways And Precast Retaining Walls | |
| 16 | Alexander Park Community Centre | Investigation - Column/Roof Deck | |
| 16 | Carleton Heights Community Centre | Electrical Infrared Scan | |
| 16 | Deborah Anne Kirwan Leisure Pool | Replace Lintels, Repair Column Base, Floor Opening Replacement | |
| 16 | Terry Fox: Main Building | Electrical Infrared Scan | |
| 17 | Brewer Pool | Investigations - Roof/Columns/Walls | |
| 17 | Brewer Park: Office Building | Demolish Facility | |
| 17 | Glebe Community Centre | Main Hall: Floor Finish Replacement | |
| 17 | Lansdowne Park: Aberdeen Pavilion | Advance Design - Building Env/Slab/Roof, Drainage System Camera Survey | |
| 17 | Lansdowne Park: Horticultural Building | Building Envelope Remediation | |
| 18 | Canterbury Community Centre | Investigation - Code Fire Containment | |
| 18 | Canterbury Pool | Advance Design - Replace Air Handling Units And Dehumidification System | |
| | | | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|--|-------------------------------------|---|----------|
| Class of Estimate: C) Planning | | | 0 |
| Category: | Ward: | Year of Completion: | |
| <p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p> | | | |
| 18 | Heron Road Multi-Service Centre | Investigation - Code Fire Containment | |
| 18 | Heron Road Multi-Service Centre | Repair & Re-Coat EIFS/Stucco Cladding, Replace Exterior Sealant | |
| 18 | Dempsey Community Centre | Investigation - Ramp/Stair/Retaining Wall, Electrical Infrared Scan | |
| 18 | Jim Durrell Recreation Complex | Electrical Infrared Scan | |
| 19 | Aquaview Park: Community Building | Type II Building Condition Audit | |
| 19 | Francois Dupuis Recreation Centre | Further Investigation - Pool Basin | |
| 19 | R.J. Kennedy Memorial Centre | Complete Assessment Of The Septic System | |
| 19 | Scala Park: Fieldhouse | Type II Building Condition Audit | |
| 19 | Navan Memorial Centre | Replace Brine/NH3 Chiller, Elevator Modernization | |
| 20 | Larry Robinson Arena | Septic System Audit, Elevator Modernization | |
| 20 | Vernon Recreation Centre | Septic System Audit | |
| 21 | Cavanagh Community Centre | Septic System Audit | |
| 21 | Manotick Arena And Community Centre | Electrical Infrared Scan | |
| 21 | Richmond Arena And Community Centre | Replace Dehumidifiers, Elevator Modernization | |
| 21 | Dickinson House Manotick | Roof Assessment | |
| 22 | Fred Barrett Arena | Replace Roofs - Community Hall, Entrance, Stairwell, East Arena, Zamboni | |
| 23 | Glen Cairn Community Centre | Investigation - Code Fire Containment | |
| 23 | Kanata Leisure And Wave Pool Centre | Investigation - Water Leak External Façade, Structural Review - Roof C Channels | |
| 23 | Jack Charron Arena | Repairs To Deteriorated Steel Decking And Corroded Steel Members | |
| 23 | Kanata Recreation Complex | Modernization Of Elevator 1 | |
| | | | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|---------------------|----|-------------------|----|--------------------|-----|---------|----|----------------|----|--------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|-----------|----------------------------------|--|
| Accessibility - Cultural Services | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | |
| 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 & Recreation</td> <td>1,850</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</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 | Total Authority Request | 2,500 | 2020 Request | 60 | 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 | | | | | | | | | | | | | | | | | | | | |
| | | Total Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | 60 | 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 | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | |
| Authority | 60 | 60 | 60 | 60 | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 30 | 50 | 60 | 60 | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|---------------------|----|-------------------|----|--------------------|-----|---------|----|----------------|----|--------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|--------------|----------------------------------|--|
| Accessibility - Parks & Recreation | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | |
| 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 & Recreation</td> <td>1,850</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</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 | Total Authority Request | 2,500 | 2020 Request | 1,850 | 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 | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | 1,850 | 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 | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | |
| Authority | 1,850 | 1,395 | 1,395 | 1,395 | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 930 | 1,260 | 1,480 | 1,395 | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|---|--|---|--------------|
| 909689 2020 Accessibility - Parks & Rec | | Class of Estimate: C) Planning | 1,850 |
| Category: Service Enhancements | Ward: CW | Year of Completion: 2022 | |
| <p>This program provides for barrier removal works to existing building assets and is a component of the corporate Buildings and Parks Program.</p> | | | |
| CW | City Wide: Parks & Recreation Facilities | Unscheduled Work: Accessibility | |
| CW | City Wide: Parks & Recreation Facilities | City Wide: Accessibility Advance Design/Rating Tool | |
| CW | City Wide: Parks & Recreation Facilities | City Wide: Power Door Operators | |
| 01 | Ray Friel Recreation Complex | Install Handrails in Arena Stands | |
| 03 | Walter Baker Sports Centre | Replace Pool Lift | |
| 05 | West Carleton Community Complex: Arena | Install Handrails in Arena Stands | |
| 09 | Nepean Sportsplex | Portable Accessible Viewing Platform - Yzerman Arena | |
| 09 | Nepean Sportsplex | Barrier Removals As Per 2019 Advance Design - Phase 1 | |
| 13 | St Laurent Don Gamble Recreation Complex | Changerooms - Barrier Removals | |
| 13 | St Laurent Don Gamble Recreation Complex | Install Handrails in Arena Stands | |
| 21 | Richmond Arena And Community Centre | Install Handrails in Arena Stands | |
| 21 | Richmond Arena And Community Centre | Install Accessible Viewing Area | |
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City of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Security & Emergency Management | | | | | | | | | | | |
|---|---------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 500 | 0 | 500 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 500 | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Security & Emergency Management
 In Thousands (\$000)

| Program Information | | Financial Details | | |
|--|----------------------------------|--|-----------------------------|----------------------------------|
| Life Cycle Renewal - SEM | | Class of Estimate: Not Applicable | | |
| Dept: Emergency & Protective Services Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various | |
| <p>Security and Emergency Management's Life Cycle Renewal Program ensures equipment that is both current and reliable, which reduces the possibility of failure during operations. This allows for the continued quality and timely replacement of technology and equipment related to Security Operations, Corporate Radio System and the Emergency Operations Centre (EOC).</p> <p>The program requires ongoing capital funding for the annual lifecycle replacement of equipment, maintenance and development of systems and unexpected loss due to operational incidents to ensure effective day-to-day operation.</p> | | 2020 Request | 500 | Projected Yearend Unspent Bal. 0 |
| | | 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 |
| | | Forecast | 2020 | 2021 |
| | | | 2022 | 2023 |
| | | Authority | 500 | 506 |
| | | Spending Plan | 762 | 775 |
| | | FTE's | 500 | 506 |
| | | Operating Impact | 0 | 0 |
| | | | 0 | 0 |
| | | | 0 | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Security & Emergency Management
In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|--|----------|--------------------------|------------|
| 909825 Interoperable Mobile Communications Managed Services (IMCMS) Equipme Class of Estimate: Not Applicable | | | 50 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>Security and Emergency Management is responsible for the operation of the City's Corporate Radio System, which is known as "Interoperable Mobile Communications Managed Services (IMCMS)". The radio system infrastructure is managed by an external contractor. The City is required to purchase, maintain and lifecycle system hardware such as portable radios, mobile radios, repeaters, voice recorders.</p> | | | |
| 909827 Security Operations Eqpt Replacement (2020) | | | 300 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>Corporate Security (CS) operates and maintains a Security Operations Centre (SOC). In addition, CS operates and maintains the Closed Circuit Television (CCTV) system for the City. Both the SOC and CCTV equipment requires annual lifecycle maintenance and/or replacement.</p> | | | |
| 909829 Emergency Operations Eqpt Replacement (2020) | | | 100 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | |
| <p>The Office of Emergency Management (OEM) operates an Emergency Operations Centre (EOC) as required by the Provincial Emergency Management Civil Protection Act (EMCPA). EOC equipment requires annual lifecycle maintenance and/or replacement.</p> | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Security & Emergency Management
 In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|--|--|--|-----------|
| 909832 | Emergency Operations Centre Upgrade | Class of Estimate: Not Applicable | 50 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2023 | |
| <p>The Office of Emergency Management (OEM) operates an Emergency Operations Centre (EOC) as required by the Provincial Emergency Management Civil Protection Act (EMCPA). The EOC requires a renewal to meet service and operational demands. A new EOC is required in the near future. An EOC upgrade (to the existing site or a new facility) may require an assessment of existing program requirements and a determination on a new EOC outside the City downtown area. Preliminary site selection and design works is also contemplated.</p> | | | |

City of Ottawa
2020 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Social Services | | | | | | | | | | | |
|-------------------------------|---------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 750 | 0 | 750 | 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 | 60 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 810 | 0 | 810 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2020 Draft Capital Budget
Service Area: Social Services
 In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------------------------|--------------|---------------------------------------|-------------|-----------------------------|-----------------|----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|---------|-----|--|----------------|-------|--|--------------------|--------|-------|---------------|-------|--|-----------------|-----|--|------------------|-------|--|----------------|-----|--|--------------------------------|---------------|--------------|---------------------|------------|--------------------------------|--|---|
| Buildings-Social Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 & 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>Total Authority Request</td> <td>38,418</td> <td>8,250</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 | | Total Authority Request | 38,418 | 8,250 | 2020 Request | 750 | Projected Yearend Unspent Bal. | | 0 |
| | | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 38,418 | 8,250 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | | 750 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 750 | 250 | 250 | 250 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 380 | 360 | 350 | 250 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2020 Draft Capital Budget
Service Area: Social Services
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|---------------------|----|-------------------|----|--------------------|-----|---------|----|----------------|----|--------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|-----------|----------------------------------|--|
| Accessibility - Social Services | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | |
| 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 & Recreation</td> <td>1,850</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</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 | Total Authority Request | 2,500 | 2020 Request | 60 | 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 | | | | | | | | | | | | | | | | | | | | | | |
| Total Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 60 | 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 | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2020 | 2021 | 2022 | 2023 | | | | | | | | | | | | | | | | | | | |
| Authority | 60 | 60 | 60 | 60 | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 30 | 50 | 60 | 60 | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |

**City of Ottawa
2020 Capital Draft Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)**

| Project Description | 2020 | 2021 | 2022 | 2023 | Total |
|---|--------------|--------------|--------------|--------------|---------------|
| By-law & Regulatory Services | | | | | |
| Renewal of City Assets | | | | | |
| 909118 By-law Ballistic Vest Replacement | 75 | - | - | - | 75 |
| 909119 By-law Field Technology Systems | - | 300 | - | - | 300 |
| 909666 2020 Buildings -By-Law Services | 75 | 500 | 500 | 500 | 1,575 |
| 909817 By-law Equipment Replacement (2020) | 60 | 61 | 62 | 63 | 246 |
| Renewal of City Assets Total | 210 | 861 | 562 | 563 | 2,196 |
| By-law & Regulatory Services Total | 210 | 861 | 562 | 563 | 2,196 |
| Child Care | | | | | |
| Renewal of City Assets | | | | | |
| 909667 2020 Buildings-Child Care Services | 450 | 150 | 150 | 150 | 900 |
| Renewal of City Assets Total | 450 | 150 | 150 | 150 | 900 |
| Service Enhancements | | | | | |
| 909684 2020 Accessibility - Child Care Services | 60 | 60 | 60 | 60 | 240 |
| 909859 2020 Municipal Child Care Centre Upgrade | 100 | 100 | 100 | 100 | 400 |
| Service Enhancements Total | 160 | 160 | 160 | 160 | 640 |
| Child Care Total | 610 | 310 | 310 | 310 | 1,540 |
| Fire Services | | | | | |
| Renewal of City Assets | | | | | |
| 908883 Fire Back-Up Generators | 200 | 200 | - | - | 400 |
| 908895 Fire Station Alerting & Paging System Up | 1,161 | - | - | - | 1,161 |
| 909661 Fire Tech. Development & Equip. - 2020 | 475 | 500 | 438 | 510 | 1,923 |
| 909662 Specialty Fire Equip. Replacement - 2020 | 500 | 500 | 501 | 510 | 2,011 |
| 909663 Fire Equip. Replacement Program - 2020 | 540 | 500 | 434 | 510 | 1,984 |
| 909664 Fire Safety Equipment Replacement - 2020 | 400 | 500 | 441 | 520 | 1,861 |
| 909665 Fire Facility Equip. Replacement - 2020 | 375 | 353 | 360 | 365 | 1,453 |
| 909669 2020 Buildings - Fire Services | 1,825 | 500 | 500 | 500 | 3,325 |
| Renewal of City Assets Total | 5,476 | 3,053 | 2,674 | 2,915 | 14,118 |
| Growth | | | | | |
| 904333 Ottawa West Fire Station Expansion | - | - | - | 3,000 | 3,000 |
| 904687 Fire Training Facility | - | - | - | 10,000 | 10,000 |

**City of Ottawa
2020 Capital Draft Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)**

| Project Description | 2020 | 2021 | 2022 | 2023 | Total |
|---|--------------|---------------|--------------|---------------|---------------|
| 906832 Fire Vehicles & Equipment | - | - | 500 | 500 | 1,000 |
| 908031 Kanata North Fire Station | 2,000 | 7,500 | - | - | 9,500 |
| 909130 Fire Rural Water Supply | 200 | - | - | - | 200 |
| Growth Total | 2,200 | 7,500 | 500 | 13,500 | 23,700 |
| Service Enhancements | | | | | |
| 909654 CBRN Grant - 2020 | 150 | 150 | 150 | 150 | 600 |
| 909660 USAR Grant - 2020 | 400 | 400 | 400 | 400 | 1,600 |
| Service Enhancements Total | 550 | 550 | 550 | 550 | 2,200 |
| Fire Services Total | 8,226 | 11,103 | 3,724 | 16,965 | 40,018 |
| Long Term Care | | | | | |
| Renewal of City Assets | | | | | |
| 909048 2018 Furniture & Equip. - Long Term Care | - | - | - | 350 | 350 |
| 909677 2020 Buildings - Long Term Care | 1,853 | 1,000 | 1,000 | 1,000 | 4,853 |
| 909857 Call Bell System | 250 | - | - | - | 250 |
| 909858 2020 Furniture & Equipment - LTC | 300 | 300 | 300 | 300 | 1,200 |
| Renewal of City Assets Total | 2,403 | 1,300 | 1,300 | 1,650 | 6,653 |
| Service Enhancements | | | | | |
| 909688 2020 Accessibility - Long Term Care | 60 | 60 | 60 | 60 | 240 |
| Service Enhancements Total | 60 | 60 | 60 | 60 | 240 |
| Long Term Care Total | 2,463 | 1,360 | 1,360 | 1,710 | 6,893 |
| Paramedic Service | | | | | |
| Renewal of City Assets | | | | | |
| 909755 Paramedic Equipment Replacement (2020) | 360 | 250 | 439 | 440 | 1,489 |
| 909761 Paramedic Technology & Equipment (2020) | 254 | 303 | 345 | 200 | 1,102 |
| 909768 Paramedic Facilities/Post Eqp. Rpl 2020 | 100 | 102 | 108 | 109 | 419 |
| 909770 Paramedic Defibrillator Replacement 2020 | 550 | 650 | 2,300 | 828 | 4,328 |
| Renewal of City Assets Total | 1,264 | 1,305 | 3,192 | 1,577 | 7,338 |
| Growth | | | | | |
| 909076 Paramedic West End Deployment Facility | 1,000 | 2,000 | - | - | 3,000 |
| 909753 Paramedic Vehicles & Equipment (2020) | 490 | 490 | 490 | 241 | 1,711 |
| Growth Total | 1,490 | 2,490 | 490 | 241 | 4,711 |

**City of Ottawa
2020 Capital Draft Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)**

| Project Description | 2020 | 2021 | 2022 | 2023 | Total |
|---|---------------|---------------|---------------|---------------|----------------|
| Paramedic Service Total | 2,754 | 3,795 | 3,682 | 1,818 | 12,049 |
| Parks, Buildings, & Grounds | | | | | |
| Renewal of City Assets | | | | | |
| 909683 2020 Parks-Parks & Rec | 8,250 | 6,000 | 7,000 | 7,000 | 28,250 |
| Renewal of City Assets Total | 8,250 | 6,000 | 7,000 | 7,000 | 28,250 |
| Parks, Buildings, & Grounds Total | 8,250 | 6,000 | 7,000 | 7,000 | 28,250 |
| Parks, Recreation & Culture | | | | | |
| Renewal of City Assets | | | | | |
| 907430 Urban Parks Manual | - | - | 214 | - | 214 |
| 907844 Park Pathway Lighting 2018 | 250 | - | 250 | - | 500 |
| 909104 Beach Pavillion Upgrade/Renewal | - | 933 | 921 | 581 | 2,435 |
| 909107 Facility Minor Cap Front of House Repair | 300 | 300 | 300 | 300 | 1,200 |
| 909668 2020 Buildings-Cultural Services | 850 | 800 | 800 | 800 | 3,250 |
| 909678 2020 Buildings - Parks & Rec | 22,790 | 32,666 | 36,851 | 32,500 | 124,807 |
| 909821 Outdoor Sports Court Redevelopment 2020 | 200 | - | 200 | - | 400 |
| 909822 Park Redevelopment 2020 | - | 500 | - | 500 | 1,000 |
| 909823 Fitness & Recreation Equip. Replace 2020 | - | 250 | - | 250 | 500 |
| 909824 Minor Park Improvement 2020 | 250 | 250 | 250 | 250 | 1,000 |
| 909826 Infrast. Support - Outdoor Rinks 2020 | 400 | - | 400 | - | 800 |
| 909828 Infrastructure Upgrades 2020 | 774 | 792 | 654 | 944 | 3,164 |
| 909830 Outdoor Pool Security Upgrades 2020 | 100 | 100 | - | - | 200 |
| 909831 Meridian Theatre Cap Renewal Fund 2020 | 168 | 168 | 168 | 168 | 672 |
| 909833 Cultural Building & Equip. 2020 | 126 | 125 | 125 | 125 | 501 |
| 909834 Museum Sustainability Plan 2020 | 200 | 200 | 200 | 200 | 800 |
| 909835 Artifact & Art Coll. Restore & Main 2020 | 50 | 50 | 50 | 50 | 200 |
| 909848 Shenkman Arts Ctre Renewal Fund 2020 | 40 | 40 | 40 | 40 | 160 |
| Renewal of City Assets Total | 26,498 | 37,174 | 41,423 | 36,708 | 141,803 |
| Growth | | | | | |
| 908531 Buckles St. Neighbourhood Park | 1,000 | 214 | - | - | 1,214 |
| 908532 Carp Airport Community Park | 500 | 500 | 384 | - | 1,384 |
| 908533 Cedar Lakes (1566 Stagecoach Rd-Ripley) | - | 305 | - | - | 305 |

**City of Ottawa
2020 Capital Draft Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)**

| Project Description | 2020 | 2021 | 2022 | 2023 | Total |
|---|---------------|---------------|---------------|---------------|----------------|
| 908535 EUC District Park | - | 751 | 752 | 752 | 2,255 |
| 908539 Kanata West District Park | 549 | - | 550 | 550 | 1,649 |
| 908540 Lebreton Park | - | - | - | 756 | 756 |
| 908542 Ogilvie Cummings Parkette | - | - | 313 | - | 313 |
| 908543 Onessa Springs Park | 120 | 120 | 120 | 120 | 480 |
| 908544 Place des Gouverneurs Park | - | 87 | 85 | 85 | 257 |
| 908545 Quinn Farm Park: Cadieux Land & Farm Sub | - | - | 1,204 | - | 1,204 |
| 908548 Train Lands TOD | - | 120 | 120 | 120 | 360 |
| 909490 Jockvale River District Park | 2,000 | - | - | 3,000 | 5,000 |
| 909503 Spring Valley Trails Community Park | - | 400 | - | - | 400 |
| 909504 Montfort Parkette | - | - | 400 | - | 400 |
| 909818 Cyrville Station TOD Area-1/3 Urban Park | 338 | - | 337 | - | 675 |
| 909819 Urban DC Grand Allee | 498 | - | - | - | 498 |
| 909820 2020 Parks Growth | - | 883 | 2,237 | 2,625 | 5,745 |
| 909839 Community Centre - East (EUC) | - | - | 1,050 | 9,450 | 10,500 |
| 909840 Community Centre - Central (Ottawa East) | 1,050 | 9,450 | - | - | 10,500 |
| 909841 Comm. Ctr Space Upgrd Sawmill Cr, & Alex | - | - | 12,772 | - | 12,772 |
| 909842 Field House - Wateridge Village | - | 1,500 | - | - | 1,500 |
| 909845 Indoor Skateboard Park Partnership | 3,225 | - | - | - | 3,225 |
| 909847 Rec Plngg Studies City Wide Facilities | 446 | - | - | - | 446 |
| Growth Total | 9,726 | 14,330 | 20,324 | 17,458 | 61,838 |
| Service Enhancements | | | | | |
| 909685 2020 Accessibility - Cultural Services | 60 | 60 | 60 | 60 | 240 |
| 909689 2020 Accessibility - Parks & Rec | 1,850 | 1,395 | 1,395 | 1,395 | 6,035 |
| 909837 Major Capital Partnership 2020 | 730 | 730 | 730 | 730 | 2,920 |
| 909838 Minor Capital Partnership 2020 | 300 | 300 | 300 | 300 | 1,200 |
| Service Enhancements Total | 2,940 | 2,485 | 2,485 | 2,485 | 10,395 |
| Parks, Recreation & Culture Total | 39,164 | 53,989 | 64,232 | 56,651 | 214,036 |
| Security & Emergency Management | | | | | |
| Renewal of City Assets | | | | | |
| 909825 IMCMS Equipment 2020 | 50 | 50 | 50 | 51 | 201 |
| 909827 Security Operations Equip Replace 2020 | 300 | 302 | 356 | 361 | 1,319 |

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Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

| Project Description | 2020 | 2021 | 2022 | 2023 | Total |
|--|---------------|---------------|---------------|---------------|----------------|
| 909829 Emergency Operations Equip Replace 2020 | 100 | 104 | 106 | 108 | 418 |
| 909832 Emergency Operations Centre Upgrade | 50 | 50 | 250 | 255 | 605 |
| Renewal of City Assets Total | 500 | 506 | 762 | 775 | 2,543 |
| Security & Emergency Management Total | 500 | 506 | 762 | 775 | 2,543 |
| Social Services | | | | | |
| Renewal of City Assets | | | | | |
| 909680 2020 Buildings - Social Services | 750 | 250 | 250 | 250 | 1,500 |
| Renewal of City Assets Total | 750 | 250 | 250 | 250 | 1,500 |
| Service Enhancements | | | | | |
| 909690 2020 Accessibility - Social Services | 60 | 60 | 60 | 60 | 240 |
| Service Enhancements Total | 60 | 60 | 60 | 60 | 240 |
| Social Services Total | 810 | 310 | 310 | 310 | 1,740 |
| Grand Total | 62,987 | 78,234 | 81,942 | 86,102 | 309,265 |

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Works-In-Progress
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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|---|--------------|------------------------------------|-------------------------------------|-------------------------------|---|
| By-Law & Regulatory Services | | | | | |
| 908041 By-law Equipment Replacement (2016) | 39 | 39 | 0 | - | 0 |
| 908109 2016 Buildings-By-Law Services | 192 | 184 | 8 | - | 8 |
| 908462 2017 Buildings-By-Law Services | 61 | 29 | 32 | - | 32 |
| 908525 By-law Equipment Replacement (2017) | - | - | - | - | - |
| 908920 2018 Buildings-By-Law Services | 250 | 160 | 90 | 14 | 76 |
| 909120 By-law Equipment Replacement (2018) | - | - | - | - | - |
| 909360 2019 Buildings-By-Law Services | 155 | - | 155 | - | 155 |
| 909436 2019 By-law Equipment Replacement | 194 | 12 | 182 | - | 182 |
| By-Law & Regulatory Services Total | 891 | 422 | 469 | 14 | 454 |
| Child Care | | | | | |
| 904935 Mun. Child Care Outdoor Facilities | 200 | 154 | 46 | - | 46 |
| 905638 Mun. Child Care Infrastructure | 400 | 234 | 166 | - | 166 |
| 907885 Child Care Facilities | 4,529 | 2,472 | 2,057 | - | 2,057 |
| 908456 2017 Accessibility - Child Care | 80 | 25 | 55 | - | 55 |
| 908463 2017 Buildings-Child Care Services | 185 | 27 | 158 | - | 158 |
| 908921 2018 Buildings-Child Care Services | 145 | 7 | 138 | - | 138 |
| 908933 2018 Accessibility - Child Care | 165 | 2 | 163 | - | 163 |
| 909236 2019 Accessibility - Child Care Services | 60 | - | 60 | - | 60 |
| 909361 2019 Buildings-Child Care Services | 370 | 10 | 360 | - | 360 |
| Child Care Total | 6,134 | 2,932 | 3,202 | - | 3,202 |
| Fire Services | | | | | |
| 903142 Ottawa East Fire Station | 7,000 | 5,845 | 1,155 | 8 | 1,147 |
| 903157 Ottawa West Fire Station | 8,750 | 8,362 | 388 | - | 388 |
| 907527 Fire Dynamics | 1,200 | 1,573 | (373) | - | (373) |
| 908030 Cyrville Fire Station | 6,951 | 6,417 | 534 | - | 534 |
| 908112 2016 Buildings-Fire Services | 543 | 530 | 13 | - | 13 |
| 908417 Fire Tech. Development & Equipment-2017 | 100 | 100 | 0 | - | 0 |

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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|---|---------------|------------------------------------|-------------------------------------|-------------------------------|---|
| 908418 Fire Equipment Replacement Prog.-2017 | 325 | 346 | (21) | - | (21) |
| 908419 Fire Facility Equipment Replacement-2017 | 200 | 237 | (37) | - | (37) |
| 908420 Fire Safety Equipment Replacement-2017 | 350 | 366 | (16) | - | (16) |
| 908421 Specialty Fire Equip. Replacement-2017 | 150 | 156 | (6) | - | (6) |
| 908422 CBRN Grant-2017 | 100 | 100 | - | - | - |
| 908465 2017 Buildings-Fire Services | 775 | 692 | 83 | 21 | 61 |
| 908895 Fire Station Alerting & Paging System Up | 632 | 11 | 621 | - | 621 |
| 908896 Fire Tech. Development & Equipment-2018 | 252 | 235 | 17 | 0 | 17 |
| 908897 Fire Equipment Replacement Prog.-2018 | 271 | 223 | 48 | - | 48 |
| 908898 Fire Facility Equipment Replacement-2018 | 100 | 76 | 24 | 7 | 17 |
| 908899 Fire Safety Equipment Replacement-2018 | 438 | 366 | 73 | - | 73 |
| 908900 Specialty Fire Equip. Replacement-2018 | 150 | 160 | (10) | - | (10) |
| 908901 CBRN Grant-2018 | 150 | 150 | (0) | - | (0) |
| 908923 2018 Buildings-Fire Services | 760 | 584 | 176 | 28 | 147 |
| 909324 Fire Tech. Development & Equipment-2019 | 300 | - | 300 | - | 300 |
| 909325 Specialty Fire Equip. Replacement-2019 | 300 | 2 | 298 | - | 298 |
| 909326 Fire Equipment Replacement Prog.-2019 | 400 | 119 | 281 | 8 | 273 |
| 909327 Fire Safety Equipment Replacement-2019 | 400 | 51 | 349 | 31 | 318 |
| 909328 Fire Facility Equipment Replacement-2019 | 250 | 105 | 145 | 19 | 126 |
| 909329 CBRN Grant-2019 | 150 | 43 | 107 | 5 | 102 |
| 909363 2019 Buildings-Fire Services | 2,000 | 103 | 1,897 | 11 | 1,886 |
| 909580 USAR Grant-2018 | 400 | 400 | - | - | - |
| 909581 USAR Grant-2019 | 400 | 25 | 375 | - | 375 |
| Fire Services Total | 33,797 | 27,380 | 6,417 | 138 | 6,279 |
| GM Comm & Social Svcs | | | | | |
| 908305 Section 37 Ward 14 Community Garden Proj | 107 | 87 | 20 | - | 20 |
| GM Comm & Social Svcs Total | 107 | 87 | 20 | - | 20 |
| Infrastructure Svcs & Commtty S | | | | | |

City of Ottawa
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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|--|---------------|------------------------------------|-------------------------------------|-------------------------------|---|
| 908929 2018 Buildings-Social Services | 600 | 32 | 568 | - | 568 |
| Infrastructure Svcs & Commtly S Total | 600 | 32 | 568 | - | 568 |
| Long Term Care | | | | | |
| 907994 Accessibility - Long Term Care | 50 | 35 | 15 | - | 15 |
| 908115 2016 Buildings-Long Term Care | 1,030 | 1,024 | 6 | - | 6 |
| 908468 2017 Buildings-Long Term Care | 2,130 | 2,025 | 105 | 8 | 97 |
| 908566 Accessibility - Long Term Care | 90 | - | 90 | - | 90 |
| 908926 2018 Buildings-Long Term Care | 4,125 | 853 | 3,272 | 39 | 3,233 |
| 908937 2018 Accessibility - Long Term Care | 60 | - | 60 | - | 60 |
| 909048 2018 Furniture & Equip. - Long Term Care | 350 | 349 | 2 | 7 | (5) |
| 909233 LTC - Technology & Equipment Upgrades | 1,000 | 883 | 117 | 0 | 116 |
| 909366 2019 Buildings-Long Term Care | 645 | - | 645 | - | 645 |
| 909477 2019 Accessibility - Long Term Care | 60 | - | 60 | - | 60 |
| 909545 2019 Furniture & Equip. - Long Term Care | 650 | 58 | 592 | - | 592 |
| Long Term Care Total | 10,190 | 5,227 | 4,963 | 53 | 4,910 |
| Paramedic Service | | | | | |
| 905210 Paramedic CACC Facility (Don Reid Dr.) | 12,446 | 12,361 | 85 | - | 85 |
| 906161 Paramedic Defibrillator Replacement | 3,800 | 3,199 | 602 | - | 602 |
| 908315 Buildings-Paramedic Services (P3) | 522 | 522 | 0 | - | 0 |
| 908630 Paramedic Equipment Replacement (2017) | 1,616 | 1,710 | (94) | - | (94) |
| 908631 Paramedic Technology & Equipment (2017) | 518 | 425 | 93 | - | 93 |
| 908632 Paramedic Vehicles & Equipment (2017) | 460 | 454 | 6 | - | 6 |
| 909045 Paramedic Equipment Replacement (2018) | 750 | 751 | (1) | - | (1) |
| 909046 Paramedic Technology & Equipment (2018) | 274 | - | 274 | - | 274 |
| 909047 Paramedic Vehicles & Equipment (2018) | 245 | 131 | 114 | - | 114 |
| 909073 Paramedic Facilities/Post Equipment Repl | 300 | - | 300 | - | 300 |
| 909076 Paramedic West End Deployment Facility | 500 | - | 500 | - | 500 |
| 909419 Paramedic Vehicles & Equipment (2019) | 490 | 61 | 429 | - | 429 |

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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|---|---------------|------------------------------------|-------------------------------------|-------------------------------|---|
| 909420 Paramedic Equipment Replacement (2019) | 350 | 200 | 150 | 12 | 138 |
| 909421 Paramedic Technology & Equipment (2019) | 432 | - | 432 | - | 432 |
| Paramedic Service Total | 22,703 | 19,813 | 2,890 | 12 | 2,878 |
| Parks, Buildings, & Grounds | | | | | |
| 909240 2019 Accessibility - Cultural Services | 60 | - | 60 | - | 60 |
| Parks, Buildings, & Grounds Total | 60 | - | 60 | - | 60 |
| Parks, Recreation & Culture | | | | | |
| 902396 Rock Knoll Land Acquisition | 200 | (21) | 221 | - | 221 |
| 902412 Beryl Gaffney Park | 684 | 695 | (10) | 6 | (16) |
| 903115 Manotick Park Development | 368 | 19 | 349 | - | 349 |
| 903622 Riverside South Recreation Complex Land | 4,500 | 4 | 4,496 | - | 4,496 |
| 903623 District Skate Board Park-East | 750 | 33 | 717 | - | 717 |
| 903624 Minto Recreation Complex | 53,502 | 53,255 | 248 | 38 | 209 |
| 904373 ENCB*North Kanata Recreation Complex | 43,472 | 42,402 | 1,070 | - | 1,070 |
| 904699 Brewer Park | 100 | 0 | 100 | - | 100 |
| 905118 Community Centre Additions | 2,131 | 1,801 | 330 | - | 330 |
| 905842 Romina Park | 547 | 563 | (16) | - | (16) |
| 905848 Laroche Park Improvements | 355 | 181 | 174 | 1 | 173 |
| 905902 Kanata Town Centre Parks | 187 | 196 | (9) | - | (9) |
| 906181 Tennis Court Redevelopment | 55 | 48 | 7 | - | 7 |
| 906183 Cultural Facilities Security Systems | 143 | 141 | 2 | - | 2 |
| 906232 Sports Development - Lansdown extra 2011 | 5,023 | 3,031 | 1,992 | - | 1,992 |
| 906236 Program Facilities Upgrades | 2,061 | 2,032 | 29 | - | 29 |
| 906277 Broughton Park | 418 | 373 | 44 | - | 44 |
| 906279 Kristina Kiss Park | 1,374 | 1,324 | 50 | - | 50 |
| 906296 Lalande Conservation Park | 355 | 250 | 105 | - | 105 |
| 906546 Community Centre East - FDRC | 5,456 | 5,182 | 274 | 12 | 263 |
| 906580 Expand/Redevelop Sawmill Creek Pool & CC | 1,532 | 257 | 1,275 | 7 | 1,268 |

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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|---|-----------|------------------------------------|-------------------------------------|-------------------------------|---|
| 906855 Minor Park Improvement 2013 | 594 | 567 | 27 | 1 | 26 |
| 906993 Emerald Links Park | 400 | - | 400 | - | 400 |
| 906994 Greely Village Centre Park | 3,121 | 3,096 | 25 | 3 | 22 |
| 906995 Kizell Pond Pathway | 1,000 | 31 | 969 | - | 969 |
| 906996 Watershields Park | 361 | 359 | 2 | - | 2 |
| 907003 Mooney's Bay Upgrade/Renewal | 250 | 296 | (46) | - | (46) |
| 907147 Reid Park Redevelopment - Design Phase | 1,576 | 1,421 | 155 | - | 155 |
| 907231 Leitrim East Neighbourhood Park | 1,005 | 985 | 20 | - | 20 |
| 907294 Accessibility-Parks & Rec | 1,523 | 1,482 | 41 | - | 41 |
| 907318 Ward 13 Cash in Lieu Projects | 156 | 151 | 5 | - | 5 |
| 907319 Boothfield Park | 1,392 | 1,257 | 135 | - | 135 |
| 907355 Miracle League Ottawa Field & Playground | 1,730 | 1,544 | 186 | - | 186 |
| 907356 Cultural Services Bulding & Equip. 2014 | 95 | 93 | 2 | - | 2 |
| 907358 Minor Park Improvement 2014 | 441 | 398 | 42 | 11 | 32 |
| 907362 Minor Capital Partnerships 2014 | 330 | 343 | (13) | - | (13) |
| 907411 Leboutillier Park | 320 | 301 | 19 | - | 19 |
| 907412 Blackstone Community Park | 720 | 55 | 665 | - | 665 |
| 907413 Cardinal Creek Park (18A) | 1,938 | 1,283 | 655 | 1 | 654 |
| 907417 Dr. Taite Linear Park | 104 | 3 | 101 | - | 101 |
| 907418 Mancini Park | 880 | 849 | 31 | - | 31 |
| 907419 Havencrest Woods Park | 460 | 305 | 155 | - | 155 |
| 907422 Green Meadows (Rivington) | 550 | 400 | 150 | - | 150 |
| 907423 Meadow Breeze Park Expansion | 562 | 554 | 8 | - | 8 |
| 907424 Millennium Park | 8,030 | 7,978 | 52 | - | 52 |
| 907426 George Nelms Park Fieldhouse-Major Cap. | 475 | (93) | 568 | - | 568 |
| 907427 Richardson Ridge Park | 490 | 485 | 5 | - | 5 |
| 907428 Summerhill Park | 1,210 | 1,032 | 178 | - | 178 |
| 907429 Tulip Tree Park | 330 | 314 | 16 | - | 16 |
| 907430 Urban Parks Manual | 190 | 38 | 152 | - | 152 |
| 907524 Fosterbrook Park | 50 | 45 | 5 | - | 5 |

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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|---|-----------|------------------------------------|-------------------------------------|-------------------------------|---|
| 907549 DCA-Joseph Vezeina Park Phase II | 338 | - | 338 | - | 338 |
| 907803 Fitness & Recreation Equip. Replace 2015 | 247 | 246 | 1 | - | 1 |
| 907804 Minor Park Improvement 2015 | 372 | 81 | 291 | - | 291 |
| 907810 Tennis Court Redevelopment 2016 | 171 | 35 | 136 | - | 136 |
| 907811 Infrastruct Support - Outdoor Rinks 2016 | 400 | 96 | 304 | - | 304 |
| 907842 Community Centre South | 19,334 | 22 | 19,312 | - | 19,312 |
| 907844 Park Pathway Lighting 2018 | 247 | - | 247 | - | 247 |
| 907905 Quarry Ridge Recreational Pathway | 260 | 165 | 95 | - | 95 |
| 907907 Longfields Ph 4 (Leather Leaf Parkette) | 290 | 309 | (19) | - | (19) |
| 907908 Avalon South Recreational Pathway | 510 | 332 | 178 | - | 178 |
| 907933 Centrepointe Theatre Cap Renewal Fund | 327 | 317 | 10 | - | 10 |
| 907935 Nixon Farm Park | 480 | 78 | 402 | - | 402 |
| 907936 Cassandra Park | 310 | 291 | 19 | - | 19 |
| 907937 Kings Grant | 870 | 575 | 295 | - | 295 |
| 907951 Redevelopment of Optimist Park | 1,163 | 1,215 | (51) | - | (51) |
| 907953 Shefford Road Sports Park - Field Replac | 657 | 607 | 50 | - | 50 |
| 907956 CIP150 - Manotick Arena - reno & exp | 2,751 | 2,634 | 117 | 4 | 112 |
| 907976 Cathcart Park Dog Park - fencing | 184 | 184 | (0) | - | (0) |
| 907986 PRCS Facility Upgrades 2015 | 791 | 609 | 181 | - | 181 |
| 907987 Major Capital Partnership 2015 | 99 | 69 | 30 | - | 30 |
| 907988 Minor Capital Partnership 2015 | 300 | 171 | 129 | - | 129 |
| 907990 Accessibility - Cultural Services | 38 | 3 | 35 | - | 35 |
| 907993 Accessibility - Parks & Rec | 1,530 | 1,462 | 68 | - | 68 |
| 908020 Canterbury Park -Outdoor Roofed Ice Rink | 74 | 74 | - | - | - |
| 908051 Cultural Services Bulding & Equip. 2016 | 275 | 42 | 233 | - | 233 |
| 908111 2016 Buildings-Cultural Services | 1,085 | 1,081 | 4 | 4 | 0 |
| 908116 2016 Buildings-Parks & Rec | 15,785 | 15,555 | 230 | 37 | 193 |
| 908120 2016 Parks - Parks & Rec | 3,717 | 3,712 | 5 | - | 5 |
| 908123 2016 Accessibility - Cultural Services | 175 | 167 | 8 | - | 8 |
| 908126 2016 Accessibility - Parks & Rec | 1,616 | 1,532 | 83 | - | 83 |

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|---|-----------|------------------------------------|-------------------------------------|-------------------------------|---|
| 908213 PRCS Facility Upgrades 2016 | 2,043 | 1,674 | 369 | 3 | 367 |
| 908214 Major Capital Partnership 2016 | 492 | 201 | 291 | - | 291 |
| 908270 Minor Capital Partnership 2016 | 300 | - | 300 | - | 300 |
| 908277 Longfields Phase 6 Mattino | 160 | 14 | 146 | 9 | 138 |
| 908295 Manor Park Community Cntr Interior Reno | 620 | 506 | 114 | - | 114 |
| 908296 Loyola Park - Splash Pad | 390 | 376 | 14 | - | 14 |
| 908304 Meadowbreeze Pk-RinkShack Ship Container | 48 | 48 | - | - | - |
| 908311 CIP150 - Bayshore C.C. Bldg - reno & exp | 1,000 | 964 | 36 | 9 | 28 |
| 908312 CIP150 - Orleans Sports Field - lighting | 500 | 445 | 55 | - | 55 |
| 908313 CIP150 - AlbionHeatherington C.C.-upgrad | 880 | 753 | 127 | - | 127 |
| 908325 Inverness Park - Splash Pad | 269 | 269 | - | - | - |
| 908341 Ward 22 Cash-in-lieu 2016 | 44 | 41 | 3 | - | 3 |
| 908346 Mooney's Bay Playground | 1,156 | 1,128 | 28 | 1 | 27 |
| 908355 Canterbury Comm Outdoor Covered Rink Fac | 5,850 | 4,912 | 938 | 4 | 934 |
| 908356 Ward 21 Cash-in-lieu 2016 | 29 | 29 | - | - | - |
| 908362 Walter Baker Sports Complex -improvement | 163 | 160 | 3 | - | 3 |
| 908373 Diamond Jubilee Park Phase 2 | 1,129 | 98 | 1,031 | - | 1,031 |
| 908374 Carp Highlands Pathway | 122 | - | 122 | - | 122 |
| 908389 Booking & Registration System Replace. | 5,040 | 1,370 | 3,670 | - | 3,670 |
| 908395 Ward 13 Cash-in-lieu 2016 | 54 | 54 | (0) | - | (0) |
| 908423 Backflow Prevention Project | 2,150 | 638 | 1,512 | 17 | 1,495 |
| 908457 2017 Accessibility - Cultural Services | 471 | 302 | 169 | 1 | 168 |
| 908460 2017 Accessibility - Parks & Rec | 1,925 | 1,585 | 340 | - | 340 |
| 908464 2017 Buildings-Cultural Services | 1,895 | 1,819 | 76 | 35 | 41 |
| 908469 2017 Buildings-Parks & Rec | 14,468 | 12,851 | 1,617 | 111 | 1,506 |
| 908475 2017 Parks - Parks & Rec | 5,000 | 4,735 | 265 | 68 | 197 |
| 908478 Deer Run Park - splash pad | 272 | 297 | (25) | - | (25) |
| 908534 Cobble Hill Park Strandherd Meadows | 1,338 | 26 | 1,312 | - | 1,312 |
| 908537 Hill Side Vista Park | 386 | - | 386 | - | 386 |
| 908538 Humanics Linear Park | 141 | - | 141 | - | 141 |

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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|---|-----------|------------------------------------|-------------------------------------|-------------------------------|---|
| 908539 Kanata West District Park | 609 | - | 609 | - | 609 |
| 908541 Manotick Estates Park | 106 | - | 106 | - | 106 |
| 908546 Riverside South District Parks | 7,810 | - | 7,810 | - | 7,810 |
| 908635 PRCS Facility Upgrades 2017 | 410 | 294 | 116 | 1 | 115 |
| 908636 Minor Park Improvement 2017 | 238 | 43 | 194 | 0 | 194 |
| 908638 Park Redevelopment 2017 | 55 | - | 55 | - | 55 |
| 908639 Major Capital Partnership 2017 | 230 | - | 230 | - | 230 |
| 908640 Minor Capital Partnership 2017 | 300 | - | 300 | - | 300 |
| 908641 Centrepointe Theatre Cap Renewal Fund | 60 | 10 | 50 | - | 50 |
| 908642 Cultural Services Building & Equip. 2017 | 75 | 57 | 18 | - | 18 |
| 908719 Featherston Park - play equipment improv | 153 | 155 | (2) | - | (2) |
| 908775 Ward 1 Cash-in-lieu 2016 | 8 | 7 | 0 | - | 0 |
| 908778 Manotick Remembrance Park - construction | 280 | 324 | (43) | - | (43) |
| 908779 Dunrobin Park - rink upgrade | 55 | 108 | (53) | - | (53) |
| 908797 Ward 2 Cash-in-Lieu 2018 | 22 | 22 | - | - | - |
| 908813 Hazeldean Open Space Improvements | 123 | 123 | (0) | - | (0) |
| 908814 Ward 22 Cash-in-lieu 2017 | 39 | 38 | 1 | - | 1 |
| 908815 Village Square Park - Drinking Fountain | 64 | 33 | 31 | - | 31 |
| 908821 Paul Landry Park - park improvements | 170 | 169 | 1 | - | 1 |
| 908827 Half Moon Bay South Community Park | 951 | 951 | - | - | - |
| 908828 C W Funded Public Art Commission 2017 | 551 | (23) | 574 | - | 574 |
| 908829 Devonian Park - Tennis Courts | 60 | - | 60 | - | 60 |
| 908830 Cardinal Glen Park rehabilitation proj. | 312 | 248 | 64 | - | 64 |
| 908846 Minto Field | 870 | 865 | 4 | - | 4 |
| 908857 Ward 21 Cash-in-lieu 2017 | 40 | - | 40 | - | 40 |
| 908865 Rate Funded Public Art Commissions 2017 | 279 | 0 | 279 | - | 279 |
| 908871 Ward 2 Cash-in-lieu 2017 | 11 | 11 | 0 | - | 0 |
| 908872 Rose Park Fitness Equipment | 65 | 65 | 0 | - | 0 |
| 908873 Central Park East Lighting project | 100 | 117 | (17) | 0 | (17) |
| 908882 2017 Parks Growth | 600 | 625 | (25) | - | (25) |

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|---|-----------|------------------------------------|-------------------------------------|-------------------------------|---|
| 908891 CIP150 - Pat Clarke Community Centre Ren | 3,849 | 2,733 | 1,116 | - | 1,116 |
| 908893 Doug Frobel Park | 380 | 257 | 123 | - | 123 |
| 908903 Ward 9 Cash-in-lieu 2017 | 20 | 20 | (0) | - | (0) |
| 908910 Ken Ross Park Eagle's Nest - Dugout | 4 | 4 | - | - | - |
| 908913 Ward 8 Cash-in-lieu 2017 | 25 | 15 | 10 | - | 10 |
| 908914 Ward 16 Cash-in-lieu 2017 | 4 | 4 | - | - | - |
| 908922 2018 Buildings-Cultural Services | 1,490 | 545 | 945 | 13 | 931 |
| 908927 2018 Buildings-Parks & Rec | 16,070 | 10,558 | 5,512 | 27 | 5,485 |
| 908932 2018 Parks - Parks & Rec | 6,925 | 5,043 | 1,882 | 85 | 1,797 |
| 908934 2018 Accessibility - Cultural Services | 50 | - | 50 | - | 50 |
| 908938 2018 Accessibility - Parks & Rec | 2,525 | 1,208 | 1,317 | 4 | 1,313 |
| 908992 Lynwood Park - Sitting Area | 64 | 58 | 7 | 1 | 6 |
| 908993 Ward 23 Cash-in-lieu 2017 | 27 | 27 | (0) | - | (0) |
| 909000 Dalhousie South Park 2018 Redevelopment | 180 | 147 | 33 | - | 33 |
| 909004 Dovercourt Phase 2 Expansion | 886 | 750 | 136 | - | 136 |
| 909077 RCFS Facility Upgrades 2018 | 1,260 | - | 1,260 | - | 1,260 |
| 909078 Major Capital Partnership 2018 | 730 | - | 730 | - | 730 |
| 909079 Minor Capital Partnership 2018 | 300 | - | 300 | - | 300 |
| 909102 Community Centre Upgrades | 330 | - | 330 | - | 330 |
| 909103 Infrastruct Support - Outdoor Rinks 2018 | 289 | 178 | 111 | - | 111 |
| 909107 Facility Minor Cap Front of House Repair | 300 | 34 | 266 | 11 | 255 |
| 909110 Minor Park Improvement 2018 | 326 | (3) | 329 | - | 329 |
| 909111 Park Redevelopment 2018 | 156 | - | 156 | - | 156 |
| 909112 Fitness & Recreation Equip. Replace 2018 | 130 | 74 | 56 | - | 56 |
| 909113 Centrepointe Theatre Cap Renew Fund 2018 | 60 | 15 | 45 | - | 45 |
| 909114 Cultural Services Building & Equip. 2018 | 205 | 35 | 170 | - | 170 |
| 909127 Shenkman Arts Ctre Renewal Fund 2019 | 40 | 9 | 31 | - | 31 |
| 909138 Sylvia Holden Park Rink Upgrades | 99 | 2 | 97 | - | 97 |
| 909160 S 37 Ward 15 Park | 400 | - | 400 | - | 400 |
| 909186 Woodroffe Park Fieldhouse Replacement | 995 | - | 995 | - | 995 |

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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|---|-----------|------------------------------------|-------------------------------------|-------------------------------|---|
| 909188 Gordon & Ivy Scharf Park Play Equipment | 110 | 61 | 49 | - | 49 |
| 909190 Ward 5 Cash-in-Lieu 2017 | 12 | 3 | 9 | - | 9 |
| 909192 Ward 6 Cash-in-Lieu 2018 | 162 | 77 | 86 | - | 86 |
| 909193 Langstaff Park Fitness Equipment | 38 | 0 | 38 | - | 38 |
| 909194 Arcadia Park Splash Pad | 300 | - | 300 | - | 300 |
| 909197 Ward 7 Cash-in-Lieu 2018 | 70 | 14 | 56 | 2 | 54 |
| 909202 Ward 21 Cash-in-Lieu 2018 | 72 | 65 | 6 | 0 | 6 |
| 909205 Ward 18 Cash-in-Lieu 2018 | 34 | 34 | - | - | - |
| 909206 Rate Funded Public Art Commissions 2018 | 706 | 95 | 611 | - | 611 |
| 909207 Mountain Meadows Pk -Umbrellas & benches | 60 | 32 | 28 | - | 28 |
| 909209 Rockcliffe Park Fieldhouse & Rink | 565 | 508 | 57 | - | 57 |
| 909210 Fallingbrook South Area Splash Pad | 324 | 297 | 27 | - | 27 |
| 909211 Ben Franklin Splash Pad | 300 | 265 | 35 | - | 35 |
| 909212 Ward 9 Cash-in-Lieu 2018 | 10 | - | 10 | - | 10 |
| 909213 W.C. Bowes Park Splash Pad | 435 | 182 | 252 | - | 252 |
| 909214 Nimiq Park Splash Pad | 309 | 303 | 5 | - | 5 |
| 909230 Ward 4 Cash-in-Lieu 2018 | 34 | 22 | 12 | - | 12 |
| 909231 Ward 10 Tennis Court Redevelopment | 351 | 276 | 75 | - | 75 |
| 909232 Carlington Park - Mountain Bike Track | 153 | 26 | 127 | 0 | 127 |
| 909234 Barrhaven/Walter Baker Food Cuboard | 100 | 88 | 12 | - | 12 |
| 909244 Ward 1 Cash-in-Lieu 2018 | 67 | 49 | 18 | - | 18 |
| 909246 C W Funded Public Art Commission 2018 | 115 | 7 | 108 | - | 108 |
| 909247 Constance Buckham's Bay CC -Kitchen Reno | 160 | 76 | 84 | 5 | 80 |
| 909248 Fairmile View Park - Land Acquisition | 57 | 56 | 1 | - | 1 |
| 909250 Alexander Park - Improvements | 152 | 18 | 134 | - | 134 |
| 909252 Nepean Sportsplex Football Lighting Proj | 600 | 25 | 575 | - | 575 |
| 909253 Infrastructure Strategy | 150 | - | 150 | - | 150 |
| 909254 Confederation Field | 210 | 25 | 185 | 1 | 184 |
| 909259 Bilberry Park - Orleans Bengals Football | 32 | 27 | 5 | - | 5 |
| 909260 Ward 3 Cash-in-Lieu 2018 | 51 | 17 | 33 | - | 33 |

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|--|-----------|------------------------------------|-------------------------------------|-------------------------------|---|
| 909268 Nanaimo Park - basketball court | 58 | 58 | 0 | - | 0 |
| 909269 Ward 23 Cash-in-lieu 2018 | 17 | 1 | 15 | - | 15 |
| 909271 Ward 14 Cash-in-lieu 2018 | 3 | 3 | - | - | - |
| 909275 Ward 8 Cash-in-lieu 2018 | 2 | 2 | 0 | - | 0 |
| 909277 Ward 15 Cash-In-Lieu 2018 | 1 | - | 1 | - | 1 |
| 909281 Gladstone Lands Park Development | 1,000 | - | 1,000 | - | 1,000 |
| 909286 Ward 19 Cash-In-Lieu 2018 | 20 | - | 20 | - | 20 |
| 909287 Petrie Island Picnic Gazebo | 90 | - | 90 | - | 90 |
| 909289 Clarity Park | 620 | 26 | 594 | - | 594 |
| 909290 Ward 13 Cash-in-lieu 2018 | 45 | 45 | - | - | - |
| 909291 Steve MacLean Park - basketball court | 77 | 66 | 11 | - | 11 |
| 909292 Ward 20 Cash-in-lieu 2018 | 4 | 4 | (0) | - | (0) |
| 909300 McCormick Park | 110 | 99 | 11 | - | 11 |
| 909340 Ward 11 Cash-in-lieu 2018 | 15 | - | 15 | - | 15 |
| 909345 Lola Park | 270 | 36 | 234 | - | 234 |
| 909362 2019 Buildings-Cultural Services | 905 | 55 | 850 | - | 850 |
| 909367 2019 Buildings-Parks & Rec | 14,659 | 1,479 | 13,180 | 104 | 13,075 |
| 909372 2019 Parks - Parks & Rec | 5,000 | 782 | 4,218 | 23 | 4,195 |
| 909439 Bill Teron Park | 165 | 15 | 150 | - | 150 |
| 909440 Outdoor Pool Security Upgrades 2019 | 100 | 2 | 98 | - | 98 |
| 909441 Outdoor Sports Court Redevelopment 2019 | 179 | - | 179 | - | 179 |
| 909442 Minor Park Improvement 2019 | 150 | - | 150 | - | 150 |
| 909443 Park Redevelopment 2019 | 300 | - | 300 | - | 300 |
| 909444 Fitness & Recreation Equip. Replace 2019 | 100 | - | 100 | - | 100 |
| 909445 Infrastructure Upgrades 2019 | 508 | - | 508 | 14 | 494 |
| 909446 Major Capital Partnerships 2019 | 700 | - | 700 | - | 700 |
| 909447 Minor Capital Partnerships 2019 | 300 | - | 300 | - | 300 |
| 909448 Artifact & Art Collection Restore & Maint | 50 | - | 50 | - | 50 |
| 909449 Centrepointe Theatre Cap Renew Fund 2019 | 192 | - | 192 | - | 192 |
| 909450 Cultural Building & Equip 2019 | 100 | - | 100 | - | 100 |

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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|--|----------------|------------------------------------|-------------------------------------|-------------------------------|---|
| 909478 2019 Accessibility - Parks & Rec | 1,395 | 60 | 1,335 | - | 1,335 |
| 909514 South Nepean Town Centre | 1 | 1 | 0 | - | 0 |
| 909546 Meridian Naming Rights Enhancements | 191 | 3 | 188 | - | 188 |
| 909549 Blackburn Arena Upgrades | 4,000 | - | 4,000 | - | 4,000 |
| 909556 Riverain Park | 1,300 | 101 | 1,199 | - | 1,199 |
| 909565 Lindenlea Park | 50 | 1 | 49 | - | 49 |
| 909566 Ward 12 Cash-in-lieu 2019 | 45 | - | 45 | - | 45 |
| 909575 Ward 9 Cash-in-lieu 2019 | 25 | 12 | 13 | - | 13 |
| 909582 Ward 3 Cash-in-lieu 2019 | 6 | 5 | 1 | - | 1 |
| 909583 Ward 8 Cash-in-lieu 2019 | 29 | - | 29 | - | 29 |
| 909584 Pinecrest Park Batting Cage | 81 | - | 81 | - | 81 |
| 909588 Ward 21 Cash-in-lieu 2019 | 4 | 4 | 0 | - | 0 |
| 909590 Ward 11 Cash-in-lieu 2019 | 4 | - | 4 | - | 4 |
| 909591 Howard A. Maguire Park | 60 | - | 60 | - | 60 |
| 909592 Ward 4 Cash-in-lieu 2019 | 5 | - | 5 | - | 5 |
| 909600 Uplands Riverside Pathway & Park | 387 | - | 387 | - | 387 |
| 909601 Quarry Park | 200 | 22 | 178 | 15 | 164 |
| 909605 Greystone Village Parks | 196 | - | 196 | - | 196 |
| 909606 Richcraft Recreation Complex Volleyball | 168 | - | 168 | - | 168 |
| 909608 Bob MacQuarrie ♦ Pool Climbing Wall | 100 | 3 | 97 | - | 97 |
| 909609 Ward 2 Cash-in-lieu 2019 | 10 | 10 | - | - | - |
| 909610 Bordeleau Park Tennis Courts | 75 | - | 75 | - | 75 |
| 909611 Beach Operation Storage Facility | 165 | 16 | 149 | - | 149 |
| 909618 Bairds Park Swings | 50 | - | 50 | - | 50 |
| 909624 Ward 20 Cash-in-lieu 2019 | 10 | - | 10 | - | 10 |
| 909650 Ward 6 Cash-in-lieu 2019 | 4 | - | 4 | - | 4 |
| 909659 Charing Park - Splash Pad | 165 | 15 | 150 | - | 150 |
| 909670 Nepean Sportsplex - Marquee Sign | 120 | - | 120 | - | 120 |
| Parks, Recreation & Culture Total | 349,309 | 235,827 | 113,483 | 690 | 112,792 |

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| Project Description | Authority | Expenditures as of August 31, 2019 | August 31 2019 Unspent Cash Balance | Total Contractual Obligations | Unspent Balance Including Contractual Obligations |
|--|----------------|------------------------------------|-------------------------------------|-------------------------------|---|
| Security & Emergency Mgmt | | | | | |
| 905916 SEM - Corporate Radio System | 9,583 | 9,273 | 310 | - | 310 |
| 907913 SEM-Closed Circuit TV (CCTV) Equip. | 1,383 | 2,278 | (896) | 0 | (896) |
| 908684 Emergency Operations Equipment Replacemnt | 100 | - | 100 | - | 100 |
| 909105 CBRNE/USAR Equipment and Training | 50 | - | 50 | - | 50 |
| 909106 Security Operations Equipment Replacemnt | 200 | 4 | 196 | - | 196 |
| 909434 IMCMS Equipment | 50 | - | 50 | - | 50 |
| Security & Emergency Mgmt Total | 11,366 | 11,556 | (191) | 0 | (191) |
| Social Services | | | | | |
| 906448 2016 Accessibility - Social Services | 454 | 442 | 12 | - | 12 |
| 907042 CSSD Client & Community Hub Design&Build | 400 | 174 | 226 | 4 | 222 |
| 908461 2017 Accessibility - Social Services | 60 | - | 60 | - | 60 |
| 908472 2017 Buildings-Social Services | 196 | 160 | 36 | - | 36 |
| 908939 2018 Accessibility - Social Services | 60 | - | 60 | - | 60 |
| 909369 2019 Buildings-Social Services | 1,230 | 0 | 1,230 | - | 1,230 |
| 909479 2019 Accessibility - Social Services | 60 | - | 60 | - | 60 |
| Social Services Total | 2,460 | 775 | 1,685 | 4 | 1,681 |
| Grand Total | 437,616 | 304,051 | 133,565 | 912 | 132,653 |